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**EXPATRIATE MANAGEMENT PERFORMANCE IN THE
INTERNATIONAL BUSINESS CONTEXT: AN EXAMINATION OF THE
CONTRIBUTION OF PERFORMANCE RELATED BEHAVIOUR,
INTERCULTURAL ABILITY AND SOCIO-BIOGRAPHICAL
CHARACTERISTICS TO THE EFFECTIVE PERFORMANCE OF THE
WESTERN EXPATRIATE MANAGER AND PROFESSIONAL WORKING
IN THE THAI BUSINESS ENVIRONMENT**

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**An independent research report submitted in
partial fulfilment of the requirement for the
degree of Doctor of Philosophy (Management)**

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ABSTRACT

The research presented in this thesis explores three areas related to the performance of Western expatriate managers and professionals working in Thailand. Firstly, how do Western expatriates and Thai working together in Thailand perceive the performance related behaviour of the Western expatriate, and how do these behaviours contribute to overall effective performance. Secondly, how do these Western expatriates and Thai perceive the intercultural abilities of the Western expatriate, and how do these abilities contribute to overall effective performance? Finally, what role do socio-biographical characteristics play in perceptions of the effective performance of Western expatriates working in Thailand? These questions are examined in three studies using a field sample of Thai and Western expatriate managers and professionals.

In line with hypotheses developed, between groups differences were found for the ratings by the Thai and Western participants of both importance of the items to the effective performance of a Western expatriate, and the actual performance of the behaviours by the Western expatriate. Differences were also found between these groups as to the contribution individual items made to a single measure of overall performance. As predicted, the component structures of both importance of and actual performance differed between the Thai and Western group, and from the task and contextual performance behaviour model suggested in the literature.

In relation to intercultural effectiveness abilities, differences between the Thai and Western groups were also evident in ratings of importance of ability items and the ability of the Western expatriate, and in the contribution these abilities made to overall performance.

Factor structures also differed between groups, and from the culture general model proposed in the literature. As such, support was found for a culture specific interpretation of intercultural effectiveness abilities.

As predicted, similarities and differences in the role played by socio-biographical characteristics were also found between the groups, and in the way these characteristics contributed to the overall performance of the Western expatriate. Unique aspects of the Thai business setting were evident.

Overall, evidence of crossvergence between the Western expatriate and Thai managers and professionals was evident, as was the importance of considering the unique aspects of Thailand in considering organisational issues, rather than taking a regio-centric or culture bound approach.

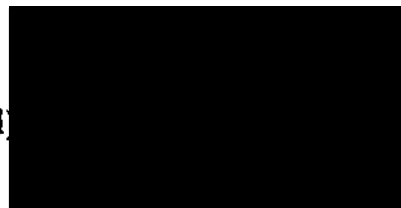
DECLARATION

Except where reference is made in the text of the Research Report, this report contains no material published elsewhere or extracted in whole or part from a thesis or report presented by me for another degree or diploma.

No other person's work has been used without due acknowledgment in the main text of the Research Report.

The Research Report has not been submitted for the award of any other degree or diploma in this or any other tertiary institution.

(Signed)



(Date)

19 - 06 - 04

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PUBLICATIONS ARISING FROM THIS RESEARCH

The following refereed papers have been published out of the research conducted for this thesis:

- Fisher, G. & Härtel, C.E.J. (2003). Cross-cultural effectiveness of Western expatriate-Thai client interactions: Lessons learned for IHRM research and theory. *Cross-Cultural Management: An International Journal*, 10(4).
- Fisher, G. & Härtel, C.E.J. (2002) The impact of socio-biographical characteristics on perceptions of effectiveness of the Western expatriate working in Thailand *Enhancing business and government capability: Refereed Paper: Proceedings of the 16th ANZAM conference*. 4-7 December, La Trobe University, Beechworth Australia ANZAM
- Fisher, G. B. & Härtel, C.E.J. (2004). Evidence for Crossvergence in the Perception of Task And Contextual Performance: A Study Of Western Expatriates Working In Thailand *Cross-Cultural Management: An International Journal* 11 (4) (In Press)
- Fisher, G., Bibo, M. & Härtel, C.E.J. (2000) Two rhetorics and two realities. Similarities and differences in how Thai and Western colleagues perceive the performance of Western managers working in Thailand. Managing in Asia: challenges and Opportunities in the new millennium, *Best paper proceedings of the second Asia Academy of Management conference* December 10-12 Singapore. National University of Singapore
- Fisher, G., Härtel, C.E.J. & Bibo, M. (2000a). Does task and contextual performance measurement apply across cultures? *An empirical study of Thai and Western managers and professionals Transcending Boundaries, Proceedings of the 2000 conference, International Association of Insight and Action*, 6-8 September. Brisbane Australia, School of Management, Griffith University. 158-163
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- Fisher, G. & Härtel, C. E. J. (1999). Cross-cultural effectiveness of Western managers operating in intercultural teams in Thailand: lessons learned for IHRM research on expatriate-client interactions. *Proceedings of the Organisations Looking Ahead: Challenges and Directions Conference, Brisbane, Queensland, Australia*.
- Fisher, G. & Härtel, C.E.J. (1998). Culture, characteristics and performance: An examination of effectiveness of Western managers operating in intercultural teams in Thailand. *Meeting Asia-Pacific needs: Proceedings of the 12th Australia and New Zealand Academy of Management (ANZAM) International Conference*. 6-9 December, Adelaide ANZAM.

CHAPTER 1.

1 INTRODUCTION

1.1 *Motivation for the Research*

The research reported in this thesis deals with whether the Western expatriate working in Thailand's performance behaviours displayed, the intercultural abilities possessed, and the socio-biographical characteristics are perceived in the same way by the Thai and Western expatriate managers and professionals working in Thailand, and how these contribute to the perceived overall performance of the Western expatriate. All research begins with an initial idea, a catalyst that inspires the researcher to pursue an area of study. My interest in international and cross-cultural issues in management and Human Resource Management began during a period of close collaboration with a group of Thai Masters students studying in Australia in the early 1990s. During this period, my employment involved developing performance management training for middle managers, management training for middle and senior managers, national management competency standards, and competency and career related training and education for professionals and para-professionals in the information technology sector. My own Master's research focussed on strategic human resource issues in the Australian Public Service. The Thai students, who were middle managers in their home countries, were involved in similar areas. I began to become fascinated by the problems of applying Western models of Human Resource Management and organisational reform in non-Western, specifically Thai, organisational environments.

My interest grew stronger over a two-year period in which I worked in an academic position at a Thai University in the mid-90s. Much of my graduate level teaching during this period was to groups of middle managers of Thai and Western companies and public sector organisations, many of whom were working with, or supervising, Western expatriate managers, professionals and consultants. Because I had maintained my friendship with the Thai managers I met in Australia, I was able to expand my group of Thai contacts in this area through them. Many of these Thai friends were either involved in implementing Western sourced organisational reforms in Thai organisations, or were working with Western managers, professionals and consultants.

My own consultancy and academic research began to focus on the application of Western HRM models to Thailand and to the effectiveness of intercultural teams comprising Thai managers and Western expatriate managers. On my return to Australia in 1996, I took up a position at an Australian university teaching international management, management and human resource management. My research publications, prior and during the doctoral research presented in this thesis, address complimentary areas within the academic domains of international human resource management, employee relations and international management. This research has necessitated multiple, short and extended visits to Thailand and other countries in East Asia. I gained further experience as an expatriate operating in a foreign culture through a one-year placement at a tertiary institution in the United Arab Emirates.

My nine-year interaction with Thailand, Thai-Western intercultural teams, and the expatriate experience, means that I am not a naïve observer, undertaking the research with little or no background in the Thai culture or the expatriate experience. This personal

experience has enhanced this research, both through facilitating access to relevant samples of managers and professionals during the qualitative and quantitative stage of the research, and through access to a Thai reference group that commented on my interpretation of the research findings.

1.2 Research Foundation

Some of the insights I gained from my experience with Thai–Western intercultural teams and Thai culture diverged from the typical descriptions of Thai in professional and academic journals, and in the popular press. In particular, it appeared that there were differences within the Thai culture, in the ability of Thai people to adapt their behaviour to that of Westerners, and in the expectations Thai people have of Western and Thai managers and professionals, and an under-emphasis of the two-way process of the intercultural interaction.

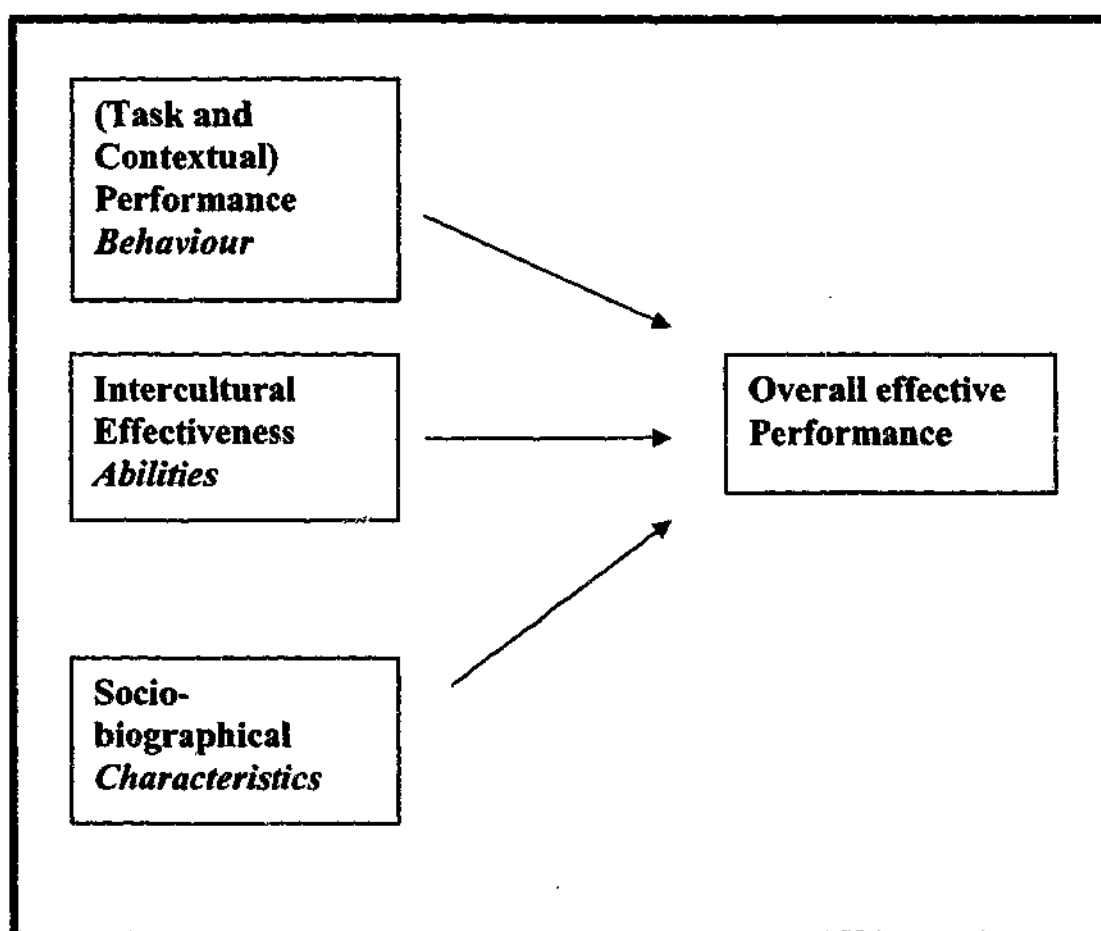
These observations, and the initial review conducted in the confirmation of candidature stage of the PhD process, led me to the issues that I address in this thesis. Specifically, it was these observations that brought me to the issues that I address in this thesis, specifically:

1. How do Thai and Western managers and professionals perceive the performance behaviours of the Western expatriate working in Thailand, and how do these behaviours contribute to the overall effective performance of the Western expatriate working in Thailand?

2. How do Thai and Western managers perceive intercultural abilities of the Western expatriate working in Thailand and how does this contribute to the intercultural effectiveness and the overall effective performance of the Western expatriate working in Thailand?
3. What role do socio-biographical characteristics play in the perceptions of the effective performance of the Western expatriate working in Thailand?

The theoretical basis of these three aspects of performance - performance of related behaviour, intercultural abilities and socio-biographical characteristics – used in this research have been drawn from the literature domains, respectively, of Western applied psychology/human resource management, intercultural communication and training, and comparative management/international human resource management (See Figure 1.1). These domains are introduced in Section 1.2 of this chapter, and discussed in more detail in Chapter 2. Definitions of the key terms used in this thesis appear in Section 1.7 of this chapter.

Figure 1.1 Literature Domains



The research conducted for this thesis, investigates three aspects of performance using a sample of Thai and Western managers, professionals and consultants working together in Thailand. These are: the applicability of the Western model of task and contextual performance *behaviours* (e.g. Motowidlo & Van Scotter, 1994) to the business environment experienced by the Western expatriate working in Thailand; the generalisability of the model of *intercultural abilities* that lead to intercultural effectiveness to the business environment experienced by the Western expatriate working in Thailand (e.g. Hammer, Gudykunst & Wiseman, 1978), and the role of *socio-biographical characteristics* (e.g. Mamman, 1995a; 1995b) to the business environment experienced by the Western expatriate working in Thailand. Next, these three literature areas are identified and briefly discussed as well as the rationale for selecting English

speaking Thai and Western Managers and professionals as the population to study. In Chapter 2, a more detailed literature review is presented.

These three strands of the literature deal with the influences that the Western expatriate and Thai consciously or sub-consciously take into account when making decisions about the performance of the expatriate working in Thailand. One of the unique contributions of this research is that it investigates the importance and actual rating of these dimensions by both host and home country nationals, and compares these three separate strands in the existing literature. This is also important due to the mixed findings in the literature regarding the role of rater nationality. For example Gregersen, Hite and Black (1996) identify the importance of a balanced set of raters from host and home countries, while Caligiuri and Day (2000) found that being rated by a supervisor of the same nationality or different nationality as the expatriate did not affect the rating of the expatriate.

The literature to date deals predominately with the antecedents of 'expatriate failure', frequently measuring it as early recall of the expatriate by the multinational corporation for which he or she worked. Harzing (1995, 2002) calls into question the real level of such failure, demonstrating the poor empirical base for the argument that such failure is at high levels. The antecedents of expatriate failure used in this body of literature includes organizational support, selection, training, expatriate adjustment, and family issues such as spousal adjustment (e.g. Caligiuri, 2000b; Caligiuri, 2002; Caligiuri & Cascio, 1998; Caligiuri, Hyland, Joshi & Bross, 1998; Gregersen & Black, 1990; Harvey, 1985; Stroh & Caligiuri, 1998). Intrinsically this research focuses on the human resource management activities multinational corporations can implement to reduce expatriate failure. Consistent with Harzing (2002) I agree that research into this area is valuable. However, the research in this thesis does not deal with how the expatriate operating in Thailand came to be there,

how they came to possess their abilities or socio-biographical characteristics, or why they display particular behaviours. It also does not measure success or failure in terms of early return. The scope of the research is limited to the performance behaviours displayed, the intercultural abilities possessed, and the socio-biographical characteristics related to the Western expatriate working in Thailand are perceived by Thai and Western expatriate managers and professionals working together in working in Thailand, and how these contribute to the perceived overall performance of the Western expatriate.

1.2.1 Performance Related Behaviours

One body of literature that is relevant to answering the question about the business environment experienced by the Western expatriate working in Thailand is the factors underpinning the perception and evaluation of performance. A significant amount of research has been conducted into the factors and facets that contribute to effective performance in organisations. While much of the early research into performance only focussed on task-related issues (Williams, 1998), in the early to mid 1990s the focus in the Western management literature turned to the contribution of contextual as well as task performance. The terms contextual performance, organisational citizenship behaviour, and extra-role behaviour, are sometimes used interchangeably in the literature. Indeed, the contextual performance research during the 1990s was, in part, an attempt to make sense of the inconsistent structural findings of the organisational citizenship research in the 1980s (Coleman & Borman, 2000; Werner, 2000).

The research reported in the 1990s (e.g. Borman & Motowidlo, 1993; Motowidlo & Van Scotter, 1994; Van Scotter & Motowidlo, 1996) generally continued to support a two-factor model of performance, in which organisational citizenship behaviour and extra-role behaviours contributed to contextual performance. Recently, Coleman and Borman (2000)

suggested a three dimensional model that includes a job/task dimension, and separates 'citizenship' into interpersonal citizenship performance and organisational citizenship performance. However, this proposition is not explicitly tested in the research conducted for this thesis. A more complete discussion of the literature on contextual performance appears in Section 2.3 of this thesis.

Although strong evidence exists in support of the need to take a broader view of performance, specifically supporting the concept of the task and contextual performance model in the West, when the research conducted for this thesis commenced in 1996, I was unable to identify any published literature that dealt with this construct for Western expatriates working in non-Western business environments. Indeed as late as 2000, Paine and Organ argued in a report of the perspectives of academics in 26 countries regarding task-contextual performance and organizational citizenship behaviour, that research in the area that

'has not been studied as extensively is the applicability of OCB in other cultures. It is possible that the cultural context itself may encourage or dissuade OCB-type performance, thus attenuating the effect of established antecedents of OCB as found in North American studies. It is likewise conceivable that national culture might influence those conditions (e.g., organizational commitment) that relate to OCB. Finally, culture might moderate the effects of antecedents (such as perceived fairness or satisfaction) that in

the U.S. have been interpreted as having direct effects on OCB. (Paine & Organ, 2000:45)

Thus, one of the purposes of the research conducted for this thesis was to investigate the applicability of the task-contextual construct to performance in another cultural setting.

After the data collection phase of this research was completed, three publications dealing with issues related to the task and (expatriate) contextual performance appeared: Caligiuri (2000a), Caligiuri and Day (2000), and Kraimer, Wayne and Jaworski (2001). None of these, however, draw directly from the stream of research discussed in the preceding paragraphs (e.g. Borman & Motowidlo, 1993; Motowidlo & Van Scotter, 1994; Van Scotter & Motowidlo, 1996). Specifically, none attempt to use a comprehensive adaptation of the Borman & Motowidlo (1993)-Motowidlo & Van Scotter (1994)-Van Scotter & Motowidlo (1996) task and contextual performance behaviour model.

In Caligiuri (2000a) supervisors rated expatriate performance using a nine-item instrument. While some of these items are similar to the items suggested by Borman and Motowidlo (1993), the results are used as a single scale score of performance. No attempt is made to extrapolate task and contextual dimensions. Caligiuri and Day (2000) use supervisor's rating of performance in an existing company specific 360-degree feedback instrument to develop task performance, expatriate assignment and contextual performance scales. These are then used as dependent variables. Kraimer, Wayne and Jaworski (2001) used 17 interviews with former expatriates to develop a measure of task and expatriate contextual performance. Again, supervisor ratings were used. The profile of the supervisors was predominately Western, and usually they were rating the performance of Western

expatriates, frequently of the same nationality. Expatriates were not asked to rate their own performance, nor was the importance of the items tested using a quantitative method. Further, all these were multi-country studies, and as such did not seek to investigate the view of managers and professionals from a single host country working with expatriates.

The articles by Caligiuri (2000a), Caligiuri and Day (2000) and Kraimer et al. (2001) appeared after the theoretical development and data collection phases of the thesis research, and as such, did not inform these stages of the thesis research. Further, the research aims of these articles were different to that of the research conducted for this thesis. There are, however, some theoretical implications and methodological issues that warrant a more extensive discussion in the relevant literature review chapter of this thesis.

While I was unable to identify literature that dealt with both task and contextual performance of Western expatriates, two significant bodies of literature were identified that addressed the performance of expatriates in non-Western settings. These were the literature on intercultural effectiveness (or intercultural communication effectiveness) (e.g. Hammer et al., 1978) and the literature on socio-biographical characteristics (e.g. Mamman, 1995a; 1995b; 1995c).

1.2.2 Intercultural Effectiveness Abilities

The second body of literature that is relevant to understanding the Thai-Western business relationship deals with intercultural effectiveness. Hammer et al. (1978) suggested a three-factor model of intercultural communication effectiveness: *the ability to communicate effectively, the ability to establish interpersonal relationships and the ability to cope with psychological stress*. The questionnaire used to assess this model has subsequently been used by several researchers to investigate both intercultural effectiveness and intercultural communication effectiveness. However, there are a number of issues in this literature that encourage it to be revisited. These issues are summarised below, for a complete discussion see Section 2.4 of this thesis.

1. Abe and Wiseman (1983) called into question the universality of the three-factor model to different cultures arguing that it presented a culture specific rather than cultural general solution. To address this they offered a five-factor interpretation of intercultural effectiveness. The factors they identified were: *To communicate interpersonally, to adjust to different cultures, to adjust to different societal systems, to establish interpersonal relationships and to understand others*.
2. Research on intercultural effectiveness has frequently included small sample sizes. This raises two issues. Firstly, in some cases the sample size has been smaller than recommended for the statistical tests utilized, calling into question the models developed based on the samples. Secondly, the small sample size used in Hammer et al.'s (1978) model of intercultural effectiveness gives rise to arguments that the model is culture general (applying to all intercultural settings), rather than culture specific.

3. There is often no clear delineation in the research between intercultural communication effectiveness and intercultural effectiveness. Arguably, these are two separate constructs.
4. The link between intercultural effectiveness and overall effectiveness is not explicitly investigated. Again these are two different constructs. It is foreseeable that an expatriate could be interculturally effective, or communicate in an interculturally effective way, but not actually be effective in the business environment in which they are operating.
5. The measures of effectiveness used in intercultural effectiveness research tend to be based on self-assessment, with the view of the other parties in the intercultural encounter not taken into account. The use of only self-assessment measures is a point of difference between the intercultural effectiveness literature and the Western performance appraisal and communication literature. Further it raises questions of self-serving bias as the expatriate may overrate their own performance.
6. In intercultural effectiveness research a single, dichotomous measure of performance is often used. Further, degrees of performance are ignored, as are expatriates who do not identify themselves as being effective. This also presents a point of difference between the intercultural effectiveness literature and the Western performance appraisal literature, where gradients of performance or multi-faceted measures are frequently used.
7. Only a limited number of cultural settings (predominantly the United States of America and Japan) and expatriate nationalities (predominantly U.S. American and Japanese) are involved in studies of intercultural effectiveness. In the literature, there is a debate as to whether a culture general set of abilities of a culture specific

set of abilities exist that enable expatriates to be interculturally effective. Examining more cultural settings would contribute to this debate.

8. The majority of intercultural effectiveness abilities research uses student samples as who were in country for a variety of reasons, rather than a field sample of working managers and professionals. This impacts on the applicability of the resultant models to managers and professionals whose reason for being in a foreign country is employment related.
9. Flowing from point 8 and 9 above, the only published study conducted on expatriates operating in Thailand (Stening & Hammer, 1992) assumed the three-factor model. It also used a reduced item version of the instrument, had a relatively small sample, and reported low scale reliability for both Japanese and American expatriates operating in Thailand.
10. In the broader international HRM literature, there is frequently an implicit, underlying assumption in much of the research that the Western manager or consultant is the senior team manager, with the local in a subordinate role. This does not address the full range of employment relationships experienced by expatriates.
11. The intercultural effectiveness literature uses expatriate perceptions of the importance of items. By contrast, the task and contextual literature (introduced in Section 1.2.1) uses ratings of perceptions of actual behaviour, while the socio-biographical characteristics literature (introduced in the next section) uses both actual and importance ratings.

Thus, questions remain on the factor structure that best captures the Thai-Western data relationship, and how the intercultural effectiveness items may relate to actual performance as perceived by Thai and Western expatriate managers working together in Thailand.

Part of the contribution made by this research is to test the applicability of the three and five factor models of intercultural effectiveness to different cultural settings, taking into account the views of the host national working with the expatriate, and examining the link between intercultural effectiveness and effective overall performance.

It is important to note here that concurrent with the research conducted for this thesis, Gudykunst (1993; 1995; 1998), and Gudykunst and Nishida (2001), published papers focussing on Anxiety and Uncertainty Management (AUM) Theory and its contribution to intercultural adjustment training. While the term AUM was first coined in 1993, the structure of the model proposed by Gudykunst has evolved over time with several different variants presented. Early research on AUM was theory driven rather than empirically driven, and the focus of the research was intercultural communication competence, not intercultural communication effectiveness. This thesis focuses on the model of intercultural (communication) effectiveness developed by Hammer et al., (1978) rather than the anxiety – uncertainty model developed by Gudykunst and others. However, the implications of AUM theory to the thesis research are addressed in Chapter 5.

1.2.3 Socio-Biographical Characteristics

A third body of literature that provides insights into the factors affecting Thai-Western business relationships is research relating to the cultural and personal characteristics in cross-cultural interpretations. Mamman (1995a; 1995b), through a theory building process, suggested a number of socio-biographical characteristics that influence the effectiveness of expatriates working in foreign cultures. These included cultural setting, age, gender, ethnicity and/or nationality, religion, linguistic ability, intercultural experience and role. While these characteristics individually appear in a number of studies (See Table 2.2), limited empirical research investigates their interactions and interrelationships, and effect on overall performance. Further, the empirical research that has been conducted only deals with Westerners operating in Papua New Guinea (Mamman & Richards, 1996).

Mamman (1995a) makes reference to ability and competence models of intercultural effectiveness, but indicates that intercultural effectiveness is not a function of ability competence alone, and goes on to argue that socio-biographical characteristics are the neglected variables in the intercultural effectiveness literature. Mamman (1995a: 43) separates competence – *“demonstrat(ing) culturally appropriate skills.....behaving appropriately”* from effectiveness *“getting the desired response from the host”*. This, however, is a definition of effectiveness that shares the same limitation as exists in the ability related model of intercultural effectiveness identified earlier.

Part of the contribution made by the research reported in this thesis is the investigation of the role and interactions of these characteristics in the Thai business environment, differences between the perceptions of Thai and Westerners, and the contribution that these

items make to overall perceived effective performance of the Western expatriate operating in this environment.

1.3 Research Issues and Hypotheses

The research methodology of this thesis involves a two-stage process (described in detail in Chapter 3). For each research issue there is a qualitative stage, which informs, to a greater or lesser degree, the subsequent quantitative stage of the research. Thus, the specific hypotheses to be examined flow from both the literature review and qualitative research conducted for this thesis.

As discussed in Section 1.1, this thesis addresses three research issues. In the following section, I broadly outline these research issues. In addition, I tabulate the quantitative hypotheses for each research issue (Tables 1.1, 1.2 and 1.3). The link between the literature review, the qualitative stage and quantitative stage of each study is explained in Chapter 3, Methodology and Results.

1.3.1 Research Issue 1: Performance Related Behaviour

How do Thai and Western managers and professionals perceive the performance behaviours, and how do these behaviours contribute to the overall effective performance of the Western expatriate working in Thailand? Specifically:

1. What task and contextual behavioural items (facets) are important to effective performance and are there differences between Thai and Western expatriate's rating of the importance of these behaviours?

2. Are there differences in the actual rating of the task and contextual performance behaviour items (facets) of the Western expatriate, by the Thai and Western expatriate?
3. Are there differences in the contribution these behaviour items (facets) make to an overall measure of performance as perceived by the Thai and Western expatriate?
4. How do Thai and Western expatriates group the importance of these behaviours to expatriates working in the Thai business environment, and the actual performance of these behaviours by the Western expatriate. How do these groupings compare to task and contextual performance factors identified in the Western literature?

From the literature review, and qualitative research conducted in the first stage of this study, the following research hypotheses were developed and tested in the second, quantitative stage (See Table 1.1). Each hypothesis is grouped under the research theme it targets.

Table 1.1 Research Issue 1 and Hypotheses.

Research Issue 1 How do Thai and Western managers and professionals perceive the performance behaviours, and how do these behaviours contribute to the overall effective performance of the Western expatriate working in Thailand?

Hypotheses relating to individual performance related behaviours (task and contextual performance) items and their contribution to overall effectiveness

- *Hypothesis 1.1: The stated importance of individual performance behaviour items (facets) to the perception of overall effective performance of the Western manager operating in the Thai business cultural context will vary across cultures.*
- *Hypothesis 1.2: The actual rating of individual performance behaviour items (facets) will vary between the Thai and Western expatriate groups.*
- *Hypothesis 1.3: There will be differences between the Thai and Western expatriate groups as to which specific facets of performance behaviour contribute to their global assessments of performance.*

Hypotheses relating to the factor structure of items measuring the importance of the task and contextual dimensions to the perceived performance of a Western expatriate

- *Hypothesis 1.4: When Western expatriate managers and professionals rate their perceptions of the importance of task and contextual behaviour items to the effective performance of Western expatriates working in Thailand, the factor structure identified will not be consistent with the task and contextual performance factors described in the literature.*
- *Hypothesis 1.5: When Thai managers and professionals rate their perceptions of the importance of task and contextual behaviour items to effective performance of Western expatriates working in Thailand, the factor structure identified will differ from the task and contextual performance factors described in the literature.*
- *Hypothesis 1.6: The component structures of the preferred solutions identified as best capturing the perceptions of the importance of the task and contextual behaviour items to the performance of expatriates working in Thailand will differ between the Thai and Western expatriate groups.*

Hypotheses relating to the factor structure of items measuring the perceived actual performance of the Western expatriate, using the identified task and contextual performance items

- *Hypothesis 1.7: When Western managers and professionals rate their actual performance behaviour while working in the Thai business cultural environment, the work performance factors will not be consistent with the task and contextual performance factors described in the literature.*
- *Hypothesis 1.8: When the Western managers and professionals are rated on their actual performance behaviour in the Thai business cultural environment by Thai managers and professionals who they work with, the work performance factors will differ from the task and contextual performance factors described in the literature.*
- *Hypothesis 1.9: The component structures of the preferred solution identified as best capturing the actual work performance behaviour of the Western expatriate working in Thailand will differ between the Thai and Western expatriate groups.*

1.3.2 Research Issue 2: Intercultural Effectiveness

How do Thai and Western managers perceive intercultural abilities of the Western expatriate working in Thailand and how does this contribute to the intercultural effectiveness and the overall effective performance of the Western expatriate working in Thailand? Specifically:

1. What intercultural ability items (facets) are important to effective performance and are there differences between Thai and Western expatriates' ratings of importance?
2. Are there differences in the actual rating of the intercultural ability items (facets) of the Western expatriate, by the Thai and Western expatriate?
3. Are there differences in the contribution the intercultural ability items (facets) make to an overall measure of performance as perceived by the Thai and Western expatriate?
4. How do Thai and Western expatriates group the importance of these abilities to expatriates working in the Thai business environment, and the actual performance of these abilities by the Western expatriate. How do these groupings compare to task and contextual performance factors identified in the Western literature?

Based on the literature review and the information gained in the first qualitative stage of the research conducted for this thesis, the following hypotheses were developed and subsequently tested in, the quantitative stage of Study 2 (See Table 1.2).

Table 1.2 Research Issue 2 and Hypotheses.

Research Issue 2: How do Thai and Western managers perceive intercultural abilities of the Western expatriate working in Thailand and how does this contribute to the intercultural effectiveness and the overall effective performance of the Western expatriate working in Thailand?

Hypotheses relating to intercultural effectiveness items and their contribution to overall performance

- *Hypothesis 2.1: The stated importance of individual intercultural effectiveness ability items (facets) to the perception of overall effective performance of the Western Manager operating in the Thai business cultural context will vary between the Thai and Western expatriate groups.*
- *Hypothesis 2.2: The actual rating of individual intercultural effectiveness ability items (facets) will vary between the Thai and Western expatriate groups.*
- *Hypothesis 2.3: There will be differences between the Thai and Western expatriate groups as to which intercultural effectiveness ability items (facets) contribute to their global assessments of performance.*

Hypotheses relating to the factor structure of the importance of intercultural effectiveness items to the perceived performance of Western expatriates

- *Hypothesis 2.4: When Western expatriate managers and professionals rate their perceptions of the importance of intercultural effectiveness ability items to the effective performance of Western expatriates working in Thailand, the factor structure identified will not be consistent with the structures described in the literature.*
- *Hypothesis 2.5: When Thai managers and professionals rate their perceptions of the importance of intercultural effectiveness ability items to effective performance of Western expatriates working in Thailand, the factor structure identified will differ from structures described in the literature.*
- *Hypothesis 2.6: The component structures of the preferred solutions identified as best capturing the perceptions of importance the intercultural effectiveness ability items to the performance of expatriates working in Thailand will differ between the Thai and Western Groups.*

Hypotheses relating to the factor structure of items measuring perceived actual intercultural effectiveness of the Western expatriate

- *Hypothesis 2.7: When Western managers and professionals rate their actual intercultural ability while working in the Thai business cultural environment, the factor structure identified will not be consistent with the task and contextual performance factors described in the literature.*
- *Hypothesis 2.8: When Western managers and professionals are rated on their actual intercultural ability in the Thai business cultural environment, by Thai managers and professionals who they work with, the factor structure identified will differ from the factors described in the literature.*
- *Hypothesis 2.9: The component structures of the preferred solutions identified as best capturing the actual intercultural ability the Western expatriate working in Thailand will differ between the Thai and Western expatriate groups.*

1.3.3 Research Issue 3: Socio-Biographical Characteristics

What role do socio-biographical characteristics play in the perceptions of the effective performance of the Western expatriate working in Thailand? Specifically:

1. What socio-biographical characteristics are important to the effectiveness of the Western expatriate working in Thailand and are there differences between Thai and Western expatriates' ratings of importance?
2. When the Thai rates the socio-biographical characteristics items in relation to the Western expatriate they work with, and the Western expatriate rates the socio-biographical characteristics items in relation to themselves, are there differences in perceptions of socio-biographical characteristics?
3. Are there differences in the contribution these socio-biographical characteristics, as perceived by the Thai and Western expatriate, make to an overall measure of performance?

Based on the literature review and first qualitative stage of the research conducted for this thesis, the following hypotheses were developed and tested (See Table 1.3).

Table 1.3 Research Issue 3 and Hypotheses.

<p>Research Issue 3: What role do socio-biographical characteristics play in the perceptions of the effective performance of the Western expatriate working in Thailand</p>
<p>Hypotheses relating to the perceptions of the importance of socio-biographical characteristics to the performance of Western expatriates working in Thailand</p> <ul style="list-style-type: none"> • <i>Hypothesis 3.1a: Age will be given a low importance rating to the perceived effectiveness of Western expatriates by both Thai and Western expatriates</i> • <i>Hypothesis 3.1b: Western expatriates will place greater importance on age to the perceived effectiveness of the Western expatriate than do Thai working with Western expatriates.</i> • <i>Hypothesis 3.2a: Gender will be given a low importance rating to the perceived effectiveness of Western expatriates by both Thai and Western expatriates.</i> • <i>Hypothesis 3.2b: Western expatriate professionals are more likely to believe that gender is important to the perceived effectiveness of the Western expatriate than are Thai working with Western expatriates.</i> • <i>Hypothesis 3.3a: Nationality will be given a low importance rating to the perceived performance of Western expatriates by either Western expatriates or Thai.</i> • <i>Hypothesis 3.3b: Western expatriates are more likely to believe that the nationality of the expatriate is important to the perceived effectiveness of the Western expatriate than are Thai working with Western expatriates.</i> • <i>Hypothesis 3.4a: Racial background will be given a low importance rating to the perceived performance of Western expatriates by either Western expatriates or Thai.</i> • <i>Hypothesis 3.4b: Western expatriates are more likely to believe that the racial background of the expatriate is important to the perceived effectiveness of the Western expatriate than are Thai working with Western expatriates.</i> • <i>Hypothesis 3.5: Western expatriates will place more importance on Thai language than will Thai working with Western expatriates.</i> <p>Hypotheses relating to the actual impact of socio-biographical characteristics on the performance of the Western expatriate</p> <ul style="list-style-type: none"> • <i>Hypotheses 3.6: There will be differences in level of agreement to statements about the acceptability of age, gender, nationality, language ability and racial background, with Westerners having a higher level of agreement than do their Thai colleagues.</i> • <i>Hypothesis 3.7: There will be differences between the Thai and Western expatriate groups, as to which specific facets of performance contribute to their global assessments of performance.</i>

1.4 Justification of the Research

There are four reasons why this research is important. Firstly, it contributes to academic knowledge in under-researched areas. Specifically, little research has been undertaken on performance issues of the expatriate managers and professionals operating in Thailand, and the research that has been conducted has focussed on the opinion, values, attitudes and abilities of the expatriate, and how the expatriate can adapt to the Thai environment, without looking extensively at the how the values, opinions and attitudes of the Thai host country manager or professional may adapt, or influence the type and level of adaptation needed. This research contributes to this gap in the literature through investigating the opinion of the Thai manager and professionals working with Western expatriate managers and professionals.

Secondly, this research contributes to academic knowledge through investigating the applicability of the task-contextual performance model to a non-Western business environment, and the role of socio-biographical characteristics in that environment.

Thirdly, this research addresses an issue in management that is growing in importance as movement towards globalisation continues. While much of the extant research has concentrated on the expatriate and rests on the assumption that the expatriate is automatically the more senior partner in the relationship, this research includes the views of the Thai manager and professional working directly with the Western manager and professional in the Thai context. Drawing from my experience in Thailand, this is clearly only one of several possible employment situations which may apply to an expatriate working in Thailand. As such, research that includes these situations is warranted.

Fourthly, this research investigates a large and important component of business in Thailand, which in itself is both a unique cultural environment and an economy of significant size. Thus, the importance of this research is its contribution to the body of knowledge in the international management domain through investigation of a large, under-researched and unique cultural environment.

1.5 Methodology

The research uses a two-stage methodology that is explained in detail in Chapter 3. To briefly outline this methodology, each of the three studies include an initial qualitative stage followed by a quantitative stage. The need for the qualitative stages is driven, in part, by the lack of extant quantitative research conducted in the Thai context. While the specific aims of the qualitative stage of each study varies (See Section 3.2.1), broadly the intent of each of these stages is to inform the development of the hypotheses that I test in the second, quantitative stage of each study.

The initial qualitative stage of each of the three studies used a sample of 55 Thai and Western expatriate managers, professionals and consultants who were currently working in Thailand. Data was collected using a structured interview process. Details of the sample selection and data collection methods appear in Section 3.3.1.1.

For the quantitative stages of each study, I collected the data using a written survey instrument administered to a sample of 264 Thai and Western expatriate managers, professionals and consultants working in Thailand. Details of these processes appear in

Section 3.3.3. Data were analysed for the three studies using univariate and multivariate statistical techniques as appropriate (See Section 3.4.3.3, 3.5.2.2 and 3.6.2.1 respectively). To assist in the interpretation of the findings, a Thai reference group was used. It comprised Thai managers, professionals and consultants who have experience working in Thailand with the Western expatriates in the sample.

1.6 Structure of the Thesis

Perry (1994; 1998a; 1998b) suggests a five chapter model for a thesis documenting PhD research within the management discipline. I have chosen this model as the structure for the thesis. An alternative would be to have separate chapters, incorporating both method and results, for each of the three studies conducted. However, as the methods were similar in each study, this would have led to excessive repetition of information.

Chapter One, introduces the research topic, defines the major terms used and outlines the framework for the thesis. It also presents, justifies and delimits the research issues, briefly describing each research method, and documents the research hypotheses.

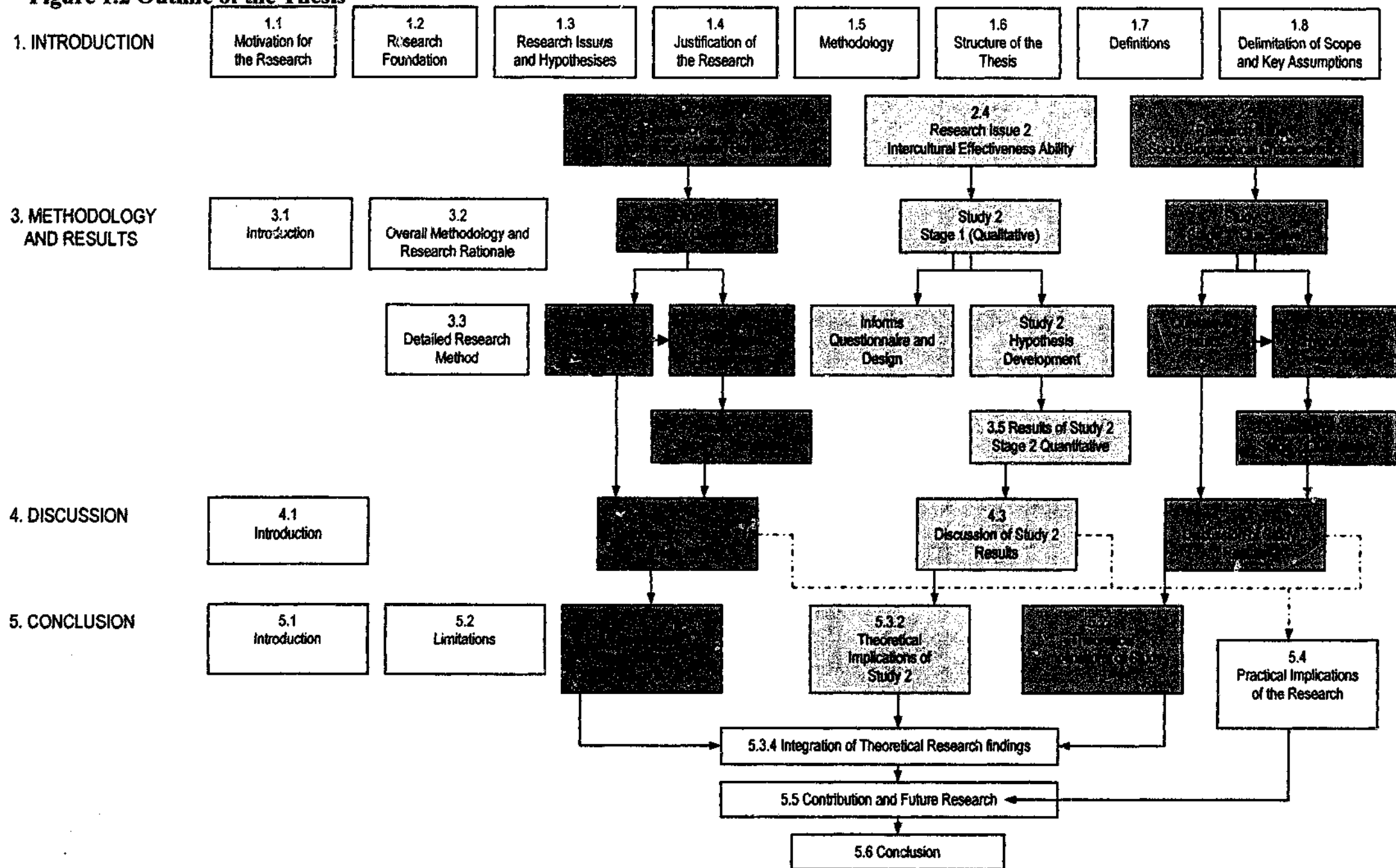
Chapter Two encompasses the literature review. Initially, it discusses issues in the broader disciplinary domains of culture, cultural adaptation, and their relationship to issues in management and organizations, as well as the Thai cultural context. Subsequently, it presents a review of the past literature, covering performance, intercultural effectiveness and socio-biographical characteristics, leading to the research issues investigated in this thesis.

In *Chapter Three*, the research methods used in the thesis are described and justified. This chapter also presents the results of the qualitative and quantitative stages of each of the three studies conducted. As noted earlier, the hypotheses were developed for the quantitative stage of each study, in part, from the qualitative stage of each study. This process is also described in *Chapter Three*.

The results of each of the three research studies are discussed in *Chapter Four*. In *Chapter Five* the threads of each research study are drawn together, and opportunities for further research are presented.

A detailed outline of the structure of the thesis is presented in Figure 1.2.

Figure 1.2 Outline of the Thesis



1.7 Definitions

Before proceeding, it is necessary to define key terms as used in this thesis.

Managers and professionals. For the purpose of this research the term managers and professionals includes managers, professionals, administrators, consultants and other specialists working within the Thai business environment. The definition has been deliberately kept broad, as it reflects the employment relationships that exist in Thailand. For example, some Westerners are employed as expert consultants for visa purposes, and do not have formal line management responsibilities, but are in effect performing a managerial role. A Thai may have significant line management, supervision or administrative roles, while not having a job title that reflects these roles. As such, the definition reflects the roles played rather than the formal title possessed.

In the sample used in the research conducted for this thesis, almost invariably, both the Thai and Western participant had an education level of a university degree or higher, and as such can be seen as 'professionally' qualified. All identified themselves, or were identified by the Thai or Western colleague also included in the study, as fitting the broad definition of manager or professional.

Thai and Western expatriate managers and professionals. For the purposes of this research, an expatriate is simply defined as a foreign person living in a host country for a period of time. Managers and professionals are grouped into two categories for the purpose of this thesis: Western expatriates and Thai. There are two reasons for doing this. Firstly, for reasons of sample size and complexity of testing the model, it is necessary to

limit the categories of managers to two. This raises the second issue; *how should the two groups be defined?* It is assumed that both Thai and non-Thai working in Thailand will be familiar with categorizing Thai national managers as Thai. People of 'Anglo and European' background are classified in the Thai language by a single descriptor, *Ferang*, in much the same way as a Westerner may use the term Asians, Arabs or Indians to describe people based on observable characteristics, regardless of their true ethnic background or nationality. The term *Ferang* is widely used to describe *Westerners* or *Occidentals* in both the business and humanities literature (e.g. Cohen, 1982; Earley & Mosakowski, 2000; Hendon, 2001; Mead, 1998; Rigg & Ritchie, 2002; Winichakul, 2000; Yoshihara, 1977).

Task and contextual performance (behaviour): In this research there are several measures of effective performance. The first is drawn from the literature on task and contextual performance, and organisational citizenship behaviour. Borman and Motowidlo (1993: 73) define **task performance** as activities that "*contribute to the organisational core, either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services*" (also quoted in Motowidlo, 2000: 116).

Contextual performance is defined as activities that "*support the organisational, social and psychological environment in which the technical core must function*" (Borman & Motowidlo, 1993: 73; also quoted in Motowidlo, 2000: 116). In subsequent research on these constructs the term *activities* had been replaced with *behaviours* (e.g. Van Scotter & Motowidlo, 1996), and thus the latter description is adopted in this thesis.

Organisational citizenship behaviour, coined by Bateman and Organ (1983) is an earlier construct than **contextual performance**, which was first used by Borman and Motowidlo

(1993). In arguing for separate definitions of organisational citizenship behaviour and contextual performance, Motowidlo (2000: 116-117) states *"the two terms refer to behavioural elements that are similar in many respects, similar enough that one might reasonably wonder whether two labels are really needed"*, and goes on to argue that a key difference is that organisational citizenship behaviour *"was originally conceived out of an interest in the behavioural consequences of job satisfaction"*, while contextual performance is related to performance behaviours previously neglected. Motowidlo further argues that Organ's (1997) redefinition of organisational citizenship behaviour *"means the same thing as contextual performance"* (Motowidlo, 2000: 117). In this thesis, I use the terms **contextual performance** and **contextual performance behaviour**, as the research in the thesis is based on the task and contextual performance rather than the organisational citizenship behaviour literature.

Intercultural effectiveness and intercultural effectiveness abilities: The second performance related construct is intercultural effectiveness. The definition used in this research draws on a body of research that commenced with Hammer et al. (1978). This literature on intercultural effectiveness, and the abilities that contribute to expatriate intercultural effectiveness does not directly define the term intercultural effectiveness. Indeed, intercultural effectiveness is discussed as a sum of the dimensions that contribute to intercultural effectiveness, which is a somewhat circular argument. References to previous constructs in the literature (e.g. sojourner characteristics, sojourner behaviour) also define intercultural effectiveness in terms of the items that contribute to it. Further, the term intercultural effectiveness, intercultural communication effectiveness and effectiveness are used interchangeably, and effectiveness is self-defined by respondents. As such, for the purposes of this research, intercultural effectiveness is defined in terms of

the items that contribute to intercultural effectiveness. A single measure of effective performance is also used, as noted in the next paragraph.

Socio-biographical characteristics. These are characteristics evident in the expatriates' background that are perceived as affecting interactions with their hosts, and consequently the effectiveness of the expatriate in the intercultural or cross cultural setting (Mamman, 1995a; 1995b; 1995c; Mamman & Richards, 1996). The initial list of these characteristics is drawn from Mamman (1995a). These are, age, gender, ethnicity and/or nationality (ethnic background, stereotype, prejudice and self perception), cultural setting (culture toughness, ethnocentrism, homogeneity-heterogeneity), religion, linguistic ability, education and intercultural experience, and role (expected v enacted role, role status, role in terms of economic and social benefit). I note here that effectiveness and intercultural effectiveness are used interchangeably in this literature.

Overall effective performance (in the intercultural setting). A single measure of effective performance is used in this research to distinguish the behaviour, ability and characteristics constructs mentioned above from the concept of overall performance in the intercultural setting. Variations of such a performance related measure appear in all three bodies of literature identified above.

Thai business environment. In this research, the term Thai business environment refers to the context in which the Thai and Western managers and professionals are working. Because the research is limited to Thai and Westerners who speak English, it does not reflect the broader Thai cultural environment. However, based on my experience in

Thailand, and subsequently confirmed through research conducted for this thesis, this is frequently the environment in which expatriates work when employed in Thailand.

1.8 Delimitation of Scope and Key Assumptions

There are five main limitations to the scope of this project, each of which are described in detail next: a) The classification of Thai and Western managers; b) The sampling methodology and sample size; c) The transferability of the findings outside the Thai-Western situation; d) The transferability of the findings outside the English Thai-Western context; and e) The focus on perceived overall effectiveness as distinct from overall project success.

1.8.1 Classification of Thai and Western Managers

One of the limitations of this study is that all Westerners, regardless of actual cultural or national background, have been included in one cultural grouping. As noted earlier, this was due to sample size, model complexity, and consistency with the Thai peoples' categorisation of all Westerners as *Ferang*. It is also consistent with findings of other intercultural research (e.g. Cohen, 1982; Earley & Mosakowski, 2000; Hendon, 2001; Mead, 1998; Rigg & Ritchie, 2002; Winichakul, 2000; Yoshihara, 1977). However, as with all cultural groupings, there may be within-group differences in the cultural values of individual participants that may influence the results of the research.

1.8.2 Sampling Method and Size

The sample size for the study is adequate for the statistical techniques used, and compares favourably with the sample sizes of the extant research in the three areas under investigation. While the sample is randomly selected, because generally one member of the dyad identified the other dyad member, a selection bias may exist.

1.8.3 Transferability Outside the Thai-Western Intercultural Situation

The research for this thesis is conducted in Thailand, a country that has never been colonised, and in which the Chinese-Thai business community is, arguably, fully incorporated into the Thai business, cultural, and political environment. This may make Thailand unique in itself and limits generalisability of research results to other contexts. Further, only Western expatriates were included in the study, people who the Thai describe as *Ferang*. There are also large Japanese, Singaporean and Hong Kong Chinese expatriate communities in Thailand. Therefore, care should be taken in generalizing the findings of the research conducted for this thesis beyond the Thai-Western expatriate intercultural experience.

Some proponents of the model of intercultural effectiveness examined in this thesis, however, claim 'universal' applicability of the model to the expatriate experience. Specifically, the proponents of the three-factor intercultural effectiveness model argue a culture general view, while the proponents of the five-factor model argue for a culture specific view. Thus any difference found in the resultant models is in itself a contribution to the body of literature, as it would run counter to the universal applicability of the three-factor model across cultures.

1.8.4 Transferability Outside the English Speaking Thai-Western Business Environment

The sample selected for this research comprised Thai and Western expatriate managers and professionals working together in Thailand. Both members of the dyad could communicate in English. This is a common situation in both Government and business contexts in Thailand, however, it is by no means the only context. There are, of course, situations where the language of communication is exclusively Thai, or another, third, language. Care should, therefore, be taken in attempting to generalize outside this environment.

1.8.5 Perceived Overall Effectiveness in the Intercultural Setting versus Actual Project Outcome

It is important to note that the perception of individual performance is not being linked to a measure of project (or organisation) success. In the thesis, it is suggested that it may be possible for one to be perceived as interculturally effective and, at the same time, be perceived as not performing successfully. Similarly, an expatriate may be perceived to be performing effectively, but not achieve organisation or project goals. Care should be taken, therefore, in generalising the findings related to individual performance to the likelihood of project or organisational level performance.

1.9 Conclusion

In this chapter, I discussed the importance, the limitations, and motivation for undertaking the research conducted for this thesis. I described the three areas that are investigated, namely, performance related behaviours, intercultural effectiveness abilities, and socio-biographical characteristics, and identified the research issues, research questions and research hypotheses. In addition, I outlined the structure and content of the thesis document. In the next chapter, I provide a more extensive review of the literature.

CHAPTER 2

2 LITERATURE REVIEW AND DEVELOPMENT OF RESEARCH QUESTIONS

2.1 Introduction

This chapter presents a review of the literature related to culture, intercultural effectiveness, socio-biographical characteristics in international contexts, task and contextual performance, and the Thai business context. From this review, research questions are developed. However, at this stage, the specific hypotheses identified in Section 1.2 of the previous chapter are not discussed. There are two reasons for this. Firstly, there are a number of gaps in the literature that make it inappropriate to develop specific hypotheses prior to further qualitative research. Secondly, there are a number of conflicting viewpoints in the literature that need to be clarified as to their applicability to the Thai business context before developing testable hypotheses. Thus, after this literature review, the thesis begins its investigation of performance related behaviour, intercultural effectiveness abilities, and the role of socio-biographical characteristics in the Thai business context with qualitative research (discussed in detail in Chapter 3).

2.1.1 Structure of the Chapter

This chapter is structured in the following way. Initially, an overview is provided of the literature on national culture, the role of national culture in organisations, cultural adaptation in international contexts and the Thai business context. Subsequently, literature from within each of the three areas of performance is reviewed: task and contextual

performance, intercultural effectiveness and socio-biographical characteristics in international contexts. In each of these sections, relevant research in the Thai context is identified, and limitations of the prior research are presented. A statement of research questions is provided to conclude each section.

2.1.2 Disciplinary Context

The research conducted for this thesis investigates intercultural effectiveness, socio-biographical characteristics and perceived task and contextual performance of individual managers operating in an intercultural environment. These areas constitute the key disciplines from which the analytical models and research questions are developed. This discussion sits in a broader set of overlapping theoretical frames, namely:

1. Task and contextual performance related behaviours resides within the broader discipline of individual performance measurement, and may be influenced by the cultural frames of reference of the individuals involved in the interactions.
2. The concept of intercultural effectiveness abilities draws from the broader literature on culture, and intercultural communication.
3. The concept of socio-biographical characteristics is influenced by the literature on culture, comparative management and international human resource management.

2.2 Culture and Cultural Adaptation

2.2.1 National Culture

National culture can be defined as the values, beliefs and assumptions that distinguish one group of people from those in another country (Hofstede, 1991; 1995). These values and assumptions lead to behaviours that are shared by the cultural group (Hofstede, 1991; 1994; 1995; Jaeger, 1986). The case that national culture affects the ways that people of different cultures behave is well documented (e.g. Haire, Ghiselli & Porter, 1966; Hofstede, 1980; 1991; Triandis, 1982; Trompenaars, 1994).

The four-dimensional model of national culture (power distance, uncertainty avoidance, individualism-collectivism and masculinity-femininity) suggested by Hofstede (1980) has been broadly accepted as a descriptor of national culture (Chow, Shields & Chan, 1991; Shackleton & Ali, 1990; Triandis, 1982). As an indication of the importance of Hofstede's model, Sondergaard (1994) notes that Hofstede's *Culture Consequences* (1980) was cited 1036 times between 1980 and 1993, compared with 200 times over a similar number of years for the Miles and Snow strategy model.

In attempting to apply culture to the management of organizations, Hofstede (1995) and Hofstede and Bond (1988) suggested an additional cultural dimension that influences the way that managers manage. The fifth dimension is long and short-term time focus, also called Confucian dynamism (The Chinese Cultural Connection, 1987; Hofstede & Bond, 1988).

Hofstede's dimensions of national culture, and the cultural literature in general, is based on the similarities and differences between people from different cultural groups. However, it does not attempt to explain the processes by which individuals operating in a different culture may adjust to that culture, nor how members from a dominant culture may adjust to individuals from another culture. Thus, it provides a description of the cultural context that may exist prior to interaction between people from different cultures, rather than a description of the changed context that may arise from such interactions. Indeed, Hofstede (1997) states "*I nowhere argue that categories like individualism and collectivism exclude each other at the individual level... nor do I see culture as static*" (1997: 287). As this research deals with managers and professional from two different cultural groups working together, it is the literature that relates to cultural adaptation, rather than Hofstede's dimensions of national culture, that are central. Of course, Hofstede's dimensions of national culture may assist in the interpretation of the findings of the research.

2.2.2 Culture and its Consequences for Organizations and Management

There is little comprehensive empirical research available on the relationship between Hofstede's dimensions and managing performance outcomes in organisations (Sondergaard, 1994). What research there is tends to focus on a limited number of dimensions or a small number of countries. Often, performance is not measured. Where it is, it tends to be primarily a single measure of financial performance. This, of course, is a measure of organizational effectiveness, not management effectiveness.

As mentioned in Section 2.2.1, Hofstede's model has generally been used to contrast different values between distinct cultural groupings, rather than to investigate cultural

adaptation. This is not to say, however, that Hofstede has not influenced the field. Hart (1999), in an analysis of citations, in the *International Journal of Intercultural Relations* between 1983 and 1996, placed Hofstede as the sixth most influential author, with 74 citations. By way of comparison, the top two authors in the same journal were Gudykunst (197 citations) and Triandis (136 citations). Similarly, Hofstede's *Cultures Consequences* (1980) was the third most influential book with 35 citations, as compared with the most cited book, *The Handbook of Intercultural Training* (Landis & Brislin, 1983) with 117 citations.

A search of the *International Journal of Intercultural Relations* for the period 1998-2002 (Fisher, 2003) revealed Hofstede was cited in 53 articles during this period. By way of comparison, Gudykunst was cited in 59 articles. In general, Hofstede was a background citation in the introductory part of the article, often purely to identify the importance of culture and the expectation of difference. When Hofstede's model was used, it tended to be for the purpose of comparisons between cultures (e.g. Goldstein & Smith, 1999; Miyahara, Kim, Shin & Yoon, 1998) rather than as part of intercultural model development (e.g. Gudykunst, 1998; Gudykunst, Matsumoto, Ting-Toomey, Nishida, Kim & Heyman, 1996; Gudykunst & Nishida, 2001).

Gudykunst (1997) called for a stronger focus on the individualism collectivism construct within the literature on intercultural communication, the domain into which the intercultural effectiveness model investigated in this thesis falls. By contrast, Landis and Wasilewski (1999) warn against the use of Hofstede's individualism-collectivism construct in the study of intercultural communication. They cite concerns regarding the use of geographic region to define cultural values, noting the collected works of Triandis and

concerns about the use of emic culture to describe etic situations. Other researchers have also questioned the universality of the model, the equation of culture with nation and the nature of the dimensions, and as such the usefulness of the model in business related research (e.g. An, 1997; An, 2000; Baskerville, 2003; Fisher, Lee & Johns, 2004; Komin, 1990; Shenkar, 2001; Sondergaard, 1994). Further, as noted in the previous section, Hofstede (1997) does not argue that, at the individual level, one category of a dimension excludes the other, nor that culture does not change. In other words, Hofstede asserts that culture should be measured at the national, not individual, level and that it may change over time.

The research conducted for this thesis differs from this body of past research as it investigates cultural adaptation rather than cross-cultural comparison. It uses a sample of Western expatriate and Thai managers and professionals working together in Thailand, where all participants have English communication skills, and almost all are, at a minimum, degree qualified. The unit of analysis of the research is the perception of the Western expatriate's performance from the perspective of both the expatriate and the Thai counterpart. As such, the research conducted for this thesis falls clearly into the domain of cultural adaptation, rather than cross-cultural comparison.

2.2.3 Cultural Adaptation, Convergence, Divergence and Crossvergence

Debate surrounds the relevance of culture to organisational effectiveness in multinational environments. Dowling, Schuler and Welch (1994) identify that much of this research has focussed on the convergence of management practices to U.S. models of management. Divergent theorists argue that organizations are more effective and competitive when their

practices are consistent with their cultural context (Burns & Stalker, 1961; Ronen, 1986; Wilkins & Ouchi, 1983). By contrast, convergent theorists see that organizations should transcend differences in national culture (Porter, 1986) and operate under a common corporate culture (Yip, 1992) to be more effective. Ralston, Gustafson, Cheung and Terpstra (1993) and Ralston, Holt Terpstra and Kai-Cheng (1997) note that that debate exists as to the extent to whether national culture or the business environment are the drivers behind convergence or divergence.

Between these groups are writers who argue that corporate culture can influence, but not eliminate, national cultural values (Adler, 1997; Ricks, Toyne & Martinez, 1990), and others who point to crossvergence, a combination of the national or organisational values of organisation members that form a unique new organisational culture or behavioural pattern (Egri, Ralston, Murray & Nicholson, 2000; Ralston, Egri, Stewart, Terpstra & Kai-Cheng, 1999; Ralston et al., 1993; Ralston et al., 1997; Ralston, Terpstra, Cunniff & Gustafson, 1995; Ralston, Thang and Napier, 1999). These middle views are also reflected in the findings of researchers who identify coexistence of convergence and divergence within countries (Chatterjee & Pearson 2000; Paik, Vance and Stage, 2000), when comparing countries in a region (Paik Vance & Stage, 2000; Robertson, Al-Khatib, Al-Habib & Lanoue, 2001), and degrees of convergence or divergence in both contexts (Kamoche, 2000; Warner, 2000).

There is also a focus on American expatriate managers adapting, or not adapting, to other cultures within the convergence-divergence-crossvergence paradigm. For example, Ralston et al. (1995) investigated Americans, working in the U.S. or working in Hong Kong, and Hong Kong Chinese working in Hong Kong and found support for a divergent value

perspective. However, one of the distinguishing aspects of the literature on crossvergence is the range of cultures addressed in the research. Ralston et al. (1997) identified crossvergence of business ideology and the values of managers, in the U.S., Russia, Japan and China. Ralston et al. (1999) identified differences in new generation and old generation Chinese managers, indicating that the former's values represent a crossvergence of Eastern and Western influences. Andrews and Chompusri (2001) identified crossvergence of business practices in a post-Asia-crisis restructuring of a Thai subsidiary of a Western corporation.

While not specifically using the term crossvergence, Ogbor (2000) also identified, at the individual level, a synthesis occurring that was neither convergence nor divergence. This concept is important as it attempts to deal with the surviving differences that may, in fact, serve organisational goals. As such, it emphasises adapting or retaining aspects of organisational culture(s) that contribute to organisation goals, and discarding aspects of organisational culture(s) that do not contribute to organisational goals.

More recently, in the international human resource management literature there has been an ongoing discussion of convergence, crossvergence and divergence, although both the antecedents of the adjustment, and the resulting models vary (See McGaughley & De Cieri, 1999; Rowley & Benson, 2002 for reviews). Sparrow Schuler and Jackson (1994) presented evidence that convergence was occurring, though noted differences in relation to several dimensions, including performance management. Conversely, Faulkner, Pitkethny and Child (2002) argues a case for divergence. Fisher, Bibo, Youngsarnart and Chomjunroone, (2000), Kamoche (2000), McGaughley and De Cieri (1999), Paik, Vance and Stage (2000), and Warner (2000) all offer models that draw on either crossvergence, or

other modifications of the divergence-convergence dichotomy. For example, McGaughley and De Cieri (1999) partially support the crossvergence model suggested by Ralston and co-authors (Ralston, Gustafson, Cheung & Terpstra, 1993; Ralston, Holt, Terpstra & Kai-Cheng, 1997; Ralston, Terpstra, Cunniff & Gustafson, 1995), but are critical of ascribing economic issues as forces of convergence, and culture as a force of divergence. They go on to propose a more dynamic causal relationship.

Thailand has not avoided notice in convergence, crossvergence and divergence studies. Rather research has highlighted that Thailand is different to other Asian countries. In the literature on Human Resource Management in the Asia-Pacific, and more specifically the literature on Thailand, cases have been made for the existence of convergence, divergence, and categories in between. Rowley and Benson (2002) indicate that Human Resource Management in Thailand is still divergent from rather than converging to a more universal model.

Paik, Vance and Stage (2000) examined divergence and convergence in relation to performance appraisal design and conduct across four Southeast Asian countries, including Thailand. Thailand was found to be different from the other countries in the study on nine out of twelve indicators. While maintaining Thailand's difference for the other countries in the study, they draw the conclusion that convergence and divergence co-exist in Thailand, which represents a regio-centric model of culture and business environment.

Warner (2000) argues that in Thailand a soft convergent or soft divergent model is likely to exist, influenced in part by culture and the existing institutional framework.

Kamoche (2000) identified a range of different approaches to managing people in Thailand. These were characterised as traditional, transitional and progressive. Traditional can be seen as a divergent model, while progressive is convergent with strategic Human Resource Management practices. Transitional differs from crossvergent, as it is not a unique sustainable blend of the two cultures (Western and non-Western), but an adoption of both hard and soft Human Resource Management practices. Fisher, Bibo, Youngsamarit and Chomjunroone (2000), presented a case for crossvergence of human resource policy issues such as promotion, training and career path in both Thai companies, and multinational companies operating in Thailand.

The research and theory outlined above has tended to address if, and how, the Human Resource Management policies and practices of organisations operating in different national or cultural contexts are adapted. The research in this thesis focussed on the expectations of individual managers regarding the behaviour, intercultural abilities, and socio-biographical characteristics of expatriate managers operating in the Thai business context. However, publications based on the research conducted for this thesis contribute to the understanding of these issues (Fisher, Bibo & Härtel, 2000; Fisher & Härtel, 1998; 1999; 2002; 2003, 2004; Fisher, Härtel & Bibo, 2000a; 2000b)

Regardless of whether management is converging, diverging or crossverging, culture can be seen as having an important influence on values and behaviour. The solutions to the culture problem suggested by the theories are, respectively, to reflect, eliminate or adapt. The research conducted for this thesis contributes to this body of knowledge in two ways. Firstly, it is an empirical study within the Thai business context. Secondly, it addresses

“adaptation” (potential crossvergence) of the Western manager and professional operating in a non-Western context.

2.2.4 The Thai Business Context

One of the contributions made by the research conducted in this thesis is the testing of models in a different national business context. Thailand is the country selected as its unique culture, population size, and level of business activity make it an attractive area to research, and because I had developed, through work, consultancy and previous research, an interest in the applicability of the theories addressed in this thesis to Thailand. A description of the Thai culture and previous organisation research in the Thai business context is discussed next.

2.2.4.1 Thai Culture

Thailand's national culture is unique in Asia, in part, because of unique aspects of its history. In particular, it is the only country in Asia to have never been colonised. For the 600 years prior to 1932 it was an absolute monarchy. The *Sakinda* system that existed during this period assigned ranks to people throughout Thai society, and this heritage is reflected in the authority structures that exist today (Youngsamart & Fisher, 2001). Hofstede's identification of Thailand as a high power distance country also supports this idea. Another outcome of the heritage of the *Sakinda* system is the existence of patron-client relationships, both between relatives and in non-relative relationships. This, along with the Thai concept of *Greng Jai*, a form of mutual obligation not dependant on benefit, is consistent with Hofstede's identification of Thailand as a country with a collectivist culture.

In 1932, a *coupe de tat* overthrew the absolute monarchy, and created, for a short period, democracy. Thailand's political history since that time has been characterised by a series of military coups followed by long periods of totalitarian rule or demi-democracy, and short periods of semi-democracy (Youngsamarat & Fisher, 2001).

The political environment in Thailand also led to ethnic Chinese having a different role in Thailand than in the rest of East Asia. They are not the dominant political and business force as they are in Hong Kong and Singapore. Nor are they economically powerful. Rather, they are culturally and politically separated, similar to the ethnic Chinese in Malaysia and Indonesia.

In the 1930s, concern for national unity under both the initial democratic and subsequent coup de tat governments led to restrictions on ownership of companies by people who were not Thai and resulted in Thai-Chinese business partnerships. This was also consistent with the client-patron relationships common in Thai society. Concurrently, the Chinese language schools were closed. There was, however, no restriction in access to education by Chinese-Thai, many of whom also adjusted their names to make them sound more Thai-Thai to avoid other social restrictions. This nation building process happened very early compared to other countries in the region that were under colonial rule until the 1960s. In those countries, the Chinese community often developed separately to the indigenous community, and in the post colonial period have been resented, persecuted or, at a minimum, restricted in their access to political rights. Frequently, they are also separated by religion from the dominant ethnic communities in these countries, for example, Christian Chinese in Indonesia, a predominantly Islamic country, and Chinese Buddhists in Malaysia, also a predominately Islamic country. This means that the Thai are involved in

all aspects of business in their home country, and that Thai business culture has evolved differently from those countries where the business community is dominated by a 'separate' Chinese community.

Based on a number of large sample studies in the 1970s and 1980s, Komin characterises the Thai societal system as *"first and foremost a society where individualism and interpersonal relationships are of utmost importance"* (Komin, 1990: 691). Individualism, in this case, relates to high ego orientation, including the values of face-saving, criticism-avoidance and *Kreang Cai (Greng Jai)* which is *"to be considerate, to feel reluctant to impose upon another person, to take another person's feelings (and ego) into account, or to take every measure not to cause discomfort or inconvenience for another person"* (Komin, 1990: 691). Other highly rated values identified by Komin were grateful relationship orientation, smooth interpersonal relationship orientation, flexibility and adjustment orientation.

Theravada Buddhism, which is the religion of 95% of the Thai population, also has a strong influence on Thai culture (Siengthai, & Leelakulthanit, 1993; 1994; Siengthai & Vadhanasindhu, 1991). It should be noted that Theravada Buddhism is not the strand of Buddhism sometimes called Chinese, Tibetan or Confucian Buddhism in the West. Komin (1990) notes, however, that while *"the value of religious and spiritual life is generally very high for the Thai"*, Bangkokians, students, and the educated are exceptions to this emphasis on religion (1990: 693).

The culture of Thailand is also characterised by the need to maintain surface harmony and avoid conflict (e.g. Cooper, 1991; Holmes & Tangtongtavy, 1996). However, it is noted

that the importance of this may be exaggerated in the eyes of Western observers. For example, Selmer (1996) found that Swedish expatriate managers overstated the importance, for Thai, of having "*little tension and stress in the workplace*" (1996: 234)

The relationship orientations identified have implications for the research conducted for this thesis, as they emphasise values that are not related to task achievement. The role of harmony is also linked to relationship orientation, and investigation of expectations of the expatriate may clarify its role in the Thai business context. The flexibility and adjustment orientation has links to the adjustment by Thai to new practices, which in turn, may support the convergence or crossvergence argument identified earlier.

In sum, Thai culture can be seen as different to other cultures in the region, and different to Western culture. This uniqueness has implications for the contributions this thesis makes, as the body of knowledge addressed is extended into a new cultural domain.

2.2.4.2 Thai Culture and Organization and Management Issues

In Section 2.2.3, I discussed the literature on convergence, crossvergence and divergence of human resource management practices in Thailand (Fisher, Bibo, Youngsamarat & Chomjunroone, 2000; Kamoche, 2000; Paik, Vance & Stage, 2000; Rowley & Benson, 2002; Warner, 2000), in subsidiary restructuring (Andrews & Chompusri, 2001), and in publications that are based on research conducted for this thesis (Fisher, Bibo & Härtel, 2000; Fisher & Härtel, 1998; 1999; 2002; 2003, 2004; Fisher, Härtel & Bibo, 2000a; 2000b). Key aspects of Thai culture were summarised in the preceding section, and later in this chapter. In sections 2.5.2.1-2.5.2.6 I discuss research related to the role of specific socio-biographical characteristics.

Prior to doing this, however, I briefly outline some of the earlier research that addressed broad issues in managing within organisations operating in Thailand. This is important to do at this juncture, as it provides valuable background to understanding the Thai business environment. Much of this research focuses on the differences that exist between Thai and American cultural values, and the practical issues that may result from these differences.

In a practical guide to managing in Thailand, Cooper (1991) specifically questions the applicability of universal modern management methods to the Thai context, stating "*Thais at work differ from non-Thais, in terms perhaps of degree rather than absolute, but a degree significant enough to qualify the applications of modern management methods, born in the West, to Thailand*" (1991: 7). In a similarly practically oriented publication, Holmes and Tangtongtavy (1996) discuss: (a) Uniqueness in the way Thai view the legitimate use of power, (b) Differences between Thai and Western concepts of deadlines; (c) How Thai concepts of loyalty are different from both the Western and Chinese viewpoints; and (d) How the implementation of management practices, such as delegation, accountability, motivation, teamwork, rewards and performance evaluation, are viewed. Fieg (1989), however, does identify areas of convergence between the Thai and American peoples, this is predominantly attributed to the educated Thai people being exposed, and therefore being aware of Western values, rather than an adoption of these values. Conversely, Singhapakdi, Vitell and Leelakuthanit (1994) and Singhapakdi, Rallapalli, Rao and Vitell (1995) identify widely divergent personal and professional values that underlie decision-making.

The extensive survey based study conducted by Komin (1990) identifies differences, in comparison to Americans, in the way that Thai see achievement, and the processes that

lead to achievement. Thai rate achievement motivation far lower than social relationship. However, Komin (1990) argues that this is because the Thai goal of success in life is based on hard work and education that in turn, leads to social recognition. While private sector employees place more emphasis on the task achievement value, both public and private sector employees see task achievement interlinked with maintaining good social relationships. This has implications for the research conducted for this thesis as it would indicate that Thai are less likely to separate task behaviour from contextual performance behaviour.

Komin (1990) also suggests that given Thai have a high flexibility and adjustment orientation and, are not committed to an ideology, and are situation oriented, change in organisational systems can be implemented if relationship oriented leadership is used and ego orientation and the need to maintain relationships are taken into account. This also has implications for the research conducted in this thesis, as flexibility and adjustment may contribute to convergence, or crossvergence in the way that Thai view effective performance.

The research conducted for this thesis specifically addresses Thai-Western business relationships, and how the performance of the expatriate is perceived by both the Western expatriate and their Thai colleague. Behaviour, intercultural adaptation and socio-biographical characteristics that influence these perceptions are investigated, from the perspective of both the Western expatriate and their Thai colleague. As such, the research aims to expand knowledge in relation to aspects of management in the Thai business environment.

2.3 Research Issue 1: Performance Related Behaviour

2.3.1 Traditional Views of Performance Measurement

The literature review conducted in 1996 revealed no articles dealing with the 'mainstream' contextual performance. This is unsurprising, as the model only came into prominence in the Western literature in the period 1993-96. However, concurrent with the research conducted in this thesis there have been a number of articles that do have some relevance to the research conducted in this thesis.

One prominent article in the 'mainstream' literature on contextual performance and organisational citizenship is Paine and Organ's (2000) investigation of organisational citizenship behaviour across 26 countries. The sample size was only 38, so care needs to be taken in interpreting the results. They concluded that there were differences in expectations related to organisational citizenship behaviour, and that different standards may apply to people perceived as part of an out-group, such as expatriates. Further, they noted that 'expatriates must be keenly aware of how Westernised expectations of organisational citizenship behaviour could cloud their ability to evaluate employee performance' (Paine & Organ, 2000: 57). In publications based on the research conducted for this thesis, differences in perceptions of particular performance related behaviour were also identified (Fisher, Bibb & Härtel, 2000; Fisher & Härtel, 1998; 1999; 2003, 2004; Fisher Härtel & Bibb, 2000a; 2000b). Thus one of the contributions of the research conducted for this thesis is the investigation of contextual performance behaviour in a non-Western business environment.

As introduced in section 1.2.1, Caligiuri (2000a), Caligiuri and Day (2000) and Kraimer Wayne and Jaworski (2001), also conducted research in which forms of task and non-task behaviour were used as dependent variables to test other issues within expatriate performance. The key aspects of these studies, and the research conducted for this thesis are summarized in Table 2.1 below. It is noted that none of these studies used the 'Borman' model, nor did they investigate differences in how task and contextual behaviour may be perceived by expatriates and host country managers and professionals. Rating was by supervisor only, and frequently the supervisor was also a Western expatriate, or home country manager. In regards to instrument development Kraimer et al (2001) used interviews with 17 former expatriate, while the other studies used existing company performance appraisal measures. By comparison, in the research conducted for this thesis, 55 interviews with expatriate and Thai managers and professionals currently working in Thailand were conducted to develop an instrument based on the Borman/Motowidlo models. As such, while the research conducted by Caligiuri (2000a), Caligiuri and Day (2000) and Kraimer Wayne and Jaworski (2001), is indeed valuable and interesting, it does not address the same issues as those dealt with in the research conducted for this thesis.

It is noted, however, that the research conducted for this thesis compares favourably in sample size, and uses similar interpretive methods to that used in the literature described above.

There are two views on the way in which the effective performance of an individual should be measured. The first of these focuses on the achievement of outputs or results, which can be obtained by measuring outcomes (Bernardin, Kane, Ross, Spina & Johnson, 1995; Lockett, 1992), or through goal setting (Armstrong, 1994; Lockett, 1992; Rummler &

Brache, 1995). However, Williams (1998) identified six problems in measuring performance using this method: (a) The difficulty of integrating individual and organisational goals; (b) Subjectivity in the interpretation of objective criterion (Campbell, 1977); (c) Difficulties in joint goal setting (MacDonnell, 1989); (d) The problem of turbulence; (e) Difficulty in applying goal setting to complex tasks; and (f) The tendency to measure what is easy to measure (Henderson, 1984).

Table 2.1 Comparison of recent research

	Caligiuri (2000a)	Caligiuri and Day (2000)	Kraimer et al 2001	Thesis research
Based on the 'Borman/Motowidlo' models'	No	No	No	Yes
Sample for instrument development	N/A	N/A	17 former expatriates	55 Thai and Western Expatriate Managers and Professionals
Item Development	Existing company performance appraisal instrument	Adaptation of Existing company performance appraisal instrument	Interviews	Interviews Focus groups Pilot testing with Thai and Western managers
Sample Raters	94 supervisors 62% American	78 supervisors (56 American)	213 expatriate supervisors (American >84%)	242 Managers and Professionals working in Thailand (121 Thai, 121 Western)
How was Dyad partner selected	Selected by expatriate	Selected by the expatriate	Selected by expatriate	By partner
Ratees	143 Ratees 81% American	78 Ratees, (66 American)	213 expatriates	121 Western expatriates working in Thailand
Response Rate	66%	34%*	48%*	91.7%
Rating of	Performance	Performance	Performance	Importance Performance
Scale Development	N/A	Exploratory Factor Analysis	Exploratory Factor Analysis	Exploratory Factor Analysis
Scales/Factors used	Used as a single item supervisor rated performance score	Scales used as dependent variables	Scales used as dependent variables	Items used as independent variables

* Supervisor respondents

The second approach is to focus on the behaviours of the individual to measure performance. Within this paradigm, some writers seek to explicitly link the relevance of behaviour to the organization's goals or outputs (Campbell, McCloy, Oppler & Sager, 1993; Murphy, 1989). However, this definition ignores other aspects of the job that may not be relevant to the task, but are important aspects of overall performance. These aspects have been variously described as organisational citizenship or contextual performance behaviour. As the name suggests, the literature on task and contextual dimensions of performance related behaviour, which is discussed in more detail in the following section, focuses on both aspects of performance identified.

2.3.2 The Task and Contextual Dimensions of Performance

As identified above, performance can be divided into task and contextual dimensions. Task performance includes behaviours that produce goods or services or support the technical core that makes this production possible (Borman & Motowidlo, 1993; Motowidlo & Van Scotter, 1994; Van Scotter & Motowidlo, 1996). Contextual performance behaviours *"support the broader organizational, social, and psychological environment in which the technical core must function"* (Motowidlo & Van Scotter, 1994: 476). Aspects of this can include pro-social organizational behaviour (Brief & Motowidlo, 1986), organizational citizenship behaviour (Bateman & Organ, 1983), extra role behaviours (Van Dyne, Cummings & Parks, 1995), or volunteering, persisting with enthusiasm, cooperating and helping others, following organizational rules and procedures and supporting organizational objectives (Borman & Motowidlo, 1993).

Motowidlo (2000) recognises that organisational citizenship behaviour is a closely related concept to contextual performance, but argues that contextual performance behaviour is related to performance, while the earlier conceptualisations of organisational citizenship behaviour (e.g. Bateman & Organ, 1983) are linked to satisfaction. However, Motowidlo also notes that Organ's (1997) redefinition of organisational citizenship behaviour is synonymous with contextual performance behaviour. As the research conducted for this thesis deals with performance rather than satisfaction, the term contextual performance behaviour will be used. However, in the following discussion, the terms are used as referred to in the source literature.

Research into task and contextual performance behaviour has consistently used Western samples (Barksdale & Werner, 2001; Coleman & Borman, 2000; Kidder, 2002;

Motowidlo, 2000; Motowidlo & Van Scotter, 1994). This literature has investigated different components that may contribute to contextual performance or organisational citizenship behaviour (Barksdale & Werner, 2001; Coleman & Borman, 2000; Van Scotter & Motowidlo, 1996); the impact of other variables such as gender (Kidder, 2002) on the likelihood of particular organisational citizenship behaviour; and the relationship between task performance and contextual performance on other individual or organisation related variables such as turnover, job satisfaction, affective commitment (Van Scotter, 2000), Human Resource Management (Motowidlo, 2000; Werner, 2000), and organisational conditions that provoke emotional reactions (Spector & Fox, 2002). There has also been some coverage of racial differences in organisational citizenship within the Western business environment in the diversity literature (See Chattopadhyay, 1999 for a review).

In the literature review conducted for this research, only one study addressing the role of culture in international contexts could be identified. Paine and Organ (2000) investigated organisational commitment behaviour across 26 countries. The sample size was only 38, so care needs to be taken in interpreting the results. They concluded that there were differences in expectations related to organisational citizenship behaviour, and that different standards may apply to people perceived as part of an out-group, such as expatriates. Further, they noted that "*expatriates must be keenly aware of how Westernised expectations of organisational citizenship behaviour could cloud their ability to evaluate employee performance*" (Paine & Organ, 2000: 57). In publications based on the research conducted for this thesis, differences in perceptions of particular performance related behaviour were also identified (Fisher, Bibb & Härtel, 2000; Fisher & Härtel, 1998; 1999; 2003, 2004; Fisher Härtel & Bibb, 2000a; 2000b). Thus one of the contributions of

the research conducted for this thesis is the investigation of contextual performance behaviour in a non-Western business environment.

The research in this thesis used the model of task and contextual performance identified in Borman and Motowidlo (1993; 1997) as a starting point to develop a multidimensional performance measure for the Thai business context in which the expatriate operates. Based on an examination of relevant literature and my own personal experience in Thailand, the expectation was that differences exist in the way that performance is perceived in this context, due to both cultural differences between the Thai and Western manager and professional, and to the cultural adaptation by both members of the dyad. As such, it is expected that the resultant models would differ from those described in the Western literature. Consequently, a qualitative stage was conducted to identify the facets of performance, and to, if necessary, adapt the instruments developed by Motowidlo and Van Scotter (1994) and Borman and Motowidlo (1997). This is discussed in detail in Chapter 3 of this thesis. Another unique contribution to the field the thesis makes, therefore is the development of an instrument measuring facets of task and contextual performance behaviour, the investigation of the contribution made by the individual facets of performance to a single overall measure of performance, and the way these facets are grouped by Thai and Western managers and professional.

2.3.3 Performance Measurement in the Thai Business Context

This section will focus on recent studies that appear in the international Human Resource Management literature that relate to performance in Thailand, and differentiate the research conducted for this thesis from extant research. In latter sections of this chapter, the research conducted on intercultural abilities and socio-biographical characteristics, and their

relationship to expatriate performance is discussed. There are also a number of studies related to effective performance by expatriates in communication or marketing contexts in Thailand, which are referred to in later sections of this thesis.

A review of the literature identified no instances of the task contextual model being used in the Thai context. This is not to say, however, that research into performance in Thailand, and specifically into the performance of expatriates, has not occurred. Rather, the research has not dealt with the specific behaviours addressed by Motowidlo and Van Scotter (1994).

Paik, Vance and Stage (2000) investigated similarities and differences between the types of performance management preferred by managers in four Southeast Asian countries including Thailand. Their twelve-item instrument attempted to measure control (4 items), employee involvement in decision making and soliciting feedback (2 items), the management-employee relationship, rewards and motivation (5 items) and the focus on individual or collective performance (1 item). This research asked for the views of *"their country's typical behavioural characteristics of management practices"* (2000: 742). Thai managers were found to be significantly different from managers in other South-east Asian countries on nine of the twelve items used. Their study, however, did not address the issue of expatriate performance in Thailand.

There is also evidence that firms in Thailand are less likely to formally evaluate performance. Dart, Ng and Sarkar (1999) found that while performance appraisal was common in small and medium enterprises in Singapore and Malaysia, this was not the case in Thailand where Thai small and medium enterprises *"are not concerned to objectively identify better employees"* (1990: 89). Lawler et al. (1995) investigated the likelihood of

the use of written performance indicators and 'Management by Objectives' in firms operating in Thailand, rather than actual indicators of performance. Although these studies contribute to the rationale for the thesis research, neither study addresses the issue of how expatriate performance is perceived. As such, the focus of both these pieces of research differs from that of the research conducted in this thesis.

Parkes, Bochner and Schneider (2001) examined differences in the expectations of a variety of aspects, including organisational commitment, satisfaction and tenure in a study of employees of hospitals and management consultancies, in Thailand and Australia. Again, this study did not deal with expatriates, and as such does not have the same focus as the research conducted for this thesis.

Finally, Clegg and Gray (2002) surveyed Australian expatriates operating in Thailand. Their focus was on Human Resource Management policies, specifically management development, rather than the performance issues addressed in the research conducted for this thesis.

Thus, while there is a growing body of literature that address aspects of performance in Thailand, none specifically address the applicability of task and contextual behaviour of expatriates operating in the Thai business environment.

2.3.4 Lack of Consistent Measures

At this point, it is important to raise a methodological issue that influences the development of the research questions in each of the studies in the research conducted for this thesis. The task and contextual performance behaviour literature uses perceptions of

actual performance. The intercultural abilities literature uses importance of items, while the socio-biographical characteristics use either, or both, these rating methods. As the purpose of a rating may influence the rating given, this inconsistent measurement makes direct comparison of the behaviour, ability and socio-biographical characteristic findings difficult. In the research conducted for this thesis, both ratings of the performance of an individual expatriate, and the importance of particular performance related behaviours, intercultural effectiveness abilities and socio-biographical characteristics are collected to enable comparison with past literature, and between literature domains.

2.3.5 Summary of the Questions Addressed in Research Issue 1

From the foregoing, the first research issue is identified: How do Thai and Western managers and professionals perceive expatriate performance behaviours, and how do these behaviours contribute to the overall effective performance of the Western expatriate working in Thailand? Specifically:

1. What task and contextual behavioural items (facets) are important to effective performance and are there differences between Thai and Western expatriate's rating of the importance of these behaviours?
2. Are there differences in the actual rating of the task and contextual performance behaviour items (facets) of the Western expatriate, by the Thai and Western expatriate?
3. Are there differences in the contribution these behaviour items (facets) make to an overall measure of performance as perceived by the Thai and Western expatriate?
4. How do Thai and Western expatriates group the importance of these behaviours to expatriates working in the Thai business environment, and the actual performance

of these behaviours by the Western expatriate. How do these groupings compare to task and contextual performance factors identified in the Western literature?

2.4 Research Issue 2: Intercultural Effectiveness Ability

2.4.1 Models of Intercultural Effectiveness

There is a long history of trait-based models of intercultural effectiveness being suggested (Adler, 1974; Bochner, 1973). More recently, issues of generalisability and the lack of empirical support for the links between traits and performance have led researchers to focus on behaviours rather than traits or personality characteristics (Hammer, 1987). In particular, Furnham (1988) and Furnham and Bochner (1982) suggest that expatriates gain these intercultural communication skills and, consequently, intercultural effectiveness through a cultural learning process. However, the research in this thesis does not concentrate on the cognitive process of how the skills necessary to be interculturally effective are gained; rather it examines the influence existing characteristics have on effectiveness in the intercultural situation.

The research in this thesis uses the instrument developed by Hammer et al., (1978). There are three reasons for this. Firstly, it has been used in a variety of contexts, over an extended period of time, and has been reported in significant journals in, specifically, the area of intercultural communication. Secondly, it has been used, in a limited manner, in the Thai context where few others have (Stening & Hammer, 1992). Third, confusion has arisen from mixed findings found in studies using subsets of items from the instrument. Different items have the potential to be perceived as more or less important in different cultural or national settings, or to managers with different national cultural backgrounds

(Dean & Popp, 1990). Further, there is some dispute as to the factor structure which has implications for the applicability of the abilities across cultures. In other words, are different abilities needed in different cultural settings. The use of subsets of items from the scale by different researchers has contributed to the difficulty in untangling the debate. In the following paragraphs, I discuss the results of the previous research.

The culture general research argues that there are three factors that contribute to intercultural effectiveness (Gudykunst & Hammer, 1984; Hammer, 1987; Hammer et al., 1978; Stening & Hammer, 1992). These are: *the ability to communicate effectively, the ability to establish interpersonal relationships, and the ability to cope with psychological stress.*

The initial research reported by Hammer et al. (1978) was based on a relatively small sample (N=53) of U.S. Americans who had spent at least three months in a foreign culture. The self-reported measures of effectiveness showed that these expatriates were (a) satisfied with their stay in the host culture; and (b) believed they were successful in achieving their goals. This research supported the proposition that the three factors (the ability to communicate effectively, the ability to establish interpersonal relationships and the ability to cope with psychological stress) accounted for most (72.2%) of the variance in intercultural effectiveness.

Abe and Wiseman (1983) used the same 24-item instrument that was used in Gudykunst and Hammer (1984), Hammer (1987) and, Hammer et al. (1978). The research included a sample of 57 Japanese students who had been in America for two weeks. From the results of this study, they suggested five, rather than three, factors contributed to intercultural

effectiveness: *To communicate interpersonally; To adjust to different cultures; To adjust to different societal systems; To establish interpersonal relationships; and To understand others.* Abe and Wiseman (1983) concluded that there were both cultural general (i.e. apply across cultures) and cultural specific (i.e. apply within an individual culture) aspects to intercultural effectiveness. They argued that the culturally specific nature of intercultural effectiveness is evident because the data provided by the Japanese sample led to the identification of two additional factors that contributed to intercultural effectiveness, with the other three factors broadly conforming to the original three-factor model.

Gudykunst and Hammer (1984) re-analysed the Abe and Wiseman data using the three-factor model identified by Hammer et al. (1978). They debated the comparability of the three- and five-factor models based on the differences in the sample types and duration of the intercultural experience. They concluded that there was no evidence for interpreting the data in a manner that would indicate there were culturally specific factors influencing the dimensions of intercultural effectiveness.

However, as noted by both Gudykunst and Hammer (1984) and Wiseman and Abe (1984), the small sample size in both studies makes it difficult to confirm the dimensions of either the three- or five-factor models. That being said, both Gudykunst and Hammer (1984) and Hammer (1987) concluded that there was not support for the argument that different factors (i.e. three- or five-factors) may be operating in the two different cultures.

Hammer (1987) sought to replicate and extend the research conducted into the three- and five-factor models, using a sample of 210 North American university students. The students were selected from a single, medium sized university. The criteria for the

selection of subjects was the same as that for the Hammer et al. (1978) study: people who had lived in a foreign culture for three months or more and self-reported that they were both satisfied with their stay and functioned well in the host culture. Hammer (1987) conducted a confirmatory factor analysis using LISREL to test the degree of fit of the three-factor and five-factor models. He found that both models fit the data. Indeed, an examination of his results indicates that the three-factor model was a better fit. Therefore, he argues for this model predominantly on the basis that it is simpler, and therefore easier to apply. Hammer (1987) also argues that as the three-factor and the five-factor models fit the data, intercultural effectiveness is culture general, rather than culture specific.

However, using only the 16 items that were found by Hammer et al. (1978) to contribute to the three-factor model, Dean and Popp (1990) found support for both culture specific and culture general components. Their finding was consistent with the Abe and Wiseman (1983) model.

Conversely, Stening and Hammer (1992) argued that the weight of the literature supports the three-factor model over the five-factor model. They used 12 of the 24 items from the Hammer et al. (1978) instrument to create fixed scales representing the three-factor model. Their purpose was to investigate U.S. American expatriates operating in Japan and Thailand, and Japanese expatriates operating in the U.S. and Thailand. While the three-factor model was supported across these contexts, the scale reliability scores were quite low, particularly in the case of the American expatriates operating in Thailand and Japan.

A further challenge that arises when attempting to interpret the findings of the previous research is that different researchers use different items in their investigations. The

research by Hammer et al. (1978) used 16 of the 24 items in the instrument to identify three factors. In their five-factor solution, Abe and Wiseman (1983) used 17 items, of which only 13 are common to the ones used by Hammer et al. (1978). The confirmatory factor analysis used by Hammer (1987) to compare the three- and five- factor solution was based only on the 13 'shared' items. Dean and Popp (1990) selected 16 items from the original 24-item instrument, although they stated that they were the same 16 used by Hammer et al. (1978), when in actuality there was one difference. Finally, Stening and Hammer (1992) used 12 of the 16 items that contributed to the three-factor solution.

Dean and Popp (1990) also found differences in the importance placed on seven of the sixteen items by 61 American managers who were working, or had worked in Saudi Arabia and 31 French managers who were working, or had worked, in the United States. American managers placed greater importance on *"working with others"*, *"dealing with stress"*, *"dealing with unforeseen problems"* and *"dealing with different political systems"*. Whereas, French managers placed relatively more importance on the *"ability to enter a meaningful dialogue with others"* and *"dealing with social alternations."* Comparing the responses of the French and American expatriates, their findings supported the existence of cultural specific and culture general aspects of intercultural effectiveness as suggested by Abe and Wiseman (1983). However, this conclusion is based on alignment of only seven items to the 5 factors identified by Abe and Wiseman.

Given these competing viewpoints, I have elected to use the complete instrument to explore the component structures as they relate to the intercultural effectiveness of Western expatriate managers and professionals working in Thailand. Further, as competing factor structures exist in the literature, and the factors have been researched with both forced and

selected use of different combinations of items in the structures, it may well be that the factor structure is not stable either across cultures, or across cultural situations (e.g. sojourner, long term expatriate). Thus, by conducting an exploratory factor analysis on a larger dataset comprised of Western expatriates currently working in a non-Western context, the thesis will help clarify this issue.

In the research conducted for this thesis I gather data, using the full 24-item instrument (Hammer et al., 1978) on the importance of the intercultural effectiveness abilities, and the actual performance of those abilities by the Western Expatriate operating in Thailand. Collecting data on importance directly enables comparison with existing literature, both in terms of factor structures and relative importance on individual items. This enables the question of culture general or culture specific models of intercultural effectiveness to be investigated. Collecting data on actual performance extends the existing research, and enables comparison with the literature, and research in this thesis on socio-biographical characteristics and task and contextual performance behaviours.

Beyond discussion of the factor structure and item choice issues, there are other limitations that exist in the extant research into intercultural effectiveness. These are discussed in the next section of this thesis.

2.4.2 Limitations of Intercultural Effectiveness Research

A number of limitations exist in the research on intercultural effectiveness. These are discussed in detail in sections 2.4.2.1 to 2.4.3.8. It is important to note that, while the limitations specifically relate to the extant research conducted using the Hammer et al. (1978) instrument and associated intercultural effectiveness theoretical frames, they also form, in part, the rationale for investigating task and contextual performance, and socio-

biographical characteristics in the research conducted for this thesis. Addressing these limitations is one of the contributions of the research conducted as part of this thesis.

2.4.2.1 Task-Context Behaviour and Intercultural Effectiveness Abilities

Research on intercultural effectiveness to date, has tended to be task independent. That is, it describes the abilities necessary to achieve intercultural effectiveness, but does not place that effectiveness into a task- or work-related context. Indeed, the purpose for the sojourns is frequently not collected.

In this thesis, in addition to the measure of intercultural effectiveness, a measure of overall effectiveness in the Thai business environment is used to enable investigation of the link between intercultural abilities and overall performance. Further, the task and contextual performance behaviour model discussed earlier in this chapter (Borman & Motowidlo, 1993; Motowidlo & Van Scotter, 1994; Van Scotter & Motowidlo, 1996), is adapted in Study 1 to enable comparison between performance behaviour and intercultural effectiveness ability. It is re-emphasised that the original model was developed in the Western organisational environment, and thus the thesis contributes to the question of its transferability to the Thai context.

2.4.2.2 Lack of Clear Delineation Between Effectiveness Terms

Research on intercultural effectiveness often has no clear delineation between intercultural communication effectiveness and intercultural effectiveness. For instance, Abe and Wiseman (1983) and Dean and Popp (1990), use the Hammer et al. (1978) model to describe intercultural communication effectiveness as intercultural effectiveness. Hammer

(1987) uses the same model to describe intercultural effectiveness. However, as Mamman (1995a) notes, in a relatively few cases, the available models of intercultural effectiveness recognize that it may be possible to be competent in the intercultural situation, but still fail to be effective overall (Brislin, Cushner, Cherrie & Yong, 1986; Gertson, 1990; Mamman, 1995a; Spitzberg & Cupach, 1984). It could also be argued that it is possible to have poor intercultural communication effectiveness, but still achieve overall task goals. Clearly, these are two separate outcomes. This proposition is not examined empirically in the research conducted for this thesis, in part, because it developed concurrently. However, it will be addressed in the discussion of findings in Chapter 4 of this thesis.

The research that has emerged recently within the intercultural communication domain has moved to examine intercultural competence, rather than intercultural effectiveness. In particular, Gudykunst (1993; 1995; 1998) alone, and with others (e.g. Gudykunst & Nishida, 2001), has developed a model of anxiety and uncertainty avoidance applicable to the international intercultural setting that highlights the need to manage these two issues to enable the expatriate to be interculturally competent. However, this research only emerged as a theoretical construct in the early 1990s, and has gone through a number of formative iterations (e.g. Gudykunst, 1998; Stephan, Stephan & Gudykunst, 1999; Gudykunst & Nishida, 2001) concurrent with the research conducted for this thesis. Therefore, this thesis utilises the intercultural effectiveness instrument developed by Hammer et al. (1978), and tests the claimed universality of the model in a new international context. To address the definitional limitations described in this section, intercultural effectiveness and overall effectiveness are defined and measured separately in the thesis research.

2.4.2.3 Characteristics of Effectiveness Measures

The measures of effectiveness used in the intercultural effectiveness research tend to be based on self-assessment and measured against a single criterion. Questions such as: '*Were you effective?*' or '*How effective were you?*' are asked of respondents (Abe & Wiseman, 1983; Dean & Popp, 1990; Hammer, 1987). There are three problems with this form of question: (a) It places the focus on the individual only, rather than the outcome of the project; (b) As a self reported measure, it fails to take into account the views of the other parties to the intercultural encounter; and (c) It biases the sample as it excludes those who perceive themselves to be less than effective in the intercultural setting. An additional problem arises when only the former question is asked, in that the degree of effectiveness is not taken into account.

To address these limitations, the thesis research uses both self-reported and partner-reported measures of expatriate performance. In addition to rating effectiveness of performance on each individual ability item, a single measure of overall effective performance was also collected. This enables the measurement of the degree of effective performance, and the contribution perceived performance in each ability make to overall effective performance.

2.4.2.4 Sample Characteristics and Assumed Relationships

There are a number of issues linked to the characteristics of the samples studied in this literature and the assumed (or implied) relationship between the expatriate and the host country national. First, research, thus far, has tended to focus on either: (a) The working experiences of male Western expatriate managers who have stayed abroad for an extended

period and work for a Western home country multinational operating in a host country; (b) The intercultural communication and management experiences of international students in Western countries; or (c) The experiences of U.S. students who spent time abroad for unspecified periods or purposes. A summary of sample characteristics of key intercultural effectiveness studies is presented in Table 2.2. On face value, these groups clearly do not reflect the range and diversity of expatriate and local management team profiles. Congruent with this are Landis and Wasilewski's (1999) call for research that explores a broader range of relationships. Second, the research of where Western respondents were asked to recall their past experience after they had already returned to their home country, raises the issue of accuracy of recall (e.g. Hammer 1987; Hammer et al., 1978). To address these limitations the research conducted in this thesis includes both Thai and Western managers and professionals working together in Thailand at the time they were surveyed.

Table 2.2 Sample Characteristics of Key Studies in Intercultural Effectiveness

Sample Characteristics	This Research	Hammer, Gudykunst & Wiseman (1978)	Abe & Wiseman (1983)	Hammer (1987)	Dean & Popp (1990)	Stening & Hammer (1992)
Size	121 Westerners in Thailand 121 Thai	53	57	210	61 US in Saudi Arabia 31 French in USA	62 US in Japan 36 US in Thailand 70 Japanese in US 123 Japanese in Thailand
Expatriate Nationality	Western Thai	US	Japanese	US American	US French	US American Japanese
Host countries	Thailand	Various	US	Various	Field	US Japan Thailand
Student or Field Sample	Field	Student	Student – Tourist	Student	Field	Field
Expatriate time in Host Country		>3Months	2 Weeks	>3 Months	>6 Months	
Average	6-12 months			8.5 Months	4.2 Years (US)	41-67 Months
Range	1-60 months					2-385 Months
Nature of Assignment	Employment	Reason Unstated Lived Abroad>3 Months	Student – Tourist	Reason Unstated Lived Abroad >3 Months	Employment	Employment

2.4.2.5 Applicability of the Concept of Sojourners

The length of time spent in a particular country is often used to describe a sample. For instance, sojourners are often defined as those who spend at least six months in a culture (Bochner, 1982; Furnham & Bochner, 1982; 1986). Landis and Wasilewski (1999) note that the intercultural communication literature has placed too great a focus in on expatriates on short-term assignments and sojourners. They suggest that greater focus

needs to be placed on longer term expatriate experiences, and less focus should be placed on student or convenience samples to enable development of a more comprehensive view of the expatriate experience.

The emerging literature on inpatriates recognises that expatriates are not always senior managers sent to manage a subsidiary or the components of a subsidiary, in a foreign country. Rather, expatriates vary in their purpose for expatriation and are frequently perceived in Thailand as short-term visitors due to host country requirements. For example, an important part of the trading relationship between 'Western' countries and Thailand is short visits, project work and consultancy, as opposed to longer-term placements. Projects can be a series of short-term visits over a number of years (e.g. Harvey, Novicevic & Speier, 1999). One reason for this is because even the longer term sojourners and 'permanent' expatriates have to go through visa renewal processes. This process, for those working fully legally as foreign experts, occurs every 12 months and involves the issuance of a work permit. The issue and subsequent renewal of the twelve month work permit and visa can, itself, take up to ten months, during which time the expatriate can continue to work (semi-legally) in Thailand on a series of two- and four-week extensions to their initial visa. Other expatriates work, semi-legally, without a work permit, using three-month non-immigrant visas. These visas, which are readily renewable outside of Thailand, require the expatriate to leave the country every three months on what is commonly called a 'visa run'. Thus, expatriates in Thailand can perceive themselves, and be perceived by others, to be temporary, short-term visitors, regardless of their true employment intentions.

Specifically, to reflect the nature of possible Thai-Western business relationships, minimum time in the culture was not used to define the sample. However, data on length of time spent in the country were collected for descriptive purposes.

2.4.2.6 Uni-Directional Focus of the Relationship

Much of the past research on intercultural effectiveness looks at changes in the expatriate's cognition, behaviour or pre-departure training in an attempt to improve their performance in the foreign culture. The host country nationals, who also have knowledge, skills, and experience to bring to the relationship and are key determinants in the judgement of the relationship outcome, are frequently overlooked.

This uni-directional focus in the literature on the expatriate manager appears to be out of harmony with modern communication theory (Berlo, 1960; Limaye & Victor, 1995). This theory emphasizes the importance of sender and receiver transactions, rather than just the information-giving focus that exists in the traditional models of communication (Shannon & Weaver, 1949). In agreement, Haworth and Savage (1989), Limaye and Victor (1995) and Asante (1990) cite the importance of considering the host country national as an active participant. Likewise, Cai, Wilson and Drake (2000) identify the importance of taking into account a range of aspects about the other negotiator and the cultural context in international negotiation, specifically noting that context affects culture (2000: 595). Consequently, the thesis research examines responses from both Western and Thai members of a dyad and thus, represents the first comprehensive empirical examination of the two-way nature of the Thai-Western business relationship.

2.4.2.7 Limited Number of Cultures Addressed

Landis and Wasilewski (1999: 565) state that "75% of the intercultural research studies published over the past two decades have dealt with three areas of the world: The United States, Israel and Japan". They go on to argue that it is important to expand the areas of the world that are researched to enable more sophisticated analyses of intercultural effectiveness (1999: 566).

Research related to cultural adjustment has frequently focussed on the U.S. American and Japanese expatriate (e.g. Goldstein & Smith, 1999; Gudykunst & Nishida, 2001; Matsumoto et al., 2001; Takeuchi, Imahori & Matsumoto, 2001). It is only recently that other cultures have been addressed. For example, Ward and Kennedy (1999) looked at New Zealand and Singapore, Selmer and Shiu (1999) examined the cultural adjustment of Hong Kong Chinese in China, and Selmer (1996) investigated Thai and Norwegians in Thailand. Recent articles are also beginning to address the adjustment of Western expatriates in developing country contexts. Examples of this are Mamman and Richards' (1996) investigation of the adjustment of Western expatriates in Papua New Guinea and the work of Carr, Rugimbana, Walkom and Bolitho (2001) on expatriates in Africa.

Although, research into adjustment in organisational and business settings has focussed predominantly on the Western expatriate, in the University context there have been a number of studies that address the adjustment of non-Western students to Western environments (e.g. Guan & Dodder, 2001). In addition, there are also some studies that address adjustment between more and less developed countries in the same region. For example, Tsang (2001) investigated the adjustment of Mainland Chinese academics and

students to Singapore, and Singaporean managers in China have also been researched (Tsang, 1999).

The intercultural effectiveness abilities research using the Hammer et al. (1978) instrument is primarily limited to one Western Culture (United States of America) and one Asian Culture (Japan) (Abe & Wiseman, 1983; Hammer, 1987). Japan and America are the largest two economies in the world (Hodgetts & Luthans, 1997). The headquarters of just over half of the top 500 multinational corporations (Rugman & Hodgetts, 1995) reside in these two countries. They are, thus, highly important countries and therefore cultures to examine. However, it is clearly important to examine other cultural groupings as well, even if only to confirm that the same principles apply outside the Japan or U.S. cultural settings (Landis & Wasilewski, 1999).

There are only two studies that use the Hammer et al. (1978) instrument to do this. The first (Stening & Hammer, 1992) is based on a relatively small sample of Japanese and American expatriates. This study compares expatriates, where the Thai context is incidental. The second study, by Dean and Popp (1990), examines American and French expatriates operating in the Middle East. Thus, the intercultural effectiveness abilities of Western expatriates operating in the Thai business environment remain an under-researched area.

To address these issues, the thesis research uses a sample of Thai and Western managers and professionals working in the Thai business environment. This expands the range of cultures, or world regions addressed in previous research.

2.4.2.8 Culture, Importance and Actual Rating of Performance

As noted earlier, there are differences in the focus of the Western performance related behaviour literature and the intercultural effectiveness literature as to whether importance of, or actual performance ratings are collected. The intercultural effectiveness literature has used a self-report of 'effective performance' as a screening variable only. The intercultural effectiveness items that subsequently led to the development of the competing factor structures, were based on respondents' rating of the *importance* of the items, rather than their *actual performance* related to the item. In contrast, the task and context performance behaviour literature focuses on rating actual performance, rather than rating importance. Similar issues are evident in the literature on socio-biographical characteristics (discussed in Section 2.5). Indeed, Mamman and Richards (1996) found differences between the importance (*relevance to interaction*) and actual (*contribution to interaction*) ratings of socio-biographical characteristics. Clearly, there may be differences in the way that stated importance of individual items, and the actual rating of individual items may be perceived.

To enable analysis and comparison of the three areas under investigation, importance and actual ratings of expatriates' performance are collected for both performance related behaviour and intercultural effectiveness items. For socio-biographical characteristics, data were collected on the importance of the characteristics to expatriate performance, and the fit of expatriate characteristics to job requirements. In addition, as noted earlier, a single measure of overall effective performance was also collected. This enables the investigation of the contribution made to performance of, respectively, ability and socio-biographical characteristics.

Further, there may be differences between a self-rating and the rating of a peer (Gioia & Sims, 1985; Harvey & Weary, 1984), as well as differences related to culture (See Section 2.2.2.) and cultural adaptation (See Section 2.2.3). As such, and in all cases, ratings from both the Western expatriate and a Thai colleague were included in data collection.

2.4.2.9 Other Methodological Concerns

There are a number of methodological concerns that arise from examination of the previous studies on intercultural effectiveness abilities. These relate to the sample size, the suitability of the statistical techniques utilized with those sample sizes, and the resulting generalisability of results. In the research conducted for this thesis, the sample size meets or exceeds the recommendations of appropriate authorities in the literature. Further, generalisability beyond the described Thai business context is not inferred.

2.4.3 Summary of the Questions Addressed in Research Issue 2

From the foregoing, the second research issue is identified: How do Thai and Western managers perceive intercultural abilities of the Western expatriate working in Thailand and how does this contribute to the intercultural effectiveness and the overall effective performance of the Western expatriate working in Thailand? Specifically:

1. What intercultural ability items (facets) are important to effective performance and are there differences between Thai and Western expatriates' ratings of importance?
2. Are there differences in the actual rating of the intercultural ability items (facets) of the Western expatriate, by the Thai and Western expatriate?

3. Are there differences in the contribution the intercultural ability items (facets) make to an overall measure of performance as perceived by the Thai and Western expatriate?
4. How do Thai and Western expatriates group the importance of these abilities to expatriates working in the Thai business environment, and the actual performance of these abilities by the Western expatriate. How do these groupings compare to task and contextual performance factors identified in the Western literature?

2.5 Research Issue 3: Socio-Biographical Characteristics

In this section, I review the literature related to socio-biographical characteristics and their influence on adaptation and performance. In Section 2.5.1, the work of Mamman (1995a, 1995b, 1995c, 1996) in developing models of the role that socio-biographical characteristics play in cultural adaptation and interaction is discussed in detail as well as the limitations of these models. In Section 2.5.2, research related to individual socio-biographical characteristics in Asian contexts is presented, while Section 2.5.3, describes the role of individual characteristics in Thailand.

2.5.1 Models of Socio-Biographical Characteristics

As noted in Section 1.2.3, Mamman (1995a, 1995b, 1995c) suggested that there are a number of socio-biographical characteristics that influence the intercultural effectiveness of an expatriate. The characteristics suggested by Mamman (1995a) are, cultural setting (culture toughness, ethnocentrism, homogeneity-heterogeneity), age, gender, ethnicity and/or nationality (ethnic background, stereotype, prejudice and self perception), religion, linguistic ability, education and intercultural experience, and role (expected v enacted role,

role status, role in terms of economic and social benefit). Mamman (1995a) arrived at these groupings through a theory building process, drawing from the broader literature on intercultural effectiveness and cross-cultural management. However, with the exception of role (expected v enacted role, role status, role in terms of economic and social benefit), the need to consider individual characteristics is well grounded in the intercultural literature. The characteristics identified in this literature are summarised in Table 2.3.

Table 2.3 Literature Sources on Socio-Biographical Characteristics.

Socio-Biographical Item	Reference:
Culture toughness	Black, Mendenhall & Oddou (1991); Gudykunst (1985); Hannigan (1990)
Ethnocentrism	Adler (1997); Bochner (1976); Gudykunst & Kim (1984)
Heterogeneity of Host's Culture	Gudykunst & Kim (1984)
Ethnic Background	Singer (1987); Triandis & Davis (1965)
Ethnic Stereotype	Beamer (1992); Soutar, Grainger & Hedges (1999); Wiseman, Hammer & Nishida, (1989)
Prejudice	Adler (1997); Martin & Hammer (1989)
Gender	Adler (1991; 1993); Segall, Dasen, Berry, & Poortinga (1990); Westwood & Leung (1994)
Nationality	Carr, Rugimbana, Walkom & Bolitho (2001); Collier (1989); Dean & Popp (1990)
Linguistic Ability	Black, Mendenhall & Oddou (1991); Dowling & Schuler (1990); Gudykunst (1985); Mamman & Avunduk (1998)
Religious Background	Bochner (1976)
Age	Hofstede (1994); Kim (1977)
Educational Qualifications	Harris & Moran (1991)

Mamman (1996) re-categorizes these characteristics (and others such as interaction strategies) as primary, secondary and mediating variables, which influence the interaction adjustment of diverse employees. Primary variables are things that are difficult to change, such as *culture, race, country of origin, age, gender and religion*. Secondary variables,

which may change during a person's life, include those of *education, prior experience, linguistic ability, position, and psychological factors* (cognition, behaviour, personality and attitudes). Mediating variables, on the other hand, include a range of 'situational factors' (reflecting the remaining socio-biographical characteristics namely, *ethnocentrism, stereotypes, prejudice, and frequency and intensity of the dominant group's attitudes*. However, it is noted that Mamman categorized these characteristics in this way for theoretical convenience, rather than due to empirical testing (Mamman, 1996).

As with intercultural effectiveness, there are differences in the perceived importance of socio-biographical items and their resulting contribution to performance. Using a small sample (N=66) of Westerners who had worked in Papua New Guinea, Mamman and Richards (1996) investigated '*the contribution of characteristics to intercultural interaction*', which the authors intended to be a measure of actual interaction, and *the degree of relevance of the characteristics*, which the authors intended to be a measure of potential contribution to interaction. The study used a smaller range of socio-biographical characteristics than were identified in the work by Mamman and Richards (1996). Two different factor structures arose. For potential contribution, they described three factors: *Social Power* (occupation, education gender and age), *Socially Defining* (cultural background and race) and *Social Identity* (Intonation, Nationality and Religion). For actual contribution, a two-factor solution was found: *Ascribed* (gender, intonation, race, age and nationality) and *Achieved* (education and intercultural experience). However, this study measured the social interaction, rather than overall performance. Assessment of the roles of the characteristics relied purely on the assessment of the expatriate, thus ignoring potential insight from the other party in the relationship.

An interesting point identified in the Mamman and Richards' (1996) study is the identification of differences in relation to perceptions of actual and potential interaction. This supports the case for investigating importance of socio-biographical characteristics, and the actual socio-biographical characteristics possessed or experienced by an expatriate. In the research conducted for this thesis, both importance and actual role of socio-biographical characteristics in the Thai business environment is assessed.

Intrinsic to the issues discussed by Mamman, however, is the impact of the perceptions of the host country national in relation to the socio-biographical characteristics of the intercultural effectiveness of the Western expatriate. However, the research reported above is based on data collected from expatriates. The thesis extends the work of Mamman (1995a, 1995b, 1995c) and Mamman and Richards (1996) through collecting data from both Western expatriates and Thai who work with them, on the importance and actual role of socio-biographical characteristics of the Western expatriate operating in the Thai business context.

2.5.2 Selected Socio-Biographical Characteristics in Asian and Thai Contexts

2.5.2.1 Age

Fisher, Bibo, Youngsamart and Chomjunroone (2000), Fisher and Härtel (1998), Fisher and Hutchings (1998), and Hutchings (1996; 2000) all found to varying degrees, that age was not as important in Thailand as it was in other Asian cultures. In fact, social class, which also enabled access to education, was argued by Hutchings (1996) and Fisher and Hutchings (1998) to be the most important contributor in Thailand. Similarly, Fisher and

Härtel (1998) identified a direct relationship between education and performance, with Fisher, Bibo, Youngsamart and Chomrunroonje (2000) identifying education as more important than age in influencing promotion, access to training and development opportunities in both Thai companies and joint ventures operating in Thailand.

2.5.2.2 Gender

There has been a significant amount of research undertaken that indicates that women in Asia are more disadvantaged than men on a range of social and economic measures. Copeland (1987), Standing (1992) and Dwyer and Bruce (1988) found women to be the most marginalized group within these societies. Research also indicates that women in Asia are disadvantaged in a number of ways by Human Resource Management practices and role expectations. Duffy and Pupo (1992) and Carny and O'Kelly (1987) noted that, within organizations, women tend to have either part-time employment or positions with fewer opportunities for career advancement. Opportunities for advancement are further limited by the lack of access to company supported human resource development and training programs (Lim, 1993; Hutchings, 1996; Stockman, Bonney, & Sheng, 1995). Hildebrandt and Liu (1988) reported that Chinese female managers had fewer job opportunities or mobility, while Ebrahimi, Young and Luk (2001) found that, while there was no difference between women and men in Hong Kong and China respectively in the desire to be managers, in both countries women were far less likely to achieve that goal. Burke, Peng and McKeen (1998) found that Singaporean women in managerial and professional positions had less job satisfaction, career success and emotional well-being than comparably qualified and experienced Canadian managers and professionals while Lan and Lee (1997) suggested that the policies of the Singaporean government have led to a lower participation rate of women in the workforce. Similarly, Chui and Ng (1999)

found that organizations in Hong Kong did not practice women-friendly human resource management.

Conversely, Horton (1999) reported that women in newly industrialised countries were increasingly moving into higher paid professional and white-collar jobs that were previously dominated by males. Further, female pay rates relative to males' were rising faster in Asia than in comparable periods of industrialization in the United States. In addition, Frazee (1996) noted that women were accepted at higher levels of management in China than in the West, and O'Shea (1997) reported that women in Asia were seen as empowered leaders. Adler (1994) also found a far higher success rate of expatriate women on management assignments in Asia than was reported by "North American male expatriates" (1994: 33), with 42% of women indicating that being female was an advantage and only 20% describing the impact of their gender as primarily negative. Adler (1994) highlights that the main difficulty of being a female expatriate is the attitudes of male expatriates.

In terms of Thailand, the literature indicates that the role of gender in Thai business culture is not consistent with that of other business cultures in East Asia or the West. Hutchings (1996) found that gender was less important in Thailand than other East Asian countries. Similarly, Dunn and Sheehan (1993), Fisher and Hutchings (1998) and Hutchings and Fisher (1997) found that, in Thailand, social class was more important than gender alone.

Women also face better employment situations in Thailand than in the rest of Asia. Sheehan (1995) and Luke (1998) found that women in Thailand were less marginalized in their access to managerial positions than Western and other East Asian counterparts.

Appold, Siengthai and Kasarda (1998) identified a higher representation of women in top management positions in Thailand than in either the United States of America or Japan. Fisher, Bibo, Youngsamart and Chomjunroone (2000) found that Thai female middle managers did not see their gender as a barrier to training, development or promotion. There is, however, evidence that women in Western multinational companies in Thailand are more likely to be the victim of gender-based discrimination (Lawler, 1996; Lawler & Bae, 1998) than women working for Thai corporations. While Siengthai and Leelakulthanit (1993) express concerns regarding the overall representation of women in management in Thailand, they present figures that show the number of women managers grew at over three times the rate of male managers between 1974 and 1990, and constituted 19% of managers in 1990. They go on to indicate that this growth rate will probably continue.

The thesis research contributes to the body of knowledge on gender in cross-cultural settings by investigating the contribution that gender makes to actual and perceived performance, and differences in perception of the contribution of gender by Thai and Western managers working together in Thailand.

2.5.2.3 Language Ability

Research is supportive of the contribution made by host country language proficiency to effectiveness in an intercultural situation (e.g. Gudykunst, 1985). However, this proposition is not universally supported in the literature. Coulmas (1987) and Inglis (1993) present Asia-related examples of where host country nationals do not expect, or even react negatively to, the use of the host country language by expatriates. Similarly, Mamman and

Avunduk (1998) found that only 27% of Japanese managers in their sample indicated an importance for Australian expatriates to be able to speak Japanese.

Differing opinions also exist in the importance of an expatriate's ability to speak Thai when operating in Thailand. Holmes and Tangtongtavy (1996: 12) note that, "*The Thais do not expect the foreigner to be able to speak Thai*". Cooper (1991: 113) notes that speaking a few Thai phrases may be useful, but that there is nothing worse than speaking bad Thai to a Thai who speaks good English. Further, Pompitakpan (1999) found that while highly culturally adapted Americans who spoke the Thai language were perceived positively when *selling* to Thai, those who highly adapted to Thai culture, but did not speak Thai, were perceived negatively when they were *selling* to Thai. However, those who were moderately adapted, and did not speak Thai were not perceived negatively.

Debate exists about the ability of Thai nationals to adequately communicate in English. Selmer (1996: 232) notes, albeit with no supporting references, that '*English proficiency of Thai nationals is relatively low*'. In contrast, the successful use of English language instruments for the low adaptation scenarios described by Pompitakpan (1999) supports the notion that there are Thai who communicate well in English. In agreement, Sriussadaporn-Charoenngam and Jablin (1999) note that: "*English is often used and widely understood in Bangkok, where it is almost a second commercial language*" (1999: 382).

For these reasons, the research conducted for this thesis investigated the role of Thai language ability using a sample of Thai and Western expatriate managers and professionals, who can communicate using English.

2.5.2.4 Education

Education has been identified as highly important in a number of Asian cultural contexts. Niles (1995) cites the need for social approval from the family as a strong motivator. Likewise, Wang (1992) identified high parental goals in relation to educational performance, and House and Pinyuchon (1998) describe the expectation by Asian students that educational performance will bring pride and honour to their families. Hutchings and Fisher (1997), Fisher and Hutchings (1998), Fisher and Härtel (1998) and Fisher, Bibo, Youngsamart and Chomjunroone (2000) identify the importance of education in the Thai business context. Further, Komin (1990) draws direct links between education and competence, and the key success goal of Thai, social recognition. Therefore, this research investigates the role played by education in the Thai business context, both in terms of its importance, relative importance to other socio-biographical characteristics, and the contribution it makes to overall performance.

2.5.2.5 Religion

Theravada Buddhism is the dominant religion in Thailand with 95% of the Thai population Theravada Buddhists (Siengthai & Leelakulthanit, 1996). Indeed, some authors have described Buddhism as the defining characteristic of Thai culture and as having a dominant influence on management in Thailand (Browell, 2000; Lawler et al., 1995). However, as noted earlier, while recognising the importance of religion as a Thai value overall, Komin (1990: 693) notes that Bangkokians, students and the educated place less importance on religion.. Thus, as this research deals in part with the views of educated Thai managers and professionals working in Bangkok, it is likely that religion will not be as important a variable as suggested by some researchers.

2.5.2.6 Race and Nationality, and Ethnic Stereotypes

Within international business contexts in Asia, little research exists in relation to racial background, nationality and ethnic stereotypes. In an exploratory study, Soutar, Grainger and Hedges (1999) found that Australian stereotypical views of Japanese were quite different to the Japanese stereotypic view of Japanese, (while the reverse was not the case) and that exposure to the counterpart's culture led to views moving closer together. In Thailand, Selmer (1996) states that Western expatriates are positively viewed by the Thai, but provides no empirical or referencing support for this position. This thesis, therefore, investigates the perceptions of importance of, and impact of the appropriateness of race, nationality and ethnic stereotypes in the Thai business context.

2.5.3 Summary of the Questions Addressed in Research Issue 3

From the foregoing, the third research issue is identified: What role do socio-biographical characteristics play in the perceptions of the effective performance of the Western expatriate working in Thailand? Specifically:

1. What socio-biographical characteristics are important to the effectiveness of the Western expatriate working in Thailand and are there differences between Thai and Western expatriates' ratings of importance?
2. When the Thai rates the socio-biographical characteristics items in relation to the Western expatriate they work with, and the Western expatriate rates the socio-biographical characteristics items in relation to themselves, are there differences in perceptions of socio-biographical characteristics?

3. Are there differences in the contribution these socio-biographical characteristics, as perceived by the Thai and Western expatriate, make to an overall measure of performance?

2.6 Conclusion

In this chapter, I have developed research questions based on the three literature domains to be addressed in this thesis: performance, intercultural effectiveness and socio-biographical characteristics. In the following chapter, I outline my research method and report on the qualitative and quantitative stages of three studies, covering the three literature domains identified.

CHAPTER 3

3 METHODOLOGY AND RESULTS

3.1 Introduction

In this chapter, I describe the methodology and results of the three studies undertaken in this research. It would have been possible to present each of the studies in a sequential manner, which included methods, results, analysis and conclusions of each as discrete chapters. However, similarities exist between the methodologies used in each of the studies. In particular, all three studies used a two-stage process where the qualitative stage informs, in terms of both hypothesis development and instrument design, the second, quantitative stage. As such, to avoid repetition and to be more parsimonious, I decided to present the methods and findings of all studies in one chapter, and subsequently discuss and draw conclusions from the consolidated results in a separate chapter (Chapter 4).

3.1.1 Structure of the Chapter

In this chapter, I initially provide an overview of the methodology and research rationale, and then describe the research method in detail. Subsequently, the results for each stage of the three studies - performance related behaviour, intercultural effectiveness abilities and socio-biographical characteristics - are presented.

3.2 Overall Methodology and Research Rationale

3.2.1 Research Issues

To recap, the three research issues being addressed in the thesis are:

Research Issue 1: How do Thai and Western managers and professionals perceive the performance behaviours, and how do these behaviours contribute to the overall effective performance of the Western expatriate working in Thailand?

Research Issue 2: How do Thai and Western managers perceive intercultural abilities of the Western expatriate working in Thailand and how does this contribute to the intercultural effectiveness and the overall effective performance of the Western expatriate working in Thailand?

Research Issue 3: What role do socio-biographical characteristics play in the perceptions of the effective performance of the Western expatriate working in Thailand?

An expanded description of these issues and associated research questions appeared in Section 1.3 of Chapter 1, and definitions of terms used in this thesis were presented in Section 1.7 of Chapter 1.

3.2.2 Epistemology and Ontology

There are four broad epistemological paradigms, each of which are described in detail next: critical theory, constructivism, positivism and realism (Guba & Lincoln, 1994) that

the epistemology selected for the research is appropriate to the research issues being addressed, and subsequently that the research methods used are appropriate to both the chosen epistemology and the research issues.

The critical theory paradigm relies on long-term historical or ethnographic studies to identify social realities. It aims to critique and change group values, and its assumptions are value dependent. As such, it leads to value mediated findings (Guba & Lincoln, 1994). The research conducted in this thesis is neither a long-term nor an historical study. Rather, the issues being investigated explore differences in perceptions based on differences in values. Overtly applying a further value dimension (the researcher) would appear to increase the risk of fundamentally biasing the findings. Subsequently, critical theory is not the most appropriate epistemology for this study. Similarly, as constructivism relies on the creation of a subjective, critical reality, with the researcher being a 'passionate participant' in the process (Guba & Lincoln, 1994), it also is not the most appropriate epistemology for this study.

In the positivist paradigm, the role of the researcher is to seek to identify a single apprehensible truth, a 'real reality'. This reality is made up of discrete parts that can be described and measured. The difficulty in applying the positivist view to the 'real world' is that people can interpret the situations they are in and take action (Robson, 1993). Similarly, realism also attempts to identify a 'real reality', albeit only imperfectly. The difference is that the reality apprehended is only 'probably' true (Bhaskar, 1978; Guba & Lincoln, 1994). Realists acknowledge that reality is different from their observation of the world. It is a composite of events, experiences and mechanisms (generative processes that

cause events) (Bhaskar, 1978). Therefore, the research will follow a realist epistemology for the following reasons:

1. It is the paradigm followed by previous studies in this area, on which this research seeks to build.
2. The research issues examine not only observable events, but also mechanisms and experiences.
3. There are both theory building and theory testing aspects to the proposed research.
4. The research has a real world component that makes 'laboratory style' experimentation difficult.

The detailed research methods outlined in the following section reflect this realist epistemological perspective.

3.3 Detailed Research Methods

3.3.1 Qualitative Stage

As noted in the introduction to this chapter, the research conducted for this thesis uses a two-stage methodology for each of the three studies. The broad intentions of the qualitative stages were to identify the applicability of the existing models to the Thai context, to develop and refine the instruments to be used, and to assist in the development of the hypothesis that were to be tested in the quantitative stages of each research study. The purpose of the quantitative stages was to test the hypotheses developed in the qualitative stages and to apply the instrument to a new context is a contribution. These extensions to the existing research are documented in Table 3.1 below.

The qualitative stage of the three studies used the same sample, recruitment and data collection method. As such, these will be described together. Data was collected during this stage through convergent interviews and focus groups in order to collect, analyse and interpret qualitative information about peoples' values, attitudes, experiences and beliefs (Dick, 1990).

Table 3.1 Summary of instrument development and use

	Existing Research	Instrument Development in this Research	Use of Instruments/Measures
Study 1 Task and Contextual Performance	Supervisor's rated performance in Western settings. Parallel research using different task and intercultural contextual effectiveness measures as dependent variables only	Existing instrument adapted in the qualitative stage of the study	<ul style="list-style-type: none"> - Both importance of the items and actual rating used - Importance rating by host country national and expatriate - Expatriate performance rating by host country national and expatriate - New country context
Study 2 Intercultural Effectiveness Abilities	Various sub-sets of items from existing instrument Expatriates only rate the importance of items	Confirmation of suitability of measure for use in an English speaking Thai business environment	<ul style="list-style-type: none"> - Full set of items used - Importance of items rated by both expatriate and Thai - Performance of Western expatriate rated by both Western expatriate and Thai (host country national) - Single measure of overall expatriate performance rated by the Western expatriate and the Thai (host country national) and expatriate - Extend the single small study conducted in Thailand using the Hammer et al model of intercultural effectiveness
Study 3 Socio-biographical Characteristics	Identification of the socio-biographical characteristics that impact on the expatriate performance Small empirical studies identifying differences in perceptions of importance and impact of these in the view of the expatriate	Relevance of items to Thai Situation	<ul style="list-style-type: none"> - Importance of socio-biographical characteristic measure - Impact of socio-biographical characteristics - Perceptions of both host and home country nationals - Single measure of overall expatriate performance rated by the - Western expatriate and the Thai (host country national) and expatriate

3.3.1.1 Sample of Qualitative Stage

For the qualitative stage of each study, participants were Thai and Western managers, professionals, consultants and academics (involved in business or consulting) currently working in Bangkok. A total of 55 people were interviewed (25 Thai and 20 Westerners) during two visits to Thailand in June and November, 1997. Just over half were male, although there were more male expatriates than female expatriates, and more female Thai than male Thai. Specifics of age were not collected. However, the observation of the researcher is that they ranged in age from the late 20s to the late 60s. Further, Western males tended to be more senior in status than their Western female counterparts, while the Thai seniority distribution was relatively consistent across gender.

The selection of the sample followed a networking approach:

- The Australia Thai Chamber of Commerce in Bangkok arranged two focus groups and two individual interviews. Subsequently, three additional managers suggested by focus group members were interviewed.
- At the Office of the Civil Service Commission, a number of individual interviews with Thai and Western managers and consultants, and a single focus group of twelve Thai managers, were conducted.
- Individual and small group interviews were also conducted with Western and Thai management academics from four Thai universities, and with Western and Thai managers from six statutory authorities in Bangkok and neighbouring provinces.
- Several further individual interviews were conducted with individuals in the private sector who had been referred by other interviewees.

While this is not a randomly selected sample, the interviewees did come from a diverse range of organizations, covering private, semi-government, public and university sectors. As the purpose of convergent interviewing is to identify a fairly stable pattern of agreement and disagreement across the interviewees (Dick, 1990), the diversity of the participants can be argued to be sufficient for this purpose.

3.3.1.2 Data Collection Method

3.3.1.2.1 Aims for Stage One of Study 1: Performance Related Behaviour

As noted in Chapter 2, the development of the task and contextual behavior model of performance largely occurred in the United States. Thus, the qualitative stage of Study 1 aimed to identify if both task and contextual dimensions of performance are relevant to the performance of Western expatriates working in the Thai business environment. It also sought to identify the importance to the overall performance of Western expatriates working in the Thai business environment of the individual specific task and contextual performance behaviours items identified in the Western literature; and to identify new, or adapt existing, items for use in performance related behaviour, for the stage two quantitative stage.

3.3.1.2.2 Aims for Stage One of Study 2: Intercultural Effectiveness Abilities

As discussed in Chapter 2, the Hammer et al. (1978) 24-item instrument of intercultural effectiveness has been validated in a number of different cultural contexts. As such, it was not seen as necessary to adapt the instrument to the Thai cultural context. Further, differences in the factor structure that arose from the previous studies were determined to

be best addressed by analyzing quantitative rather than qualitative data. Therefore, while the items were addressed through open-ended questions, there was generally no attempt to prompt for discussion of individual items in the convergent interviewing process. The one exception to this was discussion of the importance of host language proficiency. This was dealt with separately for three reasons. Firstly, differing perspectives were found in previous studies. Secondly, host country language proficiency also appeared in the socio-biographical characteristics literature, thus increasing its potential importance. Finally, I wished to confirm that English would be an appropriate language for use by our target group in the questionnaire. This last point was important because the previous research using this instrument was conducted in Japanese and in English language mediums. Therefore, one purpose of the qualitative stage of the first study was to determine what, if anything, was required to contextualise the survey measure in Study 2 as well as to explore language proficiency and justify the use of English.

3.3.1.2.3 Aims for Stage One of Study 3: Socio-Biographical Characteristics

As noted in Chapter 2, the items identified by Mamman (1995a, 1995b) as socio-biographical characteristics were theoretically derived and some lacked empirical testing. Further, the literature review identified differing perspectives of the relevance of the items in different cultural contexts. For the Thai context, in particular, there was either lack of specific information on, or competing viewpoints about, some of the socio-biographical characteristics. For this reason, the qualitative stage of Study 3 aimed to confirm the importance (or lack of importance) of these items to the Thai business context; identify if there were other socio-biographical items unique to the Thai socio-cultural environment; and develop hypotheses to be tested in the quantitative stage of this study.

3.3.1.2.4 Interview Protocol and Response Analysis

Data were collected during the qualitative stage through a series of individual and group interviews, using the convergent interviewing process described by Dick (1990; 1998). This technique is a transparent process, insofar as all participants are informed of the purpose of both the interview and the research as a whole. Convergent interviewing has the advantage of being both inductive and deductive. The broad structure of the interview process remains consistent across interviews, but within interviews the probing questions asked are informed by previous participants' responses. As the series of interviews progress, latter interviews are also informed by the findings of earlier interviews. This method is useful in determining the applicability of "theoretically known" issues to a new setting, but also in identifying and exploring the relevance of issues in the new setting that were not known prior to the commencement of the interview process. Subsequently, it is a useful technique for identifying important issues for further empirical analysis (Dick, 1990).

For this thesis, the convergent interviewing method was modified somewhat, insofar as some managers were re-interviewed on a number of occasions, while others were interviewed only once. The convergence in the former group occurred progressively over the period of the study, with different questions being asked at each point to confirm the divergence or convergence of the views expressed by others. For each of the three studies, the purpose of the interviews varied based on the research issues. Indeed, because of these differing objectives, it was expected that more qualitative information would be gathered in Study 1 and Study 3, than for Study 2. This is because Study 1 and Study 3 involved the development of new or adaptation of existing instruments whereas Study 2 used an existing instrument.

The aim of the convergent interviewing process is to identify areas of agreement among interviewees; exceptions to those agreements; and areas of disagreement. As the specific content of each interview varies, it is not possible to summarize views in a quasi-quantitative manner. Rather, analysis relies on the informed consideration of the interviewer as the sequence of convergent interviews proceeds, focussing on the themes that are evident within and across different interviews. Ultimately, a list of consensus views and dissenting views, with situational exceptions for both these categories is developed.

Consistent with the methodology described by Dick (1990; 1998), the interviews had five stages: *Building rapport*, *Opening questions*, *Keeping the informant talking*, *Probe questions* and *Summary*. Within this structure, an attempt was made to deal with performance behaviours and socio-biographical characteristics separately. However, the open-ended nature of the opening questions, and the free flowing discussion that developed in the interviews meant that these tended to be discussed concurrently.

The interview process initiated with a verbal outline of the broad intent of the research and the researcher's background as an academic in Thailand and Australia. It also dealt with confidentiality and session structure issues and was followed by broad, open-ended question about the behaviours needed to perform effectively in Thailand (things it was important for the expatriate to do). These were noted, and consensus sought. This was a relatively free flowing process in all cases. Participants were probed for information on perceived differences in the importance of these items between Thai and Western expatriates.

Next, participants were asked task specific questions about the importance of any task and contextual items that had not been identified by the individual (or group). Again, participants were probed for differences in the relative importance across cultures. At this point, a model of task and contextual performance was identified, and participants were directly asked if it was applicable to the Thai business environment. An identical process was followed in relation to socio-biographical characteristics.

For the area on intercultural effectiveness abilities, only the questions of the importance of Thai language ability, the extent to which English was the language of business in the expatriate-Thai relationship, and preference for written or verbal questionnaires were addressed. The aims of these questions were introduced transparently to the interviewees: *"the questions were being asked because there were differing views on these issues in the academic literature, and that information on the items was necessary for the quantitative stage of the research."*

At the conclusion of the interview, the key themes were summarised, the intent of the research was restated, the confidentiality of participant identity was emphasised, and the researcher's contact details and information on how to obtain information on the results of the study was provided.

For cultural reasons, the interviews were not taped. Dot point summaries of responses were made as the interviews progressed. As new items or themes emerged between interviews, these were added to the probe question list. The initial set of questions appears in Appendix I.

3.3.2 Quantitative Stage

The quantitative stage of all three studies used the same sample, sample recruitment and data collection and survey piloting protocols. As such, these methods are described together. There were some differences in the survey design process. The instruments used in Study 1 and Study 3 were developed for this thesis research, based on extant literature and data collected in the quantitative stages of those two studies. Study 2 used an existing instrument (Hammer et al., 1978). To avoid duplication, the process by which items were identified for the quantitative stages of Study 1 and Study 3 is discussed in section 3.3.3, the final survey design is discussed in Section 3.4.4.1, and the identification of items for use in the quantitative stages of these two studies is described in the results sections of the qualitative stages of the two studies (Sections 3.5 and 3.7).

3.3.2.1 Sample

For the quantitative stage of each study, the sample consisted of 122 dyads, each comprising a Thai and a Western manager or professional who worked together in Thailand. Working relationships between the members of each dyad were one of the following four types:

1. Indirect superior/subordinate
2. Direct superior/subordinate
3. Co-workers at the same organizational level
4. Manager/consultant

These four relationships were examined to address the bias that exists in some of the previous studies, namely that the Westerner is the more senior person in the relationship.

The participants were randomly drawn from organizations and individuals that were members of the Australia-Thai Chamber of Commerce, and from lists provided by the Thai Civil Service Commission of consultants who were currently engaged in the public sector. A more detailed description of the role and backgrounds of research assistants involved in the recruitment and data collection process, and the operationalisation of the selection, recruitment and data collection process, appears in Section 3.3.2.3 of this chapter. Also, from the information obtained in the qualitative stage, it was clear that the sample sought would need to comprise persons with the ability to complete the questionnaire in English. (See Section 3.3.2.4.2 for further discussion of language competence).

3.3.2.2 Sample profile of Quantitative Stage

In total, 144 contacts were made. Eleven people declined to participate at initial contact. Of the 133 dyads that had questionnaires distributed to them, a further 11 were excluded from the sample because one questionnaire in the dyad was either partially or totally incomplete. This resulted in a usable sample of 122 dyads, or a response rate of 84.7% of the targeted sample and 91.7% of dyads to which questionnaires had been distributed. A summary of the characteristics of the sample appears in Table 3.2.

Table 3.2 Sample Characteristics.

Characteristics		Thai		Expatriate
		n =		n =
Gender	Male	43		105
	Female	78		16
Age	7-25	7		2
	25-34	62		38
	35-44	40		39
	45-54	12		31
	55+	-		12
Evaluation Level	Primary	1		-
	Secondary	5		9
	Poly Tech	6		13
	U/G Degree	58		52
	PG Degree	46		40
	Doctorate	5		8
Time in Thailand	1-3 months	-		9
	3-6 months	-		13
	6mths - 1 year	-		52
	1-5 years	-		40
	5+ years	-		8

3.3.2.3 Sample Recruitment and Data Collection Method

3.3.2.3.1 Research Assistants

As the information being sought was sensitive, and the sample comprised both Western and Thai professionals, it was important to ensure that the data collection process occurred in the most professional manner. As such, research assistants were chosen who were Thai professionals with research experience. Set out below is a summary of the qualifications and research experience at the time of the research, as well as the role played in the research process by each of the research assistants.

Ms Daungdawn Youngsamart. Ms Youngsamart is a PhD Candidate at the University of Queensland, and holds teaching appointments at both the University of Queensland and Queensland University of Technology. She has a research based M.A. from Thammasat University, and a B.A. in languages. She has extensive research experience in Thailand, where she was an academic, research fellow and senior civil servant. A large part of her role in the civil service involved translation, interpreting and international protocol. Ms Youngsamart was predominantly involved in the quantitative stage of the research, where she contacted and arranged access to organizations, and either independently or in conjunction with the chief researcher, administered the questionnaire.

Ms Kittiya Khumpee. Ms Khumpee has a Master of Public Administration from the University of Canberra. She holds a senior position in the international research projects and modernization section of the Thai Civil Service Commission. Ms Khumpee was predominantly involved in the qualitative stage of the research, where she jointly led some of the public sector focus groups. Her role also included arranging access to public sector managers, professionals and consultants in both stages of the research.

Ms Wanida Laoseetong. Ms Laoseetong has a Bachelor of Arts in Languages from Kasersat University. She is an officer in a United Nations organization, where she has had experience in both translation and research projects. Ms Laoseetong performed a similar role to Ms Youngsamart, albeit in a smaller number of organisations.

Ms Srirate Oodonkinmonkorn. Ms Oodonkinmonkorn has a Bachelor of Arts from Kasem Bundit University. She has worked as a journalist, researcher and translator for an English language daily newspaper in Thailand. Ms Oodonkinmonkorn worked under the

direct supervision of the chief researcher in the quantitative stage of the research, administering questionnaires and undertaking clerical work.

3.3.2.3.2 Sample Selection and Recruitment

As noted earlier, the participants were randomly drawn from organizations and individuals that were members of the Australia-Thai Chamber of Commerce, and from lists provided by the Thai Civil Service Commission of consultants working in the public sector.

In the case of the Australia-Thai Chamber of Commerce, following approval by their board, an email was sent to all members by the Chamber's Executive Director. This provided information on the purpose of the study, indicated the Board's support, encouraged participation by members, and informed the members that a researcher may contact them. The sample was then randomly selected from a published list of individual members, and individuals who were the organizational contact for the Chamber. This list comprised people of both Thai and non-Thai origin. Some organizations had multiple contacts.

Ms Youngsamart or I contacted each potential participant by telephone. The project was explained to them, emphasizing their participation was voluntary and that their responses would be kept confidential. It was made clear that they would need to identify a (Thai or Western) colleague that fit one of the four working relationships listed in Section 3.3.2.1, who they would also need to voluntarily participate.

Based on my discussions with the Australia Thai Chamber of Commerce and my own working experience in Thailand, I was aware that some of the larger organizations had a

single contact (often the senior manager), but several potential participants. In these cases, I asked for the identification of several potential participants. Individual participants were always advised of the voluntary nature of participation and the confidentiality of their responses. I personally dealt with all of the multiple participant sites, usually in conjunction with Ms Youngsamart.

In the case of the Thai Civil Service Commission, a list of consultants in different government agencies was provided. Generally, these were individuals working in different government agencies. I contacted all of these participants directly, sometimes with the assistance of Ms Youngsamart, Ms Khumpee or with Ms Laoasetong. The protocol for sample recruitment was identical to that outlined in the preceding paragraphs.

It was originally planned to recruit the sample equally from the Public and Private sector. However, the impact of the Asia crisis meant that the number of foreign consultants from Western countries directly employed by the Thai Civil Service dropped dramatically from the last quarter of 1997. Indeed, technically only those funded by foreign grants (e.g. UN-ESCAP, Norwegian Government, AusAid) could continue to be employed by the Thai Civil Service. As such, the split changed, with only 15 civil service dyads included. It is noted, however, that modernization of infrastructure projects were permitted to continue using consultants. For example, instead of employing Western computer experts to work on the modernization of an administrative function directly, now a company would be contracted to do the same function. Although I did not specifically seek to identify this group in the questionnaire (largely for confidentiality reasons), a number of the organisations and individuals in the sample appeared to be involved in such projects.

3.3.2.3.3 Data Collection

Questionnaires were hand delivered to and hand collected from participants by the Chief Investigator or Research Assistants. In all cases, Thai participants had access to a Thai-National research assistant either in person, or by telephone, to answer any questions about the project. It was usual for the questionnaires to be given, completed, placed in a sealed envelope, and taken by the research assistant at the one point in time. However, in some cases, at the request of participants, the questionnaires were delivered and left for completion, sealed by the participant and collected at a later date by the researcher or research assistant.

3.3.2.4 Questionnaire Design and Piloting

3.3.2.4.1 Questionnaire Design

Two different versions of the questionnaire were developed, one to be completed by the Thai dyad member and one to be completed by the Western expatriate dyad member. Both collected a range of demographic information. In addition, the Thai participant was asked to rate the importance of items to the performance of a Western expatriate in Thailand, and then to rate the actual performance of the Western expatriate dyad member in general. The Western expatriate participant was asked to rate the importance of items to the performance of a Western expatriate in Thailand, and then to rate their own actual performance. Copies of the questionnaires appear in Appendix II.

3.3.2.4.2 Questionnaire Piloting

Prior to piloting the questionnaire, two experienced English as a second language (ESL) teachers checked the questions to confirm the appropriateness of the level of language

used. Both of these were Thai Nationals who had current experience in language competency testing and the provision of training to Thai nationals working in organizations where English was the language of business communication.

Following completion of changes indicated by the ESL experts, the questionnaire was then piloted with 10 Thai and 10 Western participants. Minor changes were made to the content of the questionnaire based on the comments of the participants. The changes were then checked by the ESL teachers. The questionnaire appears in Appendix II.

3.4 Results from Study 1: Performance Related Behaviour

3.4.1 Study 1 Qualitative Stage Results

The aim of this stage is to first identify the task and performance items relevant to the Thai business environment, and secondly, to identify new items that may be specific to this environment.

While the items from the convergent interview process, as outlined in Section 3.3.1, could broadly be grouped in terms of behaviours related to task and contextual performance, it is important to note that these are not absolutes. In fact, the consensus view of Thai managers and professionals was that task and contextual performance behaviours could not be separated. In contrast, the consensus view of Western expatriate managers and professionals was that the situation in Thailand was somehow more complex than could be described in terms of task and contextual behavior. However, there was no clear consensus of the nature of the actual complexity. On balance, neither group discounted the task-contextual view as a starting point for describing performance issues.

Between the two groups of managers and professionals, several differences were identified in relation to the relative importance of these items to the perceived effective performance of Thai and Western managers. However, none of the items discussed were described by either group as unimportant and the only new item consistently identified for effective performance of the Western expatriate was the need to maintain harmony in the workplace.

The importance of deadlines were perceived differently between the Thai and Western managers and professionals, with the Western expatriates achieving consensus on the belief that while deadlines were important, they were not always achievable in the Thai business environment. The Thai managers and professionals reiterated the importance of meeting deadlines, but in some cases they saw it as the Western expatriates' responsibility as one respondent comment reflective of this shows: "*because the other Thai they worked with could not meet deadlines*".

The Thai didn't think that meeting task objective was unimportant but focussed on the process more than the outcome. The reverse was true for the Western expatriate.

The convergent interview process identified need to maintain harmony in the workplace as an important factor for effective Western expatriate performance. However, differing opinions were found in relation to this item with the Western expatriates, in general, placing far greater emphasis on this item than did the Thai.

Conforming to an organisation's policies, rules and procedures in Thailand was revealed to be a complex issue. Specifically, the item *following the organization's policies, rules and procedures* proved to be quite complex to interpret. It appears that there are some rules

that must be followed and some that can be ignored. To further confound the matter, a specific rule may spontaneously change categories, becoming more or less important. Western expatriates, regardless of the level of experience they had in Thailand, expressed confusion and sometimes annoyance regarding this characteristic of the Thai business environment. Further, agreeing to follow a rule, or giving the appearance of following rules, rather than actually following a rule, was also raised by Thai and Westerner alike as strategies that are effective in the Thai business context.

As discussed, the results of this stage of the study were designed to influence the next. Therefore, upon review and interpretation of these findings, I decided to include the following items in the quantitative stage of the study: (a) task behaviour items including: planning and organizing work, meeting deadlines, overall technical performance or competence, developing the skills of others, and completing of overall tasks; and (b) contextual behaviour items including: encouraging and valuing participation in decision making, following the organization's policy, rules and procedures, demonstrating initiative and volunteering to help others, accepting responsibility for one's actions and their effect on others, and maintaining harmony in the workplace. Whether this delineation of item into task and contextual behaviour holds in the Thai business environment is a question addressed in the quantitative stage of Study 1.

3.4.1.1 Study 1 Hypotheses

The following hypotheses flow from the literature review in Chapter 2, and the qualitative stage previously described. The first group of hypotheses look at performance related behaviour items, how they vary across cultures, and how they contribute to an overall global assessment of performance. The second group of hypotheses looks at variations in

the factor structure of ratings of the importance of performance related behaviour across cultures and the ratings of Western managers operating in the Thai business context compared to that predicted by the literature. The final group of hypotheses relate to ratings of actual performance related behaviour. The hypotheses are listed in Table 3.3 below

Table 3.3 Research Issue 1 and Hypotheses.

<p>Research Issue 1: How do Thai and Western managers and professionals perceive the performance behaviours, and how do these behaviours contribute to the overall effective performance of the Western expatriate working in Thailand?</p>
<p>Hypotheses relating to individual performance related behaviour (task and contextual performance) items and their contribution to overall effectiveness</p> <ul style="list-style-type: none"> • <i>Hypothesis 1.1: The stated importance of individual performance behaviour items (facets) to the perception of overall effective performance of the Western manager operating in the Thai business cultural context will vary across cultures.</i> • <i>Hypothesis 1.2: The actual rating of individual performance behaviour items (facets) will vary between the Thai and Western expatriate groups.</i> • <i>Hypothesis 1.3: There will be differences between the Thai and Western expatriate groups as to which specific facets of performance behaviour contribute to their global assessments of performance.</i> <p>Hypotheses relating to the factor structure of items measuring the importance of the task and contextual dimensions to the perceived performance of a Western expatriate</p> <ul style="list-style-type: none"> • <i>Hypothesis 1.4: When Western expatriate managers and professionals rate their perceptions of the importance of task and contextual behaviour items to the effective performance of Western expatriates working in Thailand, the factor structure identified will not be consistent with the task and contextual performance factors described in the literature.</i> • <i>Hypothesis 1.5: When Thai managers and professionals rate their perceptions of the importance of task and contextual behaviour items to effective performance of Western expatriates working in Thailand, the factor structure identified will differ from the task and contextual performance factors described in the literature.</i> • <i>Hypothesis 1.6: The component structures of the preferred solutions identified as best capturing the perceptions of the importance of the task and contextual behaviour items to the performance of expatriates working in Thailand will differ between the Thai and Western expatriate groups.</i> <p>Hypotheses relating to the factor structure of items measuring the perceived actual performance of the Western expatriate, using the identified task and contextual performance items</p> <ul style="list-style-type: none"> • <i>Hypothesis 1.7: When Western managers and professionals rate their actual performance behaviour while working in the Thai business cultural environment, the work performance factors will not be consistent with the task and contextual performance factors described in the literature.</i> • <i>Hypothesis 1.8: When the Western managers and professionals are rated on their actual performance behaviour in the Thai business cultural environment by Thai managers and professionals who they work with, the work performance factors will differ from the task and contextual performance factors described in the literature.</i> • <i>Hypothesis 1.9: The component structures of the preferred solution identified as best capturing the actual work performance behaviour of the Western expatriate working in Thailand will differ between the Thai and Western expatriate groups.</i>

3.4.2 Study 1 Quantitative Stage

3.4.2.1 Study 1 Quantitative Measures

There were three measures of performance used in the quantitative stage of Study 1. The first two of these used ten items found to be important in the evaluation of performance of expatriate managers and professionals in Thailand (See Table 3.4). These items were developed in the qualitative stage of Study 1, and have subsequently been published (Fisher & Härtel, 1998, 2004). They are an adaptation to the Thai business environment of the task and contextual items suggested by Borman and Motowidlo, (1993) and Motowidlo and Van Scotter (1994). Respondents rated the importance of these items, and the performance of the Western expatriate on these items, using a 6-point Likert scale, consistent with similar scales used in the intercultural effectiveness literature.

Table 3.4 Performance Items.

A. Planning and organizing work
B. Showing initiative and volunteering to help others
C. Meeting deadlines
D. Maintaining harmony in the workplace
E. Accepting responsibility for one's actions and their effects on others
F. Overall technical competence or skill
G. Following the organization's policies, rules and procedures
H. Developing the knowledge and skills of others
I. Encouraging and valuing staff participation in decision making
J. Completing the overall task

The third measure of performance required respondents, later in the questionnaire, to give a single rating of the overall performance of the Western expatriate's performance on the same 6-point Likert scale. Thus, I was able to compare a single measure of performance with the faceted, ten-item measure, for Thai and Western respondents.

3.4.2.2 Study 1 Quantitative Analysis and Results

Moderate levels of skewness and kurtosis were evident in some of the data. To address this, transformations were conducted in line with the recommendations of Tabachnick and Fidell (1996), and the resulting transformed data were examined to confirm that they brought the data to within acceptable parameters of normality.

For Hypothesis 1.1, a multivariate analysis of variance was conducted on the Thai and Western group differences for item scores. The multivariate results ($F=6.482$, $p=.000$) indicated significant group differences. Specifically, the univariate tests indicated that the items contributing to the group difference are *planning and organizing work*, *meeting deadlines* and *maintaining harmony in the workplace*. However, if a stringent Bonferroni type adjustment of significance levels to account for inflated Type 1 error was applied, *maintaining harmony in the workplace* would not be significant at the .05 level. I decided to include this item, but interpret it in a tentative manner, as it is approaching significance and has particular practical implications to Thai culture.

Key results are presented in Table 3.5. Group means indicated that for the performance behaviour items, the Thai attached a higher level of importance to the items *planning and organising work* and *meeting deadlines* than their Western counterparts. However, they reported a lower average importance for the item *maintaining harmony in the workplace*.

Table 3.5 Importance of Performance Behaviour Items to Perceived Effectiveness.

Multivariate Test Results			Univariate Test Results		
	F	Sig.	Item	F	Sig.
Pillai's Trace	6.48	.00	A. Planning and organizing work	17.77	.00**
			C. Meeting deadlines	18.93	.00**
			D. Maintaining harmony in the Workplace	6.72	.01*

* $p < .05$ ** $p < .005$

For Hypothesis 1.2, a multivariate analysis of variance was conducted on the Thai and Western group differences for item scores. Analysis of the data using Pillai's criterion indicated that there was a significant multivariate difference between the Thai and Western groups ($F=3.86$, $p=.000$). By contrast, there was no significant difference between the groups when a single global measure of perceptions of performance was used ($T=-1.489$, $p=.138$).

Subsequently, univariate tests were conducted to assess which specific items or facets were contributing to the observed group differences. These results are presented in Table 3.6. When a Bonferroni type adjustment was rigidly applied, *accepting responsibility for one's actions and their effects on others* was rated significantly differently by the two groups ($F=14.6$, $p=.000$), with the Westerners having a higher average rating. Three other items, which may be considered as approaching significance ($p < .05$), and, because of their practical implications, are interpreted tentatively. These are: *showing initiative and volunteering to help others*; *following the organization's policies, rules and procedures* and *developing the knowledge and skills of others*.

Table 3.6 Actual Rating of Performance (Perceived Effectiveness).

Multivariate Test Results			Univariate Test Results		
	F	Sig	Item	F	Sig.
Pillai's Trace	3.86	.00**	B. Showing initiative and volunteering to help others	5.216	.02*
			E. Accepting responsibility for one's actions and their effects on others	14.6	.00**
			G. Following the organization's policies, rules and procedures	5.761	.02*
			H. Developing the knowledge and skills of others	5.062	.03*

*p< .05 **p< .005

Hypothesis 1.3, addressed the relationship of ratings on the global measure of performance. This hypothesis was examined using multiple regression for each dataset. Given that significant group differences were found earlier in the research (in the reported importance of these items in making performance judgments, and the actual ratings of these items), it was decided that, for the multiple regression analysis, it would be redundant to analyse the dataset as a whole. Instead, separate analyses were conducted for the Thai and the Western datasets.

For each group of respondents, ratings on the ten performance items were entered into a stepwise multiple regression equation, with the global performance rating as the dependent variable. Stepwise multiple regression was chosen to ascertain the 'best linear combination' (Tabachnick & Fidell, 1996) of intercorrelated items, based on the unique contribution of each item, to predict the global performance assessment.

For the Thai respondents, a model including the three items, *encouraging and valuing staff participation in decision making*, *accepting responsibility for one's actions and their*

effects on others and *overall technical competence or skill*, accounted for 35% of the variance on the global performance rating. Subsequently, all other items were excluded from the stepwise regression, indicating that they did not contribute significantly to the variance in the global performance rating. Table 3.7 reports the results for the multiple regression model containing these three variables.

For the Western respondents, a model including the items, *encouraging and valuing staff participation in decision-making* and *overall technical competence or skill*, was found to contribute significantly (23%) to the variance in the global performance rating. Hence, the stepwise regression excluded all other items. These results are also included in Table 3.7.

Table 3.7 Results of Regression Analysis: Actual Rating of Performance and a Global Measure of Performance.

Item	Thai dataset		Western dataset	
	Beta	Sig.	Beta	Sig.
A. Planning and organizing work	.15	.12	.07	.42
B. Showing initiative and volunteering to help others	.12	.21	.03	.70
C. Meeting deadlines	.05	.54	.04	.64
D. Maintaining harmony in the workplace	.06	.53	-.04	.62
E. Accepting responsibility for one's actions and their effects on others	.25	.01*	-.12	.14
F. Overall technical competence or skill	.24	.01*	.30	.00**
G. Following the organization's policies, rules and procedures	-.10	.31	-.02	.73
H. Developing the knowledge and skills of others	-.03	.79	-.05	.60
I. Encouraging and valuing staff participation in decision making	.24	.02*	.34	.00**
J. Completing the overall task	.00	.98	.13	.18
R ²	.35		.23	
Adjusted R ²	.33		.22	
F	6.7*		12.76**	

*p < .05 **p < .005

The remainder of the hypotheses (1.4-1.9) looked at variations in the factor structure of performance ratings across cultures and the ratings of Western managers operating in the Thai business context compared to that predicted by the literature. Both importance (Hypothesis 1.4-1.6) and actual ratings (Hypothesis 1.7-1.9) were used in the analyses.

Consistent with the findings in the qualitative stage, the facets (items) were all rated as important by the sample, and consequently the data exhibited moderate negative skewness for most of the items. Transformations of the data were conducted in accordance with the recommendations of Tabachnick and Fidell (1996), and examined to confirm that they brought the data within acceptable parameters for normality.

Because Hypotheses 1.4-1.6 predict that Thai and Westerners will have different perceptions of the factor structure of performance items, separate factor analyses were conducted for both the Thai and Westerner datasets. As the data analysed is based on individual and not dyad responses, this results in a participant-to-item ratio of more than 12 to one for each dataset, above the minimum of five subjects per variable recommended by Coakes and Steed (1997). Each dataset was subjected to a principle components analysis with a varimax rotation to both maximize the variance extracted by orthogonal components and to minimize the complexity of factors (Tabachnick & Fidell, 1996). Using the criteria of eigenvalues greater than one to determine the number of factors to be extracted, each dataset yielded a three-factor solution.

For the Western dataset, the three-component solution was the preferred model, as it accounted for 65% of the variance, and exhibited the clearest and most interpretable structure, with only one complex item. The two-component solution contained more

complex items, making interpretation difficult. While the four-component solution accounted for an extra 10% of the variance, the fourth component was defined by a single item, and was not considered to add significantly to meaningfulness. The rotated factor loadings for the three-factor solution are presented in Table 3.8.

Table 3.8 Rotated Component Matrix for Importance Items for Western Dataset.

Item	Component		
	1	2	3
A. Planning and organizing work	.702		
B. Showing initiative and volunteering to help others	.725		
C. Meeting deadlines	.779		
D. Maintaining harmony in the workplace		.584	
E. Accepting responsibility for one's actions and their effects on others	.618	.358	
F. Overall technical competence or skill	.499		.563
G. Following the organization's policies, rules and procedures			.892
H. Developing the knowledge and skills of others		.918	
I. Encouraging and valuing staff participation in decision making		.918	
J. Completing the overall task	.817		

For the Thai dataset, the preferred solution was a two-component solution, which accounted for 52% of the variance. The rotated component loadings for this model are reported in Table 3.9. The three-component solution for this dataset was less interpretable, with a number of complex items. In addition, the four-component solution contained significant, non-complex loadings for only half of the item set.

Table 3.9 Rotated Component Matrix for Importance Items for Thai Dataset.

Item	Component	
	1	2
A. Planning and organizing work	.630	
B. Showing initiative and volunteering to help others	.717	
C. Meeting deadlines	.715	
D. Maintaining harmony in the workplace	.624	
E. Accepting responsibility for one's actions and their effects on others	.680	
F. Overall technical competence or skill	.453	.363
G. Following the organization's policies, rules and procedures	.316	
H. Developing the knowledge and skills of others		.975
I. Encouraging and valuing staff participation in decision making		.975
J. Completing the overall task	.601	

Hypotheses 1.7 and 1.8 predicted that the expectation of different component structures to those identified in the Western literature would be observed in each group rating of the performance of the Western expatriate manager. Hypothesis 1.9 states that the factor structure will also not be consistent between the groups. Subsequently, separate factor analyses were conducted on each dataset. The data analysis is based on individual rather than dyad responses resulting in a participant to item ratio of greater than twelve to one, which also exceeds the minimum ratios recommended by Coakes and Steed (1997).

Initially, each dataset was subjected to a principle components analysis with a varimax rotation to maximize the variance and minimize the complexity of factors (Tabachnick & Fidell, 1996). A criterion of eigenvalues greater than one was used to extract factors. The results of these appear in Table 3.10 for the Western dataset and Table 3.12 for the Thai

dataset. Neither of these processes provided output that conformed to the two-component task and contextual solution suggested in the literature. A forced two-component analysis using varimax rotation was also conducted to enable comparison between the solutions. These appear in Tables 3.11 for the Western dataset and Table 3.13 for the Thai dataset.

For the Thai dataset, the one-component solution, which accounted for 52% of the variance, was the preferred solution. The forced two-component solution was eliminated as it explained only an additional 8% of the variance and contained significant non-complex loadings for only half of the item set, making it less interpretable.

For the Western data set, a four-factor solution was the preferred solution. Forced two- and three-factor solutions were also prepared for comparison. The three-factor solution had many complex items that made it difficult to sensibly interpret. A comparison between the two- and four-factor solutions showed many similarities, with arguably the four-factor solution having a 'two-plus-two' relationship with the two-factor solution.

Although it is noted that a case for the two-factor solution could also be mounted, the four-factor solution was chosen as it explained a greater part of the variance, had less complex items, and generally higher scale reliability. In the four-factor solution, Factor 1 ($\alpha=.7301$) includes the items *showing initiative and volunteering to help others, developing the knowledge and skill of others, encouraging and valuing staff participation and completing the overall task*. Factor 2 ($\alpha=.6105$) includes *planning and organising work and overall technical competence and skills*. Factor 3 ($\alpha=.5728$) includes *maintaining harmony and accepting responsibility for one's actions and their effects on others*. Factor 4 ($\alpha=.4588$) includes *meeting deadlines and following the*

organization's policies, rules and procedures. This solution explains 66.22% of the variance. By way of comparison, the two-factor model only explains 45.73% of the variance, with the factors having scale reliabilities of .6707 and .7061 respectively (Cronbach alpha computer method).

Table 3.10 Rotated Component Matrix for Performance Ratings for Western dataset (Four Components Extracted).

Item	Component			
	1	2	3	4
A. Planning and organizing work		.784		
B. Showing initiative and volunteering to help others	.636			
C. Meeting deadlines	.404			.647
D. Maintaining harmony in the workplace			.781	
E. Accepting responsibility for one's actions and their effects on others			.806	
F. Overall technical competence or skill		.835		
G. Following the organization's policies, rules and procedures				.840
H. Developing the knowledge and skills of others	.682	.392		
I. Encouraging and valuing staff participation in decision making	.810			
J. Completing the overall task	.619			.397

Table 3.11 Rotated Component Matrix for Performance Ratings for Western dataset (Two Components Extracted).

Item	Component	
	1	2
A. Planning and organizing work	.707	
B. Showing initiative and volunteering to help others		.612
C. Meeting deadlines	.651	
D. Maintaining harmony in the workplace		.753
E. Accepting responsibility for one's actions and their effects on others		.679
F. Overall technical competence or skill	.594	
G. Following the organization's policies, rules and procedures	.485	
H. Developing the knowledge and skills of others	.384	.606
I. Encouraging and valuing staff participation in decision making	.351	.573
J. Completing the overall task	.660	.330

Table 3.12 Rotated Component Matrix for Performance Ratings for Thai Dataset (One Component Extracted).

Item	Component	
	1	
A. Planning and organizing work	.722	
B. Showing initiative and volunteering to help others	.689	
C. Meeting deadlines	.687	
D. Maintaining harmony in the workplace	.704	
E. Accepting responsibility for one's actions and their effects on others	.703	
F. Overall technical competence or skill	.721	
G. Following the organization's policies, rules and procedures	.721	
H. Developing the knowledge and skills of others	.750	
I. Encouraging and valuing staff participation in decision making	.809	
J. Completing the overall task	.698	

Table 3.13 Rotated Component Matrix for Performance Rating for Thai Dataset (Two Components Extracted).

Item	Component	
	1	2
A. Planning and organizing work	.800	
B. Showing initiative and volunteering to help others	.351	.634
C. Meeting deadlines	.451	.523
D. Maintaining harmony in the workplace		.873
E. Accepting responsibility for one's actions and their effects on others		.735
F. Overall technical competence or skill	.717	
G. Following the organization's policies, rules and procedures	.422	.604
H. Developing the knowledge and skills of others	.756	
I. Encouraging and valuing staff participation in decision making	.774	.356
J. Completing the overall task	.521	.465

3.5 Results from Study 2: Intercultural Effectiveness Ability

3.5.1 Study 2 Qualitative Stage Results

As noted earlier, the intent of the qualitative stage of Study 2 was limited in scope. This is because the primary focus of this study is to evaluate the applicability in the Thai business context of the items in the Hammer et al. (1978) instrument, and the resulting component structures. As such, there was no intention to develop new items. However, as noted in Chapter 2, there is some debate as to the way in which the items group together into factors. This cannot be tested in the qualitative stage of the research. The qualitative stage of Study 2 (Section 3.4.2.4) confirmed that:

1. English was the language used in the vast majority of working relationships in Thai-Western expatriate business interactions investigated.
2. Because of surface harmony, Thai were more likely to be open in their evaluation of a Western expatriate if that evaluation was confidential and expressed in writing, than they would be in face-to-face interviews.

These two findings had implications for the design of the quantitative stage of the research conducted for this thesis, in that they supported the use of a participant-completed instrument and the use of English as the language for that instrument.

3.5.2 Study 2 Quantitative Stage

3.5.2.1 Study 2 Hypotheses

The first group of hypotheses look at the individual intercultural effectiveness items, how they vary across cultures, and how they contribute to an overall global assessment of performance.

The second group of hypotheses look at variations in the factor structure of ratings of the importance of intercultural effectiveness abilities to performance across cultures and the ratings of Western managers operating in the Thai business context compared to that predicted by the literature. The final group of hypotheses deals with the factor structure of the actual rating of intercultural effectiveness ability items. The hypotheses are listed in Table 3.14.

Table 3.14 Research Issue 2 and Hypotheses.

Research Issue 2: How do Thai and Western managers perceive intercultural abilities of the Western expatriate working in Thailand and how does this contribute to the intercultural effectiveness and the overall effective performance of the Western expatriate working in Thailand?

Hypotheses relating to intercultural effectiveness items and their contribution to overall performance

- *Hypothesis 2.1: The stated importance of individual intercultural effectiveness ability items (facets) to the perception of overall effective performance of the Western manager operating in the Thai business cultural context will vary between the Thai and Western expatriate groups.*
- *Hypothesis 2.2: The actual rating of individual intercultural effectiveness ability items (facets) will vary between the Thai and Western expatriate groups.*
- *Hypothesis 2.3: There will be differences between the Thai and Western expatriate groups as to which intercultural effectiveness ability items (facets) contribute to their global assessments of performance.*

Hypotheses relating to the factor structure of the importance of intercultural effectiveness items to the perceived performance of Western expatriates

- *Hypothesis 2.4: When Western expatriate managers and professionals rate their perceptions of the importance of intercultural effectiveness ability items to the effective performance of Western expatriates working in Thailand, the factor structure identified will not be consistent with the structures described in the literature.*
- *Hypothesis 2.5: When Thai managers and professionals rate their perceptions of the importance of intercultural effectiveness ability items to effective performance of Western expatriates working in Thailand, the factor structure identified will differ from structures described in the literature.*
- *Hypothesis 2.6: The component structures of the preferred solutions identified as best capturing the perceptions of importance the intercultural effectiveness ability items to the performance of expatriates working in Thailand will differ between the Thai and Western groups.*

Hypotheses relating to the factor structure of items measuring perceived actual intercultural effectiveness of the Western expatriate

- *Hypothesis 2.7: When Western managers and professionals rate their actual intercultural ability while working in the Thai business cultural environment, the factor structure identified will not be consistent with the task and contextual performance factors described in the literature.*
- *Hypothesis 2.8: When Western managers and professionals are rated on their actual intercultural ability in the Thai business cultural environment, by Thai managers and professionals who they work with, the factor structure identified will differ from the factors described in the literature.*
- *Hypothesis 2.9: The component structures of the preferred solutions identified as best capturing the actual intercultural ability the Western expatriate working in Thailand will differ between the Thai and Western expatriate groups.*

3.5.2.2 Study 2 Quantitative Measures

Three measures were used in the quantitative stage of Study 2. The first two measures were based on the 24-item measure of intercultural effectiveness by Hammer and colleagues (1978). Specifically, the Western and Thai managers and professionals were asked to rate the importance of these items to the perceived overall performance of a Western expatriate working in Thailand, and the actual performance of the Western expatriate against these items. The items used appear in Table 3.15. The third measure was a single global measure of effectiveness, in which Western and Thai managers and professionals were asked to rate the performance of the Western expatriate. In each measure, participants responded using a 6-point Likert scale, consistent with similar scales used in the intercultural effectiveness literature.

Table 3.15 Inter-Cultural Effectiveness Items.

A.	To effectively deal with frustration
B.	To effectively deal with interpersonal conflict
C.	To effectively deal with unfamiliar situations
D.	To effectively deal with changes in life styles
E.	To effectively deal with stress
F.	To effectively deal with pressure to conform
G.	To effectively deal with financial difficulties
H.	To effectively deal with social alienation
I.	To effectively deal with different political systems
J.	To effectively communicate in the language of the host culture
K.	To effectively deal with different social customs
L.	To effectively deal with unforeseen problems
M.	To initiate interaction with a stranger
N.	To enter into meaningful dialogue with other people
O.	To effectively deal with communication misunderstandings between myself and others
P.	To develop satisfying interpersonal relationships with other people
Q.	To effectively deal with anxiety
R.	To accurately understand another person's point of view
S.	To effectively deal with different communication styles
T.	To effectively deal with a different educational system
U.	To maintain satisfying interpersonal relationships with other people
W.	To accurately understand the feelings of another person
X.	To empathize with another person
Y.	To effectively work with other people

3.5.2.3 Study 2 Quantitative Analysis and Results

As moderate levels of skewness and kurtosis were evident in the data, transformations were conducted in line with the recommendations of Tabachnick and Fidell (1996). The resulting transformed data were then examined to confirm that they were within acceptable parameters of normality.

For Hypotheses 2.1 and 2.2, multivariate analysis of variance was conducted on the Thai and Western group differences for item scores on the importance of items. Analysis of the multivariate results using Pillai's criterion indicated significant group differences ($F=5.976$, $p=.000$). From the univariate tests, ten items were identified as contributing to group difference. On average, the Thai managers indicated that the item, *to effectively deal with the pressure to conform*, was more important than did the Western managers. For all other items, the reverse held true. The items were, *to effectively deal with frustration*, *to effectively deal with unfamiliar situations*, *to effectively deal with changes in lifestyles*, *to effectively deal with different social customs*, *to effectively deal with different political systems*, *to effectively deal with communication misunderstandings between myself and others*, *to accurately understand another person's point of view*, *to effectively deal with different communication styles*, and *to effectively deal with other people*. A summary of the significant results for these statistical tests is presented in Table 3.16.

Table 3.16 Significant Group Differences in Importance of Inter-Cultural Effectiveness Items.

Multivariate Test Results			Univariate Test Results		
	F	Sig	Item	F	Sig.
Pillai's Trace	5.976	.000**	A. To effectively deal with frustration	44.91	.000**
			C. To effectively deal with unfamiliar situations	29.75	.000**
			D. To effectively deal with changes in life styles	12.87	.000**
			F. To effectively deal with pressure to conform	10.17	.002**
			K. To effectively deal with different social customs	23.05	.000**
			L. To effectively deal with unforeseen problems	15.29	.000**
			O. To effectively deal with communication misunderstandings between myself and others	21.53	.000**
			R. To accurately understand another person's point of view	9.04	.000**
			S. To effectively deal with different communication styles	26.83	.000**
			X. To effectively work with other people	8.74	.004**

*p< .05 **p< .005

When the average ratings of the two groups were compared on the single global measure of performance, no significant difference was found between the two groups. Multivariate analysis of variance was also conducted on the Thai and Western group scores for the question asking participants to rate the actual performance of the Western expatriate. Results for this test indicated significant multivariate differences between groups ($F=2.646$, $p=.000$). Specific items contributing to this variance were identified through the use of univariate tests. The items were, *to effectively deal with changes in lifestyles* and *to effectively deal with unfamiliar situations*. For both of these items, the Western group

rated themselves more highly, on average, than did the Thai group. Key results appear in Table 3.17.

Table 3.17 Significant Group Differences in Actual Ratings of Expatriate Managers on Inter-Cultural Effectiveness Items.

Multivariate Test Results			Univariate Test Results		
	F	Sig	Item	F	Sig.
Pillai's Trace	2.64	.000**	C. To effectively deal with unfamiliar situations	26.09	.000
			D. To effectively deal with changes in life styles	13.62	.000

*p < .05 **p < .005

For Hypothesis 2.3, multiple regression was used to examine the relationship of the ratings of the items with the single global measure of performance. These analyses were conducted separately for the Thai and Western groups. The 24 items were entered into a stepwise multiple regression equation, with the global performance rating as the dependant variable. For the Western dataset, the model representing the best linear combination (Tabachnick & Fidell, 1996) of intercorrelated items was identified. The items were, *to deal effectively with different communication styles, to effectively communicate in the language of the host culture and to maintain satisfying interpersonal relationships with other people*. These items accounted for 46% of the variance on the global performance rating.

A different model was found for the Thai dataset. The model included the items, *to accurately understand the feelings of another person and to effectively deal with financial difficulties*. The suggested solution accounted for 69% of the variance on the global performance rating. Table 3.18 summarizes the results.

Table 3.18 Significant Regression Coefficients: Actual Rating of Inter-Cultural Effectiveness Items and a Global Measure of Performance.

Item	Thai dataset		Western dataset	
	Beta	Sig.	Beta	Sig.
W. To accurately understand the feelings of another person	.385	.002		
G. To effectively deal with financial difficulties	.384	.002		
S. To effectively deal with different communication styles			.226	.055
J. To effectively communicate in the language of the host culture			.231	.025
U. To maintain satisfying interpersonal relationships with other people			.244	.033
R ²		.438		.265
Adjusted R ²		.418		.237
F		11.05**		4.693*

*p<.05 **p<.005

Hypotheses 2.4-2.7 referred to the factor structures of the importance of intercultural effectiveness items, for the Thai and Western groups, that resulted from the rating of the importance of these items by group members. Again, as moderate levels of skewness and kurtosis were found to exist, transformations consistent with those recommended by Tabachnick and Fidell (1996) were adopted. The transformed data were examined to clarify that it fell within acceptable parameters of normality. Each dataset was subjected to a principle components analysis with a varimax rotation. Initially, a criterion of eigenvalues greater than one was used to extract factors. As expected, neither of the resultant factor structures matched those predicted in the literature. A number of forced solutions were conducted for 1, 2, 3, 4, 5, 6 and 7 components.

For the Thai dataset, a preferred solution of three-components was obtained. It was the clearest structure, and all scales had reliabilities of greater than 0.75. The two-factor

solution was eliminated because it contained many complex items. For the preferred three-component solution, the first factor was labelled "*Empathy*". It included the items, *to develop satisfying interpersonal relationships with other people, to accurately understand another person's point of view, to effectively deal with different communication styles, to maintain satisfying interpersonal relationships with other people, to accurately understand the feelings of another person, to empathize with another person, and to effectively work with other people*. The scale reliability was $\alpha=.7851$. Factor 2 ($\alpha=.7784$), labelled "*Intercultural Coping*", included, *to effectively deal with financial difficulties, to effectively deal with social alienation, to effectively deal with different political systems, to effectively communicate in the language of the host culture, to effectively deal with different social customs, to initiate interaction with a stranger, and to effectively deal with a different educational system*. Factor 3 ($\alpha=.8190$), labelled "*Stress and Coping*", included the items, *to effectively deal with frustration, to effectively deal with interpersonal conflict, to effectively deal with unfamiliar situations, to effectively deal with stress, and to effectively deal with pressure to conform*. Overall, this model explained 55% of the variance.

A four-factor solution was also considered, however, it was eliminated for two reasons. Firstly, the items in Factor 3 and Factor 4 in the four-component solution were all contained in Factor three of the three-component solution. Secondly, the scale reliability scores ($\alpha=.6448$, $\alpha=.6764$) were lower than the scale reliability score for Factor 3 in the three-component solution. Finally, while it would be possible to describe Factor 3 as "*Social Coping*" and Factor 4 as "*Intercultural Coping*", it was judged that there was little additional explanatory power in doing this. The three-component solution is summarized in Table 3.19.

Table 3.19 Rotated Component Matrix for Importance of Intercultural Effectiveness Items for Thai Dataset (3 Components Extracted).

Item	Component		
	1	2	3
A. To effectively deal with frustration			.773
B. To effectively deal with interpersonal conflict			.528
C. To effectively deal with unfamiliar situations			.581
D. To effectively deal with changes in lifestyle			
E. To effectively deal with stress			.858
F. To effectively deal with pressure to conform			.719
G. To effectively deal with financial difficulties		.484	
H. To effectively deal with social alienation		.588	
I. To effectively deal with different political systems		.646	
J. To effectively communicate in the language of the host culture		.688	
K. To effectively deal with different social customs		.538	
L. To effectively deal with unforeseen problems			
M. To initiate interaction with a stranger		.684	
N. To enter into meaningful dialogue with other people			
O. To effectively deal with communication misunderstandings between myself and others			
P. To develop satisfying interpersonal relationships with other people	.614		
Q. To effectively deal with anxiety			
R. To accurately understand another person's point of view	.756		
S. To effectively deal with different communication styles	.575		
T. To effectively deal with a different educational system		.606	
U. To maintain satisfying interpersonal relationships with other people	.744		
W. To accurately understand the feelings of another person	.761		
X. To empathize with another person	.713		
Y. To effectively work with other people	.794		

After examining the scree plot and rotated component matrix for the Western dataset, a two-component solution was identified as the simplest, with only two complex items (See Table 3.20). It explained 35% of the variance. While the three-component solution explained 6% more of the variance, it contained a number of complex items, was less interpretable, and had lower, though still acceptable, scale reliability scores.

Table 3.20 Rotated Component Matrix for Importance of Intercultural Effectiveness Items for Western Dataset (2 Components Extracted).

Item	Component	
	1	2
A. To effectively deal with frustration		.383
B. To effectively deal with interpersonal conflict	.461	
C. To effectively deal with unfamiliar situations	.455	
D. To effectively deal with changes in lifestyle	.549	
E. To effectively deal with stress	.619	
F. To effectively deal with pressure to conform	.567	
G. To effectively deal with financial difficulties	.707	
H. To effectively deal with social alienation	.699	
I. To effectively deal with different political systems		
J. To effectively communicate in the language of the host culture	.435	
K. To effectively deal with different social customs	.355	
L. To effectively deal with unforeseen problems	.464	
M. To initiate interaction with a stranger	.422	
N. To enter into meaningful dialogue with other people	.441	
O. To effectively deal with communication misunderstandings between myself and others		
P. To develop satisfying interpersonal relationships with other people		
Q. To effectively deal with anxiety	.569	
R. To accurately understand another person's point of view		.738
S. To effectively deal with different communication styles		.552
T. To effectively deal with a different educational system	.471	
U. To maintain satisfying interpersonal relationships with other people		.561
W. To accurately understand the feelings of another person		.815
X. To empathize with another person		
Y. To effectively work with other people		.579

For the preferred two-factor solution, the first factor, "*Dealing with Practical Difficulties*", had a scale reliability of $\alpha=.8045$. It included the items, *to effectively deal with interpersonal conflict, to effectively deal with unfamiliar situations, to effectively deal with changes in life styles, to effectively deal with stress, to effectively deal with pressure to conform, to effectively deal with financial difficulties, to effectively deal with social alienation, to effectively communicate in the language of the host culture, to effectively deal with different social customs, to effectively deal with unforeseen problems, to initiate interaction with a stranger', to enter into meaningful dialogue with other people, to effectively deal with anxiety, and to effectively deal with a different educational system.* Factor 2, labelled "*Working with Others from Another Culture*", had a scale reliability of $\alpha=.6843$ and included, *to effectively deal with frustration, to accurately understand another person's point of view, to effectively deal with different communication styles, to maintain satisfying interpersonal relationships with other people, to accurately understand the feelings of another person, and to effectively work with other people.* Note that the item, *to effectively deal with frustration*, loaded onto Factor 2 at the .383 level, and *to effectively deal with different social customs*, loaded onto Factor 1 at the .355 level. Although these items load below the desired level of .4, these items are included because they fit logically with the explanation of the factor structures above.

Hypotheses 2.7-2.9 dealt with the rating of the Western expatriate's performance on the intercultural effectiveness items. Similar issues of skewness and kurtosis as to those previously identified existed, so a similar screening process was undertaken. The Thai and Western datasets were subjected to principle component analysis using varimax rotation. Eigenvalues greater than 1 were used to extract factors. As expected, neither of the

resulting structures matched those predicted in the literature. Forced 1, 2, 3, 4 and 5 component analysis was conducted for each group.

For the Thai dataset, a three-component solution was preferred. The first factor, "*Communication and Relationships*" had a scale reliability of $\alpha=.9294$. It included the items, *to enter into meaningful dialogue with other people, to effectively deal with communication misunderstanding between myself and others, to accurately understand another person's point of view, to effectively deal with different communication styles, to maintain satisfying interpersonal relationships with other people, to accurately understand the feelings of another person, to empathize with another person, and to effectively work with other people*. Factor 2, labelled "*Stress and Coping*", had a scale reliability of $\alpha=.8957$ and included, *to effectively deal with frustration, to effectively deal with unfamiliar situations, to effectively deal with stress, to effectively deal with pressure to conform, and to effectively deal with financial difficulties*. The third factor, "*Social Coping*", included the items, *to effectively deal with changes in life styles, to effectively deal with alienation, and to effectively deal with different social customs*. This factor had a scale reliability of $\alpha=.8289$. The model explained 62% of the variance. Other structures either had complex variables, low scale reliabilities or were not clearly interpretable. Table 3.21 is a summary of the model.

Table 3.21 Rotated Component Matrix for Performance Ratings on Intercultural Effectiveness Thai Dataset (3 Components Extracted).

Item	Component		
	1	2	3
A. To effectively deal with frustration		.784	
B. To effectively deal with interpersonal conflict			
C. To effectively deal with unfamiliar situations		.790	
D. To effectively deal with changes in lifestyle			.682
E. To effectively deal with stress		.777	
F. To effectively deal with pressure to conform		.778	
G. To effectively deal with financial difficulties		.590	
H. To effectively deal with social alienation			.772
I. To effectively deal with different political systems			
J. To effectively communicate in the language of the host culture			
K. To effectively deal with different social customs			.811
L. To effectively deal with unforeseen problems		.625	
M. To initiate interaction with a stranger			
N. To enter into meaningful dialogue with other people	.699		
O. To effectively deal with communication misunderstandings between myself and others	.669		
P. To develop satisfying interpersonal relationships with other people	.818		
Q. To effectively deal with anxiety			
R. To accurately understand another person's point of view	.698		
S. To effectively deal with different communication styles	.713		
T. To effectively deal with a different educational system			
U. To maintain satisfying interpersonal relationships with other people	.839		
W. To accurately understand the feelings of another person	.739		
X. To empathize with another person	.652		
Y. To effectively work with other people	.717		

A three-factor solution was also preferred for the Western dataset (See Table 3.22). Again, this was based on a review of the scree plot, and comparison of the rotated component matrixes for several possible solutions. However, the factors in the Western dataset contain different items to the factors in the Thai dataset. Factor 1, "*Social Adaptation*", included the items, *to effectively deal with unfamiliar situations, to effectively deal with changes in life styles, to effectively deal with communication misunderstandings between myself and others, to develop satisfying interpersonal relationships with other people, to accurately understand another person's point of view, to effectively deal with different communication styles, to effectively deal with a different educational system, to accurately understand the feelings of another person, to empathize with another person, and to effectively work with other people*. It had a scale reliability of $\alpha=.8703$. Factor 2, "*Stress and Coping*", included the items, *to effectively deal with stress, to effectively deal with pressure to conform, to effectively deal with financial difficulties, to effectively deal with social alienation, and to effectively deal with anxiety*, and had a factor reliability of $\alpha=.7129$. Although both social stress and anxiety were put in the stress and coping factor they were somewhat complex, also loading at .403 and .457 on the social adaptation factor. The third factor was "*Environmental Adaptation*", and had a scale reliability of $\alpha=.6535$. Items included in this factor were, *to effectively communicate in the language of the host culture, to effectively deal with different social customs, and to effectively deal with anxiety*. This solution explained 48% of the variance.

Table 3.22 Rotated Component Matrix for Performance Ratings on Intercultural Effectiveness Western Dataset (3 Components Extracted).

Item	Component		
	1	2	3
A. To effectively deal with frustration			
B. To effectively deal with interpersonal conflict			
C. To effectively deal with unfamiliar situations	.384		
D. To effectively deal with changes in lifestyle	.400		
E. To effectively deal with stress		.720	
F. To effectively deal with pressure to conform		.563	
G. To effectively deal with financial difficulties		.775	
H. To effectively deal with social alienation		.745	
I. To effectively deal with different political systems			
J. To effectively communicate in the language of the host culture			.598
K. To effectively deal with different social customs			.625
L. To effectively deal with unforeseen problems			
M. To initiate interaction with a stranger			
N. To enter into meaningful dialogue with other people			
O. To effectively deal with communication misunderstandings between myself and others	.701		
P. To develop satisfying interpersonal relationships with other people	.660		
Q. To effectively deal with anxiety		.595	
R. To accurately understand another person's point of view	.700		
S. To effectively deal with different communication styles	.750		
T. To effectively deal with a different educational system	.627		
U. To maintain satisfying interpersonal relationships with other people			
W. To accurately understand the feelings of another person	.703		
X. To empathize with another person	.531		
Y. To effectively work with other people	.659		

3.6 Results for Study 3: Socio-Biographical Characteristics

As discussed earlier, the socio-biographical characteristics identified by Mamman (1995a, 1995b) were theoretically derived and lack extensive empirical testing. Further, in the literature review, differing perspectives of the relevance of the items in different cultural contexts were evident. In particular, there was either little specific information on socio-biographical characteristics, or competing viewpoints on their impact. The aims of the qualitative stage of Study 3, therefore, were threefold: to confirm the importance (or lack of importance) of these items to the Thai business context; to identify if there were other socio-biographical items unique to the Thai socio-cultural environment; and to develop hypotheses to be tested in the quantitative stage of this study. To achieve these aims, a convergent interview process, as described in Section 3.4.2.4, was conducted.

3.6.1 Study 3 Qualitative Stage Results

A number of differences and similarities in the likely importance of individual socio-biographical items were found. In particular, there were several issues that related to the characteristic of *cultural setting*. Thai and Western managers both perceived Thai culture to be very different from Western culture, yet both noted the uniqueness of Thai culture within the "Asian" cultures. However, Thai managers tended to attribute this to the fact that Thailand was the only country that had never been colonized by another Western or Asian country, whereas Western managers noted the strong influence of America and Japan, in the economic sense over the past 30 years. A key point of agreement, though, was the way that Chinese-Thai had been accepted into both the political and economic elite. Particularly Western managers with experience in other Asian countries, saw this as a defining characteristic of Thai culture.

Several Thai commented that Western managers could never understand the Thai culture, and therefore Thai practices, because they were not Thai. As a counterpoint, several Western managers felt that it was the actual belief that Westerners could not understand the Thai way, rather than the uniqueness of the Thai way itself, that was the factor creating the difficulty. Indeed, among older Western managers, the administrative practices that existed in Thai were seen as similar in many respects to the administrative practices that they had experienced in their early careers in the West. As a result of these issues, there was a strong sense among many Western managers that the Thai culture was ethnocentric, homogeneous rather than heterogeneous, and relatively tough for Westerners to operate in.

Both the Thai and Western expatriates interviewed saw the age and gender of the expatriate manager as relatively unimportant if the educational qualification was of the appropriate standard. Indeed, the Western managers, particularly those with experience in other Asian countries, noted the relative unimportance of gender when they recalled the surprise they had initially experienced when confronted by the large number of Thai middle and senior managers who were female. Both male and female Thai managers supported the notion that gender was not important, except in a limited number of technical professions, notably engineering. In two of the focus groups, Thai managers spontaneously identified females who were project managers of major construction projects. However, when pressed on the apparent contradiction of these two propositions, the reasons given were that (a) workers did not expect females to be engineers but did expect them to be managers, and (b) women in Thailand do not do study engineering but do study architecture and business.

Social class appeared to have an impact both in relation to acceptance of age and acceptance of gender. The elite and middle class were more likely to access higher education either, because they have been to the better schools, did better at the competitive publicly funded university entrance exams, or could afford to study abroad or at private universities in Thailand.

Nationality (citizenship) of the *Western* expatriate was not seen as important by either Thai or Western managers. However, the Thai managers identified *racial background* (ethnicity) as having a significant impact on the likely success of an expatriate. One senior manager of a Thai multinational used the example of a Vietnamese-American who had been sent by their joint venture partner, and had found great difficulty operating in Thailand because of Thai staff expectations regarding his Vietnamese background. However, the same person is now operating very successfully in the Thai-U.S. joint ventures branch in Malaysia. Further to this, many Thai managers indicated that Burmese, Bangladeshi, Indian and Pakistani managers have difficulty operating in Thailand because the majority of people from these countries came to Thailand as unskilled workers, and consequently the Thai had difficulty accepting that some may be skilled. Western managers agreed that this group of managers had difficulty, but were not generally supportive of the rationale for this provided by the Thai managers.

Both the Thai and Western managers described a range of positive and negative stereotypes about the other group. Several Westerners described the tendency of some older Thai managers to see change that they agreed with as "modernization", and change that they disagreed with as "Westernisation", and therefore not in line with Thai culture. This finding also relates to the culture toughness component of cultural setting.

Religion was seen as unimportant to perceptions of effectiveness by both Thai and Western managers. In particular, Western managers who had worked in other Asian countries commented on the mutual acceptance of Muslims, Christians and Buddhists at all levels of the business and broader cultural environment. High levels of Thai *linguistic ability* also did not seem to play an important role in the effectiveness of Western expatriate managers, as '*English was the language of business*'. However, some Western managers also indicated that even if they did possess a high level of Thai linguistic ability, they would not be able to communicate directly with lower level staff, as a filtering process occurred through the hierarchy of the organization limiting their ability. They also felt that it was often beneficial to let a Thai manager communicate to Thai staff at lower levels, rather than to communicate directly themselves.

Intercultural experience was seen as important to effectiveness by the *Western expatriate*, and unimportant by the Thai. It could be concluded that this also relates back to the ethnocentric nature of Thai culture: Why would experience in another Asian country be useful because Thailand is unique?

The findings related to *role* were less clear. However, both Thai and Western managers were conscious of the need for the expatriate to act in a manner that was relatively close to the expectations of the Thai, if the Western manager was to be seen as successful.

No additional socio-biographical characteristics were found in the qualitative research conducted for this thesis.

3.6.2 Study 3 Quantitative Stage

Based on the information gained in the qualitative stage and the literature review, a number of hypotheses were developed for testing in the quantitative stage of Study 3. These hypotheses are presented in Table 3.23.

Table 3.23 Research Issue 3 and Hypotheses.

<p>Research Issue 3: What role do socio-biographical characteristics play in the perceptions of the effective performance of the Western expatriate working in Thailand</p>
<p>Hypotheses relating to the perceptions of the importance of socio-biographical characteristics to the performance of Western expatriates working in Thailand</p> <ul style="list-style-type: none"> • <i>Hypothesis 3.1a: Age will be given a low importance rating to the perceived effectiveness of Western expatriates by both Thai and Western expatriates</i> • <i>Hypothesis 3.1b: Western expatriates will place greater importance on age to the perceived effectiveness of the Western expatriate than do Thai working with Western expatriates.</i> • <i>Hypothesis 3.2a: Gender will be given a low importance rating to the perceived effectiveness of Western expatriates by both Thai and Western expatriates.</i> • <i>Hypothesis 3.2b: Western expatriate professionals are more likely to believe that gender is important to the perceived effectiveness of the Western expatriate than are Thai working with Western expatriates.</i> • <i>Hypothesis 3.3a: Nationality will be given a low importance rating to the perceived performance of Western expatriates by either Western expatriates or Thai.</i> • <i>Hypothesis 3.3b: Western expatriates are more likely to believe that the nationality of the expatriate is important to the perceived effectiveness of the Western expatriate than are Thai working with Western expatriates.</i> • <i>Hypothesis 3.4a: Racial background will be given a low importance rating to the perceived performance of Western expatriates by either Western expatriates or Thai.</i> • <i>Hypothesis 3.4b: Western expatriates are more likely to believe that the racial background of the expatriate is important to the perceived effectiveness of the Western expatriate than are Thai working with Western expatriates.</i> • <i>Hypothesis 3.5: Western expatriates will place more importance on Thai language than will Thai working with Western expatriates.</i> <p>Hypotheses relating to the actual impact of socio-biographical characteristics on the performance of the Western expatriate</p> <ul style="list-style-type: none"> • <i>Hypotheses 3.6: There will be differences in level of agreement to statements about the acceptability of age, gender, nationality, language ability and racial background, with Westerners having a higher level of agreement than do their Thai colleagues.</i> • <i>Hypothesis 3.7: There will be differences between the Thai and Western expatriate groups, as to which specific facets of performance contribute to their global assessments of performance.</i>

3.6.2.1 Study 3 Quantitative Analysis and Results

3.6.2.1.1 Study 3 Quantitative Measures

For Hypotheses 3.1a - 3.5, the participants were asked to rate the importance of a number of socio-biographical characteristics to the effective performance of Western expatriates working in Thailand. The measure was developed for this research project, based on issues identified in the qualitative stage of this study. These are identified in Table 3.24. Both measures used a 6-point Likert scale.

There are two measures used in relation to Hypotheses 3.6 - 3.8. The first is a single overall measure of the expatriate's performance. The second is a measure developed for this thesis and based on issues identified in the qualitative stage of this study. Western expatriate managers were asked to rate their own performance in the first measure, and their level of agreement to the statements about various socio-biographical characteristics in the second measure. Thai managers were asked to rate the 'Westerners' performance in the first measure, and their level of agreement to the statements about various socio-biographical characteristics in the second. The items in the second scale appear in Table 3.25. Both measures use a 6-point Likert scale.

Table 3.24 Items used to Measure Importance of Socio-Biographical Characteristics.

A.	Age
B.	Gender (Male Or Female)
C.	Appropriate Educational Qualifications
D.	The Degree Of Difference Between Thai And Western Culture
E.	Religion
F.	Thai Language Ability
G.	Experience In Other Asian Countries
H.	Nationality
I.	Prejudice Against Thai By The <i>Western expatriate</i>
J.	Prejudice Against <i>Western expatriates</i> By The Thai
K.	Positive Stereotypes <i>Western expatriates</i> Have About Thai
L.	Positive Stereotypes Thai Have About <i>Western expatriate</i>
M.	Negative Stereotypes <i>Western expatriates</i> Have About Thai
N.	Negative Stereotypes Thai Have About <i>Western expatriates</i>
O.	Experience In Other Non-Asian Countries
P.	Racial Background
Q.	The Openness Of Thai People To Outside Ideas
R.	The Need For <i>Western expatriates</i> To Play The Role Expected Of Them By The Thai

Table 3.25 Measure of Acceptability of Socio-Biographical Characteristics.

A.	Acceptability of the Western Expatriates Age
B.	Acceptability of the Western Expatriates Gender (Male Or Female)
C.	Acceptability of the Western Expatriates Educational Qualifications
D.	The Degree of Difference Between Thai and Western Cultures
E.	Acceptability of Western Expatriates Religion
F.	Acceptability of Western Expatriates Thai Language Ability
G.	Western Expatriates' Experience in other Asian Countries
H.	Acceptability of Western Expatriates' Nationality
I.	Prejudice Against Thai by the <i>Western Expatriate</i>
J.	Prejudice Against <i>Western Expatriates</i> by Thai
K.	Positive Stereotypes <i>Western Expatriates</i> have about Thai
L.	Positive Stereotypes Thai have about <i>Western Expatriates</i>
M.	Negative Stereotypes <i>Western Expatriates</i> have about Thai
N.	Negative Stereotypes Thai have about <i>Western Expatriate</i>
O.	Experience in other non-Asian Countries
P.	Acceptability of the Western Expatriates' Racial Background
Q.	Openness of Thai people to Outside Ideas
R.	The Need for <i>Western Expatriates</i> to Play the Role Expected of them by Thai

3.6.2.1.2 Results for Hypotheses 3.1a-3.5

As moderate levels of skewness and kurtosis were evident in the data, transformations were conducted in line with the recommendations of Tabachnick and Fidell (1996). The resulting transformed data were then examined to confirm that they were within acceptable parameters of normality. For ease of interpretation, un-transformed means are reported in the discussion of the results.

A multivariate analysis of variance was conducted on the Thai and Western group differences for item scores on the importance of items. Analysis of the multivariate results using Pillai's criterion indicated significant group differences ($F=8.84$, $p=.000$). From the univariate tests, six items were identified as contributing to group difference, of which five related to the hypotheses in this study. The results of this analysis appear in Table 3.26.

Table 3.26 Importance of Socio-Biographical Characteristics to Expatriate Performance.

Multivariate Test Results			Univariate Test Results		
	F	Sig	Item	F	Sig.
Pillai's Trace	8.48	.000	A. Age	23.62	.000**
			B. Gender	50.26	.000**
			F. Thai Language Skills	17.83	.000**
			H. Nationality	44.07	.000**
			K. Positive Stereotypes Western Expatriates Have About Thai	9.00	.003**
			P. Racial Background	20.11	.000**

* $p < .05$ ** $p < .005$

Support was found for Hypothesis 3.1a and Hypothesis 3.1b. Specifically, there was a significant difference on the importance placed on age, with Westerners, on average, rating it as slightly important (mean=4.44), and Thai, on average, rating it as slightly unimportant (mean=3.37). There was also a significant difference between the two groups in relation to the gender of expatriates. Thai, on average, rated this as unimportant (mean=2.79), while Westerners, on average, rated this as slightly important (mean=4.2). This finding supports both Hypothesis 3.2a and Hypothesis 3.2b.

On the questions of nationality there was also a significant difference, with the Thai, on average, rating it as unimportant (mean=2.23), while the Western expatriates rated this as slightly unimportant (mean=3.38). These findings support Hypothesis 3.3a and Hypothesis 3.3b. A significant difference was also found on the question of racial background, with Thai rating this, on average, as unimportant (mean=2.9), and Westerners rating this as slightly unimportant (mean=3.8). These results support Hypothesis 3.4a and 3.4b.

In relation to linguistic ability, Thai, on average, rated this as slightly unimportant (mean=3.39) and Westerners as slightly important (mean=4.02). This significant difference is consistent with Hypothesis 3.5.

3.6.2.1.3 Results for Hypothesis 3.6-3.8

As moderate levels of skewness and kurtosis were evident in the data, transformations were conducted in line with the recommendations of Tabachnick and Fidell (1996). The resulting transformed data were then examined to ensure they met the requirements of normality.

When the average ratings of the two groups on the single global measure of performance were compared, no significant difference between the two groups was found ($T = -.1489$, $p = .138$). A multivariate analysis of variance was also conducted on Thai and Western group scores for actual performance ratings of the Western expatriate. Results for this test indicated that there was a significant multivariate difference between groups ($F = 6.74$, $p = .000$). Specific items contributing to this variance were identified using univariate tests.

Differences in the actual ratings of the items were found for four primary socio-biographical characteristics, that is those that are not possible to change: age, gender, nationality, and racial background; and for two other items over which the expatriate has little direct control: negative stereotypes Thai have about Western expatriates, and perceptions by the Thai that they are not prejudiced against the Western expatriate. A summary of the significant items is presented in Table 3.27.

Table 3.27 Actual Ratings of Expatriate Manager's Socio-Biographical Characteristics.

Multivariate Test Results			Univariate Test Results		
	F	Sig.	Item	F	Sig.
Pillai's Trace	6.74	.000	A. Age	28.04	.000**
			B. Gender	33.84	.000**
			H. Nationality	24.74	.000**
			J. Prejudice Against <i>Western Expatriates</i> By The Thai	13.57	.000**
			N. Negative Stereotypes Thai Have About <i>Western Expatriate</i>	16.56	.000**
			P. Racial Background	26.40	.000**

* $p < .05$ ** $p < .005$

The Western expatriate group agreed more strongly than their Thai colleagues, on average (Western group mean=5.02; Thai Group mean), that their *age* (Western group mean=5.02, Thai group mean= *gender*, (5.16; 4.29), *nationality* (5.11; 4.40) and *racial background* (5.09; 4.06) were acceptable for the job they were doing. Further, the Western expatriate (mean=3.82), on average, more strongly agreed that Thai had *negative stereotypes about Westerners* than did the Thai (mean=2.87), and were less likely to indicate that the *Thai were not prejudiced against the Westerners* (Western group mean = 3.40; Thai group mean = 4.24).

No significant differences, however, were found between the Thai and Western expatriate groups in the level of agreement on the acceptability of *educational qualifications, religion, language skills, experience in Asian countries, experience in non-Asian countries, openness of Thai to new ideas or the need to play the role expected by the Thai.*

A multiple regression was then used to examine the relationship between the ratings of the items and the single global measure of performance (See Table 3.28). These analyses were conducted separately for the Thai and Western groups. The 18 items were entered into a stepwise multiple regression equation, with the global performance rating as the dependant variable.

For the Thai dataset, the model representing the best linear combination (Tabachnick & Fidell, 1996) of intercorrelated items was identified. The items in the model were: *religion, Thai language ability, and positive stereotypes Western expatriates have about Thai.* This model accounted for 22.5 % of the variance on the global performance rating. For the Western dataset, the need for *Western expatriates to play the role expected of them by the Thai* accounted for 14.1 % of the variance.

Table 3.28 Significant Regression Coefficients: Actual Rating of Socio-Biographical Characteristics and a Global Measure of Performance.

Item	Thai dataset		Western dataset	
	Beta	Sig.	Beta	Sig
E. Religion	-.26	.013*		
F. Thai Language Ability	.24	.021*		
K. Positive stereotypes <i>Western expatriates</i> have about Thai	.35	.001**		
R. The need for <i>Western expatriates</i> to play the role expected of them by the Thai			.38	.000
R ²		.225		.141
Adjusted R ²		.195		.132
F		5.58*		15.45**

*p<.05 **p<.005

3.7 Conclusion

In this chapter I have described the overall research methodology used in this thesis and the specific research methods used for the qualitative and quantitative stages of my studies on performance related behaviour, intercultural effectiveness abilities and socio-biographical characteristics. I have also reported the results of each stage of these three studies. In the following chapter I discuss these results.

CHAPTER 4

4 DISCUSSION

4.1 Introduction

In this chapter, the results of the research conducted for this thesis are discussed. As the qualitative findings informed the subsequent quantitatively tested hypotheses, I have structured the chapter, within each research issue, around the hypotheses. The findings from the qualitative research are used where they differ from, or add explanatory weight to, my interpretation of the quantitative research findings. As identified in Sections 1.1 and 1.5. I have also made use of a Thai reference group to assist in the interpretation of the findings and discussion of the results. These five people all hold, or have held, managerial positions in Thailand where they had substantial contact with Western expatriates. The members of this group were individually approached for their comments during the interpretation of the results.

The three studies conducted for this thesis investigated, respectively, three specific research questions:

1. How do Thai and Western Managers and professionals perceive effective expatriate performance behaviours, and how do these behaviours contribute to the overall effective performance of the Western expatriate working in Thailand?

2. How do Thai and Western managers perceive intercultural abilities of the Western expatriate working in Thailand and how does this contribute to the intercultural effectiveness and the overall effective performance of the Western expatriate working in Thailand?
3. What role do socio-biographical characteristics play in the perceptions of the effective performance of the Western expatriate working in Thailand?

Additionally, three major theoretical issues influenced the structure of the research. Firstly, the Western literature on task and contextual performance relies on actual performance ratings, rather than investigation of the importance of facets of performance. In the intercultural effectiveness research, the reverse is the case. In the limited amount of quantitative research conducted on the role of socio-biographical characteristics in expatriate performance, attempts have been made to address both importance of facets and actual performance. Both these constructs (importance and actual rating) have practical and theoretical relevance. In the research conducted for this thesis, both constructs were used.

Secondly, while multiple viewpoints have been used in the task and contextual performance literature, the intercultural effectiveness and socio-biographical characteristics literatures have only used ratings by the expatriate alone. As the views of both the home and host country national are relevant to the working relationship in which the expatriate finds him- or her- self, both viewpoints are sought in the research conducted for the thesis.

The final issue influencing the research structure is that the bulk of research on task and contextual performance issues are based on Western datasets and conducted in few

intercultural contexts. There has been one small study that addressed the intercultural effectiveness of Japanese and American expatriates in Thailand, and another covering French expatriates in America, and American expatriates in Saudi Arabia. However, the majority of research has concentrated on Japanese expatriates in America, and American expatriates in Japan. Further, the socio-biographical characteristics literature also covers only a small range of cultures. This research through using Western expatriates operating in Thailand, and the views of Thai and Western expatriates, extends the body of knowledge in all three areas of the literature: (task and contextual) performance related behaviour, intercultural effectiveness ability and socio-biographical characteristics; and the contribution these constructs make to overall effectiveness in the intercultural context.

4.2 Research Issue 1: Performance Related Behaviour

The aim of Study 1 was to investigate how Thai and Western Managers and professionals perceive effective performance behaviours, and how these behaviours contribute to the overall effective performance of the Western expatriate working in Thailand.

Due to the lack of research into the (task and contextual) facets of performance behaviour in non-Western contexts, these questions were explored using a two-stage methodology. In the first, qualitative stage, the aim was to establish the importance and relevance in the Thai business environment of the task and contextual behaviour items suggested by Motowidlo and Van Scotter (1994). These items were adapted for this research to the perceived performance of Western expatriates working in Thailand. The research also sought to identify additional behavioural facets that may be unique to Thailand. Further, other models that address the abilities that contribute to intercultural effectiveness (Study

2) and socio-biographical characteristic were investigated as part of the research in this thesis. In Chapter 5, a comparison of the explanatory power of these models is discussed.

The qualitative stage of the research found items similar to those in the Western literature on task and contextual performance behaviours to be important to the perceptions of overall performance of the Western expatriate. These items were also found to be important to both the Thai and Western expatriate groups in the research conducted in the quantitative stage.

Two broad conclusions can be drawn from the findings in the qualitative study. Firstly, the individual behavioural facets described in the Western literature are, with minor adjustment, seen as important by both Thai and Western expatriates. However, the qualitative investigations also identified differences in the level of importance placed on a number of these items, the contribution these items made to a single overall measure of performance, and the grouping of these items in the factor structures related to both the importance and actual rating of performance. In particular, differences were found in the importance of items such as *deadlines*, *harmony* (although it was not in the direction predicted by the bulk of the literature), and *planning*.

Secondly, the applicability of the two-factor task and contextual model of performance behaviour to the Thai context was also called into question. The Thai indicated strong interrelationships between the task and contextual performance items, while Western managers saw performance as more distinctly multi-faceted. These issues were subsequently addressed in the quantitative stage of Study 1.

In the quantitative stage of this study, the research issue *how do Thai and Western managers and professions perceive effective performance?* was operationalised through a series of hypotheses. Both ratings of the importance of the behavioural items, and ratings of the Western expatriate's performance in relation to these items were used. This, in part, was to enable comparability with the other models and to reflect the different practical role that importance and actual performance measures play in Human Resource Management decisions. To enable assessment of the contribution that the facets made to overall performance, a single item measure of the overall performance of the Western expatriate was also used.

The first group of hypotheses addresses differences between the Western expatriate and Thai group's ratings of importance (Hypothesis 1.1), actual performance (Hypothesis 1.2) and the contribution made by the items to overall performance (Hypotheses 1.3). The second group of hypotheses is based on the importance ratings of the items. These hypotheses were used to investigate differences between the model of task and contextual performance in the literature, and respectively, the models identified for the Western expatriate group (Hypothesis 1.4), and for the Thai group (Hypothesis 1.5), and differences between models identified for the Western expatriate and Thai groups (Hypothesis 1.6). The final group of hypotheses (Hypotheses 1.7-1.9) addresses similar issues as covered in Hypotheses 1.4-1.6, but used the actual performance ratings. These hypotheses are summarised in Table 4.1 and discussed separately in the following sections.

Table 4.1 Research Issue 1 and Hypotheses.

<p>Research Issue 1 How do Thai and Western managers and professionals perceive the performance behaviours, and how do these behaviours contribute to the overall effective performance of the Western expatriate working in Thailand?</p>
<p>Hypotheses relating to individual performance related behaviours (task and contextual performance) items and their contribution to overall effectiveness</p> <ul style="list-style-type: none"> • <i>Hypothesis 1.1: The stated importance of individual performance behaviour items (facets) to the perception of overall effective performance of the Western manager operating in the Thai business cultural context will vary across cultures.</i> • <i>Hypothesis 1.2: The actual rating of individual performance behaviour items (facets) will vary between the Thai and Western expatriate groups.</i> • <i>Hypothesis 1.3: There will be differences between the Thai and Western expatriate groups as to which specific facets of performance behaviour contribute to their global assessments of performance.</i> <p>Hypotheses relating to the factor structure of items measuring the importance of the task and contextual dimensions to the perceived performance of a Western expatriate</p> <ul style="list-style-type: none"> • <i>Hypothesis 1.4: When Western expatriate managers and professionals rate their perceptions of the importance of task and contextual behaviour items to the effective performance of Western expatriates working in Thailand, the factor structure identified will not be consistent with the task and contextual performance factors described in the literature.</i> • <i>Hypothesis 1.5: When Thai managers and professionals rate their perceptions of the importance of task and contextual behaviour items to effective performance of Western expatriates working in Thailand, the factor structure identified will differ from the task and contextual performance factors described in the literature.</i> • <i>Hypothesis 1.6: The component structures of the preferred solutions identified as best capturing the perceptions of the importance of the task and contextual behaviour items to the performance of expatriates working in Thailand will differ between the Thai and Western expatriate groups.</i> <p>Hypotheses relating to the factor structure of items measuring the perceived actual performance of the Western expatriate, using the identified task and contextual performance items</p> <ul style="list-style-type: none"> • <i>Hypothesis 1.7: When Western managers and professionals rate their actual performance behaviour while working in the Thai business cultural environment, the work performance factors will not be consistent with the task and contextual performance factors described in the literature.</i> • <i>Hypothesis 1.8: When the Western managers and professionals are rated on their actual performance behaviour in the Thai business cultural environment by Thai managers and professionals who they work with, the work performance factors will differ from the task and contextual performance factors described in the literature.</i> • <i>Hypothesis 1.9: The component structures of the preferred solution identified as best capturing the actual work performance behaviour of the Western expatriate working in Thailand will differ between the Thai and Western expatriate groups.</i>

4.2.1 Discussion of performance related behaviour hypotheses

4.2.1.1 Hypothesis 1.1: Differences Between Thai and Westerners in the Importance of Performance Related Behaviour of Expatriates

Hypothesis 1.1: The stated importance of individual performance behaviour items (facets) to the perception of overall effective performance of the Western manager operating in the Thai business cultural context will vary across cultures.

Results of the MANOVA performed on importance ratings support the first hypothesis. Significant group differences were found for three of the work performance items: *planning and organizing work, meeting deadlines, and maintaining harmony in the workplace*, with the last being included tentatively on the basis of its marginal significance. The Thai group, relative to the Western group, reported a higher level of importance attached to the first two items, and a lower level of importance for the third item.

My explanation of these findings does not directly dispute the claim of general cultural differences between Thai and Westerners, as already discussed. I am, however, suggesting that the findings provide evidence of Thai and Westerners adapting their expectations based on the situation in which they find themselves. For the item, *meeting deadlines*, three possible, and not mutually exclusive, explanations exist. First, educated, professional Thai managers recognize the importance of deadlines in achieving organizational goals. As such, they place a higher importance on this item regardless of the importance placed on it in Thai culture. Second, behaviour that leads to meeting deadlines is one of the behaviours expected by Thai from Western expatriates. Indeed, perceptions that Westerners meet deadlines more effectively than Thai may be a key reason for employing a Western manager or professional. These explanations were not explicitly identified by

respondents in the qualitative stage. However, they were implicitly evident in the description of the expected roles of Western managers and professionals identified during the discussion of socio-biographical characteristics. When I discussed these interpretations with the Thai reference group, they felt that both of these explanations applied. On balance, they believed that the latter explanation was more consistently true.

Third, from a Western perspective, it could be argued that Western managers place less importance on meeting deadlines in the Thai business context than they would in the West, which accounts for the lower importance rating assigned by Westerners. In the qualitative stage of this study, Western managers discussed the need to adjust their behaviour to 'the way things are done in Thailand'. In Thai, there is a phrase "*mai bhen rai*", which literally means "no problems" or "don't worry about that". It is often used to describe the act of delaying action, ignoring a problem, or to simply indicate that something is unimportant, or has low priority. Clearly, the phrase applies to the perception of deadlines in Thailand, and may, in turn, influence Western expatriates' view of deadlines. The Thai reference group agreed with this interpretation.

Similar explanations to those described above could be applied to the item *planning and organizing work*. The Thai may recognise the need for planning and organising work, perceive that these behaviours are part of the reason for employing Western managers or professionals, while Westerners think these behaviours are less important in Thailand than in the West.

There is an emphasis on the need to maintain harmony in the popular practical guides to doing business in Thailand (e.g. Cooper, 1991; Holmes & Tangtongtavy, 1996), and in the

literature on Thai cultural values (e.g. Komin, 1990). Further, based on my personal experience in Thailand and discussion with the Thai reference group, it is clear that in pre-departure training, and the orientation and induction programs provided to expatriates on arrival, the need to maintain harmony is highly emphasised. Thus, the expectation would be that Thai would place greater importance on this item. However, in the research conducted for this thesis, the Western expatriates rated the item *maintaining harmony* as more important than did the Thai.

There are two explanations for this adaptation. Firstly, influenced by the expectations created by training and orientation, Western managers report a high importance for this item. While Thai managers also believe that harmony is important for a Thai manager, they do not expect the Western manager to perform as highly in this area. Therefore, in relative terms, the Thai managers' importance placed on it is not as high as the Western managers'. The finding of a mismatch in the estimation of the importance of harmony is consistent with Selmer (1996), who found that Norwegian managers overemphasised the importance to Thai of the need to maintain a workplace low in tension and conflict. This is evidence of cultural adaptation by both sides. Alternatively, of course, it may be that educated, professional Thai have modified their expectations of harmony in business settings overall. Several members of the Thai reference group were surprised as to this finding regarding harmony, however, on reflection they agreed that both explanations were feasible.

4.2.1.2 Hypothesis 1.2: Differences Between Thai and Westerners in the Rating of Actual Performance Related Behaviour of Expatriates

Hypothesis 1.2: The actual rating of individual performance behaviour items (facets) will vary between the Thai and Western expatriate groups.

Results from the MANOVA of performance ratings support the hypothesis that some performance items show differences between cultural groups. Again, there is evidence of adaptation of expectations by both the Thai and Westerners. In this case, it is reflected in the actual rating of the Western managers' or professionals' performance. For the item, *accepting responsibility for one's actions and their effects on others*, the Thai managers rated the performance of the Western managers less favourably, on average, than the Western managers rated themselves. As there was no significant difference placed on the importance of this item, the finding reflects differences in perceptions of what is perceived as good performance. Possibly, the Western expatriates believe, based on their cultural frame of reference, that they are accepting responsibility. However, in the cultural environment in which they are operating, the Thai do not perceive them to be doing so. Perhaps the Thai, due to cultural reasons such as power distance and the Thai concept of "Greng Jai" (mutual responsibility), have a higher expectation of performance by all managers against this item than do the Western expatriates. These explanations were neither strongly supported nor strongly discounted by the Thai reference group. Specifically, the Thai word "Choy Choy" was used by several members of the reference group to describe their attitude to this proposition. Although, there is no direct translation for the idiomatic use of this term, it can mean "maybe or maybe not", "don't know", "don't care", or "I do know but (for a variety of reasons) won't tell you".

Western managers and professionals gave higher average performance ratings on the items *showing initiative and volunteering to help others* and *developing the knowledge and skills of others* than their Thai counterparts. This may be related to Thai expectations of Western expatriates, rather than of all managers. It is possible that, consistent with Fisher and Härtel (1998), Thai managers may see these two items as intrinsic to the Western manager's role or, indeed, the prime reason for the employment of Western expatriates in Thailand. The performance expectation held by the Thai in relation to these items would therefore be high, which in turn would make it more difficult for the Western expatriate to be perceived as performing well. Concurrently, the Western expatriate is assessing their own performance against the lower level of importance placed on these items in the Western cultural context, which means they would attribute a higher performance rating to themselves. The Thai reference group supported this explanation.

Thai managers rated the Western expatriate more highly than did Westerners on performance for the item, *following the organization's policies, rules and procedures*. In this case, the Western expatriates may believe they are following rules less rigorously than they would have to if they were still working in a Western business environment. Conversely, the Thai may believe the Western managers are following the rules comparatively more rigorously than would normally be the case in Thailand, based on their cultural frame of reference. Again, the Thai reference group agreed with these interpretations.

4.2.1.3 Hypothesis 1.3: Differences Between Thai and Westerners in the Contribution Performance Related Behaviour Makes to Overall Expatriate Performance

Hypothesis 1.3: There will be differences between the Thai and Western expatriate groups as to which specific facets of performance behaviour contribute to their global assessments of performance.

Both groups recognized the contribution that *exhibiting overall technical competence or skill* and *encouraging and valuing staff participation in decision-making* had on global performance assessments. One of the key issues identified in the Thai cultural literature and interviews in the qualitative stage of the research was the need to maintain harmony. However, the item *maintaining harmony in the workplace* did not contribute to the overall rating. As discussed earlier, this could mean that the Thai do not expect Western managers and professionals to maintain harmony, so it does not contribute to their rating of the Western managers. The Thai reference group agreed with this interpretation.

The Thai managers and professionals felt that the item *accepting responsibility for one's actions and their effect on others*, contributed highly to the single global assessment of performance. The importance placed on this item supports my previous explanation for the differences in actual performance scores, as it provides evidence that accepting responsibility significantly contributes to the Thai's overall assessment of performance. Similarly, the expatriate's consideration of the effect of their actions on others may demonstrate empathy, which the Thai may view as desirable in work colleagues. Therefore, looking at all three facets identified by the Thai group, it can be argued that the Thai seek managers, co-workers and subordinates who are task competent, participative and empathetic. These facets are similar to those found in the three factor models of Asian

leadership, suggested by Fisher and Bibb (1998; 2002), and of Japanese Leadership suggested by Peterson, Smith and Tayeb (1993). In contrast, Westerners do not see empathy as contributing directly to overall perceived performance but rather believe that the Thai look for behaviours *accepting responsibility for one's actions and their effect on others, exhibiting overall technical competence or skill and encouraging and valuing staff participation in decision-making*. These different perspectives support Hypothesis 1.3.

4.2.1.4 Hypothesis 1.4: Differences in the Western Factor Structure of the Importance of Performance Items to Expatriate Performance

Hypothesis 1.4: When Western expatriate managers and professionals rate their perceptions of the importance of task and contextual behaviour items to the effective performance of Western expatriates working in Thailand, the factor structure identified will not be consistent with the task and contextual performance factors described in the literature.

As can be seen from Table 4.2, the factor components for the Western dataset are not readily interpretable under the task and contextual performance factors defined in the literature, thus supporting this hypothesis. For example, *showing initiative and volunteering to help others* would be considered in the literature to be a contextual performance item, as defined by Van Scotter and Motowidlo (1996). However, the factor structure clearly places it with items such as *planning and organizing work and meeting deadlines*, which themselves, would be considered task performance. One possible explanation for this counterintuitive result is the Western managers' knowledge of and adaptation to the Thai cultural environment. For instance, the role of the expatriate manager, regardless of their level, was regarded as intrinsically both catalytic and supportive. Therefore, in the Thai business environment, initiating and helping others is

intrinsic to task proficiency. Similarly, it could be argued that the complex nature of the item *accepting responsibility for one's actions and their effect on others* reflects the expectations of higher levels of accountability by the expatriate and awareness of the impact one's behaviour has both on the task and contextual aspects of this cultural environment. Thus, given the apparent heightened level of sensitivity of the Western manager participants to Thai cultural issues, I have described component one as "*Task Modified by Cultural Environment*", rather than either task or contextual performance.

Table 4.2 Factor Structures of the Importance of Performance Related Behaviour Items

WESTERN		
(1) Task Modified by Cultural Environment	(2) Interpersonal Facilitation	(3) Job Dedication
Planning and organizing work		
Showing initiative and volunteering to help others		
Meeting deadlines		
	Maintaining harmony in the workplace	
Accepting responsibility for one's actions and their effect on others		
Overall technical competence or skill ^a		Overall technical competence or skill ^a
		Following the organization's policies, rules and procedures
	Developing the knowledge and skills of others	
	Encouraging and valuing staff participation in decision making	
Completing the overall task		

^a Complex item

THAI	
(1) Task Performance in the Thai Cultural Context	(2) Developing and Valuing Others
Planning and organizing work	
Showing initiative and volunteering to help others	
Meeting deadlines	
Maintaining harmony in the workplace	
Accepting responsibility for one's actions and their effect on others	
Overall technical competence or skill	
	Following the organization's policies, rules and procedures
	Developing the knowledge and skills of others
	Encouraging the valuing staff participation in decision making
Completing the overall task	

Components two and three from Table 4.2 separate out the 'narrower' contextual performance constructs of "*Interpersonal Facilitation*" (Component 2) and "*Job Dedication*" (Component 3) as similar to those suggested by Van Scotter and Motowidlo (1996). This finding is also argued to be because of the heightened awareness of the Western manager to the Thai cultural environment. Specifically, the "*Interpersonal Facilitation*" construct is identified by three non-complex items *maintaining harmony*, *developing knowledge and skills of others*, and *encouraging and valuing staff participation in decision making*. The "*Job Dedication*" construct is identified by the item *following the organization's policies, rules and procedures*.

As discussed, the Western managers' perceptions of item importance differed from the task and contextual performance dimensions identified in the Western literature. This would indicate that due to exposure to the Thai business context there is some modification of the relationship between task and contextual performance components. Thus, a degree of crossvergence is evident. There is, however, a caveat that needs to be placed on this interpretation. Similarities exist between the three-component model identified (job task modified by culture, interpersonal facilitation, and job dedication) and the three-component model described by Coleman and Borman (2000), which includes a job task component and two contextual components: interpersonal citizenship and organisational citizenship. There is, therefore, the possibility that the 'true' Western model of performance is a three-, rather than two-dimensional construct, and that the responses of Westerners operating in Thailand merely reflects this situation.

4.2.1.5 Hypothesis 1.5: Differences in the Thai Factor Structure of the Importance of Performance Items to Expatriate Performance

Hypothesis 1.5: When Thai managers and professionals rate their perceptions of the importance of task and contextual behaviour items to effective performance of Western expatriates working in Thailand, the factor structure identified will differ from the task and contextual performance factors described in the literature.

Table 4.2 reveals that a two-component solution is preferred for the Thai dataset. However, the factor structure was not consistent with the two-component solution suggested in the literature, thus supporting Hypothesis 1.5. Rather, the factor structure for the Thai dataset showed a similar pattern to that of the Western dataset, with items usually considered as contextual performance such as *showing initiative and volunteering to help others* loading with traditional task performance items on Factor one, which I have labelled "*Task Performance in the Thai Cultural Context*". The item *maintaining harmony in the workplace* also loads on factor one, which I argue is in line with the interpretation of factors in the Western dataset in that it is perceived as contributing more to proficiency in job specific tasks (Van Scotter & Motowidlo, 1996). Factor two, "*Developing and Valuing Others*", is defined only by the items, *developing the knowledge and skills of others* and *encouraging and valuing staff participation in decision making*.

4.2.1.6 Hypothesis 1.6: Differences Between Thai and Westerners in the Factor Structure of the Importance of Performance Items to Expatriate Performance

Hypothesis 1.6: The factor structures of the preferred solutions identified as best capturing the perceptions of the importance of the task and contextual behaviour items to the performance of expatriates working in Thailand will differ between the Thai and Western expatriate groups.

As described in the previous two sections, there were different preferred solutions for the two datasets than those suggested by the literature, thus supporting Hypothesis 1.6. Differences in the nature of the factors are not only due to the selection of a two-component solution for the Thai dataset and a three-component solution for the Western expatriate dataset. There are also clear differences in the way key items loaded in other possible factor solutions. For instance, in a three-component solution for the Thai dataset, *maintaining harmony* remained loaded on factor one, representing a modification of the task performance behaviour factor evident in the existing literature, which would place such a relationship oriented item in contextual rather than task performance. This finding supports the suggestion that Thai see relationships as a necessary part of achievement as suggested by Komin (1990). Further, in a two-component solution for the Western dataset, the item *following the organization's policies, rules and procedures* did not load on either factor, whereas in the three-component solution it defined the third factor. The difference in the way the item *maintaining harmony in the workplace* loads, as part of "Interpersonal Facilitation" in the Western dataset and "Task Performance in the Thai Cultural Context" for the Thai dataset, also lends support to Hypothesis 1.6. These different factor structures indicate that the task-contextual model does not universally apply to different cultural settings, at least when the importance of items is under consideration.

4.2.1.7 Hypothesis 1.7-1.9: Differences in the Grouping of Perceptions of Actual Expatriate Performance.

In the previous sections, hypotheses related to the perceived importance of performance behaviours were discussed. In this section, three hypotheses on the factor structures that result from the actual performance rating of the Western expatriate, by both the Thai and Western expatriate are discussed. These hypotheses are:

Hypothesis 1.7: When Western managers and professionals rate their actual performance behaviour while working in the Thai business cultural environment, the work performance factors will not be consistent with the task and contextual performance factors described in the literature.

Hypothesis 1.8: When the Western managers and professionals are rated on their actual performance behaviour in the Thai business cultural environment by Thai managers and professionals who they work with, the work performance factors will differ from the task and contextual performance factors described in the literature.

Hypothesis 1.9: The component structures of the preferred solution identified as best capturing the actual work performance behaviour of the Western expatriate working in Thailand will differ between the Thai and Western expatriate groups.

A four-factor solution was preferred for actual performance ratings in the Western dataset (See Table 4.3). This was also consistent with the findings of the qualitative study in which it was predicted that Western expatriates would perceive performance in a more complex manner than predicted by the literature. Again, the data supported perceptions of a more complex performance relationship than predicted in the literature, thus supporting Hypothesis 1.7. The first factor in this solution included items that reflect the expected

role of the expatriate in *helping and developing others*, such as: *showing initiative and volunteering to help others, developing the knowledge and skill of others, encouraging and valuing staff participation and completing the overall task*. Factor two, labelled "*Expatriate Task Role*", included items described earlier as the task-related reasons for the employment of expatriates: *planning and organising work and overall technical competence and skills*. Factor three, labelled "*Harmony and Support*", included the items *maintaining harmony and accepting responsibility for one's actions and their effects on others*. Factor four, "*Expatriate Administrative Role*", included the items: *meeting deadlines and following the organization's policies, rules and procedures*. In interpreting this structure, it should be noted that the item *meeting deadlines* also loaded on Factor one (.404) and *completing the overall task* loaded on Factor four (.397). This model explained 66 % of the variance. By way of comparison, the two-factor model only explained 46% of the variance.

In contrast, a single-factor solution was preferred for the Thai dataset (See Table 3.9). This is consistent with the research conducted in the qualitative stage, where it was identified that the Thai managers drew fewer distinctions between task-related and contextual-related behaviours than did Westerners. As with the importance rating solutions, the loading of items did not support the task-contextual split suggested by the Western literature, thus supporting Hypothesis 1.8. Therefore, the Thai and Western datasets loaded onto different factor structures supporting Hypothesis 1.9.

4.2.2 Performance Related Behaviour Conclusion

The research issue addressed by Study 1 was, *how do Thai and Western managers and professionals perceive effective performance related behaviour*. All the hypotheses related to this first research issue were supported. Differences in perceptions of both importance of behaviours, actual performance of behaviours, and the way that actual behaviours contributed to perceived effective performance were identified. Further, the factor constructs for the ratings of importance items and rating of actual performance items varied both between the Thai and Western groups, and from the task-contextual performance model suggested by the Western literature. A discussion of the implications of these findings appears in Section 5.2 of Chapter 5 of this thesis.

Table 4.3 Factor Structures of Ratings of the Expatriate's Performance Related Behaviour.

WESTERN			
(1) Helping Valuing And Developing Others	(2) Expatriate Task Role	(3) Harmony and Support	(4) Expatriate Administration Role
	Planning and organizing work		
Showing initiative and volunteering to help others			
Meeting deadlines			Meeting deadlines
		Maintaining harmony in the workplace	
		Accepting responsibility for one's actions and their effect on others	
	Overall technical competence or skill		
			Following the organization's policies, rules and procedures
Developing the knowledge and skills of others			
Encouraging and valuing staff participation in decision making			
Completing the overall task			

THAI
Planning and organizing work
Showing initiative and volunteering to help others
Meeting deadlines
Maintaining harmony in the workplace
Accepting responsibility for one's actions and their effect on others
Overall technical competence or skill
Following the organization's policies, rules and procedures
Developing the knowledge and skills of others
Encouraging and valuing staff participation in decision making
Completing the overall task

4.3 Research Issue 2: Intercultural Effectiveness Ability

In this section, I discuss the results of the research relating to the intercultural effectiveness abilities of the Western expatriate in Thailand. Study 2 sought to address *how do Thai and Western managers and professionals perceive intercultural effectiveness abilities and how do these contribute to overall effectiveness?*

Unlike the other two studies, this study was predominately conducted in the quantitative stage. There are three main reasons for this. Firstly, there was an existing measure being utilized in different cultural situations that could be used. Secondly, part of the purpose of this study was to test whether the culture-general construct suggested by previous research described the situation in Thailand. Thirdly, the study aimed to address the criticism that previous research used different sub-sets of items from the original instrument. Therefore, I decided to use the full list of unmodified items in the research conducted for this thesis to enable clear comparison.

Prior to discussing the findings of the research, a number of issues are revisited regarding the research into intercultural effectiveness. In sections 2.4.1 and 2.4.2 a number of weaknesses in intercultural effectiveness research were identified. These included small sample sizes, the predominant use of student rather than field samples, the small number of country environments addressed, inconsistencies in the items used, and the reliance on an expatriate rating of importance only. Further, the reason or purpose of the foreign sojourn was usually unidentified, when members of the sample group could conceivably have a wide variety of purposes (e.g. tourism, employment, or study), which could influence their responses to the instrument. These issues, as well as the use of different items selected

from the original 24-item instrument, place into question the interpretation of the past results.

Therefore, this research extends that conducted by Stening and Hammer (1992), which used only 12 items of the original 24 items in Hammer et al. (1978) and assumed the culture-general factor structure to investigate the correlation between these factors and satisfaction and effectiveness. However, as the argument has been developed that these factors may not be reliable, the items are used in a regression rather than factors in a correlation as conducted by Stening and Hammer (1992). This research also extends that conducted by Dean and Popp (1990) who used 16 of the 24 items in the Hammer et al. (1978) instrument to examine differences in the importance of items between managers of different nationalities in different cultural environments. Key aspects of the prior research are documented in Table 4.4.

Table 4.4 Research Methods used in Studies of Intercultural Effectiveness.

Instruments and Results	This research	Hammer, Gudykunst & Wiseman (1978)	Abe & Wiseman (1983)	Hammer (1987)	Dean & Popp (1990)	Stening & Hammer (1992)
Number of items used in study	24	24	24	24 (13) ^a	16	12 [#]
Main techniques used	Exploratory Factor Analysis	Exploratory Factor Analysis	Exploratory Factor Analysis	Confirmatory Factor Analysis	ANOVA, Descriptive Statistics	Descriptive Statistics Scale Reliability Pearson Correlation ANOVA
Number of items in model	20	18	17	13 items that were common to the Hammer et al. (1978) & Abe & Wiseman (1983) models	16	12
Importance or Actual	Both	Importance	Importance	Importance	Importance	Importance
Rated by	Both Expatriate and Host National	Expatriate Only	Expatriate Only	Expatriate Only	Expatriate Only	Expatriate Only
Number of factors	2 ^c	3	5	3 & 5	5 ^b	3
Variances Explained	35% ^c	Stated 72.2%	61%	Not Stated	N/A ^b	N/A
Scale Reliabilities	.685-.805 ^c	Not Stated	Not Stated	Not Stated	N/A ^b	.50 – .68 ^a

^a Only the 13 items that were common to both the models were used in the factor analysis

^b Dean & Popp used ANOVA, and related importance of items to Abe & Wiseman's culture specific/ culture general factors deductively

^c Rating of importance by Western Dataset

Arguably, these research limitations contribute to the debate over which of the two factor structures evident in the literature is superior. The first of these is a three-component model, identified by Hammer et al. (1978) and subsequently supported by Hammer (1987). The three factors in this model are "*the ability to communicate effectively*", "*the ability to establish interpersonal relationships*", and "*the ability to cope with psychological stress*". This model is argued to be cultural general, rather than culture specific.

The alternate model suggested by Abe and Wiseman (1983) and supported by the research of Dean and Popp (1990) argues that intercultural effectiveness is culture specific rather than culture general. The factors identified are, "*the ability to communicate interpersonally*", "*the ability to adjust to different cultures*", "*the ability to adjust to different societal systems*", "*the ability to establish interpersonal relationships*", and "*the ability to understand others*".

Hammer (1987) conducted a confirmatory factor analysis of the importance responses of 210 American students using only the items that were common to the Hammer et al. (1978) and Abe and Wiseman (1983) models and concluded that the three-factor culture general model was 'superior'. However, that conclusion was predominantly based on parsimony rather than based on other compelling theoretical or statistical arguments, with the three-factor solution describing the situation more simply. In the research conducted for this thesis, an exploratory factor analysis was conducted, using ratings of expatriates of the importance of the 24 items originally used in the Hammer et al. (1978) article in order to make the broadest comparison possible with extant research, some of which used sub-sets of the original 24 items.

The following sections of this chapter deal with importance (Hypotheses 2.1, and 2.4-2.6) and actual rating (Hypotheses 2.2, 2.3 and 2.7-2.9). Differences between groups are addressed in discussion of Hypotheses 2.3, 2.6 and 2.8. The hypotheses are listed in Table 4.5.

Table 4.5 Research Issue 2 and Hypotheses.

Research Issue 2: How do Thai and Western managers perceive intercultural abilities of the Western expatriate working in Thailand and how does this contribute to the intercultural effectiveness and the overall effective performance of the Western expatriate working in Thailand?

Hypotheses relating to intercultural effectiveness items and their contribution to overall performance

- *Hypothesis 2.1: The stated importance of individual intercultural effectiveness ability items (facets) to the perception of overall effective performance of the Western manager operating in the Thai business cultural context will vary between the Thai and Western expatriate groups.*
- *Hypothesis 2.2: The actual rating of individual intercultural effectiveness ability items (facets) will vary between the Thai and Western expatriate groups.*
- *Hypothesis 2.3: There will be differences between the Thai and Western expatriate groups as to which intercultural effectiveness ability items (facets) contribute to their global assessments of performance.*

Hypotheses relating to the factor structure of the importance of intercultural effectiveness items to the perceived performance of Western expatriates

- *Hypothesis 2.4: When Western expatriate managers and professionals rate their perceptions of the importance of intercultural effectiveness ability items to the effective performance of Western expatriates working in Thailand, the factor structure identified will not be consistent with the structures described in the literature.*
- *Hypothesis 2.5: When Thai managers and professionals rate their perceptions of the importance of intercultural effectiveness ability items to effective performance of Western expatriates working in Thailand, the factor structure identified will differ from structures described in the literature.*
- *Hypothesis 2.6: The component structures of the preferred solutions identified as best capturing the perceptions of importance the intercultural effectiveness ability items to the performance of expatriates working in Thailand will differ between the Thai and Western groups.*

Hypotheses relating to the factor structure of items measuring perceived actual intercultural effectiveness of the Western expatriate

- *Hypothesis 2.7: When Western managers and professionals rate their actual intercultural ability while working in the Thai business cultural environment, the factor structure identified will not be consistent with the task and contextual performance factors described in the literature.*
- *Hypothesis 2.8: When Western managers and professionals are rated on their actual intercultural ability in the Thai business cultural environment, by Thai managers and professionals who they work with, the factor structure identified will differ from the factors described in the literature.*
- *Hypothesis 2.9: The component structures of the preferred solutions identified as best capturing the actual intercultural ability the Western expatriate working in Thailand will differ between the Thai and Western expatriate groups.*

4.3.1 Intercultural Effectiveness Ability and its Contribution to Overall Performance

4.3.1.1 Hypothesis 2.1: Differences Between Thai and Westerners in the Importance of Intercultural Effectiveness Abilities to Overall Effective Expatriate Performance

Hypothesis 2.1: The stated importance of individual intercultural effectiveness ability items (facets) to the perception of overall effective performance of the Western Manager operating in the Thai business cultural context will vary between the Thai and Western expatriate groups.

There were a total of ten significant differences between the Thai and Western expatriates in their rating of the importance of intercultural effectiveness items. The Western dataset placed greater importance on possessing the abilities to *effectively deal with frustration, unfamiliar situations, different social customs, unforeseen problems, communication misunderstandings and different communication styles, to effectively work with other people, and to accurately understand another person's point of view*. In only one item case did the Thai rate an item as more important than the Western expatriate. This item was *to effectively deal with the pressure to conform*.

The higher rating of so many items by Western expatriates indicates that there are differences in understanding between the Thai and Western groups as to the specific challenges a Western expatriate may face working in the Thai business environment. While the Thai reference group indicated that Thailand was unique, and in some cases stated that a Western expatriate could never fully understand Thai culture, they also had difficulty linking this general perception with the specific challenges identified in the thesis research. Indeed, some reverted to the statement that because Westerners were generally respected these issues would not cause problems. Subsequently, Hypothesis 2.1 was supported.

Further, the fact that there were significant differences in so many items also supports the contention that intercultural effectiveness has at least some culture-specific components.

4.3.1.2 Hypothesis 2.2: Difference Between Thai and Westerners in the Rating of Actual Intercultural Effectiveness Abilities of Expatriates

Hypothesis 2.2: The actual rating of individual intercultural effectiveness ability items (facets) will vary between the Thai and Western expatriate groups.

There was a significant difference found in the intercultural effectiveness abilities, namely, facets *to effectively deal with unfamiliar situations* and *to effectively deal with changes in lifestyle*. In both cases the Western expatriates, on average, rated themselves higher than they were rated by the Thai. Both items are about dealing with fundamental change in the environment in which the expatriate operates, rather than aspects of the internal self, such as dealing with frustration or anxiety. This indicates that the Westerner believes that they are dealing more effectively with two readily observable aspects of the Thai business environment than the Thai believe them to be. This may be evidence of self-serving bias (Gioia & Sims, 1985; Harvey & Weary, 1984). The results support Hypothesis 2.2.

4.3.1.3 Hypothesis 2.3: Differences Between Thai and Westerners in the Contribution Intercultural Effectiveness Abilities Make to Overall Expatriate Performance

Hypothesis 2.3: There will be differences between the Thai and Western expatriate groups as to which intercultural effectiveness ability items (facets) contribute to their global assessments of performance.

This hypothesis was supported. There was no congruence between the Thai and Western groups on the specific facets that contributed to the single global measure of performance. For the Western dataset, three items contributed to overall performance: *to deal effectively with different communication styles*, *to effectively communicate in the language of the host culture* and *to maintain satisfying interpersonal relationships with other people*. While none of these performance predictors are surprising, it is interesting that none of these appear in the Thai model. *To deal effectively with different communication styles* would seem to be a fundamental issue for the expatriate manager, while the need *to maintain satisfying interpersonal relationships* reflects the isolation expatriates experience in foreign cultures.

Three reasons are proposed for *the ability to communicate in the host country language* appearing in the model derived from the Western dataset. The first deals with isolation and general functioning in a foreign country. Some Thai language ability is necessary, even if it is only to give direction to taxi drivers. The second deals with the specific need to communicate on a day-to-day basis in the work situation. The third reason reflects the need for direct communication without the filtering involved with translators or assistants, and the associated autonomy that flows from this, which language proficiency would provide. The absence of this item in the Thai model may relate to the belief by Thai respondents that they speak English, as do many educated Thai, so it is not essential for the expatriate to speak Thai. Alternatively, the sample may have included subordinates and co-workers whose role is, at least in part, to communicate to non-English speaking Thai when the Western expatriate cannot. If the Western expatriate is fluent in Thai, the role of these subordinates and co-workers is diminished.

For the Thai, there are two facets that contribute to the single global measure of performance. The first of these is *the ability to accurately understand the feelings of other people*. Given the focus on harmony that exists in Thai culture (e.g. Komin, 1990), this finding is unsurprising. The second contributing facet is *the ability to cope with financial difficulties*. On the surface, this may seem to be a strange finding. However, a relatively simple explanation exists supported by the discussions with the Thai reference group. The reason this ability is perceived by the Thai to contribute to global performance is that the most frequent complaints that Western expatriates express to Thai co-workers relate to financial issues. This is because Westerners express frustration with the need to pay traffic police 'bribes' to avoid penalty, or 'tea money' to minor government officials to facilitate the processing of basic services; the official dual pricing based on race in many public sector transactions; the dual pricing practice for accommodation, goods and services in the private sector; or the real or imagined financial injustices inflicted on them. However, according to the Thai reference group, there is little sympathy for the expatriate's position for three reasons. Firstly, generally they are paid more than Thai managers and professionals doing the same job, so there is a belief among Thai that dual pricing is fair. Secondly, there appears to be a general lack of awareness of the extent of dual pricing among Thai. Finally, this is compounded by the view that while Thai can criticize Thailand, expatriates should not. Indeed, if an expatriate has an extensive knowledge of the orts, injustices and shortcomings of Thailand, there is even a saying with a hidden meaning to describe the foreigner; "*Ferang rhu mark*"; literally meaning that "*the foreigner knows much*", but in reality, means "*the foreigner knows too much*". Thus, an expatriate is seen to be either not coping or hostile to Thai, if he or she complains about financial issues and this, in turn, impacts on the overall perception of the expatriate's performance.

4.3.2 Differences in the Grouping of the Importance of Intercultural Effectiveness Items

There is debate in the literature as to the applicability of a three-factor culture-specific model of intercultural effectiveness, or five-factor culture-specific and culture-general model of intercultural effectiveness. As the arguments did not appear convincing for either model because of limitations of the extant research discussed in Section 2.4.1 and 2.4.2, I elected to conduct exploratory rather than confirmatory factor analyses. Consistent with the research previously conducted on intercultural effectiveness, which use variants of the instrument developed by Hammer et al. (1978), Hypotheses 2.4-2.6 are based on the perceptions of the importance of personal ability items. Table 4.6 provides a summary of the importance factors identified in the research conducted previously by others (Abe & Wiseman, 1983; Hammer et al., 1978; Stening & Hammer, 1992) and the preferred factor structures of the rating of the importance of the intercultural effectiveness items by the Thai and Western expatriate groups in the research conducted for this thesis.

4.3.2.1 Hypothesis 2.4: Differences in the Western Factor Structure of the Importance of Intercultural Effectiveness Abilities to Expatriate Performance.

Hypothesis 2.4: When Western expatriate managers and professionals rate their perceptions of the importance of intercultural effectiveness ability items to the effective performance of Western expatriates working in Thailand, the factor structure identified will not be consistent with the structures described in the literature.

For the Western expatriate dataset (Table 4.6), a two-component solution was selected. The first factor labeled, "*Dealing with Practical Difficulties*", included the items *conflict, lifestyle change, unfamiliar situations, stress, pressure to conform, financial difficulties,*

social alienation, language, customs, unforeseen problems, interaction with strangers, meaningful relationships, anxiety and different educational systems. This factor had a high scale reliability ($\alpha=.8045$). The second factor, "*Ability to Work with Others*" ($\alpha=.6843$) included the items: *ability to deal with frustration, to understand the other's point of view, deal with different communication styles, maintain interpersonal relations, understand the feelings of others and working with others.* By way of comparison, scale reliabilities of the Stening and Hammer (1992) study, which used 12 of the 24 items and assumed the Hammer et al. (1978) three-factor model, were $\alpha=.60$ for "*Intercultural Stress*", $\alpha=.50$ for "*Intercultural Communication*", and $\alpha=.68$ for "*Develop Relationship*".

Table 4.6 Importance of Intercultural Effectiveness Abilities Factors Reported by Other Researchers and in Thesis.

Abe & Wiseman (1983)	Hammer (1987)	Stening & Hammer (1992)	Western Importance (Thesis)	Thai Importance (Thesis)
Communicate Interpersonally <ul style="list-style-type: none"> • Communication style • Education systems • Communication misunderstandings • Meaningful dialogue • Unforeseen problems 	Stress <ul style="list-style-type: none"> • Frustration • Stress • Anxiety • Political systems • Pressure to conform • Social alienation • Financial difficulties • Interpersonal conflict 	Intercultural stress <ul style="list-style-type: none"> • Frustration • Stress • Political systems • Anxiety 	Factor 1 Practical difficulties <ul style="list-style-type: none"> • Conflict • Unfamiliar situations • Lifestyle change • Stress • Pressure to conform • Financial difficulties • Social alienation • Language • Customs • Unforeseen problems • Interaction with stranger • Meaningful dialogue • Anxiety • Education systems 	Factor 3 Stress and coping <ul style="list-style-type: none"> • Frustration • Interpersonal conflict • Unfamiliar situations • Stress • Pressure to conform
Adjust to different cultures <ul style="list-style-type: none"> • Lifestyles • Pressure to conform • Anxiety 	Communication <ul style="list-style-type: none"> • Meaningful dialogue • Interaction with stranger • Communication Misunderstandings • Communication styles 	Intercultural Communication <ul style="list-style-type: none"> • Initiate interactions • Meaningful dialogue • Communication Misunderstandings 	Factor 2 Work with other from another culture <ul style="list-style-type: none"> • Frustration • Others point of view • Communication styles • Interpersonal relations • Feelings of others • Other people 	Factor 2 Intercultural coping <ul style="list-style-type: none"> • Financial difficulties • Alienation • Political systems • Language • Social customs • Interaction with strangers • Educational Systems
Different Societal Systems <ul style="list-style-type: none"> • Financial difficulties • Political systems • Social alienation 	Relationship <ul style="list-style-type: none"> • Feelings of others • Develop relationships • Maintain relationships • Work with others • Emphasise with others • Social customs 	Intercultural Relationship <ul style="list-style-type: none"> • Develop relationships • Maintain relationships • Understand others feelings • Empathize with others • Work with others 	Factor 1 Empathy <ul style="list-style-type: none"> • Develop relationships • Understand others point of view • Communication styles • Maintain relationships • Feelings of others • Empathise • Work with others 	
Establish interpersonal relationships <ul style="list-style-type: none"> • Maintain interpersonal relationships • Develop interpersonal relationships 				
Understand Others <ul style="list-style-type: none"> • Work with other people • Empathize with others • Understand feelings of others 				

The two-factor model supported in this research is different from the three- and five-factor models described in the literature (See Sections 2.3.1, and 4.3.1 for summaries and discussion of these models). As such, Hypothesis 2.4 is supported. In addition, it has a simpler structure than that which is evident in the previous research, and thus is more parsimonious.

As the model is based on the ratings of importance of the intercultural ability items by expatriates, it is the model that can be most directly compared with the others in the literature. The model explained 35% of the variance, however, this is a smaller level of variance explained by the three-factor model in Hammer et al. (1978), which explained 72.2%. In terms of the research conducted by Abe and Wiseman (1983), 61 % of variance was explained by their five-factor model. Their sample was 57 Japanese students who were on a two-week study tour of America. Arguably, similar issues related to sample and context, exist between this study and that by Abe and Wiseman (1983).

This disparity is due, in part, to the differences in the nature of the sample, which is to be expected. The original sample was 53 U.S. students who had been abroad for a minimum of 3 months, for unspecified purposes, in a variety of countries. The sample for the research conducted in this thesis was a field sample of expatriates who were working in Thailand at the time of the research. Another reason for the lower variance is the survey question, which asked how the intercultural effectiveness items contributed to the effective performance of an expatriate working in Thailand. Intercultural effectiveness may be only one contributor to overall effectiveness, and as such, in this context, it is not surprising that a lower variance was explained. Additionally, both the Hammer et al. (1978) and Abe and Wiseman (1983) sample sizes were quite small (53; 57). The variance explained by each

could, thus, be an artifact of the sample size. Further, the ratio of participants to items was far less than the five to one ratio suggested by Coakes and Steed (1997). As such, volatility in the amount of variance explained could be expected. The sample used in this study conformed to the five to one minimum ratio.

4.3.2.2 Hypothesis 2.5: Differences in the Thai Factor Structure of the Importance of Intercultural Effectiveness Abilities to Effective Expatriate Performance

Hypothesis 2.5: When Thai managers and professionals rate their perceptions of the importance of intercultural effectiveness ability items to effective performance of Western expatriates working in Thailand, the factor structure identified will differ from structures described in the literature.

One of the limitations of the extant research is that it relies only on the expatriate's perceptions to identify the importance of items, and subsequently component solutions. The research conducted in this thesis addressed this limitation through sampling Thai manager perceptions of the Western expatriate's performance. For the Thai dataset, a three-component solution was identified: "Empathy" ($\alpha=.7851$), "Intercultural Coping" ($\alpha=.7784$) and "Stress and Coping" ($\alpha=.8190$). (See Table 4.6) The "Empathy" factor included the items *developing relationships, maintaining relationships, understanding others point of view, communication styles, feelings of others, empathise and work with others*. The "Intercultural Coping" factor included *dealing with financial difficulties, social alienation, political systems, language, social customs, interaction with strangers and educational systems*. The "Stress and Coping" factor included *frustration, interpersonal conflict, unfamiliar situations, stress and pressure to conform*. These three

factors explained 55% of the variance. This model is different to the three and five factor models described in the literature and thus, Hypothesis 2.5 is supported.

4.3.2.3 Hypothesis 2.6: Differences Between Thai and Westerners in the Factor Structure of the Importance of Intercultural Effectiveness Abilities to Expatriate Performance

Hypothesis 2.6: The factor structures of the preferred solutions identified as best capturing the perceptions of importance the intercultural effectiveness ability items to the performance of expatriates working in Thailand will differ between the Thai and Western Groups.

As evident in the previous discussions, the component structures differed between the Thai and Western groups. As such, this hypothesis was supported, indicating that the abilities that are important to effective performance are grouped differently. This can be extrapolated to mean that Thai and Western expatriates view expatriate performance differently. Stening and Hammer (1992), comparing the views of small numbers of Japanese expatriates working in Thailand and America, and American expatriates working in Japan and Thailand, concluded that the cultural background of the expatriate, rather than the host country, influences the expatriate views of their own intercultural abilities.

From the research conducted for this thesis, it can be argued that the cultural background of the rater, in this case a Thai host-country rater, and a Western expatriate, influence perceptions of the intercultural abilities of the Western expatriate held by these raters.

4.3.2.4 Hypothesis 2.7-2.9: Differences in the Grouping of Perceived Actual Expatriate Intercultural Effectiveness Abilities

The research into intercultural effectiveness has relied on the expatriate's rating of the importance of personal ability items to intercultural effectiveness. While the perceived importance of personal ability items is an important area of research, I argue that it is important, for both theoretical and practical reasons, to investigate the component structures of actual performance. It is actual performance that influences organisational outcomes, and differences in the way that actual performance is perceived influence a range of human resource management functions including performance appraisal. The research conducted for Hypotheses 2.7-2.9 addressed the issue of how actual performance of 'personality ability items' are grouped. The specific hypotheses related to this issue are:

Hypothesis 2.7: When Western managers and professionals rate their actual intercultural ability while working in the Thai business cultural environment, the factor structure identified will not be consistent with the task and contextual performance factors described in the literature.

Hypothesis 2.8: When Western managers and professionals are rated on their actual intercultural ability in the Thai business cultural environment, by Thai managers and professionals who they work with, the factor structure identified will differ from the factors described in the literature.

Hypothesis 2.9: The factor structures of the preferred solutions identified as best capturing the actual intercultural ability the Western expatriate working in Thailand will differ between the Thai and Western expatriate groups.

Table 4.7 provides a summary of the actual intercultural ability rating factors identified in the research conducted previously by others (Abe & Wiseman, 1983; Hammer et al., 1978; Stening & Hammer, 1992) and the preferred factor structures for the rating of the Western expatriate group identified by the Thai and Western expatriate groups in the research conducted for this thesis.

A three-factor solution was preferred for the Thai dataset's performance ratings against the personal ability items. This solution was different from both the three-factor and five-factor solutions in the existing literature, and from the models identified by the Western dataset. Therefore, Hypothesis 2.7 was supported. The three factors were labelled: *"Communication and Relationships"*, *"Stress and Coping"* and *"Social Coping"*. The scale reliabilities of these factors were .9294, .8957 and .8289 respectively (Cronbach's alpha computation method), and the model explained 62 % of the variance.

Table 4.7 Actual Intercultural Effectiveness Abilities Rating Factors Reported by Other Researchers and in Thesis.

Abe & Wiseman (1983)	Hammer (1987)	Stening and Hammer (1992)	Westerner actual (Thesis)	Thai actual (Thesis)
Communicate interpersonally <ul style="list-style-type: none"> • Communication style • Education systems • Communication misunderstandings • Meaningful dialogue • Unforeseen problems 	Stress <ul style="list-style-type: none"> • Frustration • Stress • Anxiety • Political systems • Pressure to conform • Social alienation • Financial difficulties • Interpersonal conflict 	Intercultural stress <ul style="list-style-type: none"> • Frustration • Stress • Political systems • Anxiety 	Factor 2 Stress and coping <ul style="list-style-type: none"> • Stress • Pressure to conform • Financial difficulties • Social alienation • Anxiety 	Factor 2 Stress and coping <ul style="list-style-type: none"> • Frustration • Unfamiliar situations • Stress • Pressure to conform • Financial difficulties • Unforeseen problems
Adjust to different cultures <ul style="list-style-type: none"> • Lifestyles • Pressure to conform • Anxiety 	Communication <ul style="list-style-type: none"> • Meaningful dialogue • Interaction with stranger • Communication Misunderstandings • Communication styles 	Intercultural Communication <ul style="list-style-type: none"> • Initiate interactions • Meaningful dialogue • Communication Misunderstandings 	Factor 1 Social adaptation <ul style="list-style-type: none"> • Unfamiliar situations • Lifestyle • Misunderstandings • Develop relationships • Others point of view • Communication styles • Education system • feelings of others • Empathise • Effectively work 	Factor 1 Communication and Relationships <ul style="list-style-type: none"> • Meaningful dialogue • Misunderstandings • Develop relationships • Others point of view • Communication styles • Maintain relationships • Feelings of others • Empathise • Effectively work with others
Different Societal Systems <ul style="list-style-type: none"> • Financial difficulties • Political systems • Social alienation 	Relationship <ul style="list-style-type: none"> • Feelings of others • Develop relationships • Maintain relationships • Work with others • Emphasise with others • Social customs 	Intercultural Relationship <ul style="list-style-type: none"> • Develop relationships • Maintain relationships • Understand others feelings • Empathize with others • Work with others 	Factor 3 Environmental adaptation <ul style="list-style-type: none"> • Language • Social Customs 	Factor 3 Social Coping <ul style="list-style-type: none"> • Lifestyle • Social Alienation • Social customs
Establish interpersonal relationships <ul style="list-style-type: none"> • Maintain interpersonal relationships • Develop interpersonal relationships Understand Others <ul style="list-style-type: none"> • Work with other people • Empathize with others Understand feelings of others				

A three-factor model was also preferred for the Western expatriate dataset. Again, the solution differed from both the models suggested in the literature and the model identified for the Thai dataset. Thus, Hypothesis 2.7 was supported. The three factors were labelled: "*Social Adaptation*" ($\alpha=.8703$), "*Stress and Coping*" ($\alpha=.7129$) and "*Environmental Adaptation*" ($\alpha=.6535$). The model explained 48% of the variance.

Hypothesis 2.9 was also supported as the component structures for the Thai and Western datasets differed. These differences indicate that there are differences between cultures as to how actual performance is perceived.

4.4 Research Issue 3: Socio-Biographical Characteristics

The third study conducted for this thesis focussed on socio-biographical characteristics and their relationship to the perceived effectiveness of Western expatriates working in Thailand. Specifically, the questions addressed were:

1. What socio-biographical characteristics are important to effectiveness and are there differences between Thai and Western expatriate's ratings of importance?
2. Are there differences in the performance rating of the performance of the Western expatriate, by the Thai when asked to rate the socio-biographical characteristics items in relation to the Western expatriate they work with and, the Western expatriate, when asked to rate the items in relation to themselves?
3. Are there differences in the contribution these socio-biographical characteristics make to an overall measure of performance as perceived by the Thai and Western expatriate?

The socio-biographical characteristics identified by Mamman (1995a) were based on literature review and had not been extensively tested. For this reason, a two-stage process, similar to the method utilized in Study 1, was adopted in the thesis. The aims of the first, qualitative stage were:

1. To confirm the importance (or lack of importance) of these items to the Thai business context;
2. To identify if there were other socio-biographical items unique to the Thai socio-cultural environment; and
3. To develop hypotheses to be tested in the quantitative stage of this study.

The key findings of this stage were described in detail in Section 3.7.1 of this thesis. In summary, the consensus view was that age and gender were seen as unimportant if education was appropriate, as were nationality and religion. However, some Western expatriates suggested that gender was of some importance. Thai language ability was also seen as unimportant, although some Western expatriates felt that some Thai language ability was useful. Other intercultural experience was seen as useful by the Western expatriates, but as unimportant by their Thai colleagues. Both Thai and Westerners identified a number of positive and negative prejudices evident in the Thai business environment, but the impact of these was not clear. Both Thai and Western expatriates were conscious of the need for the Western expatriate to play the role expected of them by the Thai.

As no additional socio-biographical characteristics were identified, and the findings from the qualitative study were subsequently tested in the quantitative stage, for clarity and economy I discuss both groups of results together.

4.4.1 Hypotheses Related to Socio-Biographical Characteristics

Based on the literature and the qualitative study, a number of hypotheses were developed. These hypotheses are presented in Table 4.8. The first group of hypotheses deal with perceptions of the importance of socio-biographical characteristics to the performance of Western expatriates working in Thailand. Specifically, it was predicted that *age*, *gender*, *nationality* and *racial background* would not be seen as important to the perceived effectiveness of the Western expatriate, by either the Thai or Western expatriate (Hypotheses 3.1a, 3.2a, 3.3a, & 3.4a), and that the Western expatriate would place greater importance on *age*, *gender*, *nationality*, *racial background* and *Thai language ability* than the Thai (Hypothesis 3.1b, 3.2b, 3.3b, 3.4b & 3.5).

All hypotheses related to importance of *age*, *gender*, *nationality* *racial background* and *Thai language ability* were supported (Hypothesis 3.1a- 3.5). Similarly, the predictions on *age*, *gender*, *nationality* and *racial background* in Hypotheses 3.6 were supported. However, no differences were found in rating of actual *Thai language ability*.

Table 4.8 Research Issue 3 and Hypotheses.

<p>Research Issue 3: What role do socio-biographical characteristics play in the perceptions of the effective performance of the Western expatriate working in Thailand</p>
<p>Hypotheses relating to the perceptions of the importance of socio-biographical characteristics to the performance of Western expatriates working in Thailand</p> <ul style="list-style-type: none"> • <i>Hypothesis 3.1a: Age will be given a low importance rating to the perceived effectiveness of Western expatriates by both Thai and Western expatriates</i> • <i>Hypothesis 3.1b: Western expatriates will place greater importance on age to the perceived effectiveness of the Western expatriate than do Thai working with Western expatriates.</i> • <i>Hypothesis 3.2a: Gender will be given a low importance rating to the perceived effectiveness of Western expatriates by both Thai and Western expatriates.</i> • <i>Hypothesis 3.2b: Western expatriate professionals are more likely to believe that gender is important to the perceived effectiveness of the Western expatriate than are Thai working with Western expatriates.</i> • <i>Hypothesis 3.3a: Nationality will be given a low importance rating to the perceived performance of Western expatriates by either Western expatriates or Thai.</i> • <i>Hypothesis 3.3b: Western expatriates are more likely to believe that the nationality of the expatriate is important to the perceived effectiveness of the Western expatriate than are Thai working with Western expatriates.</i> • <i>Hypothesis 3.4a: Racial background will be given a low importance rating to the perceived performance of Western expatriates by either Western expatriates or Thai.</i> • <i>Hypothesis 3.4b: Western expatriates are more likely to believe that the racial background of the expatriate is important to the perceived effectiveness of the Western expatriate than are Thai working with Western expatriates.</i> • <i>Hypothesis 3.5: Western expatriates will place more importance on Thai language than will Thai working with Western expatriates.</i> <p>Hypotheses relating to the actual impact of socio-biographical characteristics on the performance of the Western expatriate</p> <ul style="list-style-type: none"> • <i>Hypotheses 3.6: There will be differences in level of agreement to statements about the acceptability of age, gender, nationality, language ability and racial background, with Westerners having a higher level of agreement than do their Thai colleagues.</i> • <i>Hypothesis 3.7: There will be differences between the Thai and Western expatriate groups, as to which specific facets of performance contribute to their global assessments of performance.</i>

The second group of hypotheses deal with the actual impact of socio-biographical characteristics on the performance of the Western expatriates. In particular, Hypothesis 3.6 predicts differences between the Thai and Western expatriate group in the level of agreement on the acceptability of the *age, gender, nationality, language ability and racial background* of the Western expatriate. It was predicted that Western expatriates would see these socio-biographical characteristics as more acceptable than their Thai colleagues. Hypothesis 3.7 predicted differences between the Thai and Western expatriate groups in the way individual facets were perceived to contribute to the overall performance of the Western expatriate. I note that in Study 1 and Study 2, only the contribution of actual ratings to effective performance was examined. The evidence that both constructs may be relevant is found in the literature on socio-biographical characteristics (Mamman & Richards, 1996) and in the qualitative stage of the study.

As predicted in Hypothesis 3.7, different models of the contribution made by facets to overall performance of the Western expatriate were identified for the Thai and Western expatriate groups. Specifically, *religion, Thai language ability, and positive stereotypes Western expatriates have about Thai* contributed to the Thai model, while only *the need for Western expatriates to play the role expected of them by the Thai* contributed to the Western model. For clarity and economy, I will discuss these results as a group. The relative lack of importance placed on these items by both Western expatriates and Thai is consistent with recent research into the Thai business context (e.g. Komin, 1990; Pornpitakpan, 1999). This can also be seen as support for the contention that the Thai business context is different from the broader East Asian business context (e.g. Fisher, Bibo, Youngsamart & Chomjunroone, 2000; Paik, Vance & Stage, 2000).

These findings raise several research implications. The assumption, in much of the research in the Asian context, that *age* and *gender* are universally important in all Asian cultures is challenged by this research. The greater importance placed on these issues by the Western respondents may be a function of their own ethnocentrism or their own expectations about Asian culture. Alternatively, as both groups placed relatively low levels of importance on these items, it could be evidence of a two-way cultural adaptation that has led to a crossvergence of culture.

Race and *nationality* were also more important to the Westerner than to the Thai. There are several possible explanations for this. Possibly, what was being measured is the expatriate's own ethnocentrism, or this may be evidence of a growing openness by Thai in general. Alternatively, as the entire Thai sample had English language ability with expatriates, this may be evidence of crossvergence of culture at a professional and managerial level. Further research is necessary to clarify the credibility of these three explanations of race and nationality issues.

Thai language ability appears less important to both groups, particularly to the Thai. Again, as the Thai sample were fluent in English and were professionals working with expatriates, this may be a source of bias. However, this is a common situation experienced by Western expatriates in Thailand, and with a growing educated middle class with English language skills and increasing foreign direct investment by Western firms, it is likely to become more common. It is noted, however, that while this was only rated as slightly important, the Westerners still saw Thai language ability as more important than the Thai did.

The finding that an *appropriate level of Thai language ability* contributes to overall performance in the Thai model but not in the Western model, does not assist in the interpretation. An *appropriate level of Thai language ability* may be different in different contexts. For example, in the qualitative stage it was identified that in some cases English-speaking Thai who work closely with Western expatriates play the role of interpreter. In these situations, the Western expatriate's possession of low or no Thai language ability may be perceived as appropriate from the perspective of the Thai filling the interpreter role. Further investigation of the organisational context and possession of Thai language ability by the Western respondents is needed to clarify the role of language skills in effectiveness in the Thai business context.

Religion, which was seen as unimportant by both the Thai and Western expatriates in the qualitative and the quantitative stages of this study, had a negative Beta in the Thai model, indicating that religion had a negative impact on perceived performance. Three possible explanations for this exist, all of which were supported by members of the Thai reference group. The first was that some expatriates "overly adapt" and try to be more Thai than Thai. Converting to Buddhism and being 'excessively' Buddhist often reflects this. The second suggestion was that there are some expatriates who are evangelical in their Christian views, even if they do not behave in a particularly Christian manner. This group either attempt to convert co-workers, or use their Christian viewpoints to criticise Thai culture and society. The final suggestion was that some expatriates criticise Thailand by comparing Buddhist teachings to the 'realities' of Thai society. Subsequently, in all the cases described, the overt display of religion detracts from perceived effectiveness of the Western expatriate.

For the Western group, playing the role expected by the Thai was the only facet that contributed to overall performance. This is consistent with the findings of the qualitative study. However, in the qualitative study the Thai group also indicated the need for the Westerner to play the role expected. The contribution identified may merely mean that the Western expatriate is merely more strongly aware of this expectation than are the Thai. Further research is needed to clarify this finding.

CHAPTER 5

5 CONCLUSIONS AND RECOMMENDATIONS FOR FURTHER STUDY

5.1 Introduction

In this chapter, I discuss the conclusions and implications of the research conducted for this thesis. After identifying the limitations of the research, the theoretical implications and contributions to the literature of each of the studies are discussed. Subsequently, in Section 5.6, conclusions and theoretical implications that flow from the integration of all three studies are presented. I then describe the practical implications that flow from the individual areas researched. Future directions for research derived from the integration of the three literature areas addressed in the research are described in Section 5.8

5.2 Limitations of the Research Conducted for this Thesis

Prior to presenting the theoretical and practical implications of the research, it is necessary to revisit the limitations of the research conducted for the thesis. In Chapter One of this thesis, five main limitations were identified: a) The classification of Thai and Western managers; b) The sampling methodology and sample size; c) The transferability of the findings outside the Thai-Western situation; d) The transferability of the findings outside the English Thai-Western context; and e) The focus on perceived overall effectiveness as distinct from overall project success.

In the research, I used the Thai classification of '*Ferang*' to group all Westerners. There is the possibility of different cultural values within the Western group influencing the results of the research. While the sample was randomly selected in the quantitative stage of the study, the dyad partner was selected by the other dyad member. This could create a selection bias. Sample size, however, compared favourably with previous studies. Generalisability is limited by the selection of English competent Thai and Western dyad members and the chosen intercultural setting. As noted in Section 1.4, this setting is an important and under-researched area of the Thai business environment. Finally, the focus on individual effective performance means that issues related to the contribution of expatriate performance to organisational or project performance were not addressed.

These limitations could be addressed in future studies, by using larger samples of host country nationals and expatriates, representing a broader range of national backgrounds, and through the incorporation of measures of project or organisational outcomes.

5.3 Theoretical Implications

5.3.1 Theoretical Implications Based on The Findings In Performance Related Behaviour.

The first research study investigated the issue of *how Thai and Western expatriate managers and professionals perceive the effective performance of Western expatriates operating in Thailand*. It drew on the Western, task and contextual performance behaviour literature. In the qualitative stage of this study, the importance of these items were investigated to ensure that they were relevant for testing in the Thai cultural environment,

and additional items were sought. This led to minor adaptation of the items suggested by Motowidlo and Van Scotter (1994). All hypotheses were supported.

Differences between cultural groups were found in ratings of the importance of performance items, ratings of actual performance, and contributions made by actual behavioural items to a single, global measure of performance. However, there was not a significant difference in the importance placed on seven of the ten items, and the actual rating of six of the ten items used to measure performance related behaviour by the Thai and Western datasets. In the three items for which importance was rated differently (*planning and organising work, meeting deadlines and maintaining harmony in the workplace*), the relative importance placed on the items by the groups was opposite of what would be expected from the bulk of the cultural literature. This means that there is cultural adaptation occurring by the Westerner, by the Thai or by both. I contend that both sides are adapting, consistent with the development of a new crossvergent culture. Further, there is evidence that the planning and organising of work and the ability to meet deadlines may be intrinsically expected by the Thai as behaviours Westerners should display. Effectively they are seen as an important part of why Western managers and consultants are employed.

There was clearly a difference in the factor structure of how Western and Thai managers perceive the importance of behavioural items. Further the task and contextual factor structure found for Western managers working in a Western culture did not hold for Westerners working within the Thai cultural environment, with a three-factor structure being preferred. This also provided evidence of adaptation by the Westerner to the Thai cultural environment, which in turn supports the notion of crossvergence suggested by

Ralston, Holt, Terpstra and Kai-Cheng (1995) and Ralston, Gustafson, Cheung and Terpstra (1992). The two-factor structure preferred for the Thai group also did not conform to the task-contextual model in the Western literature. This was consistent with the expectations gained from the qualitative stage of this study, which indicated that Thai had a different, more holistic view of task and contextual performance than did Westerners operating in the West. It should, however, be noted that the Motowidlo and Van Scotter (1994) model of task and contextual performance was based on actual ratings, rather than ratings of importance.

When asked to rate actual performance, however, the preferred models even more strongly indicated differences. For the Thai group, a single factor model was preferred. This provides strong evidence of a more holistic view of the task and contextual items. Further, for the Western group, a four-factor model, arguably reflecting their perceptions of a more complex working environment, was evident.

From a theoretical perspective, the contribution made by these findings can be relatively simply expressed. While the items in the Western literature are perceived to be important, the level of importance may vary between cultural groups, the rating purpose (importance of or actual rating of) may lead to differences in rating, and different items may contribute to performance in the view of raters from different groups. Further, the factor constructs may vary from those suggested by the literature, may vary between cultural groups and may vary when the purpose (importance of or actual rating of) is different. This calls into question the transferability of the task-context model of performance outside of the Western environment in which it has been developed and tested.

In addition, these findings highlight the importance of challenging the applicability of the task and contextual performance behaviour structure in the Western literature to Western managers operating in a non-Western culture. Secondly, the evidence of adaptation by both Thai and Westerners highlights the need to consider the interrelationship between the two groups, rather than simply focusing on the Western manager. This has implications for the design of both training and performance appraisal programs. Finally, the different levels of importance placed on different items has implication for the application of performance appraisal systems in multinational organizations, particularly if they use a 360-degree feedback or management by objectives system where clearly understood and agreed measures are necessary.

Opportunities for further research flow from the findings presented in this paper. While this research focuses on assessing the performance of the Western expatriate from two perspectives, the replication of this study with a focus on the performance of the Thai manager would aid understanding of perceived performance. Secondly, comparisons of group differences for importance ratings, faceted performance ratings, and global performance ratings all yield different results. Therefore, opportunities exist to explore the relationships between these three approaches, all of which have been used in the literature.

5.3.2 Theoretical Implications of the Findings Related to Intercultural Effectiveness Ability

The research issue being investigated in the second study was *how do Thai and Western managers and professionals perceive intercultural effectiveness, and how does this contribute to overall effectiveness?* In this study, intercultural effectiveness abilities were investigated using the complete Hammer et al. (1978) instrument. The study utilised a

substantial field sample of expatriate and local managers and professionals currently working in Thailand. Using such a sample extended previous research in a number of ways. Many of the previous studies were based on student samples, either recalling a past experience in a foreign country or on a very short sojourn (e.g. Abe & Wiseman, 1983; Hammer, 1987; Hammer et al., 1978). Their reason for being in the foreign country, which in turn could have influenced perceptions of effectiveness, was often not specified, or was not work related (e.g. Abe & Wiseman, 1983; Hammer, 1987; Hammer et al., 1978). Of the two studies that sampled expatriate managers' work experiences in a foreign country, albeit small samples, one (Dean & Popp, 1990) asked for the recollections of managers, and the other (Stening & Hammer, 1992) dealt with managers currently working in the host country. None of the previous studies included the viewpoints of host country managers and professionals working with the expatriate.

A key debate in the literature utilising the Hammer et al. (1978) instrument (or differing subsets of items from the instrument) is whether intercultural effectiveness is culture-specific, with different abilities needed in different cultures, or culture-general, with the same abilities universally needed. Hammer (1987), Hammer et al. (1978), and Stening and Hammer (1992) support a culture-general model of intercultural effectiveness, while Abe and Wiseman (1983) and Dean and Popp (1990) support a culture-specific model. I note neither Stening and Hammer (1992) nor Dean and Popp (1990) tested factor structures. The former assumed the structure, and then evaluated resultant scale reliabilities to support the structure, while the latter induced the structure from evident significant differences in individual ratings of items. A key contribution of the research conducted for this thesis is the exploration of the culture-general or culture-specific questions, using a large field sample of currently working expatriates, and using the complete Hammer et al. (1978)

instrument. The research also extends knowledge in the area by exploring the views of host country nationals working with expatriates, by measuring both importance and actual performance of the expatriate, and through the inclusion of a scaled rather than dichotomous measure of effective performance.

In the research conducted for the thesis, different ratings of the importance of intercultural ability items, the perceived performance on intercultural abilities items, and the contribution of the perceived performance on intercultural ability items to overall performance were found between Thai and Western managers and professionals. The models that resulted from interpretation of ratings of the importance of intercultural abilities also differed from the models suggested in previous literature. As such, support is found for a culture-specific rather than culture-general interpretation of intercultural ability. Stress coping abilities (based on overlapping but different groups of stress items) were evident in both models.

This is consistent with the models previously identified in the literature, and with the Anxiety-Uncertainty Management Model (AUM) theory developed by Gudykunst that has been evolving in the literature since the mid 1990s. Stephan, Stephan and Gudykunst (1999: 613) state that, "*AUM theory assumes that managing uncertainty and anxiety are central processes influencing the effectiveness of communication with others.*" Applying this to the adjustment of expatriates to other cultures, Gudykunst (1998) suggests that there is an optimal level of anxiety that enables effective communication. If anxiety is too high, the ability of the stranger to interpret and predict the host's responses is limited, because the stranger will fall back on relying on their own cultural frame of reference to interpret the situation. If anxiety is too low, the stranger is not motivated to communicate with the

host. Gudykunst (1998) argues that when the anxiety of the stranger (expatriate) is managed, they are open to new information and more likely to be aware of the host's perspective. As such, the ability to cope with stress and anxiety, identified in intercultural effectiveness ability models in this thesis, would contribute to effective intercultural communication, and in turn to the effective performance of the expatriate. The exception was the Western model based on importance. However, dealing with stress and anxiety were included in the practical difficulties factor of this model (See Table 4.6).

Different factor structures were also evident between groups when the actual performance of the expatriate was rated. The structures also varied within groups, on the ratings of importance of intercultural abilities, and of perceived actual performance of intercultural abilities.

The research conducted for this thesis contributes to the body of knowledge in a number of other ways. As noted the focus on importance rather than actual ability is one of the identified limitations of the existing research. While the perceived importance of certain abilities may influence perception of overall performance, it is the actual personal abilities that directly affect actual performance at individual and organizational levels. Actual ability, rather than importance of particular abilities, is the focus of much of the performance literature that was used as the basis for the research conducted in Study 1. In the research conducted for this thesis, actual performance was addressed.

A further limitation identified in the intercultural effectiveness literature is the focus solely on the expatriate and limited contexts. The research conducted for this thesis replicated and extended the Hammer et al. (1978) and Abe and Wiseman (1983) research through the

use of a field sample of expatriates currently working in Thailand. It also included data collected from Western expatriate and Thai managers and professionals who worked together in Thailand, on the importance of the intercultural ability items to the effective performance of a Western expatriate working in Thailand and on the actual performance of the expatriate managers. As such, I was able to address between group differences in perceptions of importance and actual rating, their contribution to an overall measure of performance, and the factor structures evident.

The research demonstrated that the intercultural ability items are relevant, to different degrees, to the expatriate experience in a foreign culture. However, the factor structures do not necessarily hold in a different culture, when the rating is undertaken by someone other than the expatriate or when the actual performance, rather than the importance of items, is being assessed.

5.3.3 Theoretical Implications Related to the Role of Socio-Biographical Characteristics

There are a number of studies that discuss individual socio-biographical characteristics and the influence they have on the performance of expatriates in various cultural settings. Mamman (1995a, 1995b) reviewed a diverse range of literature that dealt with individual socio-biographical characteristics, and suggested that these socio-biographical characteristics influence the (intercultural) effectiveness of expatriates. These included cultural setting, age, gender, ethnicity and/or nationality, religion, linguistic ability, education, intercultural experience, and role. Mamman and Richards (1996) then investigated the relevance to interaction (how important) and contribution to interaction

(perceived impact) of some of these items, using a sample of expatriates who had worked or were working in Papua New Guinea.

In the previous review of the literature it was identified that the role of selected socio-biographical characteristics may be different in Thailand than in other countries in Asia. The identification of these issues led to the development of the research issue investigated in study three of this thesis: *what role do socio-biographical characteristics play in the perceptions of the effectiveness of the Western expatriate working in Thailand?*

In the qualitative stage of this study, the full range of items identified by Mamman (1995a) were investigated and reported. Subsequently, a number of hypotheses related to differences in perception of the importance of age, gender, nationality, racial background and Thai language ability, differences in perception of the acceptability of the characteristics possessed by the Western expatriate, and differences in the way that perceived importance of, and influence of actual characteristics, contribute to the overall effectiveness of the Western expatriate were developed, tested and reported. All these hypotheses were supported. Specifically, age, gender, nationality and racial background were all perceived as more important by Westerners than the Thai. Westerners also rated the acceptability of their own characteristics more highly than did the Thai. Thai language ability was also found to be of relatively low importance by both the Thai and the Western managers. While appropriate levels of Thai language ability (possessed by the expatriate) contributed to overall effective performance in the opinion of the Thai group, it did not for the Western group. In both the research conducted in the qualitative stage and the extant literature, mixed views are evident as to the level of competence needed. More research is

necessary to answer the question: *what is the appropriate level of Thai language ability in the view of Western expatriates and Thai?*

Data were also collected on a number of items related to positive and negative prejudices. In particular, the positive stereotypes Westerners held about the Thai were seen as more important by the Thai managers than by the Western managers. This was also perceived to contribute to the actual overall performance of the Western expatriate as judged by the Thai group. Additionally, the Western managers agreed more strongly to the statements regarding the characteristics of *prejudices against, and negative stereotypes of, Westerners held by Thai*, but these items did not contribute to either the Thai or Western models of performance. No direct hypotheses were made regarding these items. However, the necessity of further research in the area is evident through this finding.

Results also indicated that religion was not particularly important, or rather, not as important in Thailand as in other Asian contexts, by the Thai group. However, they did perceive religion to contribute negatively to the expatriate's overall performance. This suggests that being perceived as too religious detracts from performance effectiveness. This interpretation is supported by research in sales settings showing that Westerners perceived as overly adapted to Thai culture, as exemplified by appearing 'too Buddhist (Pornpitakpan, 1999), are viewed negatively and by the finding that Bangkokians, students and educated Thai are less religious than the overall Thai population (Komin, 1990).

The need to play the role expected of Western expatriates by the Thai was the only facet contributing to overall effective performance in the model identified for the Western group. This suggests that role expectations for expatriates may be well defined, an

explanation forwarded by the Thai reference group in discussions related to performance behaviour.

5.3.4 Integrating the Theoretical Findings

The research conducted for this thesis is presented in a classic three-study model. Specifically, three different aspects of the effective performance of an expatriate working in Thailand were investigated: performance behaviour, intercultural abilities and socio-biographical characteristics. However, unlike the classic three-study model, these aspects did not come from the same broad literature domain; the literature on performance behaviour was drawn from Western applied psychology and the human resource management domain; the intercultural effectiveness abilities literature was drawn from the intercultural training and intercultural relations domain; while the socio-biographical characteristics literature came from the international human resource management, international management and comparative culture domains. The literature in each of these domains has evolved largely in a separate manner. Therefore, one of the key contributions of this thesis has been in bringing these three nominally related areas into one piece of research.

The research conducted for this thesis presented evidence that behaviour, ability and socio-biographical characteristics play a major role in how performance is perceived. However, in all cases there were differences in the way these items were interpreted by the Thai and Western expatriate groups.

The research also identified that the Western model of performance behaviour was not directly transferable to the Thai business context. Further, a culture-specific rather than culture-general model was identified, and there were between group differences in relation to the importance of socio-biographical characteristics in Thailand, and differences in the importance by both groups from that ascribed in studies carried out in other Asian countries.

The contribution the items in each instrument made to a single overall measure of performance was also examined. For the Thai group, performance behaviour items contributed to 33% of the variance in the single measure of overall performance, while intercultural effectiveness abilities explained 42% and socio-biographical characteristics explained 20%. For the Western group, the contribution for behaviour was 22%, 24% for intercultural effectiveness abilities and 13% for socio-biographical characteristics. These results further emphasise the importance of these items to perceptions of the performance of a Western expatriate working in Thailand.

In sum, the differences in the ratings of importance, and actual performance of behaviours from those predicted by the Western literature and between the Thai and Western expatriates provide evidence of adaptation, or crossvergence, rather than convergence of performance behaviour. This is further supported in the differences in the ratings of the importance, and actual performance of intercultural abilities, and the importance, and appropriateness of the expatriate's socio-biographical characteristics. Indeed, the emerging international human resource management literature includes constructs such as

soft divergence and soft convergence that may also assist in the explanation of these findings (Warner, 2000).

5.4 Practical Implications of the Research

There are a number of practical implications that arise from the research conducted for this thesis. I have summarized these below, for each study in turn.

5.4.1 Practical Implications Related to Performance Related Behaviour

There are a number of practical implications for human resource management that arise from the research into performance related behaviour. With the economic recovery in the Asian region, we will once again see an increased need for Western professionals to fill specialist roles in growing economies. We will also see the expansion of Asian companies within and outside the region and increased foreign direct investment by non-Asian companies into the Asian region. This trend will mean that greater importance will need to be placed on the effective management of multi-cultural teams and thus, high quality performance management systems will be essential to organizations striving to achieve their strategic objectives. This research informs human resource managers about differences between cultural groups and how they perceive performance, both of which are directly relevant to the design of performance management systems for organizations with multi-cultural management teams.

This research also impacts on the selection and training of expatriates, and host country nationals who will be working with the expatriates. A significant number of international

expatriate placements finish prematurely, often due to difficulties experienced by expatriates in dealing with the host country's culture (Mendenhall & Oddou, 1985). These premature departures cause direct repatriation and staff replacement costs to the company, indirect costs from failure of the expatriate to perform at optimum levels, and personal and career costs to the individual. Pre-departure training has been identified as an important contributor to successful expatriate placement in a host country (e.g. Tung, 1982; 1987). Inclusion of content that identifies, and subsequently leads to a greater understanding of, the differences and similarities in the expectations of managers and professionals from both host and home country may reduce these costs.

This research emphasises the two-way process of cross-cultural interaction in the business setting, and the active roles played by both the Asian and the non-Asian members of the group. Failure to take into account the potential and real contributions of host country nationals works against the maximization of the effectiveness of multinational corporations. Conversely, the recognition of the differences in perceptions and expectations by both individuals working in an intercultural business environment leads to more effective management of human resources, and as a consequence has the potential to improve performance against strategic, tactical and operational goals. Finally, analysis of the factor structure of the items may be useful in developing performance assessment tools suitable for use in multi-cultural management environments.

5.4.2 Practical Implication Related to Intercultural Effectiveness Abilities

Several practical implications flow from the research related to intercultural effectiveness abilities. Firstly, the conceptualisation of intercultural abilities has been closely linked to

intercultural effectiveness training. From the evidence presented in this thesis, it would appear that intercultural abilities are not culture-general. As such, training in these abilities needs to take into account the differences in the cultures in which an expatriate is to be placed. Similar issues arise in relation to recruitment, as different abilities are likely to be needed in different situations.

Secondly, there are differences in the perception of both importance and actual performance of the abilities between host country nationals and expatriates, and how perceived performance of intercultural ability items contributes to perceptions of overall actual performance. This has implications for the design and implementation of performance appraisal and remuneration systems, particularly those that link performance to rewards and job design.

Finally, these differences may also have an effect on the performance of an expatriate on their repatriation to their home country. The need for 're-entry training' emphasising the use of important abilities in the host country culture, or through modification of performance appraisal and reward on a transitional basis are considerations that arise from the findings of this research.

5.4.3 Practical Implications Related to Socio-Biographical Characteristics

On a practical level, the findings on socio-biographical characteristics raise several issues. In relation to expatriate recruitment and selection, if age and gender are less important in Thailand, then it opens business opportunities for a wider potential pool of expatriates than previously considered attainable. The same can be said for race and nationality of Western

expatriates as these too are viewed generally as unimportant to the Thai. Additionally, Thai language ability appears to be less important, particularly to the Thai, which means that fluency in the language may not be a prerequisite for expatriate success. Arguably, the exception to this is where direct unfiltered communication with lower level employees is required, or where senior Thai managers have little or no English skill. For instance, where head office is trying to exercise strong control over a subsidiary, or where the technical skills provided by the expatriate need to be directly transferred to lower level employees.

5.5 Contribution and Future Research

The research conducted into performance related behaviour in Study 1 extended the body of knowledge in this area in a number of ways. The use of a sample of Thai and Western expatriates increased the number of national environments in which research task and contextual performance behaviour had been undertaken. Using ratings of the performance of the Western expatriate by a colleague who worked closely with the expatriate, in addition to a self-rating, also expanded on previous research. Including importance ratings enabled comparisons with other explanations (intercultural abilities, socio-biographical characteristics) of effective performance in intercultural settings. Two obvious areas for future research flow from this research study. Firstly, in the research conducted for this thesis, the importance of the (Thai) host country national colleague was emphasised. However, the research focussed only on the expatriate's performance related behaviour. Examining the perceptions of the Thai and the Western expatriate colleague of the role of performance related behaviours of Thai of effective performances would provide further insights into performance behaviour in this intercultural setting. Secondly, replicating the

existing study in other intercultural settings would further extend the body of knowledge. Thirdly, as the performance investigated in Study 1 related to individual performance rather than organisational performance, further research into the relationship of performance behaviour, overall performance and organisational or project level performance warrants investigation. Again, the contribution of both the Thai and the Western expatriate, to organisational or project performance would be a potentially fruitful area of study.

In addition, Study 1 looked at the relationship between perceived overall effective performance and aspects of what is described in the Western literature as contextual performance behaviour. Some treatments of the closely related construct of organisational citizenship behaviour link these behaviours to satisfaction leading to performance. Investigating the links between performance related behaviour identified in this thesis, with job satisfaction, and the link between job satisfaction and overall effective performance in intercultural settings are also areas for future study. Specifically, in relation to the Thai business environment, the findings by Komin (1990) on Thai associating achievement motivation with relationship and status issues also makes investigation of the contextual related behaviour and overall satisfaction an interesting area for potential study.

In relation to intercultural effectiveness abilities, an underlying issue investigated was whether these abilities were culture-general, or culture-specific. Support was found in Study 2 for culture-specific solutions. The use of a sample of Western expatriates and their Thai colleagues extends the extant literature in a number of ways, both beyond cultural groups that had been extensively examined in the past, and by using ratings made by host country nationals. A further contribution of Study 2 was linking the facets of intercultural

effectiveness abilities to a graduated measure of individual effectiveness. Examining the intercultural effectiveness abilities of the Thai colleague, and extending the dyad-based investigation of intercultural abilities to other national cultural contexts are potential areas for future research.

In the intercultural literature, there has also been a focus on the satisfaction of expatriates. Further investigation of the relationship between satisfaction, intercultural abilities and overall performance could also make a contribution to this body of literature and the performance-satisfaction literature. Again, aspects of satisfaction of the Western expatriate and the Thai host country national could be investigated, as could aspects of satisfaction in other business cultures.

Differences between the role played by socio-biographical characteristics from the perspective of Thai and Western expatriates were also found. The investigation conducted in Study 3 extended the work previously undertaken in the area, both in terms of including a new host culture and by including input from the host culture colleague. The findings emphasise the importance of considering socio-biographical characteristics in relation to effectiveness in the intercultural setting. Investigation of new cultural environments would further extend the body of knowledge related to the role of socio-biographical characteristics. Again, in addition to contribution to performance, contribution to satisfaction could also be explored.

The facets of performance-related behaviour, intercultural effectiveness abilities and socio-biographical characteristics were found to contribute to overall effective performance.

Future research could also concentrate on identifying the interrelationships that exists between these aspects, and how they combine to contribute to overall performance. Similarly, these relationships could be investigated in conjunction with satisfaction.

5.6 Conclusion

The intent of the research conducted for this thesis was to investigate three aspects of performance, *performance related behaviour*, *intercultural effectiveness abilities* and *socio-biographical characteristics* using a sample of Thai and Western managers, professionals and consultants working together in Thailand. The research documented in this thesis does this, and, as such, extends the body of knowledge on these aspects of performance in intercultural settings.

APPENDICES

APPENDIX I Qualitative Stage Structured Interview and Focus Groups Process

1. Introduce Self

- a. Include background and experience in universities in Thailand.
- b. Current university work in Australian National University.

2. Describe the Purpose of the Study

- a. *The research project looks at issues related to the effective performance of (ferang) expatriates working in Thailand. I am trying to find out what helps and hinders successful expatriate performance. It is being done because there are different views in the literature as what contributes to expatriate performance.*
- b. *Emphasize that this is an academic, not commercial research.*

3. Process

- a. *I will ask a series of questions about the behaviour and characteristics of expatriates in Thailand, and how these contribute to the effective performance of the expatriate.*
- b. *Emphasise*
 - i. That the personal view of participants is sought.
 - ii. That participation is voluntary.
 - iii. That no attempt will be made to attribute responses to individuals.

4. Consent

- a. Give interviewee opportunity to ask questions regarding the interview.
- b. Ask if interviewees are willing to continue.

5. Behaviours

- a. *First I would like to ask you what behaviours you believe are important for an expatriate to do to be effective in Thailand.*

- i. Probe why, why not

- b. *Probe further on initial and new items identified*

Initial list of items (Probe why, Why not)

- i. Planning and organising work
- ii. Meeting deadlines
- iii. Skill, competence, ability to do the job
- iv. Completing task
- v. Developing, training others
- vi. Probe specific behaviour questions
- vii. Volunteering to do things that are not part of the job
- viii. Persisting with enthusiasm
- ix. Encouraging others
- x. Helping and cooperating
- xi. Following organisational rules/policy/procedure
- xii. Supporting organisational goals

6. Language Ability

a. Now I would like to ask you about the uses of English language in business in Thailand. The questions are being asked because there are differing view in the academic literature on the whether English is widely used, and that that information on the items is necessary for the quantitative (survey, questionnaire) stage of the research.

- i. When communicating between Thai and Western expatriates, is English the main language used?
- ii. How well do (you) (Thai you work with speak and write English?
- iii. If we surveyed Thai managers and professional who work with expatriates in English, an asked about the issues we have discussed so far, do you think they would be able to respond effectively?
- iv. Would it be better for the questionnaire to be written, or collected in person?

7. Socio-Biographical Characteristics

a. Now I would like to ask you about some characteristics of the Thai business environment, and the Western expatriate, and ask how important these are to the effective performance of the expatriate.

b. How important are (probe degree of importance)

- i. The age of the expatriate?
- ii. The gender (Man, Woman) of the expatriate?
- iii. The education of the expatriate?

- iv. Religion of the expatriate?
- v. Thai language ability
- vi. Experience in other Asian countries?
- vii. Experience in other non-Asian countries?
- viii. Racial Background?
- ix. Nationality?
- c. How important are
 - i. Prejudice, positive and negative stereotypes held by the expatriate about Thai/Thailand?
 - ii. Prejudice, positive and negative stereotypes held by the Thai about expatriates?
- d. How different is Thai culture from western culture?
- e. How important is it for the expatriate to play the expected of them by the Thai?

8. Conclusion

- a. Thank participants
- b. Explain where papers/feedback will be available from.

APPENDIX II Thai Survey

University of Queensland Intercultural Effectiveness Survey

The following questionnaire is part of a University of Queensland research program. The research looks at different aspects of what makes an expatriate (*ferang*) effective while working in Thailand.

We are asking pairs of Thai and *ferang* who work together to each complete a questionnaire. The Thai-*ferang* pairs were randomly selected from companies and government organizations in Thailand. You will know the person paired with you, but you will not know the answers they give to the questions. Both questionnaires have similar content.

In this questionnaire, we ask you

1. A group of questions that gives us information about you, your background and experience.
2. A group of questions on the importance of items used to measure expatriate performance in Thailand.
3. Two groups of questions you to rate the importance of various abilities and characteristics in contributing to the effectiveness of these items
4. A group of questions that ask you to rate *ferang* you work with on the performance, ability and characteristics items.

You then place you completed form in the attached envelope, seal it, and sign the back across the seal.

IMPORTANT

1. WE ARE INTERESTED IN WHAT YOU THINK.
2. THERE ARE NO RIGHT OR WRONG ANSWERS
3. YOU CAN BE HONEST IN YOUR ANSWERS.THE SURVEY IS CONFIDENTIAL.
 - THERE IS NO ATTEMPT TO IDENTIFY INDIVIDUALS.
 - THE OTHER PERSON DOES NOT GET TO SEE WHAT YOU WRITE ON THE QUESTIONNAIRE.
4. YOU SHOULD ANSWER THE QUESTIONS WITHOUT THE HELP OF THE PERSON PAIRED WITH YOU.
5. PARTICIPATION IS VOLUNTARY

THANK YOU FOR YOUR HELP

Gregory B. Fisher
University of Queensland

First, we would like to ask some questions about you. Please write the number of your response in the box next to the question.

1. What is your gender?	1. Male	<input type="checkbox"/>	Office Use Only
	2. Female	<input type="checkbox"/>	
2. How old are you?	1. Under 25 years	<input type="checkbox"/>	
	2. 25-34 years	<input type="checkbox"/>	
	3. 35-44 years		
	4. 45-54 years		
	5. 55 years or older		
3. What is the highest level of education you have completed?	1. Primary	<input type="checkbox"/>	
	2. Secondary/High school		
	3. Polytechnic diploma		
	4. Undergraduate degree		
	5. Post graduate degree (Masters)		
	6. Doctorate degree		
4. What is your nationality or citizenship?	<hr/>		<input type="checkbox"/> <input type="checkbox"/>
5. How would you describe your racial background?	<hr/>		<input type="checkbox"/> <input type="checkbox"/>
6. Did you complete any of your education in a country other than your home country?	1. Yes	<input type="checkbox"/>	
	2. No	<input type="checkbox"/>	
7. If yes, which country or countries?	<hr/>		<input type="checkbox"/> <input type="checkbox"/>
	<hr/>		<input type="checkbox"/> <input type="checkbox"/>
	<hr/>		<input type="checkbox"/> <input type="checkbox"/>
8. Have you worked in any other country except Thailand?	1. Yes	<input type="checkbox"/>	
	2. No	<input type="checkbox"/>	
9. Have you worked in any other Asian countries?	1. Yes	<input type="checkbox"/>	
	2. No	<input type="checkbox"/>	
10. How long have you worked in Thailand?	1. Less than months	<input type="checkbox"/>	
	2. Three to six months		
	3. Six months - one year		
	4. One to five years		
	5. More than five years.		

11. How satisfied have you been with your working experiences in Thailand?

☐

Office
Use
only

1. Very unsatisfied
2. Unsatisfied
3. Slightly unsatisfied
4. Slightly satisfied
5. Satisfied
6. Very satisfied
7. Don't know

12. Overall, how would you rate the effectiveness of the performance, while working in Thailand, of the *ferang* expatriate you are paired with?

☐

1. Very poor
2. Poor
3. Slightly below average
4. Slightly above average
5. Good
6. Very good
7. Don't know

13. Overall, how do you think the *ferang* expatriate will rate the effectiveness of your performance?

☐

1. Very poor
2. Poor
3. Slightly below average
4. Slightly above average
5. Good
6. Very good
7. Don't know

14. How would you best describe the working relationship between you and the person you are paired with?

☐

1. I am his or her boss
2. I am at a higher level in the organization, but not his/her boss
3. We are co-workers at about the same level in the organization
4. I am at a lower level in the organization, but he/she is not my boss
5. He/she is my boss
6. None of the above

15. On a scale of one to ten, how different is Thai culture from the 'Western' culture?

	1	2	3	4	5	6	7	8	9	10
Not Different at all										Completely Different

☐

<p>16. Using the scale below, please answer the following question for each of the ability items listed</p> <p><i>How important is this ability to the ferang expatriate functioning effectively while working in Thailand?</i></p>		Very unimportant	Unimportant	Slightly unimportant	Slightly important	Important	Very important	Don't know
1.	To effectively deal with frustration.	1	2	3	4	5	6	7
2.	To effectively deal with interpersonal conflict	1	2	3	4	5	6	7
3.	To effectively deal with unfamiliar situations.	1	2	3	4	5	6	7
4.	To effectively deal with changes in life styles	1	2	3	4	5	6	7
5.	To effectively deal with stress.	1	2	3	4	5	6	7
6.	To effectively deal with pressure to conform	1	2	3	4	5	6	7
7.	To effectively deal with financial difficulties.	1	2	3	4	5	6	7
8.	To effectively deal with social alienation	1	2	3	4	5	6	7
9.	To effectively deal with different political systems	1	2	3	4	5	6	7
10.	To effectively communicate in the language of the host culture	1	2	3	4	5	6	7
11.	To effectively deal with different social customs.	1	2	3	4	5	6	7
12.	To effectively deal with unforeseen problems	1	2	3	4	5	6	7
13.	To initiate interaction with a stranger.	1	2	3	4	5	6	7
14.	To enter into meaningful dialogue with other people	1	2	3	4	5	6	7
15.	To effectively deal with communication misunderstandings between myself and others.	1	2	3	4	5	6	7
16.	To develop satisfying interpersonal relationships with other people	1	2	3	4	5	6	7
17.	To effectively deal with anxiety.	1	2	3	4	5	6	7
18.	To accurately understand another person's point of view.	1	2	3	4	5	6	7
19.	To effectively deal with different communication styles.	1	2	3	4	5	6	7
20.	To effectively deal with a different educational system.	1	2	3	4	5	6	7
21.	To maintain satisfying interpersonal relationships with other people.	1	2	3	4	5	6	7
22.	To accurately understand the feelings of another person	1	2	3	4	5	6	7
23.	To empathize with another person.	1	2	3	4	5	6	7
24.	To effectively work with other people.	1	2	3	4	5	6	7

17. Using the scale below, please answer the following questions for each of the ability items listed below:								
How would you rate the performance of the <u>ferang expatriate</u> you are paired with while working in Thailand?		Very poor	Poor	Slightly below average	Slightly above average	Good	Very good	Don't know
1.	To effectively deal with frustration.	1	2	3	4	5	6	7
2.	To effectively deal with interpersonal conflict.	1	2	3	4	5	6	7
3.	To effectively deal with unfamiliar situations.	1	2	3	4	5	6	7
4.	To effectively deal with changes in life styles.	1	2	3	4	5	6	7
5.	To effectively deal with stress.	1	2	3	4	5	6	7
6.	To effectively deal with pressure to conform.	1	2	3	4	5	6	7
7.	To effectively deal with financial difficulties.	1	2	3	4	5	6	7
8.	To effectively deal with social alienation.	1	2	3	4	5	6	7
9.	To effectively deal with different political systems.	1	2	3	4	5	6	7
10.	To effectively communicate in the language of the host culture.	1	2	3	4	5	6	7
11.	To effectively deal with different social customs.	1	2	3	4	5	6	7
12.	To effectively deal with unforeseen problems.	1	2	3	4	5	6	7
13.	To initiate interaction with a stranger.	1	2	3	4	5	6	7
14.	To enter into meaningful dialogue with other people.	1	2	3	4	5	6	7
15.	To effectively deal with communication misunderstandings between myself and others.	1	2	3	4	5	6	7
16.	To develop satisfying interpersonal relationships with other people.	1	2	3	4	5	6	7
17.	To effectively deal with anxiety.	1	2	3	4	5	6	7
18.	To accurately understand another person's point of view.	1	2	3	4	5	6	7
19.	To effectively deal with different communication styles.	1	2	3	4	5	6	7
20.	To effectively deal with a different educational system.	1	2	3	4	5	6	7
21.	To maintain satisfying interpersonal relationships with other people.	1	2	3	4	5	6	7
22.	To accurately understand the feelings of another person.	1	2	3	4	5	6	7
23.	To empathize with another person.	1	2	3	4	5	6	7
24.	To effectively work with other people.	1	2	3	4	5	6	7

	18. How <u>important</u> are the following items as measures of how the overall effective performance of a <i>ferang</i> expatriate working in Thailand is perceived?	Very unimportant	Unimportant	Slightly unimportant	Slightly important	Important	Very important	Don't know
A	Planning and organizing work.	1	2	3	4	5	6	7
B	Showing initiative and volunteering to help others.	1	2	3	4	5	6	7
C	Meeting deadlines.	1	2	3	4	5	6	7
D	Maintaining harmony in the workplace.	1	2	3	4	5	6	7
E	Accepting responsibility for ones actions and their effect on others.	1	2	3	4	5	6	7
F	Overall technical competence or skill.	1	2	3	4	5	6	7
G	Following the organization's policies, rules and procedures.	1	2	3	4	5	6	7
H	Developing the knowledge and skills of others.	1	2	3	4	5	6	7
I	Encouraging and valuing staff participation in decision making.	1	2	3	4	5	6	7
J	Completing the overall task.	1	2	3	4	5	6	7

	19. For each of the following, please <u>rate the</u> <i>ferang</i> expatriate's overall effective performance while working in Thailand.	Very poor	Poor	Slightly below average	Slightly above average	Good	Very good	Don't know
A	Planning and organizing work.	1	2	3	4	5	6	7
B	Showing initiative and volunteering to help others.	1	2	3	4	5	6	7
C	Meeting deadlines.	1	2	3	4	5	6	7
D	Maintaining harmony in the workplace.	1	2	3	4	5	6	7
E	Accepting responsibility for ones actions and their effect on others.	1	2	3	4	5	6	7
F	Overall technical competence or skill.	1	2	3	4	5	6	7
G	Following the organization's policies, rules and procedures.	1	2	3	4	5	6	7
H	Developing the knowledge and skills of others.	1	2	3	4	5	6	7
I	Encouraging and valuing staff participation in decision making.	1	2	3	4	5	6	7
J	Completing the overall task.	1	2	3	4	5	6	7

	20. How <i>important</i> are the following items to how the overall effective performance of an expatriate (<i>ferang</i>) is perceived?	Very unimportant	Unimportant	Slightly unimportant	Slightly important	Important	Very important	Don't know
A	Age	1	2	3	4	5	6	7
B	Gender (Male or female)	1	2	3	4	5	6	7
C	Appropriate Educational Qualifications	1	2	3	4	5	6	
D	The degree of difference between Thai and western culture	1	2	3	4	5	6	7
E	Religion	1	2	3	4	5	6	7
F	Thai Language Ability	1	2	3	4	5	6	7
G	Experience in other Asian Countries	1	2	3	4	5	6	7
H	Nationality	1	2	3	4	5	6	7
I	Prejudice against Thai by <i>ferang</i> expatriates	1	2	3	4	5	6	7
J	Prejudice against <i>ferang</i> expatriates by the Thai	1	2	3	4	5	6	7
K	Positive stereotypes <i>ferang</i> expatriates have about Thai	1	2	3	4	5	6	7
L	Positive stereotypes Thai have about <i>ferang</i> expatriates	1	2	3	4	5	6	7
M	Negative stereotypes <i>ferang</i> expatriates have about Thai	1	2	3	4	5	6	7
O	Negative stereotypes Thai have about <i>ferang</i> expatriates	1	2	3	4	5	6	7
P	Experience in other non-Asian countries	1	2	3	4	5	6	7
Q	Racial Background	1	2	3	4	5	6	7
R	The openness of Thai people to outside ideas	1	2	3	4	5	6	7
S	The need for <i>ferang</i> expatriates to play the role expected of them by the Thai	1	2	3	4	5	6	7

	21. Thinking about your experience in Thailand, to what extent you agree or disagree with the following statements?	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree	Don't know
A	The <i>ferang</i> expatriate's age is acceptable to the job he/she is doing	1	2	3	4	5	6	7
B	The <i>ferang</i> expatriate's gender is acceptable to the job he/she is doing	1	2	3	4	5	6	7
C	The <i>ferang</i> expatriate's educational qualifications are acceptable to the job he/she is doing	1	2	3	4	5	6	
D	The <i>ferang</i> expatriates cultural background is very different to Thai culture	1	2	3	4	5	6	7
E	The <i>ferang</i> expatriate's religion is acceptable	1	2	3	4	5	6	7
F	The <i>ferang</i> expatriate has good Thai language skills	1	2	3	4	5	6	7
G	The <i>ferang</i> expatriate has a lot of experience in other Asian countries	1	2	3	4	5	6	7
H	The <i>ferang</i> expatriate's nationality is seen as acceptable for the job that he/she is doing.	1	2	3	4	5	6	7
I	<i>Ferang</i> expatriates are not prejudiced against Thai people.	1	2	3	4	5	6	7
J	The Thai people are not prejudiced against <i>ferang</i> expatriates.	1	2	3	4	5	6	7
K	<i>Ferang</i> expatriate has positive stereotypes about Thai	1	2	3	4	5	6	7
L	Thai people have positive stereotypes about <i>ferang</i>	1	2	3	4	5	6	7
M	<i>Ferang</i> expatriate has negative stereotypes about Thai	1	2	3	4	5	6	7
O	Thai people have negative stereotypes about <i>ferang</i>	1	2	3	4	5	6	7
P	The <i>ferang</i> expatriate's has a lot of experience in other non-Asian countries	1	2	3	4	5	6	7
Q	The <i>ferang</i> expatriate's racial background is seen as acceptable.	1	2	3	4	5	6	7
R	Thai people are open to outside ideas.	1	2	3	4	5	6	7
S	The <i>ferang</i> expatriate played the role expected of me by the Thai	1	2	3	4	5	6	7

22. There are people from many backgrounds working in Thailand. Please rank the following ethnic groups, from 1 (most likely to be effective as a manager in Thailand) to 12 (least likely to be effective as a manager in Thailand)

A	Ferang	
B	Indonesian	
C	Malaysian	
D	Singaporean	
E	ASEAN Chinese	
F	Burmese	
G	Pakistani	
H	Vietnamese	
I	Indian	
J	Japanese	
K	Bangladeshi	
L	African American	
M	Thai	

***Now place this questionnaire in the attached envelope,
seal the envelope, and sign across the seal.***

Thank You

APPENDIX III Expatriate Survey

University of Queensland Intercultural Effectiveness Survey

The following questionnaire is part of a University of Queensland research program. The research looks at different aspects of what makes an expatriate (*ferang*) effective while working in Thailand.

We are asking pairs of Thai and *ferang* who work together to each complete a questionnaire. The Thai-*ferang* pairs were randomly selected from companies and government organizations in Thailand. You will know the person paired with you, but you will not know the answers they give to the questions. Both questionnaires have similar content.

In this questionnaire, we ask you

1. A group of questions that gives us information about you, your background and experience.
2. A group of questions on the importance of items used to measure expatriate performance in Thailand.
3. Two groups of questions you to rate the importance of various abilities and characteristics in contributing to the effectiveness of these items
4. A group of questions that ask you to rate yourself on the performance, ability and characteristics items
5. There is also an OPTIONAL section in which you can rate the Thai you work with on the performance, ability and characteristics items.

You then place you completed form in the attached envelope, seal it, and sign the back across the seal.

IMPORTANT

1. WE ARE INTERESTED IN WHAT YOU THINK.
2. THERE ARE NO RIGHT OR WRONG ANSWERS
3. YOU CAN BE HONEST IN YOUR ANSWERS.THE SURVEY IS CONFIDENTIAL.
 - THERE IS NO ATTEMPT TO IDENTIFY INDIVIDUALS.
 - THE OTHER PERSON DOES NOT GET TO SEE WHAT YOU WRITE ON THE QUESTIONNAIRE.
4. YOU SHOULD ANSWER THE QUESTIONS WITHOUT THE HELP OF THE PERSON PAIRED WITH YOU.
5. PARTICIPATION IS VOLUNTARY

THANK YOU FOR YOUR HELP

**Gregory B. Fisher
University of Queensland**

First, we would like to ask some questions about you. Please write the number of your response in the box next to the question.

1.	What is your gender?	1. Male	<input type="checkbox"/>	Office Use Only
		2. Female	<input type="checkbox"/>	
2.	How old are you?	1. Under 25 years	<input type="checkbox"/>	
		2. 25-34 years		
		3. 35-44 years		
		4. 45-54 years		
		5. 55 years or older		
3.	What is the highest level of education you have completed?	1. Primary	<input type="checkbox"/>	
		2. Secondary/High school		
		3. Polytechnic diploma		
		4. Undergraduate degree		
		5. Post graduate degree (Masters)		
		6. Doctorate degree		
4.	What is your nationality or citizenship?	_____		<input type="checkbox"/> <input type="checkbox"/>
5.	How would you describe your racial background?	_____		<input type="checkbox"/> <input type="checkbox"/>
6.	Did you complete any of your education in a country other than your home country?	1. Yes	<input type="checkbox"/>	
		2. No		
7.	If yes, which country or countries?	_____		<input type="checkbox"/> <input type="checkbox"/>
		_____		<input type="checkbox"/> <input type="checkbox"/>
		_____		<input type="checkbox"/> <input type="checkbox"/>
8.	Have you worked in any other country except Thailand or your home country?	1. Yes	<input type="checkbox"/>	
		2. No		
9.	Have you worked in any other Asian countries?	1. Yes	<input type="checkbox"/>	
		2. No		
10.	How long have you worked in Thailand?	1. Less than months	<input type="checkbox"/>	
		2. Three to six months		
		3. Six months – one year		
		4. One to five years		
		5. More than five years.		

11. How satisfied have you been with your working experiences in Thailand?

☐

Office
Use
only

1. Very unsatisfied
2. Unsatisfied
3. Slightly unsatisfied
4. Slightly satisfied
5. Satisfied
6. Very satisfied
7. Don't know

12. Overall, how would you rate the effectiveness of your performance, while working in Thailand?

☐

1. Very poor
2. Poor
3. Slightly below average
4. Slightly above average
5. Good
6. Very good
7. Don't know

13. Overall, how do you think the Thai you are paired with will rate the effectiveness of your performance?

☐

1. Very poor
2. Poor
3. Slightly below average
4. Slightly above average
5. Good
6. Very good
7. Don't know

14. How would you best describe the working relationship between you and the person you are paired with?

☐

1. I am his or her boss
2. I am at a higher level in the organization, but not his/her boss
3. We are co-workers at about the same level in the organization
4. I am at a lower level in the organization, but he/she is not my boss
5. He/she is my boss
6. None of the above

15. On a scale of one to ten, how different is Thai culture from the culture in your home country?

	1	2	3	4	5	6	7	8	9	10
Not Different at all										Completely Different

☐

16. Using the scale below, please answer the following question for each of the ability items listed								
How <u>important</u> is this ability to the ferang expatriate functioning effectively while working in Thailand?		Very unimportant	Unimportant	Slightly unimportant	Slightly important	Important	Very important	Don't know
1.	To effectively deal with frustration.	1	2	3	4	5	6	7
2.	To effectively deal with interpersonal conflict	1	2	3	4	5	6	7
3.	To effectively deal with unfamiliar situations.	1	2	3	4	5	6	7
4.	To effectively deal with changes in life styles.	1	2	3	4	5	6	7
5.	To effectively deal with stress.	1	2	3	4	5	6	7
6.	To effectively deal with pressure to conform.	1	2	3	4	5	6	7
7.	To effectively deal with financial difficulties.	1	2	3	4	5	6	7
8.	To effectively deal with social alienation.	1	2	3	4	5	6	7
9.	To effectively deal with different political systems	1	2	3	4	5	6	7
10.	To effectively communicate in the language of the host culture.	1	2	3	4	5	6	7
11.	To effectively deal with different social customs.	1	2	3	4	5	6	7
12.	To effectively deal with unforeseen problems.	1	2	3	4	5	6	7
13.	To initiate interaction with a stranger.	1	2	3	4	5	6	7
14.	To enter into meaningful dialogue with other people.	1	2	3	4	5	6	7
15.	To effectively deal with communication misunderstandings between myself and others.	1	2	3	4	5	6	7
16.	To develop satisfying interpersonal relationships with other people.	1	2	3	4	5	6	7
17.	To effectively deal with anxiety.	1	2	3	4	5	6	7
18.	To accurately understand another person's point of view.	1	2	3	4	5	6	7
19.	To effectively deal with different communication styles.	1	2	3	4	5	6	7
20.	To effectively deal with a different educational system.	1	2	3	4	5	6	7
21.	To maintain satisfying interpersonal relationships with other people.	1	2	3	4	5	6	7
22.	To accurately understand the feelings of another person.	1	2	3	4	5	6	7
23.	To empathize with another person.	1	2	3	4	5	6	7
24.	To effectively work with other people.	1	2	3	4	5	6	7

17. Using the scale below, please answer the following questions for each of the ability items listed below:								
How would you <u>rate your own performance</u> while working in Thailand?		Very poor	Poor	Slightly below average	Slightly above average	Good	Very good	Don't know
1.	To effectively deal with frustration.	1	2	3	4	5	6	7
2.	To effectively deal with interpersonal conflict.	1	2	3	4	5	6	7
3.	To effectively deal with unfamiliar situations.	1	2	3	4	5	6	7
4.	To effectively deal with changes in life styles.	1	2	3	4	5	6	7
5.	To effectively deal with stress.	1	2	3	4	5	6	7
6.	To effectively deal with pressure to conform.	1	2	3	4	5	6	7
7.	To effectively deal with financial difficulties.	1	2	3	4	5	6	7
8.	To effectively deal with social alienation.	1	2	3	4	5	6	7
9.	To effectively deal with different political systems.	1	2	3	4	5	6	7
10.	To effectively communicate in the language of the host culture.	1	2	3	4	5	6	7
11.	To effectively deal with different social customs.	1	2	3	4	5	6	7
12.	To effectively deal with unforeseen problems.	1	2	3	4	5	6	7
13.	To initiate interaction with a stranger.	1	2	3	4	5	6	7
14.	To enter into meaningful dialogue with other people.	1	2	3	4	5	6	7
15.	To effectively deal with communication misunderstandings between myself and others.	1	2	3	4	5	6	7
16.	To develop satisfying interpersonal relationships with other people.	1	2	3	4	5	6	7
17.	To effectively deal with anxiety.	1	2	3	4	5	6	7
18.	To accurately understand another person's point of view.	1	2	3	4	5	6	7
19.	To effectively deal with different communication styles.	1	2	3	4	5	6	7
20.	To effectively deal with a different educational system.	1	2	3	4	5	6	7
21.	To maintain satisfying interpersonal relationships with other people.	1	2	3	4	5	6	7
22.	To accurately understand the feelings of another person.	1	2	3	4	5	6	7
23.	To empathize with another person.	1	2	3	4	5	6	7
24.	To effectively work with other people.	1	2	3	4	5	6	7

	18. How <u>important</u> are the following items as measures of how the overall effective performance of a ferang expatriate working in Thailand is perceived?	Very unimportant	Unimportant	Slightly unimportant	Slightly important	Important	Very important	Don't know
A	Planning and organizing work.	1	2	3	4	5	6	7
B	Showing initiative and volunteering to help others.	1	2	3	4	5	6	7
C	Meeting deadlines.	1	2	3	4	5	6	7
D	Maintaining harmony in the workplace.	1	2	3	4	5	6	7
E	Accepting responsibility for ones actions and their effect on others.	1	2	3	4	5	6	7
F	Overall technical competence or skill.	1	2	3	4	5	6	7
G	Following the organization's policies, rules and procedures.	1	2	3	4	5	6	7
H	Developing the knowledge and skills of others.	1	2	3	4	5	6	7
I	Encouraging and valuing staff participation in decision making.	1	2	3	4	5	6	7
J	Completing the overall task.	1	2	3	4	5	6	7

	19. For each of the following, please <u>rate your overall effective performance</u> while working in Thailand.	Very poor	Poor	Slightly below average	Slightly above average	Good	Very good	Don't know
A	Planning and organizing work.	1	2	3	4	5	6	7
B	Showing initiative and volunteering to help others.	1	2	3	4	5	6	7
C	Meeting deadlines.	1	2	3	4	5	6	7
D	Maintaining harmony in the workplace.	1	2	3	4	5	6	7
E	Accepting responsibility for ones actions and their effect on others.	1	2	3	4	5	6	7
F	Overall technical competence or skill.	1	2	3	4	5	6	7
G	Following the organization's policies, rules and procedures.	1	2	3	4	5	6	7
H	Developing the knowledge and skills of others.	1	2	3	4	5	6	7
I	Encouraging and valuing staff participation in decision making.	1	2	3	4	5	6	7
J	Completing the overall task.	1	2	3	4	5	6	7

	20. How <i>important</i> are the following items to how the overall effective performance of an expatriate (<i>ferang</i>) is perceived?	<i>Very unimportant</i>	<i>Unimportant</i>	<i>Slightly unimportant</i>	<i>Slightly important</i>	<i>Important</i>	<i>Very important</i>	<i>Don't know</i>
A	Age	1	2	3	4	5	6	7
B	Gender (Male or female)	1	2	3	4	5	6	7
C	Appropriate educational qualifications	1	2	3	4	5	6	
D	The degree of difference between Thai and Western culture	1	2	3	4	5	6	7
E	Religion	1	2	3	4	5	6	7
F	Thai Language Ability	1	2	3	4	5	6	7
G	Experience in other Asian Countries	1	2	3	4	5	6	7
H	Nationality	1	2	3	4	5	6	7
I	Prejudice against Thai by <i>ferang</i> expatriates	1	2	3	4	5	6	7
J	Prejudice against <i>ferang</i> expatriates by the Thai	1	2	3	4	5	6	7
K	Positive stereotypes <i>ferang</i> expatriates have about Thai	1	2	3	4	5	6	7
L	Positive stereotypes Thai have about <i>ferang</i> expatriates	1	2	3	4	5	6	7
M	Negative stereotypes <i>ferang</i> expatriates have about Thai	1	2	3	4	5	6	7
O	Negative stereotypes Thai have about <i>ferang</i> expatriates	1	2	3	4	5	6	7
P	Experience in other non-Asian countries	1	2	3	4	5	6	7
Q	Racial Background	1	2	3	4	5	6	7
R	The openness of Thai people to outside ideas	1	2	3	4	5	6	7
S	The need for <i>ferang</i> expatriates to play the role expected of them by the Thai	1	2	3	4	5	6	7

	21. Thinking about your experience in Thailand, indicate to what extent you agree or disagree with the following statements?	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree	Don't know
A	My age is acceptable to the job I am doing	1	2	3	4	5	6	7
B	My gender is acceptable for the job I am doing	1	2	3	4	5	6	7
C	My educational qualifications are acceptable for the job I am doing	1	2	3	4	5	6	
D	My cultural background is very different to Thai culture	1	2	3	4	5	6	7
E	My religion is acceptable	1	2	3	4	5	6	7
F	I have good Thai language skills	1	2	3	4	5	6	7
G	I have a lot of experience in other Asian countries	1	2	3	4	5	6	7
H	My nationality is seen as acceptable for the job that I am doing.	1	2	3	4	5	6	7
I	<i>Ferang</i> expatriates are not prejudiced against Thai people.	1	2	3	4	5	6	7
J	The Thai people are not prejudiced against <i>ferang</i> expatriates.	1	2	3	4	5	6	7
K	<i>Ferang</i> expatriate have positive stereotypes about Thai	1	2	3	4	5	6	7
L	Thai people have positive stereotypes about <i>ferang</i>	1	2	3	4	5	6	7
M	<i>Ferang</i> expatriate have negative stereotypes about Thai	1	2	3	4	5	6	7
O	Thai people have negative stereotypes about <i>ferang</i>	1	2	3	4	5	6	7
P	I have a lot of experience in other non-Asian countries	1	2	3	4	5	6	7
Q	My racial background is seen as acceptable.	1	2	3	4	5	6	7
R	Thai people are open to outside ideas.	1	2	3	4	5	6	7
S	I played the role expected of me by the Thai	1	2	3	4	5	6	7

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