



Croatian
International
Relations
Review

—
CIRR
—

XXIX (93) 2023,
366-391

—
DOI 10.2478/
CIRR-2023-0065

—
UDC 327 (4-6
EU:73:55)

Enhancing Expatriate Performance: The Role of Cross-Cultural Competence and Self-Maintenance Skills

Muhammad Awais Bhatti

*Department of Management, College of Business Administration,
King Faisal University, Al-Ahsa 31982, Saudi Arabia*

Email: mbhatti@kfu.edu.sa

ORCID iD: <https://orcid.org/0000-0003-4485-1168>

Abstract

Key words:

Expatriate
Management,
Cross-cultural
Competence,
Human Resource
Management, Self-
maintenance Skill.

This research aims to explore the existing relationship of cross-cultural competence with expatriate's performance and country withdrawal intentions. Moreover, this research used the cultural adaptability skill as a mediating variable and self-maintenance skill as a moderating variable among the relationship of cross-cultural competence with expatriate's performance, cultural adaptability skill, and country withdrawal intentions. This research collected data from 156 expatriates working in different Saudi organizations. To achieve the aim of this research this study has employed the Structural Equation Modeling (SEM) method through the STATA software. Findings of this research have shown a significant association between direct relationships of cross-cultural competence with expatriate's performance and country withdrawal intentions. Moreover, findings also confirmed that the relationship of cross-cultural competence with expatriate's performance, cultural adaptability skill, and country withdrawal intentions is also moderated by self-maintenance skill and mediated by cultural adaptability skill. This study adds to expatriate management by showing how individual abilities affect assignment accomplishment. These findings underline the need for specific training and support programs to help expatriates succeed and stay, especially in culturally diverse environments. These findings emphasize the necessity for a friendly workplace that recognizes and promotes international assignment skills.

Introduction

Cross-cultural adaptability in transnational workplaces is an important academic topic due to economic globalization. Transnational corporations' adaptability to other cultures is the subject of an increasing number of scholarly investigations within the field of international business (Potter, 2023). As they grow globally, companies realize that successful expatriate assignments are essential to attaining strategic goals and staying competitive (Verghese, 2022). An "expat" works abroad. Some of the difficulties these individuals face include language barriers, unfamiliar work settings, and cultural differences (Wu, 2021). Overcoming these problems requires skill in two areas, communicating and adapting to people from other cultures, and being able to take care of yourself (Wang et al., 2017). To maximize international assignments and global mobility programs, firms must understand expatriate adjustment and performance aspects.

Empirical investigations have shed light on the different factors that impact the experiences of expatriates undergoing adaptation within multinational corporations (Wu, Fan, & Dabasia, 2023). Many studies have examined how cross-cultural competency affects expatriate success (Abrar, Sultan, & Nawaz, 2023; Mumtaz & Nadeem, 2023). Numerous studies have stressed cross-cultural ability. Wu, Bui, & Dao (2022) define cross-cultural competency as the ability to comprehend, value, and communicate with people from different cultures. According to Bahri (2022), expats with stronger cross-cultural proficiency were more flexible and successful in multicultural settings. Xing (2023) discovered that job happiness and cross-cultural collaboration are linked in international workers. This

shows how important this talent is to their longevity and wellbeing. More study has examined how expatriates' cultural adaptability affects performance and adjustment (Dinglasa, 2020). Lumliengphon (2022) found that adaptable people can better handle cultural differences and form social bonds. These talents include efficient communication, cultural appreciation, and comprehending their relationships. Valk (2021) discovered that foreigners who could adapt to a new culture outperformed natives in social and task contexts. This suggests that foreign workers require particular skills to be productive (Huang et al., 2020). International residents and workers' success depends on their adaptation and cross-cultural communication skills. Wang (2021) emphasize the importance of these skills for cross-cultural performance and communication. Empirical research has also studied how self-maintenance skills affect expatriate welfare and adaptability. Michailova, Holden, & Paul (2020) describe self-maintenance as the ability to manage stress, maintain psychological stability, and stay healthy in stressful situations. Self-sufficiency helps expatriates cope and handle stress, according to numerous studies. Li-Yueh & Phuoc-Thien (2022) showed that self-care experts had higher job satisfaction and lower psychological distress. Research shows that expats' self-maintenance skills affect their performance and cultural adaptability. Higher self-maintenance ability increases cross-cultural performance and adaptation (Naeem et al., 2020).

Despite significant advancements in understanding expatriate adaptability (Pabittei & Bhinekawati, 2022; Srimarut & Mekhum, 2020), there is a lack of empirical research exploration in this area. Overlooking self-maintenance, cultural adaptability, and cross-cultural competency while measuring expatriate experiences is problematic (Lo & Nguyen, 2023). More research is needed to understand how these characteristics affect expatriates' performance and adaptability (Caligiuri & Caprar, 2023). Several research have studied each variable's effects. There is also disagreement about how these characteristics work and how much they predict expatriate success (Gu, 2023). Studies have shown that cultural adaptation skills moderate the association between cross-cultural competency and expatriate results (Abdalla, Li, & Yang, 2024). Some research imply that self-maintenance abilities mediate this association (Chang, Chen, & Chau, 2023). Most research has used self-report measures and cross-sectional methodologies, limiting validity and generalizability. Longitudinal research is needed to study expatriate adaptability and skill stability (Hussain & Zhang, 2023). Future research should use objective expatriate outcomes to better demonstrate the links between cross-cultural competence, cultural adaptation skills, and self-maintenance (Abdalla, Li, & Yang, 2024). These assessments may include organizational indicators and performance appraisals. Cultural variations and organizational support systems affect expatriate performance, therefore further research is needed (Yari, 2024). Filling these knowledge gaps can help future studies understand expatriate adaption in global organizations. In the end, this understanding will guide organizational strategies to improve foreign nationals' lives.

This study addresses these information gaps by examining how cross-cultural competency, cultural adaptation skills, and self-maintenance abilities affect expatriate experiences. This research hypothesized that cross-cultural competency affects cultural adaptation skills using acculturation theories and social cognitive theory. These skills bridge expatriate efficacy and adaptation with cross-cultural proficiency (Enatto, 2024). This study further propose that self-maintenance skills alter the links between cross-cultural competence, cultural adaptation skills, and expatriate results, boosting individual capabilities' predictive accuracy. This study seeks to understand how expatriates adjust to global work situations. This will be done by empirically testing the hypotheses. This research will provide valuable insights for improving foreign nationals' success and well-being in institutions.

Literature Review

Business globalization has made cross-cultural adaptability in multinational workplaces a significant academic issue (Muzayyanah, 2024). Many scholars have studied expatriate cultural adaptation challenges and solutions, acknowledging its importance to individual and organizational well-being (Enatto, 2024). Understanding the intricate dynamics of cultural adaptation requires adapting cognition, affect, and behavior to novel cultural environments (Yari, 2024). As the discussion's foundation, this knowledge is crucial. Researchers have used Berry's acculturation model and the U-curve hypothesis to understand expatriate adjustment dynamics (Abdalla, Li, & Yang, 2024). Intercultural aptitude, linguistic competency, social support, and cultural gap affect how successfully foreigners adapt, according to the authors. Studies also show that organizational support systems help foreigners acclimate to their new surroundings and reduce cultural assimilation stress (Hussain & Zhang, 2023). Pre-departure orientation, cross-cultural coaching, and ongoing mentoring are examples. Cultural adaptation is multifaceted and affects people and institutions, as the literature shows. Writers have repeatedly stressed cultural flexibility. Expatriate adaptation has been studied on performance, well-being, and work satisfaction (Chang, Chen, & Chau, 2023). Research shows that effective cultural adaptation can boost expatriates' job happiness and reduce their likelihood of leaving, improving an organization's stability and productivity (Abdalla, Li, & Yang, 2024). Foreign nationals may perform poorly, feel uncomfortable psychologically, and feel like failures due to cultural adjustment issues. To design effective support programs and ensure the success of their work abroad, companies must understand cultural adaptation challenges (Anwar, Channa, & Shah, 2023). Firm research has shown the strategic value of a diverse workforce and its use to stay ahead. Organizations can assist foreigners assimilate by promoting cultural intelligence, cross-cultural cooperation, and tolerance (Gu, 2023). Thus, global firm efficiency will rise.

International company requires cross-cultural and expat collaboration. Cross-cultural competency is the capacity to adapt to and engage with people from

other cultures (Caligiuri & Caprar, 2023). Examples include intercultural knowledge, communication, and cultural sensitivity, according to Zaman et al. (2021). Employees working abroad who meet company goals are called expat performers. Effective job performance, relationship management, and job management are included, according to Qamar, Afshan, & Rana (2023). Cross-cultural competency is increasingly crucial for expats working abroad since cultural differences can affect workplace relations. Previous empirical study has demonstrated that expat success depends on cross-cultural collaboration. According to Shaikh et al. (2023), cross-culturally competent people from diverse nationalities may adapt and thrive in multicultural contexts. These people can now handle difficult cross-cultural relationships, create connections with locals, and navigate multiple cultures (Lo & Nguyen, 2023). The study found that cross-cultural proficiency reduces expatriate job turnover and boosts job satisfaction. This shows how important this talent is for expatriate retention and well-being (Srimarut & Mekhum, 2020). Research shows a high correlation between expatriate performance and cross-cultural competency. This highlights the importance of this talent for global jobs. Prior research has demonstrated that cross-cultural proficiency strongly impacts expatriate performance. Dinglasa (2020) found that immigrant and cross-culturally competent professionals perform better. Recent research show a beneficial relationship between these characteristics. More specifically, cross-culturally competent foreign nationals are anticipated to be more adaptive, skilled communicators, and culturally sensitive (Huang et al., 2020). Therefore, these personnel may improve task competency, build deeper ties with local stakeholders, and contribute more to company goals (Naeem et al., 2020). Empirical data suggests that cross-cultural competency improves foreign workers' success in multinational firms.

H1. *Cross-cultural competence significantly influences the expatriate's performance.*

Cross-cultural competency and expatriate nation exit have been shown in empirical investigations (Wang, 2021). Research consistently shows that foreign nationals with stronger cross-cultural competency are less likely to leave their assignments early and return home (Michailova, Holden, & Paul, 2020). Valk (2021) found a negative association between expatriates' job-leaving intentions and cross-cultural abilities. These findings suggest that interculturally competent workers were more committed to their tasks abroad (Lumliengphon, 2022). Interculturally sensitive and adaptable expatriates were less likely to leave their host country early, according to Bahri (2022). According to these statistics, being cross-culturally competent reduces the risk of expatriates leaving their nation. Cross-cultural skills are crucial to expatriates' commitment to abroad missions (Wu, Bui, & Dao, 2022). Empirical evidence suggests that cross-cultural proficiency strongly influences expatriates' relocation decisions. Previous research has shown that these characteristics are negatively correlated (Mumtaz & Nadeem, 2023). Superior cross-cultural competency is expected to reduce the likelihood of foreign people leaving their host country before they are ready. This hypothesis holds that persons with

stronger cross-cultural competency can better handle the obstacles of living and working in diverse cultures (Wu, Fan, & Dabasia, 2023). Therefore, those with better cross-cultural proficiency adapt to different cultures more easily and experience less psychological stress while working overseas (Wang et al., 2017). Thus, these expatriates are less likely to resign their missions early and more inclined to work harder in the host country. Cross-cultural proficiency predicts expatriate country exit intentions in multinational firms, according to research.

H2. *Cross-cultural competence significantly influences the expatriate's country withdrawal intentions.*

Many researchers have studied the complex relationship between cultural adaptability, cross-cultural proficiency, and expatriate performance (Verghese, 2022; Wu, 2021). Studies show that expatriate performance depends on cross-cultural competencies. This talent helps organizations achieve goals and bridge cultural gaps, according to Potter (2023). Studies have examined how cultural adaptation mediates this association. Michailova, Holden, & Paul (2020) discovered that culturally adaptable expatriates perform better professionally. To turn cross-cultural proficiency into performance, researchers say you must adapt to foreign cultures when working overseas (Dinglasa, 2020). This has been shown, however more research is needed to understand how cultural adaptation capacities affect cross-cultural competency and expatriate performance. Cultural adaptability moderates the link between cross-cultural competency and expatriate performance, according to previous studies (Lo & Nguyen, 2023). Research shows favorable connections between these skills, cross-cultural competency, and expatriate performance, suggesting they will mediate the effect (Gu, 2023). More precisely, cross-culturally competent immigrants are anticipated to be more culturally adaptable. These traits help them handle cultural differences and adapt to different workplaces (Chang, Chen, & Chau, 2023). These people should boost task proficiency, interpersonal management, and work performance (Abdalla, Li, & Yang, 2024). This study found that cultural adaptation skills modify the link between cross-cultural competence and expatriate performance in multinational companies.

H3. *Cultural adaptability skill significantly mediates the relationship between cross-cultural competence and expatriate's performance.*

The complicated links between cultural adaptability, cross-cultural competency, and expatriate migration have been studied empirically (Enatto, 2024). Cross-cultural competency influences expatriates' outcomes, especially their likelihood to return home, according to many research. Valk (2021) found that cross-culturally competent expatriates are less likely to quit early and return home. According to Michailova, Holden, & Paul (2020), expatriates' desire to quit their jobs negatively correlated with their cross-cultural collaboration. Strong cross-cultural competencies were linked to greater travel motivation. Research has also examined how cultural adaptability skills mediate this association. Huang

et al. (2020) discovered that cultural adaptation significantly correlated with expatriate job loss. These findings emphasize the relevance of understanding how cross-cultural competency affects expatriate relocation preferences (Srimarut & Mekhum, 2020). The hypothesis states that cross-cultural competency is strongly correlated with the desire to leave a foreign country and adapt to other cultures. Previous research supports this view. According to past study Lo & Nguyen (2023), expatriates' results, such as their likelihood of leaving their host nation early, are strongly influenced by their cultural adaptability. In particular, cross-cultural competency is supposed to help foreigners adapt to their new culture. These skills help students adjust to cultural differences and their new environment (Abdalla, Li, & Yang, 2024). This makes these persons less prone to undergo psychological distress and cultural acclimatization while living overseas (Hussain & Zhang, 2023). Thus, they are less likely to leave the host nation early. Actual world evidence suggests that cultural adaptation skills may cushion multinational firms' cross-cultural proficiency and expatriate country pullout intentions.

H4. *Cultural adaptability skill significantly mediates the relationship between cross-cultural competence and expatriate's country withdrawal intentions.*

There have been empirical research on self-maintenance, cross-cultural competency, and cultural adaptability in expatriate postings (Michailova, Holden, & Paul, 2020). Research shows that cross-cultural competency is vital to adapting to foreign cultures (Michailova, Holden, & Paul, 2020; Valk, 2021). Research also shows the importance of cultural adaptation skills for negotiating cultural differences and succeeding abroad (Lumliengphon, 2022). However, how self-maintenance talents affect this association is unknown. Self-maintenance qualities include stress management, psychological well-being, and resilience in challenging conditions, according to Bahri (2022). Although self-maintenance skills have been shown to help expatriates adjust, little is known about how they interact with cross-cultural competence and cultural adaptation. Self-maintenance will likely influence the relationship between cross-cultural competency and cultural adaptation. Empirical data supports this idea. Previous research by Lo & Nguyen (2023) suggests that self-maintenance skills may improve cross-cultural adaptability. These talents affect expatriate adjustment and performance individually and interactively (Caligiuri & Caprar, 2023). Expatriates with better self-maintenance skills are expected to be more resilient, coping, and emotionally stable when faced with cultural expectations and challenges (Chang, Chen, & Chau, 2023). Thus, these people are more likely to employ their cross-cultural skills to improve their cultural adaptability. This improves worldwide mission performance and adaptability (Enatto, 2024). Thus, self-care may affect cross-cultural competency and the ability to adapt to diverse cultures in international work situations. Empirical evidence supports this viewpoint.

H5. *Self-maintenance skill significantly moderates the relationship of cross-cultural competence and cultural adaptability skill.*

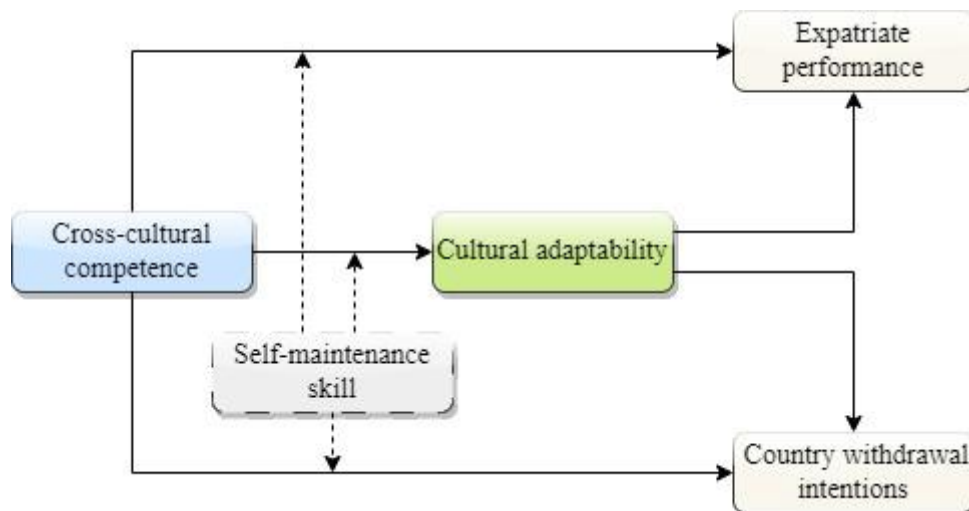
Previous empirical research has examined the complex link between self-maintenance skills, cross-cultural proficiency, and expatriate performance (Potter, 2023). Wu (2021) studies that have shown the importance of cross-cultural competency for expatriate success. Research also shows that foreign immigrants' welfare and adaptation depend on self-maintenance skills (Wu, Fan, & Dabasia, 2023). However, there is no research on how self-maintenance skills moderate the association between cross-cultural competence and expatriate performance. Despite research showing the benefits of self-maintenance and cross-cultural competency on expatriate results, little is known about how these factors interact to affect performance (Wu, Bui, & Dao, 2022). The hypothesis states that self-maintenance abilities greatly affect cross-cultural competency and expatriate performance. Previous research supports this idea (Bahri, 2022). Given the current research on the importance of cross-cultural competence and self-maintenance skills in expatriate adjustment and effectiveness, self-maintenance skills are expected to significantly contribute to the translation of cross-cultural competence into quantifiable performance results (Valk, 2021). It is expected that expatriates with stronger self-maintenance abilities will be more robust, stress-tolerant, and emotionally stable when serving abroad (Lumliengphon, 2022). Because of this, these people are more likely to use their cross-cultural skills to adapt to different cultures, create relationships with regional stakeholders, and achieve corporate goals (Huang et al., 2020). Thus, self-care skills may regulate the relationship between cross-cultural competency and expatriate performance in global organizations. Statistics back up this idea.

H6. *Self-maintenance skill significantly moderates the relationship of cross-cultural competence and expatriate's performance.*

Empirical research has examined the complex relationship between self-sustenance abilities, cross-cultural competency, and international flight (Srimarut & Mekhum, 2020). Numerous studies have shown the impact of cross-cultural competency on expatriate outcomes like the tendency to end assignments early and return home (Dinglasa, 2020). Studies have shown that expatriate welfare and adaptation depend on self-maintenance. These attributes are essential for stress management, psychological resilience, and self-care in difficult situations (Bahri, 2022). However, nothing is known about how self-maintenance abilities affect cross-cultural competence and foreign culture retreat. Previous research have shown how these characteristics affect expatriate outcomes (Michailova, Holden, & Paul, 2020). More research is needed to determine how self-maintenance skills, cross-cultural proficiency, and premature departure from host countries relate. The hypothesis states that cross-cultural competence, desire to leave a foreign country, and self-maintenance skills are strongly correlated (Gu, 2023). This theory is based on previous research. Previous research has shown that self-maintenance skills are crucial to expatriates' adjustment and decision to leave their host countries early (Caligiuri & Caprar, 2023). It

is expected that expatriates with higher self-maintenance skills will be more resilient, able to handle stress, and emotionally stable when encountering problems associated to assignments overseas (Valk, 2021). Even if they struggle to adapt to a new culture or meet cultural difficulties, these individuals are less likely to quit their jobs and return home (Abdalla, Li, & Yang, 2024). Therefore, self-care behaviors may affect the relationship between cross-cultural competency and expatriates' willingness to work abroad. This idea is supported by data.

H7. *Self-maintenance skill significantly moderates the relationship of cross-cultural competence and expatriate's country withdrawal intentions.*



Methodology

The research was carried out in the Kingdom of Saudi Arabia, with a particular emphasis on expatriates employed in different Saudi organizations. This research survey used to collect the data from 156 expatriates. The respondents were given standardized questionnaires to complete as an integral component of the data collection procedure. The questionnaires assessed cross-cultural competence, cultural adaptation abilities, self-maintenance skills, expatriate performance, and plans to leave the country. An earlier investigation established the reliability and validity of these scales, which were collected from their respective publications. This research employs the eleven items scale of Chen (2019) to measure the cross-cultural competence. Cultural adaptability was measured on four items scale in this study (Kai Liao et al., 2021). Self-maintenance skill was measure on a four items scale, adopted from the work of Wang et al. (2014). Whereas the seven items cale of Kai Liao et al. (2021) was used to measure the expatriate performance in this research. A three items based scale was used to measure the expatriates country withdrawal intentions (Koveshnikov, Lehtonen, & Wechtler, 2022).

Data analysis was done with STATA and SEM. Structural equation modeling (SEM) estimates several regression equations to analyze

complex variable interactions. SEM was used to assess the direct, mediating, and moderating impacts of self-maintenance, cultural adaptability, and cross-cultural competence on expatriate outcomes. The sample's demographics and variable distributions were examined using descriptive statistics before the main analysis. The measuring scale's internal consistency and dependability were assessed using Cronbach's Alpha coefficients. To evaluate the measurement model's concept validity, confirmation factor analysis was used. The first study after data collection and assumption testing was structural equation modeling (SEM). Cross-cultural competency was linked to expatriate performance and desire to leave the country in the model. Additionally, a line showed how cultural adaption capacity moderated these associations. Another study examined how self-maintenance capacity influences cross-cultural competence, cultural adaptability, expatriate performance, and aspirations to leave the country. After SEM analysis, the chi-square test, CFI, TLI, RMSEA, and SRMR were evaluated as model fit indices. The indices assessed the model's data fit. Finally, sensitivity testing and post-hoc analysis addressed relevant limits and examined the findings' reliability.

Results

This study's variables' internal consistency reliability was assessed using Cronbach's Alpha. [Table 1](#) shows the analysis results. Cronbach's Alpha of 0.855 indicates good internal consistency in the cross-cultural competency variable. This construct's remarkable internal consistency shows that its measurement items capture the same concept. Cultural adaptation has a Cronbach's Alpha coefficient of 0.754, indicating good internal consistency. It appears that cultural adaptability skill questions adequately measure the desired idea. The self-maintenance competence variable has a Cronbach's Alpha coefficient of 0.748, indicating excellent internal consistency. This shows that self-maintenance assessment factors are linked. Expatriate performance and country departure intentions exhibit good internal consistency, as shown by Cronbach's Alpha coefficients of 0.779 and 0.796. The coefficients show that variables are consistent across time. These findings show that these constructs' components are internally trustworthy and routinely monitor expatriate performance and plans to depart. The comprehensive Cronbach's Alpha analysis shows that this study's measurement equipment to assess the significant variables is reliable.

Table 1: Cronbach's Alpha.

Variable	Cronbach's Alpha
Cross-cultural competence	0.855
Cultural adaptability	0.754
Self-maintenance skill	0.748
Expatriate performance	0.779
Country withdrawal intentions	0.796

Table 2 shows this study's variables' validity and reliability. The composite reliability ratings of each construct show internal consistency, with all variables reliable. Cross-cultural competence has 0.829 composite dependability, showing reliable connections. Composite dependability ratings of 0.853 and 0.768 indicate strong internal consistency for cultural adaptability and self-maintenance competence. Internal consistency is high for expatriate performance and country withdrawal intentions, with composite dependability values of 0.912 and 0.860. These findings show that this study's construct measuring instruments accurately capture the intended concepts.

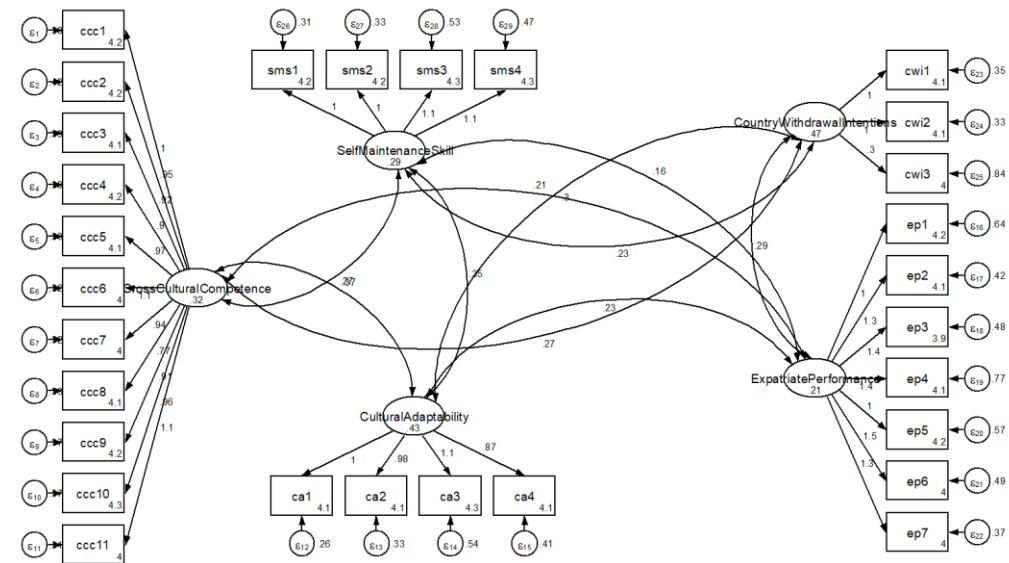


Figure 2: Estimated Model.

AVE values ensure measurement instrument convergent validity and reliability. Convergent validity grows with AVE values, which assess how much variance underlying conceptions explain in observable variables. All variables demonstrated convergent validity in this study, with AVE values from 0.512 to 0.648. Expatriate performance had the highest convergent validity at 0.632, followed by cross-cultural competence at 0.648 and cultural adaptability at 0.626. AVE scores of 0.567 and 0.512 indicate convergent validity for self-maintenance skill and country withdrawal intents. This study's evaluation instruments appear to accurately capture constructs and variables of interest.

Table 2: Validity and Reliability Confirmation.

Variable	Composite Reliability	Average Variance Extracted (AVE)
Cross-cultural competence	0.829	0.648
Cultural adaptability	0.853	0.626
Self-maintenance skill	0.768	0.567
Expatriate performance	0.912	0.632
Country withdrawal intentions	0.860	0.512

The measurement model's data fit is assessed by confirmatory factor analysis (CFA) in Table 3. Standardized factor loadings, standard errors, z-scores, p-values, and 95% confidence intervals are shown for each item. CFA results

confirm the measurement model, with all factor loadings statistically significant ($p < 0.05$). For comparison, the limiting factor loadings for the first item of each build (CCC1, CA1, SM1, and EP1) are 1. This study's measured constructs are reliable and valid based on CFA results.

Table 3: Confirmatory Factor Analysis.

Measurement	OIM Coef.	Std. Err.	z	P> z	[95% Conf. Interval]	
CCC1	1	(constrained)				
CCC2	0.746	0.069	10.617	0.000	0.611	0.900
CCC3	0.548	0.061	8.756	0.000	0.428	0.683
CCC4	0.320	0.057	8.384	0.000	0.690	0.902
CCC5	0.873	0.080	10.705	0.000	0.716	0.852
CCC6	0.718	0.065	10.332	0.000	0.590	0.865
CCC7	0.639	0.066	9.422	0.000	0.509	0.787
CCC8	0.320	0.064	4.917	0.000	0.195	0.454
CCC9	0.849	0.080	11.989	0.002	0.699	0.882
CCC10	0.817	0.069	11.097	0.000	0.484	0.748
CCC11	0.790	0.064	12.077	0.000	0.665	0.936
CA1	1	(constrained)				
CA2	0.708	0.083	8.384	0.000	0.546	0.889
CA3	0.892	0.070	12.517	0.000	0.755	0.852
CA4	0.596	0.063	9.226	0.000	0.472	0.737
SM1	1	(constrained)				
SM2	0.758	0.061	11.581	0.000	0.637	0.898
SM3	0.830	0.059	13.309	0.000	0.715	0.774
SM4	0.856	0.067	12.003	0.000	0.724	0.817
CWI1	0.000	0.000	0.000	0.000	0.000	
CWI2	0.779	0.064	11.431	0.000	0.653	0.925
CWI3	0.756	0.065	10.980	0.000	0.629	0.902
EP1	1	(constrained)				
EP2	0.690	0.059	10.836	0.000	0.574	0.825
EP3	0.788	0.065	11.393	0.000	0.661	0.936
EP4	0.816	0.064	11.900	0.000	0.690	0.771
EP5	0.808	0.063	11.966	0.000	0.683	0.953
EP6	0.677	0.058	10.901	0.000	0.563	0.808
EP7	0.599	0.070	9.990	0.005	0.500	0.842

Table 4 displays measurement item fitness data for build indicator fit. Standardized factor loadings for each original sample indicator are shown. High scores suggest better variable fit and representation due to stronger correlations between indicators and their constructs. Fitness statistics indicate good relationships between indicators and constructs, supporting this study's measuring method's validity and reliability.

Table 4: Measurement Items Fitness Statistics.

Variable	Indicator	Original Sample
Cross-cultural Competence	CCC1	0.854
	CCC2	0.844
	CCC3	0.752
	CCC4	0.813
	CCC5	0.874
	CCC6	0.901
	CCC7	0.727
	CCC8	0.835
	CCC9	0.791
	CCC10	0.917
	CCC11	0.617
Cultural Adaptability	CA1	0.752
	CA2	0.871
	CA3	0.914
	CA4	0.950
Self-maintenance skill	SM1	0.898
	SM2	0.863
	SM3	0.713
	SM4	0.650
Country Withdrawal Intentions	CWI1	0.776
	CWI2	0.833
	CWI3	0.878
Expatriate Performance	EP1	0.902
	EP2	0.816
	EP3	0.698
	EP4	0.689
	EP5	0.612
	EP6	0.599
	EP7	0.634

The chi-square fit statistics for model fit to observed data are shown in [Table 5](#). The likelihood ratio chi-square value of 12461.839 shows the model fits the saturated model. A 0.000 p-value for this chi-square value indicates statistical significance and that the model deviates from the saturated model. Compared to the baseline model, the baseline chi-square value is 11745.397 with a p-value of 0.000, suggesting significant differences. These fit numbers signal that the model may not match the data well, requiring modification or research.

Table 5: Chi-square Fit statistics.

Fit statistic	Value	Description
Likelihood ratio	12461.839	model vs. saturated
p > chi2	0.000	
chi2_bs(2356)	11745.397	baseline vs. saturated
p > chi2	0.000	

Saturated and estimated model goodness-of-fit statistics are in [Table 6](#). Both models' SRMRs are shown. Saturated model SRMR is 0.046, indicating a good

data match. A greater SRMR of 0.079 indicates a poorer model-data fit for the derived model. Due to this SRMR mismatch between saturated and estimated models, the estimated model may not accurately capture data complexity. A refined model may better fit and characterize the variables under consideration.

Table 6: Model Goodness of Fit Statistics.

	Saturated Model	Estimated Model
SRMR	0.046	0.079

In [Table 7](#), R-square statistics reveal how much structural model external factors explain each endogenous variable's variation. Cross-cultural competency's R-square score is 0.514, indicating that exogenous factors explain 51.4% of its variation. Cultural adaptation's R-square score is 0.474, indicating that exogenous influences explain 47.4% the variation. Finally, exogenous variables explain 27.5% of self-maintenance skill's variance with an R-square of 0.275. These R-square values show how much the structural model's exogenous variables explain endogenous variability. The findings show moderate to great explanatory power for cross-cultural competence and cultural adaptability, but less for self-maintenance.

Table 7: R-Square Statistics.

Variable	R Square
Cross-cultural Competence	0.514
Cultural Adaptability	0.474
Self-maintenance Skill	0.275

The direct path analysis of cross-cultural competency on expatriate performance and country withdrawal intents is shown in [Table 8](#). Analysis shows that cross-cultural competency greatly affects expatriate performance and country withdrawal intentions. The coefficient estimate for cross-cultural competence's direct effect on expatriate performance is 0.291, with a standard error of 0.105. The z-score of 2.904 qualifies this impact as statistically significant at $p < 0.05$. The 95% confidence interval for the effect extends from 0.078 to 0.460, demonstrating that expatriates with higher cross-cultural competency perform better abroad.

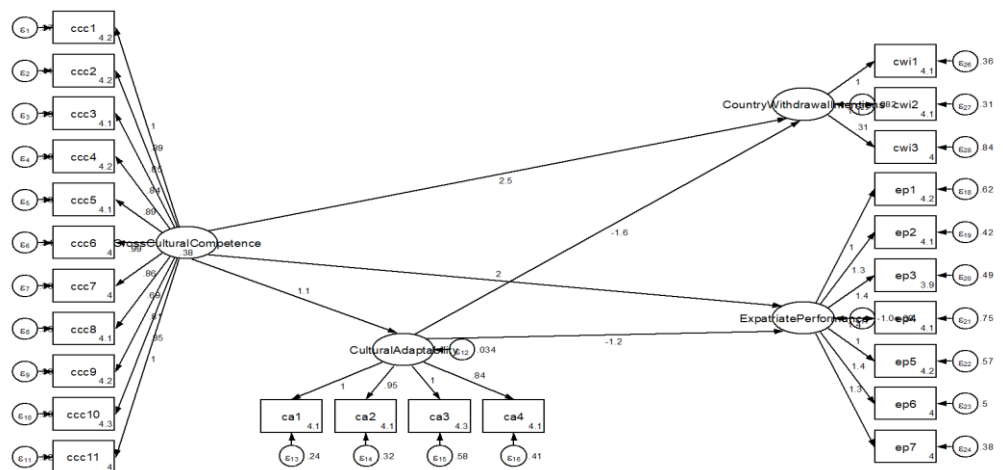


Figure 3: Structural Model for Direct and Mediated Path Analysis.

The direct path analysis of cross-cultural competence on expatriate performance and country withdrawal intents is shown in Table 8. Analysis shows that cross-cultural competence greatly affects expatriate performance and country withdrawal intentions. The coefficient estimate for cross-cultural competence's direct effect on expatriate performance is 0.291, with a standard error of 0.105. The z-score of 2.904 qualifies this impact as statistically significant at $p < 0.05$. The 95% confidence interval for the effect extends from 0.078 to 0.460, demonstrating that expatriates with higher cross-cultural competence perform better abroad.

Table 8: Direct Path Analysis.

	OIM Coef.	Std. Err.	z	P> z	[95% Conf. Interval]
Cross-cultural competence significantly influences the expatriate's performance.	0.291	0.105	2.904	0.001	0.078 0.460
Cross-cultural competence significantly influences the expatriate's country withdrawal intentions.	0.963	0.075	13.811	0.000	0.755 0.829

The mediating and moderating path analysis in Table 9 shows the complex links between cross-cultural competence, cultural adaptability, self-maintenance, and expatriate outcomes. The analysis shows that cultural adaptability ability strongly mediates cross-cultural competence and expatriate performance. This mediation effect coefficient estimate is 0.221, with a standard error of 0.107. At the $p < 0.05$ level, the mediation effect is statistically significant with a z-score of 2.177. The effect's 95% confidence interval is 0.398 to 0.307, demonstrating cultural adaptability skill mediates the association between cross-cultural competence and expatriate performance. This highlights the need of cultural adaptability in translating cross-cultural competence into international assignment performance.

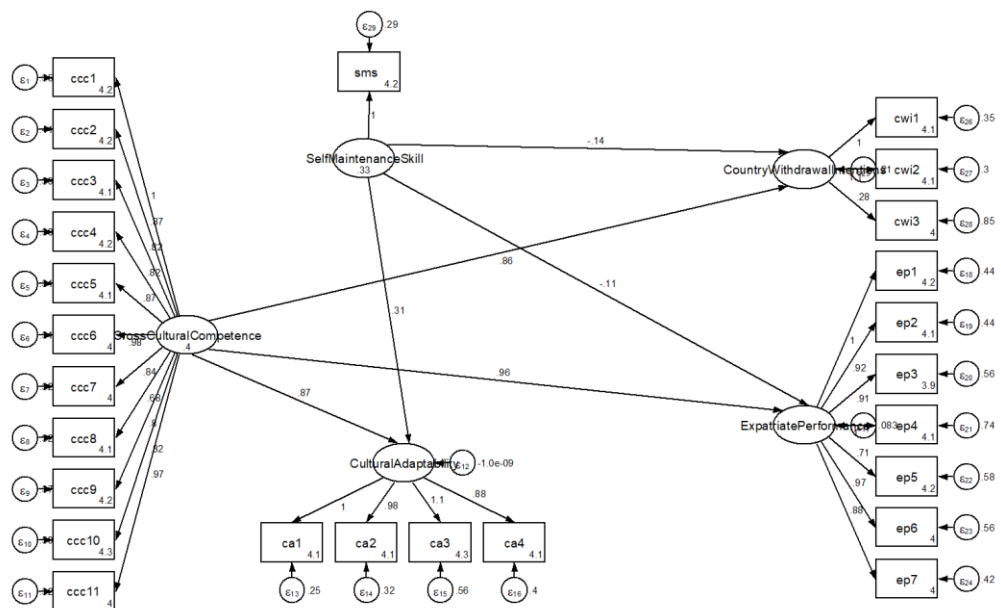


Figure 4: Structural Model for Moderating Path Analysis.

Second, the analysis shows that cultural adaptability skill strongly mediates cross-cultural competence and expatriate country withdrawal intentions. The mediation effect coefficient estimate is 0.949, with a standard error of 0.097. The mediation effect is highly significant at the $p < 0.01$ level, as indicated by the high z-score of 2.124. Cultural adaptability skill mediates the connection between cross-cultural competence and expatriate country withdrawal intentions, with a 95% confidence interval of 0.179 to 0.547. This shows the necessity of cultural adaptability abilities to prevent premature withdrawal from international missions.

Table 9: Mediating and Moderating Path Analysis.

	OIM Coef.	Std. Err.	z	P> z	[95% Conf. Interval]	
Cultural adaptability skill significantly mediates the relationship between cross-cultural competence and expatriate's performance.	0.221	0.107	2.177	0.000	0.398	0.307
Cultural adaptability skill significantly mediates the relationship between cross-cultural competence and expatriate's country withdrawal intentions.	0.949	0.097	2.124	0.001	0.179	0.547
Self-maintenance skill significantly moderates the relationship of cross-cultural competence and cultural adaptability skill.	0.630	0.073	10.493	0.005	0.486	0.801
Self-maintenance skill significantly moderates the relationship of cross-cultural competence and expatriate's performance.	0.892	0.084	12.592	0.002	0.680	0.839
Self-maintenance skill significantly moderates the relationship of cross-cultural competence and expatriate's country withdrawal intentions.	0.758	0.076	10.750	0.000	0.563	0.840

Final analysis shows that self-maintenance skill strongly moderates cross-cultural competence, cultural adaptability skill, and expatriate outcomes. The coefficient estimate for self-maintenance skill's moderation effect on cross-cultural competence and cultural adaptability skill is 0.630, with a standard error of 0.073. The moderate effect is statistically significant at the $p < 0.005$ level, as indicated by the high z-score of 10.493. The effect's 95% confidence interval is 0.486 to 0.801, demonstrating self-maintenance skill improves cross-cultural competence and cultural adaptability. Self-maintenance skill also significantly moderates the associations between cross-cultural competence and expatriate performance and country withdrawal intentions, highlighting its importance in expatriate outcomes.

Discussion

In this discussion section the findings of the study are presented in detail and these findings are comprehensively analyzed with the outcomes of the established hypotheses. The complex relationships between self-maintenance skills, cultural adaptability, cross-cultural competence, and expatriate outcomes in multinational organizations are explained by these hypotheses. This study used careful empirical research to explain how these variables interact. Thus, expatriate adaptability and performance

systems have been better understood through research. This research aims to better understand expatriate performance in multicultural settings. This is accomplished by evaluating the linkages between individual competencies and their aggregate impact on international outcomes.

This research examines prevalent opinions about how cross-cultural competence influences expatriates' performance and intention to withdrawal. Discussion about this research begins. The data clearly suggest that multinational firm expats with cross-cultural competence perform better. Higher cross-cultural competence helps expatriates communicate across cultural boundaries, negotiate cultural diversity, and create trust with locals (Gu, 2023). This also applies to cross-cultural communication. Thus, these employees are more likely to accomplish business goals, improve team dynamics, and boost abroad mission effectiveness. Cross-cultural training and development must be funded to equip foreign nationals for multicultural success. This idea's acceptability highlights the importance of such investments. Also, cross-cultural competence reduces the possibility that expatriates will leave their native country. Cross-cultural competence increases expatriates' resilience, adaptability, and ability to handle outside demands, according to Chang, Chen, & Chau (2023). This reduces the risk of loneliness, cultural shock, and discontent, which can lead to job loss and return home. This idea will show how important cross-cultural competency is for expatriates' success and longevity abroad. This can be achieved by providing rigorous pre-departure training, continuing assistance, and cross-cultural learning and growth during expatriate assignments.

Cross-cultural competency affects expatriates' performance, and cultural adaptability mediates the relationship. Studies have linked this phenomenon to cultural adaptability, or the capabilities that turn cross-cultural competency into foreign performance. Abdalla, Li, & Yang (2024) observed that expatriates with higher cross-cultural competence can develop and use cultural adaptability skills. Communication, cultural empathy, and intercultural knowledge are essential. With these traits, expats can easily adapt to new cultures and jobs. Individuals are more likely to build close ties with local stakeholders, improve their professional competency, and significantly contribute to the organization's goals. This discussion stressed the significance of cross-cultural competency, adaptability, and comprehensive training for expatriates. It also stresses human capacity in expatriate recruitment. This study uses self-maintenance skills to evaluate expatriate results, cross-cultural competency, and cultural adaptability. Theory implications dominate the investigation. Self-care affects expatriate performance and cross-cultural competency. Self-care helped expatriates manage stress, psychological resilience, and well-being in stressful situations abroad, according to Caligiuri & Caprar (2023). Cross-cultural competency helps people adapt to cultural differences, engage across cultures, and achieve organizational goals. This hypothesis emphasises stress management and coping methods when analyzing how cross-cultural competency affects expatriate performance.

Cross-cultural competency and expatriate job turnover depend on self-sufficiency. High-maintenance expats can handle life abroad better. This decreases the risk that students may feel lonely, bewildered in a strange culture, and dissatisfied and terminate their projects early and return home (Huang et al., 2020). Self-sustainedness helps foreign workers stay employed, improving their performance, devotion, and retention. Accepting this theory underlines how vital it is to consider how each person's coping mechanisms and stress-reduction abilities affect their ability to adjust to new conditions or handle them. We also examine how self-maintenance and cultural adaptability mediate expatriation outcomes and cross-cultural competency. A study found that cultural adaptability skills can translate cross-cultural competency into measurable performance in domestic and foreign tasks. According to Abdalla, Li, & Yang (2024), non-native speakers with high cross-cultural competence are better at developing and using cultural adaptability skills. Communication, cultural empathy, and intercultural knowledge are essential. These abilities help expatriates adapt to different cultures and workplaces. Thus, people are more likely to build close relationships with local stakeholders, increase their job competency, and significantly contribute to company goals. Expatriates need intensive cross-cultural competency and adaptability training. Maintaining oneself is another mitigating factor. This discourse also stresses the importance of considering how expatriate abilities effect work results.

This study also discusses how self-maintenance talents affect cultural adaptability, cross-cultural competency, and expatriate results. Self-care may affect their relationship. We found that self-maintenance abilities significantly alter the relationship between cross-cultural competence and cultural adaptability. Muzayyanah (2024) found that expats with stronger self-maintenance skills may better manage stress, psychological well-being, and emotional resilience when bridging cultural gaps and engaging with people from different backgrounds. Applications of cross-cultural competency can boost cultural adaptability. Intercultural awareness, communication, and empathy are the competencies. This hypothesis shows that expatriate cultural adaptability research must account for individual differences in coping mechanisms and stress management skills. The data also show that cultural adaptability abilities mediate cross-cultural competence and expatriate employment outcomes. According to Bahri (2022), expatriates with higher cross-cultural competence are more able to learn and use cultural adaptability abilities to navigate cultural differences and adapt to different work contexts. Because of their usefulness, cross-cultural competence abilities can improve international performance. The idea's popularity shows how vital cultural adaptability is for expatriates' success. Organizations can increase expatriate performance by investing in cross-cultural competence and cultural adaptability training. This equips expatriates for cross-cultural success.

The research also explores how self-maintenance skills moderate the association between cross-cultural competence and expatriate labor outcomes. Self-maintenance skills help expatriates overcome the challenges of postings abroad. Thus, fewer people want to finish assignments early and go home

(Naeem et al., 2020). Self-maintenance skills inhibit expatriate withdrawal, improving commitment, retention, and performance abroad. Assessing expatriates' adjustment and well-being must take into account their varied coping techniques and stress-reduction skills. Accepting this idea emphasizes its importance. Organizations can help expatriates succeed by offering resources and support systems that enable self-sufficiency development and maintenance. International postings foster resilience and well-being. Accepting all seven assumptions provides persuasive empirical support for the importance of self-maintenance skills, cultural adaptability, and cross-cultural competence in expatriate success. The results show that multinational firms must consider expatriate performance, retention, and adaptability. These interactions affect each other and have consequences. Organizations may improve expatriate performance, well-being, and foreign assignment success by knowing and using individual capabilities. Specialized interventions and support systems may now be implemented. Future study is recommended to better understand expatriate adaptability. This research should consider other contextual elements and use longitudinal methods to better understand cross-cultural productivity and adaptation in international corporate environments.

Conclusion

In conclusion, this study illuminates the complex dynamics of how foreign workers adapt and function in global businesses. This study examines how cross-cultural competency, cultural adaptability skills, and self-maintenance abilities affect expatriate success and retention. Cross-cultural competency, expatriate performance, and willingness to quit foreign assignments are linked by cultural acculturation. More particular, the data show how personal abilities shape abroad residents' experiences. Self-maintenance skills also demonstrate the importance of resilience and wellbeing in expatriate effectiveness and adaptability. This study contributes a lot to the literature, but it's crucial to acknowledge its limits and suggest additional research. These shortcomings must be addressed and research options explored to increase our understanding of expatriate management and establish successful programs for supporting expatriates in international corporate environments. This comprehensive study illuminates expatriate effectiveness and adjustment in numerous ways. They also emphasize the importance of using a comprehensive expatriate management strategy that considers individual abilities and the situation.

Implications of the study

Implications for theory derived from this study on what makes expatriates adapt and succeed in global settings are substantial and deepen our understanding of this topic. The results highlight how individual capabilities significantly impact the outcomes of expatriates. Competencies include the ability to adapt to different cultures, maintain one's own self-sufficiency, and work effectively across borders. In this study, we look at the direct, mediating, and moderating effects of several abilities to understand more about the factors that affect expatriates' adjustment and performance. Cultural adaptability skill mediates expatriate results and

cross-cultural competency in the first criterion. To overcome problems, expats must adapt their coping techniques. Cultural adaptability is vital for minimizing international assignment withdrawals and turning cross-cultural talents into performance results. Self-sufficiency reduces expatriate interactions, emphasizing resilience and well-being in result selection. Increasing the links between cultural adaptability, cross-cultural competency, and expat performance can boost success and retention. This treatment requires self-sufficiency. This study suggests that expatriate adaption is complicated. They emphasize the importance of knowing individual competencies and how they interact to affect expatriate employment in global work contexts.

This study has major implications for global talent and expatriate management companies and professionals. The findings imply that foreign residents want to improve their self-reliance, cultural adaptability, and cross-cultural competency through development and training. By giving expatriates the tools they need to succeed in new jobs, negotiate cultural differences, and take care of themselves, companies may boost employee retention and performance. Cultural adaptability skill mediates cross-cultural competence and expatriate results, hence expat orientation programs must incorporate cultural competency training. This curriculum should emphasize cultural empathy, communication skills, and sensitivity to help expatriates succeed in other cultures. Implementing self-care methods and practices can help expatriates succeed. This category includes cultural adaptability, mental health resource access, and work-life balance programs. Investing in human capacities and support systems improves expatriate performance, satisfaction, and retention in multinational business contexts, according to study.

Limitations and Future Research Directions

While this study helps us understand how foreign nationals adjust to their new surroundings and work, it is important to note its limitations so that future research can build on it. Most research uses self-report measures, which raises problems about validity due to common technique bias and social desirability bias. Multi-source data collection with supervisor ratings and objective performance indicators may improve future research on excessive work outcomes. The study only covers one industry or setting, making generalizations problematic. Expanding the study to include more abroad postings, cultural situations, and occupational disciplines would increase its external validity. Most studies examine expatriate performance by individual capacity. It rejects the idea that host nation atmosphere, organizational support, and contextual factors affect expatriate performance. Researchers may study how environmental conditions and human talents affect expatriates' outcomes. This would help us understand what factors affect foreigners' ability to adapt and succeed in their new contexts.

There are several study avenues to consider. First, researchers can use longitudinal studies to determine how expatriates' abilities affect their performance over time. We would learn more about foreigners' adaptation.

Second, studies may study how cultural, emotional, and other human traits affect expatriate success. Given the focus on emotional intelligence and cross-cultural competency, this would complement it. Thirdly, research can assess the efficacy of training and development programs for international workers. This may help explain how to support and prepare foreign staff. Research could also examine how expatriate performance affects business efficiency and competitiveness. This would highlight expatriate management's key position in global trade. Encourage research on these prospective research avenues and resolve these limitations to improve expatriate and international human resource management knowledge and practice.

Acknowledgment

The Deanship of Scientific Research supported this work, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [GRANT A004].

References

- Abdalla, A., Li, X., & Yang, F. (2024). Expatriate Construction Professionals' Performance in International Construction Projects: The Role of Cross-Cultural Adjustment and Job Burnout. *Journal of Construction Engineering and Management*, 150(3), 04024005. doi: <https://doi.org/10.1061/JCEMD4.COENG-13912>
- Abrar, M., Sultan, F., & Nawaz, M. A. (2023). Exploring the motives behind Chinese cuisine consumption intention: A Comparative Analysis between Sojourners and Local Consumers. *Pakistan Journal of Social Issues*, 14, 38-54. Retrieved from <http://uog.edu.pk/downloads/journal/XIV/3.pdf>
- Anwar, R. S., Channa, K. A. C. A., & Shah, S. M. M. (2023). From Retrospective to Prospective View of Xenophobia Through the Lens of Human Resource Diversity Management: Xenophobia and Diversity Management. *South Asian Review of Business and Administrative Studies (SABAS)*, 5(1), 41-62. doi: <https://doi.org/10.52461/sabas.v5i1.1888>
- Bahri, S. (2022). *Cross Cultural Training* (Doctoral Dissertation, Delhi Technological University). Retrieved from <http://www.dspace.dtu.ac.in:8080/jspui/handle/repository/19198>.
- Caligiuri, P., & Caprar, D. V. (2023). Becoming culturally agile: Effectively varying contextual responses through international experience and cross-cultural competencies. *The International Journal of Human Resource Management*, 34(12), 2429-2450. doi: <https://doi.org/10.1080/09585192.2022.2083918>
- Chang, Y.-Y., Chen, H.-Y., & Chau, M.-D. (2023). Is There No Place Like Home? Expatriates' Locus of Control Personality, Self-efficacy, Cross-cultural Adjustment, and Organizational Support for Expatriate Career. *International Journal of Intercultural Relations*, 93, 101761. doi: <https://doi.org/10.1016/j.ijintrel.2023.101761>
- Chen, M. (2019). The impact of expatriates' cross-cultural adjustment on work stress and job involvement in the high-tech industry. *Frontiers in Psychology*, 10, 2228. doi: <https://doi.org/10.3389/fpsyg.2019.02228>
- Dinglasa, R. A. (2020). Cultural and Emotional Intelligence: Its Role in the Cross-Cultural Adjustment of Filipino Expatriates in the Kingdom of

- Saudi Arabia. *International Journal of Human Resource Studies*, 10(1), 276-303. doi: <https://doi.org/10.5296/ijhrs.v10i1.16488>
- Enatto, H. E. (2024). Cross-Cultural Training and the Performance of American Expatriates in Nigeria. *European Journal of Business and Innovation Research*, 12(1), 29-41. Retrieved from <https://tudr.org/id/eprint/2605>
- Gu, G. (2023). Exploring the Relationship of Cultural Intelligence, Employee Performance, and Cross-cultural Adjustment in the Context of Transnational Operations. *Journal of Education, Humanities and Social Sciences*, 23, 316-322. doi: <https://doi.org/10.54097/ehss.v23i.12907>
- Huang, H., Liu, H., Huang, X., & Ding, Y. (2020). Simulated home: an effective cross-cultural adjustment model for Chinese expatriates. *Employee Relations: The International Journal*, 42(4), 1017-1042. doi: <https://doi.org/10.1108/ER-09-2019-0378>
- Hussain, T., & Zhang, Y. (2023). The influences of cross-cultural adjustment and motivation on self-initiated expatriates' innovative work behavior. *Personnel Review*, 52(4), 1255-1272. doi: <https://doi.org/10.1108/PR-05-2021-0320>
- Kai Liao, Y., Wu, W.-Y., Dao, T. C., & Ngoc Luu, T.-M. (2021). The influence of emotional intelligence and cultural adaptability on cross-cultural adjustment and performance with the mediating effect of cross-cultural competence: A study of expatriates in Taiwan. *Sustainability*, 13(6), 3374. doi: <https://doi.org/10.3390/su13063374>
- Koveshnikov, A., Lehtonen, M. J., & Wechtler, H. (2022). Expatriates on the run: The psychological effects of the COVID-19 pandemic on expatriates' host country withdrawal intentions. *International Business Review*, 31(6), 102009. doi: <https://doi.org/10.1016/j.ibusrev.2022.102009>
- Li-Yueh, L., & Phuoc-Thien, N. (2022). The Effects of Expatriates' Cross-Cultural Competence, Work-Role Demand on Expatriates' Adjustment and Performance: A Meta-Analysis Approach. In *8th International Conference of Entrepreneurship and Business Management Untar (ICEBM 2019)* (pp. 35-41). Atlantis Press. doi: <https://doi.org/10.2991/aebmr.k.200626.007>
- Lo, F.-Y., & Nguyen, T. H. A. (2023). Cross-cultural adjustment and training on international expatriates' performance. *Technological Forecasting and Social Change*, 188, 122294. doi: <https://doi.org/10.1016/j.techfore.2022.122294>
- Lumliengphon, T. (2022). *The causal effects of effective human resource practices and perception of own culture influencing on awareness of intercultural communication toward teamwork performance among 5 star-rated hotel staff in Thailand* (Ph.D. Thesis, National Institute of Development Administration). Retrieved from <https://repository.nida.ac.th/handle/662723737/6172>.
- Michailova, S., Holden, N., & Paul, S. (2020). Conceptualizing Cross-Cultural Management Competence. In *The Sage Handbook of Contemporary Cross-Cultural Management* (pp. 477-497). SAGE Publishing. doi: <https://doi.org/10.4135/9781529714340>
- Mumtaz, S., & Nadeem, S. (2023). Examining the distinct role of expatriates in top management teams during international assignments: a systematic review and a way forward. *Management Review*

- Quarterly*, 1-25. doi: <https://doi.org/10.1007/s11301-023-00344-6>
- Muzayyanah, N. (2024). Exploring the Differences in Innovative Work Behavior and Workforce Agility Between Korean and Indonesian Employees: A Cross-cultural Study in a South Korea FDI Company. *KnE Social Sciences*, 217-232. doi: <https://doi.org/10.18502/kss.v9i5.15176>
- Naeem, K., Jawad, A., Rehman, S.-U. R., & Zulqarnain, M. (2020). Role of Cross Cultural Training on Expatriates overall Adjustment in China and Malaysia. *European Online Journal of Natural and Social Sciences*, 9(4), 828-848. Retrieved from <https://european-science.com/eojnss/article/view/6116>
- Pabittei, A. A., & Bhinekawati, R. (2022). The Impact of Cross Cultural Competence on Employee Performance Mediated by Global Mindset in Overseas Construction Projects (Lessons from a Large Construction Company in Indonesia). In *6th Annual International Conference on Management Research (AICMaR 2019)* (pp. 101-106). Atlantis Press. doi: <https://doi.org/10.2991/aebmr.k.200331.023>
- Potter, J. (2023). *Practicing on the Platform: An Autoethnography of Presence in the Zoom-Mediated Ashtanga Yoga'Mysore Room'* (Doctoral dissertation, Rensselaer Polytechnic Institute). Retrieved from <https://www.proquest.com/openview/376a89571d4f0983bf7a35ab638f1ee8>.
- Qamar, F., Afshan, G., & Rana, S. A. (2023). Sustainable HRM and well-being: systematic review and future research agenda. *Management Review Quarterly*, 1-51. doi: <https://doi.org/10.1007/s11301-023-00360-6>
- Shaikh, F., Afshan, G., Anwar, R. S., Abbas, Z., & Chana, K. A. (2023). Analyzing the impact of artificial intelligence on employee productivity: the mediating effect of knowledge sharing and well-being. *Asia Pacific Journal of Human Resources*, 61(4), 794-820. doi: <https://doi.org/10.1111/1744-7941.12385>
- Srimarut, T., & Mekhum, W. (2020). The Relationship between Cross-Cultural Competency and Employee Performance in the Organization: A Case of Thailand's Pharmaceutical Industry. *Systematic Reviews in Pharmacy*, 11(2), 595. doi: <https://doi.org/10.5530/srp.2020.2.87>
- Valk, R. (2021). Working effectively and living contentedly in a foreign country: what human capital do expatriates require and develop? *Journal of Global Mobility: The Home of Expatriate Management Research*, 9(2), 241-263. doi: <https://doi.org/10.1108/JGM-11-2020-0076>
- Verghese, A. (2022). *Irony's Subversive Bite: Destabilising Colonial Legacies in Contemporary Art* (Doctoral dissertation, ResearchSpace@ Auckland). Retrieved from <https://researchspace.auckland.ac.nz/handle/2292/58601>.
- Wang, D., Fan, D., Freeman, S., & Zhu, C. J. (2017). Exploring cross-cultural skills for expatriate managers from Chinese multinationals: Congruence and contextualization. *Asia Pacific Journal of Management*, 34, 123-146. doi: <https://doi.org/10.1007/s10490-016-9474-z>
- Wang, D., Feng, T., Freeman, S., Fan, D., & Zhu, C. J. (2014). Unpacking the “skill-cross-cultural competence” mechanisms: Empirical evidence from Chinese expatriate managers. *International Business Review*, 23(3), 530-541. doi: <https://doi.org/10.1016/j.ibusrev.2013.09.001>

- Wang, H. (2021). *Raising Cross-Cultural Awareness among the Undergraduates through Intentional Design in a Culture Course in the US—an Exploratory Mixed-Methods Experimental Design* (Doctoral dissertation, Western Kentucky University). Retrieved from <https://digitalcommons.wku.edu/diss/196>.
- Wu, M.-F. (2021). *Exploring critical issues faced by Chinese immigrant entrepreneurs in the UK* (Doctoral dissertation, University of Salford (United Kingdom)). Retrieved from <https://salford-repository.worktribe.com/output/1326163>.
- Wu, S., Fan, D., & Dabasia, A. J. (2023). Expatriate adjustment and subsidiary performance: a motivation-hygiene perspective. *International Journal of Manpower*, 44(1), 1-18. doi: <https://doi.org/10.1108/IJM-04-2020-0154>
- Wu, W.-Y., Bui, T. A., & Dao, T. C. (2022). The influence of cross-cultural stable and dynamic competencies on expatriate adaptation and outcomes: the case of Taiwan. *Asia-Pacific Journal of Business Administration*, 14(4), 747-770. doi: <https://doi.org/10.1108/APJBA-01-2021-0020>
- Xing, F. (2023). *Expatriate training effectiveness in Chinese MNCs: four case studies*. Université catholique de Louvain.
- Yari, N. (2024). *Cross-Cultural Competencies and Diversity in International Teams: A Comprehensive Exploration* (Doctoral dissertations, University of Agder). doi: <https://doi.org/10.21996/rn3j-jx48>
- Zaman, U., Nawaz, S., Anjam, M., Anwar, R. S., & Siddique, M. S. (2021). Human resource diversity management (HRDM) practices as a coping mechanism for xenophobia at transnational workplace: A case of a multi-billion-dollar economic corridor. *Cogent Business & Management*, 8(1), 1883828. doi: <https://doi.org/10.1080/23311975.2021.1883828>

Appendix 1

Cross-cultural Competence:

1. How confident are you in your ability to communicate effectively with individuals from diverse cultural backgrounds?
2. To what extent do you feel comfortable adapting to new cultural norms and practices?
3. How well do you understand the cultural nuances and customs of the host country?
4. How skilled are you in navigating cross-cultural interactions and resolving cultural misunderstandings?
5. How often do you seek out opportunities to learn about different cultures and perspectives?
6. How capable are you of adjusting your communication style to accommodate cultural differences?
7. How sensitive are you to cultural differences and their potential impact on work dynamics?
8. How open are you to feedback and insights from individuals with diverse cultural backgrounds?
9. How proactive are you in building relationships with colleagues from different cultural backgrounds?
10. How effectively do you manage conflicts that arise due to cultural differences?
11. How adaptable are you in integrating into new cultural environments and adjusting your behavior accordingly?

Cultural Adaptability:

1. How comfortable are you with uncertainty and ambiguity in cross-cultural situations?
2. How easily do you adapt to changes in cultural norms and practices?
3. How well do you cope with the challenges of adjusting to a new cultural environment?
4. How resilient are you in overcoming cultural barriers and adapting to cultural differences?

Self-maintenance Skill:

1. How well do you manage stress and maintain your well-being while working in a foreign country?
2. How effectively do you balance work and personal life commitments during your international assignment?
3. How proactive are you in seeking out resources and support to address your physical and mental health needs?
4. How resilient are you in coping with the challenges and pressures of living and working in a foreign culture?

Expatriate Performance:

1. How would you rate your overall job performance during your

international assignment?

2. To what extent do you meet the performance expectations set by your organization while working in a foreign country?
3. How satisfied are you with your achievements and contributions to the organization during your international assignment?
4. How successful do you perceive yourself to be in fulfilling your role and responsibilities in the host country?
5. How effectively do you adapt your work practices to align with the cultural norms and expectations of the host country?
6. How well do you collaborate and communicate with colleagues from diverse cultural backgrounds during your international assignment?
7. How innovative and adaptable are you in overcoming challenges and achieving goals in the host country?

Country Withdrawal Intentions:

1. To what extent do you consider leaving the host country before the completion of your international assignment?
2. How likely are you to prematurely terminate your international assignment and return to your home country?
3. How satisfied are you with your living and working conditions in the host country?