

**THE PERCEIVED DIFFICULTIES, TRAINING NEEDS, JOB
SATISFACTION, AND INTENTION TO LEAVE OF EXPATRIATE HOTEL
PROFESSIONALS WORKING IN MAINLAND CHINA**

A Thesis presented to
the Faculty of the Graduate School
at the University of Missouri

In Partial Fulfillment
of the Requirement for the Degree
Master of Science

by
LI WEN
Dr. Seonghee Cho, Thesis Supervisor

AUGUST 2008

The undersigned, appointed by the Dean of the Graduate School, have examined the thesis entitled

THE PERCEIVED DIFFICULTIES, TRAINING NEEDS, JOB SATISFACTION, AND
INTENTION TO LEAVE OF EXPATRIATE HOTEL PROFESSIONALS
WORKING IN MAINLAND CHINA

Presented by Li Wen,

A candidate for the degree of Master of Science,

And thereby certify that in their opinion it is worthy of acceptance.

Seonghee Cho, Ph.D., Food Science Department (HRM)

Dae Young Kim, Ph.D., Food Science Department (HRM)

Robert Torres, Ph.D., Department of Agricultural Education

ACKNOWLEDGEMENTS

I wish to express my sincere gratitude and appreciation to my advisor and thesis supervisor Dr. Seonghee Cho. She is like the model in my study and life and I have learned so much from her. Without her continuous encouragement and support, I wouldn't have finished this thesis. Meanwhile, I owe a special acknowledgement to Dr. Dae-Young Kim. He is a great friend and offered me tremendous help through my study at the University of Missouri. I would also like to thank Dr. Torres. His expertise on research methods combined with the passion in teaching gave me a wonderful first lesson on conducting research. Finally, I wish to extend my special thanks here to Dr. Johye Hwang and Mr. Mike Ebert, who sincerely helped me with my job hunting in the U.S. out of great generosity.

This work is dedicated to my maternal grandmother who is now fighting brain cancer. She was an absolute altruist and seldom took good care of herself. She devoted her whole life to raising her children and her grandchildren, and immersed me with her unconditional love. May she live in peace and stay with me forever.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	ii
LIST OF TABLES	vi
LIST OF FIGURES.....	viii
ABSTRACT	ix
Chapter	
1. INTRODUCTION	1
1.1 Background	1
1.2 Problem Statement	4
1.3 Purpose of Study	4
1.4 Objective of the Study	5
1.5 Hypotheses	6
1.6 Significance of the Study	9
1.7 Definitions	9
1.8 Limitations	10
1.9 Outline of Subsequent Chapters	10
2. LITERATURE REVIEW	12
2.1 Introduction	12
2.2 Perceived Difficulties by the Expatriates	13
2.2.1 Cultural differences in business	13
2.2.2 Communication barriers	15
2.2.3 Lack of competence in local workforce	17
2.2.4 Political environment	18
2.2.5 Greater demand for competence	19
2.2.6 Localizing vs. importing management practices	19
2.2.7 Lack of affective acceptance from local managers	20
2.2.8 Family related reasons	21
2.3 Expatriate Training	22
2.4 Job Satisfaction	23
2.5 Intention to Leave	27
2.6 Summary	31
3. METHODOLOGY	33
3.1 Introduction	33
3.2 Purpose of the Study	33
3.3 Research Design	34

3.4	Population and Sampling	34
3.4.1	Population	34
3.4.2	Sample frame	34
3.4.3	Sample	35
3.4.4	Sampling error	36
3.4.5	Selection error and frame error	36
3.5	Institutional Review Board	36
3.6	Instrumentation	37
3.6.1	Measurement development and validity	37
3.6.2	Measurement	47
3.6.3	Reliability	48
3.7	Data Collection	50
3.7.1	International mail survey	50
3.7.2	Online web survey	51
3.8	Data Analysis	52
3.9	Preliminary Evaluation of Data	53
3.9.1	Sample size	53
3.9.2	Absence of outliers among the independent variables and the dependent variable	54
3.9.3	Absence of multicollinearity	55
3.9.4	Normality of residuals	56
3.10	Summary	57
4.	RESULTS	59
4.1	Introduction	59
4.2	Demographic Characteristics of Subjects	59
4.3	Descriptive statistics of difficulties, job satisfaction, and intention to leave	63
4.4	Training Needs	65
4.5	Testing the Hypotheses	68
4.5.1	Difficulty dimensions and the overall difficulty level	69
4.5.2	Difficulty dimensions and job satisfaction	72
4.5.3	Difficulty dimensions and intention to leave	75
4.6	Summary	78
5.	DISCUSSION	79
5.1	Introduction	79
5.2	Conclusion	79
5.2.1	Demographic profile of expatriate hotel managers in mainland china	79
5.2.2	Expatriates' perceived difficulty.....	81
5.2.3	Expatriate job satisfaction	82
5.2.4	Expatriate intention to leave	84
5.2.5	Expatriate training	84

5.3	Implications	86
5.3.1	Expatriates' perceived difficulty.....	86
5.3.2	Expatriate job satisfaction	87
5.3.3	Expatriate intention to leave	88
5.3.4	Expatriate training	88
5.4	Recommendations for Future Study.....	89
5.4.1	Research methodology	89
5.4.2	Expatriates' perceived difficulty.....	90
5.4.3	Expatriate job satisfaction	91
5.4.4	Expatriate intention to leave	91
5.4.5	Expatriate training	92
5.5	Limitations	92
APPENDIX A		93
1.	The Survey for the 1 st Item Sorting Test	94
2.	The Survey for the 2 nd Item Sorting Test	97
APPENDIX B		100
1.	1st Cover Letter for the International Mail Survey	101
2.	Reminding Note for the International Mail Survey	102
3.	2 nd Cover Letter for the International Mail Survey	103
4.	Cover Letter for the Online Web Survey	104
5.	Questionnaire for the Study	105
REFERENCES		110

LIST OF TABLES

Table	Page
1. 1 st Item Sorting Results for the Potential Perceived Difficulties	39
2. Items Revised After 1 st Item Sorting	40
3. 2nd Item Sorting Results for the Potential Perceived Difficulties	42
4. Original Constructs Measured as the Potential Perceived Difficulties and Associated Definitions and Items	43
5. Revised Constructs Measured as the Potential Perceived Difficulties and Associated Definitions and Items	45
6. Reliability of the Constructs in the Measurement	49
7. Multicollinearity Test of the Independent Variables through Tolerance Values	56
8. Normality Test of the Variable	57
9. Demographic Characteristics of Subjects (Part 1)	61
10. Demographic Characteristics of Subjects (Part 2)	62
11. Nationality Information of the Subjects	63
12. Descriptive Statistics of Constructs	65
13. Descriptive Statistics of Expatriates' Current Training Situation, Training Needs, Timing, and Preferred Training Topics	67
14. Correlation Matrix of Difficulty Dimensions and the Overall Difficulty Level	70
15. Regression of Difficulty Dimensions on the Overall Difficulty Level on a Simultaneous Model	71

16. Regression of Difficulty Dimensions on the Overall Difficulty Level on a Stepwise Model	72
17. Correlation Matrix of Difficulty Dimensions and Job Satisfaction	73
18. Regression of Difficulty Dimensions on Job Satisfaction on a Simultaneous Model.....	74
19. Regression of Difficulty Dimensions on Job Satisfaction on a Stepwise Model	74
20. Correlation Matrix of Difficulty Dimensions and Intention to Leave	76
21. Regression of Difficulty Dimensions on Intention to Leave on a Simultaneous Model	77
22. Regression of Difficulty Dimensions on Intention to Leave on a Stepwise Model ...	78

LIST OF FIGURES

Figure	Page
1. Conceptual Model of Perceived Difficulties, Job Satisfaction, and Intention to Leave	31

THE PERCEIVED DIFFICULTIES, TRAINING NEEDS, JOB SATISFACTION, AND
INTENTION TO LEAVE OF EXPATRIATE HOTEL PROFESSIONALS
WORKING IN MAINLAND CHINA

Li Wen

Dr. Seonghee Cho, Thesis Supervisor

ABSTRACT

With the rapid development in China's hotel industry in recent years, multinational hotel companies compete to build and open new hotels in China, and send more expatriate hotel professionals to work there. These expatriate professionals are confronted with unique social, cultural, and business characteristics in Mainland China. This study aims to investigate the perceived difficulties of expatriate hotel professionals working in Mainland China and their training needs. In addition, this study attempts to examine a relationship between the dimensions of perceived difficulties and expatriate job satisfaction and expatriates' intention to leave. International mail survey and online survey were used to collect data. The results indicates that the perceived difficulties of expatriate hotel professionals significantly predict their overall difficulty level, job satisfaction, and intention to leave. Some individual perceived difficulty dimensions are significant predictors of the dependent variables on itself. The current expatriate training situation and training preference of hotel expatriates are also explored and discussed. Implications to the expatriate study and the hotel industry are presented.

CHAPTER 1

INTRODUCTION

1.1 Background

China's hotel and tourism industry has boomed in recent years. According to a research by Lodging Econometrics (Anonymous, 2006a), China has the largest hotel development pipeline in the Asian Pacific region and is the second in the world, only smaller than the United States. By the end of 2006, China had grown to be the fourth largest tourist destination in the world, and it is estimated that China will grow to be the largest tourist destination in the world during the next decade (Anonymous, 2006a). Several factors contribute to the rapid development of the hotel industry in China, according to the China Hotel Market Report 2006-2007 (Fang, 2006). In the report, Fang stated that with further execution of reform and open policy, China is pacing up towards internationalization. Especially, the entry of the World Trade Organization, the Beijing 2008 Olympic Games, the Shanghai 2010 World Expo and the Guangzhou 2010 Asian Games have created a good environment for the hotel industry development in China.

Many international hotel companies and tourism businesses have expanded into the Chinese market. Some scholars describe this fervent interest as the "California Gold Rush" of the 21st century (Chon, 2007). For example, Accor has signed 62 new hotels in China, boosting the number of hotels scheduled to be opened or under development by 2010 to more than 180 hotels (40,000 rooms) (H&MM International, 2007). InterContinental Hotels Group Asia Pacific, which currently has 55 hotels across four brands in China, has a target of adding 125 new hotels in China by 2008 (Bowerman,

2006). Ritz-Carlton has two properties in China, with confirmed openings set to raise this number to nine (Bowerman). Wyndham, the world's largest lodging franchiser with 6,400 hotels worldwide (51 in China) aims to have 320 hotels in China by 2010 (Bowerman). Like all multi-brand hotel chains, U.S.-based Starwood has 28 hotels in China and plans for 100 by 2010 (Bowerman).

In order to start-up or manage international operations, most companies have to send managers who “work outside their country of birth but do not emigrate to the country where they work” (Barber & Pittaway, 2000), also known as “expatriate” managers; however, studies have found that between 16% and 40% of all expatriate managers end their foreign assignments early because of their poor performance or their inability to adjust to the foreign environment (Black, 1988). Furthermore, as many as 50% of those who do not return early perform at a lower level of effectiveness. An inability of expatriate managers to adjust to the new environment is costly in terms of employment expenses, poor management and poor productivity. The average cost per failure to a parent company was estimated as between \$65,000 and \$300,000, depending on various factors (Mendenhall & Oddou, 1985; Shay & Baack, 2004).

There are many reasons that account for the above mentioned failures, one of which may be the novelty the expatriates experience in China and the difficulties derived from that. It has been said that from a Western perspective, China “is seen as the most foreign of all foreign places. Its culture, institutions, and people appear completely baffling – a matter of absolute difference, not of degree” (Chen, 2001). The expatriate professionals live in a country which is different in all aspects from their home country and are confronted with various political and cultural adjustments (Magnini & Honeycutt, 2003).

They have to live a very different way of life than in their own country and perform in an unfamiliar work context (Selmer, 2006). This makes their assignments in China challenging and frustrating, as it has been showcased in a wealth of studies (Bjorkman & Schaap, 1994; Kaye & Taylor, 1997; Sergeant & Frenkel, 1998). However, given the rapid hotel development in China nowadays due to the entry of the World Trade Organization and the 2008 Olympics Games, these studies are considered outdated. Thus, this study aims to provide the up-to-date information on the current work experience of hotel expatriates in China, and to examine the current difficulty level those expatriates perceived in China and what these difficulties are.

Under the context that expatriate managers in China experienced failures and perceived difficulties, it is natural that they need special support from the parent company, among which are customized expatriate training programs that can enhance their competence on their international assignment and back them up when they do encounter difficulties. As most of the studies found that, although sometimes companies were uncertain about the value of training for expatriate assignments, the expatriate professionals expressed a strong need for the training (Brewster, 1995). Therefore, this study also attempts to investigate the current training situation in multinational hotel companies and training topics that expatriate managers are interested in.

In addition, this study aims to discover the effects of various perceived difficulties on expatriate managers' intention to leave and job satisfaction. Previous research suggests that non-work influences such as work adjustment and training programs have an impact on turnover, especially in an international context. In addition, topics such as linguistic ability, family adjustment, and living conditions that are usually not an issue domestically

are likely to be important factors internationally of intention to leave (Naumann, 1993). However, in terms of expatriate job satisfaction, only cross-cultural adjustment has been found to have a significant positive relationship with job satisfaction (Lee, 2005). Therefore, it is worthwhile to investigate how various types of perceived difficulties may influence the job satisfaction and intention to leave.

Mainland China is chosen as the working location of the target population. The study does not include expatriate hotel professionals in Hong Kong and Macau in the population. The two areas are part of China, but due to their own capitalist social system and the long history as residences of western people, they are considered very different from Mainland China with regard to the purpose of the study.

1.2 Problem Statement

What are the perceived difficulties of expatriate hotel professionals working in Mainland China? What are the current training situation and training needs of expatriate hotel professionals working in Mainland China? What are the effects of various perceived difficulties on expatriate managers' job satisfaction and intention to leave?

1.3 Purpose of Study

Given the rapid development of China's hotel industry, the current study intends to:

- (1) Explore expatriate hotel professionals' perceptions of difficulty level and types of difficulties encountered while working in Mainland China;
- (2) Investigate the current training situation and training needs of expatriate hotel professionals working in Mainland China;

- (3) Exam the effects of various perceived difficulties on expatriate managers' job satisfaction and intention to leave.

1.4 Objective of the Study

The following research objectives were developed to accomplish the purpose:

- (1) To describe the demographic characteristics of expatriate hotel professionals working in Mainland China, such as gender, age, education, marital status, language speaking, family origin, and nationality;
- (2) To describe the perceived difficulties of expatriate hotel professionals when they work in Mainland China;
- (3) To describe the training needs, timing, and the current training situation in the expatriates' company, as well as the training topics those expatriates were interested in;
- (4) To explain the overall difficulty level of expatriate hotel professionals working in Mainland China by various perceived difficulties;
- (5) To describe the job satisfaction of expatriate hotel professionals when they work in Mainland China;
- (6) To describe the intention to leave of expatriate hotel professionals when they work in Mainland China;
- (7) To examine the effect of various perceived difficulties on expatriate managers' job satisfaction ;
- (8) To examine the effect of various perceived difficulties on expatriate managers' intention to leave.

1.5 Hypotheses

Three hypotheses with sub-hypotheses were proposed in the following:

Hypothesis 1: The eight perceived difficulty dimensions will be significant predictors of the overall difficulty level of expatriate managers working in Mainland China.

Hypothesis 1a: Expatriate managers' perceived cultural differences in business will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

Hypothesis 1b: Expatriate managers' perceived communication barriers will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

Hypothesis 1c: Expatriate managers' perceived lack of competence in the local workforce will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

Hypothesis 1d: Expatriate managers' perceived political environment in Mainland China will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

Hypothesis 1e: Expatriate managers' perceived greater demand for competence in the international assignment will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

Hypothesis 1f: Expatriate managers' perceived dilemma of localizing versus importing management practices will be one of the significant predictors for the overall

difficulty level of expatriate managers working in Mainland China.

Hypothesis 1g: Expatriate managers' perceived lack of affective acceptance from local managers will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

Hypothesis 1h: Expatriate managers' perceived family related reasons will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

Hypothesis 2: Expatriate managers' perceived difficulties will have a relationship with their job satisfaction.

Hypothesis 2a: Expatriate managers' perceived cultural differences in business will have a relationship with their job satisfaction.

Hypothesis 2b: Expatriate managers' perceived communication barriers will have a relationship with their job satisfaction.

Hypothesis 2c: Expatriate managers' perceived lack of competence in local workforce will have a relationship with their job satisfaction.

Hypothesis 2d: Expatriate managers' perceived political environment in Mainland China will have a relationship with their job satisfaction.

Hypothesis 2e: Expatriate managers' perceived greater demand for competence in the international assignment will have a relationship with their job satisfaction.

Hypothesis 2f: Expatriate managers' perceived dilemma of localizing versus importing management practices will have a relationship with their job satisfaction.

Hypothesis 2g: Expatriate managers' perceived lack of affective acceptance from local managers will have a relationship with their job satisfaction.

Hypothesis 2h: Expatriate managers' perceived family related reasons will have a relationship with their job satisfaction.

Hypothesis 3: Expatriate managers' perceived difficulties will have a relationship with their intention to leave.

Hypothesis 3a: Expatriate managers' perceived cultural differences in business will have a relationship with their intention to leave.

Hypothesis 3b: Expatriate managers' perceived communication barriers will have a relationship with their intention to leave.

Hypothesis 3c: Expatriate managers' perceived lack of competence in local workforce will have a relationship with their intention to leave.

Hypothesis 3d: Expatriate managers' perceived political environment in Mainland China will have a relationship with their intention to leave.

Hypothesis 3e: Expatriate managers' perceived greater demand for competence in the international assignment will have a relationship with their intention to leave.

Hypothesis 3f: Expatriate managers' perceived dilemma of localizing versus importing management practices will have a relationship with their intention to leave.

Hypothesis 3g: Expatriate managers' perceived lack of affective acceptance from local managers will have a relationship with their intention to leave.

Hypothesis 3h: Expatriate managers' perceived family related reasons will have a relationship with their intention to leave.

1.6 Significance of the Study

The results of this study will have both academic and industrial implications. For the academia, this study will provide the most up-to-date information concerning the working environment for expatriate professionals in Mainland China. In addition, the linkage that the study tries to build between various perceived difficulties of expatriate managers and their job satisfaction and intention to leave would provide a new prospective for the expatriate training with regard to the selection of training content, timing, and frequency; and retaining these expatriate managers.

The results of this study can also be applied to help both Mainland China and multinational hotel companies. On one hand, it can help the tourism authority in Mainland China to improve the investment environment for international business and provide necessary assistance to help with training of the local staff if the local staff incompetence is proved to be a major difficulty perceived by the expatriate hotel managers. On the other hand, it will help the multinational hotel companies to understand the current market in Mainland China, and provide first hand information for their human resource departments to design corresponding effective recruitment, selection, training, and retention programs for assignments to Mainland China.

1.7 Definitions

The following terms were defined to ensure the common understanding for the purpose of the study:

Expatriate: any individual who works outside their country of birth but does not immigrate to the country where they work (Barber & Pittaway, 2000).

Parent country: the country of birth for the expatriate (Barber & Pittaway, 2000).

Host country: the country that the expatriate works in (Barber & Pittaway, 2000). In the current study, it refers to China.

Mainland China: mainland is a large continuous extent of land that includes the greater part of a country or territory, as opposed to offshore islands and detached territories (The New Oxford American Dictionary, 2001, p.1030). In the context of this study, Mainland China refers to the territory of China excluding Hong Kong and Macau.

1.8 Limitations

The following limitations were considered when collecting data for this study:

- (1) The study adopts the use of an accidental sample, which may not be representative of the population. Therefore, caution should be applied in the interpretation of the results and the results may not be generalized to the population.
- (2) This study has a small sample size due to the difficulty of collecting data. Special statistic procedures are applied to cope with the small sample size problem, with details presented in Chapter 3 Methodology. However, the sample may not be representative of the population, and the findings of this study may not be generalized to the population.

1.9 Outline of Subsequent Chapters

The following chapters include Literature Review, Methodology, Results, and Discussion. In Chapter 2 Literature Review, previous literature on perceived difficulties

by the expatriate, expatriate training, job satisfaction, and intention to leave is reviewed. Hypotheses are developed based on the findings and theories from previous studies, and the conceptual model of the study is developed based on hypotheses. Chapter 3 contains detailed information on the methodology of this study. The data from the empirical study are analyzed and the results are presented in Chapter 4. Chapter 5 consists of a brief summary of the study and discussion of the results. The managerial implications are also included in Chapter 5.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature on perceived difficulties by the expatriates, expatriate training, their job satisfaction, and intention to leave.

The perceived difficulties by the expatriates are divided into eight dimensions:

- (1) cultural differences in business,
- (2) communication barriers,
- (3) lack of competence in local workforce,
- (4) political environment,
- (5) greater demand for competence,
- (6) localizing vs. importing management practices,
- (7) lack of affective acceptance from local managers,
- (8) family related reasons.

Each dimension is discussed in detail with an associated hypothesis developed.

The literature on expatriate training is organized into three parts: the necessity, the effects, and the topics of expatriate training. Job satisfaction and intention to leave are discussed in a similar manner: through their conceptualization/definition, its effects, and its potential predictors. Hypotheses are developed to build a linkage among eight perceived difficulty dimensions and job satisfaction and intention to leave.

2.2 Perceived Difficulties by the Expatriates

A wide range of literature review on expatriate management (Feng & Pearson, 1999; Hall, 1988; Harzing, 2001; Jain, Lawler, & Morishima, 1998; Kim & Olsen, 1993; Yu & Huat, 1995; Yu & Pine, 1994) indicated that expatriate managers experience difficulties when they work in the host country. The overall difficulty level refers to the perception of being impeded from the effective management of hotel operations in China (Yu & Huat).

Based on previous studies (Feng & Pearson, 1999; Hall, 1988; Harzing, 2001; Jain, Lawler, & Morishima, 1998; Kim & Olsen, 1993; Yu & Huat, 1995; Yu & Pine, 1994), eight potential perceived difficulties by hotel expatriate managers working in Mainland China were identified. The eight areas of difficulties are (1) cultural differences in business, (2) communication barriers, (3) lack of competence in local workforce, (4) political environment, (5) greater demand for competence, (6) localizing vs. importing management practices, (7) lack of affective acceptance from local managers, and (8) family related reasons. Therefore, the first hypothesis is proposed as:

Hypothesis 1: The eight perceived difficulty dimensions will be significant predictors of the overall difficulty level of expatriate managers working in Mainland China.

2.2.1 Cultural differences in business

This construct determines how the host country's cultural values affect expatriates' adaptability to the local management style (Hall, 1988). A cultural effect on international business unfolded in many aspects, including different perceptions concerning business behavior such as decision-making and superior/subordinate relationships; body language such as eye contact, facial expressions, touching and gestures; and silent language such as

concepts of time and personal space (Hall). Yu and Huat (1995) surveyed 104 expatriate hotel professionals on perceived difficulties in China, and found that oceanic, European, and North American expatriates considered cultural differences as a difficult factor. Li and Tse (1998) conducted a survey of 300 expatriate hotel professionals in 231 hotels in China and found that cultural adjustment contributed to the satisfaction of the expatriates. In another survey of 319 expatriate managers at 26 hotels in China, 131 respondents indicated the “ability to adapt” should be a leading selection criterion for expatriate hotel managers (Feng & Pearson, 1999).

The cultural distance between China and Western countries results in numerous work-related challenges such as decision making, concept of time, and the so-called “guanxi,” the personal relationship in China. “Guanxi” may be the most confusing uniqueness of China to expatriates. Sociologists have linked “guanxi” with the concept of social capital and affective network. Someone is described as having good “guanxi” if their particular network of influence could assist in the resolution of the problem currently being spoken about (Luo, 1997). When “guanxi” takes precedence over civic duties, it leads to nepotism. In organizations, “guanxi” obligations tend to run counter to performance-based values and systems which are common in many western organizations (Chen, 1995). On the other hand, it is possible to utilize personal relationships to exploit business opportunities in Asia (Hsieh, 1996). Expatriate managers may nevertheless find a tension between cultivating personal relationships within the enterprise and managing according to performance-based values.

In terms of decision making, empirical studies showed that the Americans’ view of the Chinese approach to decision making and decision responsibility were very negative.

In an interview with American expatriate managers (Walsh, Wang, & Xin, 1999), the Chinese managers were referred as indecisive and reluctant to take responsibility because of the risk and mistake avoidance. However, Chinese managers responded that this was true but only for the people in those very typical and old state-owned companies, not the joint-ventures and foreign-owned companies. Some American managers also agreed that the Chinese managers were eager to take more responsibility (Walsh et al, 1999) .

With regard to time, Chinese managers tend to view time as synchronic (the merging of present, past, and future), abundant in supply, and subordinate to personal relationships (Trompenaars, 1993). By contrast, western managers are likely to view time as sequential, in short supply, with strict limits to the amount of time that can be given to others.

Expatriate managers are likely to experience frustration in attempting to achieve their goals in this kind of milieu, while acting in a Western manner may be viewed as moving with unseemly haste (Sergeant & Frenkel, 1998).

Therefore, it is hypothesized that:

H_{1a}: Expatriate managers' perceived cultural differences in business will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

2.2.2 Communication barriers

Communication barriers occur either when two parties speak different languages or are due to culture differences even if the two parties speak the same language (Harzing, 2001; Yu & Huat, 1995). Communication across cultures has a major impact on the effectiveness of management operations (Munter, 1993). Several research studies indicate

that expatriate hotel professionals' ability to speak a host country's language can increase their management effectiveness and help them gain respect from local staff (Yu & Huat, 1995). Expatriates' linguistic ability in foreign languages, particularly of the host country's language, would be expected to affect the socialization process and job satisfaction (Naumann, 1992). Specifically in China, the Chinese language is perceived as one of the most important skills that expatriates in China should master in order to succeed (Feng & Pearson 1999). However, Chinese language is also regarded as very difficult to learn for Western people.

Even if expatriate hotel professionals in China speak Chinese, or local staff can speak English very well, interpersonal communication is still frustrating because of different cultural backgrounds, and the opportunity for misunderstanding is usually high (Harzing 2001). Moreover, a great culture difference between Mainland China and the Western world amplifies the difficulty to communicate well. For example, in China, the convention of politeness is exactly the opposite of the norm in Western business--getting straight to the point (Tokarek, 2006). In an interview of expatriate managers in China, respondents referred to the Asian "yes." The Asian "yes" does "not mean that the person agrees with you, nor does it mean that he or she understands you; it means yes, he or she has heard you" (Selmer, 1999). Therefore, the following hypothesis was proposed:

H_{1b}: Expatriate managers' perceived communication barriers will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

2.2.3 Lack of competence in local workforce

This construct refers to the workforce's knowledge, skills, and ability gap between the host and the parent countries (Yu & Huat, 1995). Yu and Huat found that local staff's incompetence and lack of a proper service attitude were among the major perceived difficulties by expatriate hotel professionals in China. The lack of service attitude in socialist and ex-socialist countries has been extensively studied and reported (Yu & Huat, 1995). This is a major obstacle for expatriate hotel professionals to motivate local employees to provide international standardized service.

As for the technical competence and management skills of local staff, which were very important to the long-term success of overseas hotel operations (Ruddy, 1991), Yu and Huat (1995) argued that there were both managerial skills and knowledge gaps between the developed and the developing country professionals. Chan (1993) found that there was an informational and technical gap between developed and developing countries in hotel pre-opening practice.

However, all of the evidence provided in Yu and Huat's (1995) study was done in 1991 (Scott & Renaghan), and 1993 (Cai & Woods), 1994 (Lorenz & Cullen), and 1995 (Yu & Huat). All are all already more than a decade old. Moreover, some empirical studies suggested reversed observations from Chan (1993) and Yu and Huat (1995). For example, some expatriate managers reported that Chinese employees were eager to work and their performance was beyond expectation (Walsh, Wang, & Xin, 1999). Therefore, a current study is needed to examine the competence of local hotel workforce in Mainland China. Therefore, it is hypothesized that:

H_{1c}: Expatriate managers' perceived lack of competence in local workforce will be

one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

2.2.4 Political environment

This construct includes any perceived difficulties related to the Chinese government or political issues. The stability of a country is one of the most obvious and important aspects of a multinational hotel company's strategic decision making at all levels including expatriate employment (Barber & Pittaway, 2000). The risk of income loss or assets loss might be substantial when there is a high level of political risk in the host country (Harzing, 2001). Kim and Olsen (1993) identified law and regulation, administration, judiciary and lobbying as important categories for monitoring the political environment in "newly industrialized Asian countries." Studies by Shenker in 1990 indicated that expatriate managers in China had encountered confusion, frustration, and failure due to sudden government policy changes. However, Yu and Huat (1995) found no significant evidence that government policy change in China was perceived as a difficult factor by expatriate hotel professionals, which suggested that expatriate hotel professionals had confidence in China's economic policy for encouraging foreign investment and management in the hospitality industry at that time. Since more than ten years has passed, a new study is needed to reexamine this factor in Mainland China. Therefore, it is hypothesized that:

H_{1d}: Expatriate managers' perceived political environment in Mainland China will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

2.2.5 Greater demand for competence

This construct refers to larger responsibility, higher requirement, and more workload that come from overseas assignments (Black, 1988). Some research has identified that the greater demand for competence required by the overseas assignments accounts for the perceived difficulties of expatriates. Specifically, the greater demand for competence lies in role ambiguity and a broader range of requirement in management skills in international assignments (Naumann, 1992), greater responsibilities (Stone, 1991; Feng & Pearson, 1999), and technical competence (Magnini & Honeycutt, 2003). Therefore, it is hypothesized that:

H_{1c}: Expatriate managers' perceived greater demand for competence in the international assignment will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

2.2.6 Localizing vs. importing management practices

This construct refers to the dilemma to conform to the conventional management practices of the host country or to import the distinctive practices from the parent country. According to Jain et al. (1998), importing management practices can keep the advance management practices of the parent hotel company and create a global organizational culture. At the same time, the imported management practice might be inappropriate to the specific host country's culture and economy, and it may generate negative response from the host country nationals.

Empirical studies also found contradicting results. Some organizations were determined to implement management systems that resembled as closely as possible

those used at home, and a number of managers reported that this was a successful strategy and they were able to recruit employees with requisite skills (Selmer, 1999). On the other hand, some companies found that they had to make changes and modifications to the policies from headquarters in order to fit in the Chinese culture (Child & Stewart, 1997). In fact, some companies have localized even further and adopted policies to fit regional differences in China. There are distinct cultural differences within different regions of China, and the labor markets show clear differences (Child & Stewart). For instance, it is well accepted that Chinese Southerners are clever, calculating, wealthy, hardworking, and prone to display emotions, while Chinese Northerners are loud, loyal, boisterous, warm-hearted, and open (Eberhard, 1965). In addition, the economy development in Southern China is considered better than that in Northern China (Jian, Sachs, & Warner, 1996). Therefore, this dilemma of localizing versus importing management practices can be one of the difficulties that the expatriate hotel professionals are facing. Thus, the following hypothesis is proposed:

H_{1f}: Expatriate managers' perceived dilemma of localizing versus importing management practices will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

2.2.7 Lack of affective acceptance from local managers

This construct refers to expatriates feel that they lack local managers' support and cooperation because the local managers do not see the presence of expatriates as a necessity in terms of managing companies. A study by Yu and Pine (1994) revealed that expatriate hotel managers in Hong Kong considered their presence to be justified while

local hotel managers perceived that there would be fewer advancement opportunities and less remuneration for themselves. In an interview of expatriate and Chinese managers in China, the interviewees reported a mutual mistrust between the Chinese and the foreigners (Walsh, Wang, & Xin, 1999). However, the cooperation and support from the local manager is very important to the success of expatriate hotel professionals (Yu & Huat, 1995). Therefore, these conflicts between expatriates and host country nationals could be perceived as a difficulty by expatriate hotel professionals. Therefore, it is hypothesized that:

H_{1g}: Expatriate managers' perceived lack of affective acceptance from local managers will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

2.2.8 Family related reasons

This construct includes difficulties that come from an expatriate's spouse and/or children. Black and Stephens (1989) and Black and Gregersen (1991) found significant correlations between the expatriate managers' adjustments and their spouses' adjustments. Furthermore, Black and Stephens found that the adjustment of the spouse predicted the manager's intention to remain in the international assignment. In addition, Tung (1982) and Stone (1991) reported that the spouse's inability to adjust often contributes to a failed expatriate assignment. Other family related reasons are the children's adaptability to the different culture and the accessibility of good education for children. However, in a most recent study in 1999 on this topic, Feng and Pearson found that spouse and family adaptability was ranked much lower (number six out of seven) by expatriate hotel

professionals in China than it was ranked in Stone's (1991) sample. Therefore, it is worthwhile to reexamine the impact of the family related reasons on expatriates' perceived difficulties. It is hypothesized that:

H_{1h}: Expatriate managers' perceived family related reasons will be one of the significant predictors for the overall difficulty level of expatriate managers working in Mainland China.

2.3 Expatriate Training

Many difficulties have been identified that expatriate hotel professionals are facing. It is natural that expatriate hotel professionals call for appropriate training programs to help them cope with these challenges. Although sometimes companies were uncertain about the value of training for expatriate assignments, the expatriate professionals expressed a strong need for the training (Brewster, 1995).

Cross-cultural training has long been advocated as a means of facilitating adjustment to the expatriate environment, and Brewster (1995) found that training is closely correlated with expatriate skills and expatriate performance (Brewster). Black and Mendenhall (1990) reviewed 29 U.S. empirical studies on the cross-cultural training and found a positive relationship between cross-cultural training and the development of appropriate perceptions relative to members of another culture, adjustment, and job performance.

With regard to training topics, some possible topics are cultural sensitization, specific cultural information of the host country, practical knowledge of living in the host country, and business knowledge of the specific assignment (Brewster, 1995). However,

Breiter and Woods (1997) argued that training topics should be determined based on employee needs. This current research will collect data on the training needs from expatriate hotel professionals working in Mainland China, and will make recommendations for the expatriate training topics.

2.4 Job Satisfaction

Job satisfaction has been found to play an important role in the expatriate adjustment (Liu & Lee, 2008) and assignment completion (Culpan & Wright, 2002) in an international assignment. Its many definitions include the degree to which employees are content with what they expect to receive and what they actually receive at work, and the degree of fit between what employees are seeking from an organization and what the organization requires from its employees (McCaughey & Bruning, 2005). Therefore, to explore what types of perceived difficulties affect the expatriates' job satisfaction and how much the magnitude of effect is, will provide a foundation from which skillfully designed human resource practices can increase expatriate satisfaction (McCaughey & Bruning), and consequently enhance the success of international assignments.

Job satisfaction has been conceptualized as a linear aggregation of a few measures of general satisfaction (Naumann, 1993). Facet satisfaction, which is the satisfaction towards five aspects (job security, pay, co-workers, supervision, and opportunity for personal growth), has commonly been measured using the Jobs Diagnostic Survey (Hackman & Oldham, 1980). However, these general principles do not adequately apply to the total expatriate job satisfaction (Naumann, 1993). Therefore, this current study aimed to test eight difficulty dimensions as potential predictors of satisfaction that are

primarily applied to expatriate managers. Based on the perceived difficulties by expatriates identified from previous literature, it is hypothesized that expatriate managers' perceived difficulties are predictors of their job satisfaction.

Hypothesis 2: Expatriate managers' perceived difficulties will have a relationship with their job satisfaction.

It has been indicated that cross-cultural adjustment has a strong relationship with expatriates' job satisfaction (Lee, 2005; Palthe, 2001). Lee's study investigated Taiwanese financial institution expatriates in the US and found that job satisfaction in the host country is a strong predictor of cross-cultural adjustment. On the other hand, Palthe tested the relationships between variables in an integrative model through a field study of 196 American expatriates on assignment in Korea, The Netherlands, and Japan. The result demonstrated that cross-cultural adjustment accounts for a significant portion of the variance in expatriate job satisfaction. Under this context, it was therefore hypothesized that cultural difference in business, a critical issue that expatriates need to adjust to in a cross-cultural setting, would be related to the expatriate job satisfaction.

H_{2a}: Expatriate managers' perceived cultural differences in business will have a relationship with their job satisfaction.

Through literature review it appears to support the notion that communication between employees and supervisors has an influence on the employees' job satisfaction (Madlock, 2008). According to Korte and Wynne (1996), a reduced interpersonal communication between workers and supervisors negatively influences job satisfaction

and sometimes leads to employees leaving their jobs. Hilgerman (1998) also found that communication satisfaction had a mediating effect on job satisfaction. Therefore, it was hypothesized that:

H_{2b}: Expatriate managers' perceived communication barriers will have a relationship with their job satisfaction.

Of the possible predictors of satisfaction, one is characteristics of the tasks performed by expatriate managers (Naumann, 1993). The two task characteristics receiving the greatest support as predictors of satisfaction were role ambiguity (Bedeian & Armenakis, 1981) and skill variety and complexity (Gerhart, 1987), which are greater demand on their competence. Further, Torbiorn (1982) studies expatriates in 26 countries around the world, and found that because expatriates lost confidence in their ability to succeed, their satisfaction with the assignments declined. On the other hand, if the local workforce is not competent enough, the expatriates may feel insufficient social support for them to function well. Love, Standing and Themistocleous (2007) investigated whether perceived work demands, job control and social support can predict employees' psychological well-being in terms of job satisfaction. They found that the work demands, job control and social support can be used to significantly predict employees job satisfaction. Therefore, it was hypothesized that:

H_{2c}: Expatriate managers' perceived lack of competence in local workforce will have a relationship with their job satisfaction.

H_{2e}: Expatriate managers' perceived greater demand for competence in the international assignment will have a relationship with their job satisfaction.

H_{2f}: Expatriate managers' perceived dilemma of localizing versus importing management practices will have a relationship with their job satisfaction.

Political environment is also a very important component of the antecedents of expatriates' job satisfaction, especially in Mainland China where the political system is significantly different from the Western world. A study (Chen, 2005) of leadership behavior, job satisfaction, organizational commitment, and turnover on the IT Department of Research and Development in Shanghai, China, revealed that political policy was among several factors to influence the development of organizational behavior such as leadership and job satisfaction. Thus, it was hypothesized that:

H_{2d}: Expatriate managers' perceived political environment in Mainland China will have a relationship with their job satisfaction.

O'Reilly, Caldwell, and Barnett (1989) suggested that work group homogeneity would lead to higher levels of social integration, which is conceptually similar to facet satisfaction with co-workers (Naumann, 1993). While expatriate managers work in a foreign country, the diversity or heterogeneity of the workforce they experience may contribute to lower levels of job satisfaction, especially when they don't perceive affective acceptance from local managers. Given that a significant positive relationship has been found between intrinsic job satisfaction and the degree of interaction with host country nationals (Skari, 1996), it was hypothesized that:

H_{2g}: Expatriate managers' perceived lack of affective acceptance from local managers will have a relationship with their job satisfaction.

Moreover, work/family balance is also identified as a predictor of job satisfaction (McCaughey & Bruning, 2005). Support for family-work balance has been shown to decrease employee depression and anxiety, which subsequently influence employee job satisfaction. Takeuchi, Yun and Tesluk (2002) interviewed expatriates regarding the effect of partner adjustment on the expatriate and found that the partner's general adjustment had a positive correlation with both job and overall satisfaction. Therefore, it was hypothesized that:

H_{2h}: Expatriate managers' perceived family related reasons will have a relationship with their job satisfaction.

2.5 Intention to Leave

High expatriate turnover rate is a major problem for multinational companies. It has been reported that between 20% and 50% of overseas managers in U.S. multinational corporations are dismissed or returned home early because they do not perform effectively in the foreign environment (Naumann, 1993). The average cost of an expatriate turnover is estimated at \$250,000 (Black, 1988). Other intangible costs may include reduced productivity, lost sales, unstable corporate image, and tarnished reputation (Harvey, 1985). As turnover intentions have been shown to be a strong predictor of actual turnover behaviors (Griffeth, Hom and Gaertner, 2000), it would be beneficial to study the antecedents of turnover intentions so as to find possible methods to decrease the actual turnover behaviors.

Job satisfaction has been identified with a linkage to employee turnover intentions

(Hellman, 1997). In a meta-analysis investigating job satisfaction and intent to leave, Hellman found there was a significant negative relationship between job satisfaction and turnover intentions. The magnitude of this relationship is such that every unit of decrease in job satisfaction results in a one-half standard deviation unit increase in turnover intention. The relationship between job satisfaction and intention to leave indicates that international organizations should consider what factors influence expatriates' perception of their international assignment. This study attempts to examine the relationship between expatriate managers' intention to leave and their perceptions of difficulty in cultural adjustment, work-related constructs, as well as other possible perceived difficulties proposed by previous expatriate studies.

H₃: Expatriate managers' perceived difficulties will have a relationship with their intention to leave.

Previous studies indicated that a turnover decision was a result of many contributing factors. Black and Stephens (1989) found that several facets of both expatriate and spouse adjustment were related to the intent to leave. Siers (2007) examined the process of cognitive evaluation that can result in the formation of expatriate turnover intentions and indicated that facets of adjustment interacted to explain expatriate turnover intentions. Thus, the perceived difficulties related to cross-cultural adjustment such as cultural differences in business and political environment may be related to expatriate intention to leave. Therefore, it was hypothesized that:

H_{3a}: Expatriate managers' perceived cultural differences in business will have a relationship with their intention to leave.

H_{3d}: Expatriate managers' perceived political environment in Mainland China will have a relationship with their intention to leave.

Other antecedents include work-related attitudes, which usually linked to actual turnover through the intention to stay or quit in the international context (Naumann, 1993). According to Li (2008), work-related factors such as task repetitiveness and job challenges are one of the major classes of antecedents of employee turnover. Job stress has also been indicated as a key predictor of turnover intentions (Brotheridge & Grandey 2002). Furthermore, Zhang, George and Chan (2006) find that local senior managers' perceptions of local staff incompetence positively affected their turnover intentions. Such correlation should apply to expatriate managers in Mainland China too since most of the time expatriate managers carry senior managerial positions in the subsidiaries. Therefore, it was hypothesized that:

H_{3c}: Expatriate managers' perceived lack of competence in local workforce will have a relationship with their intention to leave.

H_{3e}: Expatriate managers' perceived greater demand for competence in the international assignment will have a relationship with their intention to leave.

H_{3f}: Expatriate managers' perceived dilemma of localizing versus importing management practices will have a relationship with their intention to leave.

The socialization process of expatriates into their host country organizational culture has been studied in the expatriate literature. According to Lueke and Svyantek, socialization refers to the process by which an individual fits in or becomes adjusted to a

new role in an organization. Based on evidence that socialization was related to organization commitment and job satisfaction in research with domestic samples (Adkins, 1995), Lueke and Svyantek (2000) proposed a model to include socialization in the host country as an antecedents of expatriate turnover intention. As communication and the interpersonal relationship with host country nationals represent part of the socialization in the host country (Chao, O’Leary-Kelly, Wolf, Klein, & Gardner, 1994), it was hypothesized that:

H_{3b}: Expatriate managers’ perceived communication barriers will have a relationship with their intention to leave.

H_{3g}: Expatriate managers’ perceived lack of affective acceptance from local managers will have a relationship with their intention to leave.

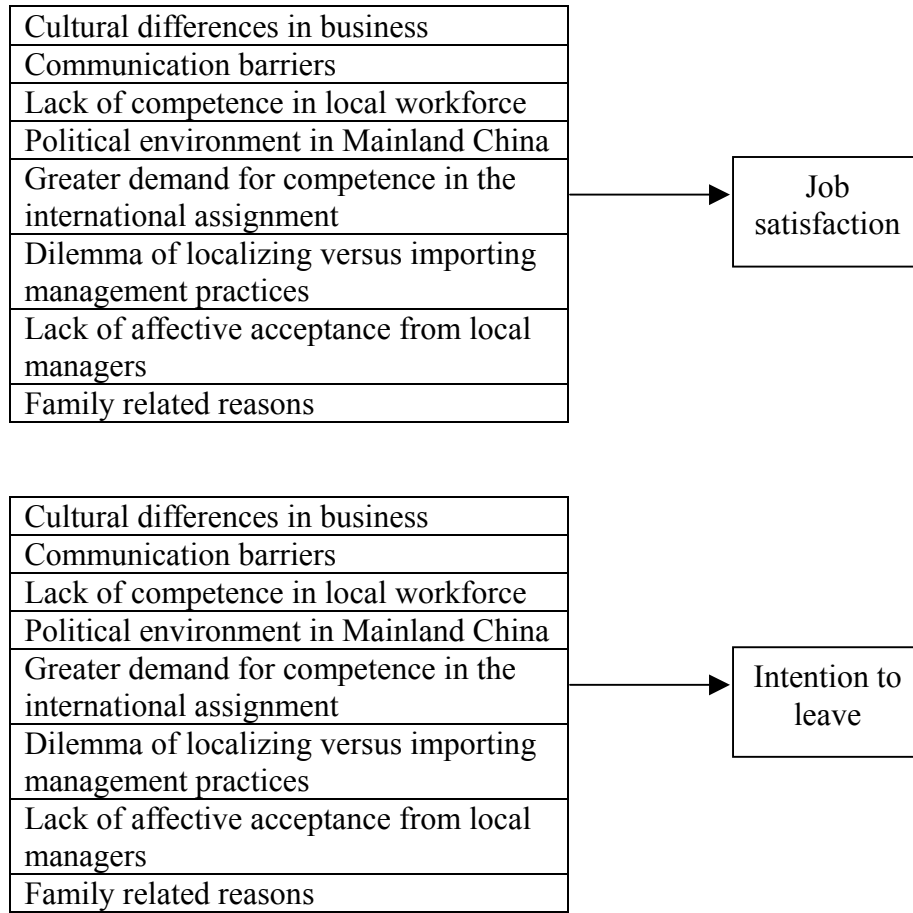
Last, family related reasons have been extensively indicated as an antecedent of expatriate intention to leave (Naumann, 1993). In a trends Survey issued jointly by GMAC (Global Relocation Services and the National Foreign Trade Council) in 2006, when asked to identify the top reasons for an employee turning down an international assignment, family concerns were cited first by expatriate managers. Another study of the turnover intentions of Indian information system professionals also revealed that family pressures to better balance work and family life affected their turnover intentions (Lacity, Iyer, & Rudramuniyaiah, 2008). Therefore, it was hypothesize that:

H_{3h}: Expatriate managers’ perceived family related reasons will have a relationship with their intention to leave.

Based on the literature review, the model of this study is presented in Figure 1.

Figure 1.

Conceptual Model of Perceived Difficulties, Job Satisfaction, and Intention to Leave



2.6 Summary

This chapter reviews the literature on perceived difficulties by the expatriates, expatriate training, their job satisfaction, and intention to leave.

The perceived difficulties by the expatriates are divided into eight dimensions. Each dimension is discussed in detail with an associated hypothesis developed:

- (1) cultural differences in business,
- (2) communication barriers,

- (3) lack of competence in local workforce,
- (4) political environment,
- (5) greater demand for competence,
- (6) localizing vs. importing management practices,
- (7) lack of affective acceptance from local managers,
- (8) family related reasons.

The literature on expatriate training is organized into three parts: the necessity of training in international assignments, the influence of expatriate training on assignment success, and the topics of expatriate training identified from previous literature.

Job satisfaction is discussed through its conceptualization, its effects on expatriate performance, and its potential predictors, among which are perceived difficulties by expatriates. Hypotheses are developed to build a relationship among each of eight perceived difficulty dimensions and job satisfaction.

Meanwhile, based on the literature review it is also hypothesized that each of eight perceived difficulties will have a relationship with intention to leave.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter addresses the methodology used to conduct this study. The second section of this chapter restates the purposes of the study. The third section presents the research design, followed by population and sampling procedures in section 4. Section 5 addresses the review procedure of this study through the Campus Institutional Review Board. The sixth section discusses about the instrumentation. Measurement development, description of the measurement, validity and reliability procedures are presented in this section. Section 7 includes the procedures of data collection. Section 8 presents the statistical procedures adopted in the data analysis. In Section 9, the data is evaluated preliminarily to fulfill the requirements of multivariate analysis. Sample size, outliers, multicollinearity, and normality of the data are examined.

3.2 Purpose of the Study

The purposes of this study are as follows:

- (1) To explore expatriate hotel professionals' perceptions of difficulty level and types of difficulties encountered while working in Mainland China;
- (2) To investigate the current training situation and training needs of expatriate hotel professionals working in Mainland China;
- (3) To exam the effects of eight perceived difficulties on expatriate managers' job satisfaction and intention to leave.

3.3 Research Design

This study utilized a relational research design to examine the predicting effects of expatriates' eight perceived difficulties on their overall difficulty level, as well as the relationship between the eight perceived difficulties and job satisfaction, and intention to leave.

Meanwhile, this study also adopted an exploratory research design in an effort to investigate the current training situation of expatriate hotel managers in Mainland China, their training needs and preference on the training timing and training topics.

3.4 Population and Sampling

3.4.1 Population

The target population of this study was the expatriate hotel professionals working in Mainland China. Previous studies indicated that there was not a complete official hotel directory including contact information of expatriate professionals in Mainland China (Yu & Huat, 1995). Moreover, based on the information from a personal communication with an expatriate in China, "... (for) ex-pat hospitality staff ... there is no regular association or meeting of peers within the industry." (Feest, 2008). As a result, no information has been obtained on the population size.

3.4.2 Sample frame

An international mail survey and an online web questionnaire were used to collect data in this study. For the international mail survey, the sample frame consisted of

expatriate hotel professionals working in Mainland China who were announced as new appointments in the “New Appointment” section of an online magazine *China Hospitality News* from January 2007 to September 2007. *China Hospitality News* (ChinaHospitalityNews.com) is a website providing English-language information in China for hospitality professionals. Expatriate hotel professionals were identified by names, photos, and/or brief bio-information from the news.

After the international mail survey, a link to a web version of the mail survey was posted in the “New Appointment” section of the *China Hospitality News*. The sample frame for this web survey consisted of visitors of the “New Appointment” pages of ChinaHospitalityNews.com from March 25, 2008 to June 20, 2008.

3.4.3 Sample

Accidental sampling, a form of non-probabilistic sampling was used. For the international mail survey, a sample of 103 expatriate hotel professionals working in Mainland China was constructed through the “New Appointment” section of *China Hospitality News*. Expatriate hotel professionals were identified by names, photos, and/or brief bio-information from the news.

For the web survey, the sample consisted of visitors of the “New Appointment” pages of ChinaHospitalityNews.com from March 25, 2008 to June 20, 2008.

Theoretically the result from an accidental sampling may not be representative to the general population. However, after the data collection, it was found that the demographic characteristics of this sample were consistent with that of previous studies on hotel expatriates in China (Yu & Huat, 1995), which increased the confidence to make

recommendation based on the results from this study.

3.4.4 Sampling error

Sampling Error could not be avoided because accidental sampling was used, which is a form of non-probabilistic sampling.

3.4.5 Selection error and frame error

Selection error and frame error were avoided by obtaining the current, up-to-date expatriate hotel professionals' contact information for the present year. The "New Appointment" section on ChinaHospitalityNews.com was a reliable source of frame, as it is updated daily by Hong Kong-based BDL Media, who runs the website. Duplication between the international mail survey and the web survey was avoided by a precaution page on the latter reminding the respondents not to take the survey again if they had been contacted by mail before. A cross check of the collected data based on demographic information was also conducted to purge possible duplicates.

3.5 Institutional Review Board

According to federal regulations and the University of Missouri policy a proper review and approval of all research studies that involve human subjects was required in order for the researcher to conduct this study. This review was required by the University of Missouri so as to protect the rights of those participating in the survey. In compliance with the above-mentioned policy, this study received the proper review and was granted permission to continue and was assigned the following project number 1084877.

3.6 Instrumentation

3.6.1 Measurement development and validity

Since there was no previously established measurement for the perceived difficulties by expatriates, questions were constructed based on previous research. This process yielded 30 statements to measure the eight difficulty areas identified in the literature review. As the statements were developed for the first time, content validity was examined by an item-sorting procedure (Anderson & Gerbing, 1991). Sixteen judges were invited to conduct the test, including three professors from the Hotel and Restaurant Management Department and 13 graduate students from the Consulting Psychology and Education Department. The judges were given a list of 30 statements and definitions of the eight constructs. They were instructed to match a question with an appropriate construct after reading the definitions. The definitions and questions distributed to the judges are included in Appendix A.

Due to the missing data, six responses were excluded, resulting in ten completed questionnaires. Two indices were calculated to measure the content validity: proportion of substantive agreement and a substantive-validity coefficient (Anderson & Gerbing, 1991). The proportion of substantive agreement, P_{sa} , defined as the proportion of respondents who assign an item to its intended construct, is calculated as $P_{sa} = n_c / N$, where n_c represents the number of respondents assigning a measure to its posited construct and N represents the total number of respondents (Anderson & Gerbing). P_{sa} ranges from 0 to 1 with larger values indicating greater substantive validity. The substantive-validity coefficient, C_{sv} , which reflects the extent to which respondents assign

an item to its posited construct more than to any other construct, is calculated as $C_{sv} = (n_c - n_o)/N$ where n_c represents the number of respondents assigning a measure to its posited construct and n_o represents the highest number of assignments of the item to any other construct in the set (Anderson & Gerbing). The values of C_{sv} ranged from -1.0 to 1.0 with larger values indicating greater substantive validity. The critical cut-off point for P_{sa} is .5, which means when $P_{sa} \geq .5$, the construct achieves sufficient content validity (Anderson & Gerbing). Accordingly, the critical cutoff point for C_{sv} is 0, meaning that when $C_{sv} \geq 0$, the construct achieves sufficient content validity.

As Table 1 shows, the P_{sa} value of the constructs ranged from .35 to .95, the C_{sv} value of the constructs ranged from -.13 to .93. Cross cultural adjustment had the lowest content validity with an average P_{sa} value of .35 and an average C_{sv} value of -.13. Family related reasons had the highest content validity with an average P_{sa} value of .95 and an average C_{sv} value of .93.

The questions were then revised based on the item sorting result. Based on the result of the validity test and feedback from judges, names of five constructs were changed: cross-cultural adjustment was changed to cultural differences in business to narrow down the scope of the denotation; local staff incompetence was changed to lack of competence in local workforce because workforce includes both managers and line employees; unfavorable political environment was changed to political environment to eliminate the responding bias resulting from reversed wording; relationship with host country nationals was changed to lack of affective acceptance from local managers so that the meaning of this construct was more specified. Accordingly, the wordings of the items were revised too (Table 2).

Table 1.

1st Item Sorting Results for the Potential Perceived Difficulties

Construct		Mean of P _{sa}	P _{sa}	Mean of C _{sv}	C _{sv}
Cross cultural adjustment		.35		-.13	
Item	1		.40		.10
	2		.30		-.20
	3		.40		.00
	4		.30		-.40
	5		.40		-.20
	6		.30		-.10
Communication barriers		.90		.80	
Item	1		.90		.80
	2		.90		.80
	3		.90		.80
	4		.90		.80
Local staff incompetence		.66		.46	
Item	1		.80		.70
	2		.70		.50
	3		.60		.30
	4		.70		.50
	5		.50		.30
Unfavorable political environment		.95		.88	
Item	1		1.00		1.00
	2		.90		.80
	3		.90		.80
	4		.90		.80
	5		1.00		1.00
Greater demand for competence		.70		.55	
Item	1		.80		.70
	2		.70		.60
	3		.60		.40
	4		.70		.50
Localizing vs. importing management practice		.70		.50	
Item	1		.70		.50
Relationship with host country nationals		.80		.70	
Item	1		.80		.70
Family related reasons		.95		.93	
Item	1		1.00		1.00
	2		1.00		1.00
	3		.80		.70
	4		1.00		1.00

Table 2.

Items Revised After 1st Item Sorting

Construct	Item	
Cultural differences in business	Original	I can't understand Chinese decision-making process in the hotel.
	Revised	I don't understand Chinese decision-making process in the hotel.
	Original	I find it difficult to work with Chinese subordinates.
	Revised	It is difficult to work with Chinese subordinates because of cultural difference.
	Original	I find it difficult to work with Chinese superiors.
	Revised	It is difficult to work with Chinese superiors because of cultural difference.
	Original	I feel difficult to understand Chinese body language such as eye contact, facial expressions, touching and gestures.
	Revised	I feel difficult to understand such Chinese body language used in business as eye contact, facial expressions, touching and gestures.
	Original	Sometimes I can't understand Chinese silent language such as concepts of time and personal space.
	Revised	Sometimes I can't understand Chinese silent language in business such as concepts of time and personal space.
	Original	I feel difficult to understand the Chinese interpersonal relation "guanxi."
	Revised	I feel difficult to understand the Chinese interpersonal relation, "guanxi", in business.
Lack of competence from local workforce	Original	My Chinese co-workers have good technique skills.
	Revised	Chinese employees have good technique skills.
	Original	My Chinese co-workers possess enough knowledge in this industry.
	Revised	Chinese employees possess enough knowledge in this industry.
	Original	My Chinese co-workers don't have good service attitude.
	Revised	Chinese employees seem to lack good service attitude.
	Original	The Chinese management team has good managerial skills.
	Revised	The Chinese managers have good management skills.

After the revision, the second item sorting procedure was conducted with ten graduate students different than those who participated in the first procedure. The test resulted in five usable returned questionnaires. The result of the 2nd item sorting is shown in Table 3. After calculating based on Anderson and Gerbing's (1991) model, all the questions achieved a validity of .50, which is the sufficient validity value according to Anderson and Gerbing except two questions with a P_{sa} value of .20: "I find it difficult to work with Chinese subordinates" and "The Chinese managers have good management skills." Therefore, further revision was made to the two questions. "I find it difficult to work with Chinese subordinates" was changed into "It is difficult to work with Chinese subordinates because of cultural differences" to limit the scope of the connotation. "The Chinese managers have good management skills" was changed to "The Chinese managers don't have good management skills" to eliminate the impact of reverse coding. After the revision, there were 31 statements measuring the eight perceived difficulty dimensions.

The original and revised constructs measured as the potential perceived difficulties and associated definitions and statement items are presented in Tables 4 and 5.

Table 3. 2nd Item Sorting Results for the Potential Perceived Difficulties

Construct		Mean of P _{sa}	P _{sa}	Mean of C _{sv}	C _{sv}
Cultural differences in business		.58		.17	
Item	1		.60		.20
	2		.20		-.40
	3		.50		.00
	4		.50		.00
	5		.80		.60
	6		.80		.60
Communication barriers		1.00		1.00	
Item	1		1.00		1.00
	2		1.00		1.00
	3		1.00		1.00
	4		1.00		1.00
Lack of competence in local workforce		.65		.40	
Item	1		1.00		1.00
	2		.80		.60
	3		.60		.40
	4		.20		-.40
Political environment		1.00		1.00	
Item	1		1.00		1.00
	2		1.00		1.00
	3		1.00		1.00
	4		1.00		1.00
	5		1.00		1.00
Greater demand for competence		.85		.70	
Item	1		1.00		1.00
	2		.80		.60
	3		.60		.20
	4		1.00		1.00
Localizing vs. importing management practice		1.00		1.00	
Item	1		1.00		1.00
Lack of affective acceptance from local managers		.93		.87	
Item	1		1.00		1.00
	2		1.00		1.00
	3		.80		.60
Family related reasons		1.00		1.00	
Item	1		1.00		1.00
	2		1.00		1.00
	3		1.00		1.00
	4		1.00		1.00

Table 4 *Original Constructs Measured as the Potential Perceived Difficulties and Associated Definitions and Items*

Cross-cultural adjustment	
Definition	This factor determines how different cultural values impact on the expatriate manager's ability to function effectively (Hall, 1988).
Items	<ol style="list-style-type: none"> 1. I can't understand Chinese decision-making process in the hotel. 2. I find it difficult to work with Chinese subordinates. 3. I find it difficult to work with Chinese superiors. 4. I feel difficult to understand Chinese body language such as eye contact, facial expressions, touching and gestures. 5. Sometimes I can't understand Chinese silent language such as concepts of time and personal space. 6. I feel difficult to understand the Chinese interpersonal relation "guanxi."
Communication Barriers	
Definition	This factor occurs either when two parties in the communication speak different languages or due to culture differences even if the two parties speak the same language. (Harzing, 2001; Yu & Huat, 1995).
Items	<ol style="list-style-type: none"> 1. I have no difficulty communicating with Chinese. 2. Chinese language is difficult to learn. 3. Sometimes my Chinese co-workers can't understand me. 4. Sometimes I can't understand my Chinese co-workers.
Local staff incompetence	
Definition	This construct refers to workforce's knowledge, skills, and technology gap between the host country and the parent country (Yu & Huat, 1995).
Items	<ol style="list-style-type: none"> 1. My Chinese co-workers have good technique skills. 2. My Chinese co-workers possess enough knowledge in this industry. 3. My Chinese co-workers don't have good service attitude.. 4. The Chinese line employees are difficult to train. 5. The Chinese management team has good managerial skills.
Unfavorable Political Environment	
Definition	This construct includes any perceived difficulties related to Chinese government or political issues (Kim & Olsen, 1993).
Items	<ol style="list-style-type: none"> 1. China is politically stable. 2. I worry about possible sudden changes in Chinese economic regulation. 3. Chinese government is supportive for foreign investment.

4. I feel difficult to work with Chinese government.
5. The government interferes into my business operation.

Greater Demand for Competence

- | | |
|------------|---|
| Definition | This construct refers to larger responsibility, higher requirement, and more workload that come from the oversea assignments (Feng & Pearson, 1999). |
| Items | <ol style="list-style-type: none"> 1. I am overloaded on my current expatriate duty. 2. I feel difficult on my international assignments because of larger responsibility compared to my domestic one. 3. I feel difficult on my international assignments because of the role ambiguity in my job. 4. I feel difficult on my international assignments because of greater requirement of technical competence. |

Localizing vs. Importing Management Practices

- | | |
|------------|--|
| Definition | This construct refers to the dilemma between to conform to the conventional management practices of the host country and to import the distinctive practices from the parent county (Jain, Lawler, & Morishima, 1998). |
| Items | <ol style="list-style-type: none"> 1. It is difficult to decide whether to choose a localization management approach or to import the management approach I used in my home country. |

Relationship with Host Country Nationals

- | | |
|------------|--|
| Definition | This construct refers to the interpersonal relationship with co-workers in the host country (Yu & Huat, 1995). |
| Items | <ol style="list-style-type: none"> 1. I feel difficult in the interpersonal relationships with my Chinese co-workers. |

Family Related Reasons

- | | |
|------------|---|
| Definition | This construct includes difficulties that come from the expatriate's spouse and/or children. Examples are the spouse's inability to adjust to a foreign country, or the difficulty for the children to receive qualified English education in a foreign country (Feng & Pearson, 1999). |
| Items | <ol style="list-style-type: none"> 1. My spouse supports me to work in China. 2. My spouse has difficulty to live in China. 3. I'm afraid my child(ren) can't get good education in China. 4. My child(ren) like to live in China. |
-

Table 5 *Revised Constructs Measured as the Potential Perceived Difficulties and Associated Definitions and Items*

Cultural Differences in Business	
Definition	This construct determines how the host country's cultural values affect expatriates' adaptability to the local management style (Hall, 1988).
Items	<ol style="list-style-type: none"> 1. I don't understand Chinese decision-making process in the hotel. 2. It is difficult to work with Chinese subordinates because of cultural difference. 3. It is difficult to work with Chinese superiors because of cultural difference. 4. It is difficult to understand such Chinese body language used in business as eye contact, facial expressions, touching and gestures. 5. Sometimes I can't understand Chinese silent language in business such as concepts of time and personal space. 6. It is difficult to understand the Chinese interpersonal relation, "guanxi", in business.
Communication Barriers	
Definition	This construct occurs either when two parties in the communication speak different languages or due to cultural differences even if the two parties speak the same language (Harzing, 2001; Yu & Huat, 1995).
Items	<ol style="list-style-type: none"> 1. I have no difficulty communicating with Chinese. 2. Chinese language is difficult to learn. 3. Sometimes my Chinese co-workers can't understand me. 4. Sometimes I can't understand my Chinese co-workers.
Lack of Competence in Local Workforce	
Definition	This construct refers to workforce's knowledge, skills, and ability gap between the host and the parent countries (Yu & Huat, 1995).
Items	<ol style="list-style-type: none"> 1. Chinese employees have good technique skills. 2. Chinese employees possess sufficient knowledge in the hotel business. 3. Chinese employees seem to lack good service attitude. 4. Chinese managers don't have good management skills.
Political Environment	
Definition	This construct includes any perceived difficulties related to Chinese government or political issues (Kim & Olsen, 1993).
Items	<ol style="list-style-type: none"> 1. China is politically stable. 2. I worry about possible sudden changes in Chinese economic regulation.

3. Chinese government is supportive for foreign investment.
4. I feel difficult to work with Chinese government.
5. The government interferes into my business operation.

Greater Demand for Competence

- | | |
|------------|---|
| Definition | This construct refers to larger responsibility, higher requirement, and more workload that come from the oversea assignments (Feng & Pearson, 1999). |
| Items | <ol style="list-style-type: none"> 1. I am overloaded on my current expatriate duty. 2. I feel difficult on my international assignments because of larger responsibility compared to my domestic one. 3. I feel difficult on my international assignments because of the role ambiguity in my job. 4. I feel difficult on my international assignments because of greater requirement of technical competence. |

Localizing vs. Importing Management Practices

- | | |
|------------|--|
| Definition | This construct refers to the dilemma between to conform to the conventional management practices of the host country and to import the distinctive practices from the parent county (Jain, Lawler, & Morishima, 1998). |
| Items | <ol style="list-style-type: none"> 1. It is difficult to decide whether to choose a localization management approach or to import the management approach I used in my home country. |

Lack of Affective Acceptance from Local Managers

- | | |
|------------|---|
| Definition | This construct refers that expatriates feel that they lack local managers' support and cooperation because the local managers do not see the presence of expatriates as a necessity in terms of managing companies (Yu & Pine, 1994). |
| Items | <ol style="list-style-type: none"> 1. I feel I don't receive adequate support from local managers. 2. I feel that the local managers don't trust me. 3. I feel that the local managers have antinomy towards me. |

Family Related Reasons

- | | |
|------------|---|
| Definition | This construct includes difficulties that come from the expatriate's spouse and/or children (Feng and Pearson, 1999). |
| Items | <ol style="list-style-type: none"> 1. My spouse supports me to work in China. 2. My spouse has difficulty to live in China. 3. I'm afraid my child(ren) can't get good education in China. 4. My child(ren) like to live in China. |
-

3.6.2 Measurement

The perceived difficulties were measured on a 7-point Likert scale, “7” being “strongly agree” and “1” being “strongly disagree”. Respondents were asked to rate the extent of agreement with 31 statements. The overall difficulty level of expatriate managers working in Mainland China was also measured on a 7-point Liker scale. Respondents were asked to rate the extent of agreement with the statement “It is difficult to work in Mainland China.” Instead of using a summated average value of eight difficulty dimensions to represent the overall difficulty level, the single item measurement allowed the possibility that the identified eight dimensions might not explain all the variance in the overall difficulty level. Four forced choice questions were used to measure the training needs, timing, and the current training situation in the expatriates’ company. An example question was: “Have you received training program designed for your current international assignment from your company? a. No. b. Yes, before I came to China. c. Yes, after I came to China.” A forced choice question and an open ended question were used to investigate the training topics those expatriates were interested in. The suggested training topics include: cultural background of China, political system of China, economic situation of China, Chinese language speaking/reading/writing, business knowledge of the specific assignment, technical skills, and managerial knowledge of Chinese workers. The measurement of job satisfaction consisted of four forced choice questions adapted from Hoppock’s job satisfaction measure (McNichols, Stahl, & Manley, 1978). The sample item was stated as “Which one of the following items shows how much of the time you feel satisfied with your job?” Intention to leave was measured with three items, adapted from Lum, Kevin, Clark, Reid,

and Wendy (1998). A sample item was “In the last few months, I have thought seriously about transferring to another job in the same company.” The demographic questions were adopted from the study by Feng and Pearson (1999), which included expatriate hotel professionals’ nationality, whether they have a Chinese family origin, the main language they speak while they are in China, the number of overseas assignments completed prior to the assignment in China, total years they have worked overseas, total years they have worked in China, marital status and related family information.

3.6.3 Reliability

Internal consistency reliability of the constructs in the measurement was estimated using *Cronbach’s alpha*. It was calculated as the equivalent of having conducted all the possible split-half reliabilities (Clark-Carter, 2004). Table 6 presents the estimated reliability values of the constructs in the measurement. The constructs in the measurement had the estimated reliability-coefficient ranged from .60 (lack of competence in local workforce) to .91 (great demand for competence).

Table 6.

Reliability of the Constructs in the Measurement

Construct	N	No. of items included in the scale	α
Cultural differences in business	96	6	.85
Communication barriers	97	4	.64
Lack of competence in local workforce	97	4	.60
Political environment	89	5	.70
Great demand for competence	91	3	.91
Lack of affective acceptance of local managers	91	3	.86
Family related reasons	91	4	.73
Intention to leave	92	3	.88
Job satisfaction	88	4	.83

Kline (2000) noted that alpha should ideally be around .90 and never be below .70. Such .70 level is quoted extensively in the academia (Clark-Carter, 2004). Following this rule, most constructs in the measurement of this study fulfilled this requirement, except the constructs “communication barriers” ($\alpha = .64$) and “lack of competence in local workforce” ($\alpha = .60$). On the other hand, Nunnally (1967) proposed a rule of thumb that “in the early stages of research on predictor tests or hypothesized measures of a construct, one saves time and energy by working with instruments that have only modest reliability, for which purpose reliabilities of .60 or .50 will suffice” (p.245). Moreover, Caplan, Naidu, and Tripathi (1984) stated that “alphas of .50 or higher are judged adequate for research purposes” (p.306). Therefore, the two constructs “communication barriers” and

“lack of competence in local workforce” were maintained in the measurement in this study.

3.7 Data Collection

Self-administered questionnaires were used to collect data for this study. The data collection included two phases: an international mail survey and an online web survey.

3.7.1 International mail survey

The first phase was from November 16, 2007 to December 22, 2007 in the form of an international mail survey. A sample frame of 103 expatriate hotel professionals working in Mainland China as constructed through the “new appointment” section of an on-line magazine *China Hospitality News*, a website providing English-language information in China for hospitality professionals. Expatriate hotel professionals were identified by names, photos, and/or brief bio-information from the news. Then the mailing address of each hotel was found by visiting the website of each hotel or doing a search using *Google.com*.

The mailing was conducted three times in an effort to increase the response rate (Rubin & Babbie, 1997). The first package was mailed out on November 16, 2007. The package included a cover letter that explained the purpose of the study and asked for participation from the expatriate managers, a set of questionnaire, and a pre-addressed returning envelope with stamps. Eight completed questionnaires were received from China after the first package was sent out. Then on November 30, 2007 reminder cards were mailed out to all expatriate managers except those who replied with their contact

information. The card briefly restated the purpose of the study and asked for participation, and thanked those managers who had already replied. Three completed questionnaires were received from China after the reminder cards were sent out. On December 22, 2007, a second package was sent out which was almost identical to the first package, but with a revised cover letter that thanked those who had replied and seeking responses from those who had not. Thirteen completed questionnaires were received from China with after the second package was sent out. Therefore, the total number of completed responses was 24. Besides those completed questionnaires, 14 returned packages were received from China because the expatriates addressed on the envelopes had moved. Therefore, the response rate was 27.0%.

3.7.2 Online web survey

In the second phase, data were collected through an online web survey. HostedSurvey.com was used for the design of the survey web pages. A link to a web version of the mail survey was posted on the “New Appointment” section of the ChinaHospitalityNews.com to invite expatriate hotel professionals working in Mainland China to participate. Responses were collected from March 25, 2008 to June 20, 2008.

Since the online web survey was open to the general public, the following procedures were taken in order to ensure the respondents were the target population, expatriate hotel professionals working in Mainland China, and to eliminate the double dipping effect from the international mail survey.

- (1) On the title page of the web survey, it was noted that there was an

international mail survey earlier and asked the respondents not to participate in the web survey again if they had participated in the international mail survey.

- (2) A screening question was designed to appear immediately after a participant entered the survey, inquiring whether the participant was Chinese or non-Chinese. If the participant answered “Chinese”, an ending page would appear to thank for his/her participation. The participant would not be able to proceed to the questions. Only participants who answered “non-Chinese” in the screening question would proceed to the questions.
- (3) At the end of the questionnaire, along with the demographic questions that were the same with those in the international mail survey, more demographic questions were added to check that the participants were hotel professionals working in Mainland China. Forced choice questions were used to ask about the participants’ working industry and their working locations.

From March 25, 2008 to June 20, 2008, a total of 73 responses were collected from the online web survey. These data were then compared with the data from the international mail survey via critical demographic characteristics. No duplicates were detected. Therefore, the two data sets were combined which yielded the total sample size of 97.

3.8 Data Analysis

The data analysis of this study followed three steps:

- (1) Descriptive statistics were used to describe the demographic characteristics,

current training situation, timing, training needs, and training topics of the respondents.

- (2) Summated mean variables were computed to represent different dimensions of perceived difficulties, job satisfaction, and intention to leave.
- (3) Multiple linear regression analyses were conducted to examine the degree of eight difficulty dimensions on expatriates' overall difficulty level of working in Mainland China, and to examine the effect of eight difficulty areas on job satisfaction and intention to leave, respectively.

3.9 Preliminary Evaluation of Data

3.9.1 Sample size

In multiple regression analysis, the effect of sample size has a direct impact in the statistical power of the significance testing and the generalizability of the result (Hair et al. 1998, p.164). Statistical power, computed as subtracting Type II (β) error from 1, refers to “the probability that statistical significance will be indicated if it is present” (Hair et al. p.11). Power is also related to the significance, or alpha (α) level, which defines the acceptable Type I error (Hair et al. p.352). Theoretically, a small sample size increases Type II error, thus lowers the statistical power. With small samples, greater R^2 is required to be significant for multiple regression analysis.

Required sample size in multiple regression analysis depends on a number of issues, including the desired power, alpha level, number of predictors, and expected effect sizes (Tabachnick & Fidell, 2006). A rule of thumb that takes effect size into account is based

on Green's (1991) formula to decide how many subjects it takes to do a regression analysis: $N \geq (8/f^2) + (m-1)$, where $f^2 = .02, .15$, and $.35$ for small, medium, and large effects, respectively, $f^2 = pr^2 / (1 - pr^2)$, where pr^2 is the expected squared partial correlation for independent variables with the smallest expected effect of interest.

In the current study, the estimated R^2 was $.5$, which was a medium to large effect, therefore, the f^2 was determined as $.15$ from a conservative prospective. Eight independent variables were used in the regression equation. Thus following Green's (1991) formula, the minimum required sample size was calculated as $N \geq (8/.15) + (8-1) = 61$. Given the total number of responses in this study was 97 , therefore, it satisfied the minimum requirement of sample size for a multiple regression analysis.

However, in addition to its role in determining statistical power, sample size also affects the generalizability of the result by the ratio of observations to independent variables (Hair et al, 1998). Although the minimum ratio is 5 to 1 , meaning that there should be five observations for each independent variable, the desired level is between 15 and 20 . In the current study, the ratio of observations to independent variables was $97:8 < 13$, which is below the desired level. Therefore, the result of this study may not be generalized to the population.

3.9.2 Absence of outliers among the independent variables and the dependent variable

Outliers are cases with extreme values on one or a combination of variables that they excessively influence the size of correlation coefficients, the average value for a group, or the variability of scores within a group (Tabachnick & Fidell, 1983). In regression, cases are evaluated for univariate extremeness with respect to the dependent variable and each

independent variable (Tabachnick & Fidell, 2006,). In this study, SPSS FREQUENCIES was run to initially screen the univariate outliers among the independent variables and the dependent variable. Mahalanobis distance was used to detect the multivariate outliers among the independent variables.

3.9.3 Absence of multicollinearity

Calculation of regression coefficients requires inversion of the matrix of correlations among the independent variables, which is unstable if they are multicollinear (Tabachnick & Fidell, 2006). Multicollinearity can be identified through perfect or very high squared multiple correlations (SMC) among the independent variables, or very low tolerances ($1 - \text{SMC}$) (Tabachnick & Fidell, 2006). In this study, multicollinearity was examined by tolerance values. According to Hair et al. (1998), if the tolerance value is less than the cut off value .10, the independent variable is detected with multicollinearity. As Table 7 shows, it was found that none of the independent variables had the tolerance value below .10. Therefore, it was concluded that multicollinearity was absent in the data.

Table 7.

Multicollinearity Test of the Independent Variables through Tolerance Values (n=91)

Variable	Tolerance with dependent variable		
	Overall difficulty	Job satisfaction	Intention to leave
Cultural differences in business	.54	.54	.54
Communication barriers	.76	.76	.76
Lack of competence in local workforce	.76	.76	.76
Political environment	.68	.68	.68
Localizing vs. importing management practices	.45	.45	.45
Great demand for competence	.41	.41	.41
Lack of affective acceptance of local managers	.44	.44	.44
Family related reasons	.65	.65	.65

3.9.4 Normality of residuals

The assumption of normality is critical in multivariate analysis (Tabachnick & Fidell, 1983, p.77). Skewness and kurtosis index are two ways that a distribution can be non-normal, and they can occur either separately or together in a single variable (Kline, 1998). According to Kline (1998), in the assumption of univariate normality, variables that show a skewness index over 3.0, and kurtosis index larger than 10.0 are assumed to violate the normal distribution assumption. In this study, as Table 8 shows, the skewness of all variables in the data ranged from -1.38 to .52, the kurtosis of all variables in the data ranged from -1.22 to 2.71, which were both below the cut off value. Therefore, it was concluded that the data of this study were normally distributed.

Table 8.

Normality Test of the Variables

Variable	n	Skewness	Kurtosis
cultural differences in business	97	-.37	-1.10
communication barriers	97	.44	-.22
lack of competence in local workforce	97	-.49	-.19
political environment	92	.45	-.24
localizing vs. importing management practices	92	-.09	.60
great demand for competence	92	.52	-.49
lack of affective acceptance of local managers	92	.27	-.99
family related reasons	92	.54	-.60
overall difficulty	97	-.37	-1.10
job satisfaction	92	-1.38	2.71
intention to leave	92	.04	-1.22

3.10 Summary

This chapter addresses the methodology used to conduct this study. The second section of this chapter restates the purpose of the study. The third section presents the research design. In the forth section, population and sampling procedures in the study are discussed. Section 5 addresses the review procedure of this study through the Campus Institutional Review Board. The sixth section discusses about the instrumentation. Measurement development, description of the measurement, validity and reliability procedures are presented in this section. Section 7 includes the procedures of data

collection for this study. Section 8 presents the statistical procedures adopted in the data analysis. In Section 9, the data is evaluated preliminarily to fulfill the requirements of multivariate analysis. Sample size, outliers, multicollinearity, and normality of the data are examined.

CHAPTER 4

RESULTS

4.1 Introduction

This chapter presents the results of statistical analysis of the data. First, the demographic characteristics of subjects are presented to address the research objective 1. Second, the results of descriptive statistics are presented to address research objective 2, 5, and 6. Description of the perceived difficulties of expatriate hotel professionals when they work in Mainland China, their job satisfaction, and intention to leave are given. Following that, the current training situation in the expatriates' company, their training needs, timing, as well as the training topics those expatriates were interested in are presented. Research objective 3 is addressed. Finally, hypotheses are tested through multiple linear regression analysis, in an effort to address research objectives 4, 7, and 8.

4.2 Demographic Characteristics of Subjects

Research objective 1 was proposed to describe the demographic characteristics of expatriate hotel professionals working in Mainland China, by gender, age, education, marital status, language speaking, family origin, and nationality.

As Table 9 shows, of the respondents, 87.5% ($n = 77$) were male, while 12.5% ($n = 11$) were female. Of them, 21.6% ($n = 19$) had a Chinese family origin, compared with the majority that (78.4%) ($n = 69$) did not have a Chinese family origin. In terms of their ability to speak the Chinese language, 44.3% ($n = 39$) reported that they did not speak Chinese at all, 37.5% ($n = 33$) reported that they spoke Chinese but with only daily

conversation, while 18.2% (n = 16) stated that they spoke Chinese very well. As to the education level, 9.1% (n = 8) had a high school education, 19.3% (n = 17) had some college experience, 9.1% (n = 8) had an associate's degree, 43.2% (n = 38) of the respondents had a bachelor's degree, 17.0% (n = 15) had a Master's degree, and 2.3% (n = 2) had a doctoral degree. The majority (78.4%, n = 69) of the participants used English as the working language in China, some (19.3%, n = 17) used Chinese and a few (2.3%, n = 2) used other languages. Of the respondents, 65.5% (n = 57) were married and 45 people brought their spouse with them to China. Of the 32.2% (n = 29) respondents who were single, 2.3% (n = 2) were divorced. Among those married expatriates, 30 of them brought children to China, representing 34.1% of the total respondents.

The information on the respondents' age and previous overseas work experience are presented in Table 10. The 87 respondents, who completed the question on age, ranged from 23 years old to 59 years old, with the mean of 41.85, median of 43, and mode as 45. 87 respondents completed the questionnaire on previous work experience. Based on the results, it was reported that the overseas assignment completed prior to the assignment in China, the expatriates ranged from 0 to 10, with a mean of 3.23, median of 3, and mode of 1. Their average years worked overseas was 12.70, ranging from 1 to 37, with the median as 10 and the mode as 20. In terms of the years they had worked in China, it was reported that the time frame ranged from 3 to 20, with the mean of 4.60, median of 4, and mode of 2.

Table 9.

Demographic Characteristics of Subjects (Part 1)

	n	%	Mode
Gender			Male
Female	11	12.5	
Male	77	87.5	
Chinese Family Origin			No
Yes	19	21.6	
No	69	78.4	
Chinese language speaking			Not at all
Not at all	39	44.3	
Yes, only daily conversation	33	37.5	
Yes, very well	16	18.2	
Education			Bachelor's degree
High school	8	9.1	
Some college experience	17	19.3	
Associate's degree	8	9.1	
Bachelor's degree	38	43.2	
Master's degree	15	17.0	
Doctors degree	2	2.3	
Main language speaking while in China			English
Chinese	17	19.3	
English	69	78.4	
Other	2	2.3	
Marital status			Married
Single	29	32.2	
Married	57	65.5	
Divorced	2	2.3	
If married, bring spouse to China?			Yes
Yes	45	51.1	
No	12	13.6	
N/A	31	35.2	
If married, bring children to China?			N/A
Yes	30	34.1	
No	16	18.2	
N/A	42	47.7	

Table 10

Demographic Characteristics of Subjects (Part 2)

	n	Mean	Median	Mode	S.D.	Range
Age	87	41.85	43	45	9.32	23-59
Oversea assignment completed prior to the assignment in China	87	3.23	3	1	2.51	0-10
Years worked overseas	87	12.70	10	20	8.62	1-37
Years worked in China	87	4.60	4	2	3.95	.3-20

Table 11 presents the information of the nationality of these respondents. As Exhibit 2 shows, the majority of the expatriates were German (n = 13), British (n = 12), French (n = 11), Australian (n = 9), Malaysian (n = 8), and American (n = 7). These expatriates counted 68.2% of the total respondents. It also indicated that more than half (56.7%) of the respondents were from Europe (e.g., Germany, UK, Austria, Holland, Romania, Sweden, Belgium, Italy, and Turkey); 31.9% were from the Asian-Pacific region (Australia, Malaysia, Singapore, Indonesia, New Zealand, India, and the Philippines); while the rest 11.4% of them were from North America (U.S. and Canada).

Table 11.

Nationality Information of the Subjects

Nationality	n	%
German	13	14.8
British	12	13.6
French	11	12.5
Australian	9	10.2
Malaysian	8	9.1
American	7	8.0
Singaporean	5	5.7
Austrian	3	3.4
Canadian	3	3.4
Dutch	3	3.4
Indonesian	2	2.3
New Zealand	2	2.3
Romanian	2	2.3
Swiss	2	2.3
Belgian	1	1.1
EU	1	1.1
Indian	1	1.1
Italian	1	1.1
Philippine	1	1.1
Turkish	1	1.1
Total	88	100.0

4.3 Descriptive Statistics of Difficulties, Job Satisfaction, and Intention to Leave

It has been established that research objective 2 sought to describe the perceived difficulties of expatriate hotel professionals when they work in Mainland China; research objective 5 sought to describe the job satisfaction of expatriate hotel professionals when they work in Mainland China; and research objective 6 sought to describe the intention to leave of expatriate hotel professionals when they work in Mainland China. In this section, descriptive statistics were employed to address these three objectives. The mean score of

each construct was used to describe the construct and in later inferential statistical analysis.

As Table 12 shows, on a 7 point Likert scale, of the 97 respondents, it was reported that the overall difficulty of working in Mainland China had an average score of 4.40,. Among the dimensions of perceived difficulties, communication barriers had the highest average score of 4.44. Family related reasons had the lowest mean value of 3.15. Besides those two, in descending order of the means, lack of competence in the local workforce had an average score of 4.15; localizing versus importing management practices was reported with a mean score 3.67; greater demand for competence had an average score of 3.44; cultural difference in business was reported with a mean score of 3.43; political environment had an average score of 3.36; and lastly, lack of affective acceptance from the local manager” had an average score of 3.19.

In terms of the job satisfaction of the expatriate hotel professionals who responded and working in Mainland China, a mean score of 5.17 was found (Table 12). Their intention to leave had an average score of 3.66 (Table 12).

Table 12.

Descriptive Statistics of Constructs

	Mean	S.D.	Min.	Max.	No. of Items to Measure Each Construct
Communication barriers	4.44	1.16	1.50	6.25	4
Lack of competence in local workforce	4.15	1.14	2.00	7.00	4
Localizing versus importing management practices	3.67	1.67	1.00	7.00	1
Cultural differences in business	3.54	1.29	1.00	7.00	6
Greater demand for competence	3.44	1.50	1.00	7.00	4
Political environment	3.36	.99	1.00	5.80	5
Lack of affective acceptance from local managers	3.19	1.26	1.00	6.00	3
Family related reasons	3.15	1.29	1.00	6.00	4
Overall difficulty	4.40	1.73	1.00	7.00	1
Job satisfaction	5.17	.95	1.75	6.75	4
Intention to leave	3.66	1.81	1.00	7.00	3

Note: Variables were measured on a 7-point Likert Scales as 1 being “*Strongly Disagree*” and 7 being “*Strongly Agree*”.

4.4 Training Needs

Research objective 3 sought to describe the current training situation in the expatriates’ company, their training needs, timing, as well as the training topics those expatriates were interested in. Descriptive statistics was employed to address this

research objective.

As shown in Table 13, of the respondents, the majority received training from the company for their international assignment (n = 58), with 34.7% (n = 32) receiving training after they came to China, and 28.3% (n = 26) receiving training before they came to China. In contrast, 37% (n = 34) of the respondents did not receive any training from the company for their international assignment. Among the 58 respondents who received training, 55.2% (n = 32) thought the training was very helpful; most of the time when they encounter difficulties, they could use the knowledge they learned from that program to solve the problem while the remaining 44.8% (n = 26) thought the training was somewhat helpful, some of the knowledge they learned from that program could be utilized in their current job.

Most of the respondents (70.7%) reported that they needed a training program for international assignments (n = 65), with 55.4% stated that they may need it (n = 51) and stated that they needed it very much (n = 14). Of the respondents 29.3% reported that they didn't need a training program (n = 27). Among those expatriates who expressed their needs of a training program, slightly more than half (55.4%) of the people preferred to have the training before they came to China (n = 36), while the rest 44.6% preferred training after they came to China (n = 29).

In terms of the training topics, three topics that expatriates voted most were the cultural background of China (n = 44), managerial knowledge of Chinese workers (n = 42), and Chinese language speaking (n = 41). Besides those topics, another three topics also showed great popularity: business knowledge of the specific assignment (n = 35), the political system of China (n = 30), and the economic situation of China (n = 27).

The remaining three topics that received a few votes were technical skills (n = 9), Chinese language writing (n = 7), and Chinese language reading (n = 6). Moreover, some expatriates listed the training topics that were not included in the questionnaire through the open-ended question. The summary of their answers are presented in Exhibit 1.

Table 13.

Descriptive Statistics of Expatriates' Current Training Situation, Training Needs, Timing, and Preferred Training Topics

	n	%	Mode
Had training from the company?			No
No	34	37.0	
Yes, before came to China	26	28.3	
Yes, after came to China	32	34.7	
Do you think the training is helpful?			Very helpful
Somewhat helpful	26	44.8	
Very helpful	32	55.2	
Need a training for international assignment?			Yes, I may need it.
No	27	29.3	
Yes, I may need it	51	55.4	
Yes, I need it very much	14	15.3	
When do you prefer to have the training?			Before I came to China
Before I came to China	36	55.4	
After I came to China	29	44.6	
Training topics that you would like to have in the training (choose all that apply) (n =65)			Cultural background of China
Cultural background of China	44	67.7	
Managerial knowledge of Chinese workers	42	64.6	
Chinese language speaking	41	63.1	
Business knowledge of the specific assignment	35	53.8	
Political system of China	30	46.2	
Economic situation of China	27	41.5	
Technical skills	9	13.8	
Chinese language writing	7	10.8	
Chinese language reading	6	9.2	

Exhibit 1.

More Training Topics that Were Not Included in the Questionnaire

- ♦ Cultured related topics:
 - how to understand local cultures;
 - traditional corporate cultures in Chinese corporations;
 - the difference between what Chinese people but actually mean;
 - low context culture vs. high context culture;
 - Chinese habits for greetings and dealing with both supervisors and subordinates.
- ♦ Business knowledge:
 - Internet marketing;
 - projects development;
 - general management.
- ♦ Others:
 - economic future of China;
 - Chinese cooking;
 - Yoga and deep breathing exercises;

4.5 Testing the Hypotheses

It has been established in Chapter 1 that research objective 4 sought to explain the overall difficulty level of expatriate hotel professionals working in Mainland China by various perceived difficulties (Hypothesis 1); research objective 7 sought to examine the effect of various perceived difficulties on expatriate managers' job satisfaction (Hypothesis 2); and research objective 8 examine the effect of various perceived difficulties on expatriate managers' intention to leave (Hypothesis 3). In this section, multiple linear regression analysis was used to address these research objectives and test the hypotheses.

4.5.1 Difficulty dimensions and the overall difficulty level

As the correlation matrix shows (Table 14), all eight difficulty dimensions had a positive relationship with the overall difficulty level. All relationships were significant but one: lack of competence in local workforce. After the multiple linear regression of eight difficulty dimensions on the overall difficulty level on a simultaneous model (Table 15), it was found that the eight difficulty dimensions significantly explained 48% of the variance in the overall difficulty level ($R^2 = .48$, F -value = 9.47, $p = .01$). Therefore, Hypothesis 1 was accepted. As to the individual difficulty dimension, only three dimensions were found to have a significant positive relationship with the overall difficulty level: cultural differences in business ($\beta = .26$, t -value = 2.36, $p = .02$), communication barriers ($\beta = .33$, t -value = 3.56, $p = .01$), and family related reasons ($\beta = .29$, t -value = 2.91, $p = .01$). Table 16 shows the regression of eight difficulty dimensions on the overall difficulty level on the stepwise regression model. Consistent with the simultaneous model, it was found that the three difficulty dimensions significantly explained 45% of the variance in the overall difficulty level ($R^2 = .48$, F -value = 20.05, $p = .01$). The three dimensions were found to have a significant positive relationship with the overall difficulty level: cultural differences in business ($\beta = .30$, t -value = 3.01, $p = .03$), communication barriers ($\beta = .30$, t -value = 3.45, $p = .01$), and family related reasons ($\beta = .30$, t -value = 3.37, $p = .01$). As a result, Hypothesis 1a, 1b, and 1h were accepted, while Hypothesis 1c, 1d, 1e, 1f, and 1g were rejected.

Table 14.

Correlation Matrix of Difficulty Dimensions and the Overall Difficulty Level

	D	D.cul.	D.com	D.lac.	D.pol.	D.gre.	D.imp.	D.aff.	D.fam.
D									
D.cul.	.59*								
D.com.	.51*	.44*							
D.lac.	.08	.19	-.01						
D.pol.	.27*	.41*	.11	.17					
D.gre.	.32*	.39*	.04	.27*	.35*				
D.imp.	.32*	.31*	.09	.21*	.35*	.70*			
D.aff.	.33*	.38*	.06	.47*	.44*	.59*	.61*		
D.fam.	.45*	.44*	.09	.20	.44*	.37*	.44*	.35*	

* Correlation is significant at the 0.05 level (2-tailed).

Note: D = overall difficulty;
 D.cul. = cultural differences in business;
 D.com. = communication barriers;
 D.lac. = lack of competence in local workforce;
 D.pol. = political environment;
 D.gre. = greater demand for competence;
 D.imp. = localizing vs. importing management practices;
 D.aff. = lack of affective acceptance from local managers;
 D.fam. = family related reasons.

Table 15.

Regression of Difficulty Dimensions on the Overall Difficulty Level on a Simultaneous Model (n=90)

Variable	R	R ²	Adjusted R ²	F	β	t	p
	.69	.48	.43	9.47			.01
Cultural differences in business					.26	2.36	.02
Communication barriers					.33	3.56	.01
Lack of competence in local workforce					-.09	-.97	.34
Political environment					.07	-.77	.44
Greater demand for competence					.08	.69	.50
Localizing vs. importing management practices					.02	-.13	.90
Lack of affective acceptance from local managers					.16	1.35	.18
Family related reasons					.29	2.91	.01

Table 16.

Regression of Difficulty Dimensions on the Overall Difficulty Level on a Stepwise Model (n=90)

Variable	R	R ²	Adjusted R ²	F	β	t	p
	.67	.45	.43	20.05			.01
Cultural differences in business					.30	3.01	.03
Communication barriers					.30	3.45	.01
Family related reasons					.30	3.37	.01

4.5.2 Difficulty Dimensions and Job Satisfaction

As the correlation matrix shows (Table 17), all eight difficulty dimensions had a negative relationship with job satisfaction. Five dimensions had a significant negative relationship with job satisfaction. They are lack of competence in the local workforce, greater demand for competence; localizing vs. importing management practices; lack of affective acceptance from local managers; and family related reasons. After the multiple linear regression analysis of eight difficulty dimensions on job satisfaction on a simultaneous model (Table 18), it was found that the eight difficulty dimensions significantly explained 44% of the variance in job satisfaction ($R^2 = .44$, F -value = 8.1, $p = .01$). As to the individual difficulty dimension, only two dimensions were found to have a significant negative relationship with job satisfaction: greater demand for competence ($\beta = -.38$, t -value = -3.06, $p = .01$), lack of affective acceptance from local managers ($\beta = -.44$, t -value = -3.56, $p = .01$). Table 19 shows the multiple linear regression analysis of eight difficulty dimensions on job satisfaction on a stepwise model. It was found that the

two difficulty dimensions significantly explained 40% of the variance in job satisfaction ($R^2 = .40$, $F\text{-value} = 29.8$, $p = .01$). The two dimensions were found to have a significant negative relationship with job satisfaction: greater demand for competence ($\beta = -.36$, $t\text{-value} = -3.54$, $p = .01$), lack of affective acceptance from local managers ($\beta = -.36$, $t\text{-value} = -3.50$, $p = .01$). As a result, Hypotheses 2e and 2g were accepted, while Hypotheses 2a, 2b, 2c, 2d, 2f, and 2h were rejected.

Table 17.

Correlation Matrix of Difficulty Dimensions and Job Satisfaction

	Sat.	D.cul.	D.com	D.lac.	D.pol.	D.gre.	D.imp.	D.aff.	D.fam.
Sat.									
D.cul.	-.16								
D.com.	-.01	.44*							
D.lac.	-.21*	.19	-.01						
D.pol.	-.19	.41*	.11	.17					
D.gre.	-.57*	.39*	.04	.27*	.35*				
D.imp.	-.50*	.31*	.09	.21*	.35*	.70*			
D.aff.	-.57*	.38*	.06	.47*	.44*	.59*	.61*		
D.fam.	-.27*	.44*	.09	.20	.44*	.37*	.44*	.35*	

* Correlation is significant at the 0.05 level (2-tailed).

Note: Sat = job satisfaction;
D.cul. = cultural differences in business;
D.com. = communication barriers;
D.lac. = lack of competence in local workforce;
D.pol. = political environment;
D.gre. = greater demand for competence;
D.imp. = localizing vs. importing management practices;
D.aff. = lack of affective acceptance from local managers;
D.fam. = family related reasons.

Table 18

Regression of Difficulty Dimensions on Job Satisfaction on a Simultaneous Model (n=90)

Variable	R	R ²	Adjusted R ²	F	β	t	p
	.66	.44	.39	8.1			.01
Cultural differences in business					.18	1.57	.12
Communication barriers					-.05	-.52	.61
Lack of competence in local workforce					.08	.89	.38
Political environment					.11	1.10	.27
Greater demand for competence					-.38	-3.06	.01
Localizing vs. importing management practices					-.02	-.17	.86
Lack of affective acceptance from local managers					-.44	-3.56	.01
Family related reasons					-.10	-1.00	.32

Table 19

Regression of Difficulty Dimensions on Job Satisfaction on a Stepwise Model (n=90)

Variable	R	R ²	Adjusted R ²	F	β	t	p
	.64	.40	.39	29.8			.01
Greater demand for competence					-.36	-3.54	.01
Lack of affective acceptance from local managers					-.36	-3.50	.01

4.5.3 Difficulty Dimensions and Intention to Leave

As the correlation matrix shows (Table 20), all eight difficulty dimensions had a positive relationship with intention to leave except for communication barriers which indicated a negative but insignificant relationship with intention to leave. Four dimensions had a significant positive relationship with intention to leave: lack of competence in local workforce; greater demand for competence; localizing vs. importing management practices; and lack of affective acceptance from local managers. After the multiple linear regression analysis of eight difficulty dimensions on intention to leave on a simultaneous model (Table 21), it was found that the eight difficulty dimensions significantly explained 38% of the variance in intention to leave ($R^2 = .38$, F -value = 6.24, $p = .01$). As to the individual difficulty dimension, only two dimensions were found to have a significant negative relationship with intention to leave: greater demand for competence ($\beta = .33$, t -value = 2.52, $p = .01$), lack of affective acceptance from local managers ($\beta = .30$, t -value = 2.30, $p = .02$). Table 22 shows the result of the regression of eight difficulty dimensions on intention to leave on a stepwise model. It was found that two difficulty dimensions significantly explained 32% of the variance in intention to leave ($R^2 = .32$, F -value = 21.00, $p = .01$). As to the individual difficulty dimension, only two dimensions were found to have a significant negative relationship with intention to leave: greater demand for competence ($\beta = .32$, t -value = 2.98, $p = .04$), lack of affective acceptance from local managers ($\beta = .32$, t -value = 2.93, $p = .04$). As a result, Hypothesis 3e and 3g were accepted, while Hypothesis 3a, 3b, 3c, 3d, 3f, and 3h were rejected.

Table 20.

Correlation Matrix of Difficulty Dimensions and Intention to Leave

	IL	D.cul.	D.com	D.lac.	D.pol.	D.gre.	D.imp.	D.aff.	D.fam.
IL									
D.cul.	.18								
D.com.	-.11	.44*							
D.lac.	.36*	.19	-.01						
D.pol.	.11	.41*	.11	.17					
D.gre.	.52*	.39*	.04	.27*	.35*				
D.imp.	.42*	.31*	.09	.21*	.35*	.70*			
D.aff.	.51*	.38*	.06	.47*	.44*	.59*	.61*		
D.fam.	.18	.44*	.09	.20	.44*	.37*	.44*	.35*	

* Correlation is significant at the 0.05 level (2-tailed).

Note: IL = intention to leave;
 D.cul. = cultural differences in business;
 D.com. = communication barriers;
 D.lac. = lack of competence in local workforce;
 D.pol. = political environment;
 D.gre. = greater demand for competence;
 D.imp. = localizing vs. importing management practices;
 D.aff. = lack of affective acceptance from local managers;
 D.fam. = family related reasons.

Table 21

Regression of Difficulty Dimensions on Intention to Leave on a Simultaneous Model (n=90)

Variable	R	R ²	Adjusted R ²	F	β	t	p
	.62	.38	.32	6.24			.01
Cultural differences in business					.02	.15	.88
Communication barriers					-.13	-1.30	.20
Lack of competence in local workforce					.15	1.51	.14
Political environment					-.16	-1.51	.14
Greater demand for competence					.33	2.52	.01
Localizing vs. importing management practices					.04	-.30	.77
Lack of affective acceptance from local managers					.30	2.30	.02
Family related reasons					-.03	-.26	.79

Table 22

Regression of Difficulty Dimensions on Intention to Leave on a Stepwise Model (n=90)

Variable	R	R ²	Adjusted R ²	F	β	t	p
	.57	.32	.31	21.0			.01
Greater demand for competence					.32	-2.98	.04
Lack of affective acceptance from local managers					.32	-2.93	.04

4.6 Summary

This chapter presents the results of the statistical analysis of the data. First, the demographic characteristics of subjects are presented to address research objective 1. Second, the results of descriptive statistics are presented to address research objectives 2, 5, and 6. Description of the perceived difficulties of expatriate hotel professionals when they work in Mainland China, their job satisfaction, and intention to leave are given. Following that, the current training situation in the expatriates' company, their training needs, timing, as well as the training topics those expatriates were interested in are presented. Research objective 3 is addressed. Finally, hypotheses are tested through multiple linear regression analysis, in an effort to address research objectives 4, 7, and 8.

CHAPTER 5

DISCUSSION

5.1 Introduction

This chapter covers the discussion, implications, and limitations of the study. The findings of the study are discussed in four parts: demographic profile of expatriate hotel managers in Mainland China; expatriates' overall difficulty, job satisfaction, and intention to leave; expatriate training; and the relationship of eight difficulty dimensions with the overall difficulty, job satisfaction, and intention to leave. Implications for both the academia and the industry are drawn based on the discussion. Finally, the limitation of the study is discussed.

5.2 Conclusion

5.2.1 Demographic profile of expatriate hotel managers in Mainland China

The findings of this study provided a glimpse of the demographic profile of expatriate hotel managers in Mainland China. As the results indicate, the typical expatriate hotel manager was male, English-speaking, married, without a Chinese family origin, approximately 40 years old, did not speak Chinese at all, earned a Bachelor's degree, lives with a spouse in China, and most likely was from Europe. Such characteristics of gender, language speaking, age, and education were consistent with those from Yu and Huat's study in 1995. However, the self-reported data on family origin of Chinese differed from Feng and Pearson's study in 1999. In Feng and Pearson's study

on hotel expatriates in China, they found the majority of the subjects (60.6%) had a Chinese family origin and only 17.4% had western family origins. However, Feng and Pearson's study used a sample frame of a list of 319 expatriates working across China, provided by two multinational hotel companies. One hotel company was based in Hong Kong, which is now considered part of China. It is reasonable to assume that this hotel company might send a great number of expatriates from Hong Kong to Mainland China. Actually, 15.8% of the respondents were from Hong Kong. Technically these people should not be categorized as expatriates to China. From this prospective, the current study provided more meaningful results for the expatriate study.

Among the subjects, the ratio of females to males was 1:7 (11 females vs. 77 males), with females only accounting for 12.5% of the total subjects. Such phenomenon has been discussed in previous literature. Tung (1998) has reported that females only represent about 14% of the expatriate workforce. Tye and Chen (2005) argued that many reasons might explain this difference: the females might be less interested in working overseas, or the human resources professionals believed that females were less competent than males in international assignments. However, as Selmer (2001) pointed out, gender has been found to be unrelated to expatriate performance ratings or turnover intentions, and the level of adjustment only differs by gender in countries with masculine values such as Japan.

The results also revealed that approximately 90% of the subjects had overseas work experience before they came to Mainland China. On average, they had completed 3-4 overseas assignments and worked overseas for 12 to 13 years. Researchers have proposed that previous international experience to be of importance to expatriates because past

international work experience should provide strategies that assist in future adaptation (Black & Gregersen, 1991; Tsang, 2001). However, Tye and Chen (2005) pointed out that there was not a strong relationship between past experience working in another country and expatriate success variables. Meanwhile, companies still relied on measures of the number of previous expatriate assignments or time spent abroad as predictors to the successful completion of expatriate assignments (Tye & Chen).

5.2.2 Expatriates' perceived difficulty

Based on the results, the average overall difficulty level of expatriates in this sample was 4.40, slightly above 4 as neutral on a 7 point Likert scale. (The bigger the value, the greater the difficulty level.) Among the dimensions of perceived difficulties, communication barriers had the highest average score of 4.44, and lack of competence in the local workforce had a mean score of 4.15. Except for those two, all other dimensions had average scores below 4, which meant that the subjects disagree to some extent with the statement that they felt difficult in certain dimensions. Family related reasons had the lowest mean value as 3.15. Despite the fact that China has been rated as the world's most challenging country for international assignments in a survey by the 11th annual Global Relocation Trends Survey issued jointly by Global Relocation Services and the National Foreign Trade Council in London (Anonymous, 2006b), at least from the self-reported data of this study, the expatriate subjects did not perceive great level of difficulties or challenges working in Mainland China. However, it should also be noted that on average, these subjects have worked in China for 4 to 5 years. It is also possible that this period of time working in Mainland China had buffered possible challenges and is long enough for

the expatriate managers to adjust to the work environment in China.

From the regression analysis it was found that the eight difficulty dimensions all together explained 48% of the variance on the overall difficulty level. Meanwhile, only cultural differences in business, communication barriers, and family related reasons were significant predictors of the overall difficulty level, with communication barriers as the strongest predictor. Acculturating to a foreign country usually includes operating in a new language to develop ways to establish work relations, cope with language-induced stress, and communicate with colleagues (Oddou, 1991). Some multinational firms have realized the importance of communication and designed training programs to cope with this issue. For example, Citibank provided its expatriates with human resources support for language training (Solomon, 1994). On the other hand, the Chevron Overseas Petroleum Company identified cross-cultural issues as critical to an expatriate's success (Solomon). Family related reasons have received extensive support as a factor that significantly affects expatriate adjustment, job satisfaction, and intention to leave. Although in this study, the expatriate subjects reported the lowest mean score of the perceived difficulty dimension related to family reasons, family related reasons is still a significant predictor of the overall difficulty level of expatriate hotel professionals working in Mainland China.

5.2.3 Expatriate job satisfaction

The average score on job satisfaction also produced an optimistic scenario. As the results showed, the mean score of job satisfaction was 5.17. It seemed that the expatriate subjects were moderately satisfied with their international assignment. However, caution

should be applied since the data on these measures were collected through a self-reported questionnaire (Luna-Arocas, 2008). A very important aspect of self-reported questionnaires is the respondent's ability to provide an accurate assessment of the questions (Corsetti et. al, 2005). As Schutt (1999) noted that, people tend to agree with a statement just to avoid seeming disagreeable. Although the response error from social desirability is considered the least in mail survey compared to interview survey and telephone survey, such error still exists and potentially may contaminate the accuracy of the data (Dillman, 1978).

With regards to the relationship of eight difficulty dimensions and job satisfaction, the eight difficulty dimensions were found to explain 44% of the variance of job satisfaction. Greater demand for competence and lack of affective acceptance from local managers were found to have significant negative relationships with job satisfaction in the multiple regression model. Such relationships have theoretical foundations from previous literature. The two task characteristics receiving the greatest support as predictors of satisfaction were role ambiguity (Bedeian & Armenakis, 1981) and skill variety and complexity (Gerhart, 1987), which have greater demand on their competence. Love et al. (2007) found that the work demands, job control and social support can be used to significantly predict employee job satisfaction. If the expatriate managers do not feel affectively accepted by local managers, they are least likely to receive such social support from their host country colleagues.

5.2.4 Expatriate intention to leave

The average score of intention to leave was 3.66. It seemed that the expatriate subjects were conservative about the intention to leave. However, as argued above, caution should be applied since the data on these measures were collected through a self-reported questionnaire (Luna-Arocas, 2008).

The regression model of eight difficulty dimensions was found to explain 38% of the variance in intention to leave. Similar to the predictors of job satisfaction, only greater demand for competence and the lack of affective acceptance were found to have a significant relationship with the dependent variable, intention to leave, in the regression model. Both relationships were observed as positive. Such findings were consistent with previous literature that workload/work stress and organization socialization were predictors of expatriate turnover.

5.2.5 Expatriate training

Expatriate training has been shown to be of great importance in expatriate job satisfaction and international assignment success. Organizations need to recognize that training is effective in providing employees with the necessary knowledge, skills, and abilities to function in their new assignment (McCaughey & Bruning, 2005). As the results revealed, although the majority of the subjects had received training related to their international assignment, there were still 37% of subjects who reported that they had not received any training for the assignments in China. This is comparable to the data from a survey in 2004 as 40% of surveyed companies provided no cross-cultural training to their expatriates (Global Relocation Services, 2004). Given that 70.7% of subjects

reported the need for the training program to some extent, the multinational hotel companies need to realize the importance of training on the successful completion of an international assignment.

A major challenge for organizations is to identify exactly what type of training should provide their expatriates with the requisite tools (McCaughey & Bruning, 2005). In terms of the timing of training, slightly more than half the subjects reported that they would prefer a training program before their international assignment. It has been noted that pre-assignment training has an effective and positive influence on expatriate cultural adjustment and subsequent satisfaction with the assignment (McCaughey & Bruning). Multinational hotel companies should take this factor into consideration when designing the expatriate training programs.

The result also identified six training topics that were voted most important by the expatriate subjects, namely the cultural background of China, the managerial knowledge of Chinese workers, Chinese language speaking, business knowledge of the specific assignment, the political system of China, and the economic situation of China. Expatriate managers frequently identify assignment problems as being cultural in nature (Culpan and Wright, 2002), as was the case that the cultural background of China and the managerial knowledge of Chinese workers were the top two training topics indicated by the expatriates. At the same time, acculturating to a foreign country typically involves operating in a new language to develop ways in which to establish work relations, cope with language-induced stress, and communicate with co-workers (Oddou, 1991). Strong communication skills and language fluency resolve workplace problems and aid in managing the overall cultural experience. Training in the host-country language is

therefore key to the expatriate's ability to communicate with others and successfully interact with host-country nationals, thereby aiding acculturation and adjustment (Mendenhall & Oddou, 1985). The other three topics - business knowledge of the specific assignment, political system of China, and economic situation of China are more related to fact-based knowledge of the host country.

It is also important to point out that, although the expatriates did not report great perceived difficulties in those proposed difficulty dimensions, as observed through the dimensions' average scores, they expressed the need to be trained in most of the difficulty dimensions. The need to learn the cultural background of China may be a result of perceived difficulties in cross-culture differences in business; the call for managerial knowledge of Chinese workers may be a result of perceived difficulties in lack of competence from the local workforce and/or lack of affective acceptance from local managers; the desire to learn to speak the Chinese language may result from the communication barriers, the wish to require more business knowledge of the specific assignment may come from the greater demand for competence in the international assignment; and, doubtless the wish to be familiar with the political system of China are related to the perceived difficulties in the political environment.

5.3 Implications

5.3.1 Expatriates' perceived difficulty

This study provided the most up-to-date information to the expatriate study concerning the working environment for expatriate professionals in Mainland China.

Despite the fact that China has been rated as the world's most challenging countries for international assignments (Anonymous, 2006b), the results showed that the expatriate subjects did not perceive great level of difficulties or challenges working in Mainland China. In addition, it seemed that the expatriate subjects were moderately satisfied with their international assignment and conservative about the intention to leave, as observed from this study. Although such results can not be generalized to the general population of expatriate hotel managers in China, at least they send a signal: the widely held perception that it is difficult and challenging to work in China may need to be reassessed.

Particularly for multinational hotel companies that plan to open properties and send expatriate managers to work in Mainland China, this study reveals some good news. The results of this study indicated that the expatriate hotel professionals in Mainland China didn't perceive great difficulties from their work experience in Mainland China. Instead, they were confident and optimistic, moderately satisfied with their work, and conservative on the intention to leave. China may no longer be a formidable place to work for expatriate managers.

5.3.2 Expatriate job satisfaction

The linkage that the study built between various perceived difficulties of expatriate managers and their job satisfaction provides a new prospective for the study of expatriate job satisfaction. Although expatriate job satisfaction have been studied extensively in the expatriate literature, few studies have been done from the prospective of perceived difficulties. As is demonstrated in this study, greater demand in competence in an international assignment and the lack of affective acceptance from local managers play

significant roles in predicting the expatriate job satisfaction. Particularly, the variable “lack of affective acceptance from local managers” was created originally in this study. Given its strong predicting effects on expatriate job satisfaction, it should draw more attention from expatriate researchers in the future.

5.3.3 Expatriate intention to leave

The linkage that the study built between various perceived difficulties of expatriate managers and their intention to leave provides a new prospective for the study of expatriate turnover. Although expatriate turnover have been studied extensively in the expatriate literature, few studies have been done from the prospective of perceived difficulties. As is demonstrated in this study, greater demand in competence in an international assignment and the lack of affective acceptance from local managers play significant roles in predicting the expatriate intention to leave. Particularly, the variable “lack of affective acceptance from local managers” was created originally in this study. Given its strong predicting effects on expatriate intention to leave, it should draw more attention from expatriate researchers in the future.

5.3.4 Expatriate Training

In this study, expatriate training was verified to be helpful in the international assignment, and was needed by expatriate managers. Culture and communication related topics were identified by expatriate managers to be included in a training program. Pre-assignment training was preferred to post-assignment training. Future research may explore the optimal training methods that could best deliver the topics on culture and

communication.

The results of this study also have implications on multinational hotel companies that have or plan to have subsidiaries in Mainland China. The most critical implication of this study to the multinational hotel companies is the demonstrated importance of training in the international assignments. Despite the verified needs of training and acknowledged effects of training on assignment success, this study revealed that one third of expatriate managers had not received any training from their parent company. Moreover, the perceived greater demand for competence has been found to significantly predict expatriate job satisfaction and intention to leave. Thus, it is recommended that multinational hotel companies provide well designed training programs for all expatriate managers they send overseas. By doing this, multinational hotel companies can demonstrate the organizational support and boost the competence of expatriate managers, which will aid to increase expatriate job satisfaction and lower their intention to leave. Pre-assignment training that covers the topics of cultural background of China, managerial knowledge of Chinese workers, Chinese language speaking, business knowledge of the specific assignment, the political system of China, and the economic situation of China is recommended based on the feedback from expatriate managers.

5.4 Recommendations for Future Study

5.4.1 Research methodology

Future study may seek corporation with multinational hotel companies in an effort to approach more expatriate hotel professionals and increase the sample frame. Incentives

may be employed to increase the response rate. If possible, intensive interviewing can be used to deepen the understanding of the work experience of hotel expatriates in China and may discover untapped areas from previous literature.

5.4.2 Expatriates' perceived difficulty

In this study, the overall difficulty level perceived by expatriate hotel managers in Mainland China was measured by a single statement. Such measurement may have low reliability. Future studies that intend to further explore this construct are recommended to develop multiple-item measurement in order to increase the reliability.

It is also recommended that some demographic characteristics could be tested as moderators of the perceived difficulties. Although previous studies (Tye & Chen, 2005) indicated that gender and international work experience did not significantly influence expatriates' adjustment or assignment success, other demographic characteristics such as years stayed in China, the proficiency in Chinese language and age could be potential moderators of expatriates' perceived difficulty.

This study indicates that cultural differences in business are the most significant predictors of expatriates' overall difficulty working at Mainland China. In the measurement of this study, the cultural differences in business are reflected in various factors including the decision-making process, the subordinate-supervisor relationship, Chinese body language, Chinese silent language, and Chinese interpersonal relation. Future studies that are interested to probe into this construct may focus on one factor to deepen the understanding of its effects on cultural adjustment.

5.4.3 Expatriate job satisfaction

This study indicates that perceived difficulties significantly predict expatriate job satisfaction. Two difficulty dimensions, greater demand for competence and lack of affective acceptance from local managers, are significant predictors. The dimension lack of affective acceptance from local managers is originally created in this study. Given its strong predicting effects on expatriate job satisfaction, it should draw more attention from expatriate researchers in the future. In this study, the affective acceptance from local managers is measured through the level of support, trust, and antinomy from local managers. Though it may be similar to the construct social support in Love et al.'s (2007) study on job satisfaction, it contains two other aspects such as the trust and antinomy from local managers. Research into further effects of the lack of affective acceptance from local managers and how to cope with this difficulty would be beneficial.

5.4.4 Expatriate intention to leave

This study indicates that perceived difficulties significantly predict expatriate intention to leave. Two difficulty dimensions, greater demand for competence and lack of affective acceptance from local managers, are significant predictors. In this study, the greater demand for competence incorporates factors such as greater workload, larger responsibility, role ambiguity, and greater requirement for technical competence. The construct lack of affective acceptance from local managers incorporates factors such as the support, trust, and antinomy from local managers. Future studies on expatriate intention to leave could probe into these two dimensions by investigating the individual factors and therefore bring up the coping methods accordingly.

5.4.5 Expatriate training

In this study, culture and communication related topics have been identified as the most needed training topics among hotel expatriates in China. Future research may explore the optimal training methods that could best deliver the topics on culture and communication.

5.5 Limitations

Although this study made contributions to the expatriate study and the hotel industry, it suffers from a few limitations. First, the study adopts the use of an accidental sample, a form of non-probabilistic sampling. There is no way to estimate the error introduced by the accidental sampling procedures (Ary, Jacobs & Razavieh, 2002). The data from this sample may not be representative of the population. Therefore, caution should be applied in the interpretation of the results and the results may not be generated to the population.

Second, this study has a small sample size due to the difficulty of collecting data. Though the sample size is sufficient for the data analysis procedures in this study, it reduces the statistical power and increases the Type II error. In other words, some significant relationships may not be able to be detected from this study because of the small sample size. On the other hand, the small sample size also reduces the generalizability of the study and the findings of this study may not be generalized to the population.

APPENDIX A

The Survey for the 1st Item Sorting Test

Please indicate the extent of your agreement with the following statement whether it accurately measures the overall difficulty of working in Mainland China.

	Strongly Agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat Disagree	Disagree	Strongly Disagree
I feel it difficult to work in Mainland China.	7	6	5	4	3	2	1

Please assign each question to its intended construct according to the definition using the question number. (Some constructs consist of several questions and some may include only one question).

Steps:

1. Read carefully constructs and the corresponding definitions
2. Read questions on page 2
3. Assign each question to one of eight constructs which you think the question intends to measure

For example,

1. You read the Definition of “*Low achievement in math*” as “inability to obtain a high score in a math test”.
2. You read Question 1: *I have low score on math test.*
3. You write “1” in the “Question No” box next to the definition of the construct “*Low achievement in math*” since you think this question measures the “*Low achievement in math.*”

Key Terminologies:

1. Expatriate: a person temporarily or permanently residing to work in a country and culture other than that of the person’s upbringing or legal residence
2. Parent Country: the country that of the expatriate’s upbringing or legal residence
3. Host Country: the country that of the expatriate resides to work

Construct	Definition	Question No.
Cross-Cultural Adjustment	This construct determines how different cultural values impact on the expatriate manager's ability to function effectively.	
Communication Barriers	This construct occurs either when two parties in the communication speak different languages or from different cultures even if the two parties speak the same language.	
Local Staff Incompetence	This construct refers to workforce's knowledge, skills, and technology gap between the host country and the parent country.	
Unfavorable Political Environment	This construct includes any perceived difficulties related to Chinese government or political issues.	
Greater Demand for Competence	This construct refers to larger responsibility, higher requirement, and more workload that come from the oversea assignments.	
Localizing vs. Importing Management Practices	This construct refers to the dilemma between to conform to the conventional management practices of the host country and to import the distinctive practices from the parent county.	
Relationship with Host Country Nationals	This construct refers to the interpersonal relationship with co-workers in the host country.	
Family Related Reasons	This construct includes difficulties that come from the expatriate's spouse and/or children. Examples are the spouse's inability to adjust to a foreign country, or the difficulty for the children to receive qualified English education in a foreign country.	

No.	Question
1	I feel difficult to work with Chinese government.
2	My child(ren) like to live in China.
3	I feel difficult in the interpersonal relationships with my Chinese co-workers.
4	I can't understand Chinese decision-making process in the hotel.
5	I worry about possible sudden changes in Chinese economic regulation.
6	Chinese language is difficult to learn.
7	I feel difficult to understand Chinese body language such as eye contact, facial expressions, touching and gestures.
8	I feel difficult to decide whether to choose a localization management approach or to import the management approach I used in my home country.
9	My Chinese co-workers don't have good service attitude.
10	Chinese government is supportive for foreign investment.
11	The government interferes into my business operation.
12	My Chinese co-workers possess enough knowledge in this industry.
13	My spouse supports me to work in China.
14	I feel difficult on my international assignment because of greater requirement of technical competence.
15	Sometimes my Chinese co-workers can't understand me.
16	Sometimes I can't understand Chinese silent language such as concepts of time and personal space
17	Sometimes I can't understand my Chinese co-workers.
18	My spouse has difficulty to live in China.
19	I find it difficult to work with Chinese superiors.
20	My Chinese co-workers have good technique skills
21	The Chinese management team has good managerial skills.
22	The Chinese line employees are difficult to train.
23	I'm afraid my child(ren) can't get good education in China.
24	China is politically stable.
25	I find it difficult to work with Chinese subordinates.
26	I feel difficult to understand the Chinese interpersonal relation "guanxi"
27	I feel difficult on my international assignment because of the role ambiguity in my job.
28	I have no difficulty communicating with Chinese.
29	I feel difficult on my international assignment because of larger responsibility compared to my domestic one.
30	I am overloaded on my current expatriate duty.

The Survey for the 2nd Item Sorting Test

Please indicate the extent of your agreement with the following statement whether it accurately measures the overall difficulty of working in Mainland China.

	Strongly Agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat Disagree	Disagree	Strongly Disagree
I feel it difficult to work in Mainland China.	7	6	5	4	3	2	1

Please assign each question to its intended construct according to the definition using the question number. (Some constructs consist of several questions and some may include only one question).

Steps:

1. Read carefully constructs and the corresponding definitions
2. Read questions on page 2
3. Assign each question to one of eight constructs which you think the question intends to measure

For example,

1. You read the Definition of “*Low achievement in math*” as “inability to obtain a high score in a math test”.
2. You read Question 1: *I have low score on math test.*
3. You write “1” in the “Question No” box next to the definition of the construct “*Low achievement in math*” since you think this question measures the “*Low achievement in math.*”

Key Terminologies:

1. Expatriate: a person temporarily or permanently residing to work in a country and culture other than that of the person’s upbringing or legal residence
2. Parent Country: the country that of the expatriate’s upbringing or legal residence
3. Host Country: the country that of the expatriate resides to work

Construct	Definition	Question No.
Cultural differences in business	This construct determines how the host country's cultural values affect expatriates' adaptability to the local management style.	
Communication barriers	This construct occurs either when two parties in the communication speak different languages or due to different cultures even if the two parties speak the same language.	
Lack of competence in local workforce	This construct refers to workforce's knowledge, skills, and ability gap between the host and the parent countries.	
Political environment	This construct includes any perceived difficulties related to Chinese government or political issues.	
Greater demand for competence	This construct refers to larger responsibility, higher requirement, and more workload that come from the oversea assignments.	
Localizing vs. importing management practices	This construct refers to the dilemma between to conform to the conventional management practices of the host country and to import the distinctive practices from the parent county.	
Lack of affective acceptance from local managers	This construct refers that expatriates feel that they lack local managers' support and cooperation because the local managers do not see the presence of expatriates as a necessity in terms of managing companies.	
Family related reasons	This construct includes difficulties that come from the expatriate's spouse and/or children. Examples are the spouse's inability to adjust to a foreign country, or the difficulty for the children to receive qualified English education in a foreign country.	

Question No.	Question
1	The Chinese managers have good management skills.
2	Chinese employees possess enough knowledge in this industry.
3	My child(ren) like to live in China.
4	I'm afraid my child(ren) can't get good education in China.
5	Chinese employees have good technique skills
6	China is politically stable.
7	I feel difficult to understand such Chinese body language used in business as eye contact, facial expressions, touching and gestures.
8	I feel difficult on my international assignments because of greater requirement of technical competence.
9	The government interferes into my business operation.
10	Chinese government is supportive for foreign investment.
11	Sometimes my Chinese co-workers can't understand me.
12	I feel difficult to understand the Chinese interpersonal relation, "guanxi", in business.
13	Sometimes I can't understand my Chinese co-workers.
14	I can't understand Chinese decision-making process in the hotel.
15	I find it difficult to work with Chinese superiors.
16	I feel that the local managers have antinomy towards me.
17	I feel difficult on my international assignments because of the role ambiguity in my job.
18	I have no difficulty communicating with Chinese.
19	I feel that the local managers don't trust me.
20	I worry about possible sudden changes in Chinese economic regulation.
21	Sometimes I can't understand Chinese silent language in business such as concepts of time and personal space.
22	My spouse has difficulty to live in China.
23	My spouse supports me to work in China.
24	I find it difficult to work with Chinese subordinates.
25	I feel I don't receive adequate support from local managers.
26	I feel difficult to work with Chinese government.
27	I feel difficult on my international assignments because of larger responsibility compared to my domestic one.
28	I feel difficult to decide whether to choose a localization management approach or to import the management approach I used in my home country.
29	I am overloaded on my current expatriate duty.
30	Chinese employees seem to lack good service attitude.
31	Chinese language is difficult to learn

APPENDIX B

1st Cover Letter for the International Mail Survey

November 14, 2007

Dear :

We are writing this letter to invite you to participate in a study of the perceived difficulties encountered by expatriate hotel professionals in Mainland China and their training needs towards their overseas assignment.

This study is aimed to explore your working experience in Mainland China. The results from the survey will be used to provide necessary information for the human resource departments of multinational hotel companies to design effective recruitment, selection, and training programs for expatriate hotel professionals working in Mainland China.

To participate in the study, please complete the questionnaire enclosed in the envelope and return it in the enclosed pre-paid envelop. The questionnaire will take about 10 minutes to complete. Your participation is completely ANONYMOUS. There are no foreseeable risks associated with participation in this research. This study is VOLUNTARY. However, you can help us very much by sparing some of your valuable time to complete the questionnaire.

Results of this study will be summarized in an executive report, and will be shared with you, if you wish. Please provide your mail address if you would like to receive the report.

For questions regarding the rights of research subjects, any complaints or comments regarding the manner in which the study is being conducted you may contact the MU Office for the Protection of Research Subjects at 1-573-882-9585 or umcresearchcibr@missouri.edu.

We understand that you are busy, and recognize that your time is valuable. Thank you very much for helping with this important study. Should you wish to contact us, you may reach us by phone or by e-mail.

Sincerely yours,

Li Wen
Graduate Research Assistant
Hotel & Restaurant Management
Food & Hospitality System
222 Eckles Hall, University of Missouri
Columbia, MO 65211
573-814-5211
lwrxc@mizzou.edu

Seonghee Cho
Assistant Professor
Hotel & Restaurant Management
Food & Hospitality System
222 Eckles Hall, University of Missouri
Columbia, MO 65211
573-882-0563
choseo@missouri.edu

Reminding Note for the International Mail Survey

Dear,

This is a friendly reminder of the letter we sent to you two weeks ago asking for your help in a survey about difficulties and training needs of expatriate hotel professionals working in Mainland China. Your response is very important to our study. If you haven't respond to the survey, would please complete and return the questionnaire to us. If you have, we extremely appreciate your help! If by any chance you haven't received our last letter, please contact us by the email below and we are more than happy to send you a new one.

Sincerely,

Li Wen
Graduate Research Assistant
Hotel & Restaurant Management
Food & Hospitality System
222 Eckles Hall, University of Missouri
Columbia, MO 65211
573-814-5211
lwrxc@mizzou.edu

Seonghee Cho
Assistant Professor
Hotel & Restaurant Management
Food & Hospitality System
222 Eckles Hall, University of Missouri
Columbia, MO 65211
573-882-0563
choseo@missouri.edu

2nd Cover Letter for the International Mail Survey

December 17, 2007

Dear:

Merry and Happy Holidays!!!

This is our second invitation for you to participate in a study of the perceived difficulties encountered by expatriate hotel professionals in Mainland China and their training needs towards their overseas assignment. This study is aimed to explore difficulties you may have encountered in Mainland China. The results from the survey will be used to provide necessary information to design effective recruitment, selection, and training programs for expatriate hotel professionals working in Mainland China.

If you have responded to the survey, we greatly appreciate your help! If you haven't, please take a moment to complete the enclosed questionnaire. It will take about 5 to 8 minutes of your time. Your participation is extremely important for the success of this study.

To participate in the study, please complete the questionnaire enclosed in the envelope and return it in the enclosed pre-paid envelop. Your participation is completely anonymous. There are no foreseeable risks associated with participation in this research. This study is voluntary. However, you can help us very much by sparing some of your valuable time to complete the questionnaire.

Results of this study will be summarized in an executive report, and will be shared with you, if you wish. Please provide your mail address if you would like to receive the report.

For questions regarding the rights of research subjects, any complaints or comments regarding the manner in which the study is being conducted you may contact the MU Office for the Protection of Research Subjects at 1-573-882-9585 or umcresearchcibr@missouri.edu.

We understand that you are busy, and recognize that your time is valuable. Thank you very much for helping with this important study. Should you wish to contact us, you may reach us by phone or by e-mail.

Best wishes for this holiday season!

Li Wen
Graduate Research Assistant
Hotel & Restaurant Management
Food & Hospitality System
222 Eckles Hall, University of Missouri
Columbia, MO 65211
573-814-5211
lwrxc@mizzou.edu

Seonghee Cho
Assistant Professor
Hotel & Restaurant Management
Food & Hospitality System
222 Eckles Hall, University of Missouri
Columbia, MO 65211
573-882-0563
choseo@missouri.edu

Cover Letter for the Online Web Survey

We invite you to participate in this study, which is aimed to explore your working experience in Mainland China. The results from the survey will be used to provide necessary information for the human resource departments of multinational hotel companies to design effective recruitment, selection, and training programs for expatriate hotel professionals working in Mainland China.

To participate in the study, please start to complete the questionnaire by clicking the start button.

NOTICE: If you have already participated the expatriate study through a paper based questionnaire mailed from the U.S., please do not take the online version again.

The questionnaire will take about 10 minutes to complete.

Your participation is completely ANONYMOUS. There are no foreseeable risks associated with participation in this research. This study is VOLUNTARY. However, you can help us very much by sparing some of your valuable time to complete the questionnaire.

If you need assistance or have questions while taking this survey, please contact:

Li Wen
lwrxlc@mizzou.edu
1-615-668-5047

Questionnaire for the Study

Section I: Briefly reflect on how you feel from your daily work in Mainland China, and then respond to the following statements about your working experience. Please indicate the extent of your **agreement** with the following statement on a 7-point scale. (Please circle your answer)

	7 ▼	6 ▼	5 ▼	4 ▼	3 ▼	2 ▼	1 ▼
	Strongly Agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat Disagree	Disagree	Strongly Disagree
It is difficult to work in Mainland China.	7	6	5	4	3	2	1
I don't understand Chinese decision-making process in the hotel.	7	6	5	4	3	2	1
It is difficult to work with Chinese subordinates because of cultural difference.	7	6	5	4	3	2	1
It is difficult to work with Chinese superiors because of cultural difference.	7	6	5	4	3	2	1
It is difficult to understand such Chinese body language used in business as eye contact, facial expressions, touching and gestures.	7	6	5	4	3	2	1
Sometimes I can't understand Chinese silent language in business such as concepts of time and personal space.	7	6	5	4	3	2	1
It is difficult to understand the Chinese interpersonal relation, "guanxi", in business.	7	6	5	4	3	2	1
I have no difficulty communicating with Chinese.	7	6	5	4	3	2	1
Chinese language is difficult to learn.	7	6	5	4	3	2	1
Sometimes my Chinese co-workers can't understand me.	7	6	5	4	3	2	1
Sometimes I can't understand my Chinese co-workers.	7	6	5	4	3	2	1
Chinese employees have good technique skills.	7	6	5	4	3	2	1
Chinese employees possess sufficient knowledge in the hotel business.	7	6	5	4	3	2	1
Chinese employees seem to lack good service attitude.	7	6	5	4	3	2	1
Chinese managers don't have good management skills.	7	6	5	4	3	2	1
China is politically stable.	7	6	5	4	3	2	1
I worry about possible sudden changes in Chinese economic regulation.	7	6	5	4	3	2	1
Chinese government is supportive for foreign investment.	7	6	5	4	3	2	1
I feel difficult to work with Chinese government.	7	6	5	4	3	2	1
The government interferes into my business operation.	7	6	5	4	3	2	1
I am overloaded on my current expatriate duty.	7	6	5	4	3	2	1
I feel difficult on my international assignments because of larger responsibility compared to my domestic one.	7	6	5	4	3	2	1

7 ▼	6 ▼	5 ▼	4 ▼	3 ▼	2 ▼	1 ▼	
Strongly Agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat Disagree	Disagree	Strongly Disagree	
I feel difficult on my international assignments because of the role ambiguity in my job.	7	6	5	4	3	2	1
I feel difficult on my international assignments because of greater requirement of technical competence.	7	6	5	4	3	2	1
It is difficult to decide whether to choose a localization management approach or to import the management approach I used in my home country.	7	6	5	4	3	2	1
I feel I don't receive adequate support from local managers.	7	6	5	4	3	2	1
I feel that the local managers don't trust me.	7	6	5	4	3	2	1
I feel that the local managers have antinomy towards me.	7	6	5	4	3	2	1
My spouse supports me to work in China.	7	6	5	4	3	2	1
My spouse has difficulty to live in China.	7	6	5	4	3	2	1
I'm afraid my child(ren) can't get good education in China.	7	6	5	4	3	2	1
My child(ren) like to live in China.	7	6	5	4	3	2	1

Section II: Please indicate the extent of your agreement with the following statement on a 7-point scale. (Please circle your answer)

7 ▼	6 ▼	5 ▼	4 ▼	3 ▼	2 ▼	1 ▼					
Strongly Agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat Disagree	Disagree	Strongly Disagree					
In the last few months, I have thought seriously about transferring to another job in the same company.					7	6	5	4	3	2	1
In the last few months, I have thought seriously about looking for a job in another company.					7	6	5	4	3	2	1
Considering everything, there is likelihood that I will make a serious effort to find a new job within the next year.					7	6	5	4	3	2	1

Section III: please circle the letter of one of the following items that best describes your situation.

1. Which one of the following items shows how much of the time you feel satisfied with your job?
 - a) Never
 - b) Seldom
 - c) Occasionally
 - d) About half of the time
 - e) A good deal of the time
 - f) Most of the time
 - g) All the time
2. Choose one of the following statements which best tells how well you like your job
 - a) I hate it
 - b) I dislike it
 - c) I don't like it
 - d) I am indifferent to it
 - e) I like it
 - f) I am enthusiastic about it
 - g) I love it
3. Which one of the following best tells how you feel about changing your job?
 - a) I would quit this job at once if I could
 - b) I would take almost any other job in which I could earn as much as I am earning now
 - c) I would like to change both my job and my occupation
 - d) I would like to exchange my job, but I would do so if I could get a better job
 - e) I cannot think of any jobs for which I would exchange
 - f) I would not exchange my job for any other
4. Which one of the following shows how you think you compare with other people?
 - a) No one dislikes his job more than I dislike mine
 - b) I dislike my job much more than most people dislike theirs
 - c) I dislike my job more than most people dislike theirs
 - d) I like my job about as well as most people like theirs
 - e) I like my job better than most people like theirs
 - f) I like my job much better than most people like theirs
 - g) No one likes his job better than I like mine

Section IV: For the questions below, please circle the letter of one of the following items that best describes your situation.

1. Have you received training program designed for your current international assignment from your company?
 - a. No. (go to question 3)
 - b. Yes, before I come to China.
 - c. Yes, after I come to China.

2. Do you think this training program is helpful for you to function well in your current job?
 - a. Not helpful at all, the knowledge I learned from that program is unrelated to my current job.
 - b. Somewhat helpful, some of the knowledge I learned from that program can be utilized in my current job.
 - c. Very helpful, most of time when I encounter difficulties, I can use the knowledge I learned from that program to solve the problem.

3. Do you think you need a training program for international assignment?
 - a. No. I will do well without any training program. (go to Section V)
 - b. Yes. I may need it.
 - c. Yes. I need it very much.

4. When do you prefer to have a training program?
 - a. Before I come to China.
 - b. After I come to China.

5. Please circle any topics that you may want to have in a training program (circle all that apply).
 - a. Cultural background of China
 - b. Political system of China
 - c. Economic situation of China
 - d. Chinese language speaking
 - e. Chinese language reading
 - f. Chinese language writing
 - g. Business knowledge of the specific assignment
 - h. Technical skills
 - i. Managerial knowledge of Chinese workers
 - j. List any other topics you would like to learn:

Section V: General Information

1. Please indicate your gender: ☐ Female ☐ Male

2. Do you have a Chinese family origin: ☐ Yes ☐ No

3. Do you speak Chinese?

☐ Not at all
☐ Yes, only daily conversation
☐ Yes, very well

4. What is your current age? _____ Years

5. Please indicate your highest level of education attained:

- | | |
|---|--|
| <input type="checkbox"/> High school | <input type="checkbox"/> Bachelor's degree - <input type="checkbox"/> Currently pursuing |
| <input type="checkbox"/> Some college experience | <input type="checkbox"/> Master's degree - <input type="checkbox"/> Currently pursuing |
| <input type="checkbox"/> Associate's degree - <input type="checkbox"/> Currently pursuing | <input type="checkbox"/> Doctor's degree - <input type="checkbox"/> Currently pursuing |

6. The main language you speak while you are at work in China is:

- ☐ Chinese ☐ English ☐ Other. Please specify: _____

7. Your marriage status is:

- ☐ Single ☐ Married ☐ Divorced ☐ Widowed

8. If you are married, did you bring your spouse with you to China?

- ☐ Yes ☐ No ☐ N/A

9. If you have children, did you bring your children with you to China?

- ☐ Yes ☐ No ☐ N/A

For the following questions, please write down your short answer above the line of each question.

Your nationality: _____

How many overseas assignments have you completed prior to the assignment in China? _____

How many years have you worked overseas? _____

How many years have you worked in China? _____

Thank you very much!

REFERENCES

- Adkins, C. L. (1995). Previous work experience and organizational socialization: a longitudinal examination. *Academy of Management Journal*, 38, 839-862.
- Anderson, J. C., & Gerbing, D. W. (1991). Predicting the performance of measures in a confirmatory factor analysis with a pretest assessment of their substantive validities. *Journal of Applied Psychology*, 76, 732-740.
- Anonymous. (2006a, October 16). Study: Chinese hotel development pipeline increasing. *China Hospitality News*. Retrieved October 10, 2007, from <http://www.chinahospitalitynews.com/2006/10/16/2342-study-chinese-hotel-development-pipeline-increasing/>.
- Anonymous. (2006b). Survey Highlights: Impact of Expatriate Assignments on an Employee's Career: International. *Benefits & Compensation International*, 35, 29-30.
- Ary, D., Jacobs, L.C., & Razavieh, A. (2002). *Introduction to Research in Education* (6th ed.). Fort Worth: Harcourt Brace.
- Barber, N., & Pittaway, L. (2000). Expatriate recruitment in South East Asia: dilemma or opportunity? *International Journal of Contemporary Hospitality Management*, 12, 352-359.
- Bedeian, A. G., & Armenakis, A. A. (1981). A path-analysis study of the consequences of role conflict and ambiguity. *Academy of Management Journal*, 24, 417-424.
- Bjorkman, I. & Schaap, A. (1994) Outsiders in the Middle Kingdom: Expatriate managers in Chinese-Western joint ventures. *European Management Journal*, 12, 147-153.
- Black, J. S. (1988). Work role transitions: a study of American expatriate managers in Japan. *Journal of International Business Studies*, 19, 277-294.
- Black, J. S., & Gregersen, H. B. (1991). Antecedents to cross-cultural adjustment for expatriates in Pacific Rim assignments. *Human Relations*, 44, 497-515.
- Black, J. S., & Mendenhall M. (1990). Cross-cultural training effectiveness: a review and a theoretical framework for future research. *Academy of Management Review*, 15, 113-136.

- Black, J. S., & Stephens, G. K. (1989). The influence of the spouse on American expatriate adjustment in overseas assignments. *Journal of Management*, 15, 529-544.
- Bowerman, G. (2006). Business, budget... and boutique? Developments in China's Hotel Industry. Retrieved October 20, 2007, from <http://www.travelwriters.co.uk/garybowerman/china-hotelindustry.htm>.
- Breiter, D., & Woods, R. H. (1997). An analysis of training budgets and training needs assessments in mid-sized hotels in the United States. *Journal of Hospitality & Tourism Research*, 21, 86-97.
- Brewster, C. (1995). Effective Expatriate Training. In J. Selmer (Ed.), *Expatriate Management-New Ideas or International Business* (pp. 59-71). Connecticut, USA: Greenwood Publishing Group, Inc.
- Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labor and burnout: Comparing two perspectives of "people work". *Journal of Vocational Behavior*, 60, 17-39.
- Cai, L. P., & Woods, R. H. (1993). China's tourism-service failure. *The Cornell Hotel and Restaurant Administration Quarterly*, 34, 30-39.
- Caplan, R. D., Naidu, R. K., & Tripathi, R. C. (1984). Coping and defense: Constellations vs. components. *Journal of Health and Social Behavior*, 25, 303-320.
- Chan, W. H. W. (1993). Managerial roles of hotel pre-opening teams in developing countries such as China. *International Journal of Hospitality Management*, 12, 155-161.
- Chao, G. T., O'Leary-Kelly, A. M., Wolf, S., Klein, H. J., & Gardner, P. D. (1994). Organizational socialization: its content and consequences. *Journal of Applied Psychology*, 79, 730-743.
- Chen, L.-T. (2005). Exploring the relationship among transformational and transactional leadership behavior, job satisfaction, organizational commitment, and turnover on the IT Department of Research and Development in Shanghai, China, Unpublished doctoral dissertation, Nova Southeastern University.
- Chen, M. (1995). *Asian Management Systems*. London: Routledge.
- Chen, M. J. (2001) *Inside Chinese Business: A Guide for Managers Worldwide*. Boston, MA: Harvard Business School Press.
- Child, J., & Stewart, S. (1997). Regional differences in China and their implications for Sino-foreign joint ventures. *Journal of General Management*, 23, 65-86.

- Chon, K. (2007, April 9). *Tourism in China: 21st century version of the California Gold Rush*. Paper presented at the Seminar Hotel & Tourism Development. Abstract retrieved October 20, 2007, from http://www.hotel-online.com/News/PR2007_2nd/Apr07_ChinaSeminarChon.html.
- Clark-Carter, David. (2004). *Quantitative Psychological Research – A Student's Handbook*. Hove and New York: Psychology Press, Taylor & Francis Group.
- Corsetti, G., Assanelli, D., Salvadori, G., Maccalli, P., & Bianchi, R. (2005). Reproducibility of a self-reported questionnaire for measuring physical activities in active and inactive males. *Italy Journal of Sport Science*, 12, 34-42.
- Culpan, O., & Wright, G. H. (2002). Women abroad: Getting the best results from women managers. *International Journal of Human Resource Management*, 13, 784-801.
- Dillman, D.A. (1978). *Mail and Telephone Surveys*. New York: John Wiley & Sons.
- Eberhard, W. (1965). Chinese regional stereotypes. *Asian Survey*, 5, 596-608.
- Fang, F. (2006). *China Hotel Market Report: 2006-2007*. Abstract retrieved November 10, 2007, from http://www.researchconnect.com/buyreport/report_17796.asp.
- Feest, G. (2008). Email correspondence.
- Feng, F., & Pearson, T. E. (1999). Hotel expatriate managers in China: Selection criteria, important skills and knowledge, repatriation concerns, and causes of failure. *International Journal of Hospitality Management*, 18, 309-321.
- Gerhart, B. (1987). How important are dispositional factors as determinants of job satisfaction? Implications for job design and other personnel programs. *Journal of Applied Psychology*, 72, 366-373.
- Global Relocation Service (2006). Global Relocation Trends 2003/2004 Survey Report. GMAC Global Relocation Service Website. <http://www.gmavcglobalrelocationpn.com> (retrieved March 3, 2005).
- Green, S. B. (1991). How many subjects does it take to do a regression analysis? *Multivariate Behavioral Research*, 26, 449-510.
- Griffeth, R., Hom, P., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26, 463-488.
- Hackman, J. R., & Oldham, G. R. (1980). *Work Redesign*. Reading, MA: Addison-Wesley.

- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate Data Analysis*. New Jersey: Prentice Hall.
- Hall, E. T. (1988). The silent language in overseas business. In J. C. Baker, J. K. Ryan, & D. G. Howard (Eds.), *International Business Classics* (pp. 89-102). Lexington, MA: Lexington Books.
- Harvey, M. G. (1985). The executive family: An overlooked variable in international assignments. *Columbia Journal of World Business* (Spring), 84-93.
- Harzing, A. W. (2001). Who's in charge? An empirical study of executive staffing practices in foreign subsidiaries. *Human Resource Management*, 40, 139-158.
- Hellman, C. M. (1997). Job satisfaction and intent to leave. *The Journal of Social Psychology*, 137, 677-689.
- Hilgerman, R. (1998). Communication satisfaction, goal setting, job satisfaction, concertive control, and effectiveness in self-managed teams. *Dissertation Abstracts International*, 59, 1661.
- H&MM International. (2007, September 25). Accor signs 62 new hotels for China. *Hotel & Motel Management News*. Retrieved November 14, 2007, from <http://www.hotelmotel.com/hotelmotel/Hospitality+Headlines/Accor-signs-62-new-hotels-for-China/ArticleStandard/Article/detail/460116?contextCategoryId=37487>
- Hsieh, T. (1996). Prospering through relationships in Asia. *The McKinsey Quarterly*, 4, 4-13.
- Jain, H. C., Lawler, J. J., & Morishima, M. (1998). Multinational corporations, human resource management and host-country nationals. *The International Journal of Human Resource Management*, 9, 553-566.
- Jewell, E. J. & Abate, F. (Eds.). (2001). *The New Oxford American Dictionary*. Oxford University Press.
- Jian T., Sachs, J. D., & Warner, A. M. (1996). Trends in regional inequality in China. *China Economic Review*, 7, 16.
- Kaye, M., & Taylor, W. G. K. (1997). Expatriate cultural shock in China: A study in the Beijing hotel industry. *Journal of Managerial Psychology*, 12, 496-510.
- Kim, C. Y., & Olsen, M. D. (1993). A framework for the identification of political environmental issues faced by multinational hotel chains in newly industrialized countries in Asia. *International Journal of Hospitality Management*, 12, 163-174.
- Kline, P. (2000). *The Handbook of Psychological Testing* (2nd ed.). London: Routledge.

- Kline, R. B. (1998). *Principles and Practices of Structural Equation Modeling*. New York: The Guilford Press.
- Korte, W. B., & Wynne, R. (1996). *Telework: Penetration, Potential and Practice in Europe*. Amsterdam: Ohmsha Press.
- Lacity, M. C., Iyer, V. V., Rudramuniyaiah, P. S. (2008). Turnover intentions of Indian IS professionals. *Information Systems Frontiers*, 10, 225-242.
- Lee, H. W. (2005). The factors influencing expatriates. *Journal of American Academy of Business, Cambridge*, 6, 273-278.
- Li, J. J. (2008). How to retain local senior managers in international joint ventures: The effects of alliance relationship characteristics. *Journal of Business Research*, 61, 986-994.
- Li, L., & Tse, E. (1998). Antecedents and consequences of expatriate satisfaction in the Asian Pacific. *Tourism Management*, 19, 135-143.
- Liu, C.-H., & Lee, H.-W. (2008). A proposed model of expatriates in multinational corporations. *Cross Cultural Management*, 15, 176-193.
- Lorenz, A. F., & Cullen, T. P. (1994). Hotel investment opportunities in Hungary. *The Cornell Hotel and Restaurant Administration Quarterly*, 35, 18-32.
- Love, P. E.D., Z. I., Standing, C., & Themistocleous, M. (2007). Influence of job demands, job control and social support on information systems professionals' psychological well-being. *International Journal of Manpower*, 28, 513-528.
- Lueke, S. B., & Svyantek, D. J. (2000). Organizational socialization in the host country: the missing link in reducing expatriate turnover. *International Journal of Organizational Analysis*, 8, 380-400.
- Lum, L., Kevin, J., Clark, K., Reid, F., & Wendy, C. (1998). Explaining nursing turnover intent: Job satisfaction, pay satisfaction, or organizational commitment? *Journal of Organizational Behavior*, 19, 305-320.
- Luna-Aroca, R. & Camps. (2008). A model of high performance work practices and turnover intentions. *Personnel Review*, 37, 26-46.
- Luo, Y. (1997). Guanxi: principles, philosophies, and implications. *Human systems management*, 16, 43-51.
- Madlock, P. E. (2008). The link between leadership style, communicator competence, and employee satisfaction. *Journal of Business Communication*, 45, 61-78.

- Magnini, V. P., & Honeycutt, E. D. (2003). Learning orientation and the hotel expatriate manager experience. *International Journal of Hospitality Management*, 22, 267-280.
- McCaughey, D., & Bruning, N. S. (2005). Enhancing opportunities for expatriate job satisfaction: HR strategies for foreign assignment success. *Human Resource Planning*, 28, 21-29.
- McNichols, C. W., Stahl, M. J., & Manley, T. R. (1978). A validation of Hoppock's job satisfaction measure. *Academy of Management Journal*, 21, 737-742.
- Mendenhall, M., & Oddou, G. (1985). The dimensions of expatriate acculturation: A review. *Academy of Management Review*, 10, 39-47.
- Munter, M. (1993). Cross-cultural communication for managers. *Business Horizon*, 36, 69-78.
- Naumann, E., (1992). A conceptual model of expatriate turnover. *Journal of International Business Studies*, 23, 499-531.
- Naumann, E. (1993). Antecedents and consequences of satisfaction and commitment. *Group and Organizational Management*, 18, 153-187.
- Nunnally, J. (1967). *Psychometric Theory*. New York: McGraw-Hill.
- Oddou, G. R. (1991). Managing your expatriates: What the success firms do. *Human Resource Planning*, 14, 301-308.
- O'Reilly, C. A., Caldwell, D., & Barnett, W. P. (1989). Work group demography, social integration, and turnover. *Administrative Science Quarterly*, 34, 21-37.
- Palthe, J. (2001). Toward an integrative model of cross-cultural adjustment: Implications for managing a global workforce. Unpublished doctoral dissertation, Michigan State University.
- Rubin, A., & Babbie, E. (1997). *Research Methods for Social Work* (3rd ed.). Pacific Grove, CA: Brooks/Cole Publishing Company.
- Ruddy, J. (1991). Patterns of hotel management development in south East Asia. *Hospitality Research Journal*, 14, 349-361.
- Schutt, R. K. (1999). *Investigating the Social World: the Process and Practice of Research* (2nd ed). Thousand Oaks, California: Pine Forge Press.

- Scott, J. F., & Renaghan, L. M. (1991). Hotel development in East Germany: opportunities and obstacles. *The Cornell Hospitality and Restaurant Administration Quarterly*, 32, 44-51.
- Selmer, J. (1999). Effects of coping strategies on sociocultural and psychological adjustment of Western expatriate managers in the PRC. In J. T. Li (Eds.), *Managing International Business Ventures in China* (pp. 222-234). Kidlington, Oxford: Elsevier Science Ltd.
- Selmer, J. (2001). Adjustment of Western European vs. North American Expatriate Managers in China. *Personnel Review*, 30, 6-21.
- Selmer, J. (2006). Adjustment of business expatriates in Greater China: A strategic perspective. *International Journal of Human Resource Management*, 17, 1994-2008.
- Sergeant, A., & Frenkel, S. (1998) Managing people in China: Perceptions of expatriate managers. *Journal of World Business*, 33, 17-34.
- Shay, J. P., Baack, S. A. (2004). Expatriate assignment, adjustment and effectiveness: an empirical examination of the big picture. *Journal of International Business Studies*, 35, 216-232.
- Shenker, O. (1990). International joint ventures problems in China: risks and remedies. *Long Range Planning*, 23, 82-90.
- Siers, B. (2007). Relationships among organizational justice perceptions, adjustment, and turnover of United States-based expatriates. *Applied Psychology: An International Review*, 56, 437-459.
- Skari, D. E. (1996) Job satisfaction among American, European, and Japanese expatriates employed in the petroleum industry with operations in southeast Asia. Unpublished doctoral dissertation. Walden University.
- Solomon, C. M. (1994). Success abroad depends on more than just job skills. *Personnel Journal*, 73, 51-60.
- Stone, R. J. (1991). Expatriate selection and failure. *Human Resource Planning*, 14, 9-18.
- Tabachnick, B. G., & Fidell, L. S. (2006). *Using Multivariate Statistics*. Boston: Pearson.
- Takeuchi, R., Yun, S., & Tesluk, P. E. (2002). An examination of crossover and spillover effects of partner and expatriate cross-cultural adjustment on expatriate outcomes. *Journal of Applied Psychology*, 87, 655-666.
- Tokarek, M. (2006). How to manage intercultural communication. *People Management*, 12, 66-67.

- Torbiorn, J. (1982). *Living Abroad: Personal Adjustment And Personnel Policy In The Overseas Setting*. New York: Wiley.
- Trompenaars, F. (1993). *Riding the Waves of Culture: Understanding Cultural Diversity in Business*. London: Economist Books.
- Tsang, E. W.K. (2001). Adjustment of Mainland Chinese Academics and Students to Singapore. *International Journal of Intercultural Relations*, 25, 347-372.
- Tung, R. L., (1982). Selection and training procedures of U. S., European, and Japanese multinationals. *California Management Review*, 25, 57-71.
- Tung, R. L. (1998). American expatriates abroad: From neophytes to cosmopolitans. *Journal of World Business*, 33, 125-144.
- Tye, M. G., & Chen, P. Y. (2005). Selection of expatriates: Decision-making models used by HR professionals. *Human Resource Planning*, 28, 15-20.
- Walsh, J. P., Wang, E., & Xin, K. R. (1999). Same bed, different dreams: Working relationships in Sino-American joint ventures. In J. T. Li (Ed.), *Managing International Business Ventures in China* (pp. 50-78). Kidlington, Oxford: Elsevier Science Ltd.
- Yu, L., & Huat, G. S. (1995). Perceptions of management difficulty factors by expatriate hotel professionals in China. *International Journal of Hospitality Management*, 14, 375-388.
- Yu, R. W. Y., & Pine, R. (1994). Attitudes of Hong Kong hotel managers towards the use of expatriates. *International Journal of Hospitality Management*, 13, 183-187.
- Zhang, Y., George, J. M., & Chan, T.-S. (2006). The paradox of dueling identities: The case of local senior executives in MNC subsidiaries. *Journal of Management*, 32, 400-425.