

2020

Strategies for Multinational Corporate Leaders Managing Expatriates

Dan Xie
Walden University

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Walden University

College of Management and Technology

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Dan Xie

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

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Walden University
2020

Abstract

Strategies for Multinational Corporate Leaders Managing Expatriates

by

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MBA, University of Alaska, Fairbanks, 2013

BS, Zhejiang Gongshang University, 2000

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

April 2020

Abstract

Ineffective management strategies may limit the potential to improve the business performance of multinational corporations (MNCs). Leaders of MNCs who fail to adequately manage expatriates fail to expand business globally. Through the lens of the organizational cultural intelligence (OCQ) theory and global talent management (GTM) models, this qualitative multiple case study served the purpose of exploring successful strategies that leaders of MNCs apply to manage expatriates to improve business performance. The participants included 7 multinational business leaders, expatriates, and human resource managers who have experienced international assignments and the management of expatriates. Data were collected from semistructured interviews, company websites, industrial forums, and agency reports. Thematic analysis was used to analyze the data. Five themes emerged: being aware of expatriation and expatriate types, ensuring GTM and the alignment of personal goals and corporate mission, offering attractive compensation package, improving OCQ level, and leveraging perceived organizational support are essential. The implications for positive social change include the potential for business leaders to create the best strategies to manage expatriates to improve business performance. Globally expanding businesses will provide more employment opportunities in local communities and render more opportunities for prosperity for residents.

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Dedication

I dedicate this study to my daughter, Kaikan, and my mother, Meihua. Thank you for being in my life. In debt to my mother, I have a life to work hard; my daughter is the primary reason I will never stop working hard to set an excellent example for her. Stay in between of you, I have learned to grow, to be mature, and to be stronger every day. I love you both.

Acknowledgments

My biggest thank you goes to my Lord and Savior, Jesus Christ. I could not have done this without you. For believing that you have the best plan for me, I have been working very hard. Never a moment I doubt that I have to do my best and you will complete the rest for me. I study, work, love, and pray, and I know you have been with me.

I wish to acknowledge my current doctoral committee chair Dr. Ify Diala-Nettles, my previous committee chair Dr. Krista Laursen, the second committee member Dr. Pete Anthony, and the URR Dr. Lisa Cave for their help and encouragement in the process of completing this work. Dr. Diala, thank you for helping me to set realistic goal and providing support to reach it. Dr. Krista, thank you for helping me to segment the components and pushing me piece by piece to complete the proposal. Dr. Anthony, thank you for showing me what the principle of simplicity is and I will always keep it in mind. Thank you for your support throughout the study. Dr. Cave, thank you for your reviews and suggestions in the development of my study. I also wish to acknowledge and thank Dr. Robert Miller and Dr. Carol Faint for your help and inspiration in developing my research question during my first DBA residency in Dallas and during the class. Your encouragement and guidance were invaluable for modeling my study.

I also wish to acknowledge all my friends who helped me reach out to recruit participants. The same appreciation goes to all my participants, thank you for taking your precious time to share your experience with me to add value to my study. Your effort and contribution become part of this study and ensure I can complete this research study.

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Section 1: Foundation of the Study

Expatriate assignments are increasingly crucial to global corporations. However, leaders of global corporations and human resource (HR) managers may encounter challenges with managing the work performance of expatriates. Fourteen percent of companies have reported a rate of attrition for their international assignees that is higher than for their other employees (BGRS, 2016). Companies can lose billions of dollars each year due to low retention rates of repatriates (Bashir, 2012). Expatriates who could not complete their international assignments and return prematurely can cause a financial and reputational loss for their firms. First-year expenses of moving an employee overseas can amount to \$700,000 or more (Livermore & van Dyne, 2015). Organizational leaders and HR managers may improve OCQ and use GTM systems to select, train, and appropriately communicate with their expatriates, and further facilitate expatriates' adjustment. To help expatriates improve work performance as well as improve overall business performance, corporate leaders need to apply appropriate strategies to manage their expatriates and ensure the success of international assignments.

Background of the Problem

Businesses are operated at an increasingly global level, making international assignees as carriers of knowledge more important than ever (Harzing, Pudelko, & Reiche, 2016; Kraimer, Bolino, & Mead, 2016). A total of 16% to 40% of international assignments have failed (Livermore, 2015), resulting in premature expatriate return costs of approximately \$250,000 to \$1 million per organization (Al-Kassem, 2015). Business leaders are aware of the importance of expatriates and their contributions. However,

expatriates are a unique group of employees with extra skills and experience and have extra requirements for job success that must be understood and met.

Various researchers have contributed to the literature of cultural intelligence (CQ) and have investigated the relationship between individual CQ level and expatriate assignment success (Firth, Chen, Kirkman, & Kim, 2014; Huff, Song, & Gresch, 2014). However, business leaders require an organizational level understanding of strategies for expatriate assignment success. Aycan (1997) observed that organizational leaders play a critical role in expatriation. Practitioners and scholars have researched the effects of organizational support and have found that organizational support during expatriation has positive synergistic effects on the assignees and the success of the assignments (Abdul Malek, Budhwar, & Reiche, 2015; van der Laken, van Engen, van Veldhoven, & Paauwe, 2016). Leaders of MNCs may be able to use findings from this study to develop strategies to manage and support their expatriates at an organizational level.

Problem Statement

Globalization is an unstoppable process, and businesses are operated at an increasingly world-wide level. Therefore, the essential position of international assignees as carriers of knowledge is more important than ever (Harzing et al., 2016; Kraimer et al., 2016; Vljčić, Caputo, Marzi, & Dabić, 2019). Sixteen to 40% of international assignments have failed (Livermore, 2015), resulting in premature expatriate return costs of approximately \$250,000 to \$1 million to an organization (Al-Kassem, 2015). The general business problem that I addressed in this study was that some multinational corporate leaders do not recognize the key contributor role of expatriates to the

organization's performance, especially while the firm is expanding its business worldwide. The specific business problem that I addressed in this study was that some multinational corporate leaders lack strategies to manage expatriates to improve business performance.

Purpose Statement

My purpose in this qualitative multiple case study was to explore the strategies that multinational corporate leaders use to manage expatriates to improve business performance. The targeted population comprised expatriates and their leaders who have been working or have worked in subsidiary companies of American or Canadian MNCs in China or Japan. I chose the targeted population as a sample because the cultural distance between Chinese society or Japanese society and American society or Canadian society is substantial. China is an ancient Asian country with a long history and unique culture, and Japan has a similar culture. In contrast, the United States of America and Canada are relatively young with a culture comprised of many different cultures, which mainly exhibits the characteristics of Western-oriented business cultures. The implication for positive social change includes the potential of helping the managers in MNCs discover the strategies to manage expatriates, thereby improving the outcomes of expatriation. Expatriates who experience improved management may enhance their organizational commitment and job satisfaction and work harder to develop the target markets to create more profit for the firms. Furthermore, like domestic companies, successful MNCs could create more job opportunities in local communities, especially in

developing countries, and help improve the living standards of people in those developing countries.

Nature of the Study

I used a qualitative methodology for this study. Hammersley (2013) pointed out that researchers use the qualitative method to study the real complex world by observing behaviors and engaging interviews to collect research data. In this study, I explored the strategies that multinational corporate leaders could apply to manage expatriates to increase profit. Quantitative research is used to examine the relationship between numerical variables by using a variety of statistical and graphical techniques (Saunders, Lewis, & Thornhill, 2015). Mixed methods research is used to combine the qualitative and quantitative methodologies in one research study (Saunders et al., 2015). Therefore, neither quantitative nor mixed methodology was suitable for this study, and the qualitative method was the best choice for conducting my doctoral research study.

A multiple case study was the research design of this study. I considered four qualitative research designs for my doctoral study research including ethnography, narrative design, phenomenology, and case study. Researchers use the ethnography design to explore a distinct issue or shared experience in cultures or subcultures and specific settings (Cruz & Higginbottom, 2013). I did not intend to explore issues in cultural settings to find solutions. The narrative design could be used for the analysis of the means for examining and understanding how human actions are related to the social context in which they occur and how and where they occur (Moen, 2006). I did not intend to examine the relationship between human actions under social contexts. Researchers

use a phenomenological design to search for meaning (Grossoehme, 2014). Searching for meaning was not my purpose in this research study. Researchers use a case study design to generate insights from intensive and in-depth research to explore or explain by asking questions to understand a real-life topic or phenomenon (Yin, 2018). Business leaders apply strategies to manage firms, that is a real-life phenomenon. Therefore, I used a multiple case study to explore strategies that the multinational corporate leaders could apply to manage expatriates.

Research Question

What strategies do multinational corporate leaders use to manage expatriates to improve business performance?

Interview Questions

My purpose in this study was to explore the strategies that the multinational corporate leaders are using to manage the expatriates. The interviews are semistructured and are a schematic presentation of questions or topics that need to be explored (Jamshed, 2014). I asked the following questions during the interviews:

1. What strategies did your organization have in place to manage expatriates?
2. What strategies have you used to manage expatriates to improve business performance?
3. What GTM system did your firm have in place to manage expatriates?
4. What kind of supports or help have you received during your international assignments from your company?
5. What was the main purpose of the international assignments?

6. How have you helped, or did you help the company during your international assignment(s)?
7. Why did some of the international assignments fail?
8. What additional information would you like to share that we have not addressed?

Conceptual Framework

The theory of OCQ was the conceptual framework that I used to guide this research study. Moon (2010) introduced the OCQ conceptual framework based on Earley and Ang's (2003) individual-level CQ theory and Teece, Pisano, and Shuen's (1997) dynamic capability framework. Moon identified three factors of the firm-level CQ: process, position, and path capability. Moon accentuated the internal and external capabilities that an organization effectively performs in a culturally diverse setting in his OCQ framework. Moon extended Ang and Inkpen's (2008) original conceptual framework of OCQ by ensuring OCQ elements could be used to integrate and reconfigure the existing competencies and resources. Ang and Inkpen established the OCQ framework based on the conceptualization of CQ and the resource-based view of the firm. The conceptualized OCQ theory includes managerial, competitive, and structural dimensions as the three dimensions of intercultural capabilities (Ang & Inkpen, 2008).

Operational Definitions

CQ: CQ is an individual's capability to function and manage effectively in culturally diverse contexts (Ang et al., 2007; Earley & Ang, 2003; Ott & Michailova,

2018). CQ is a multidimensional construct that includes metacognitive, cognitive, motivational, and behavioral aspects, which is useful under the situations involving cross-cultural interactions arising from differences in race, ethnicity, and nationality (Ang & van Dyne, 2015; Ang et al., 2007; Ott & Michailova, 2018).

Expatriate: An expatriate is a temporary migrant who is sent to reside overseas to complete an assignment before returning to his or her home country (Andresen, Bergdolt, & Margenfeld, 2013; Cohen, 1977; Silbiger, & Pines, 2014). Expatriates play a critical role in subsidiary leadership, filling skill gaps, management and organizational development, and, ultimately, in the success of international business ventures (Dowling, Festing, & Engle, 2013; Kang, Shen, & Benson, 2017).

GTM: GTM involves (a) the systematic identification of key positions that differentially contribute to the organization's sustainable competitive advantage on a global scale, (b) the development of a talent pool with high potential and high performing incumbents to fill these roles which reflects the global scope of the MNC, and (c) the use of a differentiated HR architecture to facilitate attracting, developing, and retaining individuals with high levels of human capital (e.g., competency, personality, motivation) and to ensure their continued commitment to the organization (Collings, 2014; Collings, Scullion, & Caligiuri, 2019; Tarique & Schuler, 2010).

Inpatriate: Inpatriates originally come from host countries. They stay at headquarters (HQs) for a specific period and then are sent back to their home country to assume managerial roles and disseminate parent companies' knowledge and corporate

values (Froese, Kim, & Eng, 2016; Gertsen & Söderberg, 2012; Moeller & Reiche, 2017).

OCQ: A conceptual framework of firm-level CQ that comprises three dimensions of intercultural capabilities of the firm: managerial, competitive, and structural (Ang & Inkpen, 2008). OCQ is CQ at the organizational level. Moon (2010) elaborated on three factors of OCQ that include process, position, and path capability. Also, Moon described the underlying mechanism of the relationship between OCQ and organizational performance as well as intermediate performance outcomes.

Repatriation: Repatriation occurs when international assignees return to their home countries and work for the same company (Kraimer, Shaffer, & Bolino, 2009). Firms may experience significant financial and strategic costs due to the loss of returning expatriates (repatriates) during repatriation (Stroh, 1995).

Self-initiated expatriates (SIEs): SIEs are those who have chosen to work and live in another country on their own arrangements and are different from the traditional organizational assigned expatriates (AEs): AEs are assigned to another country by an organization and work at the local unit (Cao, Hirschi, & Deller, 2014; Dickmann et al., 2016; Tharenou & Caulfield, 2010).

Assumptions, Limitations, and Delimitations

My purpose in this qualitative case study was to explore successful strategies to manage expatriates and to improve business performance. Assumptions, limitations, and delimitations were critical elements to justify and form the research study that I

conducted. In this section, I describe the assumptions, limitations, and delimitations that affected my study.

Assumptions

Assumptions are the experience that a person has and how this person perceives his or her experiences (Merriam & Tisdell, 2016). Simon and Goes (2013) noted that assumptions are the elements that are required to enable and conduct the study and are factors that the researcher cannot prove to be true or not. I had three main assumptions for carrying out this study. First, I assumed that the participants have in-depth knowledge of their organization's strategies for the management of expatriates and of their organization's GTM systems. I sought to meet this assumption by interviewing those managers who have been involved in strategies creating and those experienced expatriates who have been influenced by those strategies in the organization. Second, I assumed that participants responded to the interview questions openly and honestly. Finally, I assumed that the data that I collected during this study would be sufficient to answer the research question. I mitigated the potential for insufficient data by capturing and analyzing data from multiple sources.

Limitations

Limitations are constraints within a study that are beyond a researcher's control, but that could affect the results of the study (Simon & Goes, 2013). I had identified four limitations for this study. The first limitation I identified was the access to the participants' organizations: I may not be able to locate multiple relevant sources to triangulate the data. The second limitation was the number of managers and expatriates

available to recruit to be my participants. The third limitation was the case study design itself. I may gather a wide range of data using this design with semistructured interviews. Therefore, I may have difficulty identifying substantial findings or conclusions. Finally, I may limit findings from the study because I was the sole instrument to collect and analyze research data. I used open-ended questions to capture details from the participants. However, I may encounter natural factors within the constraints of this process that may limit my ability to identify information.

Delimitations

Delimitations are the scope of the study, and researchers use delimitations to define the boundaries by making conscious inclusive and exclusive decisions (Simon & Goes, 2013). My purpose in my doctoral study was to explore the strategies that corporate leaders apply to manage their expatriates to improve business performance. I did not explore all strategies for improving business performance, and I did not explore management strategies for general employees. I included only expatriates and their leaders and not general employees of corporations to be participants in this study. Second, I limited the study population to those who grew up in Western culture-oriented countries and have or had worked in subsidiary companies in China or Japan that are units of American or Canadian MNCs and Chinese or Japanese companies.

Significance of the Study

I explored the strategies that MNC leaders could use to manage expatriates to improve business performance. Findings from this study may contribute to corporate leaders valuing OCQ and may enable leaders to improve the OCQ levels of the firms and

the GTM systems. In this globalized world, skillful and knowledgeable international assignees are still in short supply compared with the increasing demand for expatriates with global working experience (Tarique & Schuler, 2010). In this study, I focused on the working and living experiences of MNC expatriates and their leaders.

Contribution to Business Practice

Globalization makes overseas businesses more important than ever to MNCs. Ninety percent of executives from 68 countries consider cross-cultural management to be their top challenge (Livermore & Van Dyne, 2015). Expatriates who have managerial skills and who also possess CQ may become the critical success factor to the profitability outcomes of foreign businesses. Seventy percent of international ventures fail because of cultural differences (Livermore, 2015). Many scholars have studied the connection between individual CQ and outcomes of expatriates' performance and have discovered ways to improve expatriate' CQ level (Chen, Wu, & Bian, 2014). However, expatriate retention remains a problem for many MNCs because approximately 20% - 50% of dissatisfied expatriates voluntarily left their organizations (Kempen, Pangert, Hatstrup, Mueller, & Joens, 2015). Scholars have explored strategies from an OCQ perspective that might improve the retention of expatriates. This study may provide business leaders with more insights on how elements of the OCQ influence business leaders to actively enhance GTM, and the improved organizational environment may attract more expatriate candidates. Therefore, corporate leaders could use the appropriate strategies to manage expatriates effectively to increase the chance of success of their overseas ventures.

Implications for Social Change

The findings of this research might contribute to positive social change by ensuring that business leaders apply proper strategies to manage expatriates. The increased retention rate of expatriates could reduce business expenditures and increase business revenue and profitability. For the host countries, foreign ventures bring in capital, managerial expertise, and new technology providing more employment opportunities for the local nationals. The parent company of an MNC is one of the major factors for promoting the corporate social responsibility (CSR) of subsidiaries (Park & Choi, 2015), whereas a parent company that possesses OCQ is more willing to impact the local communities positively. Corporate social responsibility activities could lead to improved employee satisfaction and retention, higher levels of employee engagement, and enhanced organizational reputation and financial growth (Santhosh & Baral, 2015). Cultural awareness at the organizational level may ensure a diversified working environment and provide employees with equal opportunities. Successful MNCs will keep expanding their businesses in host countries, provide more employment opportunities in local communities, and provide more opportunities for prosperity for residents in local communities.

A Review of the Professional and Academic Literature

Researchers conduct a professional and academic literature review to providing a clear picture of a research topic and identify literature that contributes to the research. Through literature review, researchers generate and refine research questions (Saunders et al., 2015). The literature review process also can ensure the avoidance of unintentional

duplication and enables the researcher to contribute to the existing knowledge (Saunders et al., 2015). In this review of the literature, I addressed the strategies that leaders use to manage expatriates to improve business performance. I relied on a sufficient literature review to help me ensure the accuracy of the research question. Thereby, I may contribute to the knowledge reservoir without duplicating current knowledge through this study.

I obtained articles for this literature review from the following databases available through the Walden University Library: ProQuest, EBSCO, PsyARTICLES, SAGE Premiere, ABI/INFORM Complete, and Ulrich's Periodicals. I used peer-reviewed articles within the date range of 1980 to 2019. I used articles older than 2015 to provide either seminal research or the history of expatriates' studies with the primary review based on those more recent articles from 2015 to the present. I used specific search terms to identify resources relating to the topic: *OCQ*, *expatriates*, *repatriates*, *repatriation*, *readjustment*, *GTM*, *HR practices and repatriation*, *organizational policies*, *SIE*, and *repatriate retention*.

I conducted this literature review based on the identified conceptual framework and reoccurring themes. I gleaned knowledge from the literature review regarding OCQ theory, GTM model, organizational culture, and two or more underlying themes as to how to manage expatriates to improve organization performance, such as individual CQ, team CQ, and TM. I discuss each of the subsections and provide a synthesis of the literature to discover the strategies to manage expatriates.

I included 167 peer-reviewed research journal articles and dissertations in my review of the literature. Eighty-five percent of the sources are peer-reviewed journal articles and dissertations, and more than 85% of articles were published between 2015 and 2019. The literature review began from the perception of the conceptual framework of OCQ theory.

Organizational Cultural Intelligence Theory

OCQ is one of the most important attributes of organizations in the world market. OCQ is a form of organizational intelligence (Ang & Inkpen, 2008), or an organizational capability that helps companies' function and manages effectively in culturally diverse environments (Moon, 2010). In addition, firms can use OCQ to adjust effectively in different cultural settings and to gain and sustain their competitive advantages (Moon, 2010). Companies possessing sufficient OCQ will be able to compete in the current globalized market. On the contrary, without OCQ, firms will suffer and even cannot survive.

The theory of OCQ is still in the developmental stage and needs more input from researchers in the area. Moon (2010) defined three elements of the organizational level of cultural intelligence: process, position, and path capability to emphasize the internal and external capabilities an organization effectively performs in a culturally diverse environment. The process capability of OCQ refers to a firm's process of integrating and coordinating a firm's routine or pattern of practices, continuously creating new resources and knowledge, and reconfiguring the firm's asset that can fit well within a cross-cultural setting (Moon, 2010). Position capability refers to a firm's existing resources that include

assets and knowledge or capabilities (Moon, 2010). Path capability refers to a firm's capability to facilitate the process of creating an adaptive culture and minimizing organizational inertia to ensure the firm performs adequately in cross-cultural context by reconfiguring of the existing assets and capabilities (Moon, 2010). Process, position, and path capabilities combine into OCQ that enables MNCs to work effectively and efficiently in a cross-cultural world business environment.

Organizational CQ in general. Few scholars and researchers have researched OCQ. Before Moon's (2010) work, Ang and Inkpen (2008) originally conceptualized the OCQ framework based on the conceptualization of CQ and the theory of Resource-Based View of the firm. The three dimensions of OCQ include managerial, competitive, and structural cross-cultural capabilities (Ang & Inkpen, 2008), which was conceptualized into the position capability of Moon's OCQ theory. Process capability and path capability are also included in Moon's OCQ conceptualization. Other than Moon and Ang and Inkpen, no researcher has conceptualized OCQ.

OCQ is an organizational level CQ. Organizational intelligence is the capability of an organization with which to coordinate and integrate its resources, human talents, and assets to achieve its mission or goals (Kiani, Bahrami, Fallahzadeh, Montazerefaraj, & Mohammadzadeh, 2017; Taboli & Bahmanyari, 2017; Upadhyay & Singh, 2018). Organizational intelligence also is the process that organizations use to transform information into knowledge and knowledge into operation for maintaining organizations' competitive advantage (Upadhyay & Singh, 2018). Ahmadinejad, Farsijani, and Amini (2014) examined a positive relationship between organizational intelligence and

employee productivity through a quantitative research study. Taboli and Bahmanyari (2017) used a random sample population of 1200 employees working in office positions of Shiraz University of Medical Sciences and concluded that organizational intelligence is positively related to organizational agility. An agile and intelligent organization can respond to any change and sudden event with its flexibility (Taboli & Bahmanyari, 2017). Organizations may use organizational intelligence with rapid action to create organizational excellency (Kiani et al., 2017). Individual employee productivity may not ensure the productivity of a firm. However, the company may perform well if every employee is productive. In other words, the higher the intelligence an organization possesses, the better performance this organization can achieve. In a cross-cultural environment, an organization that possesses a higher level of OCQ can achieve better performance.

Companies that want to survive and thrive in current globalized markets have to equip themselves with OCQ. Moon (2010) observed that OCQ associated with the firm's international performance positively. A firm's international performance positively relates to organizational performance and international performance also positively mediates the relationship between OCQ and organizational performance (Moon, 2010). Organizational CQ is a strategic imperative and necessity in the globalized market for businesses sourcing for products and services internationally (Ang & Inkpen, 2008). Thus, a firm should gain sufficient OCQ to ensure winning in the international business environment.

Although any type of living organ may possess intelligence, in general, intelligence attaches to human beings. Same as organizational intelligence that is attached to each individual in an organization, CQ also is attached to each employee in a company. Therefore, the summarization of individual member's CQ can be one of the resources of a company's OCQ.

Cultural intelligence. An individual's CQ is the foundation of the OCQ. Four dimensions of individual-level CQ includes metacognitive, cognitive, motivational, and behavioral CQ (Ang & van Dyne, 2015). Metacognitive CQ refers to the conscious cultural awareness of an individual during cross-cultural interactions, which involves the mental processes of developing new norms for social interactions in novel cultural settings (Ang & van Dyne, 2015). Cognitive CQ reflects the general knowledge of the norms and practices of a foreign culture (Shu, McAbee, & Ayman, 2017). Individuals who possess motivational CQ enjoy and are confident in cross-cultural interactions (Haslberger & Dickmann, 2016). Behavioral CQ is the individual's capability to act appropriately in cross-cultural social interactions (Ang & van Dyne, 2015). A person possesses all four dimensions of individual CQ can work, study, and live in a cross-cultural environment as easy as in his or her original cultural environment.

The diversity of cultural settings is increasing as a result of globalization. Not only are international assignees working in an environment full of a different culture, but also other employees in an MNC HQ could experience cross-cultural settings as routine. Accordingly, individuals require a certain level of CQ to be successful. Earley and Mosakowski (2004) specifically categorized culture into national, organizational, and

vocational subsections and observed that a person who possesses high CQ is capable of interpreting someone's unfamiliar and ambiguous gestures in the way only that person's compatriots and colleagues can. Earley and Mosakowski conceptualized three factors in CQ theory including cognitive, physical, and emotional/motivational CQ; and vividly, they contributed these three elements to a human's head (cognitive CQ), body (physical CQ), and heart (emotional/motivational CQ) (Earley & Mosakowski, 2004). Many other researchers further developed CQ theory; however, CQ fundamentally as an individual's capability to deal with the situation arise in cross-cultural contexts is the same.

Researchers have defined CQ in other similar ways. In contrast to Earley and Mosakowski (2004) and Ang and van Dyne (2015), Thomas et al. (2008) defined *cultural intelligence* as a multifaceted elements' system of interacting knowledge and skills, linked by cultural metacognition, which enables people to adapt to, select, and shape the cultural perspectives of their environment. Three elements in Thomas et al.'s (2008) CQ conceptualization were cultural knowledge, cross-cultural skills, and cultural metacognition. Cultural knowledge is the content knowledge that is the foundation of cultural intelligence and forms the basis for comprehending and decoding the behavior of others and ourselves (Thomas et al., 2008). Cultural skills comprise perceptual, relational, adaptive, and analytical skills that are required to perform in a cultural environment (Thomas et al., 2008). Cultural metacognition is what cultural knowledge of and control over one's thinking and learning activities in a cultural environment (Thomas et al., 2008).

Some researchers redefined CQ in slightly different ways. Van Dyne et al. (2012) redefined CQ as an individual's capability to sense, assimilate, reason, and behave according to cultural cues appropriately in situations arisen from multicultural settings. Van Dyne et al. (2012) expanded Ang and van Dyne's (2015) four facets of CQ to total 11 subfactors nested underneath, which included planning, awareness, and checking under metacognition CQ, culture-general knowledge and context-specific knowledge under cognitive CQ, intrinsic interest, extrinsic interest, and self-efficacy to adjust under motivational CQ, and verbal behavior, nonverbal behavior, and speech acts under behavioral CQ. Table 1 lists examples of each subdimensions phase.

Table 1

Example Items From the 11-dimension Expanded CQ Scale

Subdimension	Example item
Metacognitive CQ Subdimensions	
Planning	I develop action plans before interacting with people from a different culture
Awareness	I am aware of how my culture influences my interactions with people from different cultures
Checking	I adjust my understanding of a culture while I interact with people from that culture
Cognitive CQ Subdimensions	
Culture-General Knowledge	I can describe the different cultural value frameworks that explain behaviors around the world
Context-Specific Knowledge	I can describe the ways that leadership styles differ across cultural settings
Motivational CQ Subdimensions	
Intrinsic interest	I truly enjoy interacting with people from different cultures
Extrinsic interest	I value the status I would gain from living or working in a different culture
Self-efficacy to adjust	I am confident that I can persist in coping with living conditions in different cultures
Behavioral CQ Subdimensions	
Verbal behavior	I change my use of pause and silence to suit different cultural situations
Nonverbal behavior	I modify how close or far apart I stand when interacting with people from different cultures
Speech acts	I modify the way I disagree with others to fit the cultural setting

Note. Adopted from van Dyne et al., 2012, p. 301. Use of these items and scale is granted to academic researchers for research purposes only. Used by permission of Cultural Intelligence Center.

Researchers have conducted a large number of studies on CQ and have found that CQ is related to many aspects of peoples' lives. Barakat, Lorenz, Ramsey, and Cretoiu (2015) found that global managers' CQ correlates positively with their job satisfaction. Global leaders with high levels of CQ will have high levels of transformational leadership because they are better able to understand the differences of other cultures, and appropriately adjust their behavior (Ramsey, Rutti, Lorenz, Barakat, & Sant'anna, 2017). Leaders possess CQ enjoy benefit in multiple ways. Leaders are more satisfied with their jobs is one of the examples of how leaders benefit themselves. Leaders also benefit their followers with a superior leadership style such as transformational leadership.

CQ is one of the critical traits for any individual to have. Presbitero (2016) found that an individual's CQ positively associates with his or her task performance. Through two experimental studies, Bernardo and Presbitero (2018) found that the tendency to work with a range of alternative responses and the ability to shift among these sets positively associate with participants' CQ. The specific dimensions of cognitive flexibility are also related to CQ (Bernardo & Presbitero, 2018). Cognitive flexibility is essential when a person is facing a new and unexpected environment that is why people who possess a high level of CQ can adjust themselves to perform as usual. The direct function of CQ affects individuals' daily working and living in this globalized world.

CQ also can be a mediator to predict outcomes, such as cultural adjustment, job performance, and global leadership (Ang, Rockstuhl, & Tan, 2015). Korzilius, Bücken, and Beerlage (2017) found that CQ can mediate the positive relationship between an employee's multiculturalism and innovative work behavior. CQ also can moderate the

positive relationship between a leader's transformational leadership style and organizational innovation (Ang et al., 2015; Ramsey et al., 2017). CQ, in general, is closely connected to leadership style, flexible personalities, and other important personal traits. Specifically, each facet of CQ also influences different dimensions of people's work and lives. In this study, the emphasis is on the connection between individual CQ and organizational performance.

Much research was about CQ and its dimensional functionalities in an organizational context. Box, Converso, and Osayamwen (2015) found that behavioral CQ and motivational CQ positively relate to the transformational leadership abilities of managers. Metacognitive CQ and behavior CQ are useful for adjusting the stress level (Crowne & Engle, 2016). Box et al. (2015) suggested that improving managers' CQ is imperative to manage effectively in the 21st century American Fortune 500 Company multicultural contexts. D'souza, Pongcharoenkiat, and Chaisomboon (2017) found CQ has a positive relationship with organizational commitment, especially, behavioral CQ strongly positively related to affective and continuance organizational commitment. Cognitive CQ and behavioral CQ are stronger predictors of negotiation performance than the effects of prior international and negotiation experiences, openness to experience, extraversion, and emotional intelligence (Groves, Feyerherm, & Gu, 2015). Employees' dimensional CQ has an essential influence on MNCs' dimensional performance. Therefore, MNCs may focus on improving a specific facet of CQ of their leaders and employees when the tasks are urgent. For organizations, managing employees to improve their CQ is imperative.

Due to the critical role of CQ, organizations have searched ways to improve CQ of their leaders and employees. Korzilius et al., (2017) urged firm leaders must stimulate the development of CQ and transform the multiculturalism and their CQ into innovative behavior. In searching the way to improve an individual's CQ, reserchers have drawn the efforts from different angles. Chen (2015) suggested firm leaders design intercultural training in a well-organized system with a thorough process. Bücken and Korzilius (2015) found that using Ecotonos cross-cultural role-play increases the development of CQ dimensions including metacognitive, motivational, and behavioral CQs. With social media being rooted in daily human life, Hu, Gu, Liu, and Huang (2017) confirmed that social media for socialization and communication is helpful for individuals transforming their experiences into CQ. Many tools and programs are there for MNCs to choose and use to help their expatriates improve their CQ. However, different programs may have their fundamental frauds. Chao, Takeuchi, and Farh (2017) found that although a positive relationship exists between cross-cultural adjustment domains and CQ development, social adjustment is only significantly associated with motivational and behavioral CQ facets. Therefore, firm leaders will choose the appropriate program and procedure to train their employees and improve their CQ accordingly.

Cross-cultural training is an effective way to help individuals to improve their CQ level and taking international assignments is another effective way. A regular employee who works in an MNC and possesses CQ will have more opportunities to perform well in the organization; comparatively, an expatriate that possesses CQ is necessary to complete his or her international assignments. Thus, research that connects CQ to expatriates has

become one of the most significant streams of CQ literature. Many researchers investigated the relationship between individual CQ level and expatriate assignment success (Firth et al., 2014; Huff et al., 2014). Vljajčić, Marzi, Caputo, and Dabić (2018) found that expatriate's CQ positively associates with the performance of his or her conventional and reverse knowledge transfer process in an MNC between HQ and subsidiaries. Ang et al. (2015) asserted that expatriates could observe cross-cultural actions, reflect on assumptions and beliefs then make calculated and objective decisions combined with selective using previous experience with less bias because of their possession of metacognitive CQ. Expatriates with high CQ adjust better to a new cultural environment and perform better in their job as well. Cross-cultural adjustment mediates the relationship between expatriates' CQ and their job performance (Jyoti & Kour, 2015, 2017a, 2017b). Expatriates can recognize more opportunities if they possess metacognitive and cognitive CQ (Lorenz, Ramsey, & Richey Jr., 2018).

Measurement of CQ. Researchers have confirmed the essence of CQ and have also revealed its importance. How to measure CQ, therefore, is critical. Researchers sequentially created various CQ scales according to their slightly different definitions. Currently, three mainstream CQ scales (CQS) are created to measure individual CQ levels. Earley and Mosakowski (2004) created a self-assessment tool with four items for each CQ element to measure a person's CQ strength. Ang and Van Dyne (2015) developed and validated a 20-item four-factor CQS to measure an individual's cultural capability. Thomas et al. (2015) developed and validated a theory-based, short-form measure of cultural intelligence (SFCQ). They included elements of cultural knowledge

(cognitive CQ), skills (behavioral CQ), and metacognition (metacognitive CQ) into the SFCQ but excluded motivational CQ from being an external factor to CQ (Thomas et al., 2015). Other researchers keep working on adjusting the elements of CQS to make the scale more applicable.

Further ensuring the applicability of the CQS, Bückner, Furrer, and Lin (2015) used 308 experienced overseas Chinese respondents and reassessed the dimensions of CQS and found that a two-dimensional structure could better represent the data than the original four-dimensional CQS. Therefore, they combined metacognitive CQ and cognitive CQ into internalized cultural knowledge and combined behavioral CQ and motivational CQ into useful cultural flexibility to create two-dimensional CQS to examine an individual's CQ capability (Bückner et al., 2015). Many firms are using CQS to test employees' CQ levels in the expatriate selection process. However, some researchers found the problem with current CQS. After examining the measurement of CQ dimensions using the sample data from five countries including China, France, Germany, Turkey, and the United States, Schlägel and Sarstedt (2016) found that several of the CQ dimensions do not achieve adequate convergent validity and internal consistency reliability in France and China. Schlägel and Sarstedt (2016) also found problems with the cognitive CQ measurement in the evaluation of the samples from Germany, Turkey, and the United States.

Some researchers improved CQS to be more specific to a business environment. Alon, Boulanger, Meyers, and Taras (2016) created a business cultural intelligence quotient (BCIQ) scale to measure CQ in a business context. Alon et al.'s (2016) BCIQ

scale has four categories including (a) motivation, (b) listening and communication adaptation, (c) cognitive preparation and learning behavior, and (d) global knowledge. Alon et al. (2016) reported psychometric properties of BCIQ, including its factor structure, reliability, and validity. Alon et al. (2018) used BCIQ scale to measure business professionals across five diverse countries include Austria, Colombia, Greece, Spain, and the United States and found that the most critical factors leading to CQ are the number of countries that business practitioners have lived in for more than six months, their level of education, and the number of languages spoken. Zhou, Hu, Wu, and Gu (2018) proposed a multifaceted cross-OCQ (COCI) model to measure individual CQ in a cross-organizational context. The four elements of COCI include cognition, motivation, collaborative communication, and behavioral adaptation of individual capabilities (Zhou et al., 2018). Researchers may consider COCI as another type of CQ or CQ under a different context. Employees equipped with COCI can understand organizational culture differences, so they are able to conduct themselves in a cross-organizational cultural context successfully.

Companies use CQ in expatriate selection processes and also in the prediction of the outcomes of international assignments. Ott and Michailova (2018) reviewed previous literature on CQ which focused on antecedents to and outcomes of CQ as well as other articles in which researchers treated CQ as a mediator or moderator. Many researchers called for higher-order CQ research that extends above the individual level to the group, team, and organizational levels (Ang et al., 2015; Fang, Schei, & Selart, 2018; Ott & Michailova, 2018).

Team CQ to OCQ. Several researchers developed CQ theory into a team level.

Li, Rau, Li, and Maedche (2017) found that for a two-member team to achieve satisfactory results, one of the members possesses higher CQ is sufficient to facilitate cross-cultural communication, mitigate conflict, and help the dyad to find the best solution within a limited time. Chen and Lin (2013) found that team metacognitive, cognitive, and motivational CQs have direct and positive effects on knowledge sharing. Team metacognitive and behavioral CQs have indirect and positive effects on knowledge sharing mediated by perceived team efficacy (Chen & Lin, 2013). Magnusson, Schuster, and Taras (2014) found a team motivational CQ can positively moderate the relationship between expectations of challenges and team effort through an examination of 1006 graduate and undergraduate students studying in 20 different countries who participated in a project in 2011. Presbitero and Toledano (2017) examined the performance area through a global team angle and found that global team members' improved CQ following cross-cultural training positively affects individual team members' task performance. However, the so-called team CQ measured with the response only from team leaders but not all team members. Aggregated individual team member's CQ represents a team's CQ under such measurement.

Based on the foundation of the CQ theory, Adair, Hideg, and Spence (2013) tested the relationship between team CQ and shared values. Adair et al. (2013) found that team behavioral CQ and metacognitive CQ were helpful for the development of shared team values in culturally heterogeneous teams. However, motivational CQ and metacognitive CQ hindered the development of shared team values in culturally

homogeneous teams (Adair et al., 2013). Adair et al. (2013) also found that multicultural teams (MCTs) with a higher average behavioral CQ at inception were more likely to develop shared team values than MCTs with lower average behavioral CQ. Also, metacognitive CQ had a positive effect on shared value in MCTs (Adair et al., 2013). Same as the function of individual CQ, team CQ has a positive relationship with team performance. Moon (2013) found that MCTs with higher levels of CQ tend to gradually exhibit higher rates of performance improvement as well as present the better performance at team initial stage than those MCTs with lower team CQ. The limitation of those team CQ research was that researchers did not develop a measurement for MCT CQ but measured team CQ with an aggregated value of individual member's CQ with CQS (Ang & Van Dyne, 2015).

Organizational CQ. OCQ is more than the combination of individual CQ or combination of team CQ. Organizational culture is the way of life within an organization (Bach, Jaklič, & Vugec, 2018). Business intelligence (BI) is an essential means of competitive advantage for the company (Bach et al., 2018). Accordingly, OCQ could be one dimension of BI. Organizational CQ is beyond recruiting and training employees' CQ for work in cross-cultural environments (Moon, 2010). Although Ang and Inkpen (2008) emphasized the individual level of CQ among firms' top managers is essential, it forms a valuable firm resource as a managerial dimension of OCQ. Moon (2010) also included managerial OCQ into process OCQ in his OCQ theory. Besides Ang and Inkpen (2008) and Moon (2010), other researchers further developed OCQ literature. Van Driel and Gabrenya Jr. (2013) examined if aggregated four-factors individual level CQ reflects

OCQ and found that three items of aggregated individual-level CQ included cognitive, behavioral, and motivational CQ reflect OCQ, but metacognitive CQ remains at an individual level. Metacognitive CQ is a fundamentally individual-level factor (van Driel & Gabrenya Jr., 2013). Chen, Liu, and Portnoy (2012) proved that motivational OCQ could augment the positive relationship between individual motivational CQ and cultural sales such that the relationship will be stronger when a firm's motivational OCQ is higher. Chen et al. (2012) defined firm motivational OCQ as the firm's capacity to direct attention and energy toward learning about and functioning effectively in cross-cultural situations. Gölgeci Swiatowiec-Szczepanska, and Raczkowski (2017) proposed that firm leaders may foster metacognitive and behavioral OCQ in their organizational environments to turn their potential adaptation capability into innovative capability.

Some researchers view OCQ as an aggregated individual CQ. Therefore, a company executive may use its informal and formal structures to harness and combine resources in various parts of the firm to form capabilities that partially exerted from individual employees (Ang & Inkpen, 2008). Gölgeci et al. (2017) made a similar proposition that a firm leader may aggregate individuals' CQ into the organizational level and use it as OCQ to respond to external demands. Organizational CQ first may be based on aggregating individual CQ, but it evolves and thus become critical to a firm's development.

OCQ is useful, especially for MNCs. Sozbilir and Yesil (2016) asserted that organizations possess higher OCQ are more competitive in global markets. Firm leaders can use OCQ to improve their internal processes of knowledge and information learning,

emotional and effective interactions, and existing resource reconfigurations to match the requirements of intercultural encounters (Moon, 2010). A firm's international performance not only positively relates to organizational performance but also mediates the relationship between OCQ and organizational performance including internal operations and learning and growth (Moon, 2010). A firm can use its OCQ to harness diversity and build successful international teams and organizations (van Driel & Gabrenya Jr., 2013). Global corporations may turn OCQ and firm-level global mindset capital into a nonsubstitutable competitive advantage to assure business performance (Ramsey, Abi Aad, Jiang, Barakat, & Drummond, 2016).

Specifically, OCQ may lead to organizational commitment (Ramsey et al., 2016). Companies with higher level OCQ reflect in four aspects of the high effective global operation, which include (a) financial performance, (b) efficiency of operations, (c) reasonable internal turnover rate, and (d) external satisfactions (Tang, Chen, Zhu, & Huang, 2013). Gölgeci et al. (2017) noted that OCQ is relevant when an organization is interacting with people and organizations from different cultures. An MNC does not only need to interact with people from other organizations but also need to communicate with people within the organization from different cultures.

Although researchers have not developed a team CQ scale, the OCQ scale has been proposed and developed. Ramsey et al. (2016) proposed that individual-level CQ can aggregate to be OCQ. Lima, West, and Winston (2016) based on Ang and Inkpen's (2008) OCQ conceptual framework developed a five-factor and 21-item measure to examine organizational OCQ. The five factors within the OCQ scale (OCQS) include

leadership behavior, adaptability, training and development, organizational intentionality, and organizational inclusion (Lima et al., 2016). Lima et al. (2016) also tested the relevance, validity, and reliability of OCQS on 234 full-time employees who serve as international assignees of 10 North American internationally focused nonprofit organizations. The limitation of OCQS (Lima et al., 2016) warrants improvement of current OCQS or a new OCQS to help organizations to predict and improve their OCQ level.

A company that possesses appropriate OCQ may be able to help and stimulate its employees to improve their individual-level CQ. Firms with higher levels of OCQ can manage their work groups more effectively and cohesively (van Driel & Gabrenya Jr., 2013). Firms with higher levels of OCQ can provide employees with lower levels of the hostile work environment (van Driel & Gabrenya Jr., 2013), which means employees who work for a firm that has higher levels of OCQ have less opportunity to experience hostilities in work. Firms can develop the capability of the individual employee to learn and generate new knowledge to operate effectively in culturally diverse environments (Ang & Inkpen, 2008). In a harmonious organizational environment, employees can learn to increase their individual CQ.

Organizational culture to a firm is more than cultivating employees' CQ. Organizations with higher levels of OCQ will be more likely to manage cultural differences during intercultural encounters, reduce and control cross-cultural mixed identities and role conflicts of their members; integrate new processes, operations, norms, and activities into the foundation offered by foreign markets, and eventually exhibit

better international performance (Moon, 2010). Yitmen (2013) found that OCQ is positively related to cross-cultural competence and international strategic alliances. Gölgeci et al. (2017) confirmed that metacognitive and behavioral OCQ as a dynamic capability could contribute to a firm's innovative capacity. Firms may improve communications and maintain more effective and closer cooperation with their external partners that can stimulate the creation and innovative ideas resulted from cultural sensitivity, proper behavior, and adaptation capability (Gölgeci et al., 2017). Organizational CQ matters more to the application of potential rather than realized knowledge management capabilities leading to innovativeness (Gölgeci et al., 2017)

Researchers in the field have repeatedly called for higher-order CQ research that extends above the individual level (Ang et al., 2015; Fang et al., 2018; Ott & Michailova, 2018) to capture the research opportunities for organizational behavior. Among those research opportunities, Fang et al., (2018) commanded researchers in the area to further OCQ study. Responding to the calls, in this study, I will explore how OCQ affects the MNCs' strategies to manage expatriates. Therefore, provide improved strategies may lend help to MNCs to better manage expatriates to improve their business performance.

Business Expatriation

My purpose in this study was to explore the strategies the leaders in MNCs can use to manage the expatriates to improve the business performance. Accordingly, having a better understanding of expatriates is necessary. In addition to business expatriates, other expatriates are actively contributing to the world. Other expatriates include but not limited to foreign sojourns who work in the diplomatic service, armed forces' service

members who stay at bases abroad, governmental humanitarian, and personnel from development organizations abroad and international non-governmental organizations (Baruch, Dickmann, Altman, & Bournois, 2013). I am focusing on business expatriate literature.

Business expatriates are a group of people who are professionals and working and living abroad. During the acceleration of globalization, expatriates become an increasingly important segment of the global labor pool, and the definition of expatriate also is evolving. Most recently, McNulty and Brewster (2017) redefined business expatriation as a process or activity by expatriates who legally work and reside in a country other than their countries of citizenship being relocated abroad either by an organization or self-initiation in order to accomplish a career-related goal. Organizations, especially MNCs strategically use business expatriation to develop their worldwide operations to increase profit and enhance reputation. King (2015) pointed out that expatriate talent is a specific and elite talent pool. Expatriates thus qualify to carry out the business expatriation.

Expatriates serve various purposes for their organizations during their work abroad. Expatriates are knowledge transfer agents (Baruch, Altman, & Tung, 2016; Caligiuri & Bonache, 2016; Kraimer et al., 2016; Vlačić et al., 2019). MNCs gain from dispatching of expatriates include knowledge acquisition, cultural exchange, and saving on the training locals for positions (Baruch et al., 2016). Expatriation is a process of strategically developing managerial talent, deploying personnel serves controlling and coordination purposes for organization development (Edström & Galbraith, 1977;

Kraimer et al., 2016). Expatriate workers and their international assignments are indispensable to organizations for developmental and functional works (Gullekson & Dumaisnil, 2016). However, not all employees are willing and suitable to serve an expatriation mission. Albrecht, Dilchert, Deller, and Paulus (2014) found that employees who are more open to actions and ideas and willing to adapt to the value of other cultures will be more likely to accept international assignments. Other researchers proposed that higher CQ is an indicator of employees' intention to seek an expatriate career (Presbitero & Quita, 2017).

Expatriates' adjustment and performance. Expatriates are leaving home countries to work and live in a different environment, which will require proper adjustment. Albrecht et al. (2014) found that expatriates scored higher on the openness to external experiences, such as to ideas, values, and actions, which are concerned with an individual's willingness to appreciate alternative options provided by his or her environment. The openness to external experience enables expatriates to accept international assignments and further enable them to adjust to the new environment (Albrecht et al., 2014). Similarly, Caligiuri (2000) found that expatriates who possess extroversion, agreeableness, and emotional stability of big five personality characteristics are a desire to complete their assignment. Other than personality characteristics, CQ competence and language ability also closely associate with expatriate cross-cultural adjustment.

Individual CQ is positively related to expatriates' cross-cultural adjustment (Bogilovic & Skerlavaj, 2016; Guðmundsdóttir, 2015; Haslberger & Dickmann, 2016;

Jyoti & Kour, 2015). Shu et al. (2017) found that cognitive CQ, motivational CQ, and behavioral CQ are positively related to all facets of adjustment. Huff et al., (2014) found that expatriates possess a high level of individual cultural intelligence (CQ) also possess the big five personality factors. CQ and big five personality characteristics allow expatriates to effectively make general, interaction, and work adjustment in a cross-cultural context effectively. Presbitero (2016) observed that CQ is critical in managing cultural shock or reverse cultural shock and enables faster psychological and sociocultural adaptation. Cultural intelligence, in general, is a critical competence for expatriates, whereas, a specific dimension of CQ has a unique influence on expatriate cross-cultural adjustment.

The four dimensions of CQ include metacognitive, cognitive, behavioral, and motivational CQ. The tenets of CQ positively affected expatriates' cross-cultural adjustment in a different level. Individual motivational CQ is a dominant factor among four facets of CQ and has the strongest influence on expatriates' general, interaction, and work adjustment (Bogilovic & Skerlavaj, 2016; Day, 2017; Guðmundsdóttir, 2015). Crowne and Engle (2016) found that individual motivational CQ curtails expatriate stress level, and therefore positively influences their adjustment. Firms can help train employees to increase their motivational CQ, and firms select extrovert employees to build intrinsic motivation and enhance self-efficacy is the most efficient way to enhance their motivational CQ skills (Day, 2017). Guðmundsdóttir (2015) also found that individual metacognitive CQ is positively associated with general adjustment, interaction adjustment, and work adjustment of expatriates. From a developmental angle, collecting

longitudinal data, Chao et al. (2017) found that although the positive relationship exists between cross-cultural adjustment domains and CQ development in some way, only social adjustment is significantly associated with motivational and behavioral CQ facets. Thus, from both static and evolutionary angle, some CQ elements are critical to cross-cultural adjustment, especially, motivational CQ is among the most important facets.

Further, Jyoti and Kour (2015) observed the mediate function of CQ to expatriates' work performance and discovered individual CQ has a positive relationship to work performance. Emotional intelligence (EI) is positively related to the performance of expatriates, and cultural adjustment mediates the positive relationship between EI and job performance of expatriates (Singh & Mahmood, 2017). For expatriates, CQ is among the most valuable capabilities to possess, and language skill is another vital skill to have.

Language ability is crucial to expatriates. Ren, Shaffer, Harrison, Fu, and Fodchuk (2014) found that cultural novelty and host country language deficiency were negatively associated with expatriate adjustment and embeddedness. Ren et al.'s (2014) finding echoed what Zhang and Peltokorpi (2016) found that host country language proficiency positively influenced expatriate work and non-work-related adjustment through interaction with the host country nationals (HCNs), HCN support, and HCN networks. Firth et al. (2014) used language skill as one of the control variables to examine the relationship between cross-cultural motivation, psychological empowerment, challenge and hindrance stressors, adjustment and assignment satisfaction, and premature return intention of expatriates and found that language skill is essential for expatriates.

However, Crowne and Engle (2016) found that language proficiency increases the cross-cultural adaptation stress level.

Expatriates' adjustment is one of the critical predictors of the success of expatriate assignments. Similar to Presbitero's (2016) proposal of psychological and sociocultural are two aspects of adaptation, Aycan (1997) proposed that psychological and socio-cultural adjustment are the most immediate predictors of expatriate work adjustment. Expatriates adjusting themselves to a new environment rely not only on the expatriates' competencies and skills but also on organizational support and assistance before and during the assignments (Abdul Malek, et al., 2015; Aycan, 1997; Kawai & Strange, 2014; Presbitero, 2016). Lee, Lin, Chen, and Huang (2017) found that social support, expatriate adjustment, and organizational commitment have significant and positive effects on expatriates' job performance. Similarly, Lee, Veasna, and Wu (2013) found that social support, as well as transformational leadership, are positively related to expatriate adjustment and expatriate performance,

Host country national colleagues also have a great influence on expatriate adjustment and further affect their performance. Expatriate advice-seeking from HCN colleagues is significantly and positively related to expatriate work and interaction adjustment and extends further to general adjustment (Krishnaveni & Arthi, 2015; Mahajan & Toh, 2014). Coworker support positively relates to expatriates' work, interaction, and general adjustment (Bader, 2015; Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005; Kraimer et al., 2016). Social support from NCN colleagues affects expatriates' spouse s' adjustment positively, and spouses' positive adjustment further

affects expatriate adjustment to achieve excellent job performance (Abdul Malek et al., 2015). Although Bruning, Sonpar, and Wang (2012) found the relationship between expatriates and host national colleagues negatively associates with expatriates' general adjustment, the relationship positively associates with expatriates' overall performance.

Overseas experiences have a positive influence on expatriates' adjustment and work performance. From the knowledge transfer angle, Harzing et al. (2016) noted that expatriates have expatriation experience do a better job than those who do not have previous experience. Cross-cultural training (CCT) is useful to improve expatriate candidates' CQ level, and thus enable their adaptation to the cross-cultural environment. CCT will be more important if the previous foreign experience is missing. Kassar, Rouhana, and Lythreatis (2015) proposed and confirmed that cross-cultural training could lower expatriate project-turnover, cross-cultural training could increase the chance the expatriates take another international assignment, and cross-training also can improve the overall satisfaction of the expatriation. Meanwhile, overall adaptation differs among expatriates who receive different types of cross-cultural training and outcomes of the assignment differ among expatriates who received and those who did not receive cross-cultural training (Kassar et al., 2015). CCT has a positive effect on expatriates' work (AlMazrouei & Pech, 2014; Presbitero, 2016).

Types of expatriates. Earlier business expatriates flew from western, educated, industrialized, rich, and developed countries to other countries to extract resources, use cheap labor, and develop foreign markets (Bonache, Brewster, Suutari, & Cerdin, 2017). Researchers studied these types of expatriation in various ways. Armstrong and Li (2017)

investigated Anglo expatriate managers' (AEMs) learning, knowledge acquisition, and adjustment to the host culture of Chinese through the lens of expatriate adjustment model and experiential learning theory. Armstrong and Li found that AEMs' previous overseas work experiences significantly influenced expatriate adjustment during their current international assignments in China by way of expatriate learning. The degrees of adjustment and tacit managerial knowledge are higher when expatriates' learning styles are congruent and vice versa (Armstrong & Li, 2017). The AEMs with higher levels of tacit managerial knowledge associated with managing-self adjusted significantly better during their international assignments. Kawai and Mohr (2015) used a quantitative research method studies a sample population of 125 Japanese expatriate managers in Germany. Kawai and Mohr found that for expatriates, role ambiguity was a hindrance stressor and negatively affected job satisfaction and work adjustment, and role novelty was a challenge stressor and positively affected job satisfaction, task performance, and work adjustment.

Recently, business expatriation has proliferated due to more MNCs also growing in developing countries rather than only growing in developed countries. Traditionally, MNCs in developed countries send expatriates to developed or developing countries, and nowadays, MNCs headquartered in developing countries also send their expatriates to other developing countries as well as to developed countries. Meyer, Meyer Jr., Vieira daSilva, and Brandão (2016) conducted a qualitative single case study on a Brazilian MNC expatriation in China. Meyer et al. (2016) used the census sampling method and semiconstructive interviews. The main challenges that the Brazilian expatriates faced in

China were (a) MNCs lack of international experience, which caused (b) MNCs lack of administrative structure and expatriates lack organizational support, (c) cultural differences between two countries caused trust and adaptation issues, and (d) psychic distance between Brazilian and Chinese politics, administration, and culture also caused adaptation issues. Meyer et al. proposed to MNCs from developing countries to develop more structured and organized expatriation programs to prepare their expatriates, so the expatriates can face the challenges of living and working in a different country to achieve better results. Rui, Zhang, and Shipman (2017) conducted 131 interviews with 27 Chinese MNCs in 12 emerging markets and found that Chinese MNCs gain a competitive advantage by deploying managerial and operational expatriates with unique competencies and those expatriates work closely as an integrated team. At an earlier stage, Chinese MNCs achieve competitive advantage not only through high level managerial competencies but also through low level operational labor costs and their high productivity and hardship tolerance (Cooke, 2014; Rui, Zhang et al., 2017). Recently, Chinese expatriates also developed knowledge/resource reconfiguration capability through centralized and collective expatriation management systems (Rui et al., 2017).

Business expatriation from Brazil to China and China to other emerging markets is the type of sending expatriates from developing countries to other developing countries. Sending expatriates from India to developed countries is another type of current business expatriation: from developing countries to developed countries. Shah, Russell, and Wilkinson (2017) researched the practices of India IT expatriates working in Australia and found the issues from the perspective of HR management (HRM). Shah et

al. found that under the client-centric model that is popular in the India IT industry, the firms deploy expatriates without adequate time to prepare for departure. Also, lacking effective cross-cultural training also increased the difficulty for the expatriates' initial adjustment in the host country (Shah et al., 2017). Shah et al. further connected the deficiency of preparation to the low-cost nature of the global delivery model (GDM) and organization support. In their research, Shah et al. found minimum support from the home country firms to their expatriates. Nonetheless, many expatriates overcame the tremendous difficulties and stayed on assignments because working in a developed country is a dream opportunity for the expatriates in Indian IT industry (Shah et al., 2017).

Expatriate categories evolve during the globalization. Currently, four main types of expatriates include an organization AE that is the traditional type, SIE that is a nontraditional expatriate, flexpatriate, and short-term assignee (STA). McNulty and Vance (2017) provided a list of eight types of expatriate includes (a) parent-country nationals (PCNs.), (b) third-country nationals (TCNs), (c) foreign executives in local organizations (FELOs), (d) expatriates of host-country origin (EHCOs or returnees), (e) inpatriates (or reverse expatriates; Moeller & Reiche, 2017), (f) permanent transferees (PTs), (g) localized expatriates (LOPATs), and expatpreneurs (Vance, McNulty, Paik, & D'Mello, 2016). In between the overlapping lists of expatriates, traditional and nontraditional are dominant. More recently, nontraditional expatriate becomes a major force of expatriation. Kang et al. (2017) found that (a) the use of nontraditional expatriates was increasing whereas the use of traditional expatriates was decreasing; (b)

MNCs prone to use more STAs or flexpatriates because that managing those type of assignees is easier and more cost-effective; and (c) in most case studies, the strategies for managing non-traditional expatriates are different from those for traditional AEs.

For differentiating the expatriates, Andresen, Bergdolt, Margenfeld, and Dickmann (2014) concluded seven criteria: (a) move from one geographical point to another via crossing national borders (yes/no), (b) change of dominant place of residence which is the center of a person's life (yes/no), (c) execution of work in the form of dependent or independent employment (yes/no), (d) legality of employment (legal vs. illegal), (e) initiator of essential binding activity in job search (organizational vs. individual), (f) work contract partner (current vs. new), and (g) organizational mobility (internal vs. external). Using Andresen et al.'s criteria, an organizational SIE changes his or her principal place of residence, works legally and dependently within the same organization but moves from one country to another.

The increasing growth of international trade and investment implies an ever-increasing demand for expatriates with global experiences, insights, and capabilities. SIEs are an indispensable portion of global human capital, which is traversing national boundaries, contributing significantly to the world economy. Cerdin and Selmer (2014) redefined SIE as a skilled worker or qualified professional who self-initiated international relocation with regular employment and only intended to stay in the host country temporarily.

MNCs hire more SIEs to take advantage of their merits. Dickmann et al. (2016) compared SIEs and AEs from an organizational perspective in the aspects of (a)

organizational purpose, (b) duration, (c) compensation, (d) repatriation, and (e) international HR management involvement. Dickmann et al. (2016) also compared SIEs and AEs from an individual perspective in the aspects of (a) demographic differences, (b) distinct motivational drivers, (c) personality, and (d) factors that emerge during the stay abroad including work elements, adjustment, and duration. Both SIEs and AEs gain more career capital with longer time of expatriation experience, and AEs value career capital more than SIEs (Dickmann et al., 2016). On average, SIEs situate in a lower position in the organizational hierarchy (Dickmann et al., 2016).

Global firms also use flexpatriates more frequently to reduce their cost. Pate and Scullion (2018) defined flexpatriates as a type of employees who undertake international assignments in several locations, in which they take multiple international trips without the family of between 1 to 3 months, and the overall pay and condition they receive are equivalent to domestic employees. The flexpatriation becomes prevalent because by using this mode of expatriation, firms have the potential to realize international strategic objectives more cost-effectively flexibly (Collings, 2014; Farndale, Pai, Sparrow, & Scullion, 2014; Pate & Scullion, 2018). Flexpatriates' bands of acceptability and tolerance will be wider and more flexible for employees in the exploration and establishment career stages than in the maintenance and disengagement stages (Pate & Scullion, 2018). However, flexpatriates' direct observation of the value organizations place on international duties in the form of enhanced packages for AEs, will form the basis of an implicit organizational promise and organizational failure to reward flexpatriates international efforts, which will lead to psychological contract violation

(Pate & Scullion, 2018). Also, the lack of social integration in parent and host organizations together with problems maintaining family and personal relationships will have a negative effect on the flexpatriates' psychological contract (Pate & Scullion, 2018).

Expatriate management. Managing expatriates begins with expatriates' recruitment and selection. Although the criteria of choosing international assignees are numerous, such as a person's gender, age, ethnicity, family situation, professional qualifications, past international experiences, and psychological characteristics, the person's intention is the determinant. Presbitero and Quita (2017) found that career adaptability as a self-regulatory competence and CQ as an intercultural capability are positively and significantly related to the intention to pursue an expatriate career among university students.

Other than considering employees' intention of pursuing an expatriate career, organizations should divide expatriates into different types according to the characteristics of the job assignments in the process of recruitment and selection. Bonache and Noethen (2014) found that organizations need to select assignees who have worked in similar positions from within the company for guardian assignments if the organization wants to minimize the risk of failure. Whereas, during the selection for star assignments, organizations could be less selective in seeking experience but more in personal attributes and specifically required knowledge to maximize the probability of success. Singh and Mahmood (2017) found that emotional intelligence (EI) is positively related to the performance of expatriates, and cultural adjustment mediates the positive

relationship between EI and job performance of information and communication technology sector expatriates.

Organizations provide cross-cultural training (CCT), language training, and other specific job training programs for international assignees. AlMazrouei and Pech (2014) found that CCT and formal post-arrival training directly contributing to the expatriate adjustments. Ren et al. (2014) noted that MNCs need to design training programs for improving host country language fluency and cultural sensitivity as well as for improving expatriates' skills in building a relationship and their abilities to frame circumstances positively. Kassar et al. (2015) confirmed that CCT could lower expatriate project-turnover, CCT could increase the chance the expatriate takes another international assignment, and CCT also can improve the overall satisfaction of the expatriation. Meanwhile, overall adaptation differs among expatriates who receive different types of CCT and outcomes of the assignment differ among expatriates who received and those who did not receive CCT (Kassar et al., 2015).

The compensation packet is a useful tool for MNCs to attract expatriate candidates and retain them. Al-Kassem (2015) considered that compensation is one of the critical factors for managing expatriates. The right mix of expatriate compensation and benefits should include (a) cost of living, (b) healthcare, (c) accommodation allowance, (d) expatriate taxes, and (e) children's education (Al-Kassem, 2015). Al-Kassem examined five elements of the expatriate compensation packet and suggested the international managers and leaders combine the balance-sheet approach and the going rate approach of expatriate compensation for preparing and providing more attractive

compensation and benefit for expatriates. McNulty (2014) proposed to treat expatriates as international employees and pay them based on their performance.

Expatriates rely on organization support to accomplish their international assignments (IAs). Logistic and social support provided by the parent company in the pre-departure period facilitates the expatriate's overall adjustment (Aycan, 1997; Li & Jackson, 2015), whereas, same support from local unit also help the expatriate's overall adjustment (Bader, 2015; Krishnaveni & Arthi, 2015; van der Heijden, van Engen, & Paauwe, 2009). Van der Laken et al. (2016) found that perceived organizational support (POS) had a positive impact on the success of IAs. Specifically, POS has a direct positive influence on expatriate satisfaction, commitment, and adjustment (Li & Jackson, 2015; van der Laken et al., 2016). Indirectly, POS contributes to the successful performance and retention of expatriates (van der Laken et al., 2016). Due to a wide variety of populations within a multinational organization, the effect of coworkers' support to the success of IAs is mixed. Nonetheless, support from organizational members is positively associated with the success of IAs (van der Laken et al., 2016). Kawai and Mohr (2015) also found that POS reduced the negative effects of role ambiguity on work adjustment and strengthened the positive effect of role novelty on job satisfaction. A study on Chinese female expatriates, Shen and Jiang (2015) asserted that POS plays a critical role in alleviating the impact of HCNs' prejudice against female expatriates and thus helps female expatriates improve their performance.

Nontraditional expatriates are a group of expatriates who have become more critical due to the flexibility and cost-effective advantages offered to organizations that

employ such expatriates. Leaders and HRM should develop more strategies to manage nontraditional expatriates. Perceived organizational support has a direct positive effect on SIEs' intention to stay in the host country Cao et al. (2014). Perceived organizational support indirectly negatively affected their intention to stay when the SIEs' career network of home country nationals was large (Cao et al., 2014). Cao et al. also found that POS could have a positive effect on SIEs' career satisfaction in the host country. However, SIEs' career satisfaction could mitigate their intention to stay because the SIEs accumulated enough career capital and could search for better opportunities in other countries (Cao et al., 2014).

Retention is one of the most important goals for properly managing expatriates. Expatriates who had more protean career attitude and who preferred more of self-directed career would pose a higher intention to leave their organization if their career and job satisfaction were higher (Cerdin & Le Pargneux, 2014). Also, the expatriates who displayed a boundaryless career attitude with a boundaryless mindset would prefer to leave their organization if they had higher career and job satisfaction (Cerdin & Le Pargneux, 2014). The careerist-oriented expatriates would intend to leave their organization if they had lower career and job satisfaction (Cerdin & Le Pargneux, 2014). Cerdin and Le Pargneux (2014) observed those who perceived a stronger fit with their long-term career paths would display higher job and career satisfaction and lower intention to leave the organizations. Expatriates who experience a steeper positive trajectory perceive their assignment to be more beneficial for their career development,

thus have lower intent to leave their firm and have a higher likelihood of upward promotion (Zhu, Wanberg, Harrison, & Diehn, 2016).

Managing expatriates involve all aspects of family, work, and social relationship. Therefore, scholars and practitioners cannot exclude proper conflict management styles when exploring expatriates' management strategies (Chen et al., 2014). Kempen et al. (2015) found that life-domain enrichment ultimately outweighed life-domain conflict on affecting job satisfaction, the accomplishment of role-related expectations, and turnover intentions. MNCs thus can invest more in those life-domain enrichment events for taking care of their expatriates. Vance et al. (2016) suggested that MNCs maintain communication with their walked away expatriates because some of them become expat-entrepreneurs. Expat-entrepreneurs, on one side, can help improve local economic development, and on the other side, they can be local support force for the subsidiaries of MNCs in host countries (Vance et al., 2016). Pursuing competitive advantage, MNCs need to keep developing strategies to manage both AEs and SIEs but also those expatriates who resigned from their companies.

Global Talent Management

GTM is important because of globalization. Various organizations need global talent to enhance their world position and improve operations. Tarique and Schuler (2010) defined GTM as the activities of the MNCs' systematic utilization of international HR management (IHRM). These activities comprise complementary HR management (HRM) policies and practices, to attract, select, develop, and retain highly motivational and competent individuals in a dynamic global environment. In contrast, King (2015,

2016a) argued that GTM is an integrated system in which multiple actors that include multiple management groups surrounding the central stakeholders and actors of employees in the talent pool to carry out varying sets of activities. Crane and Hartwell (2018) explored GTM as a life cycle of practices to attract, retain, and develop talent within MNCs. The interaction between social and human capital affects employee development and knowledge transfer which is critical in the life cycle of GTM (Crane & Hartwell, 2018). For the purpose of this study, I narrowed down the scope of talented people. The central stakeholders and actors (King, 2015, 2016a) or motivational and competent individuals (Tarique & Schuler, 2010) are expatriates whose development and knowledge transfer through social and human capital interaction are necessary to the global expansion of MNCs.

Expatriates are individuals who possess critical global talent capital. This means that GMT is the process of managing people like expatriates. The employment of expatriates has been a common practice in global businesses since the 1970s (Cascio & Boudreau, 2016). In many ways, GTM ties its name to expatriates. Cerdin and Brewster (2014) proposed to combine expatriates' management and talent management as GTM that will not only be the best for the expatriates' career development but also be beneficial to the MNCs and improve performance. Cascio and Boudreau (2016) observed that current business practice restricts GTM to expatriates only. Although GTM should cover more strategic activities and all employees in MNCs, in this study, the expatriate is the center of GTM practices.

Talent management (TM). Talent is the innate capabilities with which individuals who possess it can make things happen. Comparably, others who do not possess it cannot achieve the same. Talent has multidimensional features, and an individual could possess multiple dimensions of talent or single facet of talent to achieve success in certain areas. This study relates to MNCs' performance, and therefore, the talent discussed here will be limited in areas of achieving economic values. From a static point of view, Farndale, Scullion, and Sparrow (2010) defined talent as human capital that with which human beings possess a stock of competencies and attributes which enable them to produce economic value. Nijs, Gallardo-Gallardo, Dries, and Sels (2014), from a developmental view, defined talent as those attributes that are systematically developed innate abilities that are deployed in activities that individuals like, find importance, and in which they want to invest energy. Talent is a critical differentiator for many organizations to remain competitive (Asçi, 2017). Organizations that want to pursue excellence are eager to recruit, develop, retain, and use talented people to achieve a competitive advantage.

Recruiting, managing, retaining, and rewarding talented employees initially are the business of HR departments within firms. Although some researchers observed that firms implement TM essentially covers the same activities as HRM (Iles, Chuai, & Preece, 2010; Iles, Preece, & Chuai, 2010; Preece, Iles, & Chuai, 2011), others confirmed that companies implementing TM practices can achieve the most enduring competitive advantage (Heinen & O'Neill, 2004). Oladapo (2014) found that a quarter of companies that have the best TM practices in place bringing investment return to their shareholders

is 22% higher than their industry's mean return. Through quantitative research, Glaister, Karacay, Demirbag, and Tatoglu (2018) confirmed TM that focuses on social capital building practices is positively related to firm performance. Therefore, it is essential for companies implementing TM to remain competitive and outperform their opponents.

The TM process begins with attracting and recruiting people with the required skills and aptitude. However, acquiring talented people is only a small portion of the equation of TM. Lewis and Heckman (2006) observed two categories of TM include (a) management of talent focusing on how organizations attract, recruit, retain, and reward high performers and (b) the talented individuals focusing on what constitutes talent and behavior of talented individuals. Similarly, in Oladapo's (2014) opinion, one side of TM is the implementation of integrated strategies or systems designed to increase workplace productivity; the other side is about developing improved processes for attracting, developing, retaining, and utilizing talented people to meet current and future business needs. Firms need a clear definition of TM that they can set up their agenda.

More researchers have defined TM from different angles. Piansoongnern, Anurit, and Kuyawattananonta (2011) defined TM as both a philosophy shared at the highest levels and throughout the organization by all those in managerial and supervisory positions, and a practice of implementing an integrated, strategic and technology enabled approach to HRs management, with a particular focus on HR planning, including employee recruitment, retention, development and succession practices, ideally for all employees but especially for those identified as having high potential or in key positions. Gallardo-Gallardo and Thunnissen (2016) defined TM as what firms use to focus on

systematic attraction, identification, development, engagement/retention, and deployment of high potential and high performing employees, to fill in key positions which have a significant influence. These positions increase the organization's sustainable competitive advantage. Using TM as a tool to manage talented employees is one stream of thoughts. Other researchers preferred to consider TM as one of the functions of the top management teams. Raman, Chadee, Roxas, and Michailova (2013) defined TM as top management's deliberated and organized efforts to optimally select, develop, deploy, and retain those competent and committed employees who bear significant influence on the overall performance of the organization.

Theoretically, TM should be the series of activities and processes firms apply to help improve their performance and stay competitive. Thunnissen (2016) observed that the TM literature provided a rational and instrumental interpretation of the TM process. During the TM process, talented people are recruited and developed within a broad variety of TM practices. These practices direct their behavior in a way that fits the organizational needs, and, as a result, the individual is happy and motivated, and both the individuals and organization are satisfied with the increased performance (Thunnissen, 2016). Ideally, organizations would yield prosperous results if they choose to implement TM. Following the interpretation of the TM theories, King (2016b) asserted that perceived talent identification (PTI) would be positively associated with expectations of increased social and economic exchange in the employee-organization relationship (King, 2016b). Also, employees' perceived supervisor support, perceived organizational support,

and holding a relational psychological contract (PC) will be positively related to PTI (King, 2016b).

However, the actual TM practices lead to various results. Most researchers found that TM practice leads to better business performance (Oladapo, 2014; Salau et al., 2018; Sparrow & Makram, 2015). Salau et al. (2018) found that firms use TM practices to improve their innovation performance, which subsequently leads to excellent organizational performance through quantitative research with the collected data from 313 respondents from a private technology university in Nigeria. Björkman, Ehrnrooth, Mäkelä, Smale, and Sumelius (2013) examined the effect of talent identification on employee attitude. Björkman et al. found that individuals who perceive that they are identified as talent are more willing to accept increasing performance demands, commit more to building competencies, and more actively support the strategic priorities of the firm than those who perceive that they are not identified as talent or those who do not know whether they are identified as talent. Those individuals who perceive that they are identified as talent increase their sense of belonging to the firms and lower their turnover intent, which is the opposite feeling of those who perceive that they are not identified as talent or do not know whether they are talent (Björkman et al., 2013). Similarly, Swailes and Blackburn (2016) found that employees in talent pools were more positive about their prospects and satisfied with the support they received from the organization. Employees outside talent pools who reported feelings of low support from the organization, intense feelings of unfairness, low expectations of their personal

development low motivation towards career development, and reduced their perception of the organization's commitment to their development (Swailes & Blackburn, 2016).

The negative effects of talent pools extend beyond nontalented employees. The negative reaction towards TM talent pool choices comes from identified talented employees as well (De Boeck, Meyers, & Dries, 2018). De Boeck et al. (2018) asserted that identified talented employees feel stressful which leads to burnout, and cognitively, those talented employees have higher perceived PC breaches than those nontalented employees. Seopa, Wöcke, and Leeds (2015) even found that talented employees who presented themselves well as organizational citizens. However, talented employees did not show more willingness to stay with organizations than those nontalented employees (Seopa et al., 2015). Employers need to deal with adverse effects from both talented employees and nontalented employees to better operate TM talent pool programs.

Traditionally, practitioners and firms have taken an exclusive philosophical stand to develop their corresponding TM models. In many cases, firms gained a competitive advantage due to the implementation of exclusive TM models. However, firms only value a small percentage of the workforce who perform better than the rest or displayed more potential based on exclusive philosophies (Meyers & Van Woerkom, 2014). Meyers and Van Woerkom (2014) observed that exclusive TM approaches face two central challenges due to the global scarcity of talent and the highly dynamic environment in which organizations operate. McDonnell, Collings, Mellahi, and Schuler (2017) warned organizations that embrace TM need to solve the ethic contradictory of the teamwork, organizational citizenship and motivations on the whole, and for retaining and rewarding

high performers. Each employee in his or her position contributes to the success of a firm. However, if not managed appropriately, the individual employee also can cause damage to the firm.

Firms may use more inclusive talent philosophies to solve these issues through a broader definition of the construct talent and the resulting broader investment in various forms of talent (Meyers & Van Woerkom, 2014). Firms should pay attention to how human capital add value in organizations through TM practices, and how talented employees affect organizational performance, and also how TM can maximize the contributions of those talented individuals (McDonnell et al., 2017). Thus, companies may choose hybrid TM models, in which one TM model is for serving the perceived high performers and the others for different groups of employees, and the TM models are open to each other.

More firms value strategic TM activities to achieve a competitive advantage. Collings and Mellahi (2009) noted that chief executive officers are increasingly involved in the TM process. More recently, Gallardo-Gallardo, Nijs, Dries, and Gallo (2015) declared that TM is still a growing research field and has not reached the mature stage of the evolution of a phenomenon yet. Therefore, scholars and practitioners can develop TM models laterally and horizontally to ensure compatibility. Renshaw, Parry, and Dickmann (2018) proposed that MNCs to strategically staffing through an effective organization-wide TM system, which may lead to a variety of benefits. Compared to domestic firms, MNCs have a much more complex structure and diverse operational environment. Managing talented employees from home country HQs to host countries' subsidiaries

involves much more complicated processes and activities. To achieve high performance and thrive in the worldwide market, MNCs must strategically manage both their domestic and overseas talents.

Global TM. Scholars and researchers have acknowledged that the beginning of the GTM phenomenon was the publication of the seminal book “The War for Talent” (Michaels, Handfield-Jones, & Axelrod, 2001). The background of this book was the investment expansion of MNCs along with the intensified competition among them. Global TM seems a trend and necessity for MNCs to navigate and utilize for ensuring the continued success of their global expansion. Schuler, Jackson, and Tarique (2011) asserted that the essence of GTM is that firms systematically select and coordinate HR policies and practices to address global talent challenges, which enable them to obtain and sustain a global competitive advantage. Due to its importance, the majority MNCs highly value GTM’s strategic position, and their CEOs all exert tremendous effort into creating GTM strategies and overseeing their enforcement.

As with TM, researchers with different views have defined GTM in different forms. The most popular one is Tarique and Schuler’s (2010) definition of GTM, and the most recent one was evolved from the most acceptable definition of TM from Collings and Mellahi (2009). The GTM definition includes three critical components: (a) MNCs identify key positions systematically, which is for sustaining organization’s competitive advantage on a global scale; (b) the MNC develops a talent pool of high potential and high performing employees to fill the identified positions, which is cover the global scale of the MNC; and (c) develop a differentiated HR (HR) architecture to facilitate the

position filling activities with the best incumbents and to ensure their retention (Collings et al., 2019). The basic function of GTM under both definitions are similar, the major difference between these two definitions is that Collings et al. (2019) broadened the scope of GTM and elevated the GTM's key central role to the organizational strategic level. Whereas, Tarique and Schuler restricted GTM to the function of HRM or international IHRM. The global talent pool is another key differentiation between the two main streams' definition of GTM.

Scholars and practitioners have created different GTM models. A global talent pool is the focus of many GTM models though researchers investigated the phenomenon from different angles (Bolino, Klotz, & Turnley, 2017; Collings, 2014; King, 2015; Tung, 2016). Tarique and Schuler (2010) proposed to use three criteria for checking the effectiveness of the GTM framework: (a) improved HRs impact, (b) competitive advantage, and (c) talent positioning. Collings (2014) proposed a GMT model that includes a talent-pool strategy combined with a high level of integration between the global mobility and global talent functions, which will be reflected in higher levels of expatriate presence in pivotal roles across the MNC. Tung (2016) suggested that MNCs consider including those global citizens, exhost country nationals, and people have bicultural identities into their global talent pool.

In his framework, King (2015, 2016a) proposed a system that incorporates core actors including (a) leadership and top management, (b) supervisors and managers, (c) HRs (HRs) and talent managers, and (d) talented employees. In the system, each actor is responsible for influencing specific areas: (a) leadership supporting for talent initiatives,

clarifying and communicating the talent strategy based on business needs, and developing a diverse climate conducive to talent development; (b) managers coaching, developing, accessing resources, providing support to expatriate talent, and promoting of talent; (c) HRs providing guidance and training to enhance participant effectiveness, facilitating the processes, interactions, and communications associated with GTM, measuring outcomes, and monitoring talent policies to ensure their continued relevance; and (d) talented employees engaging in a social exchange-based relationship with the firm, developing expectations and awareness of their responsibilities and obligations as part of the exchange, and responding to the perception of being identified as talent and demonstrating great commitment, loyalty, and productivity (King, 2015, 2016a). A global talent pool comprises expatriates and other talented employees in MNCs. In this study, expatriates are the talented employees on focus.

Due to the central role of expatriates in the development of subsidiary businesses in host countries, practitioners designed some GTM models that are specifically targeting expatriates. Some models contain specific terms that work for expatriates. Collings (2014) designed one GTM model and proposed that the performance of expatriates will be higher in organizations that adopt a global talent-pool strategy combined with integrated global mobility and global talent functions. Furthermore, improved expatriate performance will enhance organizational performance in general (Collings, 2014). Farndale et al. (2014) proposed mutual-beneficial GTM systems and structures for MNCs to balance the needs between a set of organizational goals and various employee personal goals and so to achieve competitive advantage by choosing the most appropriate talents

for expatriate assignments. Böhmer and Schinnenburg (2016) proposed that MNCs build up GTM to include changes of internal and contextual factors according to talent's career orientations along the career path in case that talented employees are affected by internal and contextual factors differently, and therefore improve economic viability. Specifically, for motivated expatriates, firms can use GTM to help to attract and retain incumbents with high mobility and high value-driven by highlighting attractive positions that promise challenging positions throughout the world (Böhmer & Schinnenburg, 2016).

Firms implementing GTM have a competitive advantage and achieve better business performance. Morris, Snell, and Björkman (2016) proposed that developing international human capital helps the MNC to stay on top of global best practices. McNulty and de Cieri (2016) argued that GTM is positively associated with the return on investment (ROI) for an MNC. To echo those researchers' propositions, Sidani and Al Ariss (2014) confirmed that MNCs in GCC is better than local or regional companies in managing the talent employees because of their sophisticated GTM processes. Ensuring GTM working, expatriates play main roles in MNCs.

Expatriates are essential talented employees in MNCs. MNCs use expatriates for four main reasons include (a) compensate for a lack of skills amongst the foreign workforce, (b) a means of controlling or developing the organization by transferring knowledge and policies, (c) a means of developing individual expatriates, and (d) developing global mindsets (Furusawa & Brewster, 2018). All four reasons are critical for the development of MNCs. Therefore, managing the supply and demand for expatriates is increasingly critical for MNCs' global success (Caligiuri & Bonache, 2016;

Collings & Isichei, 2018). Farndale et al. (2010) observed that in global firms the corporate HR took a wide range of activities and the key roles which including management development, succession planning, career planning, strategic staffing, top management rewards, and managing the mobility of expatriates. Vaiman, Haslberger, and Vance (2015) considered that GTM is the effective management of all human talent throughout the global enterprise. The HR practice of those global firms is exceeding managing supply and demand of expatriates, which is why firm HR is an integral part of GTM systems and a leading operator in the systems. Tarique and Schuler (2010) specifically nominated GTM is an essential subset of IHRM and asserted that GMT in MNCs functions to attract, develop, and retain talent accompanied by globalization, demographics, and demand-supply gap as external challenges, regiocentrism, international strategic alliances, required competencies as internal challenges. Management of expatriates is an integral part of global competence (Cascio & Boudreau, 2016). However, global talent challenges (GTCs) are tremendous both internally and externally.

Researchers and practitioners have defined and identified the GTCs in their studies. Schuler et al. (2011) defined GTCs as the conditions that MNCs have to encounter during the expansion of world trade and intensified competition among firms, which include dealing with talent shortages, talent surpluses, locating and relocating talent, and compensation levels of talented employees. At the individual level, global workers are facing challenges from various personal, work, and nonwork demands, including stress induced by the work role and travel requirements as well as concerns

with work-family issues (Shaffer, Kraimer, Chen, & Bolino (2012). Tafti, Mahmoudsalehi, and Amiri (2017) identified structural, environmental, behavioral, and managerial challenges and barriers for GTM. The structural challenges include all elements, factors, and physical conditions within an organization (Tafti et al., 2017). The environmental challenges are related to the external forces that exist outside and surround an organization which is largely beyond the management's control but influences organizational performance and the organizational development depends on environmental factors (Khilji, Tarique, & Schuler, 2015). The behavior challenges are human relations in organizations include an unofficial relationship that constitutes the main content of the organization (Tafti et al., 2017). Managerial challenges relate to managers' attitude and participation which have a decisive role in implementing GTM (Schuler et al., 2011; Tafti et al., 2017). While other researchers looked into GTCs with a macro view, Böhmer and Schinnenburg (2016) scrutinized the phenomenon with a micro view and emphasized the challenging task of finding and developing talented employees under the drivers for implementing GTM.

The drivers for MNCs to implement GTM are clear for global expansion and to survive and strive in the global market. In detail, King (2016a) asserted that MNCs use GTM to identify, target, and manage the talented employees appropriately to make a positive contribution to future organizational performance and success, ensure succession in top leadership roles, and be key drivers of growth. To serve the purposes of identifying and targeting talented individuals by using GTM, Bolino et al. (2017) suggested the firms to form a pool of talented candidates who have already expressed an interest in being an

international assignee and then hire from the pool, which may reduce the refusal rate and the problems caused by the refusal. In managing international assignees, Many MNCs consider expatriates' personal needs at the very first place, then develop a variety of centrally flexible policies, and further manage individual flexibility through negotiation and bargaining upon the existing principles and protocols (Farndale et al., 2014). Firms and individual expatriates expect to achieve each other's agenda and goals through negotiation and bargaining.

Firms always engage in improving business performance and enhancing their footprint in the world trade while individual employees desire to secure their financial situations and developing their personal careers. McNulty and de Cieri (2016) proposed that expatriate return on investment (ROI) be the combination of corporation ROI (cROI) and individual ROI (iROI). As cROI is focused on the returns to MNCs from engaging in expatriation activities, equally, iROI is focused on the returns to individual expatriates from engaging in expatriation activities (McNulty & de Cieri, 2016). At the individual level, Tymon Jr., Stumpf, and Doh (2010) found that the intrinsic rewards employees feel, such as the social responsibility of the firm, pride in the organization, performance management practice, and manager support is sometimes more important than financial compensation and material benefits. Firms realize that iROI is equally important because a new dual-dependency relationship between MNCs and expatriates is emerging, and GTM is positively associated with iROI, and iROI is critical to GTM (McNulty & de Cieri, 2016). Firms and their expatriate employees need to work out the way suits both

sides under the GTM and improve the GTM to ensure that GTM is working to benefit both MNCs and expatriates.

A majority of researchers have explored the effectiveness of GTM from the corporate view. King (2016a) argued that the indicators of the effectiveness of GTM include engagement and retention of employees, access to external talent markets, and the ratio of business capabilities to strategic demand. Vaiman et al. (2015) asserted that GTM policies and practices have a direct impact on the organization's capacity to generate, acquire, store, transfer, and apply knowledge and information in support of company goals and objectives. An effective GTM system should contain attractive policies and efficient practices to attract external potential talented candidates and retain and engage talented employees. Furthermore, a firm is capable of generating, acquiring, storing, transferring, and applying knowledge and information to conduct operations to exceed the strategic goals and ensure its lasting prosperity. Talented employees are still a central part of the GTM system, therefore, how they feel about the corporate GTM policies and practices are critical for firms.

From individual employees' perception of the GTM, researchers investigated the phenomenon. King's (2016b) proposed that perception of talent identification (PTI) is positively associated with (a) more benevolent attitude toward the organization, (b) more cordial view of the employment relationship, and (c) perceived supervisor support, perceived organizational support, and holding a relational psychological contract. However, PTI incongruence or perception of nontalent identification has a negative relationship with the above mentioned (a), (b), and (c). Swailes and Blackburn (2016)

confirmed King's propositions with their study results. Swailes and Blackburn collected data from employees who were working in a large European scientific company. Swailes and Blackburn found that employees in talent pools are more positive about their prospects and satisfied with the support they received from the organization. However, employees excluded from talent pools who reported feelings of low support from the organization, strong feelings of unfairness, had low expectations of their personal development in the organization and low motivation towards career development and reduced their perception of the organization's commitment to their development (Swailes & Blackburn, 2016). For firms, it is imperative to communicate explicit messages to talented employees to ensure their increased productivity and innovative ability. Firms also need to measure to create policies and practices to ensure the balance feeling of the rest of the employees.

Of all the GTCs, global mobility is the most concerning. Other than skill set mismatch, global mobility is the primary obstacle to GTM (Caligiuri & Bonache, 2016; Collings & Isichei, 2018). Therefore, some researchers suggested that MNCs bring SIEs into the equation of the global talent pool. Vaiman et al. (2015) observed that SIEs all have higher levels of education, international experience, and faster adjustment to the host environment. Vaiman et al. suggested organizations brand their names and care about work-life interface (WLI) issues of talent in every area and stage to attract SIEs. Also, organizations shall provide learning, autonomous, and challenging work, promotion, and other developmental strategies to help develop employees that including SIEs (Vaiman et al., 2015). Rodriguez and Scurry (2014) proposed a multilevel

perspective of GTM specifically for SIEs to serve the purposes of attracting and retaining SIEs, fulfilling SIEs' career needs and expectations, and deploying SIEs. Three distinct levels of GTM include macrocountry, meso-organizational, and micro-individual level (Rodriguez & Scurry, 2014). Three guiding principles of GTM for attraction, management and development, and retention of SIEs are GTM of SIEs should (a) be aware that talent is diverse, fluid, and relational, (b) acknowledge individual needs and expectations of SIEs and how these features complement existing human capital in the organization, and (c) pay particular attention to the short term (Rodriguez & Scurry, 2014). Adding SIEs into the equation of GTM and use their self-supported mobility may solve the biggest GTC of global mobility.

Clear communication is critical for both firms and employees. Sometimes, firms fail to deliver clear messages to talented employees, leading to issues with employees' performance. Furusawa and Brewster (2018) used two different surveys as a data collection instrument, and sent one survey to Japanese-affiliates in Brazil and sent the second survey to the Nikkeijin (i.e., Japanese Brazilians) themselves. Furusawa and Brewster found that Japanese MNCs recognize the Nikkeijin group as a source of talent, but the Nikkeijin group does not appreciate their HRM practices and often feel that they are undervalued. Certain employees have high human capital, and other employees have high social capital within an organization. However, both human capital and social capital are critical for employee development. Crane and Hartwell (2018) also argued that fostering open communication is critical in developing both human capital and social capital throughout an MNC in GTM practices. The MNCs should not only recognize the

value or particular group of people but also deliver the explicit messages to the talented employees, and arrange appropriate practices and incorporate those people into their GTM programs and ensure that those people feel being appreciated.

Some researchers broke the restriction of GTM within MNCs and expanded the concept beyond the national borderlines to realize the global sense of TM. Khilji et al. (2015) proposed that due to global mobility, integrated human development agenda, the diaspora effect and brain circulation, and talent flow and learning, the GTM system became beyond the country border. Therefore, the authors created the macro GTM (MGTM) framework and defined the MGTM as the governmental and nongovernmental organizations systematically develop related activities to attract more quality talent within and across countries and regions to enhance innovation and competitiveness of their citizens and corporations. The MGTM is the advance version of GTM, which expands its scope from individual and organization to countries, and covers broader policy and practice domains. Khilji et al. believed that MGTM captured the essence of complexities from managing talent globally, and the system required interactions between different partners on various issues. Accordingly, Harvey and Groutsis (2015) argued that a country's reputation plays a central role in the mobility of talent. Different forms of reputation in the host and home country affect the attraction and retention of talented workers, and individual talent is not only influenced by but produces a reputation based on their direct experiences. A borderless and nonorganizational-bound GTM may enable expatriates to realize their productivity and innovativeness to the greatest extent. Meanwhile, due to talents play a critical role in the economic growth and competitiveness

of a nation, countries must join the competition for global talent and provide the proper infrastructure and attractive environment to ensure the talented expatriates will stay and become the live example to draw more talents to come into the country.

Summary and Transition

In Section 1, I included a brief explanation of the foundation of the doctoral study in the introduction. I have conducted a review of the professional and academic literature in Section 1. The purpose of this qualitative multiple case study was to explore business strategies for leaders of MNCs managing expatriates to improve business performance. I include an explanation of my role as the researcher and addresses the criteria of the participants in Section 2. In this section, I also elaborate on the research method and design as an extension of the nature of the study. In addition to ethical research, I address data collection dimensions and required reliability and validity elements in Section 2. In Section 3, I present the findings of my study, applications to professional practice, and an elaboration of the implications for social change, and recommendations for action and future research.

Section 2: The Project

In Section 2, I describe the essence of my research study, including the purpose statement to explore what strategies leaders in MNCs can apply to manage expatriates better to improve business performance. I specify my role as the researcher and the participants I interviewed. I also describe the qualitative research method and case study as the design, followed by the population and sampling, and explain how I conduct an ethical research and its importance. In addition to the descriptions, I provide the evidence for reasoning why I conduct the study in such a manner. Finally, I describe the instruments, data collection techniques, data organization techniques, and data analysis techniques.

Purpose Statement

My purpose in this qualitative multiple case study was to explore the strategies that multinational corporate leaders use to manage expatriates to improve business performance. The targeted population comprised expatriates and their leaders who have been working or have worked in a subsidiary company of an American or Canadian MNC in China or Japan. I chose the targeted population as a sample because the cultural distance between Chinese society or Japanese society and American society or Canadian society is substantial. China is an ancient Asian country with a long history and unique culture, and Japan has a similar culture. In contrast, the United States of America and Canada are relatively young with a culture comprised of many different cultures, which mainly exhibits the characteristics of Western-oriented business cultures. The implication for positive social change included the potential of helping the managers in MNCs

discover the strategies to manage expatriates, thereby improving the outcomes of expatriation. Expatriates who experience improved management may enhance their organizational commitment and job satisfaction and work harder to develop the target markets to create more profit for the firms. Furthermore, like domestic companies, successful MNCs could create more job opportunities in local communities, especially in developing countries, and help improve the living standard of people in those developing countries.

Role of the Researcher

In this study, my role was to gather and analyze data from participants and the secondary data sources that I chose. Merriam and Tisdell (2016) emphasized that the role of a qualitative researcher is to retell the stories while being trustworthy in safeguarding the validity and reliability. I traveled to China and Japan in the cities where my targeted subsidiary companies are located, and I interviewed participants face-to-face or through a video communication tool namely Skype. Researchers who conduct interviews through Skype for qualitative research can generate the equivalent results as when conducting face-to-face interviews (Janghorban, Roudsari, & Taghipour, 2014). Using Skype to interview an individual who wanted to change from conventional face-to-face interviews was a helpful alternative or supplemental choice for completing the data collection.

I have not worked for the organizations that I collected research data for this study and I did not know any of the study participants before I contacted them regarding participation. Therefore, I conducted this study without any prior connection with the firms or any self-interest in the organizations. Lapan, Quartaroli, and Riemer (2012)

noted that to conduct a successful and objective research study, the researcher must eliminate constraints of self-interest involved in the research. Ang and Inkpen (2008) stressed that OCQ is a strategic imperative for businesses during the globalization process and international firms cannot conduct global business without it. I was interested in the topic due to the essential role of expatriates to MNCs at expanding their overseas businesses and the success of assignments without any possible self-interest involved.

I contacted all my friends and colleagues to help me recruit their expatriate friends to be my participants. I also participated in one expatriate get-together event held in Shanghai with a friend's introduction to reach more expatriates. I speak Chinese fluently and can speak a little Japanese as well, and some of the expatriates work in China or Japan are fluent in Chinese or Japanese, I used language as a tool to build initial rapport with them. I arranged for the interview once I received informed consent from the individual participants. I always ensured that the participants' identities and oral and written communications remain confidential. I also arranged private and quiet places to conduct interviews, and I showed my respect to my participants by leaving the choices of timeframe and location of interviews with them.

As a researcher, I strived for data saturation. Data saturation is a critical principle for researchers to determine sample sizes in qualitative research (Hennink, Kaiser, & Marconi, 2016). Data saturation occurs when drawing further information produces little or no change to the emerged codes and themes in data collection and analysis (Guest, Bunce, & Johnson, 2006; Tran, Porcher, Falissard, & Ravaud, 2016). To ensure an adequate sample size to achieve data saturation, I further asked my participants to

recommend their expatriate friends or coworkers to potentially serve as participants. I performed the necessary informed consent process before the interview. I transcribed and organized interview recordings diligently through an online web tool named temi.com as well as listened and reviewed multiple times by myself to ensure accuracy. I continued interviewing participants until no new themes emerged and I stopped interviewing participants when I was no longer receiving a substantial understanding of corporate strategies pertaining to expatriate management.

Following ethical protocol is one of the essential criteria for a researcher. I have followed the ethical protocol identified in the Belmont Report throughout the study. Three basic ethical principles identified in the Belmont Report protocol are (a) respect for persons, (b) beneficence, and (c) justice (Obenchain & Ives, 2015). First, respecting participants means the participation of individuals is voluntary (Bromley, Mikesell, Jones, & Khodyakov, 2015). I interviewed only those who had agreed to participate in the study. If anyone wished to quit during the interview process, I would honor his or her wish. None of my participants quitted in the middle of the interview.

Beneficence requires that researchers conducting the study maximize benefits and minimize risks to participants as much as possible (Bromley et al., 2015). Although my research did not involve any experiments, I scheduled the interviews in locations and times most convenient for my participants. I cautiously monitored the interview session to ensure the session lasted within the scheduled timeframe. In a couple of cases, my participants were about to exceed the scheduled timeframe, I reminded them of the time and asked for permission before continuing the interview process.

Negotiating justice means distributing risks and benefits to potential participants fairly (Bromley et al., 2015). I did not think there were direct potential risks or benefits exist, and the potential risks involved in participating in this research were the minimum as well. I kept my participants informed of the rules and left the decision-making right to them.

The researcher conducting qualitative research is considered the research instrument and must avoid researcher bias (Cope, 2014). A researcher has preconceptions that differ from bias as long as the researcher maintains thorough reflexivity; therefore, personal experience is valuable for relevancy and specificity of research (Malterud, 2001). Polit and Beck (2008) recommended that researchers address the issue of avoiding personal bias by maintaining a reflexive journal to record thoughts and feelings to bracket perceptions and subjectivity. I have maintained a reflexive journal and bracketed as well as mitigated personal bias by avoiding viewing data through a personal lens, although I was aware that eliminating personal bias was impossible.

A well-developed interview protocol is crucial to obtain quality qualitative data. Researchers use interview protocols to facilitate the interview process that can involve various groups of people systematically, consistently, and comprehensively through exploring predetermined research questions (Patton, 2015; Yeong, Ismail, Ismail, & Hamzah, 2018). I created an interview protocol (see Appendix A) in advance. I also reminded myself not to interrupt the study participants during every interview process, nor did I remind the interviewees of responses they should have provided. I recorded all interviews and transcribed each interview and maintained a reflective research diary to

acknowledge the way I might affect both the processes and the outcomes of the research. I conducted member checking by asking permission from the participants and sent them summaries of my interpretations of the interviews to review and make the necessary revision. Then I requested them to send the corrected summary back within 1 to 3 weeks.

Participants

I used purposeful sampling combined with snow balling sampling method to choose participants for my doctoral study. Many researchers asserted that using a purposeful sampling method and choosing information-rich cases for in-depth study can generate meaningful results (Gentles, Charles, Ploeg, & McKibbin, 2015; Patton, 2015; Yin, 2011). Also, A researcher applies purposeful sampling when he or she has a clear goal of the study and the researcher recruits participants that suit the purpose of the study (Etikan, Musa, & Alkassim, 2016). The purposeful sampling is the best choice for a case study (Gentles et al., 2015; Patton, 2015; Yin, 2011). The sample population of my doctoral study comprised expatriates and their leaders who have been working or have worked in subsidiary companies of American or Canadian MNCs in China or Japan. I asked all my acquaintances in China, Japan, Canada, and the United States to help me recruit participants within their networks for my study.

The inclusion criteria for selecting participants for this study included that expatriates have had at least one international assignment, and they were growing up in Western culture-oriented countries that include majority European countries, North American countries, Australia, and New Zealand. I chose only the aforementioned countries for the convenience of interview language as English. The geographical

locations are preferably in Shanghai, China, and Tokyo, Japan, but not limited to these specific locations. The researcher decides what needs to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience (Cresswell & Plano Clark, 2017; Etikan et al., 2016). Expatriates and their managers are the major force of business expanding globally and they have the firsthand knowledge and experience of the effect and influence of the corporate strategies on managing expatriates. In my study, expatriates and their managers provided their overseas living and working experiences.

I believe expatriates are a group of busy people, they are more reluctant to take semistructured interviews than to fill out the online survey or questionnaire directly. I am grateful to all my participants to sacrifice their personal or working time to contribute to my study. Within more than 3 months of data collection and analysis time, I have sent out more than 50 individual targeted invitations and averagely more than 10 times follow-up emails. I eventually gave up the last participant but double ensured the data saturation because (a) data saturation has been reached and (b) endless emailing and waiting probably will not secure that interview. Before carrying out the participant interviews, I contacted potential participants through emails to obtain consent from each of my participants. Informed consent is a standard ethical component of research involving human subjects and involves the process of informing participants about the potential risks of a research study and obtaining their agreement to take part in the research study (Perrault & Keating, 2017).

The research question of my study is: What strategies do multinational corporate leaders use to manage expatriates to improve business performance? Accordingly, I chose participants who are current or former expatriate employees and leaders who currently live and work in China or Japan by applying a purposeful sampling approach. The chosen participants included not only current expatriates who have worked in the subsidiaries in China or Japan but also their managers, as well as HR managers in those MNCs. I also chose former expatriates to be research participants. McNulty and de Cieri (2016) noted that little is known about the attraction, development, and attrition factors that impact expatriates' decision-making in relation to international assignment opportunities. I may find organizational attrition factors from those former expatriate employees. HR personnel are in charge of selecting, recruiting, developing, and retaining expatriates, and are also involved in strategic decision-making related to human capital in the corporation. Meanwhile, expatriate participants have the first-hand experience of the good or bad strategies that are relevant to them.

Rapport has a number of positive effects on interviewing including smooth, positive interpersonal interactions, the increased amount of information, and the increased trust (Abbe & Brandon, 2014). I built a rapport with the study participants by speaking the shared languages including English, Chinese, and Japanese. I also revealed my intention to be an expatriate later during the conversation to set the foundation of positionality. Merriam and Tisdell (2016) observed that researchers establish positionality through their race, gender, social class background, sexual orientation, and the study

purposes. A similar positionality can help the researcher develop trust with participants (Merriam & Tisdell, 2016).

I provided a synopsis and scope of the study and explained the necessity of recording and documentation. Finally, In addition to conducting myself according to the informed consent, I practiced the five-phase protocol for potential qualitative research interviewers suggested by Goodell, Stage, and Cooke's (2016), which includes (a) ethics training, (b) a review of basic qualitative research methods and data collection procedures, (c) mock interviews with a previously recorded interview, (d) mock interviews within the research team (with colleagues or family members), and (e) mock interviews within the participant or closely related population before entering the interview process.

Research Method and Design

Qualitative researchers employ small samples in a purposeful form and gather observations that pertain to different aspects of a causal or descriptive question (Gerring, 2017). Gerring (2017) stated that qualitative researchers analyze particular aspects of the samples and express their findings in natural language. A case study is descriptive, and researchers conduct case studies in order to achieve causal inference (Elman, Gerring, & Mahoney, 2016). I selected the qualitative case study after considering multiple research methods and designs.

Research Method

I used the qualitative method to conduct this study. Hammersley (2013) noted that researchers use the qualitative method to study the real complex world by observing

behaviors and conducting interviews to collect research data. Quantitative researchers examine the relationship between numerical variables by using a variety of statistical and graphical techniques (Saunders et al., 2015). Researchers use mixed methods that combine the qualitative and quantitative research methodologies in the same research inquiry, either concurrently or sequentially to understand a phenomenon of interest (Venkatesh, Brown, & Sullivan, 2016). The quantitative research method is not suitable for my study because I was not going to examine the relationship between any numerical variables. Accordingly, the mixed methods approach that applies both qualitative and quantitative inquiry techniques was also unsuitable because my research study did not involve using various statistical and graphical techniques that specific fit for quantitative research.

Qualitative researchers are interested in understanding how people interpret their experiences, how they construct their worlds, and what meaning they attribute to their experiences (Merriam & Tisdell, 2016). Malterud (2001) pointed out that the findings from the qualitative research are not applicable to generalization but are used as descriptions, notions, or theories applicable within a specified setting. Leaders of MNCs may use findings from this study to identify and implement strategies to effectively manage expatriate employees. I used the qualitative method to understand participants' experience with the strategies relevant to them in the firm; therefore, the qualitative methodology was the best choice for conducting this study.

I used the qualitative method to conduct this study. According to Merriam and Tisdell's (2016) summarization, four characteristics of qualitative research that include

(a) interpretivism is the main philosophy, (b) the researcher serving as the primary instrument for data collection and analysis, (c) the process is inductive (i.e. researcher gather data to build concepts, hypotheses, or theories), and (d) the researcher conveying what have learned about a phenomenon descriptively. I was the primary instrument for data collection and analysis, and I applied interpretivism to lead my study. Qualitative researchers interpret emotional and subjective worldview through their analyses (Idowu, 2017). As a scientific philosophy, researchers apply interpretivism to reveal the essence of social order such as business strategies from intentional action and interaction at the individual level (Packard, 2017).

Research Design

I considered four qualitative research designs for my doctoral study research: ethnography, narrative design, phenomenology, and case study. Researchers use the ethnographic design to explore a distinct issue or shared experience in cultures or subcultures and specific settings (Cruz & Higginbottom, 2013). I did not intend to explore issues in cultural settings to find solutions, therefore, I did not use the ethnographic design. Narrative researchers study human experience through storytelling (Merriam & Tisdell, 2016). Merriam and Tisdell (2016) pointed out that the emphasis of the narrative method is on the stories people tell and on how these stories are communicated. I did not intend to relay stories and how the stories are connected. Researchers use a phenomenological design to search for meaning (Grossoehme, 2014) which was not the purpose of this research study. Therefore, the phenomenological design was not my choice of research design.

Researchers use a case study design to generate insights from intensive and in-depth research to explore or explain by asking questions a real-life topic or phenomenon (Yin, 2018). I used a multiple case study to explore what strategies the multinational corporate leaders may apply to retain and manage expatriates. A case study is an in-depth investigation and analysis of a real-world contemporary phenomenon (Yin, 2018). A researcher should focus on experiential knowledge of the case and pay close attention to the influence of its contexts to understand its complexity and particularity (Stake, 2005). However, Patton (2015) noted that qualitative inquiry designs cannot be completely specified in advance of fieldwork although a researcher could initially specify an initial focus, plans for observations and interviews, and primary questions to be explored. Patton (2015) stated that the naturalistic and inductive nature of the inquiry makes it both impossible and inappropriate to specify operational variables, state testable hypotheses, and finalize either instrumentation or sampling schemes. The qualitative design is partially emergent as the study occurs and unfolds as fieldwork unfolds (Patton, 2015). A case study research has a higher level of flexibility than other qualitative approaches would (Hyett, Kenny, & Dickson-Swift, 2014). A case study was the most appropriate choice for my study because researchers use the case study design to explore a complex issue that requires an emphasis on subtle distinctions, sequential events, and individual characteristics (Stake, 1995).

Yin (2018) stated that a researcher chooses case study design if (a) the purpose of the main research question is to answer *what*, *why*, or *how* questions, (b) the researcher does not have control over behavioral events, and (c) the phenomenon of study is current

and ongoing. A case study design was suitable for my research study because the strategies I explored may be useful now and, in the future, and the research question was equivalent to how to manage expatriates to improve their performance. The researchers study multiple cases to understand the differences and similarities between the cases (Baxter & Jack, 2008; Stake, 1995). Also, the researchers can analyze the data both within each context and across contexts through multiple case study (Yin, 2018). Above all, researchers create strong and reliable evidence in multiple case studies (Baxter & Jack, 2008; Ridder, 2017; Vannoni, 2015).

Qualitative researchers must justify samples of data and stop gathering information when redundancy or repetition of information is appearing (Saunders et al., 2015). I reviewed all transcripts and notes from participant interviews and used thematic coding to monitor data saturation. Fusch and Ness (2015) noted two distinctive characteristics of data saturation which are (a) information is sufficient to replicate the study and (b) further effort has been made to obtain additional new information but only duplicated themes have emerged. I kept interviewing more participants until I achieved data saturation. Researchers can use triangulation to increase credibility in the research data, provide a more vigorous understanding of the research topic, and reveal findings that would otherwise remain unrecovered using a single method (Jick, 1979; Renz, Carrington, & Badger, 2018; Thurmond, 2001). Triangulation using multiple sources of data means comparing and cross-checking data collected through observations at different times or in different places, or interview data collected from people with different perspectives or from follow-up interviews with the same people (Merriam & Tisdell, 2016). For applying

triangulation, I used member checking by providing each participant with a summary of my interpretation of the interview to verify if my understanding was objective and without deviation. Several of my participants made corrections and returned to me within 3 weeks. I also compared the collected interview data with the relevant publicly available data.

Population and Sampling

The sample population for this qualitative study is expatriates, expatriate managers, and HR personnel who have been working or have worked in subsidiary companies of American or Canada MNCs in Shanghai China or Tokyo Japan. I used a purposeful sampling method and backed up with a snowball sampling method if I could not reach a data saturation point with the purposeful sampling only. Qualitative researchers provide convincing results of the phenomenon by using each chosen participant generating rich, dense, and focused information to add value to a study in the form of purposeful sampling (Cleary, Horsfall, & Hayter, 2014; Wu, Huang, & Lee, 2014). I contacted my friends and colleagues to reach out to their networks to recruit current and former expatriates, expatriate managers, and HR managers to be initial participants of my study. I also requested my participants to provide their fellow expatriates' contact information to obtain more participants.

With a purposeful sampling method, researchers rely on their knowledge and experience to judge and determine the sample (Etikan et al., 2016; Gentles et al., 2015; Palinkas et al., 2015). Patton (2015) specified that purposeful sampling is a logic and powerful method in selecting information-rich participants in qualitative case study

research. The sampling process involves the identification and selection of individuals or groups of individuals that are proficient and well-informed with a phenomenon of interest (Etikan et al., 2016; Palinkas et al., 2015; Patton, 2015). Therefore, the inclusive criteria for sample population for this study include persons who were grown up in Western culture-oriented countries that include majority European countries, North American countries, Australia, and New Zealand and over the age of 18 who have had at least one international assignment experience. Preferably, those expatriates who have sufficient experience in international assignments. The geographical location is preferably in Shanghai China or Tokyo Japan but not limited to these very locations, and the corporations must have operations in China or Japan.

I attempted a sample size of including at least six expatriates that also include expatriate managers and HR managers first. In a qualitative research study, researchers determine the sample size by data saturation and not by statistical power analysis (Etikan et al., 2016; Wu et al., 2014). Data saturation occurs when sampling more data does not lead to more information (Fusch & Ness, 2015), or further data collection will not bring incremental benefit to the research exploration (Robinson, 2014). Researchers find only informational redundancy when they are reaching data saturation point and additional data collection contributes little or nothing new to the study (Gentles et al., 2015). Initially, I secured six expatriates to participate in my study. The analysis result showed the repetitions of the themes, for ensuring the data saturation, I further interviewed one more participant by applying the snowball sampling method.

The snowball sampling method associates with chain-referral or link-tracing, is a respondent-driven sampling method (Heckathorn, 2011; Patton, 2015; von der Fehr, Sølberg, & Bruun, 2018). I used confirmed participants to refer to one or more participants to contribute to my study. The snowball sampling method is widely employed in qualitative research on hard-to-reach populations (Heckathorn, 2011; Kirchherr & Charles, 2018; Waters, 2015). Researchers use snowball sampling to reach more participants within a certain social network (Heckathorn, 2011; Moser & Korstjens, 2018; von der Fehr et al., 2018). Currently, I am an outsider to the expatriate population and do not have any affiliation with any of MNCs that expatriates are employed. Thus, it was difficult for me to set up a direct communication channel to reach them. I relied on confirmed participants to provide me contact information or help me to connect to other expatriates within their social network.

Although data saturation is the desired outcome, researchers should consider the following factors when selecting a sample size: sample adequacy, data quality, and variability of relevant events are often more important than the number of participants (Malterud, Siersma, & Guassora, 2016). Malterud et al. (2016) noted that researchers are likely to achieve data saturation with multiple in-depth interviews with knowledgeable and experiential participants more quickly than with inadequate participants. In addition to knowledge and experience, the availability and willingness to participate, and the ability to communicate experiences and opinions in an articulate, expressive, and reflective manner are also of importance (Bernard, 2002; Etikan et al., 2016). I sought

expatriates who were willing to share their knowledge and experience to be participants of my study.

Data saturation is a tool that researchers use to ensure the adequacy and quality of the data collected (Marshall, Cardon, Poddar, & Fontenot, 2013). Guidelines for sample size vary among qualitative research methodologists, and case studies are the most difficult to classify (Marshall et al., 2013). Data triangulation is another method to achieve data saturation (Fusch, Fusch, & Ness, 2018; Fusch & Ness, 2015). I used data triangulation to ensure data saturation as well through (a) in-depth interview data of expatriate participants, (b) information data from publicly available corporate online information, and (c) relevant industry agencies' publicly available data.

Ethical Research

I conducted this study after receiving the Walden University Institutional Review Board's (IRB's) approval. University research ethics committees are responsible for the oversight and review of research proposals involving human participants (Carey & Griffiths, 2017; Gallagher, McDonald, & McCormack, 2014). The final IRB approval number for the doctoral study I have obtained is 07-31-19-067140. I immediately asked my friends and colleagues to provide me with potential participants' names and contact information. I immediately began contacting each of the potential interviewees and sending them an electronic invitation (sample in Appendix B) to participate in my doctoral study. In the initial email, I attached an explanation of the purpose of the study and provided a written consent form.

Researchers often pay participants, but they also need to consider the rising ethical and practical issues (Polacsek, Boardman, & McCann, 2017). I notified the potential participants that their participation was voluntary, but I would provide \$18 dollar as an appreciative token for their participation. Also, I would share a summary of the findings of my study with those participants. I ensured that they knew that their time and effort were greatly appreciated and their experience and knowledge are invaluable to my study and to the development of this specific area of knowledge reservoir.

The consent form included specific details of this study which comprised participation of the population sample, how data would be collected, risks and benefits of this study, and also all information would remain confidential. One of the critical characteristics of an ethical study is the participants' consent form ensures the researcher follows the established ethical guidelines with the participants (Obenchain & Ives, 2015). I stated that all the information of the participants and their employers will remain confidential. I will neither provide the information to the employers of the individual participants nor will I expose the names of the corporations for which my participants are or were working.

I make sure that my participants understand that they have the right to withdraw from the study at any time using any written method of communication they desire. Hammersley (2015) noted that participants shall be able to withdraw or modify their consent and to ask for the destruction of all or part of the data that they have contributed during the data gathering phase. After I receive the signed consent form, I contacted the participants to schedule either a face-to-face or Skype interview in their choices.

Meanwhile, I provided all my participants with my contact information to ensure they can reach me for any additional information or questions that may arise later.

In the consent form, I also informed all participants that the data they provided will be under an alias name and I will maintain all written documents in a safe and secured place for 5 years to protect the rights of participants. Member checking may be a valuable and useful tool when dealing with the possibility of breaching confidentiality via deductive disclosure (Smith & McGannon, 2018). I ensured confidentiality through constant member checking as well. All electronic data I collected will also be stored for 5 years on a password protected electronic file. After 5 years, I will destroy all the collected data.

Data Collection Instrument

As the researcher of this qualitative multiple case study, I was the sole data collection instrument. Researchers are the primary data collection instruments and analysts in qualitative research (Merriam & Tisdell, 2016; Patton, 2015). As the data collection instrument, a researcher shall maintain ethical skills and sensitivity before, during, and after the data collection process (Robinson, 2014). I remained sensitive and was familiar with my topic as well as followed all the ethical guidelines. I collected two types of data including the semistructured interview data and the relevant corporate and industry agencies' publicly available information for my research study. I also considered other data for a qualitative case study research such as focus groups interview data, observation data, archival record data, and artifact data (Merriam & Tisdell, 2016; Paradis, O'Brien, Nimmon, Bandiera, & Martimianakis, 2016; Yin, 2018).

Researchers use semistructured interviews to solicit adequate and an appropriate amount of information related to the topic because the open-ended questions delimit both the domain and the type of information sought (Britten, 2006; Morse, 2015a).

Researchers use semistructured interview techniques to collect reliable, comparable qualitative data (Baines, Dulku, Jindal, & Papalois, 2018). I collected the primary data for the study through semistructured interviews. I asked my participants a set of open-ended questions within the area of my research topic during the interviews.

A case study interview protocol (see Appendix A) was created and applied in this study. Researchers who follow a fully developed interview protocol can elicit accurate descriptions of experienced events (Brown et al., 2013). Yin (2018) specified that a case study protocol ensures the reliability of the data obtained by keeping the researcher focused on the topic. A case study protocol can consist of, but is not limited to the following: (a) the primary research question of the case study, (b) an outline of data collection procedures, (c) interview questions, and (d) an initial outline of case study report (Yin, 2018). I used the case study interview protocol to conduct interviews and to ensure a consistent approach throughout all interviews.

Yin (2018) proposed to include documentary information and archival records into a case study data collection. Organization policies, protocols, letters, records, photographs, art, meeting notes, and checklists may be ideal as a ready source when the researcher conducts the textual analysis (Merriam & Tisdell, 2016; Paradis et al., 2016). I downloaded relevant publicly available corporate information and other closely connected industry agencies' data. I analyzed obtained online corporate information that

includes company mission statement and vision, executive information or bio, and career or talent section data, as well as reports and contents from websites of expatriate forums and mobility agencies. I also used those data as a second data source to triangulate with the interview data to ensure validity and reliability.

Triangulation is one of the strategies qualitative researchers use to ensure the credibility of the study findings (Johnson et al., 2017; Kern, 2018; Noble & Smith, 2015). I reviewed the online companies' information and used member checking in addition to semistructured interviews to triangulate the collected data. Member checking is one of the methods to validate the data, thereby enhancing the reliability of qualitative research (Madill & Sullivan, 2017; Varpio, Ajjawi, Monrouxe, O'Brien, & Rees, 2017; Yin, 2018). I conducted member checking by asking each of the participants to review the summary of the interview data analysis to validate my conclusions following each interview.

Data Collection Technique

The primary data collection technique I used was face-to-face in-person or virtual online semistructured interviews. The second data collection technique for the study was the publicly available corporations' online information.

Interview is one of the most important sources of case study evidence (Yin, 2018). Also, the advantages of interview data collection technique include (a) researchers have the options to design and administer interview questions (Weller et al., 2018), (b) interview data are useful to researchers who intend to understand participants' understandings of a particular phenomenon in interest (Carl & Ravitch, 2018; Castillo-

Montoya, 2016); and (c) researchers gain in-depth understanding of participants' experience through interviews (Rosenthal, 2016). I designed the interview questions relevant to my research question and administered the interview with expatriates to obtain sufficient data on their experience and perception of effective strategies that leaders can use. Through seven interviews, I gained deep understanding of expatriate management strategies.

However, the interview data collection technique entails disadvantages. Interview data collection is dependent on the interactions between participants and interviewers, and it may cause (a) intrusive issues to the participants, (b) time-consuming to both parties, (c) costly issue, and (d) bias issues (Doody & Noonan, 2013; Plakhotnik, 2017). I made two trips to China and visited Japan once from the United States to reach out to potential study participants.

Researchers conduct face-to-face or virtual interviews to build rapport and observe nonverbal cues from participants. Building rapport with participants is helpful when conducting qualitative interviews (Merriam & Tisdell, 2016). I asked in-depth questions to each interviewee due to the small number of participants to enrich the data. Interviews should take place in a safe and quiet area at a location that suits the accessibility and convenience of the interviewee (Bengtsson & Fynbo, 2017; Magnusson & Marecek, 2015). However, choosing an appropriate meeting place and time spent on going to the place is inconvenient for both the researcher and participants sometimes. I discussed in advance with my participants to select a private location of their choice,

preferably at their place of employment. Or, with the agreement, set up a Skype meeting were both convenient and time saving for researcher and participants.

Researchers who conduct online interviews using computer-mediated communication (CMC) tools, such as Skype, encounter their strengths and weaknesses. Merriam and Tisdell (2016) noted one of the obvious strengths is that geography or time no longer constrains the researchers in considering participants. I used CMC tools to interview those who are not in Shanghai or after I returned to the United States. Another strength was that many CMC tools enable researchers to make video recordings, which I could use to explore or review nonverbal cues later. However, the use of CMC tools to collect data is not free of weaknesses. The most obvious weakness is that the Internet around the world is different in quality and breakdowns happen often. Seitz (2016) argued that despite the advantage that researchers can establish a visual synchronous interaction with participants through Skype in a convenient time and a comfortable space, by using Skype, researchers possibly risk themselves to experience the dropping calls and pauses, inaudible segments, inability to read body and nonverbal cues, and loss of intimacy.

Also, not everyone has access to various CMC tools or the knowledge of how to use them. I considered expatriates all are well-educated and the experience traveling around the world must have equipped them with great CMC tools skills. Strategies to overcome the challenges researchers might encounter when they are using Skype to conduct interviews include (a) confirming a stable internet connection, (b) finding a quiet room without distraction, (c) slowing down and clarifying talk, (d) being open to

repeating answers and questions, and (e) paying close attention to facial expressions (Seitz, 2016). I applied all the useful strategies to ensure the quality of the collected data. The majority of participants who used Skype to participate in the interviews did not use a webcam, and I did not correct because I can tell from their coherent conversation and confident voice, that the experience was real and reflective.

I produced an interview protocol (see Appendix A) in advance to ensure the quality of the interviews. With consent, I recorded the participant interviews with an audio application on my laptop. I also used a different audio application on my iPhone as a backup recording device. I reminded study participants about the member checking process right after the last interview questions answered. As a routine, I double checked with the participants of their and mine contact information to make sure further communication relevant to study can continue. The interviews ended with a sincere thank you to my appreciation for their participation.

I searched all the websites of the corporations that my participants worked or have been working as well as the MNCs on my initial list of the American and Canadian companies that are registered with the Shanghai Business Bureau. I downloaded the information relevant to this study, which included company mission statement and vision, executive information or bio, and career or talent sections. I also visited online expatriate forms and industrial mobility agencies' websites and downloaded relevant information and reports. The relevant information was the secondary data source for the study and stored in electronic format.

Member checking can be used during data collection or during analysis, and this method is often used in qualitative research to improve the trustworthiness of data or credibility of findings (Goodell et al., 2016). I used member checking during the data collection and analysis stage by sending participants a summary of my interpretation of each interview transcript for participants to validate, review and provide further comments. Merriam and Tisdell (2016) confirmed that some researchers are doing member checking throughout the course of study, and it is one of the common strategies for ensuring internal validity.

Data Organization Technique

Data organization is essential to ensure a smooth and successful data analyzing process. As the primary data collector of this study, I created a case study database and transferred collected data into electronic versions in different e-files according to the category. I carefully documented and labeled collected data including interview recordings, interview transcripts, interview analyses, corporate documents, agency data, my observation journal, research logs, and my reflective journal.

Interview data is the foundation of this qualitative multiple case study. To respect my participants, I let them choose their coded identifiers, which did not end up very well. Some of my participants chose numbers as their coded identifiers, some chose letters or words, and one chose the combination. Therefore, at the beginning of each interview, I provided the identifier according to their preferences and all participants accepted the given identifiers. Thus, I labeled interview voice recording documents, interview transcripts, and each interview analysis with the corresponding participant's identifier. I

carefully documented each participant with their identifiers in a separate Microsoft Excel spreadsheet, which included participants' other demographic information for serving the purpose of confidentiality.

I labeled all journals and logs chronologically by the date the event happened. I also named the downloaded corporate documents with the publishing date and an acronym of the document. I have maintained research evidence in an orderly way in order to create an audit trail for my research. Researchers use an audit trail to meet the study criteria of dependability and conformability (Darawsheh, 2014; Houghton, Casey, Shaw, & Murphy, 2013). Yin (2018) also observed that a trackable and complete case study database can increase the reliability of a case study.

I used a password to protect electronic files to ensure that I will be the only one to have access. I also kept one copy of all e-files in my laptop for data analysis and one copy on an external hard drive in case of laptop failure. I will preserve the collected data for 5 years, and I will lock the external hard drive and all the nondigital data in a secured space and shred and burn them after 5 years of the completion of this study.

Data Analysis

I began data analysis concurrently with the data collection process. For a qualitative researcher, analyzing collected data while continuing to collect data is necessary and essential (Merriam & Tisdell, 2016). Therefore, in addition to the purposeful sampling method, I applied the snowball sampling method to continue the participants' recruitment process and thereby the data collection process. I carried out research data analysis based on the OCQ conceptual framework and GTM. The main

purpose of the data analysis was to discover the strategies the leaders can use to manage expatriates to improve business performance through the lens of the conceptual framework. Yin (2018) summarized four general strategies to conduct data analysis for case study including (a) relying on theoretical propositions, (b) working your data from the “*ground up*,” (c) developing a case description, and (d) examining plausible rival explanations. During the data collection and data analysis, I also continued further immersing myself in the literature review. Researchers who continue going through substantive relevant literature after data collection that has begun can enhance data analysis (Bogdan & Biklen, 2012; Merriam & Tisdell, 2016).

I followed the general steps of Yin (2018) including (a) data Compiling, (b) data disassembling, (c) data reassembling, (d) data interpreting, and (e) data concluding. Data analysis is a complex procedure that involves moving back and forth between a concrete portion of data and abstract concepts (Merriam & Tisdell, 2016). Data analysis is an iterative process. Therefore, I went through those steps back and forth until I reached the study conclusions.

For compiling research data, I collected data from seven expatriates include two senior managers, four middle managers, and one new expatriate. I scheduled the times and locations convenient to my participants when I was receiving the consent through e-mail. A couple of participants postponed the interview several times due to the unpredictable arising events. Only one interview was conducted in-person at a tranquil individual room in a quiet teahouse in Shanghai, the rest interviews were via Skype. The majority of the study participants are extremely busy, and I have followed up with them

every week for a total of 3 months. Only one participant chose to use video call and the rest participants chose an audio call to conduct interviews. I did not ask them to switch to video calls because the study is not psychological in nature and I really do not have to mind if I can observe my participant's facial emotions or body gestures. Because ensuring the study participants feel comfortable to share their experience was the ultimate goal of the interview. The logical and coherent speech could prove that the participants were confident about their experience that can add value to my study. I conducted seven original interviews plus one follow-up member checking interview in 8 days over 13 weeks. I also gathered research data from publicly available industrial agencies and corporations' websites.

For assembling data, I used [temi.com](https://www.temi.com), a website that specializes to help transcribe audio documents after the completion of each interview. The transcriptions' correctness was relatively high though vigorous review and revise were conducted manually afterward to ensure accuracy. I assembled the interview data by each participant. The corporations' information and data from industrial agencies were assembled into individual documents as well.

Then I disassembled the data by themes and manually analyzed. I featured the themes based on the manual analysis. In this case study, I used Dedoose to analyze research data. Using Dedoose, I imported all case study data from the interview data with key stakeholders such as expatriates, their managers, and HR personnel to the publicly available corporation data, to analyze and also compare findings. Coding is a process to enable researchers to retrieve specific pieces of the data by assigning designation to

research data (Merriam & Tisdell, 2016). I constructed a coding framework using the keywords identified during the data collection and analysis through the lens of the conceptual framework of OCQ theory and GTM models. I used Dedoose to analyze all the interviews, corporate documents, and agency data and extract the evidence for each finding. Coding is a critical data disassembling step of data analysis.

I sent a summary of the analysis, the initial interpreting of the collected interview data to each participant whenever I completed the data transcription and analysis. One of the participants agreed to carry out the follow-up interview through Skype and discussed in detail what he agreed and clarified one minor discrepancy. The rest of the participants conducted member checking via e-mail, and most of them simply agreed with the summary of the interview analysis.

I also used Microsoft Excel to conduct manual data analysis. Using an Excel spreadsheet, I assigned codes and manually list those most frequently emerged themes at the top of the Excel spreadsheet. I entered all the interview transcripts and corporate information data into an Excel spreadsheet, compared and inducted. I repeated the analysis cycles until the main themes emerged and the most important strategies that firms used to successfully manage expatriates emerged. A conclusion was made on the revealed main themes. I also compared and contrasted the findings to the existing literature.

I used methodological triangulation for this qualitative case study. Qualitative researchers use triangulation to minimize bias (Smith & Noble, 2014). Methodological triangulation is one of the most commonly used triangulation methods with which

researchers use multiple approaches to study a research problem (Hastings & Salkind, 2013; Joslin & Müller, 2016). I completed the triangulation by conducting semistructured interviews following the interview protocol presented in Appendix A, carrying out the member checking, and obtaining and reviewing corporate documents and agency data. I also have maintained a journal of reflexivity at the beginning of the data collection process and did not close it until the finalization of the study. I constantly scrutinized my personal perception of the collected data at various stages of data analysis to minimize personal bias.

Reliability and Validity

Researchers ensure reliability and validity in different ways in qualitative and quantitative studies. In a qualitative study, reliability and validity indicate research trustworthiness and authenticity (Merriam & Tisdell, 2016). Whereas, the criteria for measuring quantitative research are internal validity, external validity, reliability, and objectivity; the alternative standards for qualitative research are credibility, transferability, dependability, and confirmability (Lincoln & Guba, 1985; Merriam & Tisdell, 2016). However, researcher bias may impact the validity and reliability of study findings (Smith & Noble, 2014). Ethical behavior is another crucial criterion to follow for a robust qualitative research study along with validity and reliability (Merriam & Tisdell, 2016).

Reliability

Reliability in qualitative research refers to whether study results make sense and are dependable and consistent with the collected data (Lincoln & Guba, 1985; Merriam &

Tisdell, 2016). Smith and Noble (2014) observed that reliability exists in the consistency of the analytical processes. Qualitative researchers can use strategies including triangulation, peer examination, member checking, and an audit trail to ensure consistency and dependability (Darawsheh, 2014; Houghton et al., 2013; Merriam & Tisdell, 2016). Therefore, I ensured that the research method and design process, data collection processes, data analysis process, and conclusion development process are all consistent with each other.

To address dependability, I conducted a member checking of data interpretation with the study participants. Researchers use member checking to solicit feedback or confirmation on researchers' preliminary or emerging findings from study participants (Charmaz, 2006; Maxwell, 2013; Merriam & Tisdell, 2016). Properly using member checking techniques, I sent the summary of the interviews to the participants to verify if I had accurately captured their responses. Additionally, I sent participants the emerging themes I discerned from the interviews and my findings of the research and requested their feedback and confirmation. I also wrote down relevant information in a reflective journal throughout the research process. Researchers can use reflective journals to demonstrate reliability (Darawsheh, 2014; Grosseohme, 2014; Houghton et al., 2013). Dependability is equivalent to reliability in qualitative research whereas presenting validity includes credibility, transferability, and confirmability of a study.

Validity

Validity refers to the integrity of the researcher(s), the appropriateness of the application of methods, and the accuracy of findings from the research (Noble & Smith,

2015). Merriam and Tisdell (2016) listed four strategies of (a) triangulation, (b) member checking, (c) integrity of researchers, and (d) reflexivity to ensure the credibility or internal validity of qualitative research. Researchers use triangulation to overcome the weakness or intrinsic biases and the issues that stem from research designs using a single method, single observer, single data source, or single-theory studies (Joslin & Müller, 2016; Patton, 2015). Researchers can apply multiple member checking methods to triangulate data accuracy and research results to enhance the understanding of a phenomenon, which leads to more valid interpretations of the phenomenon (Birt, Scott, Cavers, Campbell, & Walter, 2016).

Member checking is also called respondent validation where researchers ask for feedback on the emerging findings from the participants that have been interviewed to rule out the possibility of misinterpretation and solicit further perspectives (Maxwell, 2013; Merriam & Tisdell, 2016). However, member checking could be ineffective because participants' political and personal views may influence member checking (Smith & McGannon, 2018). In this study, cultural difference was the focal point and expatriates' political views should not have affected their reflection of the international assignment experience.

Using member checking methods appropriately can enhance the trustworthiness of the research results (Birt et al., 2016). Also, Patton (2015) argued that credibility relies on the integrity of the researcher to a great degree, and he further urged researchers to do their due diligence on the research topic. Therefore, I remained diligent all the time when I was conducting this study. Reflexivity is how the researchers affect and are affected by

the research process (Probst & Berenson, 2014). During the interview process, reflexivity specifically involves being self-aware, examining assumptions, beliefs, and preconceptions, and constantly checking the interaction with participants (Mann, 2016). I constantly used reflexivity to adjust data analysis and research results.

I applied triangulation by obtaining not only semistructured interviews but also relevant corporate publicly available information. Using member checking, I asked for verification of interview interpretations from participants, asked for feedback and confirmation on my findings of corporate information, and asked for participant perspectives on my initial conclusions. I have exhibited a researcher's integrity by faithfully following the case study protocol and exhausting all the possibilities of the research results. Maintaining a reflective journal has begun since I had started working on the research proposal and I continue to write down everything related to the research process including how I feel.

Transferability or external validity is concerned with the extent to which the findings of one study can be applied to other contexts (Merriam & Tisdell, 2016; Noble & Smith, 2015). Two strategies are useful to ensure the possibility of transferability these include providing a thick and rich description of the evidence (Lincoln & Guba, 1985; Merriam & Tisdell, 2016) and maximizing variations of sampling (Merriam & Tisdell, 2016; Patton, 2015). I provided definitive evidence to support my findings so that other researchers might be able to use my findings and apply them to similar settings.

To achieve data saturation, I have (a) interviewed enough participants through purposeful sampling backed up with snowball sampling and (b) collected all relevant

companies' information and agency data. Patton (2015) noted maximum variation of sampling involves purposefully picking a wide range of samples to get a variation on an area of interest. I included expatriates, their managers, and HR personnel who are related to international businesses in my sample population. I expanded the sample population when I found I might not be able to find enough participants in my initial scope of the sample population that was limited to Americans who worked or are working in China. Data saturation is the point at which the researcher understands the theoretical themes to be sufficiently rich and thick (Fusch & Ness, 2015; Lowe, Norris, Farris, & Babbage, 2018). Morse (2015b) confirmed that data saturation is a crucial criterion for the rigor of research. Only research findings generated from saturated data are valuable contributions to the literature (Morse, 2015b). I continued data collection until I reached the data saturation point.

Confirmability refers to the neutrality and accuracy of the research data and is closely linked to dependability (Houghton et al., 2013). Confirmability involves an analysis of data and an auditing trail that ensure that the findings resonate with the source data (Venkatesh, Brown, & Bala, 2013). Cope (2014) clarified that confirmability related to the researcher's ability to demonstrate that the data represented the participants' responses but not the researcher's viewpoints. I recorded the interviews and downloaded all the documents to ensure I can transcribe them accurately. Also, I conducted member checking through the processes of data collection, data analysis, and conclusion development processes to make sure I will keep my viewpoints out of the data collected. I ensured the confirmability of the research through an accurate interpretation of data.

Summary and Transition

In Section 2, I included a description of my role as the researcher and the participant selection process. In this qualitative multiple case study, the sample population included expatriates, expatriate managers, and HR managers. I also included the ethical research criteria involving informed consent processes and corresponding protocols followed by a description of data collection instruments, data collection and organization techniques, and data analysis in Section 2. I used methodological triangulation for data validation and data analysis and used member checking, document review, and nonparticipant observation to enhance the reliability and validity of the study. In Section 3, I present findings, an application to professional practice, and implications for social change. I also include recommendations for action and further research as well as a personal reflection and study conclusions in Section 3.

Section 3: Application to Professional Practice and Implications for Change

Introduction

My purpose in this qualitative multiple case study was to explore the strategies that the leaders in MNCs use to manage their expatriates to improve business performance. I recruited six expatriates through the purposeful sampling method, and I further applied the snowball sampling to recruit one more expatriate to participate in my study. Several of those expatriates are in middle manager positions, one of them is a brand-new expatriate, and one of them is a female expatriate. I offered the coded identifier to participants as P_A, P_B, P_C, P_D, P_J, P_L, and P_R to ensure confidentiality. I analyzed interview data along with the information on corporations' websites including company mission statement and vision, executive information or bio, and career or talent sections. I also analyzed other data that came from websites of expatriate forums and mobility agencies.

In this section, I present findings from the responses of expatriates and related other information to the strategies either they have implemented, or they have experienced that can improve the business performance. I explored the study data according to the conceptual framework of OCQ theory and GTM models to identify themes and relationships between the literature and the collected data. This section begins with the presentation of findings, discussion of the application of the study findings of the strategies to manage expatriates, the implication of the study results for social change, recommendations for future action, recommendations for further research to improve business practices, reflections on the research, and ends at the study conclusions.

Presentation of the Findings

The overarching research question for this study was: What strategies do multinational corporate leaders use to manage expatriates to improve business performance? Analyzing the interview data along with the published online corporate information, five themes that emerged may have indications of the feasible strategies to better manage expatriates, which include (a) expatriation and expatriate types, (b) GTM and the alignment of expatriate personal goals and corporate missions, (c) attractive compensation packages, (d) improving OCQ, and (e) perceived organizational support.

The five critical themes emerged from the interview reflect corporate international development strategies viewed through and extracted from OCQ theory and its subcomponents that include position, process, and path capabilities, as well as GTM models that comprise mainly four steps of attracting, selecting, developing, and retaining global talented people. The major workforce of global talent is expatriates. Expatriate types include (a) AEs, (b) SIEs, and (c) inpatriates. Large MNCs provide enticing compensation package and financial gain is still one of the critical factors that employees volunteer to become expatriates. A win-win situation happens when the expatriates' personal goals and professional development are aligned with the corporate missions and their vision of expanding globally. Organizational CQ is critical for MNCs extending their businesses in the world market and maintaining its global competitive advantage. Individual expatriates' CQ and top management team's CQ and their learning opportunities and capabilities are essence embedded in OCQ, which can determine the application of strategies and the successful expansion of the corporation business.

Expatriation Purpose and Expatriate Types

Mainly, expatriates serve as knowledge transfer agents (Baruch et al., 2016; Caligiuri & Bonache, 2016; Kraimer et al., 2016). Exercising advanced managerial or technological skills is the way expatriates transfer knowledge. Traditionally, the direction of knowledge transfer is from HQ company to subsidiary companies. Under the traditional method, the HQ companies deploy AEs to serve as headers of functional departments of the subsidiary companies or project managers to lead a crucial overseas project. P_J has listed four purposes for the expatriation including (a) open market, (b) solve a business problem, (c) establish a new operation, and (d) management function. P_R also stated that his mission includes (a) establish a new operation, (b) act as a high-technology advisor, and (c) perform administrative duties. The findings of the purposes for expatriation confirmed the ones in existing literature that firms using expatriation to develop managerial talent, to control and coordinate overseas' organizational development (Edström & Galbraith, 1977; Harzing, 2001; Kraimer et al., 2016), and to transfer advanced and corporate specific knowledge to subsidiaries in foreign countries (Lin & Zhao, 2016).

In P_J's case, he was initially working for an overseas project domestically and had accumulated relevant expertise. When the cost-effective gap became too overwhelming, he was assigned to lead the team to complete the project in Asia. He served two significant roles, including (a) carry out the project and (b) find a local replacement to continue his managerial function at the end of his assignment rotation. Expatriates are also serving to fulfill the purposes of controlling and coordination for organization

development (Edström & Galbraith, 1977; Harzing, 2001; Kraimer et al., 2016). P_J is in charge of the line of business in Asia. Meanwhile, he needs to report back to the home base HQ and coordinate the communication to ensure the development direction of the regional projects are aligned with the corporate strategy and mission. P_A has served as an AE, and the company he serves has authorized with significant amounts of autonomy. P_A expressed that he has the maximum flexibility but sometimes he wishes the company would provide more precise guidance. P_R has served in his company for more than 30 years and he wanted to contribute his expertise to ensure the success of the new operation in China before his retirement.

In Company A, P_J was an AE. When he completed his assignments, he fell in love with the local culture and the same types of jobs. He decided to stay and he joined Company B as a SIE to contribute his expertise and enjoy the cultural environment. Company B has a HQ in P_J's home country too. P_B, on the other hand, became an independent SIE after the completion of his rotations as an AE and chose to work for a Chinese high-tech corporation to contribute his superior managerial skills. He also contributed to expanding the company's business overseas through his connections and customer dealing skills around the world market. In his words, P_B's two essential roles comprise (a) helping introduce key technology to the company and (b) dealing with customers outside China with his accumulated experience. P_B is especially proud of the skills and knowledge he obtained when he worked as a lawyer in his earlier days. He said

Certain technology is more common in the U.S. for automation, but not so advanced in China... majority of Chinese live in China for their whole lives, and

actually the same as a lot of Americans too, they never travelled outside the country. It would be especially tough for them to deal with people outside, even with people in Singapore or Korea... In my early years, I worked as a lawyer and all those foreign contracts basically would go through me. English as a second language, Chinese are pretty good, but read the legal contract is not so simple, right? You almost need a native speaker only possible.

P_B's skill of interpreting the contract in English is essential for the Chinese company he currently serves because Chinese employees lack skills to interpret the terms in a Standard English Business Contract accurately.

There are six distinct types of motivations that SIEs choose their unique career path, which are (a) adventure/travel, (b) escape/life change, (c) career, (d) money, (e) family, and (f) social/cultural factors (Glassock & Fee, 2015; Kim, Halliday, Zhao, Wang, & von Glinow, 2018). P_J claims four of the aforementioned motivations and he seems happy about his decision of not repatriating to move up but bilaterally continue accumulating his professional repository. P_B also names more than three of the aforementioned motivations and he is proud of and satisfied with his essential role in the Chinese company. P_D is the only female expatriate, and she stated that only adventure and money factors motivated her, but she is enjoying her life in China currently. The findings of the motivations that SIEs choose their career path are consistent with the existent literature.

Although SIEs all have higher levels of education, international experience, and faster adjustment to the host environment, they work as technical or specialist, or in a

lower and middle management role while AEs in control, coordination, or transfer of firm-specific knowledge positions (Vaiman et al., 2015). Also, SIEs received less emotional support provided by company HQs and less financial support compared to company AEs (Vaiman et al., 2015). However, unstoppable globalization guaranteed the importance of SIEs. A multilevel perspective GTM specifically for attracting and retaining SIEs, fulfilling SIEs' career needs and expectations, and deploying SIEs for improving business needs are necessary. Rodriguez and Scurry (2014) proposed three guiding principles of GTM for attraction, management, development, and retention of SIEs. The GTM guidelines of SIEs should (a) be aware that talent is diverse, fluid, and relational, (b) acknowledge individual needs and expectations of SIEs and how these features complement existing human capital in the organization, and (c) pay special attention to the short term (Rodriguez & Scurry, 2014). Specifically, organizations shall brand their names and care about work-life interface (WLI) issues of talent in every area and stage to attract SIEs (Vaiman et al., 2015). Firms provide learning opportunities, autonomy, challenging work environment, promotion, and career developmental strategies to help develop employees that shall include SIEs. Organizations can develop unique reward packages that support SIEs' retention, such as a local-plus compensation approach (Vaiman et al., 2015).

Company B is a famous large MNC, and its GTM systems are advanced. In P_J's case, the organization has done a strong job of valuing SIEs. As a high-skilled SIE, P_J feels that he receives the equivalent financial compensation the same as he was in Company A as an AE, and the individualized nonfinancial compensation packages

benefit are nonetheless very similar. P_J also feels his contribution to the corporation is well paid by authorized autonomy and tremendous career development opportunities. Thus, P_J motivated due to both extrinsic financial rewards and intrinsic nonfinancial rewards, and his loyalty towards the company is increasing. P_B, on the other side, he receives the company shares as well as tremendous respect and admiration from the employer and his fellow employees. Therefore, he has been motivated to work harder to expand the company's business worldwide. The findings from this study confirm what found by other researchers. Meanwhile, the finding of providing real ownership to stimulate SIEs to devote themselves to the organizations could be an extension of the existing knowledge.

Third country national (TCN) is another category of expatriates. P_J found his replacement that is a TCN when he left Company A. P_C is a TCN who works for an American company but came from a European country, working as the branch header in Shanghai. Third country national by definition is an employee who works for a temporary assignment in neither his home country nor the country that his company HQs located (Reynolds, 1997). Reynolds (1997) identified several advantages that TCNs possess including (a) better language and cross-cultural skills, (b) less costly than HQs expatriates (PCNs), (c) better mobility, and (d) more often, TCNs bring different and helpful perspectives to the many relationships between PCNs and local nationals. However, Selmer (2002) found specifically in China that regional TCNs do not possess better cross-cultural skills than PCNs. Therefore, though regional TCNs possess language superiority, they may not be better adjusted than nonregional TCNs and PCNs (Selmer, 2002). P_J's

replacement is a regional TCN, and P_j chose him for good reasons. Likewise, P_C ideally possesses all the superiorities without any imperfections that regional TCNs often carry. In an effective GTM system, the rightest talent will be in the position to enhance the MNC's position in the global market. The findings from this study may contradict to the existent literature about regional TCNs' ill adaptability; mostly, resonant with what other researchers found.

The characteristics of inpatriates are similar to traditional AEs. In the most recent definition of business expatriation from McNulty and Brewster (2017), inpatriates belong to the broad family of expatriates. Inpatriates are those host countries nationals who were transferred to MNCs HQs to work and learn for a fix-rotation of time, subsequently will return to the host country's subsidiary companies to perform high level managerial functions (Baruch et al., 2013). Harvey, Speier, and Novicevic (2000) noted the inpatriation process that is activated through an emphasis on flexibility maybe is superior to the expatriation process that is activated through the push for fit in the conventional strategic global HR management practices of staffing candidates in the network of the global organization. Therefore, the inpatriation process should be a critical component of the strategic GTM system considering inpatriates as an unseparated part of the big family of expatriates.

Harzing et al. (2016) found that the extent of knowledge transfer either from HQs (HQs) to subsidiaries or from subsidiaries to HQ would be significantly higher in all types of functional areas for subsidiaries that employ an expatriate rather than a local as a functional area head. More so, the extent of knowledge transfer from HQs to subsidiaries

will be significantly higher for those subsidiaries either employ expatriates and/or former inpatriates compared to those that do not (Harzing et al., 2016). In P_J's case, he identified the potential of one of the host country national employees, had coordinated with the HQ, and successfully transferred the employee to work at the HQ. In his opinion, he retained a global talent for the corporation through an effective GTM system. However, Moeller, Maley, Harvey, and Kiessling (2016) recognized that inpatriates will experience status inconsistencies due to perceived differences in social and professional rankings attributed by other members present at HQ. In many specific areas, inpatriates function better than expatriates due to their local familiarity and language superiority. Harzing et al. also found the extent of knowledge transfer from subsidiary to HQ was significantly greater for subsidiaries that employ former inpatriates compared to those that employ expatriates. Therefore, GTM infrastructure also needs to cater to inpatriates because inpatriates are the major players as essential as expatriates in the GTM systems. This finding echoes Collings, Scullion, and Morley's (2007) point of view that inpatriation was a key solution to global talent shortages and an alternative to the traditional expatriation.

Perceived career support (PCS) is essential for inpatriates to overcome those negative experiences in the HQ. Van der Heijden, van Engen, and Paauwe (2009) found that PCS is positively associated with inpatriates perceived career prospects (PCPs) within the organizations but is negatively related to their intentions to leave the organizations. The motivational OCQ is also negatively related to inpatriate turnover intention (Froese et al., 2016). As a seasoned expatriate and leader, P_J has possessed a high level of CQ, which corresponding to the top management team's CQ that contributes

to OCQ in the conceptual framework. P_J's action of retaining an inpatriate also indicates a sophisticated GMT practice in his organization. P_J provided support and assistance for that employee to become an inpatriate, and which will benefit the organization in the long run.

The findings of being aware of expatriation purposes and matching expatriates according to various international assignments are essential for business leaders. In earlier literature, individual types of expatriates were researched and discussed, the finding of this study confirmed the results. This study also integrated majority types of expatriates including AEs, SIEs, and inpatriates, as the critical human assets of MNCs, to match various types of international assignments to ensure success is an extension of the existent literature. After all, leveraging human assets to enhance firm performance has been the focus of the executive teams of MNCs (Hooi, 2019). Moon (2010) also specified that human assets are the most critical part of position OCQ. Therefore, better matching expatriates with corresponding international assignments is one of the ways to improve OCQ for MNC leaders.

Global TM and the Alignment of Personal Goals and Corporate Mission

The most effective GTM system strategically aligns expatriate personal goals and corporate missions. The expatriate personal goals are personal gains that an employee attempt to obtain through expatriation. Expatriates personal gains can be considered as an expatriate individual return on investment (iROI) that includes (a) career development, (b) personal or family opportunities, (c) job security, and (d) financial gains (Cappellen & Janssens, 2010; Hippler, 2009; McNulty, 2013). McNulty and de Cieri (2016) asserted

that the purpose of GTM is positively associated with iROI, and iROI is critical to GTM. Expatriates expect to realize their international career aspirations and goals through the GTM program and global mobility, in turn, should benefit expatriates' careers (McNulty & de Cieri, 2016).

Concerning the career development, P_J stated that he feels comfortable in his position and his career development is what he envisioned and planned. He has been in charge of the regional businesses in both Company A and Company B. Meanwhile, he is proud of the expertise he has developed through his international assignments. In his words, when he returns to the corporate HQ, he feels his opinion and input are valued because he can see things that other people who always sitting in the United States cannot see. He has gained tremendous knowledge and insights into the types of companies that he has worked. P_J is confident that he can lead a medium or a smaller size MNC without any problem. In P_A's case, he recently attended a prepromotion training, and he felt anxious but confident about his ability in his field of the job market. He stated that "if I sent out a resume, I would receive a job offer within a week."

As a supervisor and a seasoned expatriate, satisfied with his career development, P_J also serves a critical role as a mentor to his subordinate expatriates. One of his staff grew to be a full-blown manager after he completed his 2-year rotation of international assignment and returned to the U.S. HQ company. P_R, on the other hand, although he is still on his very first international assignment, has gained sufficient cross-cultural knowledge and possesses a high level of CQ through his working and personal

experience. As an experienced manager, he organized and systematically trained his people during this expatriation. He stated:

One of the key strategies that I have used is to make sure that there is a good network, not only between the people within the country we are working in but also the home country. So, in fact, I have found that to be very, very important and very difficult. So, what I have tried to do is try very hard to make sure that there is good communication between the expatriates work here and the home country and with their functional organizations. And the reason that is so important is because [sic], um, first of all, all the processes and policies that are used here really come from the home homogenization typically. And, it is very easy to become disconnected from the home organization.

P_R realized that the connection between the expatriates and the HQ company is critical for not only the current working procedures but also the later repatriation process. So, he worked his best to help others maintain meaningful relationships with the HQ company. Mezas and Scandura (2005) noted that MNCs need such global managers who can help expatriates to succeed in their international assignments, which increases the pool of potential global managers with tested international experience to achieve competitive advantage for the companies. A GTM system is competent if it can ensure that expatriates can achieve their career development, and MNCs can expand and sustain their business globally.

Personal and family opportunities are also essential to expatriates. After interviewing 71 long-term expatriates, McNulty (2013) found that 69% of them accepted

international assignments because they value personal or family opportunities overseas. P_J is a perfect example. He chose to stay in Asia because he likes the cultural environment there, and he even gave up the opportunity of moving up the career ladder under the condition of his returning to the home country to work in the HQ company. P_J also mentioned that children of expatriates in his company are offered 50k to attend school in China. In China, schools that charge 50k are international in nature with high quality facilities and excellent teachers. Those international schools offer great opportunities to help expatriates' children to grow up bilingually and accumulate sufficient multicultural knowledge from their childhood. P_B's daughters followed her parents and graduated in an international high school in Shanghai. Both P_B's daughters obtained excellent Chinese language skills and doing well upon their returning to the United States. The elder daughter currently is attending a prestigious American University. The younger one is pursuing her tennis dream in high school. The international schools offer immersion programs, and the language ability, as well as CQ of the expatriates' children, are better than their parents. Earlier literature has confirmed that expatriates' children had more extensive perceptions of international experience and more open-mindedness towards other cultures, they are more respectful and tolerant to others, and more flexibility compared to their host and home peers (Hayden, Rancic, & Thompson, 2000; Selmer & Lam, 2004). Those children of expatriates are prepared to be better players in this globalized village in the future.

Job security is essential to most professionals, and expatriates are not exceptional. McNulty (2013) found many expatriates engage in job mobility preparedness activities

and actively pursue other employment to remain internationally mobile rather than repatriate. Seasoned expatriates equipped with sufficient CQ and professional expertise are welcomed by many MNCs to work in their overseas subsidiaries. For P_J, finding another job in the same region that he was deployed and preferred to stay was an easy task. He transitioned from one large MNC to work for another giant MNC smoothly. P_B transitioned to work for a Chinese high-tech company and rely on the accumulated connections and expertise through the prior international assignments that he worked for MNCs to help the current company to develop and expand its business worldwide. All the study participants are confident about their job security, and a common statement echoed their confidence “I am not worrying about what I will be doing after this assignment rotation.”

Realigning firms’ GTM models to expatriates’ personal goals and aspirations are essential for global organizations to retain seasonal expatriates. With rich international experience and advanced expertise, seasonal expatriates can find an equivalent job easily. However, for firms, recruiting or developing a qualified expatriate is not an easy job. Retaining expatriates is part of the strategy of MNCs to ensure the firms’ performance (Cerdin & Brewster, 2014). Crowley-Henry, Benson, and Al Ariss (2018) proposed to tailor GTM systems for high potential employees who demonstrate boundaryless and traditional career orientations and to frame and adapt GTM systems to accommodate different individual career motivations and pathways to retain them and thereby to facilitate the performance development. Developing and maintaining the competitive advantage in the worldwide market, it is in the best interest of organizations to maximize

the talent of their global employees (Cascio & Boudreau, 2016; Crowley-Henry & Al Ariss, 2018; Crowley-Henry, Benson, & Al Ariss, 2019). The finding of the most effective GTM system strategically aligns expatriate personal goals and corporate missions corresponded to Collings, Mellahi, and Cascio's (2019) assertion that effective GTM systems that align individual employees, subsidiary companies, and HQ companies' goals are positively related to MNCs' sustainable performance.

Attractive Compensation Package

Financial gain remains essential for expatriates to take international assignments. Al-Kassem (2015) considered that compensation is one of the critical factors for managing expatriates. Only thinking about recruiting expatriates, P_R expressed that his company pays generously for expatriates. The problem remains if the volunteered employees have the mentality to accomplish the expatriation mission. The right mix of expatriate compensation and benefits should include (a) cost of living, (b) healthcare, (c) accommodation allowance, (d) expatriate taxes, and (e) children's education (Al-Kassem, 2015). The compensation package James mentioned was in line with Al-Kassem's right mix. The big MNCs are very generous for paying expatriates, the compensation package mainly includes (a) child care or international school expense, (b) housing, (c) travelling, (d) free tax return preparing service from reliable service providers, (e) double tax impact is absorbed by the company, (f) moving expense, and (g) sufficient training opportunities.

Recently, McNulty (2014, 2016) found home-based compensation is becoming an outdated and overly expensive model that is often ineffective in moving MNCs' global competitive advantage to where it needs to be, which makes host-based models the only

alternative. However, the use of host-based compensation approaches can lead to unintended outcomes for MNCs in terms of unforeseen opportunity costs (such as the loss of critical talent) arising from shortsighted compensation decisions (McNulty, 2014; Tait, De Cieri, & McNulty, 2014). Although P_J stated that he receives equivalent financial compensation in Company B, he did mention what he received has a different name and was not considered as a traditional expatriate compensation package.

In P_J's case, he is receiving a local plus compensation package. McNulty (2014) introduced two types of emerging expatriate compensation, which includes local plus and localization as alternatives to the traditional balance-sheet approach. Expatriates are paid by localization whose salary levels, structure, and administration guidelines are all the same as host nationals, whereas, expatriates are paid by local plus, in addition to the localization part, they also are paid exclusive expatriate benefits to recognize their foreign status (McNulty, 2014).

Corporations demand more expatriate talent when globalization is moving forward. Scholars and practitioners are calling for mutual benefits of GTM systems and structures for MNCs to balance the needs between a set of organizational goals and various employee personal goals and so to achieve competitive advantage through choosing the most appropriate talent into expatriate ranks (Farndale et al., 2014; McNulty, 2014, 2016). Earned income remains a primary reason people go to work, and expatriate compensation will remain an essential part of international HR management.

P_D is satisfied with the compensation she has been receiving because the income is sufficient for her to live in China. Although she also expressed that it was not too much

compared to the excellent income her country people receive in her country, she could not enjoy the equivalent comfortable living in her country with the same income that could support her comfortable living in China. P_A also confirmed that attractive compensation is always nice to have though his priority of personal purpose for accomplishing international assignments is not for financial gain. Similar to P_A, P_R's primary purpose of taking the international assignment was for self-realization, but he also expressed that financial compensation is essential. It is always critical to creating a competitive compensation package and strategies to manage expatriates for MNCs to maintain their competitive advantages. The finding of the essential position of compensation is aligning with other researchers' that effective compensation packages are one of the best tools that firms use to attract, motivate, satisfy, and retain talented employees (Abou-Moghli, 2019; Bonache & Zárraga-Oberty, 2017).

Improving OCQ

P_J stated that it is easy to communicate with his bosses who sit in the U.S. HQ. The top leaders in his company provide autonomy, and he can make decisions in his line of business in the region that he is in charge. In addition to his flexible work schedule, he receives the necessary support from the HQ. Therefore, he can accomplish what the organization has envisioned and what he has planned. P_J has received sufficient organizational support at a foreign location because the company he serves possesses a high level of OCQ. Organizational CQ is an organization's capacity to reconfigure and deploy its resources to operate a business in a culturally diverse environment (Ang & Inkpen, 2008; Moon, 2010). Organizations with higher OCQ may have a higher

capability to adapt to different cultural situations which will eventually increase their effectiveness and sustain their competitive advantage in global operations (Ang & Inkpen, 2008; Moon, 2010; Tang et al., 2013). An organization can be easily humanized, and organizations act similarly to human counterparts. As majority scholars and practitioners confirmed that a person possesses a high level of CQ can perform well in a cross-cultural environment (Guðmundsdóttir, 2015; Jyoti & Kour, 2015; Konanahalli et al., 2014). This finding directly echoes Moon's (2010) position OCQ capability that is a firm's existing resources, including critical assets and knowledge.

A firm's CQ originates from its resources including human assets, technology, operational knowledge, and structures, it grows through a learning process to enlarge the capacity of its resources including coordination/integration, and reconfiguration (Moon, 2010). An effective organization also pays attention to the path of how it grows its OCQ and ensures the past experience enriches current capacity. A critical portion of OCQ is the top management team's CQ. In their OCQ conceptual framework, both Moon (2010) and Ang and Inkpen (2008) pointed out that the top organizational leaders who possess CQ will help facilitate experiential learning for the personnel in the organization. The reason behind it is that the top leader team creates visions and strategies for the organization and is in the center of all processes and activities in the organization (Ang & Inkpen, 2008; Moon, 2010). Active learning leads to excellency that includes making the right strategies to ensure the competitiveness and sustainability of the organization. Active learning closely connects to OCQ, and a positive relationship ensures that active learning leads to improved OCQ.

One of the failed international assignment P_j mentioned was connected to the corporate top executive managers. One executive created a big project and a group of expatriates were assigned to work on the project. However, the next executive changed the vision and shut down the project because he or she felt the project could not be a profitable one. The accident of failed assignment caused by changing executives resonated with Tang et al.'s (2013) reasoning that firms with lower OCQ spend more time and resources on solving cross-cultural conflicts, whereas firms with higher OCQ can focus on core business. In the global market, the surviving environment of the organization is changeable, and only corporations with higher OCQ are able to change strategy more swiftly and adapt to host country's political, economic, social-cultural and technological shift more effortlessly.

The corporations that possess higher OCQ can perform better and achieve their goals. Cross-cultural competence such as OCQ skills are an essential resource for firms, and can potentially complement the firm's strategic orientations (Mathew & Javalgi, 2018). Culture and intercultural competence, of which OCQ is a crucial part, are a resource-based advantage that can impact a firm's international strategy and performance (Ang & Inkpen, 2008; Yitmen, 2013). Firms with high levels of CQ will better understand the needs to modify their operations and processes to meet the demands of local businesses and requirements of legal and government regulation, such as product standards, tariffs, nontariffs and state participation in business influence (Moon, 2010). Mathew and Javalgi (2018) completed quantitative research and found that OCQ is positively related to international diversification, and firms' international diversification

is positively related to firm performance. Therefore, organizations possess superior OCQ yielding exceptional business performance is not a theoretical prediction but a realistic induction.

Top leaders' CQ together with the rest of employees' CQ is the foundation of the OCQ. As an intangible resource, OCQ is embodied within the employees of the firm (Ang & Inkpen, 2008). An intelligent firm knows how to facilitate learning and to generate new knowledge (Ang & Inkpen, 2008). Organizational learning is a dynamic process of knowledge that flows and circulates around the individual to the group, and to the organizational to increase the knowledge reservoir of the organization (Crossan, Lane, & White, 1999; Jerez-Gomez, Cespedes-Lorente, & Valle-Cabrera, 2005; Moon, 2010). Individual employees and top management learning are the indispensable foundation of organizational learning. A critical portion of MNCs' embedded collective knowledge comes from the knowledge process that is facilitated by the cross-cultural learning flows from the individual to the organizational level through knowledge exchange and integration in the context of social interaction (Moon, 2010).

Learning opportunities were also highlighted by the majority of the study participants. In the interviews, participants mentioned various learning opportunities and learning curves, some are for organizations and some are for individual expatriates, and nonetheless, all are invaluable. P_R mentioned that his company compensates for expatriates according to the country and regional hardship rate. However, the company did not realize the differential pay for the hourly workforce between the U. S. and the region that the operation in China was not enough. So, at the early stage of the project,

insufficient differential pay caused problems and the new operation could not attract enough skilled people. The issue caused by the insufficient differential pay was addressed after the company learned the lesson. The findings of this study in the learning field aligns with the process OCQ due to learning capability (a) ensures organizations to acquire and understand cultural knowledge as well as disseminate and integrate the knowledge within and across organizations, (b) creates constant resources and knowledge through the dynamic process of knowledge transformation and integration, and (c) enables organizations to adjust and improve their strategies to be suitable for the cross-cultural contexts and may better achieve advantageous results (Moon, 2010).

P_R also was especially satisfied with the post arrival cultural training sessions the company provided to both expatriates and their spouses. He believed that was a great learning opportunity and very beneficial to the expatriate families. He stated:

We have culture training right away, which includes a family we have, um, we as expatriates, we are able to have um, like five or six trips where we can go see the local sites or go to the court or go to the stores or go to, well, you can use them for whatever you want, but basically during the orientation trips that the company offers and they will help, they will tell you where to go. Either they give you suggestions or you can say, I want to go to Ningbo and go to the natural or the furniture store. They will take you there and show you around the city and stuff.

P_A emphasized that training was so important that after one relevant training, he gained the confidence to handle the projects better. P_J, too proudly claimed several times that he could participate in any conference at his choice, and the company paid for all the

relevant costs. P_j also enjoyed learning Chinese regularly from a language tutor paid by his company. The expatriates that I interviewed understand that learning is critical to obtain knowledge, and through knowledge exchange and integration, they enlarge their contribution to the firms.

Enhanced learning opportunities of employees increase the capability of the firms. Firms can aggregate the intangible resources embodied within employees' (Griffith & Yalcinkaya, 2010), and develop the capability to adapt their resources and competencies to cross-cultural environments by facilitating the learning process with coordinating and restructuring resources, building on their positions and assets in the foreign market, and paths they have traveled (Moon, 2010). The organizations' OCQ that combined with increased firm resources and accumulated employees' CQ enables firms to strive and thrive in the international market in the long-run. The findings of OCQ capabilities that including process, position and path capabilities are in line with existing literature (Ang & Inkpen, 2008; Mathew & Javalgi, 2018; Yitmen, 2013).

Also, Tarba, Ahammad, Junni, Stokes, and Morag (2019) found that merging firms integrate resources including different organizational cultures to achieve a stronger competitive position, and further increasing the firm financial performance. Cultural intelligence is positively associated with organizational culture (Kubicek, Bhanugopan, & O'Neill, 2019). Culturally intelligent employees and groups of members enhance the organizational culture of firms, thus strengthen the capability of the firms. The finding of improving OCQ in order to improve the business performance of the firms is also in alignment with the recent literature.

Perceived Organizational Support

Perceived organizational support (POS) plays a critical role in employee's organizational commitment, work engagement, performance, and retention. Kurtessis et al. (2017) found that POS is negatively related to job stress, burnout, emotional exhaustion, and work-family conflict. Also, POS is related to the increased in-role performance, and POS positively relates to the affective commitment to the organization, thus leads intention to stay with the company (Kurtessis et al., 2017). In an MNC, POS is even more essential for the overseas' employees than for the domestic employees in a complicated cross-cultural environment. All of the study participants confirmed that POS is one of the most critical factors to help them adjust properly to be functional under the cross-cultural contexts and to ensure them to carry out the international assignments.

P_D is a new and only female expatriate among my participants and is exceptionally satisfied with the organizational support that she has received since she arrived in Nanjing China, a city very close to Shanghai but not as prosperous as Shanghai. She stated, "they picked me up at the airport, helped me find the apartment, and they helped me get my cell phone. I feel I am comfortable here in China." She felt the support she received was sufficient and she felt like she was at home and thus, she does not have other concerns and can focus on her job. Employees can develop higher work engagement as they dedicate themselves more to the work when their POS is higher (Biggs, Brough, & Barbour, 2014; Chang, Wu, & Weng, 2019; Villotti, Balducci, Zaniboni, Corbiere, & Fraccaroli, 2014).

P_D did not mention if she encountered any gender prejudice at her work, and she only mentioned that her coworkers all came from the same country and spoke the same language. Thus, P_D probably did not encounter the problematic working scenario and gender prejudice from host country nationals (HCNs) because of her unique working environment. Researchers found gender prejudice against female expatriates from HCNs creates enormous hardship for female expatriates. Under such circumstances, leaders may rely on POS to help solve the issues because POS can play a critical role in alleviating the impact of HCNs' prejudice against female expatriates and thus help female expatriates improve their performance (Shen & Jiang, 2015).

The emerging theme confirms that POS can improve expatriates' adjustment and commitment to the foreign facility, and accordingly, improve expatriates' contextual performance and intentions to complete the assignments as well as enhance expatriates' commitment to the organization and in turn improve their performance (Kawai & Strange, 2014; Kraimer & Wayne, 2004). P_R has served in the same corporation for the last 30 years, and he believed the support provided by the organization was sufficient, and he and his colleagues in China are achieving their goals for this international assignment. Although he was not satisfied with the infrastructure of the city he is currently residing, he praised the outsourcing services the company provided. He expressed:

Due to the local hospital could not provide the health care what the expatriates expected, expatriates get paid to travel to other bigger cities to take care of the health issues that expatriates and their family members encountered. We only

need to make a phone call if we have encountered any type of emergency or crisis. It is really convenient. We do not have to worry about anything.

Organizational support moderates the positive relationship between expatriate adjustment and (a) emotional intelligence, (b) cultural intelligence, (c) experience in a broad spectrum, (d) family support, (e) family adaptability, (f) parental demand, (g) family to work conflict, (h) social capital, and (i) mentoring behavior (Lee & Kartika, 2014). Among the nine variables that proved to be positively related to expatriate adjustment, four variables are family related. Family or spouse issues are the primary reason for international assignment failures.

Most of the study participants believe the family related issues forced the expatriates' premature returning to home countries, thus left uncompleted international assignments behind. Although some expatriates tried to stay in the host country, they could not perform well because the family issues bothered them. P_J and P_R both mentioned in their companies, the fellow expatriates returned to the home country within two months of expatriation because the spouses could not feel comfortable in the foreign environment. P_L pointed out that some expatriates' premature returning in his company caused by school issues of their children, because the city they are currently residing could not provide decent international standard education service. P_L emphasized that helping solve family issues could be one of the critical solutions that the company could focus on to improve the strategies of expatriate management.

Family and spouse have always been focal elements that researchers who focus on the area of studying expatriate recruitment or selection, expatriate adjustment and

expatriate work performance (Hippler, Brewster, & Haslberger, 2015; Lee et al., 2017; Presbitero & Quita, 2017). Many researchers provided solutions on how to solve family related issues for organizations to improve expatriate management strategies. The strategies include a family-oriented company policy with liberal part-time options that do not diminish career options in the long run (Böhmer & Schinnenburg, 2016), nonfinancial compensation packages which address issues related to family concerns (Kim et al., 2018), and family adjustment support as part of the tailored career development plan (Crowley-Henry, Benson, & Al Ariss, 2018). Additionally, individually tailored organizational support plan according to each expatriate family situation can be a cue to ensure expatriates focus on international assignments but not be distracted by issues related to spouse, children, and family.

Researchers also have evaluated how POS impacted expatriates in many aspects including POS positively moderates the relationship between transformational leadership and innovation capabilities (Le & Lei, 2019), expatriates present high degrees of job satisfaction when their POS exceeds their need for organizational information (Stoermer, Haslberger, Froese, & Kraeh, 2018), POS could have a positive effect on SIEs' career satisfaction in the host country (Cao et al., 2014), and POS reduced the adverse effects of role ambiguity on work adjustment and strengthened the positive effect of role novelty on job satisfaction (Kawai & Mohr, 2015). Overall, van der Laken et al. (2016) found that POS had a positive impact on the success of international assignments (IAs). The study participants all were positive to the organizational support they had received, and their international assignments have been carrying out smoothly.

We may conclude that particularly, POS has a direct positive influence on expatriate satisfaction, commitment, and adjustment. Indirectly, POS contributes to the successful performance and retention of expatriates. Therefore, leaders should consider providing sufficient POS to enhance expatriates' overall performance. The finding of POS' positive influence on expatriate satisfaction, commitment, and adjustment, and further improved job performance is in alignment with the recent POS literature. Chen et al. (2019) found that POS positively impacts individual employee performance that reflects at including continuous learning, teamwork, problem solving and work initiative as well as that traditionally indicates by including work quality and work efficiency. The positive relationship exists between POS and engagement, turnover, and performance (Gigliotti, Vardaman, Marshall, & Gonzalez, 2019; Shanock et al., 2019).

Applications to Professional Practice

Expatriates are the major workforce of global talent. With their contribution and effort, the flow of knowledge and technology reach to every corner of this world. The purpose of this qualitative multiple case study was to explore the strategies that multinational corporate leaders use to manage expatriates to improve business performance. The study findings highlighted what is essential to the expatriates, which were filtered through the lens of OCQ theory and GTM models. The information gathered from the participants who are all expatriates that have experienced their respective companies' expatriate management strategies. Revealed key findings included (a) being aware of expatriation and expatriate types, (b) making sure the GTM and the alignment of expatriate personal goals and corporate missions, (c) continuing to pay

particular attention to create attractive compensation packages, (d) improving OCQ is an essential mission, and (e) ensuring the delivery of needed organizational support to expatriates and their family members. These findings may help provide recommendations for strategic actions to create workable expatriate management strategies as well as for future research agendas in the expatriate management field. Additionally, the results may advance multinational business practices by creating strategies for improving expatriate's work engagement and commitment as well as providing guidelines for leaders to retain invaluable global talents.

The study findings indicated that HR department management and top leaders in MNCs may develop more sophisticated GTM systems to align the talents' personal goals with corporate missions better. MNCs can adjust their GTM systems and create expatriate management strategies according to how expatriates pursuing global careers to follow their personal and professional goals (Baruch et al., 2013; McNulty & Vance, 2017; Shaffer et al., 2012). Many large MNCs in the United States have such GTM systems in place, and they use an internal job posting board to recruit global talents. Once receiving the application, a panel of experts will evaluate the applicant's potential and abilities, at the same time, a professional psychological evaluation will be conducted to determine if the applicant has the mentality to work at the chosen location. Using functional GTM systems to create a global talent pool to ensure the sufficiency of talent reserve is one of the priorities of the HR management mission.

The theme of expatriation and expatriate types indicated that leaders in MNCs may consider developing strategies to differentiate the types of expatriation but treat all

types of expatriates fairly and equally. Corporations primary goals for sending employees on international assignments (a) to deliver international projects, (b) to manage business expansion, (c) to provide specific skills, (d) to aid transformation: change management/integration, (e) to develop high-potential employees, (f) to resource a role that cannot be filled locally, (g) to lead new acquisitions, (h) to increase HQ's oversight of a host country/region business (Santa Fe Relocation, 2019). Accordingly, firms may create different types of international assignments to achieve those goals, which include (a) long-term (e.g. 1 to 5 years), (b) short term (e.g. less than 12 months), (c) permanent transfer/indefinite length, (d) commuter, (e) part of development plan, (f) extended international business trip, (g) rotational, (h) project-contract-specific, (i) assignee requested, (j) interregional (KPMG, 2019). Corporations may let different expatriates choose the corresponding international assignments and match the outside SIEs with their primary goals of those international assignments.

Matching the expatriate's types with MNCs' purposes of sending them as well as international assignments types, leaders in MNCs may continue to develop enticing compensation package to attract more talent join the troop of expatriates and stimulate international assignees to accomplish the assignments. Business leaders and HR managers are considering escalating the compensation and benefits associated with an assignment to match the purpose and business value of the assignment (BGRS, 2017). Without worrying about financial issues, expatriates may focus on their assignments and improve their performance.

The top management team of MNCs should pay particular attention to improve their OCQ. Leaders may not only focus on increased overseas' resources and assets but set up proper succession processes and ensure the next generation of top management team members have a high level of CQ. Expatriates have accumulated global capabilities and improved their CQ during international assignments. Corporations may consider filling expatriates into their succession plans. In a talent mobility trends survey, 27% of the participants confirmed that international working experience is a prerequisite to joining their companies' senior leadership team (BGRS, 2017). In another report, nearly half of the participating organizations indicate that international assignments are an essential part of their organizations' talent strategies (KPMG, 2019).

Perceived organizational support is one of the themes that leaders in MNCs may continue to pay particular attention to ensure expatriates can contribute their expertise. In a survey report, nearly half of the respondents indicated that the global mobility function was focused on ensuring expatriates receive optimal levels of service support (BGRS, 2017). However, leaders may focus on family issues/ties which is among the top reasons why international assignments were declined by employees for the past 5 years (Atlas World Group, 2018). Employees were not willing to take international assignments because of (a) family issues, (b) personal reasons, and (c) spouse and family inadaptability (Atlas World Group, 2018). The firms may consider not only delivering support directly to expatriates but also setting up teams that have the expertise to support expatriates' spouses and their children (e.g. spouse employment problem, children education issues, and family related services).

Leaders may focus on one area of enhancement and then move to work on another. The support provided to expatriates and their families will be well repaid by the expatriates' improved performance. Advanced QCQ to an organization especially will help the organization to thrive in the worldwide market. Creating tools to help employees align their personal and professional goals with organizational vision as well as providing enticing compensation package and attracting valuable expatriates to carry out the organizational missions. Often, positive changes in one area can positively affect other areas (BGRS, 2017). Global firms may work on all perspectives at the same time to improve OCQ and perfect GTM systems at the same time to cultivate and nurture their expatriates to ensure positive outcomes.

Implications for Social Change

Globalization and world-wide business expansion are unprecedented. Expatriates' hard work contributes a determinant and large share to the prosperity of the global business. This study revealed the strategies that management used to improve the performance of expatriates and thus business performance as well. This study also provided strategies to actively engage all types of expatriates including AEs, SIEs, and inpatriates while different types of expatriates come from different countries and races. Therefore, using the strategies revealed in this study may ensure MNCs to well maintain a diverse work environment. Global business expansion needs a growingly diverse and inclusive workforce with global competencies at all levels (BGRS, 2017). Whereas, a dynamic internationally diverse team is likely to use prior experiences to manage foreign subsidiaries well (Hitt, Li, & Xu, 2016). Expatriates are the major workforce that has

global competencies and can support global business expansion. Therefore, leaders in MNCs may have learned from the study results and know how to correctly identify talents, develop and nurture those employees to grow into qualified expatriates. An organization provides appropriate supports that align to individual expatriate's personal and profession development needs through improving its OCQ and its GTM systems to match individual needs with organizational mission requirements. In this case, individual expatriates will have extended grow space and enjoy their professional careers. A win-win situation will be assured.

The findings of this study also indicated that expatriates may become a reliable force to help local businesses in developing countries to expand globally. Expatriates as the major workforce of global talent are increasingly critical human capital for not only MNCs but also for those arising from local enterprises. Building a suitable talent reservoir has been one of the priorities of business executives (BGRS, 2017). Local businesses in developing countries may pay more attention to attract SIEs from developed countries to take advantage of their expertise and cross-cultural experience to enhance business operations and further develop and expand businesses. Local business development may enhance developing countries' economies and, therefore, improve people's living standards.

Arising local businesses and prosperous foreign invested businesses accordingly will benefit the local community in various ways. The better business means more employment opportunities and related facilities and connected community improvement. MNCs from developed countries also bring in advanced social improvement and

community building concepts. Local growing business entities and subsidiaries of MNCs that possess a high level of OCQ are more willing to provide positive contribute to the local communities. Firms who possess high OCQ are willing to provide a diversified working environment and offer employees with equal opportunities. Successful MNCs will keep expanding their businesses in host countries, so will the local businesses in good standing. Both types of businesses will provide more employment opportunities in local communities and provide more opportunities for prosperity for residents in local communities. A harmonious global village will reveal itself soon.

Recommendations for Action

Based on the collected data, the revealed themes represented existing successful business strategies and emerging trending needs from the targeting population of expatriates. Five recommendations generated from this study findings may be of help to business leaders, HR managers, and potential expatriates candidates of MNCs, which included (a) employers may seek ready talent outside the organization in the targeted country to balance the budget and improve the mission success rate, (b) global corporations need to improve their GTM systems to better the process of recruiting, identifying, training and developing, and retaining the talents, (c) HR management should continue to improve the compensation packet for recruitment and retention of expatriates, (d) organizations need to provide individualized support to their expatriates to ensure the expatriates can focus on the completion of the missions, and (e) top management team members need to pay attention to improve their individual CQ, thus to improve OCQ as a

whole. The recommendations are targeting leaders and HR managers to improve business practice.

The first recommendation from this study was for an employer to consider to seek SIEs outside the organization in the targeted country when the company has aimed at a potential foreign market. The use of the ready talent SIEs will be less costly but could improve the mission success rate. Because SIEs are enthusiastic, and they have a high CQ level. Locally recruited SIEs are also familiar with the local resources and can help the company navigate local resources and help the AEs to be familiar with the local environment. Selecting and developing host country nationals to be inpatriates is another rational human capital arrangement. Inpatriates originally came from the targeted country and are familiar with the local resources, then equipped with the HQ company's knowledge, inpatriates become the most valuable source of global talent to take over the positions from AEs of those companies at the end of their rotation. A particular recommendation to leaders and HR managers of arising firms in developing countries, seeking and hiring SIEs from developed countries will be the best way to not only directly use their expertise but learn from their experience to catch up with the corporate operations in developed countries.

The second recommendation was that global corporations need to improve their GTM systems to better the process of recruiting the right person from outside of the company or identifying the suitable employees within the organization to be expatriate candidates, then training and developing the expatriate candidates. At the end of the cycle, retaining the talents during the process of repatriation. During the stage of

recruiting or identifying the right candidates, a company needs to ensure the candidates are suitable to deploy to foreign countries. More than that, the company also needs to involve candidates' family members to ensure they are adaptable for accompanying the expatriates to the targeted country to complete the missions.

The third recommendation was for corporations' HR management. HR managers should continue to improve the compensation packages for expatriates. Based on the fair principle, the company may design an individualized compensation package for expatriates. At the same time, HRs managers also need to look into the issues that are important to expatriates, compensation package can be paired with training and learning opportunities to increase expatriates' professional and career development opportunities. Fairness and transparency are two essential principles in mind when curtailing the individual compensation package for AEs, SIEs, and inpatriates.

The fourth recommendation was to emphasize the importance of organizational support to expatriates. Expatriates are working in a foreign country, an environment with an unfamiliar culture and full of difficulties, the on-going support will not only necessary to ensure that expatriates can cope with the living condition but also enhance their job engagement and increase job satisfaction. Organizations may consider providing individualized support to their expatriates to ensure the expatriates can focus on the completion of the missions. Meanwhile, provide support to expatriates' family members and ensure their children will receive equivalent education and their spouses will work or live as normal as when they were in the home country.

The fifth recommendation is for top management team members, and they need to pay attention to improve their CQ as well as their subordinates' CQ through continued learning. Employees as human capital are one of the most important assets for organizations. This research results may provide leaders of MNCs a sense of urgency to acquire global talent as human capital assets to directly enhance organizational position OCQ. Organizations may continue providing learning opportunities to employees to reconfigure their capabilities to increase organizational process OCQ. Finally, organizations may regularly deploy their expatriates to different countries to develop routines of investments to enhance their global status as well as strengthen their path OCQ.

Recommendations and findings from this study are relevant to business leaders and HR managers who are responsible for the management of expatriates. I plan to publish this study via ProQuest to allow access to students and researchers studying this topic. The study participants will receive a summary of the study findings and recommendations for action as well. Dissemination of the study findings to expatriates, business leaders, and HR managers will increase access to the information contained in this study. I will pursue opportunities to present and discuss the results of the study to business leaders and other researchers at global business conferences, cultural training events, and other relevant conferences. I will also seek to publish my study findings in peer-reviewed journals.

Recommendations for Further Research

Individual learning and organizational learning have been proved to be effective to improve the strength of the organizations. In a complicated cross-cultural environment, learning is more urgent to increase the capability of organizations. This study revealed that individual CQ, especially management level CQ along with the expanding learning capacity of the organization combined into OCQ to help the corporations to be more resourceful and competitive in the global market. Conversely, as the most important human capital, expatriates are invaluable assets to MNCs. Expatriates increase MNCs' position OCQ because the asset resource is the indispensable part of the position OCQ. In this study, the results showed that expatriates contribute to help their corporations' global expansion. More research is needed specifically on the impact of OCQ on the firm's strategy of global expansion (Mathew & Javalgi, 2018).

The participants of this study represented only a segment of the whole population; therefore, the strategies have been explored were those that fit to manage them well to improve business performance but probably not fit for managing all the expatriates. In the future, researchers can invite repatriated expatriates, inpatriates, and other expatriates from different levels to participate in similar research, which may result in more meaningful findings. Also, further research may invite top leaders and HR managers of MNCs who participating in the strategies making to take part in a study from the same research lens like this one, the results might be expanded and more insightful. The limitation of the nonaccess to the participants' organizations may result in insufficient sources to triangulate the interview data. Therefore, further research can be done by

gaining access to corresponding organizations to obtain enough information to verify and enhance the study results. The information that may be directly achieved from the organization may provide more insights into adequate strategies of expatriate management.

Also, in this study, I found some of the interesting phenomena of the SIEs, and further research is recommended to find out more about SIEs who employed in the home country, local, and third country's MNCs, and their adjustment not only to the cross-cultural environment but also to the different organizational cultures. Many research questions can be explored including (a) Are SIEs more flexible and more culturally intelligent than other types of expatriates and why? (b) How can organizations improve SIEs' royalty to the organizations? and (c) how can organizations better fill SIEs into the corporate GTM systems to fully use their talent to improve business performance.

I had to change the research design from a single case study to a multiple case study after I received the proposal approval but before I obtained an approval number from the IRB because obtaining a letter of agreement to collect data from both HQ and the subsidiary is near impossible in academic studies (Dibbern, Winkler, & Heinzl, 2008; Duvivier, Peeters, & Harzing, 2019). I am interested in how the findings would differ if a single case study was carried out. Therefore, a qualitative single case study that recruits multiple participants from different functional roles and from different levels of experiences as well as top team leaders and HR managers to obtain primary research data will be necessary. In the single case study, researchers also need to triangulate primary interview data with information from corporate relevant internal documents that

including not only HRs data but also relevant financial performance data to verify the findings.

Reflections

In about 3 years of full-time academic doctoral study journey, I have learned APA style writing and familiarized myself with the quantitative and qualitative research process as well as multiple research designs. I chose to focus on qualitative research methodology and case study design. I began developing my interest in expatriates and their contributions to the global economy by an accidental conversation with a university faculty during my first Residency for the DBA program. After I read more literature on the topic, I focused on CQ theory and further moved to OCQ theory. I have viewed the expatriates' phenomena through the lens of the OCQ theory along with the GMT models, and with my improved understanding of the phenomena through reading numerous literature. Although I do not have prior expatriation experience, I might have introduced bias from the preconceived values and ideas that I had developed when I was conducting the literature review and what I felt when I was interviewing my participants. Therefore, I maintained a reflective journey to limit my bias. I also conducted member checking to verify if my bias was intervening in the participants' input. Triangulation with secondary data sources further ensured the minimum bias presented in this study to ensure the research quality.

I have learned a great deal during every process of this study. As a byproduct, I greatly improved my patience and endurance in this doctoral study journey. Recruiting participants was a tough and prolonged process, I have trained myself to reach out to all

the possible resources. Also, for business administration professionals, being resourceful is necessary. Therefore, I will not stop paying particular attention to expand my personal and professional network. I became purpose-oriented and holistic. I was able to remove some obvious bias through objective observation and self-reflection in the study. I further delimited the perception that I gained from the research I had worked through implementing and observing the controls, protocols, and strategies—such as member checking, triangulation, studying multiple cases, expert validation, audit trail, peer debriefing, thick description, data saturation, and others. I have grown to view the world more holistically and look forward to contributing more to make the world a better place.

Conclusion

Expatriates are essential human capital to be deployed to foreign countries to expand companies' businesses. The effective management of expatriates is one of the keys to the success of MNCs (Chang et al., 2019). The findings in this study revealed the strategies to manage expatriates include (a) being aware of expatriation purposes and matching expatriate types with corresponding international assignments, (b) making sure the GTM and the alignment of expatriate personal goals and corporate missions, (c) paying particular attention to create attractive compensation packages, (d) improving OCQ is an essential mission, and (e) ensuring deliver needed organizational support to expatriates and their family members. All strategies are applicable to MNCs, the targeted audience includes senior leaders, top management teams, expatriate direct supervisors, and HR managers. Several strategies are also applicable to local arising business entities in developing countries to use the expertise and experience of SIEs to swiftly expand

businesses globally. Improved management strategies will help improve expatriate work engagement as well as work performance, therefore, improve business performance as the ultimate result. Organizations will expand businesses and increase local employment opportunities. Also, with increased profit, firms will either invest their local facilities to provide a more comfortable working environment for employees or invest local communities to create prosperous and secure communities.

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Appendix A: Interview Protocol

1. Introduce myself to the participant and send the instant message with my name and contact information to the participants for further contact.
2. Read a copy of consent form, go over contents, and answer questions and concerns of the participant. If the participant has signed the consent form earlier through email, then ask one more time if there is any additional concern.
3. Ask permission to turn on the recording device and begin the interview process.
4. Introduce the participant with coded identification, record the date and time.
5. Begin asking interview questions.
 - What strategies did your organization have in place to manage expatriates?
 - What strategies have you used to manage expatriates to improve business performance?
 - What GTM (GTM) system did your firm have in place to manage expatriates?
 - What kind of supports or help have you received during your international assignments from your company?
 - What was the primary purpose of the international assignments?
 - How have you helped or did you help the company during your international assignment(s)?
 - Why did some of the international assignments fail?
 - Why have you taken international assignments or what are your personal goals to be an expatriate?

- What have you gained from the international assignments?
- What additional information would you like to share that we have not addressed?

6. Observe closely for non-verbal cues.

7. Ask follow-up probing questions to more in-depth information

8. End interview session and discuss member-checking session with the

participant. I will send participants the data analysis and confirm that if my interpretation is correct or request a revision if the participant has other understandings.

I will offer two flexible options for participants to choose include (a) another virtual interview through Skype or phone call, or (b) email me back the revised interpretation summary.

9. Thank the participant(s). Verify their contact information including email address and phone numbers for future contact.

Appendix B: Invitation Email to Participants

Dear {Participant},

My name is Dan Xie. I am a doctoral candidate in a DBA program at Walden University. I am soliciting for your consent to participate in my doctoral research study. The purpose of my study is to explore strategies that business leaders use to manage expatriates to improve business performance. I have settled on this topic because for the individual expatriate who works under the great management strategies will have a more professional and more beneficial environment to grow and to perform, thereby, to improve business performance that contributed by both individual employees and corporation.

The inclusive criteria for participating in this study comprise (a) you are an expatriate, have completed at least one international assignment; (b) one of your international assignments must be working for Chinese or Japanese company, or a subsidiary company that located in China or Japan; and (c) you were growing up in a Western culture-oriented countries that include majority European countries, North American countries, Australia, and New Zealand.

To be assured that I am looking for your experience but not looking for proprietary information, and anything could be deemed to be proprietary will be deleted from the dataset and not be included in the publication. I will not use your personal information for any purpose outside of this research project. Interview contents will be kept secure. I will not share the identities of individual participants to any individual or organization, including the organization you are currently serving. Details that might

identify you as a participant, such as the location of the study, also will not be shared in any format, including in the publication. The participation is a voluntary action; therefore, if you feel uncomfortable at any stage, you may withdraw from the participating.

If you are interested in participating, please review the attached informed consent form and feel free to ask questions. You may reply to dan.xie2@Waldenu.edu, or call my cell phone; my phone number is 907-888-6989.

Thank you very much for your consideration.

Very respectfully,

Dan Xie

Doctoral Student

Doctorate of Business Administration: Self-Designed