



**HUNGARIAN UNIVERSITY OF AGRICULTURE  
AND LIFE SCIENCES**

**The influence of Emotional Intelligence on Cross-  
Cultural Adjustment and Job Performance of  
Self-Initiated Expatriates from Post-Soviet  
countries**

**Doctoral (PhD) Dissertation**

**Kaiyrkul Abdyrakhmanova**

**Gödöllő**

**2022**

## **The PhD School**

**Name:** Hungarian University of Agriculture and Life Sciences  
Doctoral School of Economic and Regional Sciences

**Discipline:** Doctoral Program in Management and Business  
Administration Sciences

**Head:** **Prof. Dr. Lakner, Zoltán DSC**  
  
Full Professor, Head of Department  
Institute of Agriculture and Food Economics  
Department of Agricultural Business and Economics

**Supervisor** **Prof.Dr. József Poór DSC**  
  
Professor Emeritus  
Hungarian University of Agriculture and Life Sciences  
  
Full Professor  
J. Selye University

.....  
Approval of the Head of Doctoral  
School

.....  
Approval of the Supervisor

# 1 CONTENTS

INTRODUCTION.....	8
1.1    Relevance of the topic.....	8
1.2    Problem statement.....	9
1.3    Research gap .....	10
1.4    Purpose of research .....	11
1.5    Research Questions .....	11
1.6    Definitions .....	12
LITERATURE REVIEW .....	14
2    International Mobility .....	14
2.1    Transition period.....	16
2.1.1    Unemployment situation during transition Period.....	17
2.1.2    Brain drain in transition economy .....	18
2.1.1    Current Brain Drain situation .....	19
3    Overview of Expatriates .....	22
2.1    Self-initiated expatriates .....	24
2.1.1    Difference between Self-Initiated expatriates and Assigned expatriates .....	30
2.2    Emotional Intelligence .....	33
2.2.1    Role of Emotional Intelligence in Expatriation .....	35
2.3    Cross-Cultural Adjustment .....	35
2.3.1    Factors influencing Cross-Cultural Adjustment .....	37
2.3.2    Role of Emotional Intelligence on cross-cultural adjustment of Expatriates.....	39
2.4    Job Performance.....	42
2.4.1    Factors influencing Job Performance .....	43
2.4.2    Role of Emotional Intelligence in Job Performance .....	45
2.4.3    Role of Cross-Cultural Adjustment on Job Performance.....	47
3    MATERIALS AND METHODS .....	50
3.1    Research Design.....	51
3.2    Theoretical Background of Proposed Model .....	52
3.2.1    Emotional Intelligence (EI) .....	52
3.2.2    Cross-Cultural Adjustment (CCA) .....	53
3.2.3    Job Performance (JP).....	54
3.3    Structure of the Questionnaire .....	55
3.3.1    Data Collection .....	57
3.4    Demographic Profile of Respondents .....	57

3.5	Hierarchical Latent Variable Models .....	60
3.6	Formative and Reflective Constructs .....	61
3.7	Disjoint Two-Stage Approach: The First Stage .....	63
3.8	Measurement model: Validating Formative Lower Order Construct.....	63
3.8.1	Collinearity .....	64
3.8.2	Factor Loadings/Weights.....	65
3.9	Disjoint two-stage Approach: The Second Stage.....	67
3.10	Measurement Model: Validating Reflective Higher-Order Constructs.....	68
3.10.1	Factor Loadings.....	68
3.10.2	Reliability Analysis .....	69
3.10.3	Construct Validity .....	69
4	RESULTS AND DISCUSSION.....	74
4.1	Impact of socio- demographic variables on studied variable .....	74
4.1.1	Education impact on studied constructs using one-way ANOVA.....	74
4.1.2	Gender wise differences on studied constructs using T-test .....	75
4.1.3	Education impact on studied constructs.....	75
4.1.4	Impact of length of employment on studied constructs .....	76
4.1.5	Impact of previous international work experience on studied constructs .....	76
4.1.6	Impact of length of stay abroad on studied constructs.....	77
4.2	Results: Structural model .....	77
4.2.1	Coefficient of Determination .....	77
4.2.2	Probability Value.....	78
4.2.3	Hypotheses Testing.....	79
4.3	Discussion.....	81
5	CONCLUSION AND RECOMMENDATIONS .....	86
5.1	Conclusion regarding present study.....	86
5.2	Theoretical and practical implications .....	88
5.3	Limitations and recommendations .....	89
5.4	New Scientific results .....	89
6	Summary .....	91
	Appendix I. Bibliography.....	93
	Apendix II. Questionnare .....	112
	Apendix III. Second Stage PLS Algorithm .....	124
7	LIST OF PUBLICATIONS .....	126

## LIST OF TABLES

Table 1. Definitions of main variables used in current empirical study.....	12
Table 2. Net Number of Migrants .....	15
Table 3. Socio-economic indicators in 2000 and 2010 .....	17
Table 4. External Migration of population in Kyrgyzstan .....	20
Table 5. Wages by type of economic activity (KG soms) activity .....	20
Table 6. Socio-Economic Indicators.....	21
Table 7. Terms meaning ‘expatriates’ .....	22
Table 8. Definition of self-initiated expatriates based on literature review .....	24
Table 9. Home and host country of Self-Initiated Expatriates based on literature review ..	27
Table 10. Main motives of Self-Initiated Expatriates based on literature review .....	29
Table 11. Difference between Self-initiated expatriates and Assigned expatriates .....	31
Table 12. Factors influencing cross-cultural adjustment based on literature review .....	37
Table 13. Studies related to impact of Emotional intelligence on Cross-Cultural Adjustment.....	40
Table 14. Factors influencing job performance based on literature review .....	44
Table 15. Studies related to impact of Emotional Intelligence and Job Performance .....	46
Table 16. Relationship between Cross-Cultural Adjustment and Job Performance .....	48
Table 17. Emotional intelligence questionnaire .....	52
Table 18. Cross-Cultural Adjustment questionnaire .....	53
Table 19. Job performance questionnaire.....	55
Table 20. Language, Gender, Age, Marital Status .....	57
Table 21. Education level, Country of origin, Host country .....	58
Table 22. Field of professional qualification of respondents .....	59
Table 23. Length of stay abroad.....	60
Table 24. Collinearity Statistics: Lower-order Constructs.....	65
Table 25. Factor Loadings: Lower-order Constructs .....	66
Table 26. Factor loadings: Higher-order Constructs .....	68
Table 27. Reliability analyses: reflective indicators (i.e., 2nd order).....	69
Table 28. Fornell-Larcker Criterion.....	72
Table 29. Heterotrait-Monotrait Ratio .....	73
Table 30. Impact of age on studies constructs based on one-way ANOVA test.....	74
Table 31. T-test results for gender differences examination of studied variables. ....	75
Table 32. Impact of education on studies constructs based on one-way ANOVA test.....	75
Table 33. Impact of length of employment on constructs based on one-way ANOVA test ..	76
Table 34. Impact of previous international work experience on constructs based on one-way ANOVA test .....	76
Table 35. Impact of length of stay abroad on constructs based on one-way ANOVA test ...	77
Table 36. Significance of R square .....	77
Table 37. Results: Hypothesized relationships .....	79
Table 38. Summary of the results.....	87

## LIST OF FIGURES

Figure 1. Personal remittances, received (% of GDP), Kyrgyzstan.....	16
Figure 2. Unemployment between 1991 - 1995 .....	18
Figure 3. Immigration and emigration rate between 1990 - 2014.....	19
Figure 4. Proposed Model .....	50
Figure 5. Research Design .....	51
Figure 6. The first stage of analysis.....	61
Figure 7. Emotional Intelligence (Formative-Reflective Construct).....	62
Figure 8. Cross-Cultural Adjustment (Formative-Reflective Construct) .....	63
Figure 9. Relationship between higher-Order Constructs .....	67
Figure 10. AVE and outer loading of the model .....	72
Figure 11. Results for the Coefficient of determination.....	78
Figure 12. Relationships between variables .....	81
Figure 13. Accepted/refected hypotheses.....	85

## **LIST OF ABBREVIATIONS**

AE: Assigned expatriates

SIE: Self-Initiated Expatriates

MNCs: Multinational Companies

FDI: Foreign Direct Investment

HR: Human Resources

OECD: Organization for Economic Co-operation and Development

CIS: Commonwealth of Independent States

EI: Emotional Intelligence

CCA: Cross-Cultural adjustment

JP: Job Performance

TP: Task Performance

CP: Contextual Performance

NAFTA: North American Free Trade Agreement

APEC: Asia-Pacific Economic Cooperation

USSR: Union of Soviet Socialist Republics

AISEC: International Association of Students in Economics and Business

MNE: Multinational Enterprises

OE: Organizational Expatriates

# INTRODUCTION

Globalization has affected not only economy and international trade, but also caused labor mobility and international migration rise, which has contributed to transformation of global careers, emergence of transnational forms of human capital. It raises hunting for talent, who contributes to the competitiveness of companies and countries. Then again, the demand for talent has provided skilled workers with a huge choice in terms of location and type of work, in other word created better job opportunities and career development options. Moreover, international mobility has become the basis of a boundaryless global career and work. As a result it cause flow of human capital between developing and developed countries ( Baruch et al., 2013a; Dickmann, Suutari, & Wurtz, 2018), which might explain in increase of international migration, that reached 3.6 % of the worldwide population in 2020 (United Nations, 2021).

Highly skilled expatriates contribute to multinational companies' competitiveness in host county, as well as the greater potential for cross-border economic interaction and growth. Thus, they constitute an essential component of today's global talent pool (Al Ariss, 2010). Studies related to international talent flow has traditionally focused on assigned expatriates or organizational expatriates, who funded and assigned to the overseas site by their parent organizations.

However, with the change in the purpose and the nature of international mission, a variety of new positions, career routes emerged for expatriates (Suutari & Brewster, 2000a). Individuals taking responsibility for their own career paths without an organization's support reflect new trends in international assignments (Carr, Inkson and Thorn 2005).

## 1.1 RELEVANCE OF THE TOPIC

Self-initiated expatriates are defined as an “employee who migrates voluntarily to a foreign country on his or her own initiative, seeks actively a new employment and is hired by a foreign organization under a local, host-country contract” Andresen & Biemann (2013, p.105). SIEs are carriers of know-how and experience, and thus represent a valuable source of knowledge, network capital (Jokinen et al., 2008). So, their ability to be both locally responsive and function worldwide can help organizations enhance their effectiveness and efficiency (Tharenou, 2013). As a holders of particular, technical skills and abilities SIEs plays important role on global workforce (Alpaslan Danisman, 2017) and can be valuable human resources in both the host country as well as the organizations to which they join (Thorn & Inkson, 2012). SIEs are account for a larger share of the international workers than other categories of expatriates (Ceric & Crawford, 2016; Hussain et



al., 2019). Furthermore, over the last two decades, they have become highly demanded by organizations looking to fill experienced international manager shortages. As SIEs may have an excellent awareness of local and worldwide markets, cultures as well as languages. In addition, from the living and travel expenses, salary, taxation perspectives, beside financial considerations, they would be less expensive than regular traditional company-assigned expatriates (Al Ariss & Crowley-Henry, 2013b; Jannesari & Sullivan, 2019; Tharenou, 2013). From talent management perspective self-initiated expatriates are important resource for international companies. The above reasons indicate the importance of studying and understanding the effectiveness of SIE.

The findings of the current study enhance knowledge and provide a deeper insight into influence of Emotional intelligence on cross cultural adjustment, task and contextual performance of self-initiated expatriates by providing a convincing empirical confirmation for the impact of EI on CCA, and impact of EI and CCA on task and contextual performance. The insights gained from current research will contribute to expand knowledge in the field of expatriate's study, particularly in the areas of international human resource management and cross-cultural management.

## 1.2 PROBLEM STATEMENT

“SIEs are individuals who choose to go abroad on their own to find work there, or after having found a job prior to departure, without having been sent by an organization from their home country” Cerdin (2012, p. 59). Self-initiated expatriates make up around a third to one-half of the global expatriate population (Suutari et al., 2018). Expatriates relocate to obtain employment and income that are more relevant to their formal education and training (Iredale, 2001); in seeking of professional development possibilities, primarily due to a shortage of such options in their home nations (J. L. Cerdin, 2012). However, living in a country that is distinct from home country regionally, socially, and culturally can be tough for expatriates, particularly when there are notable differences between the home and host countries from a socio-cultural perspective (Konanahalli & Oyedele, 2016a). Despite the fact that SIEs relocate on their own, study the area prior to departure, and find jobs in advance, they nevertheless face challenges when engaging with the new environment, locals, and working conditions. In addition, they don't have any pre-departure preparation (Howe-Walsh & Schyns, 2010; Presbitero, 2020). As a result, some expatriates endure failure and unsatisfying work when working and living overseas, which is mainly due to challenges in adapting to a different cultural context (A. Harzing & Christensen, 2004; Hussain & Deery, 2018). Scholars found that one of the reasons for expatriates' failure is difficulty in adjusting to a new cultural environment, and stated that maladapted persons endure significant levels of

psychological stress and helplessness as a result of the transition to a new location. Therefore, SIEs may not be able perform at full ability, resulting in lower levels of job performance (KRAIMER et al., 2001). Moreover, difficulties related to cross-cultural adjustment are frequently the cause of early termination (Wang & Takeuchi, 2007). On the contrary, well-adjusted SIEs are less stressed, more engaged, excited about their work, wholly immersed in it; they believe they are attuned to the culture of the host nation, both at work and in other areas; and they tend to perform better, leading to higher performance (Jyoti & Kour, 2017). It was found that higher emotional intelligence contributes to better cultural adaptation and performance (Gabel-Shemueli & Dolan, 2011) as EI improves self-awareness and self-management skills, which allow expatriates to better handle negative impulses, better control own emotions and deal with tough situations. As a result, expatriate with a high EI is likely to adapt well and function well in their new environment (Law et al., 2008b). Therefore, it's critical to research impact of emotional intelligence and cross-cultural adjustment on job performance of SIEs. So that we can figure out how to assist people so that their resources may be spent on things like quality of life, interaction, and productivity.

### 1.3 RESEARCH GAP

Talent management of self-initiated expatriates has recently received increased attention as recruiting of SIEs becomes an increasingly appealing approach of solving the worldwide lack of skilled personnel (Doherty & Dickmann, 2013; Vaiman et al., 2015). However, studies were focused mainly on SIEs from developed countries (Fu et al., 2017; Kumar & Chhokar, 2019), although developing expatriates are an alternative to traditional expatriates, thus enriching the pool of transnational human resources (Furusawa & Brewster, 2019; Luring & Selmer, 2018). And, despite the fact that SIEs have been studied from a variety of geographic locations: United States, Canada, Australia, England, South Africa, New Zealand, Singapore and Belgium (Huff et al., 2014); Portugal (Farcas & Gonçalves, 2019); France, Germany, Korea (M. F. Waxin, 2004); South Korea (Froese, 2012); Germany, Western China (Cao et al., 2014); UAE (Hussain & Deery, 2018) from home country perspective empirical studies on SIEs from Post-Soviet countries (Kyrgyzstan, Kazakhstan) are extremely rare. In addition, studies focused on SIEs from a single home country are extremely rare (Andresen et al., 2020).

Moreover, empirical research on impact of Emotional intelligence and cross-cultural adjustment on job performance were mainly addressed to Assigned expatriates. However, self-initiated expatriation, in which a person finds work outside of own home-country, is topic of comparable

importance (Howe-Walsh & Schyns, 2010; Khedher & Asadullah, 2019) since they are a meaningful part of the global talent pool (Collings & Isichei, 2018; Tharenou & Caulfield, 2010; Vaiman et al., 2015). Few studies on job performance, particularly on task and contextual performance of SIEs were provided, and even fewer studies have addressed SIEs from Post-Soviet countries.

This study intends to fill the gap in studies on investigating influence of Emotional intelligence on Cross-cultural adjustment and job performance, and impact of cross-cultural adjustment on job performance of self-initiated expatriates from Post-Soviet countries (Kyrgyzstan, Kazakhstan). Considering that contextual and task performance are main elements of job performance it is important to investigate predictors of mentioned job performance. Understanding factors influencing job performance and cross-cultural adjustment of self-initiated expatriates is valuable for MNCs and HR professionals since it helps to predict effectiveness of expatriates and improve intercultural training, development and talent management programs; develop relevant policies and make recruiting and training choices.

#### 1.4 PURPOSE OF RESEARCH

The main objectives of current empirical research are:

- To study Self-initiated expatriates from Post-Soviet countries;
- To investigate the relationship between Emotional Intelligence, Cross-Cultural adjustment and Job Performance;
- Few studies on job performance were focused particularly on task and contextual performance of SIEs. This research is considering two indicators of Job Performance: Task and Contextual Performance of self-initiated expatriates from Post-Soviet Countries (Kyrgyzstan and Kazakhstan).

#### 1.5 RESEARCH QUESTIONS

The study will attempt to answer to following research questions:

Research Question 1. What is the relationship between Emotional Intelligence and Cross-Cultural Adjustment in the examined sample?

Research Question 2. What is the relationship between Emotional Intelligence and Task Performance in the examined sample?

Research Question 3. What is the relationship between Emotional Intelligence and Contextual Performance in the examined sample?

Research Question 4. What is the relationship between Cross-Cultural Adjustment and Task Performance in the examined sample?

Research Question 5. What is the relationship between Cross-Cultural Adjustment and Contextual Performance in the examined sample?

As result, following hypotheses were proposed:

Hypothesis 1. Emotional Intelligence has a significantly strong influence on surveyed expats' Cross-Cultural Adjustment in the examined sample.

Hypothesis 2. Emotional Intelligence has a significantly strong influence on surveyed expats' Task Performance in the examined sample.

Hypothesis 3. Emotional Intelligence has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.

Hypothesis 4. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Task Performance in the examined sample.

Hypothesis 5. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.

## 1.6 DEFINITIONS

In this dissertation following definitions were used.

**Table 1. Definitions of main variables used in current empirical study**

Variables	Definitions
Self-Initiated Expatriates	“employee who migrates voluntarily to a foreign country on his or her own initiative, seeks actively a new employment and is hired by a foreign organization under a local, host-country contract” Andresen & Biemann, (2013, p. 105)
Emotional Intelligence	“Emotional intelligence involves the ability to perceive accurately, appraise and express emotion; the ability to access and/or generate feelings when they indicate thought; te ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growht” (J. Mayer and Salovey, 1997, p.10)

Cross-cultural adjustment	“Degree of psychological comfort and familiarity that the individual has for the new environment” (Black, 1990, p. 122)
Task Performance	“effectiveness with which job incumbents perform activities that contribute to the organization’s technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services” (Borman and Motowidlo, 1997, p.99).
Contextual Performance	“Contextual activities include volunteering to carry out task activities that are not formally part of the job and helping and cooperating with others in the organization to get tasks accomplished” (Borman and Motowidlo, 1997, p.100).

Source: Author’s editing based on literature review

# LITERATURE REVIEW

## 2 INTERNATIONAL MOBILITY

The 1990s marked the beginning of a transitional economy, an economic integration that led to the economic growth and growth of international commercial organizations; digital development; development in the field of information technology; the growth of international transactions, the emergence of MNCs; small and medium sized enterprises; Foreign Direct Investments; and increased competition and global interaction. These changes also affected global mobility, the types of expatriates that gradually began to be replaced by alternative types of expatriates, which led to an increase in different forms of assignments, travelling, projects, self-initiated expatriates.

Skilled migration for many countries is a way to fill a labor shortage, while for others is a way to strengthen their human capital stock. Moreover, international mobility has a significant impact on shaping of national innovation processes by contributing on knowledge development and dissemination. One of the factors that influence the inflow of human capital is bilateral and multilateral agreements such as: European Union, NAFTA, APEC etc. and national policies. Another factor is internationalization of high education. For example, cooperation between developed and developing countries' universities. In addition, technological development caused demand for new skilled professionals, for example in information technology, thus created additional opportunities for attracting human capital (P. Caligiuri & Bonache, 2016a; Hippler, 2009; Iredale, 2001; OECD, 2008).

From the Europe context, flow of the human capital was based on several factors, such as the European Union's development, the increase in European multinational enterprises (MNEs), small and medium enterprises, and FDI, that emerged after the fall of the Communist regime; geographic location that included many industrialized countries, that gave the opportunity to travel without barriers; international organizations, and non-governmental organizations (United Nations, Red Cross etc.). The mentioned factors have significantly increased cross-national movement and have influenced human capital mobility, expatriation, and the rise of new types of expatriation (Scullion & Brewster, 2001).

**Table 2. Net Number of Migrants**

Region, country	1990-1995	1995-2000	2000-2005	2005-2010	2010-2015	2015-2020
<b>EUROPE</b>	4 969	3 161	9 179	8 643	6 890	6 805
<b>Eastern Europe</b>	1 448	1 125	967	1 843	1 454	605
Belarus	- 63	56	- 6	64	72	44
Bulgaria	- 356	- 134	- 86	- 84	- 24	- 24
Czechia	30	46	47	251	60	110
Hungary	100	79	62	25	30	30
Poland	- 160	- 85	- 183	- 178	- 321	- 147
Russian Federation	2 490	2 375	1 778	2 327	1 801	912
Slovakia	- 15	- 3	1	- 9	11	7
Ukraine	74	- 462	- 165	270	132	50
<b>Northern Europe</b>	176	678	1 298	2 726	1 611	1 700
Norway	47	59	67	163	222	140
Sweden	156	58	142	262	254	200
United Kingdom	205	513	992	2 189	1 300	1 303
<b>Southern Europe</b>	- 197	66	4 416	2 682	425	643
Albania	- 443	- 180	- 177	- 217	- 137	- 70
Greece	459	297	114	- 371	- 162	- 80
Italy	153	- 298	1 664	1 051	1 637	745
Portugal	149	174	178	92	- 140	- 30
Serbia	178	- 496	- 276	- 120	30	20
Slovenia	- 17	1	15	39	17	10
Spain	319	931	2 908	2 274	- 520	200
<b>Western Europe</b>	3 542	1 292	2 497	1 392	3 400	3 857
Austria	228	65	178	154	267	325
Belgium	107	51	220	294	259	240
France	122	194	926	446	424	183
Germany	2 628	716	824	43	1 939	2 719
Luxembourg	20	20	14	42	49	49
Netherlands	186	179	146	66	63	80
Switzerland	247	65	186	345	397	260
<b>NORTHERN AMERICA</b>	5 150	9 641	6 385	6 751	6 199	5 982
Canada	691	784	1 052	1 326	1 241	1 210
United States of America	4 464	8 860	5 335	5 429	4 962	4 774

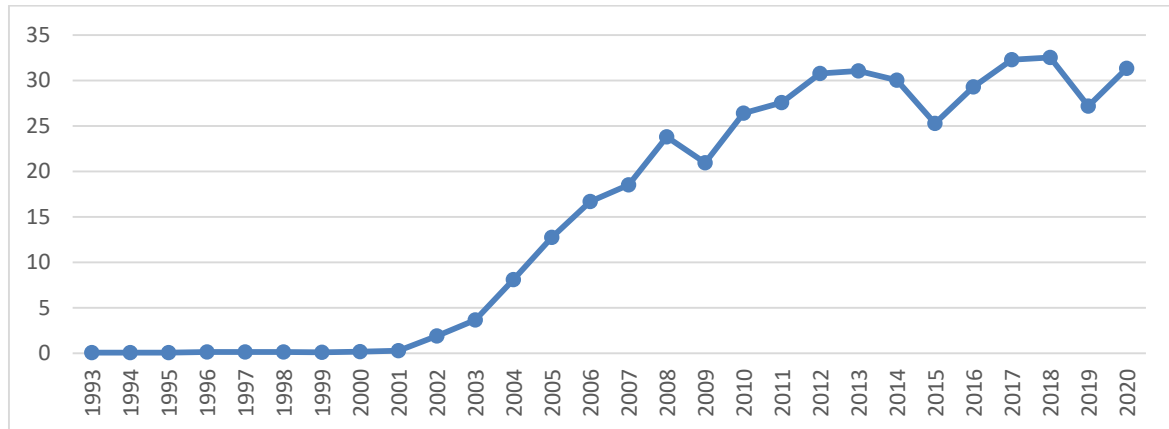
Source: <https://population.un.org/wpp/Download/Standard/Migration/>, Accessed: 4/08/2022

Note \* The net number of migrants is expressed in thousands. The list includes only the host countries of respondents

However, the benefits of international mobility might not be shared equally since one country might gain while another might lose valuable human capital. For example, in developing countries the migration of highly skilled workers is associated with “brain drain” and potential economic losses that may occur (OECD, 2002; Dumont JC. and JB. Meyer, 2003). The “brain drain” means the global movement of human resources. Generally, brain drain is associated with highly educated individuals who migrate from developed to developing countries. Brain drain can affect the wellbeing and growth of the country of origin both positively and negatively. On the positive side, for example, education simulation, remittances flow. As to negative side, decrease in human capital stock. Whether a country will benefit depends on the country’s economic level, level of migration, population, location, and other characteristics.

In the case of Kyrgyzstan, although remittances are considered as a positive aspect of labor migration, which positively affects the economy and society of Kyrgyzstan, there is also a negative side - brain drain and the decrease of skilled labor in the home country.

**Figure 1. Personal remittances, received (% of GDP), Kyrgyzstan**



Source: <https://databank.worldbank.org/source/world-development-indicators#> , Accessed: 4/08/2022

This was facilitated by both temporary labor migration and the permanent migration of skilled workers. Moreover, the decline in the country's production and innovation potential only exacerbated the situation. On the other hand, migrants, their families and country of origin benefit from labor migration. Migrants can earn several times more money than they could at home doing equivalent labor. From country of origin perspective, by channeling remittances, imparting know-how, and establishing commercial and trade networks, labor migration can help to relieve unemployment and boost growth. International labor migration, as well as investment and trade movements, have become a vital component of economic lives of many developing countries (Critelli et al., 2021; Popova & Özel, 2018; Vinokurov & Pereboyev, 2013).

## 2.1 TRANSITION PERIOD

Kyrgyzstan and Kazakhstan are Central Asian country that was a member of the former Soviet Union before declaring independence in 1991. The economic situation of the Former Post-Soviet Countries in Central Asia, including Kazakhstan and Kyrgyzstan, has been very unstable since the breakup of the Soviet Union.



**Table 3. Socio-economic indicators in 2000 and 2010**

Indicators	2000		2010	
	Kyrgyzstan	Kazakhstan	Kyrgyzstan	Kazakhstan
Population, Total	4898400.00	14883626.00	5447900.00	16321872.00
Foreign direct investment, net inflows (BoP, current US\$)	-2360124.96	1370521199.15	472768300.00	7456117901.08
GDP (current US\$)	1369688498.07	18291994909.00	4794357795.07	148047348240.64
GDP growth (annual %)	5.44	9.80	-0.47	7.30
GNI, PPP (current international \$)	8582788124.10	107939394934.30	15740559550.90	272722282119.97
Inflation, GDP, deflator (annual%)	27.16	17.43	10.03	19.54
Life expectancy at birth, total (years)	68.56	65.45	69.30	68.45
Population density (people per sq.km of land area)	25.54	5.51	28.40	6.05
GDP per capita (current US\$)	279.62	1229.00	880.04	9070.49
GDP, PPP (current international \$)	9129340048.13	115106829629.08	16810323179.37	313789244539.42
GNI (current US\$)	1287688498.07	17152994909.00	4489257795.72	128671748240.64
GNIS per capita, PPP (current international \$)	1750.00	7250.00	2890.00	16710.00
General government final consumption expenditure (% of GDP)	20.04	12.08	18.13	10.81
Labor force participation, total (% of total population ages 15+)	64.72	70.85	64.28	70.36
International migrants stock (% of population)	7.86	19.20	4.24	20.44
International migrant stock, total	389558.00	2871300.00	231511.00	3334623.00
Unemployment, total (% of total labor force) (modeled ILO estimate)	7.54	12.75	8.64	5.77
Employment in services (% of total employment) (modeled ILO estimate)	36.45	47.32	46.68	53.01
Employment in agriculture (% of total employment) (modeled ILO estimate)	53.08	36.44	32.24	28.28
Employment in industry (% of total employment) (modeled ILO estimate)	10.47	16.24	21.08	18.71

Source: <https://databank.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG/1ff4a498/Popular-Indicators>.

Accessed: 4/08/2022

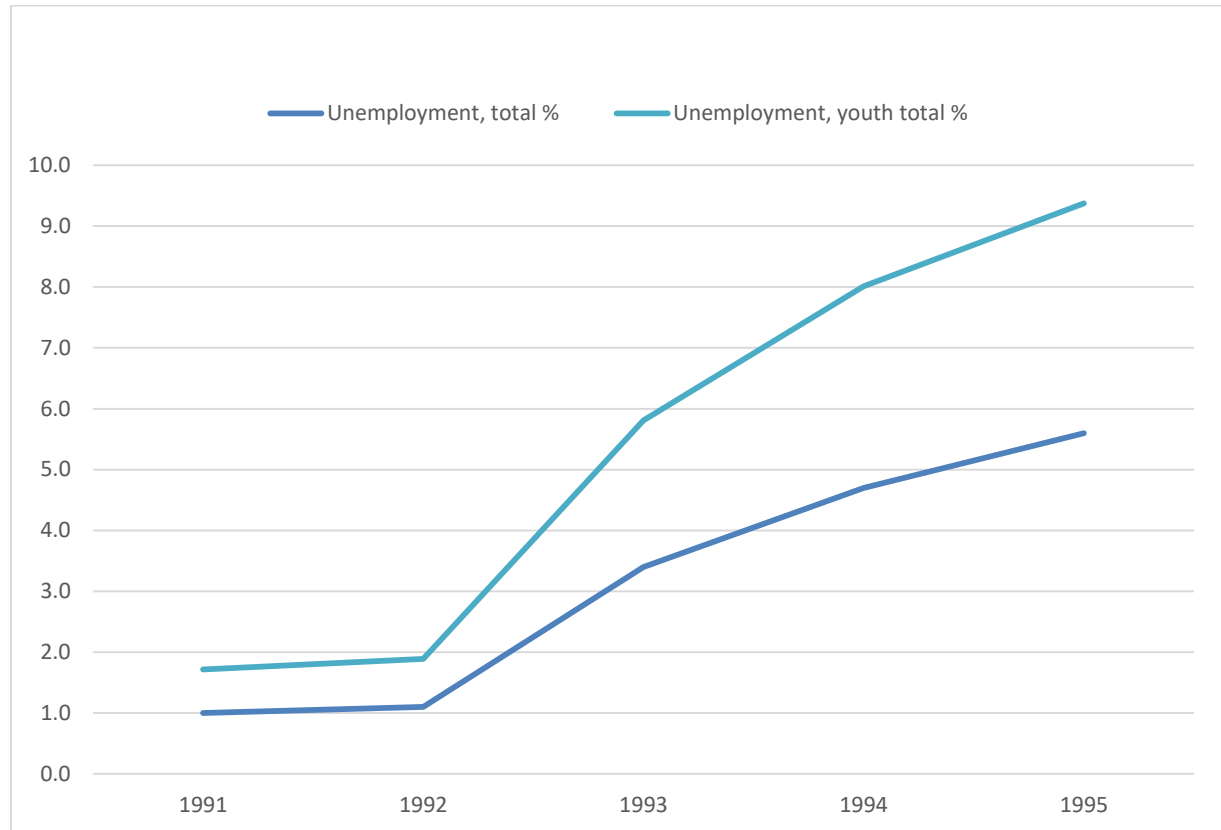
However, since 2000, Central Asia countries have been able to successfully sustain macroeconomic stability and raise living standards. Developed countries, including Russia, China, the United States, Japan, and some European countries and a lot of international financial institutions were interested in investing in the five independent Central Asian countries and contributing to the region's development (Hill, 2002). More than 50% of all world FDI was attracted to developing countries and countries with economies in transition in 2010 (UNCTAD, 2011)

#### 2.1.1 UNEMPLOYMENT SITUATION DURING TRANSITION PERIOD

The development of industry, the collectivization of the agricultural sector, and the central planning of the economy were the basis of the concept of modernization in Soviet system. Industrialization and collectivization in Soviet Kyrgyzstan between 1930-1980 affected the labor

market. Due to the lack of a qualified labor force, new workplaces were filled by immigrants from the European part of the USSR, for example, Russians, Ukrainians, and Germans (Abazov, 1999).

**Figure 2. Unemployment between 1991 - 1995**



Source: World Bank (2020a). World Development Indicators database. Washington, DC. <http://data.worldbank.org>. Accessed 22 July 2020.

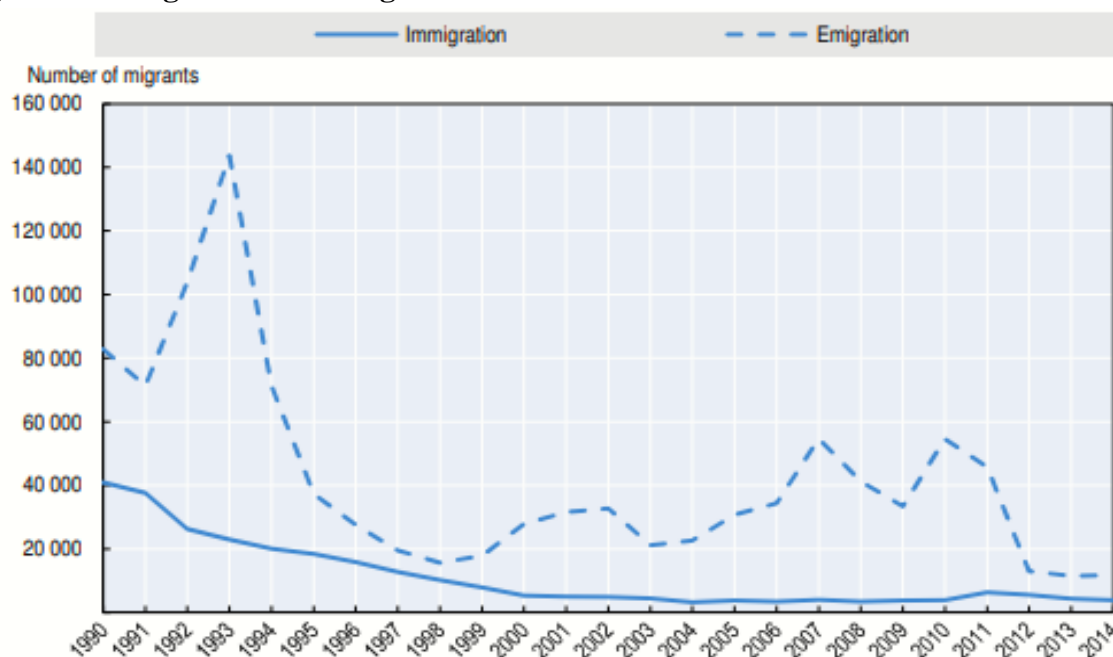
During the Soviet Union, Kyrgyzstan's official statistics showed full employment in all sectors of the economy, despite the existence of hidden underemployment and unemployment in some parts of the country. However, the social security system kept people from looking for work or leaving for other regions of the republic or the USSR. Following the fall of Soviet Union, long-term unemployment and underemployment increased significantly (Abazov, 1999; Mogilevsky & Omorova, 2011) . Mass unemployment was caused by the economic crisis, which was accompanied by a reduction in production and the closure of enterprises (Thieme, 2014).

#### 2.1.2 BRAIN DRAIN IN TRANSITION ECONOMY

Kyrgyzstan experienced political, economic, and social transformation after the disintegration of the Soviet Union in 1991. Economic factors, such as unemployment, poor wages, poverty, and

deteriorating living circumstances, have an impact on both internal and external labor migration in Kyrgyzstan (Schmidt & Sagynbekova, 2008). However, present labor migration patterns are not unprecedented. Migration has always been a part of the history of Central Asians, both internal and external, voluntary and forced, illegal and legal, temporary and permanent, commercially and ethnically motivated (Schmidt & Sagynbekova, 2008). After the collapse of the Soviet Union, international migration has increased significantly.

**Figure 3. Immigration and emigration rate between 1990 - 2014**



Source: (OECD/ILO, 2017)

The limitation of the Kyrgyz labor market became evident with the significantly high emigration of the Russian-speaking and German population between 1991 and 1996. However, along with emigration, the number of people employed in the manufacturing, mining, and construction industries of Kyrgyzstan, where the Russian-speaking population was mainly employed, has decreased; as well as decreased urban population. Moreover, expected rural migration was not significant. It may be explained by the creation of workplaces in agriculture sector compared to manufacturing, construction, etc., which led to an increase in employment in rural areas (Abazov, 1999; OECD/ILO, 2017).

### 2.1.1 CURRENT BRAIN DRAIN SITUATION

Nowadays, approximately one-third of Kyrgyzstan's employable population works overseas. The main destinations are the United States, Western and Central Europe, CIS countries.

**Table 4. External Migration of population in Kyrgyzstan**

Countries	2016	2017	2018	2019	2020
Total departures	7 125	5 899	7 077	7 560	5 822
Of those who left for CIS countries	6 859	5 765	6 788	7 314	5 649
Kazakhstan	1 341	1 209	1 219	1 368	1 664
Russia	5 445	4 453	4 972	5 335	3 792
Other countries	262	134	289	246	173
Germany	121	63	138	96	80
USA	57	18	44	51	7

Source: <http://www.stat.kg/en/opendata/category/323/>, Accessed: 4/08/2022

Note \* There is no reliable database documenting 'brain drain' statistics; only very generalized numbers for migration flows within and outside of Central Asia

According to reports, economic factors were the primary determinants of migration decisions. Low earnings and a lack of employment possibilities in Kyrgyzstan were the most often stated push factors (International Organization for Migration, 2021).

**Table 5. Wages by type of economic activity (KG soms) activity**

Items	2015	2016	2017	2018	2019	2020
<b>Total</b>	<b>13,483</b> <b>(133 €)</b>	<b>14,847</b> <b>(147 €)</b>	<b>15,670</b> <b>(155 €)</b>	<b>16,427</b> <b>(163 €)</b>	<b>17,232</b> <b>(170 €)</b>	<b>18,940</b> <b>(187 €)</b>
Agriculture, forestry and fishing	8,331.0	9,010.0	9,643.0	10,084.0	10,186.0	10,479.4
Mining and quarrying	20,225.0	25,265.0	24,254.0	26,046.0	29,769.0	32,688.2
Manufacturing	19,340.0	21,162.0	24,026.0	24,253.0	25,697.0	31,220.9
Electricity, gas, steam and air conditioning supply	23,537.0	27,094.0	29,528.0	30,819.0	31,452.0	31,297.3
Water supply; sewerage, waste supply: sewerage, waste management and remediation activities	10,833.0	11,478.0	11,802.0	12,367.0	12,824.0	14,780.9
Construction	11,959.0	12,384.0	13,156.0	14,549.0	14,853.0	15,748.0
Wholesale and retail trade; of motor vehicles and motorcycles and retail trade; repair of motor vehicles and motorcycles	12,648.0	13,150.0	13,958.0	14,417.0	14,109.0	14,925.6
Transportation and storage	18,143.0	19,862.0	22,617.0	23,037.0	23,141.0	21,060.1
Accommodation and food service activities	9,553.0	10,265.0	11,138.0	12,003.0	12,577.0	12,862.5
Information and communication	24,678.0	26,204.0	28,160.0	30,707.0	29,713.0	35,114.0
Financial and insurance activities	26,903.0	30,157.0	33,038.0	34,019.0	35,637.0	35,343.0
Real estate activities	9,703.0	10,000.0	10,086.0	11,337.0	12,038.0	11,407.5
Professional, scientific and technical activities	17,582.0	18,197.0	20,690.0	21,760.0	23,566.0	24,016.9
Administrative and support service activities	11,078.0	12,263.0	11,954.0	12,410.0	11,973.0	14,774.2
Public administration	16,385.0	17,297.0	18,183.0	19,880.0	20,750.0	22,879.4
Education	9,233.0	10,862.0	11,095.0	11,369.0	12,412.0	14,764.3
Human health and social work activities	9,381.0	9,728.0	9,947.0	10,313.0	10,809.0	10,936.8
Arts, entertainment and recreation	9,741.0	9,042.0	8,439.0	8,616.0	8,982.0	9,383.5
Other service activities	12,178.0	14,823.0	15,454.0	15,303.0	16,266.0	18,927.2

Over three decades after independence, labor migration continues to be vital, involving a new generation. Even though education, adventure, and enthusiasm are regarded as the primary drivers of global mobility (Doherty, 2013; Hippler, 2009), various countries are attempting to attract and retain international students, resulting in a "brain drain" from their home countries. This can have an impact on the skill structure of the labor force, resulting in labor shortages. On the other hand, it can also lead to remittances and other benefits from expatriates and repatriates. In general, this can be both a benefit and a problem for developing countries, based on the characteristics of the country. In addition, internationalization contributed to the student exchange programs, internship programs, and study abroad programs, government or self-funded, foreign scholarships such as: Erasmus Mundus, Stipendium Hungaricum, Turkiye Burslari, The German Academic Exchange Service (DAAD), AISEC . It would seem that knowledge and skills acquired abroad are favorable for the development of Kyrgyzstan and important from gaining a skilled workforce perspective. However, the possibilities for applying such knowledge and skills upon return are limited, which causes brain drain (Thieme et al., 2013).

**Table 6. Socio-Economic Indicators**

Indicators	2020
Population, total	6591600
Population density (people per sq.km of land area)	34.36704901
Foreign direct investment, net (BoP current US\$)	582405200
GDP (current US\$)	7735976273
GDP growth (annual %)	-8.616551031
GDP per capita (current US\$)	1173.611304
GDP per capita, PPP (current international \$)	4964.733306
GNI per capita, PPP (current international \$)	4750
Inflation, GDP deflator (annual, %)	5.759907
Unemployment, total (% of total labor force)	8.706000328
Labor force participation rate, total (% of total population ages 15-64) modeled ILO estimate)	62.4%
Human Capital Index (scale 0-1)	0.6
Personal remittances, received (% of GDP)	31.31892545

Source: <https://databank.worldbank.org/source/world-development-indicators#> , Accessed: 4/08/2022

### 3 OVERVIEW OF EXPATRIATES

Expatriate is “an employee who has been assigned by his or her employer to work in another country” (A dictionary of Human Resources Management, 2017). Scholars suggested and used different terms of that meaning ‘expatriate’ (Collings et al., 2007); ‘overseas assignment’ (M. Kraimer et al., 2016). Table 7 illustrates terms used by scholars to define ‘expatriates’. Broadly ‘expatriates’ can be defined as anyone who go abroad for personal or professional reasons for a limited time (Hippler, 2009).

**Table 7. Terms meaning ‘expatriates’**

Term	Authors
“corporate expatriate”	M.-F. Waxin et al. (2016) Shaffer et al. (2012)
“expatriate assignee”	Takeuchi (2010) J. Singh and Singh (2017)
“expatriate manager”	AlMazrouei and Zacca (2021) Matić et al. (2016)
“expatriate”	Collings et al. (2007) Brewster et al. (2019)
“global assignee”	P. M. Caligiuri & Day (2000)
“international assignee”	Dickmann and Cerdin (2018) Tharenou (2015) A. W. Harzing et al. (2016)
“international executives”	Fernandez et al. (2006) Linehan and Scullion (2001) Khan et al. (2011)
“international manager”	Bonache Pérez and Pla-Barber (2005) Harris and Brewster (1999) Linehan and Walsh (2000)
“internationally mobile manager”	Andresen and Biemann (2012a)
“managers with global careers”	Suutari & Mäkelä (2007)

Source: Adapted from McNulty & Brewster (2017)

Note: Terms are listed by alphabetical order

With the recognition of internationalization, the movement of people to other countries for work purposes has become more frequent (Kolde & Hill, 1967). Lack of locally qualified candidates and the need to prepare for the international mobility of individual staff during rapid growth in international business activity the staffing of expatriates increased (Peltonen, 1993; Torbiörn, 1994). Global mobility, in the past, was frequently related to political, social, and economic transformations (Iredale, 2001). For example, the increase in foreign direct investment that

resulted from the "transition economy" after the Communist regime collapsed caused an increase in the flow of expatriates to Central and Eastern Europe (Scullion & Brewster, 2001).

Expatriates were sent by the company for different purposes, to minimizing agency issues during the separation of ownership, for coordination and control (Edstrom & Galbraith, 1977; Jensen & Meckling, 1976); for minimizing transaction cost (Erdener & Torbiörn, 1999; A.-W. Harzing & Sorge, 2003); to fill a position (Suutari & Brewster, 2000b); for knowledge transfer (Cooke et al., 2019; Foss & Pedersen, 2002; A. W. Harzing et al., 2016; Salgado & Bastida, 2017) since expatriates have a strong ability to contribute certain skills, expertise, and networks to the subsidiary from other regions of the MNE and beyond (P. Caligiuri & Bonache, 2016a); as a mechanism of organizational control (Bartlett & Ghoshal, 1999; Boyacigiller, 1990; A.-W. Harzing, 2001); to share technical expertise where needed (Morley et al., 2006); to improve subsidiary growth (Chang & Smale, 2013). Therefore, it is not surprising that scientists enthusiastically studied expatriates from different perspectives like multinational management staffing (Baker & Ivancevich, 1971); selection (Jordan & Cartwright, 1998), training and recruitment (Baker & Ivancevich, 1971; Harvey, 1983; Tung, 1988); predicting job performance for selection purpose (Mol, Born, et al., 2005); management of expatriates (Scullion & Brewster, 2001); adjustment to assignment (Hechanova et al., 2003); importance of social and organizational support for expatriates (M. L. Kraimer & Wayne, 2004); cross-cultural effectiveness (Hannigan, 1990) cross-cultural training (Morris & Robie, 2001); cross-cultural adjustment (Black & Gregersen, 1991a); expatriate effectiveness (Mol, Ph. Born, et al., 2005); expatriate performance (Black & Porter, 1991); success (P. M. Caligiuri, 1997b; Clegg & Gray, 2002) and failure (A. Harzing & Christensen, 2004). Studies showed (Green, 2009) that expatriates differ depending on whether the act is initiated by the state or by a person, and whether it is voluntary or involuntary.

Economic and geopolitical shifts, technological advancements, changes in communication, worldwide travel, as well as demographic, structural changes in business environment (P. Caligiuri & Bonache, 2016b); the diversity of the overseas assignments' type and purpose has resulted in a number of new roles and career options for expatriates (Collings et al., 2007). Different types of international work experiences have increased mainly as a result of increased worldwide mobility (Jan Selmer, 2011). Expatriates were differentiated based on whether the act is initiated by the state or by a person, and whether it is voluntary or involuntary (Green, 2009); whether the hiring choice is made in the home country or in the host country (Biemann & Andresen, 2010a); length

of stay (Tharenou, 2013); nature of the movement (Al Ariss & Özbilgin, 2010a). Alternative to company assigned expatriate (Tharenou, 2013) individual who take command of own career without the direct backing of an organization and who make the option to live and work abroad, so called self-initiated expatriate, become new trends in foreign assignments (Carr et al., 2005).

## 2.1 SELF-INITIATED EXPATRIATES

Self-initiated foreign work experience (SFE) first mentioned in the research of Inkson et al., (1997). Researchers (Inkson et al., 1997, p. 352) defined overseas experience as experience when “international experience comes from the individual”, and distinguished SIE from traditional expatriates by using four main characteristics: the initiative’s source, the aims for overseas job, the source of funding, and the type of job. Derived from previous research (Inkson et al., 1997a) Suutari and Brewster (2000) compared Self-initiated foreign work experience with Finish foreign workers, and indicated that they differ “with regard to individual back ground variables, and employer and task related variable. Motives for going abroad, repatriation arrangements and compensation packages, differ to some extent between two group” (Suutari & Brewster, 2000, p. 434). Based on research results Suutari & Brewster (2000) introduced the concept of Self-Initiated Expatriates (SIE).

Several definitions of SIE have been proposed in literature (see table 1). For example according to (Begley, Collings and Scullion, 2008, p. 265) self-initiated expatriates are “those whose international experience is not initiated by an international transfer within an organization but rather is initiated without organizational assistance and of their own accord”. Peltokorpi and Froese (2009, p. 1096) define SIEs as “those who themselves make the decision to live and work abroad”. Cerdin (2012, p. 59) indicates: “SIEs are individuals who choose to go abroad on their own to find work there, or after having found a job prior to departure, without having been sent by an organization from their home country”.

**Table 8. Definition of self-initiated expatriates based on literature review**

<b>SIEs</b>	<b>Authors</b>
“SIEs are stereotyped as those ‘coming from developed countries; capable of strategically advancing their careers; successful in becoming accustomed to and integrating in the host country; possessing skills and qualifications that are transportable across countries; international mobility conceived as a choice rather than a necessity”	Al Ariss (2012, p. 237)
“internationally mobile individuals, who have moved through their own agency (rather than through an organizationally-assigned expatriation) to another country for an indeterminable duration”	Al Ariss and Crowley-Henry (2013a, p. 79)



“self-initiated expatriates are not sent by their companies but rather travel on their own initiative and thus do not benefit from organizational support”	Al Ariss and Özbilgin (2010, p. 276)
“Self-initiated expatriation is also considered a career-enhancing experience, as it can contribute to the development of work related and personal skills”	Al Ariss and Özbilgin, (2010, p. 276)
“In the case of SIEs, the first key binding activity to move internationally is solely made by the individual who initiates the expatriation. The legal decision of employment is made by a new work contract partner – either a foreign unit of the organization where the SIE is currently employed (Intra-SIEs) or a new organization abroad (Inter-SIEs)”	Andresen et al. (2014, p. 2308)
“SIE is defined as an employee who migrates voluntarily to a foreign country on his or her own initiative, seeks actively a new employment and is hired by a foreign organization under a local, host-country contract”	Andresen and Biemann (2012a, p. 105)
“those whose international experience is not initiated by an international transfer within an organization but rather is initiated without organizational assistance and of their own accord”	Begley, Collings and Scullion (2008, p. 265)
“those who themselves make the decision to live and work abroad”	Peltokorpi and Froese (2009, p.1096)
“SIEs essentially choose whether to expatriate, where they will go, and the length of their expatriation”	Cao et al. (2013, p. 57)
“SIEs: Have freedom of choice (whether to expatriate, destination choice, length of stay outside their home country, whether and, depending on the immigration regulations, when to return)”	Cao et al. (2013, pp. 57-58)
“SIEs are individuals who choose to go abroad on their own to find work there, or after having found a job prior to departure, without having been sent by an organization from their home country”	Cerdin (2012, p. 59)
“Self-initiated expatriates are individuals who choose to go abroad on their own to find work there, without being sent by an organization from their home country”	Cerdin and Pargneux (2010, p. 288)
“expatriates who self-initiate their international relocation, with the intentions of regular employment and temporary stay, and with skills/professional qualifications”	Cerdin and Selmer (2014, p. 1287)
“those whose international experience is not initiated by an international transfer within an organization but rather those who relocate abroad without organizational assistance and of their own accord”	Collings et al. (2007, p. 204)
“the individual self-initiated international assignee acknowledges the importance of his or her international acumen and experience in his or her professional role and believes this would be highly valued in the external labor market”	Crowley-Henry (2007, p. 58)
“SIE infers two essential components. The first is that SIE must involve relocation across a national border. Hence, SIE must be about physical mobility where the individual moves from one country to another (Inkson, 2006). Second, the initiative for that mobility must come from the individual, with individual volition being central to the concept of SIE”	Doherty (2013, p. 99)
“the key criteria used to define SIEs include an unsupported move abroad for travel and/or work reasons, undertaken under their own volition rather than as a forced choice”	Doherty and Dickmann (2013, p. 235)
“those who undertake international working without the sponsorship of an organization”	Doherty et al. (2011, p. 595)
“SIEs decide on their own to go abroad to find work, without being sent by an organization from their home country, and decide when to repatriate”	Dorsch et al. (2012, p. 44)
“Self-initiated expatriation is ‘something which is usually done for personal and professional reasons and therefore does not form part of a company’s considerations”	Egner (2012, p. 143)
“two features characterise most definitions of SIEs: firstly, that they are gainfully employed in a position outside their home country, and secondly, that they were not assigned there by their employer”	Fee and Karsaklian (2013, p. 91)
“employees who decide to migrate to another country for work” “Self-initiated expatriates initiate their expatriation and find a position in another country by themselves”	Howe-Walsh and Schyns (2010, p. 262)

“self-initiated expatriates cannot be prepared by their host country’s company prior to their expatriation”	Howe-Walsh and Schyns (2010, p. 265)
“have made their own way to the country and the job”	Jokinen et al. (2008, p. 979)
“themselves take their own initiative and responsibility”	Jokinen et al. (2008, p.980)
“A self-initiated expatriate is any person who is hired on a contractual basis and not transferred overseas by the parent organization”	Lee, (2005, p. 173)
“employees who work abroad through a self-arranged job in a new employer organization”	Mäkelä and Suutari (2013, p. 257)
“SIE is responsible for the move and securing the position themselves; they are not transferred by their organization to another worldwide subsidiary”	McDonnell and Scullion (2013, p. 136)
“often fund their own relocation”	Peltokorpi and Froese (2012, pp. 91-92)
“people working abroad who have gone to work in another country not because they have been sent by their employer but who have used their own initiative to seek job possibilities there, have been around for a long time”	Suutari, Brewster and Tornikoski (2013, p. 160)
“SIEs move intentionally from Country A to Country B but without the intention of settling permanently in Country B. After a time in Country B, the SIE may move on to Country C and beyond”	Thorn & Inkson (2012, p. 78)
“Self-initiated expatriates (SIEs) are professionals and managers who, unsupported by an organization, expatriate to seek work in a host country for an indefinite period, usually over a year”	Tharenou (2013, p. 1)
“SIEs are defined as ‘expatriates who self-initiate their international relocation, with the intentions of regular employment and temporary stay, and with skills/professional qualifications”	J.-L. Cerdin & Selmer (2014)
“self-initiated expatriates (SIEs) are likely to experience different norms while abroad and pressure to adapt to different management career structures”	Andresen (2018, p. 1)
“The SIEs are individually hired by foreign companies on contractual bases, while OEs are sent overseas by parent or sister companies”	Bhuiyan et al. (2001, p. 22)

Source: Adapted from Cerdin and Selmer, (2014)

Note: Definitions are listed in random order

Suutari, Brewster and Tornikoski (2013, p. 160) describes SIEs as “people working abroad who have gone to work in another country not because they have been sent by their employer but who have used their own initiative to seek job possibilities there, have been around for a long time”.

All these definitions are united by the fact that SIE refers to expatriates who move to another country (Howe-Walsh & Schyns, 2010; Brewster et al., 2014) to work abroad (Doherty et al., 2013b) on own initiative (Al Ariss & Özbilgin, 2010a) and self-fund relocation (Froese & Peltokorpi, 2013). It would seem that migrants also leave abroad based on own initiative, cross international borders (Andresen et al., 2014). The distinguishing of SIEs and migrants was explored by scientists from the standpoint of: “geographical origin and destination of the international mobility, the forced/chosen nature of this movement, the period of stay abroad, and the symbolic status of a “migrant”” (Al Ariss, 2010, p. 340). Authors state that migrants relocate from less developed country to developed countries more due to necessity (forced nature) while

SIEs relocate more from developed to develop countries and by choice (voluntarily). In contrast to migrants the SIEs time in the host country is more temporary (J. L. Cerdin & Selmer, 2014), whereas migrants can stay if they find a permanent job. However “the temporary to permanent character of movement leads to terminological ambiguities arising with regard to the terms migrant and SIE” (Al Ariss, 2010, p. 341). Since SIEs might settle permanently in their new home country based on contract (Bhuan et al., 2001) either for short or long duration and thereby become permanent migrant workers (Al Ariss & Özbilgin, 2010a; Baruch et al., 2013b). The term migrant connotes negative connotations, such as being an unwanted societal product. SIEs, on the other hand, are referred to in more positive terms (Al Ariss, 2010).

SIEs have “a self-starting and proactive approach and are persistent in overcoming barriers as well as setbacks to achieve their goal of working abroad” (Andresen et al., 2020, p. 5). SIEs are less constrained by organizational and professional limitations, and are more eager to take control of their careers rather than waiting for their organization to provide an acceptable international job opportunity (Albrecht et al., 2017; Andresen et al., 2012; Jokinen et al., 2008; Linder, 2019; Tharenou & Caulfield, 2010). Thus, they have the freedom to move anywhere in the globe and find worldwide work on their own (Doherty, 2013). Self-initiated expatriates find jobs prior to departure and generally lack a social network in their new area to help with settling in and acculturation (Thorn & Inkson, 2012). In contrast to AEs they don’t have trainings before to departure (Howe-Walsh & Schyns, 2010).

**Table 9. Home and host country of Self-Initiated Expatriates based on literature review**

Host Country	Home Country	Author
Turkey	Bosnia England Iran Kyrgyzstan Syria USA	Alpaslan Danisman (2017)
Korea Canada	Korea Canada	Arseneault (2020)
Arabian Gulf	Western, Arab and Asian region	Baruch and Forstenlechner (2017)
Germany	China Western European North America	Cao et al. (2014)
United Kingdom	Portugal	Farcas & Gonçalves (2019)

South Korea	US Germans, New Zealanders Canadians Asians, Europeans, Australians	Froese (2012)
Malaysia	Sri Lanka Thailand South Korea Nepal France Indonesia Singapore Malaysia India Australia China Germany Italy Japan	Haldorai et al. (2021)
Japan	United States Canada Australia England South Africa New Zealand Singapore and Belgium	Huff et al. (2014)
UAE	x	Hussain & Deery (2018)
China	x	Jannesari and Sullivan (2019)
Vietnam	South Korea	Oh & Jang (2020)
Malaysia	x	Singh and Mahmood (2017)
New Zealand	x	Thorn (2009)
India	French, German, Korean, Scandinavian	Waxin (2004)

Source: Author's own editing based on literature review

Note: x- means that no information was provided by authors

Note: Authors are listed alphabetically.

Decision of SIEs to move derived from different factors as: career anchors; pull and push; protean and bounderyless career approach (J. L. Cerdin, 2012). Selmer & Lauring (2010) states that the motivations for SIEs to relocate vary depending on their age and gender. Researchers investigated the motive of British academics to go abroad from travel and adventure; financial; family; career and change of life perspective. It was found that younger scientists were more motivated by money career, and adventure than older scientists. As to gender, money and the opportunity to change life are found to be more powerful motivators for males than for women. In contrast, other studies (Alpaslan Danisman, 2017) of academic SIEs in Turkey did not found any relationship between participants characteristics.

Nonetheless, Froese (2012) found that the home country's poor labor market, the host country's attractive job conditions, and the desire for international experience were the main drivers for Asian, European, and Australian SIEs in South Korea. Similarly, Farcas and Gonçalves (2017) found that Portuguese SIEs in the United Kingdom were driven by home country's poor labor

market situation and professional international experience. However, Western, Arab and Asian SIEs in Arabian Gulf financial gain is cited as a reason to come and stay, as well as prospects for career advancement and personal development, the hospitality of the Emirates' residents, a healthy secular culture of tolerance and acceptance, and personal safety (Baruch & Forstenlechner, 2017).

**Table 10. Main motives of Self-Initiated Expatriates based on literature review**

<b>Motives derived to move abroad</b>	<b>Sources</b>
Attractive job conditions in host country	Baruch and Forstenlechner (2017)
Career motives	Thorn (2009) Alpaslan Danisman (2017) Baruch and Forstenlechner (2017)
Cultural and travel opportunities	Thorn (2009)
Economic conditions of home country	Froese (2012); Ryan & Silvanto (2021)
Economic Reasons	Thorn (2009)
Host country reputation	Doherty et al. (2011)
Poor labor market	Froese (2012) Farcas and Gonçalves (2017)
Professional international experience	Farcas and Gonçalves (2017)

Source: Authors' own editing based on literature review

Note: Motives are listed alphabetically.

Interestingly, the home country push-pull factors can serve as both a motivation for expatriation and for repatriation of SIEs (J. L. Cerdin, 2012; Tharenou & Caulfield, 2010). For example, study of 248 New Zealand self-initiated expatriates (Lindsay et al., 2019) explored that pull factors such as economic opportunities, lifestyle and relational factors influence decision to repatriate.

Alpaslan Danisman, (2017) investigated attitudes of academic SIEs in Turkey toward the new culture in terms of three situations: new things learning, feeling at home, and difficulties. In other words, do they feel like natives, explorers, or outsiders. Religion, communication, daily life, food culture, social relations and social structure were the most common cultural themes encountered by expatriates. Because a participant's cognition and feelings differ for each cultural theme. The findings show that he or she can feel like a native, a stranger, and an explorer all at once (Alpaslan Danisman, 2017). Moreover, the cultural and psychological distance between home and the host country affects the degree of adjustment of expatriates, which is important for success of expatriates in the host country (Lindsay et al., 2019).

### 2.1.1 DIFFERENCE BETWEEN SELF-INITIATED EXPATRIATES AND ASSIGNED EXPATRIATES

Assigned expatriates – is expatriates who has been sent abroad by their organization and whose decision to relocate was taken in their home country (Doherty et al., 2011); moves within the boundaries of one organization (Baruch & Altman, 2002). Also known as organizational expatriate (Froese & Peltokorpi, 2013); traditional expatriate (Biemann & Andresen, 2010b); international assignee (Bhaskar-Shrinivas et al., 2005).

Researchers (Doherty et al., 2013a) compared SIEs to migrant, AEs, international students, international business travelers, and short-term assignees, and suggest that the terminology used in relation to SIEs need to be clarified and developed a profile based on gender, origin country, international mobility period. Likewise, Cerdin and Selmer (2014) stated that the conceptual understanding of SIE needs to be improved. For which purpose researchers (J.-L. Cerdin & Selmer, 2014) suggested four characteristics that must all be met at the same time to distinguish SIEs from other types of international movers: self-initiated international relocation, skilled/professional qualifications, regular employment (intentions), and intentions of a temporary stay. Additionally, Andresen et al., (2014) proposed three main criteria that should be considered when differentiating SIEs from assigned expatriates (AE): 1) whether initiative derives from individual or organization; 2) change of labor contract-partner; 3) whether the decision to hire is made in the host – home country by a new contract-partner.

Researchers differentiated SIE who are relocated abroad by own initiative, and assigned expatriates (AE) who are relocated abroad by their organization from several perspectives including individual variables, motives (Doherty et al., 2011; Suutari & Brewster, 2000b; Thorn, 2009); international career (Andresen & Biemann, 2012b), cross-cultural adjustment (Farcas & Gonçalves, 2017; Vesa Peltokorpi, 2008; Vesa Peltokorpi & Jintae Froese, 2009); time spent, psychological contract and organizational commitments (Casado & Caspersz, 2019); job performance, work experience (Dickmann, Suutari, Brewster, et al., 2018).

**Table 11. Difference between Self-initiated expatriates and Assigned expatriates**

Variables	Self-initiated expatriates (SIE)	Assigned Expatriates (AE)	Authors
Individual characteristics	Slightly younger, more females, more single	Predominantly male	Suutari & Brewster (2000a) Farcas and Gonçalves (2017)
Motivation	Interest in international experience and weak employment situation  Expatriate due to personal motive	Initiated by company  To accomplish a job or goal related to organization	Farcas and Gonçalves (2017) Suutari and Brewster (2000a) Vesa Peltokorpi (2008)
Adjustment	Better adapted to general aspect of host country and interactions with nationals of host country  Difficulties in interaction with locals and accommodation	Professional interest  AEs have support from the organization	Vesa Peltokorpi and Jintae Froese (2009)  Farcas and Gonçalves (2017); Albrecht et al., (2017)
Length of stay	Not predetermined  The length of stay is determined by SIE.	Predetermined  The length of stay is determined by the company.	Suutari and Brewster (2000a) Vesa Peltokorpi and Jintae Froese (2009) Tharenou (2013) Doherty et al. (2013b)
Career path	Follow an individualized career path  Moves across different organizations  SIEs are not backed by a company	Overseas assignment is part of an organizational career  Movement inside the bounds of single organization  Get support by their organizations	Carr et al. (2005) Siljanen and Lämsä (2009) Inkson et al. (1997a) Baruch and Altman (2002) Carr et al. (2005) Meyskens et al. (2009)
Career anchor	Lifestyle and internationalism	Lifestyle and internationalism	J.-L. Cerdin and Pargneux (2010)

Source: Authors own editing based on literature review

Note: Variables listed in random order.

Suutari and Brewster, (2000) compared Finish OEs and SIEs Based on individual and task related variables. Researchers found that SIE's is younger than OEs, have a higher proportion of singles

than OEs, SIEs are more likely to stay for longer period than OEs, and have a much larger percentage of females. Similarly, Farcas and Gonçalves, (2017) found that AEs are predominantly male. Moreover, researchers found that SIEs are tending to work in European countries while OEs tend to work for home-country international companies. In contrast, further studies (Jokinen et al., 2008) showed that SIEs are older than OEs and have longer overseas experience. However, further studies (Doherty et al., 2011) did not find any significant difference in terms of age and marital status, but supported that compare to AEs SIEs have a tendency to have extended international careers.

Understanding the motivations of human talent movement has been recognized as critical component of understanding the dynamics of talent flow. The study of the motivation of expatriates was dispersed among expatriates from different home and host countries. For instance, (Doherty et al., 2011) stated that understanding the reasons for the movement of labor is important for understanding the continuously developing global labor market. Researchers examined the individual motivations of Western originated traditional expatriates and self-initiated expatriates, and discovered that traditional expatriates were emphasized more by career-related factors. As to self-initiated expatriates, location and host country's reputation were the most important motivators for relocating. In addition, other studies (Farcas & Gonçalves, 2017; Froese, 2012) stated that the main drivers for SIEs move are home country's poor labor market, the host country's attractive job conditions, and the desire for international experience.

In terms of career type, assigned expatriation and self-initiated expatriation are markedly different, with assigned expatriation being classified as an organizational career and self-initiated expatriation as a boundaryless career (Inkson et al., 1997b; Jokinen et al., 2008). However, researchers (J.-L. Cerdin & Pargneux, 2010) believe that organizational career and boundaryless career are not mutually exclusive. Since the key difference between the mentioned expatriates is that AEs are interrelated to a company in their home country, whereas self-initiated expatriates do not have this connection. Furthermore, both types of expatriates can qualify for a boundaryless career rather than a traditional one. Therefore, authors compared career anchors between the two types of expatriates based on the theory of and found that internationalism and lifestyle both are important anchors for SIEs and AEs.

Besides individual variables and motives for moving abroad, adjustment was also explored. Since researchers (Vesa Peltokorpi & Jintae Froese, 2009) believed that adjustment may affect job satisfaction and performance of expatriates. Furthermore, researchers believed that expatriate type is play role in adjustment process. Comparison study SIE and AE from the United States,



Germany, France and the United Kingdom in Japan found that SIEs are better adjusted to general aspect of host country and interactions with host country nationals than AE. Researchers assume that foregoing differences might be related to differences in motivation and frequency of cross-cultural interaction. Moreover, other studies (Farcas & Gonçalves, 2017; Inkson & Myers, 2003) found that prerequisite for easy adjustment is a positive predisposition.

Like assigned expatriates, SIEs can work for a multinational corporations, but they do so on local terms. They will be less cognizant of headquarters operations, but from a multinational standpoint, they give many of the same benefits as AE at a far lesser cost.

## 2.2 EMOTIONAL INTELLIGENCE

Thorndike (1920) defines Emotional intelligence as "social intelligence" which means "the ability to understand and control men and women, boys and girls - to act wisely in human relationships". Later, the concept of social intelligence became part of multiple intelligences theory of Gardner (1993) According to Gardner, social intelligence consists on a person's intrapersonal intelligence, that is linked to a person's self-awareness and ability to indicate a wide range of emotions that are complicated difficult to distinct. And interpersonal intelligence, which refers to a person's intelligence in communicating with others and related to ability to detect other people's, emotions, intentions and motives.

Emotional Intelligence, firstly, was defined by Salovey and Mayer (1990, p.189) as "the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions". The authors believe that EI is an intelligence system devoted to the processing of emotional data and, as such, it must be integrated with other traditional intelligence systems. In the beginning, authors stated that emotional intelligence based on three components: Appraisal and expression of emotions, which consist of appraisal and expression own and others emotions; Regulation of emotions; Utilization of emotions. Later, in 1997 scholars (Alegre, 2011) suggested revised definition of EI: "the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth" Mayer and Salovey (1997, p. 10) and described revised four abilities that contribute to emotional Intelligence:

1. Appraisal and expression of emotion in the self (self-emotional appraisal). Which means ability to recognize and express own profound feelings in a natural way.

2. Appraisal and recognition of emotion in others (others' emotional appraisal). Which means ability to perceive and understand the emotions of people around. This ability allows to be much more sensitive to the feelings and emotions of others .
3. Regulation of emotion in the self (regulation of emotion). Which means ability to regulate their emotions, which will enable a more rapid recovery from psychological distress .
4. Use of emotion to facilitate performance (use of emotion). Which means ability of individuals to use their emotions constructively and to improve their personal performance .

According to Goleman (1995), who developed the concept of EI in his book “Emotional Intelligence: Why it Can Matter More Than IQ”, EI is “being able to motivate him/her and persist in the face of frustrations; to control impulses and delay gratification; to regulate one’s moods and keep distress from swamping the ability to think; to empathise and hope” (Goleman, 1995, p. 36). Goleman’s concept of EI includes: self-awareness, self-management, social awareness and relationship management (Goleman, 1998).

Bar-on (1997) coined the term "emotional quotient" as an analogue to cognitive quotient in his doctoral dissertation. According to author intrapersonal skills, interpersonal skills, adaptability, stress management, and mood are five primary social and emotional talents that determine a person's ability to cope effectively with environmental pressures.

Other scholars (Schutte et al., 1998) “believe that that the original model of Salovey and Mayer (1990) and the Mayer and Salovey (1997) revised model are the most cohesive and comprehensive models of emotional intelligence” (Schutte et al., 1998, p. 169). Based on original theoretical model of Salovey and Mayer, (1990) researchers developed short validated measures of emotional intelligence. The model is a multifaceted term that includes assessing emotion in oneself and others, expressing emotion, regulating emotion in oneself and others, and using emotion to solve issues (Schutte et al., 2009). The model has been widely used by scholars (Austin et al., 2004; Koveshnikov et al., 2014; Petrides & Furnham, 2000; Schutte, Malouff, et al., 2001; Van Rooy & Viswesvaran, 2004; Wechtler et al., 2015)

A group of researchers (Davies, Stankov and Roberts, 1998; Law, Wong and Song, 2004) classify four factors that all together they form the meaning of EI:

- Self-Emotions Appraisal (SEA), is the factor which is about the ability of a person to understand his/her emotions and to express them in a natural way;
- Others-Emotions Appraisal (OEA), is the factor which is about the ability of a person to understand and to accept others’ emotions;

- Regulation of Emotion (ROE), is the factor which is about the ability of a person to evaluate and control his/her emotions and/or to change or correct them immediately;
- Use of Emotion (UOE), is the factor which is about the ability of a person to direct his/her emotions towards constructive activities and/or personal performance in positive and productive way.

Based on above mentioned definition Wong & Law, (2002) developed self-reported scale, that was named Wong and Law Emotional Intelligence Scale (WLEIS). The scale is divided into four dimensions, each having four items, in total 16 items. The convergent and discriminant validity of this instrument were determined to be good (Law et al., 2004). The model has been widely used by scholars (Law et al., 2008b; Shih & Susanto, 2010; Sy et al., 2006)

### 2.2.1 ROLE OF EMOTIONAL INTELLIGENCE IN EXPATRIATION

Globalization and the establishment of a borderless economy have created demands and requirements for workers in terms of their ability to work not just at local firms but also at multinational enterprises. When teams are cross-cultural and global, emotional intelligence is more important than ever, since it increases the complexity of emotional relationships and the way they are communicated.

Emotions in intercultural experiences play the role of a potential component that will influence the experience of expatriates (N. L. Gullekson & Vancouver, 2010). As by controlling emotions, a person has the opportunity to critically comprehend the situation, misunderstandings, or disagreements that have arisen (N. Gullekson & Dumaisnil, 2016a; Luring & Selmer, 2018); to better understand of others' differences and forecast the implications of their actions on others (Zakaria, 2019). Moreover individuals with a high degree of EI are seen to be better employees (Wong & Law, 2002).

Emotional intelligence can helps expatriates to deal effectively with the anxieties related to moving to a foreign environment; to be more open to the obstacles they may experience in a new environment; to adjust new work and nonwork environment; to interact better with others and be more social (Koveshnikov et al., 2014; Ling, 2019; Shaffer et al., 2006); better perform job from task and contextual aspect (P. M. Caligiuri & Day, 2000).

### 2.3 CROSS-CULTURAL ADJUSTMENT

Cross-cultural adjustment implies adaptation to a new culture when person comes to a foreign country or culture. In general, “adjustment” is defined as the level psychological well-being of a

person in new a environment (Black, 1988; Nicholson, 1984). Cross-cultural adjustment studies were started by students from Norway who studied in the USA. Lysgaard, (1955) indicated that the process of cross-cultural adjustment has U shape and divided adjustment into three stages: introductory, integration, and frustration. In the first stage, expatriates are observing, and they feel excited about exploring new environment, it seems like a journey. At the second stage, the high excitement from observing a new environment reduces, and integration process to new society starts. The last stage is stage when previous feelings turn to feelings of sadness.

Lysgaard's (1955) study was supported by Oberg's (1960) cultural shock theory. According to the author, cross-cultural adjustment consists of four stages. The first starts from the honeymoon stage. The honeymoon stage may from a few days and six months, and at this stage, most newcomers are feeling excited about the new environment. At the second stage, newcomers start to experience difficulties with language, transport, shopping, and housing and start to feel negative or even aggressive. In the third stage, the understanding process starts, and newcomers begin to see differences between their own culture and the host culture, and they start to treat the host culture positively. In the fourth stage, newcomers accept the new environment and get started enjoying it.

Further studies (Black, 1988; Black & Stephens, 1989) argue that cross-cultural adjustment should be seen as a multidimensional concept, rather than a unitary phenomenon (Gullahorn & Gullahorn, 1963), and have developed a cross-cultural adjustment model. The authors (Black, 1988; Black & Stephens, 1989) adjustment model involves three dimensions which are general adjustment, interaction adjustment, and work adjustment. General adjustment reflects the factors affecting daily life of expatriates, such as life standards, food, health, living conditions, shopping, entertainment and other similar habits. Interaction adjustment reflects the degree of comfort experienced by expatriates when they interact with local people in their job and daily life. This dimension is accepted as the most difficult type of adjustment to reach, whereas each culture has its own characteristics in its traditions, norms, expectations and behaviors. Work adjustment reflects the degree of expatriates' adjustment to their roles tasks and working environment in their jobs. Researchers states that (Black & Gregersen, 1991b) combination of all these three dimensions of adjustment is significant in determination of the total degree of expatriates' ability to face new cultural challenges. The validity of these three facets has been confirmed by subsequent expatriate adjustment studies (Bhaskar-Shrinivas et al., 2005; Shaffer et al., 1999). However cross-cultural adjustment measures have been criticized for being too mechanical, failing to account for the complexities of each variable or the relationships between them, failing to

evaluate the outcome of adjustment, and having predominantly cross-sectional characteristics (J. L. Cerdin & Dubouloy, 2004). Though the model was questioned theoretically (A. Haslberger et al., 2013) as well as methodologically (Hippler, 2006), model is considered as ‘the most influential model in business studies’ (McNulty & Selmer, 2017, p. 83) Moreover scholars (Bhaskar-Shrinivas et al., 2005; Palthe, 2004) claims that Black’s model has become a basis for many researches about cross-cultural adjustment and it has been accepted by most scholars conducting research in this field.

### 2.3.1 FACTORS INFLUENCING CROSS-CULTURAL ADJUSTMENT

Recently, issues related to the changing nature of careers in a global context are increasingly attracting the attention of researchers, especially international assignments that were initiated by individuals without organizational support (Ravasi et al., 2015). SIEs are strategically important human resources for multinational businesses and are employed in huge numbers because to talent shortages in many countries and the increasing demand for mobile and intercultural competent personnel with varied skill sets (Cao et al., 2014). Comparison of AE and SIE showed difference in individual characteristics, job-related factors, motivation to go abroad, adjustment (Doherty et al., 2011; Farcas & Gonçalves, 2017; Jokinen et al., 2008; Suutari & Brewster, 2000b). The scholars are calling for attention to differences in cross-cultural adjustment and approaches to work, as these are important measures of expatriate success (Bhaskar-Shrinivas et al., 2005; P. M. Caligiuri, 1997a; Oh & Jang, 2020). Since there are some substantial distinctions between OEs and SIEs, these standout elements may not have the same level of relevance or salience when it comes to SIE adjustment (A. Isakovic & Forseth Whitman, 2013).

**Table 12. Factors influencing cross-cultural adjustment based on literature review**

Author	Host Country	Home country	Sample size	Factors	Target
Huff et al. (2014)	Japan	United States, England,Australia ,South Africa, Canada,Singapore ,New Zealand, Belgium	152	motivational CQ Length of time	SIE
Farcas and Gonçalves (2019)	United Kingdom	Portugal	18	Emotional. Social, cultural,	SIE
Dinglasa (2020)	Saudi Arabia	Filipino	483	Cultural Intelligence <b>Emotional Intelligence</b> Age	AE
Arokiasamy and Kim (2020)	Malasia	Japanese	107	Emotional Intelligence Cultural Intelligence	AE

Wechtler et al. (2017)	French	x	189	Career anchors	Exp
M. F. Waxin (2004)	India	French, German, Korean, Scandinavian	x	Culture of origin	SIE
Froese (2012)	South Korea	US Germans (New Zealanders Canadians Asians, Europeans, Australians	x	Language skills	SIE
Cao et al. (2014)	Germany	China Western European North America	199	Cultural Distance	SIE
Ravasi et al. (2015)	Switzerland	from more than 30 countries	152	Language Proficiency Partner/Family Organizational support	FE
Koo Moon et al. (2012)	Korea	United States China Japan Germany Hong Kong	190	Cross-cultural training Previous international experience	AE
Arseneault (2020)	Korea Canada	Korea Canada	27	Direction of expatriation Unique contextual factors Size of cultural gap	SIE
Okpara (2016)	Nigeria	Germany France Greece The Netherlands United Kingdom The United States Germany	103	Individual Contextual organizational	AE
Okpara and Kabongo (2011)	Nigeria	Germany France Greece The Netherlands United Kingdom The United States Germany	226	Cultural training Prior International experience	AE
L. Lee et al. (2013)	Taiwan	x	156	transformational leadership social support	AE
Guðmundsdóttir (2015)	USA	Danish, Finnish, Icelandic, Norwegian, and Swedish	178	Cultural Intelligence	Expat
Alpaslan Danisman (2017)	Turkey	Bosnia England Iran Kyrgyzstan Syria usa	18	Language	SIE

Source: Author's editing based on literature review

Note: Sources are listed in random order.

Note: x- means that no information was provided by authors

Note: List of countries was shortened, original list includes (Egypt, Bosnia, India, England, Kyrgyzstan, Iran, Palestine, Tanzania, Pakistan, Syria, Philippines, Turkmenistan and the USA).

The call to action was heeded by researchers who began to study CCA of self-initiated expatriates. For example, (Froese, 2012) explored that the antecedents of the general, interaction, and work adjustment factors of 30 SIEs in South Korea. Scholar found that interaction was the most difficult of the three aspects of adjustment for the responders. The main reasons for SIEs' problems in forming connections with host-country natives were limited host-country language abilities and differing socialization patterns. However studies SIEs in Hong Kong showed that proactive socialization enable more effective adjustment. Furthermore, a study (A. Isakovic & Forseth Whitman, 2013) explored 297 academics SIEs in Arab Emirates did not find any relationship between foreign language ability and three dimensions of sociocultural adjustment. Scholars explain this by the absence of the need for knowledge of the Arabic language, since the diverse composition and structure of the population led to the fact that English became the lingua franca in the country. In contrast to previous studies (Alshammari, 2012) Isakovic et.al (2013) found positive relationship between previous overseas experience and adjustment. Further studies (Huff et al., 2014) of cross-cultural adjustment of SIEs in Japan suggest that length of time in Japan and motivational Cultural Intelligence are can be determinants of cross-cultural adjustment. In addition, the authors suggested that expatriates be chosen based on their cultural intelligence in order to predict their chances of success as expatriates.

Recent studies (Farcas & Gonçalves, 2019) investigated how emerging adult SIEs perceive cross-cultural adaptation and its determinants. The authors found that according to the SIE, an adapted person is one who feels at ease in the host country, interacts with others to form social bonds, can effectively navigate in the host country, and deals with cultural differences in his home country and the host country to determine his cultural background and job satisfaction. Personal, interpersonal, social, and situational factors were identified as determinants of cross-cultural adaptation.

Emotional intelligence has been identified as a crucial factor among many individual and contextual elements that influence expatriates' cross-cultural adjustment (Crowne, 2013; Konanahalli & Oyedele, 2016a; Koveshnikov et al., 2014; Lin et al., 2012).

### 2.3.2 ROLE OF EMOTIONAL INTELLIGENCE ON CROSS-CULTURAL ADJUSTMENT OF EXPATRIATES

When people move to a different culture, they typically face stressed because the rules and behaviors are foreign and unclear (Bhaskar-Shrinivas et al., 2005; Bhaskaran & Jubi, 2014). Furthermore, some researchers based on their research admit that cultural differences can cause misunderstandings as each culture expresses its emotions differently (Marsh et al., 2003).

Emotional intelligence helps cope with different challenging situations by encouraging the accurate expression and control of emotions, preventing confrontations and labelling when forming judgments on the host country's culturally unfamiliar settings (Konanahalli & Oyedele, 2016b; Kumar, N., Rose, 2008; Lin et al., 2012; Wechtler et al., 2017).

**Table 13. Studies related to impact of Emotional intelligence on Cross-Cultural Adjustment**

<b>Author(s)</b>	<b>Target, sample size, host-home country</b>	<b>Findings</b>
Arokiasamy and Kim (2020)	Target: Company expatriates Sample size:107 Host country: Japanese Home country: Malaysia Method: Quantitative Data analysis: PLS-SEM	Emotional Intelligence has positive influence on cross-cultural adjustment sub dimensions
Viswanathan, Mohammed, et al. (2019)	Target: Expatriate Sample size:634 Host country: The USA Home country: India Method: Quantitative Data analysis: Regression	Emotional Intelligence has positive influence on cross-cultural adjustment sub dimensions
Konanahalli and Oyedele (2016b)	Target: International assignee Sample size:191 Host country: Different countries (29) * Home country: Malaysia Method: Mixed method Data analysis: SEM	Emotional Intelligence has positive influence on cross-cultural adjustment
Wechtler et al. (2015)	Target: Expatriate managers Sample size:254 Host country: Different countries (133) Home country: France Method: Survey Data analysis: Regression model	Emotional Intelligence has positive influence on cross-cultural adjustment
Koveshnikov et al. (2014)	Target: Expatriate managers Sample size:269 Host country: Asia, Latin America, Europe, North America, Africa, Caribbean, Indian Ocean Home country: France Method: Survey Data analysis: Hierarchical ordinary least square	Emotional Intelligence directly influence cross-cultural adjustment
Kai Liao et al. (2021)	Target: Assigned expatriates Sample size:240 Host country: Taiwan Home country: North American, European Japanese, Other countries Method: Offline, online survey Data analysis: SEM	Emotional Intelligence has positive influence on cross-cultural adjustment



Dinglasa (2020)	Target: Assigned expatriates Sample size:483 Host country: Saudi Arabia Home country: Filipino Data analysis: Pearson product-moment correlation coefficient	Emotional Intelligence has significant relationship with cross-cultural adjustment
-----------------	--	--

Source: Author's editing based on literature review

Note: Studies are listed in random order

Note: \* - list of countries was shortened, original list includes (Azerbaijan, Zambia and Zimbabwe Bahrain, Botswana, Bangladesh, Egypt, UAE, China, Kuwait, Mauritius India, Mozambique, Macau, Nigeria, Qatar, Oman Pakistan, Taiwan, South Africa, Saudi Arabia, South Sudan Sierra Leone, Sri Lanka, Hong Kong, Uganda)

It is considered that (Mayer et al., 1990) whether expatriates be successful during the adjustment process depends on their ability to cope with different new situations that will appear during work or in interpersonal interactions in host country. Emotional intelligence (EI) has been identified as a significant determinant in enhancing CCA among various individual and environmental factors that influence expatriates' CCA (Crowne, 2013; Wechtler et al., 2015). That is why it is important to choose person, who has emotional intelligence skills (Alon & Higgins, 2005). In addition, according to some scholars (Engelberg & Sjöberg, 2004; Kumar, N., Rose, 2008), the critical elements influencing adaptation and adjustment are the ability to understand, control others' and one's own emotions, as well as the ability to adapt to new cultural conditions. Gabel, Dolan, & Cerdin (2005) explored the impact of EI on the intercultural adjustment of assigned managers. The authors emphasized that when considering expatriates, cultural differences can be a benefit as well as a barrier. Furthermore, authors advised paying attention to expatriates' emotional skills during the selection process because emotional intelligence is a predictor of successful cross-cultural adjustment of assigned expatriates. That was supported by Koveshnikov et al. (2014) who investigated 269 French nationals expatriated, located in Europe, North America, Latin America and the Caribbean, Africa and the Indian Ocean, Asia, and Oceania. Study showed that emotional intelligence have positive influence on expatriates' cross-cultural adjustment and their further success. Moreover, authors suggest that, experience and training create possibility for developing emotional intelligence. In addition, study (Ling, 2019) among 170 expatriates from Taiwan, the United Kingdom, Germany, China, Japan, Korea, the United States, and Switzerland, who are staying in Malaysia showed that emotional intelligence positive impact on expatriate adjustment. Furthermore author believes that EI is essential for expatriate adjustment, which subsequently affects the success of the company. According to the authors (Ling, 2019), self-emotions appraisal and others-emotions appraisal help expatriates be open to challenges which they can face in a new environment, to stay positive, and to be more sociable. That will have an impact on interpersonal relations not only at work but also out of work.

## 2.4 JOB PERFORMANCE

Behavior or/and activity that leads to the completion of a task or the attainment of an organizational objective is considered job performance. It's a crucial factor for determining organizational results and success (CAMPBELL et al., 1990). Individuals are happy, become more successful, and master their occupations when they complete tasks with great performance. Being recognized as a strong performance will also lead to promotions, greater job prospects, and prizes and honors (Sonnentag et al., n.d.).

Organizations are rapidly expanding their business in other countries as a result of globalization. Internal human resource management shifts to international human resource management in overseas subsidiaries. Most multinational companies employ expatriates to run their overseas businesses, and they play an important role in the organization's operations (Awais Bhatti et al., 2013). Furthermore, the success of multinational corporations is increasingly dependent on the performance of expatriates (Selmer, 2006) and self-initiated expatriates became strategically value human resources (Tharenou, 2015) since they frequently have well-developed educational backgrounds, bring to their host organization sought-after international work experience, and are highly motivated (Vaiman et al., 2015).

Expatriate effectiveness is demonstrated when an individual completes the assignment, adjusts to the new culture's living conditions, and performs well at work (Aycan, 1997). According to Harrison and Shaffer (2005) work success is a result of how much time and effort an expatriate devotes to his or her employment. Researchers (Harrison & Shaffer, 2005) proposed a causal chain of affect, cognitive resource allocation, and behavior that flowed through three constructs: psychological adaptation, effort regulation, and job performance. Many aspects impact expatriate work performance, including goal orientation, self-efficacy, self-monitoring, task and people orientation, relational skills, and foreign experience (Shaffer et al., 2006). Some researchers (Koopmans et al., 2012) stated that job performance can be measured using four dimensions: task performance, contextual performance, adaptive performance, and counterproductive work performance. Other studies (Borman, W. C., & Motowidlo, 1993; P. M. Caligiuri, 1997a; P. M. Caligiuri & Day, 2000) believe that performance may include task and contextual aspects specific to expatriate assignments. Scholars (M. L. Kraimer & Wayne, 2004) defined task performance as the expatriate's ability to meet job objectives and technical aspects of the job. Contextual performance refers to an expatriate's performance on aspects of the job that go beyond specific job

duties, that covers psychological and social aspect of job activities. In addition, it is believed that task performance cannot cover the whole range of job duties; thus contextual performance should be distinguished. (Borman & Motowidlo, 1997; M. L. Kraimer & Wayne, 2004).

It is recommended to distinguish between technical and contextual performance while studying various performance determinants (P. M. Caligiuri & Day, 2000). In current work we analyzed influence of two performance categories separately.

#### 2.4.1 FACTORS INFLUENCING JOB PERFORMANCE

It was found that individual characteristics of expatriates helps in developing work and non-work relationships with nationals of the host country, which improves their job performance (Awais Bhatti et al., 2013). As a result, individual factors, particularly the Big Five, influence expatriate performance via expatriate adjustment (Awais Bhatti et al., 2014). In line with this, communication abilities were found to be important for expatriate success (Holopainen & Björkman, 2005). While other researchers (A. Harzing & Christensen, 2004; Hussain & Deery, 2018) believe that it is critical to comprehend the factors that influence SIEs' decisions to stay or leave their jobs. SIE turnover has a number of personal and financial costs for those involved, in addition to affecting economic performance, depleting the company's social capital, and resulting in a tarnished corporate reputation. According to the author, understanding the factors that cause staff turnover would help prevent the loss of this source of skilled labor. Study (Hussain & Deery, 2018) of 204 SIEs in the United Arab Emirates showed that interpersonal ties and coworker relationships can contribute to job satisfaction and organizational retention. Previous studies (Andresen, 2015) also found that community embeddedness related to job performance. As regards multinational companies, where cultural diversity is very common, "cultural intelligence" was found to be a predictor of expatriate success (Masrek et al., 2021). At the same time, CQ was considered a predictor of cross-cultural adaptation of expatriates, which also influenced the success of expatriates (Ang et al., 2007; Huff et al., 2014; Lin et al., 2012). Recent research (Zhao et al., 2020) of bounderyless mindset of expatriates in China investigate that bounderyless mindset has positive influence on job performance.

**Table 14. Factors influencing job performance based on literature review**

Author(s)	Factors	Host Country	Home country	Sample size	Target
Y.-S. Lee (2021)	Emotional Intelligence Work Stress Work Adaptation	x	x		x
Masrek et al. (2021)	Cultural Intelligence	Indonesia	x	305	x
Zhao et al. (2020)	boundaryless mindset proactive resource acquisition tactics	China	x	389	AE
Hussain and Deery (2018)	Turnover job embeddedness shocks	UAE	x	204	<b>SIE</b>
Jyoti & Kour (2017)	cultural intelligence	India	x	342	x
Nunes et al. (2017b)	expatriates performance cultural intelligence, cross-cultural adaptation and	Brazil	x	217	AE
Andresen (2015)	Community embeddedness Organizational embeddedness	x	39 nationalities	194	OE <b>SIE</b>
Bahramian, Somayyeh and Siadat, Seyyed Ali and Sharifi (2015)	Emotional Intelligence	Iran	x	147	x
Awais Bhatti et al. (2014)	personality traits adjustment	Malaysia	x	201	-
Shi and Franklin (2014)	cross-cultural adaptation	China	China	800	BE
Awais Bhatti et al. (2013)	individual characteristics adjustment	x	x	x	x
Awais Bhatti et al. (2013)	Emotional Intelligence	x	x	x	x
Sri Ramalu et al. (2012)	Cultural Intelligence	Malaysia	x	332	Expats
Benson and Pattie (2009)	home and host supervisors	38 countries	US		Exp
Sri Ramalu et al. (2011)	cross-cultural adjustment	Malaysiya	x	332	x
L. Y. Lee and Sukoco (2010)	Cultural intelligence International experience	Taiwan	x	218	AE

L. Lee et al. (2013)	social support transformational leadership	Taiwan	x	156	AE
(L.-Y. Lee & Kartika, 2014)	individual, family, social capital organizational support	China Taiwan	x	287	AE

Source: Author's research based on literature review

Note: Factors are listed in random order.

Note\*: x- means that no information was provided by authors

Further studies (Benson & Pattie, 2009) of impact of home and host country supervisors on expatriates success showed that adjustment and intentions to complete the assignment, are more influenced by relationships with host-country supervisors. Supervisors in the home country, on the other hand, have a greater impact on expatriates' subjective satisfaction with their jobs as well as their longer-term perceptions of how the overseas assignment will affect their career. Previous studies states (Jassawalla et al., 2004) that expatriate adjustment is largely determined by how they handle cross-cultural disputes with the host country's workforce. They go on to say that expatriates who effectively manage their disagreements with the host country's workforce are more likely to have a seamless transition at work. Moreover, studies about home country effect stated that it is critical to have a better knowledge of the host country's workforce viewpoints as they play a critical role in maintaining the smooth running of the expatriate experience, providing expats with necessary socialization support, aid, and companionship in an unfamiliar environment (Toh & Denisi, 2003; Toh & DeNisi, 2007). Furthermore host country's workforce has a significant impact on expatriate performance (Paik et al., 2007).

#### 2.4.2 ROLE OF EMOTIONAL INTELLIGENCE IN JOB PERFORMANCE

A wide range of different factors such as individual factors (Awais Bhatti et al., 2013; Yoke & Panatik, 2015); cultural intelligence (Jyoti et al., 2015; L. Y. Lee & Sukoco, 2010; Nunes et al., 2017); social support (L. Lee et al., 2013); cross-cultural adjustment (Sri Ramalu et al., 2011) has been found to have influence on expatriates' Job Performance. Emotional intelligence has been identified as a significant determinant in enhancing job performance among various factors that influence expatriates' job performance (Awais Bhatti et al., 2014; Luring & Selmer, 2018; Law et al., 2008a). Expatriates face a variety of challenges once they arrive in a new environment, which can be difficult and stressful. To overcome the difficulties, an expatriate should be able to cope with the stress, to build interpersonal relationships with locals and in work environment (Koveshnikov et al., 2014). Understanding emotions, expressing them, and understanding the

feelings of others can help individual to deal with negative feelings, avoid misunderstandings, and improve social skills (Koveshnikov et al., 2014; Ling, 2019; Lopes et al., 2004). EI helps individuals perform better at work by helping to control their emotions, manage stress and conflict situations, interact better with colleagues (Brackett et al., 2011) collaborate effectively in team (Lopes et al., 2006) as well as ensuring high performance even under pressure by adjusting to organizational change (Shamsuddin & Rahman, 2014). Researchers (Bahramian, Somayyeh and Siadat, Seyyed Ali and Sharifi, 2015) believe that Emotions and EI are characteristics that are thought to be a foundation for job performance. Moreover empirical studies (Joseph et al., 2015a; J. S. K. Singh & Mahmood, 2017) of the relationship between emotional intelligence and job performance have confirmed the impact of EI on job performance.

**Table 15. Studies related to impact of Emotional Intelligence and Job Performance**

<b>Author(s)</b>	<b>Target, sample size, host-home country</b>	<b>Findings</b>
J. S. K. Singh and Mahmood (2017)	Target: Expatriate employees Sample size:301 Host country: Malaysia Home country: x Method: Quantitative Data analysis: Multiple Regression	Study focused on examining the relationship between EI and Job Performance and showed strong relationship between EI and Job Performance
Viswanathan et al. (2019)	Target: Expatriate Sample size:634 Host country: The USA Home country: India Method: Quantitative Data analysis: Regression	Emotional Intelligence has influence on Job Performance
Law et al. (2008a)	Sample size:102 Host country: China Home country: x Method: Quantitative Data analysis: EFA, standardized RMR,	Research was aimed to determine effect of EI on Job Performance. EI has effect on Job Performance
Van Rooy and Viswesvaran (2004)	Scholars provided meta-analytic research based on 69 studies to examine the relationship between EI and Job Performance	An examination of the relationship between EI and job performance found that EI predicts job performance in academic, employment, and life.
Shamsuddin and Rahman (2014)	Target: Call Center agents Sample size:118 Host country: Kuala Lumpur Home country: x Method: Quantitative Data analysis: Multiple Regression	Research investigated relationship between EI and Job Performance

Bozionelos and Singh (2017)	Target: Expatriate Employee Sample size:188 Host country: United Arab Emirates Home country: x Method: Quantitative Data analysis: Hierarchical Regression	Study investigated relationship between EI and task performance, contextual performance
Aqqad et al. (2019)	Target: Jordanian banks workers Sample size:447 Host country: x Home country: x Method: Quantitative Data analysis: Multiple Regression	Significant relationship between EI and Job performance found
Aykan (2014)	Target: private and state bank workers Sample size:342 Host country: Turkey Home country: x Method: Quantitative Data analysis: Regression, T-Test	Study explored significant relationship between contextual-task performance and EC
Bahramian, Somayyeh and Siadat, Seyyed Ali and Sharifi (2015)	Target: gas company workers Sample size:147 Host country: Chahar Mahal Bakhtiari Province Home country: x Method: Quantitative Data analysis: Refression, T-test, Anova, Pearson Correlation	Significant and positive relationship between Job performance and Emotional Intelligence

Source: Author's editing based on literature review

Note: Studies are listed in random order

#### 2.4.3 ROLE OF CROSS-CULTURAL ADJUSTMENT ON JOB PERFORMANCE

Individual variables (Claus et al., 2011), cultural intelligence (Jyoti & Kour, 2017; Nunes et al., 2017b), social support, and emotional intelligence (Joseph et al., 2015b) have all been demonstrated to have an impact on expatriates' job performance. Among the different factors that influence expatriates' job performance, cross-cultural adjustment has been found as a crucial determinant of job performance (Bhatti et al., 2013; Sri Ramalu et al., 2011). Expatriates must adjust to employment, the host environment, and interactions with local individuals after they arrive in a new environment (Black & Porter, 1991). "Success" of expatriate has been investigated using notions such as expatriate adjustment (Black & Gregersen, 1991a; Shaffer et al., 1999). Since unadjusted expatriates are less productive at work (Black, 1988; P. M. Caligiuri, 1997a). Meanwhile, expatriates who are better adjusted to work and the general environment will more effectively perform at work, as when stressed by the difficulties related to learning organizational

roles or facing difficulties in day-to-day life, the expatriate may experience psychological stress, which can lead to a decrease in productivity (Bhaskar-Shrinivas et al., 2005; KRAIMER et al., 2001). Research (Shi & Franklin, 2014) of more than 800 business expatriates sent to and from China showed relationship between cross-cultural adjustment and job performance. Moreover authors found that expatriates who travel with their partners or families perform better in terms of cross-cultural adaptability and work performance. Other studies (L. Y. Lee & Sukoco, 2010) found cross-cultural adaptation as a significant determinant of job performance. Authors (L. Y. Lee & Sukoco, 2010) state that cultural adjustment is one of the primary factors that can influence expatriation success. In addition, authors state that expatriates who do not adjust to the new environment might fail their assignment. Furthermore, it is argued that adaptation in the host country may affect adaptation in a cross-cultural environment, which will only increase psychological stress and reduce productivity. (Kim et al., 2008) and that they will have poorer performance and higher psychological stress (Lee and Sukoco, 2010).

**Table 16. Relationship between Cross-Cultural Adjustment and Job Performance**

<b>Studies related to relationship between CCA and JP</b>	<b>Sample size, Host-Home countries, Target</b>	<b>Findings</b>
Kai Liao et al. (2021)	Target: Assigned expatriates Sample size:240 Host country: Taiwan Home country: North American, European Japanese, Other countries Method: Offline, online survey Data analysis: SEM	Cross-cultural adjustment influence job performance
Nunes et al. (2017b)	Target: Assigned expatriates Sample size:217 Host country: Brazil Home country: North America, Europe, Latin America, Oceania, Asia Method: Online Data analysis: PLS - SEM	Cross-cultural adjustment influence job performance
Zakariya et al. (2019)	Target: Assigned expatriates Sample size:139 Host country: Malaysia	Positive significance between general adjustment and task performance, interaction adjustment – negative.



	Home country: North America, Europe, Latin America, Oceania, Asia Method: Online Data analysis: PLS - SEM	Positive significance between contextual performance and work and interaction adjustment.
Jyoti and Kour (2015)	Target: Expatriates Sample size:217 Host country: India Home country: Method: Online Data analysis: Regression	Cross-cultural adjustment influence task performance
Kraimer et al. (2001)	Target: Expatriates Sample size:283 Host country: x Home country: The USA Data analysis: CFA, Anova, SEM	Cross cultural adjustment influence task and contextual performance
Shi and Franklin (2014)	Target: Business expatriates Sample size:800 Host country: The USA, Japan. , Canada, Singapore, Germany, Korea, Australia Home country: China Method: Online Data analysis: Multiple Linear Regression	Relationship between Cross-cultural adjustment and Job performance
Sri Ramalu et al. (2011)	Target: Expatriates Sample size:332 Host country: Malaysia Home country: India, Australia, UK and 42 different countries Method: Online Data analysis: Hierarchical Multiple Regression	Positive relationship between cultural adjustment and Job performance

Source: Author's editing based on literature review

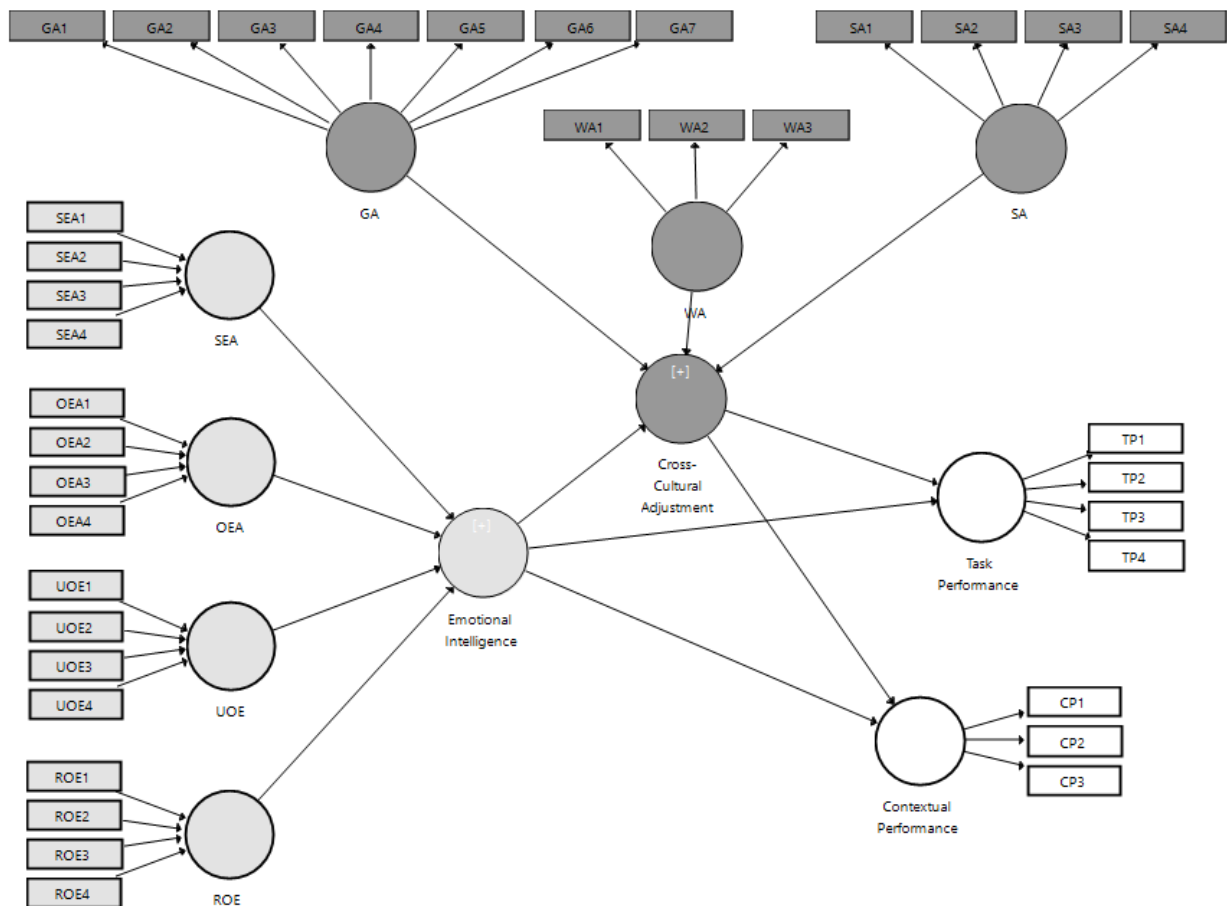
Note: Studies are listed in random order

\* Note: Eastern and Western, European, Asian, Oceanic, North American, Latin American, and Middle Eastern countries

### 3 MATERIALS AND METHODS

The current study focuses on the evaluation of relationships between Emotional Intelligence, Cross-cultural Adjustment, and Performance-related variables (i.e., Task and Contextual Performance). We would like to determine how the Emotional Intelligence of expatriates influences Task and Contextual Performance and define the role of Cross-Cultural Adjustment in the mentioned relationship. Figure 6. illustrates mentioned interconnections and combines relationships among all constructs.

**Figure 4. Proposed Model**



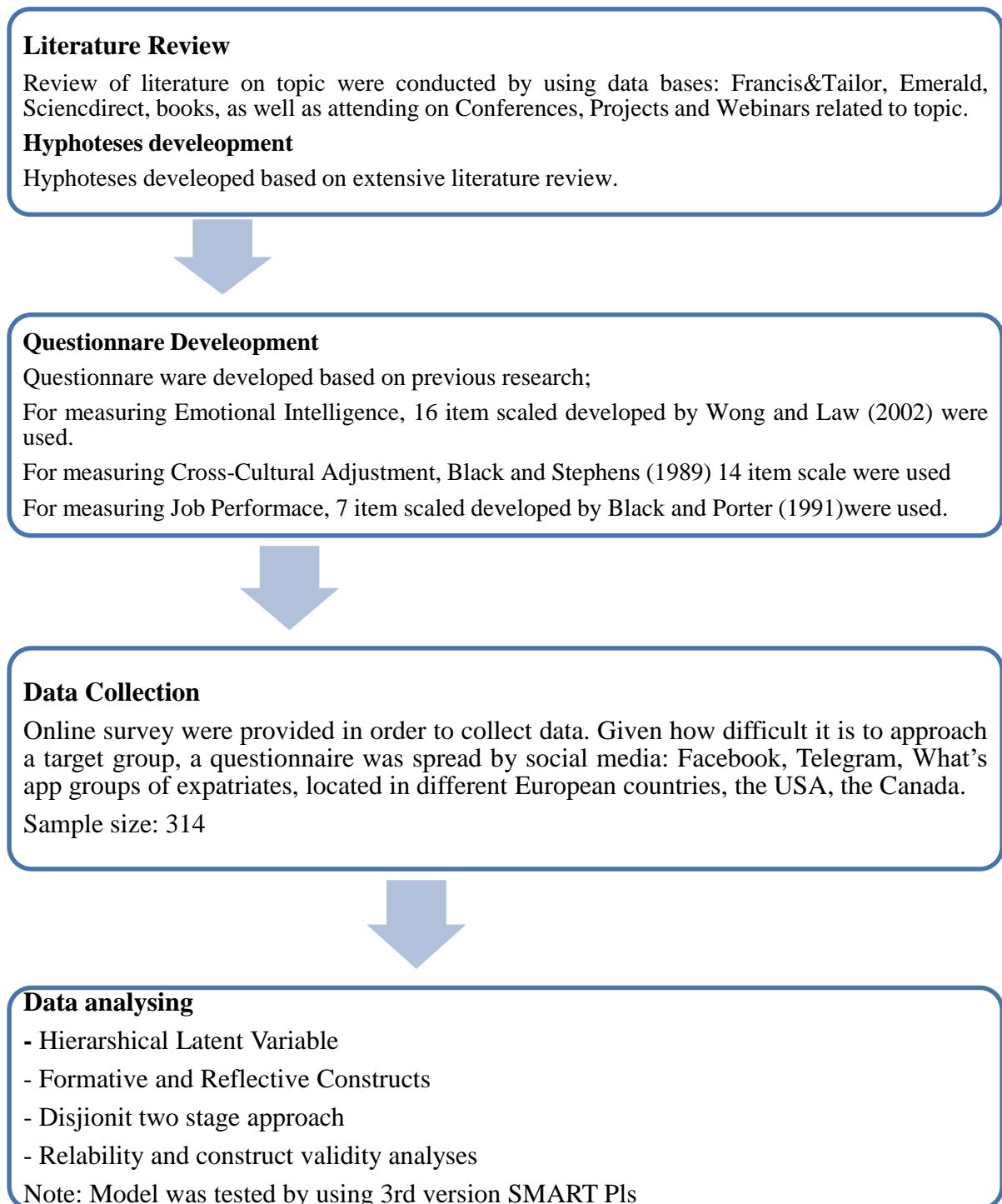
Note: Self emotional appraisal – SEA Others' emotional appraisal [OEA]; Use of emotion [UOE]; Regulation of emotion [ROE]; General Adjustment-GA; Social Adjustment – SA; Work adjustment – WA; Task Performance – TP; Contextual Performance – CP

Source: Author's editing

### 3.1 RESEARCH DESIGN

In order to attain the purpose of the current research the author steps in (Figuer5).

**Figure 5. Research Design**



Source: Author's editing

## 3.2 THEORETICAL BACKGROUND OF PROPOSED MODEL

### 3.2.1 EMOTIONAL INTELLIGENCE (EI)

The proposed model uses ready scales for measuring Emotional Intelligence, Cross-Cultural Adjustment, and Performance. There are different scales for measuring Emotional Intelligence. Some authors prefer to use the scale prepared by Schutte et al. (1998) for measuring EI, however, it consists of 33 assumptions/questions. Moreover, it faced criticism regarding reverse-keyed items (Austin et al., 2004). If we use a 33 item scale, the questionnaire would be very long and time-consuming. It might influence/decrease the number of respondents. So, the author decided to use a 16-item scale of EI proposed by Wong and Law (2002) that was created with the purpose of being used in work environment (Bozionelos & Singh, 2017), and consists of four lower-order constructs: Self Emotional Appraisal, Others' Emotional Appraisal, Use of Emotions, and Regulation of Emotion. The mentioned lower-order constructs/variables formulate the Emotional Intelligence of every person. Respondents' attitudes towards assumptions covering different aspects of Emotional Intelligence are measured using 7 points Likert scale. The lower-order constructs, as well as items formulating the measurement of EI, are illustrated below (see Table 16).

**Table 17. Emotional intelligence questionnaire**

Emotional Intelligence	Likert Scale						
	1	2	3	4	5	6	7
<b>Self-Emotional appraisal (SEA)</b>							
1. I have a good sense of why I have certain feelings most of the time							
2. I have a good understanding of my own emotions							
3. I have really understand what I feel							
4. I always know whether or not I am happy							
<b>Other's Emotional Appraisal (OEA)</b>							
1. I always know my friends' emotions from their behavior							
2. I am a good observer of others' emotions							
3. I am sensitive to the feelings and emotions of others							
4. I have a good understanding of the emotions of people around me							
<b>Use of Emotions (UOE)</b>							

1. I always set goals for myself and then try my best to achieve them							
2. I always tell myself I am a competent person							
3. I am self-motivated person							
4. I would always encourage myself to try my best							
<b>Regulation of Emotions (ROE)</b>							
1. I am able to control my temper and handle difficulties rationally							
2. I am quite capable of controlling my own emotions							
3. I can always calm down quickly when I am very angry							
4. I have a good control of my own emotions							

Note: Strongly disagree -1; Disagree - 2; Somewhat disagree - 3; Neutral -4; Somewhat agree - 5; Agree - 6; Strongly agree - 7.

Source: Wong & Law, (2002)

### 3.2.2 CROSS-CULTURAL ADJUSTMENT (CCA)

In the case of Cross-Cultural Adjustment, the author selected a well-known scale proposed by Black and Stephens (1989). This scale focuses on work, general, and interaction aspects of expatriate adjustment (Black & Stephens, 1989) and consists of 14 items. The cross-cultural adjustment scale is a widely used tool for analyzing different perspectives of expatriate performance. Moreover, some authors still illustrate the need for extensive research (M. L. Kraimer et al., 1997).

**Table 18. Cross-Cultural Adjustment questionnaire**

Cross-Cultural Adjustment	Likert Scale						
	1	2	3	4	5	6	7
<b>General Adjustment (GA)</b>							
1. Living conditions in general							
2. Housing conditions							
3. Food							
4. Shopping							
5. Cost of living							
6. Entertainment/recreation facilities and opportunities							
7. Healthcare facilities							

<b>Social Adjustment formative</b>							
8. Socializing with host nationals							
9. Interacting with host nationals on a day-to-day basis							
10. Interacting with host nationals outside of work							
11. Speaking with host nationals							
<b>Work Adjustment formative</b>							
12. Specific job responsibilities							
13. Performance standards and expectations							
14. Supervisory responsibilities							

Note: Very unadjusted – 1; Mostly unadjusted -2; Somewhat unadjusted -3; Neither unadjusted nor adjusted - 4; Somewhat adjusted - 5; Mostly adjusted - 6; Completely adjusted – 7

Source: Black & Stephens (1989)

Previous studies (Bastida, 2018; M. L. Kraimer et al., 1997) in the field also used the mentioned scale for determining the importance of CCA. However, there is still a knowledge gap in understanding attitudes and adjustment of expatriates from developing Post-Soviet countries. Respondents' attitudes towards assumptions covering different aspects of Cross-Cultural Adjustment are measured using 7 points Likert scale. The lower-order constructs, as well as items formulating the measurement of CCA, are illustrated above (see Table 2).

### 3.2.3 JOB PERFORMANCE (JP)

The current study focuses on the determination of the influence of Emotional Intelligence and Cross-Cultural Adjustment on Task/Contextual Performance. For being able to find interconnections between mentioned variables, the author focused on selecting the right scale. The job performance scale offered by Black and Porter (1991) complies with the purpose of current research. The scale measures expatriates' job performance from two different perspectives (i.e., Task and Contextual Performance) and consists of 7 items. Considering that EI and CCA together make quite a long questionnaire, the scale offered by Black and Porter (1991) seems to be the best choice. Scholars (Black & Porter, 1991) avoided directly questioning performance by making the items relative and participants were asked to rank themselves against a designated peer group. Previous studies (Bastida, 2018; Takeuchi et al., 2019) analyzing expatriates widely (Carmeli, 2003; L. Lee et al., 2013; L. Y. Lee & Sukoco, 2010; Sri Ramalu et al., 2011) used the same scale for measuring Performance .

It is important to note that the author examined relationships between pathways separately for Task and Contextual Performance. When exploring different predictors of performance, it is especially important to distinguish between technical and contextual performance (P. M. Caligiuri & Day, 2000). Moreover, the main reason for this decision is related to the importance of job performance for self-initiated expatriates as well as the formulation of research questions.

**Table 19. Job performance questionnaire**

Job Performance	Likert Scale						
	1	2	3	4	5	6	7
<b>Task Performance – TP reflective</b>							
1. My overall performance during my assignment is good							
2. I have good achievement with regard to my work goals							
3. I have the capability necessary to effectively complete my tasks							
4. I have good quality of performance							
<b>Contextual Performance – CP reflective</b>							
1. I have good ability with regard to getting along with others							
2. I keep good relationships with my local co-workers							
3. I maintain relationships in and socialize with the locals in my social environment							

Note: Very unadjusted – 1; Mostly unadjusted -2; Somewhat unadjusted -3; Neither unadjusted nor adjusted - 4; Somewhat adjusted - 5; Mostly adjusted - 6; Completely adjusted - 7

Source: Black & Porter (1991)

### 3.3 STRUCTURE OF THE QUESTIONNAIRE

The questionnaire was originally developed in English. Then, in order to reach a larger number of respondents and also for the convenience of the respondents, the questionnaire was translated into Russian by a professional translator and given to two native speakers for verification. So respondents may choose the most comfortable language questionnaire.

The current questionnaire consists of thirty-seven self-reporting questions as well as information regarding age, country of origin/host country, occupation, education, and so on. The choice to use a self-reported scale was made for several reasons. First, the self-reported scale asks the respondent to make a straightforward judgment, which prevents prompts or other ways of getting correct answers. Second, empirical research has demonstrated that self-reported scales have adequate discriminant, criterion, and convergent validity as well as reliability (Brackett et al., 2011; Law et al., 2008b, 2008a). Lastly, from a time and cost point of view, a self-reported scale takes less time and is less costly and more practical than other available tests.

The author tried to decrease the number of questions/assumptions, however, scales for EI and CCA make quite a long questionnaire (30 items). Thirty-seven self-reporting questions and some personal information were grouped into two sections. It allowed respondents to spend less time and decreased the number of mistakes. These sections are:

1. General information or demographic profile of respondents was included in the first section. Here respondents gave information about their age, gender, nationality, country of origin, host country, marital status, education level, skilled/professional qualification, length of employment/stay abroad, position type (i.e., regular part-time seasonal).  
In order to clearly distinguish and define the characteristics (self-initiated expatriate or assigned expatriate) of each expatriate taking part in the study, following screening - control questions were included in the questionnaire: “Have you acquired the current job independently?” (self-initiated). The mentioned question was adapted from the study of Selmer and Luring (2009). Previous studies (A. Isakovic & Forseth Whitman, 2013; J. L. Cerdin & Selmer, 2014; Doherty et al., 2011; Tharenou & Caulfield, 2010) also used similar targeted strategies to reach relevant targets.
2. Emotional Intelligence (16 items), Cross-Cultural Adjustment (14 items), and Task/Contextual Performance (7 items) were included in the second section. Respondents expressed their opinion towards different questions/assumptions using 7 points Likert scale. Different levels of adjustment were used for determining attitude towards Task/Contextual Performance and Cross-Cultural Adjustment (i.e., Very unadjusted – 1; Mostly unadjusted -2; Somewhat unadjusted -3; Neither unadjusted nor adjusted - 4; Somewhat adjusted - 5; Mostly adjusted - 6; Completely adjusted – 7). In the case of Emotional Intelligence respondents expressed their attitude using the level of agreement



(Strongly disagree -1; Disagree – 2; Somewhat disagree – 3; Neutral -4; Somewhat agree- 5; Agree – 6; Strongly agree – 7).

### 3.3.1 DATA COLLECTION

The purpose of the study was to determine whether there is a significant relationship between EI, CCA, and the Performance of self-initiated expatriates. Self-initiated expatriates from post-Soviet countries located in European countries, the USA and Canada represent the main target of current research. Given how difficult it is to approach a target group, a questionnaire was spread by social media (Facebook, Telegram, What's app groups, created by and for expatriates located in Europe, USA, Canada). The respondents had about three months to fill out the questionnaire. (i.e., between September and November, 2021). For statistically reliable analysis the sample size for the current analysis should be more than 300 respondents (J. F. J. Hair et al., 2014). Identifying and counting expatriates abroad is quite difficult. Unfortunately, it is rare that a country has accurate information on the expatriates. Even when information is available on the size of expatriate communities in considered countries, there is often a lack of information on the exact type of these expatriates. Therefore, in order to be confident about the self-initiative characteristics of the surveyed expatriates, the author established a criterion for selecting a target: self-initiated expatriates and asked respondents the screening question mentioned in the previous chapter. All the respondents answered positively to the question. Before conducting the analysis answers of respondents were checked and duplicated responses were deleted.

### 3.4 DEMOGRAPHIC PROFILE OF RESPONDENTS

Demographic profile of respondents illustrated in Table 26. Most of the respondents (almost 75%) filled out the questionnaire in English; the percentage of female respondents ( $\approx 52\%$ ) is slightly higher than males. The high proportion of self-initiated expatriates who participated in the survey is younger than 35.

**Table 20. Language, Gender, Age, Marital Status**

Language of questionnaire		
English	235	74.84
Russian	79	25.16
Gender		
Female	163	51.91
Male	151	48.09
Age		

18-25	64	20.38
26-30	113	35.99
31-36	89	28.34
more than 36	48	15.29
<b>Marital Status</b>		
Divorced	21	6.69
In a relationship	72	22.93
Married	104	33.12
Single	114	36.31
Widowed	3	0.96

Source: Author's editing

Almost half of them ( $\approx 49\%$ ) hold a master's degree. About 81% of all respondents are from Kyrgyzstan; Kazakhstan is the homeland of more than 9% of respondents. More than 60% of the surveyed self-initiated expatriates live in the EU. The respondents from the UK and the USA have a higher weight in comparison with Non-EU countries. The analyses were conducted using 314 valid responses. The responses were analyzed using 3<sup>rd</sup> version of SmartPLS (Ringle et al., 2015).

**Table 21. Education level, Country of origin, Host country**

<b>Education level</b>		
Bachelor's degree	51	16.24
Doctoral	24	7.64
Master degree	154	49.04
Professional qualification	85	27.07
<b>Country of origin</b>		
Kazakhstan	29	9.24
Kyrgyzstan	255	81.21
Russia	8	2.55
Others	22	7.01
<b>Host Country</b>		
Austria	20	6.37
Belgium	16	5.10
Czech Republic	10	3.18
France	10	3.18
Germany	45	14.33
Hungary	74	23.57
Italy	8	2.55
Japan	7	2.23
Poland	12	3.82
Russia	8	2.55
Switzerland	24	7.64

Turkey	11	3.50
UK	22	7.01
USA	30	9.55
Others	14	4.46

Source: Author's editing

Respondents represents different field of professional qualifications: IT (17.20%), Finance (14.97%), management (10.51%), marketing (4.16%), Human Resources 4.14%, Medicine 3.82%, Law 3.82 %, Pedagogy 2.87%, International Relationships 2.87%, Engineering 2.55%, Economics 2.55%, Linguistics 2.23%, Art and design 1.91%, Pharmacy 1.59%, Journalism 1.59%, Business Administration 1.59, Biology and Biotechnology 1.59%, Banking and audit 1.59%, Tourism 1.27%, Psychology 1.27%, Health care 1.27 %, Architecture 1.27%, Agriculture 1.27 %, and other qualifications 11.83%.

**Table 22. Field of professional qualification of respondents**

<b>Professional Qualification</b>	<b>N</b>	<b>%</b>
IT	54	17.20%
Finance	47	14.97%
Management	33	10.51%
Marketing	14	4.46%
Human Resources	13	4.14%
Medicine	12	3.82%
Law	12	3.82%
Pedagogy	9	2.87%
International Relationships	9	2.87%
Engineering	8	2.55%
Economics	8	2.55%
Linguistics	7	2.23%
Art and design	6	1.91%
Pharmacy	5	1.59%
Journalism	5	1.59%
Business Administration	5	1.59%
Biology and biotechnology	5	1.59%
Banking and audit	5	1.59%
Tourism	4	1.27%
Psychology	4	1.27%
Health Care	4	1.27%
Architecture	4	1.27%
Agriculture	4	1.27%

Other	37	11.83%
-------	----	--------

Note: \* - list of field of professional qualification was shortened, original list includes (Regional Development 0.96%, Service 0.96%, Social science 0.96 %, Technical 0.96 %, Accounting 0.64%, Fashion industry 0.64%, Logistic 0.64%, Natural Science 0.64%, Social Care 0.64%, translation 0.64%, Anthropology 0.32%, History 0.32%, Public Health 0.32%, Public Relations 0.32%, Textile Industry 0.32%, Other 1.91%)

Source: Author's editing

Less than half of respondents (36.62%) stayed abroad from one to 3 years, 33.12 % of respondents stayed more than 5 years, 28.03 % of respondents stayed between 3 -5 years, and minor part of respondents stayed abroad less than 1 year.

**Table 23. Length of stay abroad**

Length of stay abroad	N	%
Duration		
1-3	115	36.62%
3-5	88	28.03%
Less than 1 year	6	1.91%
More than 5 years	104	33.12%
No answer	1	0.32%

Source: Author's editing

According to results of descriptive statistics 36.62 percent of expatriates stayed abroad between 1-3 years. Expatriates who stayed abroad more than 5 years count made 33.12 percent of all respondents. And 28.3 percent of survey participants stayed abroad between 3 and 5 years. Generally, based on descriptive results, we can assume that respondents have substantial experience of living abroad and were able to share their experience of expatriation precisely.

### 3.5 HIERARCHICAL LATENT VARIABLE MODELS

Nowadays researchers use different approaches in the case of higher-order constructs. In order to find answers to research questions and make necessary calculations author might use one of the well known two approaches in hierarchical latent variable models (Wetzels et al., 2009):

- the repeated indicator approach
- the two-stage approach/sequential latent variable score method

The repeated indicators approach has its advantages; it gives the researcher a chance to calculate results without involving higher or lower-order constructs (Becker et al., 2012). Statistical literature suggests using the repeated indicators approach if higher-order constructs have an equal number of lower-order constructs (Ringle et al., 2012). The different number of lower-order constructs cause biased factor loading/weights to the contrary. Considering that in the current study

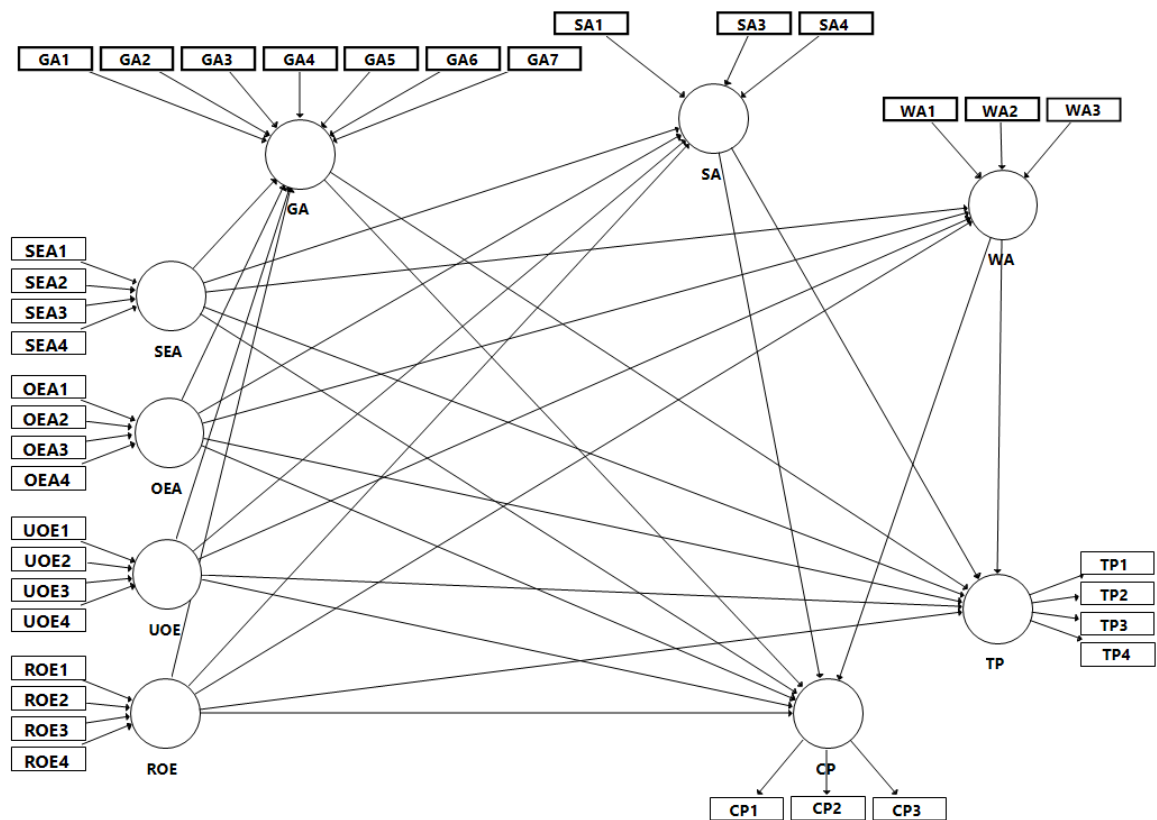
Emotional Intelligence has four lower-order constructs and Cross-Cultural Adjustment consists of three lower-order constructs, the repeated indicator approach cannot be considered as a good solution. Also, the approach leads to “artificially correlated residuals” which might be considered as a disadvantage (Becker et al., 2012).

In a two-stage approach, higher-order latent variable scores are calculated using lower-order constructs (excluding higher-order constructs) in the first stage of analyses. Based on the results of the first stage, the relationships between variables are defined in the second stage (Becker et al., 2012). Some authors define this as a disjoint two-stage approach (Sarstedt et al., 2019). ,Becker et al. (2012, p.365) recommend using a two-stage approach if “the researcher is only interested in the higher-level estimates, i.e., the path coefficient to and from the higher-order constructs”. Considering that this notion complies with the purpose of the current study and the author’s interest in the assessment of relationships between higher-order constructs, a two-stage approach was selected.

### 3.6 FORMATIVE AND REFLECTIVE CONSTRUCTS

In Structural Equation Modelling the author should take into account the nature of the indicators and the direction of causality (J. F. J. Hair et al., 2014). Based on the literature (J. Hair et al., 2017; J. F. J. Hair et al., 2014), the direction of causality is established using two different theories: formative and/or reflective measurement models.

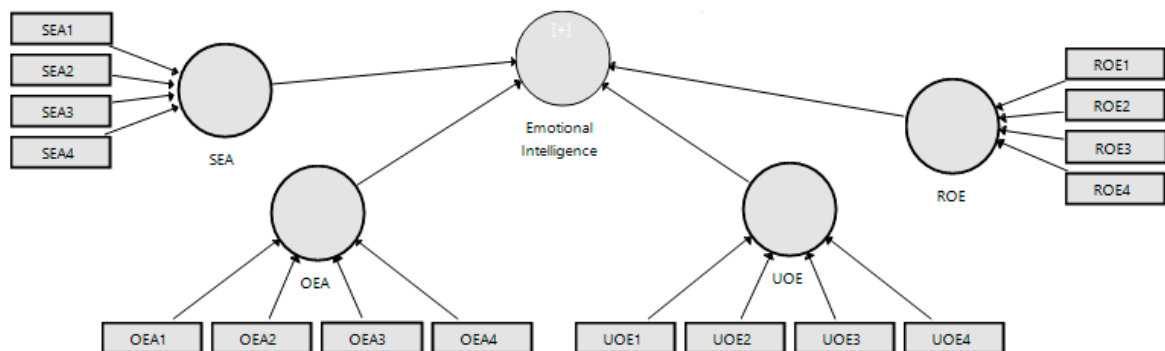
#### **Figure 6. The first stage of analysis**



Source: Author's editing

Hair et al. (2014, p. 611) define the reflective measurement theory as “*latent constructs cause the measured variables and that the error results in an inability to fully explain these measured variables*”. As result, the arrows are drawn from latent constructs to the items of the mentioned construct. However, the formative measurement theory is explained as “*the measured variables cause the construct*” (J. F. J. Hair et al., 2014, p. 611). In this case, the arrows are drawn from items to the constructs that items formulate. Also, error in the formative measurement model indicates that measured items are not able to explain the construct.

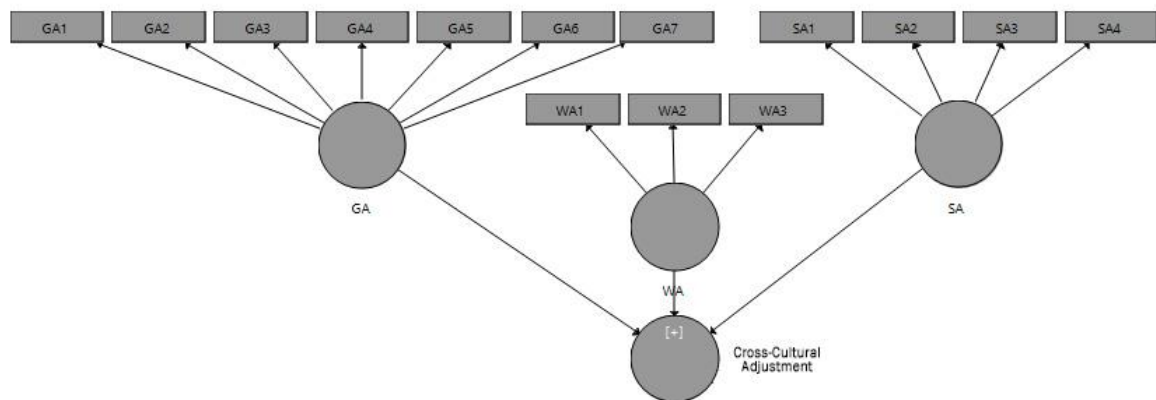
**Figure 7. Emotional Intelligence (Formative-Reflective Construct)**



Source: Author's editing

Following the recommendations of Diamantopoulos and Siguaw (Diamantopoulos & Siguaw, 2006) and previously conducted study (Suong & Tho, 2021) regarding Emotional Intelligence and Cross-Cultural Adjustment, the indicators were modeled as formative-reflective constructs. So, Emotional Intelligence is a higher-order reflective construct consisting of four lower-order constructs (i.e., SEA, OEA, UOE, and ROE). However, mentioned lower-order constructs were employed as formative indicators. Figure 8 illustrates the direction of arrows for EI and lower-order constructs.

**Figure 8. Cross-Cultural Adjustment (Formative-Reflective Construct)**



Source: Author's editing

In the same way, Cross-Cultural Adjustment is a higher-order reflective construct; yet, General Adjustment, Social Adjustment, and Work Adjustment are used like lower-order formative constructs. Figure 4 illustrates the direction of arrows for CCA and lower-order constructs. In the proposed model Task and Contextual Performance are used as reflective indicators.

### 3.7 DISJOINT TWO-STAGE APPROACH: THE FIRST STAGE

Following the recommendations of Becker et al. (2012) and Sarstedt et al. (2019) Emotional Intelligence and Cross-Cultural Adjustment were removed from the first stage of analyses. Also, following previous studies related to EI and CCA, both of the mentioned constructs were used as first-order formative and second-order reflective constructs. This part of the analysis examines/validates the relationship between formative lower-order constructs (see Figure 7). Constructs nature (i.e., reflective/formative) was previously explained.

### 3.8 MEASUREMENT MODEL: VALIDATING FORMATIVE LOWER ORDER CONSTRUCT

In order to make calculations correctly, the first stage of analysis was focused on the formative measurement model. In the case of the formative measurement model Collinearity and Significance/Relevance of the Formative Indicators (i.e., examine factor loadings/weights) should be reported (J. Hair et al., 2017).

### 3.8.1 COLLINEARITY

Collinearity might create some problems for formative indicators. The main cause of checking collinearity is its possible influence on weight estimation and significance (J. Hair et al., 2017, p. 163). In the current analysis, collinearity was assessed by using the variance inflation factor (abbr. VIF). The VIF level higher than 5 means that less than 80% of the construct's total variance is related to the mentioned construct. Considering that SA2 had a VIF value higher than 5, it was deleted excluded from further analysis (i.e.,  $VIF(SA2) = 5.415$ ). The remaining formative constructs do not illustrate any serious problem in the case of collinearity.



**Table 24. Collinearity Statistics: Lower-order Constructs**

Items	VIF	Items	VIF
CP1*	4.390	SA1	4.769
CP2*	5.565	SA2	5.415
CP3*	3.103	SA3	4.763
GA1	1.915	SA4	4.431
GA2	2.429	SEA1	2.024
GA3	2.014	SEA2	3.091
GA4	2.865	SEA3	2.999
GA5	2.109	SEA4	1.819
GA6	2.210	TP1*	4.207
GA7	1.584	TP2*	4.089
OEA1	1.899	TP3*	5.089
OEA2	2.963	TP4*	5.512
OEA3	1.735	UOE1	2.613
OEA4	2.881	UOE2	1.825
ROE1	2.303	UOE3	2.046
ROE2	4.054	UOE4	2.814
ROE3	1.890	WA1	2.694
ROE4	4.310	WA2	2.922
	Continued	WA3	2.701

Note 1: \* - shows reflective indicators

### 3.8.2 FACTOR LOADINGS/WEIGHTS

Statistical literature illustrates that factor/outer loadings in the case of reflective constructs should not be lower than 0.7 (J. Hair et al., 2017, p. 137). In the current model, we use reflective as well as formative indicators. In the case of lower-order formative constructs, scholars suggest taking a look at factor loading as well as factor weights (J. Hair et al., 2017). The factor loadings of only two items seem to be problematic. Considering that factor loadings for  $GA3 \rightarrow GA$  and  $GA5 \rightarrow GA$  were low and the p-value was also higher than accepted threshold factor weights for both items were checked. The absolute values of factor weights were higher than 0.4 (0.443/GA3 and 0.435/GA5) and p-values illustrating items contributions to the formulation of GA were significant (i.e.,  $p(GA3)=0.043$  and  $p(GA5)=0.019$ ). So, it was decided to keep both of the items.

**Table 25. Factor Loadings: Lower-order Constructs**

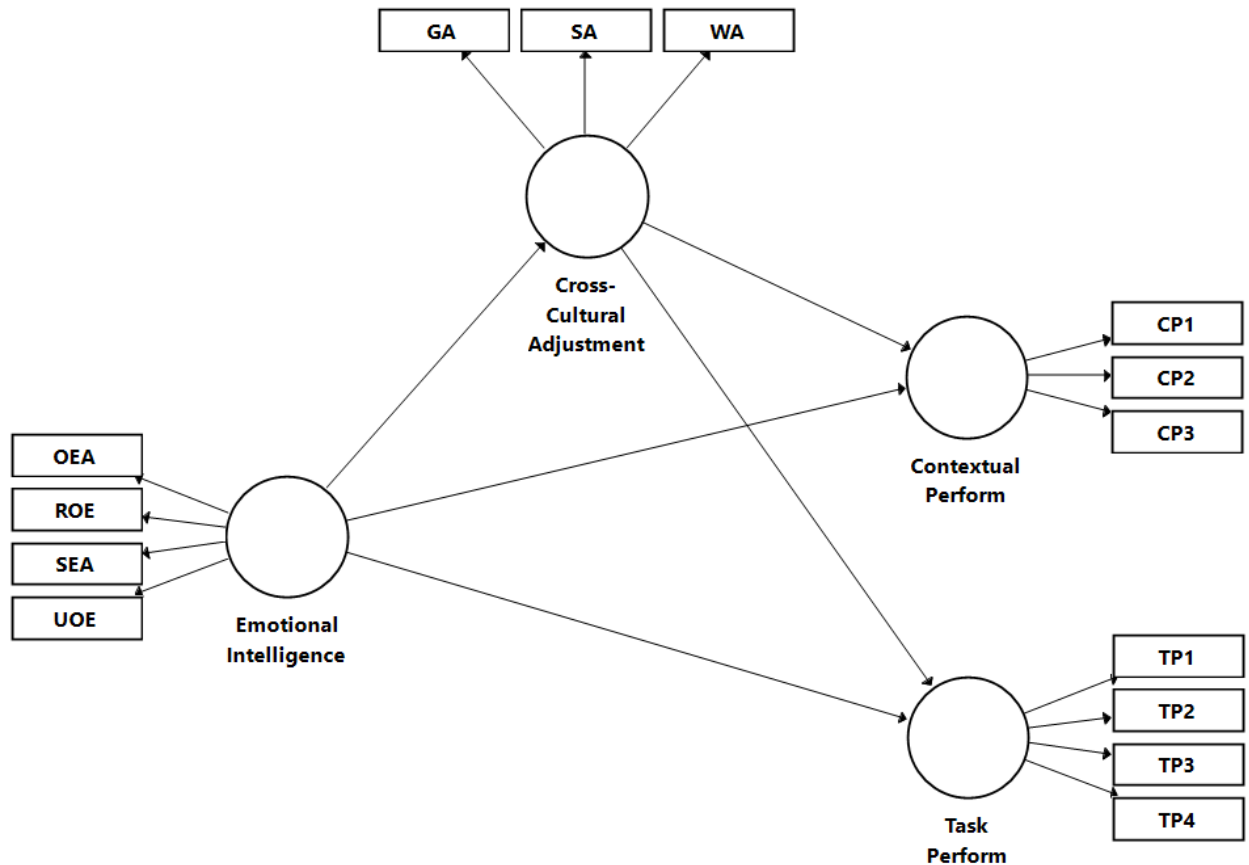
	Factor Loadings	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
CP1 <- CP	0.933	0.931	0.023	41.450	0.000
CP2 <- CP	0.958	0.957	0.011	87.794	0.000
CP3 <- CP	0.921	0.919	0.024	39.058	0.000
GA1 -> GA	0.697	0.648	0.146	4.779	0.000
GA2 -> GA	0.268	0.237	0.132	2.031	0.042
GA3 -> GA	<b>0.110</b>	<b>0.112</b>	<b>0.149</b>	<b>0.737</b>	<b>0.461</b>
GA4 -> GA	0.418	0.379	0.147	2.846	0.004
GA5 -> GA	<b>0.113</b>	<b>0.101</b>	<b>0.132</b>	<b>0.854</b>	<b>0.393</b>
GA6 -> GA	0.664	0.601	0.158	4.198	0.000
GA7 -> GA	0.446	0.401	0.161	2.774	0.006
OEA1 -> OEA	0.952	0.904	0.071	13.326	0.000
OEA2 -> OEA	0.726	0.689	0.119	6.123	0.000
OEA3 -> OEA	0.314	0.292	0.155	2.024	0.043
OEA4 -> OEA	0.702	0.665	0.180	3.909	0.000
ROE1 -> ROE	0.960	0.918	0.079	12.217	0.000
ROE2 -> ROE	0.894	0.857	0.077	11.658	0.000
ROE3 -> ROE	0.546	0.512	0.135	4.050	0.000
ROE4 -> ROE	0.819	0.774	0.115	7.135	0.000
SA1 -> SA	0.991	0.764	0.248	4.002	0.000
SA3 -> SA	0.807	0.606	0.309	2.612	0.009
SA4 -> SA	0.711	0.533	0.290	2.449	0.014
SEA1 -> SEA	0.667	0.633	0.156	4.275	0.000
SEA2 -> SEA	0.921	0.879	0.086	10.763	0.000
SEA3 -> SEA	0.958	0.916	0.068	14.113	0.000
SEA4 -> SEA	0.699	0.673	0.115	6.057	0.000
TP1 <- TP	0.925	0.922	0.021	43.739	0.000
TP2 <- TP	0.924	0.922	0.031	29.971	0.000
TP3 <- TP	0.942	0.940	0.014	67.600	0.000
TP4 <- TP	0.950	0.949	0.011	89.184	0.000
UOE1 -> UOE	0.969	0.935	0.053	18.386	0.000
UOE2 -> UOE	0.617	0.593	0.136	4.518	0.000
UOE3 -> UOE	0.699	0.678	0.108	6.458	0.000
UOE4 -> UOE	0.873	0.848	0.093	9.428	0.000
WA1 -> WA	0.778	0.733	0.198	3.925	0.000
WA2 -> WA	0.920	0.862	0.102	9.045	0.000
WA3 -> WA	0.951	0.892	0.095	9.994	0.000

Note: SEA - Self Emotional Appraisal; OEA - Others' Emotional Appraisal; UOE - Use of Emotion; ROE - Regulation of Emotion; GA - General Adjustment; SA - Social Adjustment; WA - Work Adjustment; TP - Task Performance; CP - Contextual Performance.

### 3.9 DISJOINT TWO-STAGE APPROACH: THE SECOND STAGE

In the second stage, the relationship between higher-order constructs must be examined (Becker et al., 2012; Sarstedt et al., 2019). Reliability and validity of Emotional Intelligence, Cross-Cultural Adjustment, and Task/Contextual Performance are examined in the second stage of analyses.

**Figure 9. Relationship between higher-Order Constructs**



Source: own editing

Lower order constructs - SEA, OEA, UOE, and ROE used as items explaining Emotional Intelligence. GA, SA, and WA determined Cross-cultural Adjustment. As mentioned before, EI and CCA are reflective higher-order constructs; Task and Contextual Performance are reflective latent variables too. So, in the second stage author examined the reflective measurement model (see Figure 10).

### 3.10 MEASUREMENT MODEL: VALIDATING REFLECTIVE HIGHER-ORDER CONSTRUCTS

In order to make correct calculations, the second stage of analysis was focused on the reflective measurement model. In the case of the reflective measurement model, the results for reliability and validity analysis should be reported (J. Hair et al., 2017).

#### 3.10.1 FACTOR LOADINGS

Statistical literature suggests that factor loading for reflective indicators should be higher than 0.7 (J. F. J. Hair et al., 2014). Factor weights for formative indicators should be also higher than the previously mentioned threshold (J. F. J. Hair et al., 2014).

**Table 26. Factor loadings: Higher-order Constructs**

	Contextual Performance	Cross-Cultural Adjustment	Emotional Intelligence	Task Performance
CP1	0.934			
CP2	0.958			
CP3	0.921			
SA		0.769		
WA		0.836		
GA		0.866		
OEA			0.815	
ROE			0.825	
SEA			0.788	
UOE			0.811	
TP1				0.924
TP2				0.925
TP3				0.942
TP4				0.950

Source: author's calculations.

Note: SEA - Self Emotional Appraisal; OEA - Others' Emotional Appraisal; UOE - Use of Emotion; ROE - Regulation of Emotion; GA - General Adjustment; SA - Social Adjustment; WA - Work Adjustment; TP - Task Performance; CP - Contextual Performance.

### 3.10.2 RELIABILITY ANALYSIS

As it was illustrated before, determination, whether the construct is reflective or formative, is an essential tool for model evaluation. The reliability of reflective latent variables is assessed differently than formative. In general, Hair et al. (2014, p. 123) defined reliability as “assessment of the degree of consistency between multiple measurements”. Cronbach’s alpha is used for determining the internal consistency of the latent variable (J. F. J. Hair et al., 2014, p. 123), and the accepted low threshold is 0.7 (J. Hair et al., 2017; J. F. J. Hair et al., 2014).

The value for composite reliability also ranges between 0 and 1 and a higher number illustrates a higher degree of reliability. The value of composite reliability should be greater than 0.7 in the case of confirmatory studies. Considering that we used ready scales for the determination of Contextual and Task Performance as well as higher-order constructs, the values for all indicators comply with the requirements.

**Table 27. Reliability analyses: reflective indicators (i.e., 2nd order)**

Higher-order Constructs	Cronbach's Alpha	Composite Reliability
Contextual Performance	0.931	0.956
Cross-Cultural Adjustment	0.775	0.864
Emotional Intelligence	0.825	0.884
Task Performance	0.952	0.965

Source: Author’s calculations.

### 3.10.3 CONSTRUCT VALIDITY

#### 3.10.3.1 CONVERGENT VALIDITY

Based on the definition of Hair et al. (2017, p.137) convergent validity is the level at which “a measure correlates positively with alternative measures of the same construct”. Average Variance Extracted is a traditional tool for determining convergent validity. The value of AVE for reflective indicators should not be lower than 0.5. In this case, more variance remains in the errors than the

variance which is explained by construct (J. Hair et al., 2017, p.138). In order to assess convergent validity, a high value of outer loadings (J. Hair et al., 2017) should be also reported. ,

**Table 22. Convergent Validity of Reflective Constructs – Average Variance Extracted**

Reflective Higher Order Constructs	Average Variance Extracted (AVE)
Contextual Performance	0.879
Cross-Cultural Adjustment	0.680
Emotional Intelligence	0.656
Task Performance	0.875

Source: Author's calculations.

### 3.10.3.2 DISCRIMINANT VALIDITY

Based on the definition of Hair et al. (2017, p.139) discriminant validity is the level at which “a construct is truly distinct from other constructs by empirical standards”. Discriminant validity is determined by checking the cross-loadings, Fornell-Larcker criterion as well as heterotrait-monotrait ratio. In order to be confident about discriminant validity, researchers check the outer loadings of the constructs at first. The requirement for outer loading is based on the notion that “an indicator's outer loading on the associated construct should be greater than any of its cross-loadings on other constructs” (J. Hair et al., 2017, p.139). The output of calculations for the current model illustrates that there is no issue related to outer loadings. The numbers for outer loadings and AVE are also illustrated in figure 11.

**Table 23. Outer/Cross Loadings**

	Contextual Performance	Cross-Cultural Adjustment	Emotional Intelligence	Task Performance
CP1	<b>0.934</b>	0.236	0.402	0.846
CP2	<b>0.958</b>	0.309	0.399	0.870
CP3	<b>0.921</b>	0.387	0.361	0.766
GA	0.322	<b>0.866</b>	0.405	0.303
SA	0.226	<b>0.769</b>	0.142	0.158
WA	0.258	<b>0.836</b>	0.301	0.244
OEA	0.377	0.290	<b>0.815</b>	0.378
ROE	0.299	0.332	<b>0.825</b>	0.342
SEA	0.371	0.266	<b>0.788</b>	0.354
UOE	0.283	0.326	<b>0.811</b>	0.323
TP1	0.812	0.241	0.365	<b>0.924</b>

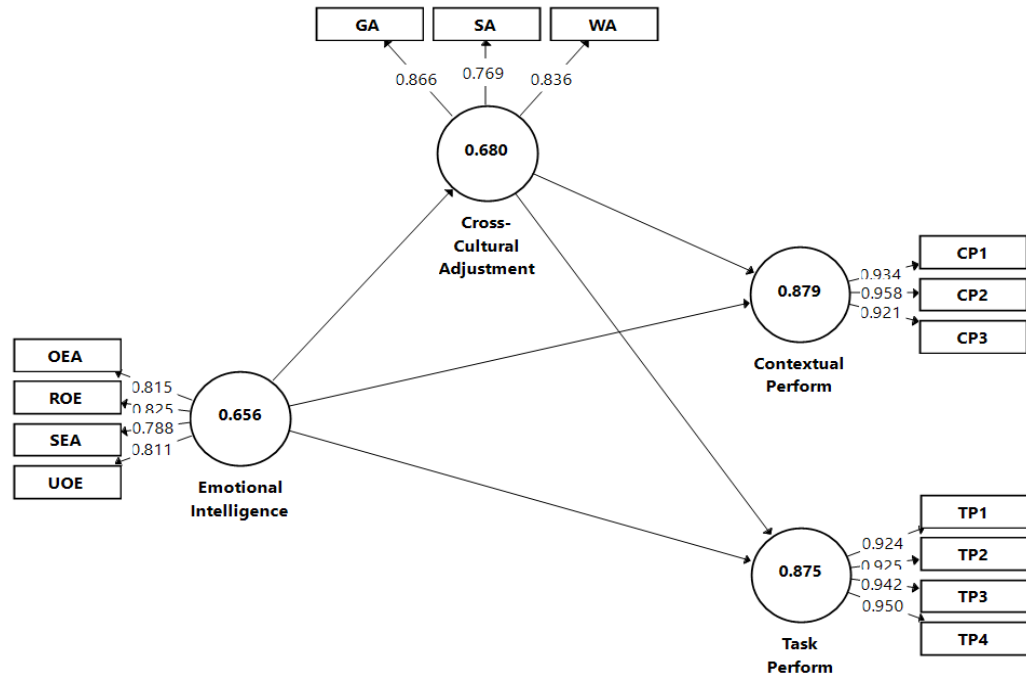
TP2	0.778	0.274	0.384	<b>0.925</b>
TP3	0.842	0.270	0.424	<b>0.942</b>
TP4	0.862	0.331	0.436	<b>0.950</b>

---

Source: author's calculations.

Note: SEA - Self Emotional Appraisal; OEA - Others' Emotional Appraisal; UOE - Use of Emotion; ROE - Regulation of Emotion; GA - General Adjustment; SA - Social Adjustment; WA - Work Adjustment; TP - Task Performance; CP - Contextual Performance.

**Figure 10. AVE and outer loading of the model**



Source: Author's editing

Fornell-Larcker criterion focuses on the rule that the square root of Average Variance Extracted must be higher than the squared correlation between constructs. The main logic supporting Fornell-Larcker Criterion is the notion that “a construct shares more variance with its associated indicators than with any other construct” (J. Hair et al., 2017). The results for the Fornell-Larcker criterion are illustrated in Table 24. The square root of AVE for each indicator is higher than squared correlations between latent variables.

**Table 28. Fornell-Larcker Criterion**

	Contextual Performance	Cross-Cultural Adjustment	Emotional Intelligence	Task Performance
Contextual Performance	<b>0.937</b>			
Cross-Cultural Adjustment	0.334	<b>0.825</b>		
Emotional Intelligence	0.412	0.374	<b>0.810</b>	
Task Performance	0.882	0.301	0.432	<b>0.935</b>

Source: Author's calculations.

Considering that both of the illustrated calculations prove the validity of the second-order construct, the author would like to illustrate the last determinant of discriminant validity too. Heterotrait-monotrait ratio (HTMT) is a tool determining “the ratio of the between-trait



correlations to the within-trait correlations” (J. Hair et al., 2017, p. 140). Hair et al. (2017, p. 141) confirm that the maximum value of HTMT should be lower than 0.85 (conservative approach) in most of the cases. Sometimes the value of HTMT might reach 0.90. In the current study, the value of HTMT for Task and Contextual Performance is higher than 0.90, however, it is related to the fact that both of mentioned latent constructs explain the job performance of expatriates. The results for Fornell- Larcker Criterion and cross-loadings are in accepted range, so author keeps all of the constructs for further analyses.

**Table 29. Heterotrait-Monotrait Ratio**

HTMT	Contextual Perform	Cross-Cultural Adjustment	Emotional Intelligence
Contextual Perform			
Cross-Cultural Adjustment	0.377		
Emotional Intelligence	0.469	0.427	
Task Perform	<b>0.936</b>	0.327	0.484

Source: Author’s calculations.

All the above-explained analyses confirm that there is no any serious issue related to the reliability and validity of used constructs. It means that the author might proceed with the structural model and find answers to the research questions stated in the Introduction.

## 4 RESULTS AND DISCUSSION

The current study focused on the examination of the main factors influencing the job performance of expatriates from Post-Soviet Countries (especially Kazakhstan and Kyrgyzstan). Emotional Intelligence, Cross-Cultural Adjustment as well as Task and Contextual Performance were included in the model. Emotional Intelligence and Cross-Cultural Adjustment are higher-order constructs combining lower-order constructs and items. Therefore, the author used a two-stage approach for being able to test hypotheses.

This chapter examines the relationships between variables based on the results of the first stage (Becker et al., 2012). Moreover, it should be considered that the author investigates relationships between the above-mentioned variables in the case of the special group of respondents – mainly expatriates from Kazakhstan and Kyrgyzstan as well as from other Post-Soviet countries. In order to be confident about the self-initiative characteristic of the surveyed expatriates the author asked respondents screening question. The mentioned question was adopted from the study of Selmer and Luring (2009).

### 4.1 IMPACT OF SOCIO- DEMOGRAPHIC VARIABLES ON STUDIED VARIABLE

#### 4.1.1 EDUCATION IMPACT ON STUDIED CONSTRUCTS USING ONE-WAY ANOVA

In order to observe the influence of age of respondents on studied constructs, one way ANOVA test was applied. The results of ANOVA test described in Table 30. The results of ANOVA test showed that age of respondents have influence on emotional intelligence, cross-cultural adjustment and task performance, which means that age plays a significant role on EI, CCA and TP of respondents.

**Table 30. Impact of age on studies constructs based on one-way ANOVA test**

Constructs	Mean Square		F Statistic	Sig.
	Between groups	Within groups		
EA	1.870	0.630	2.969	0.020
CCA	2.520	0.628	4.012	0.003
TP	4.124	0.912	4.520	0.001
CP	2.210	0.984	2.246	0.064

Source: Author's editing

#### 4.1.2 GENDER WISE DIFFERENCES ON STUDIED CONSTRUCTS USING T-TEST

In order to observe the gender differences among respondents on studied variables, independent sample t-test used to compare group means. The result showed that the means of the groups are significantly different as compared to each other ( $p$  value  $<0.05$ ) only in case of CCA. The results (Table 31) revealed that the mean value for the female respondents is higher than male respondents therefore it might be concluded that female respondents are more inclined towards CCA. Nevertheless, there is no significant difference among the means of other constructs.

**Table 31. T-test results for gender differences examination of studied variables.**

Constructs	Mean		T Statistic	Sig.
	Male	Female		
EA	5.310	5.48	1.872	0.062
CCA	5.58	5.79	2.362	0.019
TP	5.93	5.85	-0.679	0.498
CP	5.92	5.87	-0.459	0.647

Source: Author's editing

#### 4.1.3 EDUCATION IMPACT ON STUDIED CONSTRUCTS

In order to observe the influence of education level on studied constructs, one way ANOVA test was applied. The results of ANOVA test described in Table 32. The results of ANOVA test showed that education level of respondents has influence on CCA, which means that education level plays a significant role on cross-cultural adjustment of respondents.

**Table 32. Impact of education on studies constructs based on one-way ANOVA test**

Constructs	Mean Square		F Statistic	Sig.
	Between groups	Within groups		
EA	1.101	0.641	1.717	0.164
CCA	1.876	0.641	2.929	0.034
TP	1.229	0.952	1.292	0.277
CP	0.832	1.002	0.830	0.478

Source: Author's editing

#### 4.1.4 IMPACT OF LENGTH OF EMPLOYMENT ON STUDIED CONSTRUCTS

In order to observe the influence of length of employment on studied constructs, one way ANOVA test was applied. The results of ANOVA test described in Table 33. The results of ANOVA test showed that length of employment of respondents has influence on cross-cultural adjustment, task and contextual performance, which means that of length of employment plays a significant role on task and contextual performance of respondents.

**Table 33. Impact of length of employment on constructs based on one-way ANOVA test**

Constructs	Mean Square		F Statistic	Sig.
	Between groups	Within groups		
EA	0.106	0.653	0.163	0.957
CCA	1.689	0.639	2.644	0.034
TP	6.578	0.880	7.474	0.000
CP	5.119	0.946	5.413	0.000

Source: Author's editing

#### 4.1.5 IMPACT OF PREVIOUS INTERNATIONAL WORK EXPERIENCE ON STUDIED CONSTRUCTS

In order to observe the influence of previous international work experience on studied constructs, one-way ANOVA test was applied. The results of ANOVA test described in Table 34. The results of ANOVA test showed that previous international work experience of respondents has influence on emotional intelligence, cross-cultural adjustment, task and contextual performance, which means that previous international work experience plays a significant role on emotional intelligence, cross-cultural adjustment, task and contextual performance.

**Table 34. Impact of previous international work experience on constructs based on one-way ANOVA test**

Constructs	Mean Square		F Statistic	Sig.
	Between groups	Within groups		
EA	1.643	0.633	2.596	0.037
CCA	9.357	0.538	17.399	0.000
TP	4.267	0.911	4.686	0.001
CP	3.872	0.962	4.024	0.003

Source: Author's editing

#### 4.1.6 IMPACT OF LENGTH OF STAY ABROAD ON STUDIED CONSTRUCTS

In order to observe the influence of length of stay abroad on studied constructs, one way ANOVA test was applied. The results of ANOVA test described in Table 35. The results of ANOVA test showed that length of stay abroad of respondents has influence on emotional intelligence, cross-cultural adjustment, task and contextual performance, which means that length of stay abroad plays a significant role on emotional intelligence, cross-cultural adjustment, task and contextual performance.

**Table 35. Impact of length of stay abroad on constructs based on one-way ANOVA test**

Constructs	Mean Square		F Statistic	Sig.
	Between groups	Within groups		
EA	1.124	0.641	1.754	0.156
CCA	8.314	0.577	14.406	0.000
TP	5.451	0.910	5.991	0.001
CP	4.050	0.970	4.176	0.006

Source: Author's editing

## 4.2 RESULTS: STRUCTURAL MODEL

### 4.2.1 COEFFICIENT OF DETERMINATION

The coefficient of determination is used for calculating the model's predictive power and is based on "the squared correlation between a specific endogenous construct's actual and predicted values" (J. Hair et al., 2017, p. 209). The score of  $R^2$  ranged between 0 and 1 and  $R^2$  values equal to 0.75, 0.50, or 0.25 for endogenous constructs considered as substantial, moderate, or weak (J. Hair et al., 2017).

**Table 36. Significance of R square**

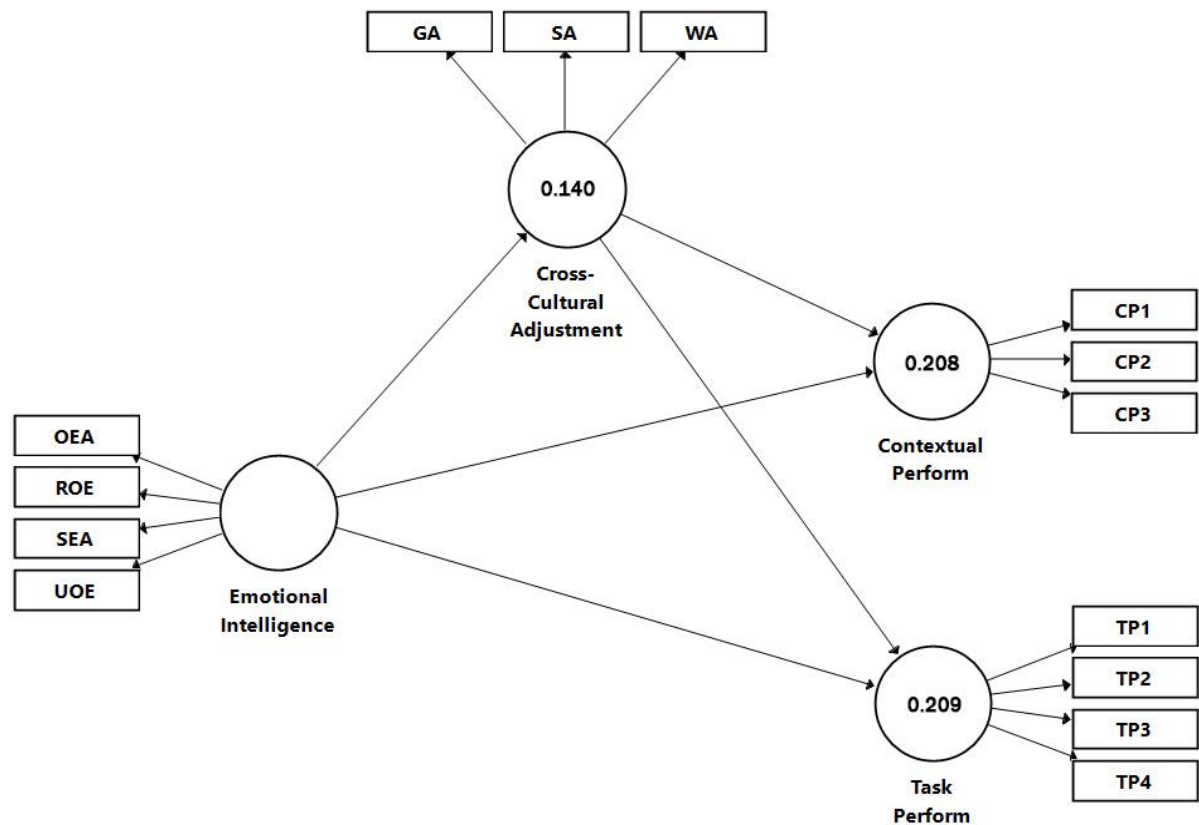
Endogenous Constructs	$R^2$	T Statistics	P Values
Contextual Perform	0.208	2.451	0.014
Cross-Cultural Adjustment	0.140	3.966	< 0.001
Task Perform	0.209	2.393	0.017

Source: Author's calculations.

The coefficient of determination illustrates the percentage of change in an endogenous variable caused by exogenous constructs. For example, it means that 14% change In Cross-Cultural Adjustment might be explained by Emotional Intelligence; 20.8 % of the change in Contextual

Performance can be explained by EI and CCA; 20.8 % of the change in Contextual Performance can be explained by EI and CCA (see Table 13). The above-illustrated values of  $R^2$  show that the level of influence of exogenous variables on the endogenous ones is at a weak level. The probability values also illustrate that results for the coefficient of determination are significant. Figure 6 illustrates  $R^2$  for endogenous variables as well as relationships offered by the authors. It is clear which exogenous variables influence CCA, CP, and TP.

**Figure 11. Results for the Coefficient of determination**



Source: Author's editing

#### 4.2.2 PROBABILITY VALUE

Based on the recommendation of Hair et al. (2017, p. 186) author used bootstrapping to 5000 samples. Also, considering confirmatory characteristics of the study more conservative approach (J. Hair et al., 2017) was used for determining the P-value. So, the relationships are considered significant if P-value is lower than 0.01 (confidence interval is 99%). In the mentioned case related to the significance level of 1% ( $\alpha=0.01$ ).

In the Partial Least Squares estimation technique of SEM, the probability value is measured together with the t value (J. Hair et al., 2017). Following statistical literature “the critical t values

for significance levels of 1% ( $\alpha = 0.01$ ; two-tailed test) probability of error” is 1.65 (J. Hair et al., 2017, p. 171). However, the author defines a threshold of 0.001 for a significantly strong relationship (confidence interval is 99.9%).

#### 4.2.3 HYPOTHESES TESTING

The proposed relationships were tested using the Partial Least Squares estimation technique of SmartPLS 3.0 software (Ringle et al., 2015). The hypotheses illustrate the relationships between Emotional Intelligence, Cross-Cultural Adjustment as well as Task and Contextual Performance of self-initiated expatriates. The relationships proposed between variables are presented in Table 29.

**Table 37. Results: Hypothesized relationships**

Relationships	$\beta$	Standard Deviation	T- Value	P-Value
H1. Emotional Intelligence → Cross-Cultural Adjustment	0.374	0.047	8.013	< 0.001
H2. Emotional Intelligence → Task Perform	0.372	0.106	3.509	< 0.001
H3. Emotional Intelligence → Contextual Perform	0.334	0.112	2.990	0.003
H4. Cross-Cultural Adjustment → Task Perform	0.162	0.055	2.940	0.003
H5. Cross-Cultural Adjustment → Contextual Perform	0.209	0.058	3.617	< 0.001

Source: Author's calculations.

***Hypothesis 1. Emotional Intelligence has a significantly strong influence on surveyed expats' Cross-Cultural Adjustment in the examined sample.***

Hypothesis 1 defines whether EI has an impact on CCA. The results of the statistical analyses illustrate that there is a significantly strong influence of EI on CCA ( $\beta=0.374$ ;  $t=8.013$ ;  $p < 0.001$ ). Therefore, Hypothesis 1 is accepted.

***Hypothesis 2. Emotional Intelligence has a significantly strong influence on surveyed expats' Task Performance in the examined sample.***

Hypothesis 2 defines whether EI has an impact on TP. The results of the statistical analyses illustrate that there is a significantly strong influence of EI on TP ( $\beta=0.372$ ;  $t=3.509$ ;  $p < 0.001$ ). Therefore, Hypothesis 2 is accepted.

***Hypothesis 3. Emotional Intelligence has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.***

Hypothesis 3 defines whether EI has an impact on CP. The results of the statistical analyses illustrate that EI influences TP ( $\beta=0.372$ ;  $t=2.990$ ;  $p = 0.003$ ). However, the author sets the threshold of  $p < 0.001$  for **significantly strong influence**. Therefore, Hypothesis 3 is rejected.

***Hypothesis 4. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Task Performance in the examined sample.***

Hypothesis 4 defines whether CCA has an impact on TP. The results of the statistical analyses illustrate that CCA influences TP ( $\beta=0.162$ ;  $t=2.940$ ;  $p = 0.003$ ). However, the author sets the threshold of  $p < 0.001$  for **significantly strong influence**. Therefore, Hypothesis 4 is rejected.

***Hypothesis 5. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.***

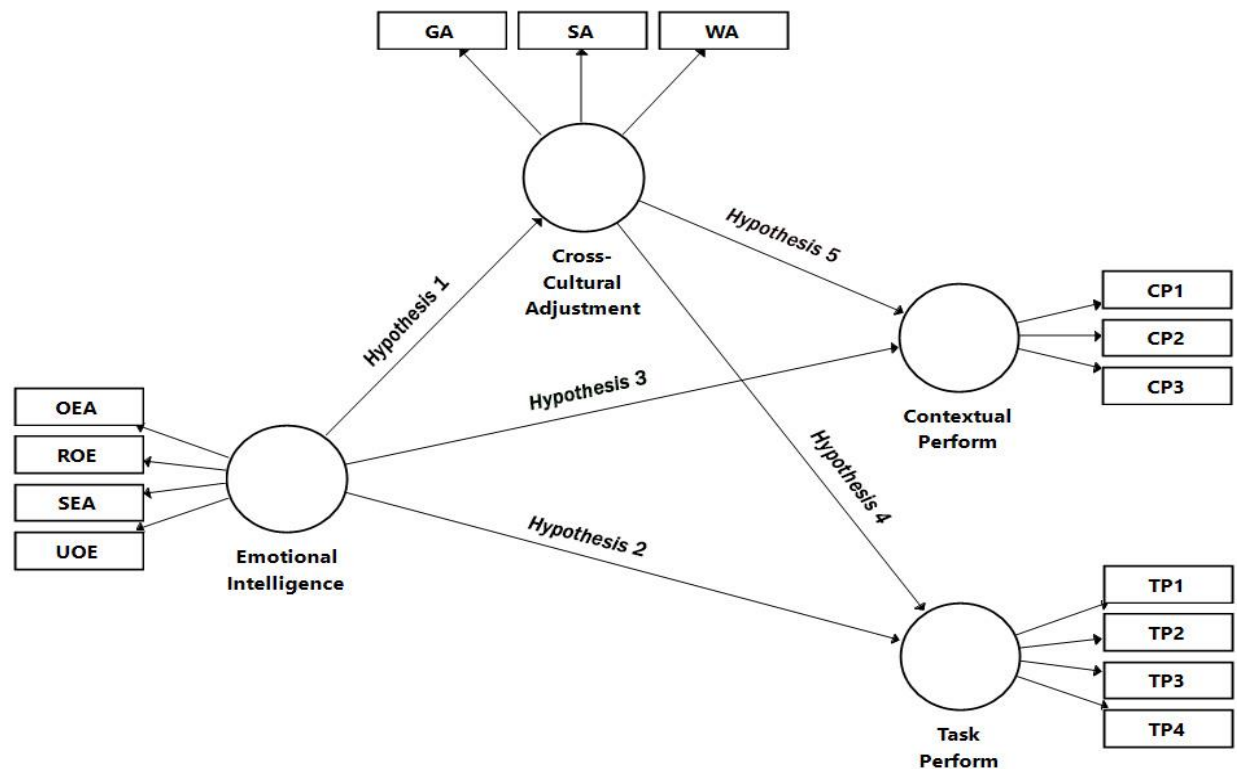
Hypothesis 5 defines whether CCA has an impact on CP. The results of the statistical analyses illustrate that there is a significantly strong influence of CCA on CP ( $\beta=0.209$ ;  $t=3.617$ ;  $p < 0.001$ ). Therefore, Hypothesis 5 is accepted.



### 4.3 DISCUSSION

As mentioned in the literature review, expatriates face several difficulties once they arrive in a foreign country. Adapting to new environment, new culture, and new job roles and interacting with local individuals may cause psychological stress. As a result, it negatively impacts their performance (Bhaskaran & Jubi, 2014; Koveshnikov et al., 2014). Researchers believes (N. Gullekson & Dumaisnil, 2016b; Luring & Selmer, 2018; Zakaria, 2019) that controlling emotions help to critically comprehend the situation, misunderstandings, or disagreements that have arisen to better understand the difference of others and forecast the implications of their actions on others. This abilities are influencing adjustment (Engelberg & Sjöberg, 2004; Kumar, N., Rose, 2008) as well as job performance (Koveshnikov et al., 2014; Ling, 2019; Lopes et al., 2004). Moreover, cross-cultural adjustment (Sri Ramalu et al., 2011) and Emotional intelligence has been identified as a significant determinant of job performance among various factors that influence expatriates' job performance (Awais Bhatti et al., 2014; Luring & Selmer, 2018; Law et al., 2008a; Sri Ramalu et al., 2011).

**Figure 12. Relationships between variables**



Source: Author's own research

Note: SEA - Self Emotional Appraisal; OEA - Others' Emotional Appraisal; UOE - Use of Emotion; ROE - Regulation of Emotion; GA - General Adjustment; SA - Social Adjustment; WA - Work Adjustment; TP - Task Performance; CP - Contextual Performance.

The present empirical study was designed to investigate the relationships between Emotional Intelligence, Cross-cultural Adjustment, and Performance-related variables (i.e., Task and Contextual Performance) and determine how Cross-cultural Adjustment, and Performance-related variables of self-initiated expatriates from Post-Soviet Countries (Kyrgyzstan and Kazakhstan) are influenced by Emotional Intelligence. For this purpose, researcher employed PLS-SEM to identify the impact of independent variables on dependent variables.

Findings of current empirical research indicated that EI has a strong impact on CCA and Task Performance, but less influence on Contextual Performance. As to CCA, it has a strong influence on Contextual performance, than on task performance. The following is the discussion of each proposed hypothesis-

Hypothesis 1. Emotional Intelligence has a significantly strong influence on surveyed expats' Cross-Cultural Adjustment in the examined sample.

Results of current research demonstrated that Emotional Intelligence has a significantly strong influence on surveyed self-initiated expats' Cross-Cultural Adjustment in the examined sample. Thus high EI may help self-initiated expatriates adapt better in new environment, location. Our finding broadly support the work of previous studies (Koveshnikov et al., 2014; Wechtler et al., 2015) in this area, which found that Emotional intelligence directly influences cross-cultural adjustment (Kai Liao et al., 2021), and confirms the argument that EI is significant predictor of CCA (Dinglasa, 2020; Gabel et al., 2005). As it is well known that adjustment is the level of psychological well-being of a person in new environment. Therefore, any adaptation to a new environment that are culturally less familiar might result in stress. Hence, it can be interpreted as from a cross-cultural perspective, EI is expected to help expatriates decrease psychological stress caused by locating in new cultural environment, appropriately express their emotions, and avoid misunderstandings and implied conflicts. Moreover, considering cultural differences between host and home countries, misinterpreting locals' behavior or by locals can cause miscommunication, so EI assists in effectively expressing and controlling emotions, which helps to minimize misunderstandings and disputes. Thus, Emotional intelligence has been recognized as a crucial predictor of CCA among the several factors that influence expatriates' CCA. Another study conducted by (Koveshnikov et al., 2014) also found that Emotional intelligence is the most critical antecedent of CCA.

Hypothesis 2. Emotional Intelligence has a significantly strong influence on surveyed expats' Task Performance in the examined sample.

The most crucial finding to emerge from this analysis is that Emotional Intelligence has a significantly strong influence on surveyed expats' Task Performance. As task performance includes core technical behaviors and activities related to the job (Griffin et al., 2000), it is encouraging to compare this findings with findings obtained in other studies (Aqqad et al., 2019; Bozionelos & Singh, 2017; Carmeli, 2003), which explored that EI has relationship with task performance. Moreover, our results corroborate the idea of previous research (Schutte, Schuettpeitz, et al., 2001), which suggests that people with high emotional intelligence can approach tasks with more enthusiasm, which leads to increased self-efficacy and motivation. Furthermore people with higher emotional intelligence may have a more favorable attitude, which may create the best conditions for productivity. Moreover, EI has been linked to job performance as a whole in a large amount of empirical research (Ashkanasy, 2004; Joseph et al., 2015a; Lyons & Schneider, 2005; Saeid et al., 2010; J. S. K. Singh & Mahmood, 2017). Emotions and EI are thought to be foundational characteristics for job performance by several other studies (Bahramian, Somayyeh and Siadat, Seyyed Ali and Sharifi, 2015). So this study concludes that emotional intelligence act as a predictor of task performance.

Hypothesis 3. Emotional Intelligence has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.

As far as the relationship between emotional intelligence and contextual performance is concerned, previous research indicated that EI is a predictor of job performance and has relationship between EI and contextual performance (Aykan, 2014; Carmeli, 2003; Cichy et al., 2009; Saeid et al., 2010; J. S. K. Singh & Mahmood, 2017). Although, current study could not find strong influence of Emotional Intelligence on surveyed expats' Contextual Performance because in current research conservative significance approach were applied and it might be considered that our results are in line with previous studies. As, previous studies attempted to find significant relationship between two variables, whereas this study focused on strong significant relationship. However, findings of current research might be explained by the fact that contextual activities go beyond formal role requirements and are based on the decision of a person to participate or not to participate in contextual activities (Borman & Motowidlo, 1997), and that person's decision depends on

individual differences. Moreover, as the task becomes more complex, the individual can direct his resources to the task performance, thereby participating less in contextual activities

Hypothesis 4. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Task Performance in the examined sample.

The results of current empirical study did not reveal any significant strong influence of Cross-Cultural Adjustment on surveyed expats' Task Performance in the examined sample. Hence, hypothesis H4 is not supported.

Although, current study could not find strong influence of Cross-Cultural Adjustment on surveyed expats' Task Performance because in current research conservative significance approach were applied and it might be considered that our results are in line with previous studies. As, previous studies attempted to find significant relationship between two variables, whereas current study focused on strong significant relationship. Therefore, it can be said that the results of this study are in line with previous studies (Jyoti et al., 2015b; KRAIMER et al., 2001; Zakariya et al., 2019) found a positive relationship between adjustment and job performance. Furthermore, despite the lack of a strong relationship between two variables, the results of gender based differences on cross-cultural adjustment of this study revealed that there is significant influence of gender on cross-cultural adjustment and as the mean comparison tests showed that female show more inclination towards cross-cultural adjustment. Considering that the current study was female dominated (51.8 percent of respondents are female) hence, it can be concluded that there could be gender based impact on the relationship between cross-cultural adjustment and task performance.

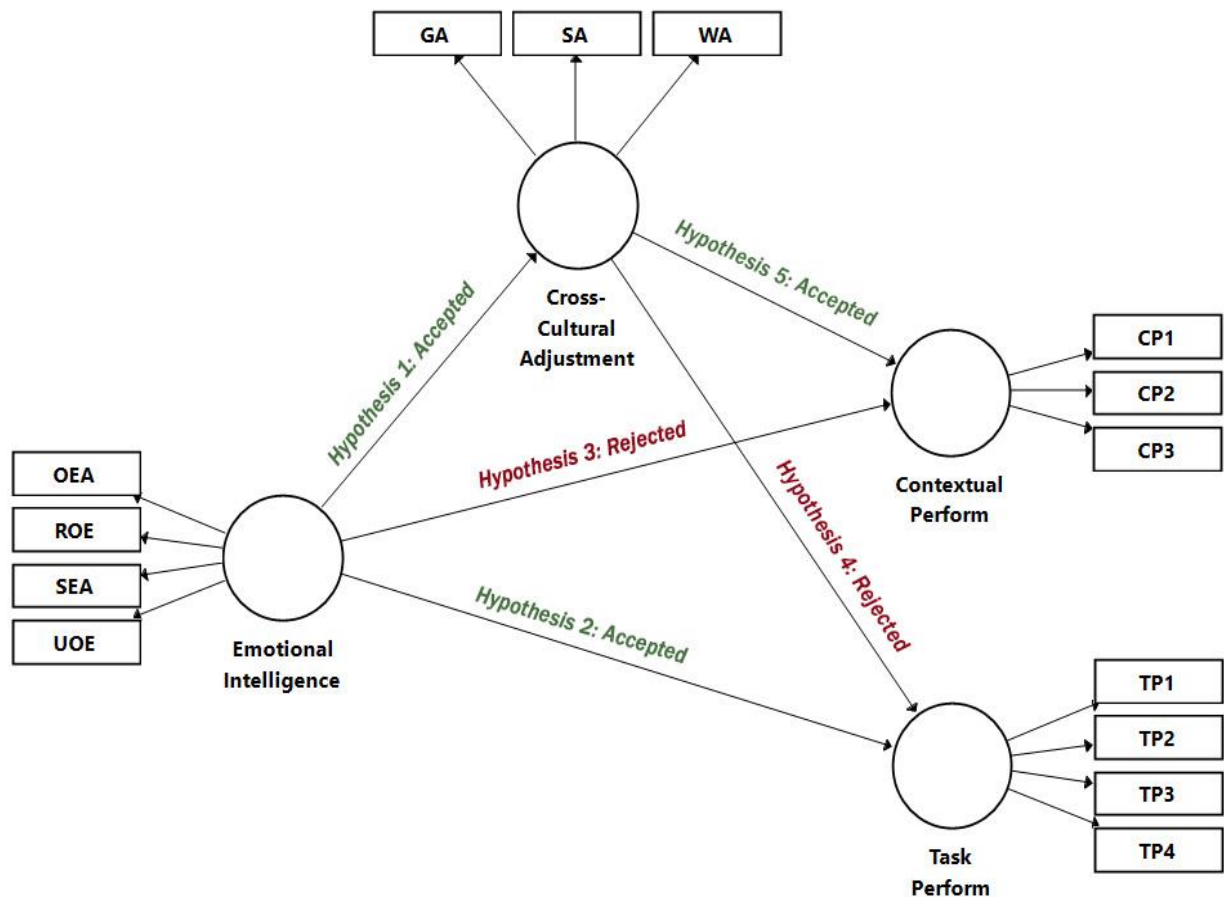
Hypothesis 5. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.

Another important finding was that Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample. A comparison of the findings with those of other study (KRAIMER et al., 2001; Zakariya et al., 2019) confirms the relationship between adjustment and expatriate contextual performance. This significantly strong relationships may be explained by the fact that, as former post-Soviet countries, Kyrgyzstan and Kazakhstan inherited collectivism. Collectivist societies are characterized by a strong sense of belonging to a group. They may rely on members of their group in times of need and, in turn,

support those people allocated to their group. Hence, cross-cultural adjustments can lead to increased contextual performance of the expats.

Moreover, similar to the results of this study, some researchers (Côté, 2014; S. K. Singh et al., 2021; Trubisky et al., 1991) suggested that people in collectivistic cultures value social interaction, and in conflict management harmony-inducing approach is preferable (Kaushal & Kwantes, 2006). Another possible explanation that flows from the first is the role of the host country's workforce for instance host countries facilitate social engagements and lead to smooth adjustments for the expats. Similar to this notion, it has been suggested that the host country's workforce supports expatriates in their socialization (Paik et al., 2007) and plays important role in expatriates' adjustment. In summary, three hypotheses were accepted and two rejected (see Figure 12).

**Figure 13. Accepted/refected hypotheses**



Source: Author's own research

Note: SEA - Self Emotional Appraisal; OEA - Others' Emotional Appraisal; UOE - Use of Emotion; ROE - Regulation of Emotion; GA - General Adjustment; SA - Social Adjustment; WA - Work Adjustment; TP - Task Performance; CP - Contextual Performance.

## 5 CONCLUSION AND RECOMMENDATIONS

### 5.1 CONCLUSION REGARDING PRESENT STUDY

The influence of SIEs on the global workforce is substantial, nearly half to three-quarters of the global expatriate population are self-initiated. As literature review shows the main motives for the departure of SIE's are: career motives, host country reputation, poor labor market, economic and politic situation at home country, attractive job opportunities and conditions in host country, desire to gain international professional experience, host country reputation, and travel opportunities. Besides knowledge, skills, and useful experience SIEs may have an excellent awareness of local and worldwide markets, languages, and cultures that may help companies raise their effectiveness. For this reason, SIEs are considered important human capital for the countries to which they migrate as well as the organizations to which they belong. However, expatriates, may find it difficult to live in nations that are physically and socially diverse from their home countries, particularly when there are significant socio-cultural disparities between the host and home countries. SIEs encounter obstacles while interacting with the new environment, locals, and working circumstances, despite the fact that they migrate on their own, study the place before leaving, and obtain employment in preparation. Consequently, expatriates may experience setbacks and underperformance while living and working abroad due to adjusting issues to a new environment. Furthermore, a new job environment or building relationships in a work environment may cause stress, which in turn affects performance negatively. Considering that contextual and task performance are main elements of job performance it is important to investigate predictors of mentioned job performance. Understanding factors influencing job performance and cross-cultural adjustment of self-initiated expatriates is valuable for MNCs and HR professionals since it helps to predict effectiveness of expatriates and improve intercultural training, development and talent management programs; develop relevant policies and make recruiting and training choices.

As it mentioned on literature review emotional intelligence is predictor of cross-cultural adjustment. Moreover emotional intelligence and cross-cultural adjustment are predictors of job performance. In order to investigate relationship between emotional intelligence, cross-cultural adjustment and job performance of self-initiated expatriate's empirical research were conducted among 314 self-initiated expatriates from Post-Soviet countries. Considering that it is very hard to approach this special group of respondents a self-reported questionnaire was spread by social media.

81% of all respondents represents Kyrgyzstan; Kazakhstan is the homeland of more than 9% of respondents. More than 60% of the surveyed self-initiated expatriates stay in the EU countries. The respondents from the UK and the USA have a higher weight in comparison with Non-EU countries. Less than half of respondents (36.62%) stayed abroad from one to 3 years, 33.12 % of respondents stayed more than 5 years, 28.03 % of respondents stayed between 3 -5 years, and minor part of respondents stayed abroad less than 1 year. Respondents come from a variety of professional backgrounds Social Sciences, natural science and health science. Except 5.83% of respondents have international work experience. 97.77% of respondents stayed abroad more than 1 year and 77.39% of respondents have more than one year international work experience. Partial Least Square based Structural Equation Modeling (PLS-SEM) was used to test relationship between emotional intelligence, cross-cultural adjustment and job performance (task and contextual performance).

Current empirical research one of the first to consider relationship between emotional intelligence, cross-cultural Adjustmen and two important Performance-related variables: Task and Contextual Performance of Self-Initiated Expatriates from Post-Soviet Countries (Kyrgyzstan and Kazakhstan). The findings of our investigation complement those of earlier studies (Aqqad et al., 2019; Bozionelos & Singh, 2017; Kai Liao et al., 2021; Nunes et al., 2017a; J. S. K. Singh & Mahmood, 2017). The results of recent empirical investigation revealed that emotional intelligence has a strong influence on cross-cultural adjustment and Task Performance, but less influence on Contextual Performance. As to cross-cultural adjustment, it has a strong impact on Contextual performance, than on task performance.

**Table 38. Summary of the results.**

Hypotheses	Status
Hypothesis 1. Emotional Intelligence has a significantly strong influence on surveyed expats' Cross-Cultural Adjustment in the examined sample.	Accepted
Hypothesis 2. Emotional Intelligence has a significantly strong influence on surveyed expats' Task Performance in the examined sample.	Accepted
Hypothesis 3. Emotional Intelligence has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.	Rejected
Hypothesis 4. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Task Performance in the examined sample.	Rejected
Hypothesis 5. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.	Accepted

Source: Author's own research

## 5.2 THEORETICAL AND PRACTICAL IMPLICATIONS

The findings of the current study showed that Emotional intelligence has a strong influence on cross-cultural adjustment, which enhances knowledge and provides a deeper insight into the importance of Emotional intelligence in cross cultural adjustment, task and contextual performance of self-initiated expatriates by providing a piece of convincing empirical evidence for the influence of EI on CCA, and influence of EI and CCA on task and contextual performance. The insights gained from this study will contribute to the body of knowledge in the field of expatriate research, particularly in the areas of international human resource management and cross-cultural management.

The practical significance of the findings will be beneficial to human resource professionals, multinational companies and the expatriating firms in highlighting the crucial aspects of SIEs job performance: task and contextual performance, especially in the area of expatriate recruitment, selection, placement, intercultural training and development. Therefore, besides the contribution to theoretical development, the useful findings produced can be consumed in developing relevant policies and making recruitment and training options better. Furthermore, the research results suggest that SIEs should consider the importance of EI and CCA for their job performance.

Furthermore, to the best of our knowledge similar studies have not been undertaken in Post-Soviet self-initiated expatriates (specifically Kyrgyzstan and Kazakhstan). The findings of the present study can be used to predict and understand self-initiated expatriates effectiveness who origins from Post-Soviet countries (specifically Kyrgyzstan and Kazakhstan).

Finally, these empirical results also contribute to the body of knowledge in the area of contextual and task performance, cross-cultural management studies self-initiated expatriates from Post-Soviet countries. Moreover, the contributions of this research may not be limited only to self-initiated expatriates in a Post-Soviet context, but might be applicable to all self-initiated expatriates locating and working outside their home country.



### 5.3 LIMITATIONS AND RECOMMENDATIONS

Despite the interesting findings, this paper does suffer from limitations. Self-reported questionnaire was used in this study. In order to be confident about the self-initiative characteristic of the surveyed expatriates, the author asked respondents screening questions such as: nationality, length of stay abroad, that were obligatory to answer prior to shifting to the next question. Some respondents refused to answer them due to personal reasons.

Restrictions on COVID had an impact on data collection, making face-to-face interviews impossible to obtain better responses.

For future studies, the sample size of participants should be expanded in order to reflect a larger population of self-initiated expatriates. In addition, more in-depth research on variables that influence cross-cultural adjustment and performance of self-initiated expatriates can be carried out using qualitative methods.

### 5.4 NEW SCIENTIFIC RESULTS

The main objective of his work to investigate the relationship between emotional Intelligence, Cross-cultural adjustment, and job performance. Based on current research findings author introduce following scientific novelty:

1. This study is among the first, that found relationship between EI, CCA and Job performance of SIEs from Post-Soviet countries, particularly Kyrgyzstan and Kazakhstan. Same nationality, same cultural background of respondents decreases possible differences in cultural groups.
2. From the geographical point of view as shown by an extensive literature review of the home country of studied SIEs were mostly developed countries such as the USA, Canada, as well as European and South Asian countries, this study is one of the first to study SIEs from the Post-Soviet countries (Central Asian countries).
3. From host country point of view, less studies focused on Central and Eastern European countries, current research fills this gap and participants located in CEE countries.
4. One of the strengths of this study is the use of a conservative method, which made it possible to identify a strong relationship between the considered indicators.
5. Current research focused on two important dimensions of job performance; task and contextual performance.

6. Results of current research demonstrated that Emotional Intelligence has a significantly strong influence on surveyed self-initiated expats' Cross-Cultural Adjustment in the examined sample. Thus high EI may help self-initiated expatriates adapt better in new cultural environment and location.
7. The most important finding from the current study is that emotional intelligence has a significant impact on the task performance of surveyed expats, showing that people with high emotional intelligence can approach tasks with more enthusiasm, resulting in increased self-efficacy and motivation. As a result, increases task performance.
8. Another important finding was that Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample. Hence, cross-cultural adjustments can lead to increased contextual performance of the expats.

## 6 SUMMARY

Globalization is made up of a variety of dynamic factors, including flows of capital, people, information, technology, and trade. Economic, demographic, political, and technological changes have affected global mobility. As a result, there has been an increase in the demand for a highly skilled workforce, which plays an important role in an organization's ability to compete and succeed, as well as worldwide migration, global career growth, the emergence of transnational forms of human capital, and the staffing of expatriates. For example, employment of self-initiated expatriates in MNCs has significantly increased (Furusawa & Brewster, 2018). Self-initiated expatriates as potential valuable human resources for both their home and host countries play an important role in the labor market. The movement of people across national borders has become frequent (J.-L. Cerdin & Selmer, 2014; Habti & Elo, 2019; Nolan & Morley, 2014). According to the United Nations' World Migration Report 2022, there were around 281 million international migrants in the world in 2020 (United Nations, 2021).

Self-initiated expatriates are individuals “who choose to go abroad on their own to find work there, or after having found a job prior to departure, without having been sent by an organization from their home country” Cerdin, (2012, p. 59). SIEs has a significant impact on the worldwide workforce (Alpaslan Danisman, 2017). Last two decades, SIEs have become highly demanded by organizations looking to fill experienced international manager shortages. Self-initiated expatriates account for nearly half to three-quarters of the global expatriate population (Suutari et al., 2018). As a holders of network capital (Jokinen et al., 2008), technical skills and abilities SIEs and can be valuable human resources for the countries to which they relocate as well as the organizations to which they employed (Thorn & Inkson, 2012). Moreover their ability to be both locally responsive and function worldwide can help organizations enhance their effectiveness and efficiency (Tharenou, 2013).

Expatriates relocate to obtain employment and income that are more relevant to their formal education and training (Iredale, 2001); in seeking of professional development possibilities, primarily due to a shortage of such options in their home nations (J. L. Cerdin, 2012). However, living in a country that is distinct from home country regionally, socially, and culturally can be tough for expatriates, particularly when there are notable differences between the host and home countries from a socio-cultural perspective (Konanahalli & Oyedele, 2016a). As a result, some expatriates endure failure and unsatisfying work when working and living overseas, which is

mainly due to challenges in adapting to a different cultural context (A. Harzing & Christensen, 2004). Thus, they may not work to their full ability, resulting in lower levels of job performance (Maharjan et al., 2021). It was found that higher emotional intelligence contributes to better cultural adaptation, thus well-adjusted SIEs are less stressed, more engaged, excited about their work, wholly immersed in it; they believe they are attuned to the culture of the host nation, both at work and in other areas; and they tend to perform better, leading to higher performance (Gabel-Shemueli & Dolan, 2011; Jyoti & Kour, 2017). Therefore, current empirical research were mainly aimed to determine the relationship between Emotional Intelligence, Cross-cultural Adjustment, and Performance-related variables (i.e., Task and Contextual Performance) and determine how Cross-cultural Adjustment, and Performance-related variables of self-initiated expatriates from Post-Soviet Countries (Kyrgyzstan and Kazakhstan) are influenced by Emotional Intelligence.

Given how difficult it is to approach a target group, a questionnaire was spread by social media (Facebook, Telegram, What's app groups, created by and for expatriates located in Europe, USA, Canada). Of the initial cohort of 314 respondents, 163 were female and 151 male. The high proportion respondents is younger than 35. Almost half of respondents hold a master's degree.

81% of all respondents represents Kyrgyzstan; Kazakhstan is the homeland of more than 9% of respondents. More than 60% of the surveyed self-initiated expatriates stay in the EU countries. The respondents from the UK and the USA have a higher weight in comparison with Non-EU countries. Less than half of respondents (36.62%) stayed abroad from one to 3 years, 33.12 % of respondents stayed more than 5 years, 28.03 % of respondents stayed between 3 -5 years, and minor part of respondents stayed abroad less than 1 year. Respondents come from a variety of professional backgrounds Social Sciences, natural science and health science. Except 5.83% of respondents have international work experience. 97.77% of respondents stayed abroad more than 1 year and 77.39% of respondents have more than one year international work experience. Partial Least Square based Structural Equation Modeling (PLS-SEM) was used to test relationship between emotional intelligence, cross-cultural adjustment and job performance (task and contextual performance).

Findings of current empirical research indicated that EI has strong influence on CCA and Task Performance, but less influence on Contextual Performance. As to CCA, it has strong influence on Contextual performance, however less influence on task performance.

## APPENDIX I. BIBLIOGRAPHY

- A. Isakovic, A., & Forseth Whitman, M. (2013). Self-initiated expatriate adjustment in the United Arab Emirates: a study of academics. *Journal of Global Mobility: The Home of Expatriate Management Research*, 1(2), 161–186. <https://doi.org/10.1108/JGM-09-2012-0011>
- Abazov, R. (1999). Economic Migration in Post-Soviet Central Asia : The Case of Kyrgyzstan. *Post-Communist Economies*, 11(2), 253–257.
- Al Ariss, A. (2010). Modes of engagement: migration, self-initiated expatriation, and career development. *Career Development International*, 15(4), 338–358. <https://doi.org/10.1108/13620431011066231>
- Al Ariss, A. (2012). Ethnic Minority Migrants or Self-Initiated Expatriates? Questioning Assumptions in International Management Studies. In M. Andresen, A. Al Ariss, & M. Walther (Eds.), *Self-Initiated Expatriation: Individual, Organizational, and National Perspectives* (pp. 235–247).
- Al Ariss, A., & Crowley-Henry, M. (2013a). Self-initiated expatriation and migration in the management literature: Present theorizations and future research directions. *Career Development International*, 18(1), 78–96. <https://doi.org/10.1108/13620431311305962>
- Al Ariss, A., & Crowley-Henry, M. (2013b). Self-initiated expatriation and migration in the management literature. *Career Development International*, 18(1), 78–96. <https://doi.org/10.1108/13620431311305962>
- Al Ariss, A., & Özbilgin, M. (2010a). Understanding self-initiated expatriates: Career experiences of Lebanese self-initiated expatriates in France. *Thunderbird International Business Review*, 52(4), 275–285. <https://doi.org/10.1002/tie.20355>
- Al Ariss, A., & Özbilgin, M. (2010b). Understanding self-initiated expatriates: Career experiences of Lebanese self-initiated expatriates in France. *Thunderbird International Business Review*, 52(4), 275–285. <https://doi.org/10.1002/tie.20355>
- Al Ariss, A., & Syed, J. (2011). Capital Mobilization of Skilled Migrants: A Relational Perspective. *British Journal of Management*, 22(2), 286–304. <https://doi.org/10.1111/j.1467-8551.2010.00734.x>
- Albrecht, A.-G., Dilchert, S., Ones, D. S., Deller, J., & Paulus, F. M. (2017). Success among Self-Initiated versus Assigned Expatriates. In *Managing Expatriates* (pp. 183–194). Verlag Barbara Budrich. <https://doi.org/10.2307/j.ctvdf0d15.15>
- Alegre, A. (2011). Parenting Styles and Children’s Emotional Intelligence: What do We Know? *The Family Journal*, 19(1), 56–62. <https://doi.org/10.1177/1066480710387486>
- AlMazrouei, H., & Zacca, R. (2021). Cultural intelligence as a predictor of expatriate managers turnover intention and creative self-efficacy. *International Journal of Organizational Analysis*, 29(1), 59–77. <https://doi.org/10.1108/IJOA-10-2019-1904>
- Alon, I., & Higgins, J. M. (2005). Global leadership success through emotional and cultural intelligences. *Business Horizons*, 48(6), 501–512. <https://doi.org/10.1016/j.bushor.2005.04.003>
- Alpaslan Danisman, S. (2017). Attitudes towards culture in the new home: self-initiated expatriate academics in Turkey. *British Journal of Middle Eastern Studies*, 44(1), 1–29. <https://doi.org/10.1080/13530194.2016.1177486>
- Alshammari, H. (2012). Self-initiated expatriate adjustment in Saudi universities: The role of previous experience and marital status. *International Journal of Business and Social Science*, 3(23).
- Andresen, M. (2015). What determines expatriates’ performance while abroad? The role of job embeddedness. *Journal of Global Mobility*, 3(1), 62–82. <https://doi.org/10.1108/JGM-06-2014-0015>

- Andresen, M. (2018). When at home, do as they do at home? Valuation of self-initiated repatriates' competences in French and German management career structures. *The International Journal of Human Resource Management*, 1–33. <https://doi.org/10.1080/09585192.2018.1511612>
- Andresen, M., Al Ariss, A., & Walther, M. (2012). Self-initiated expatriation: Individual, organizational, and national perspectives. In *Self-Initiated Expatriation: Individual, Organizational, and National Perspectives*. <https://doi.org/10.4324/9780203111505>
- Andresen, M., Bergdolt, F., Margenfeld, J., & Dickmann, M. (2014). Addressing international mobility confusion – developing definitions and differentiations for self-initiated and assigned expatriates as well as migrants. *The International Journal of Human Resource Management*, 25(16), 2295–2318. <https://doi.org/10.1080/09585192.2013.877058>
- Andresen, M., & Biemann, T. (2012a). Career Concepts of Self-Initiated and Assigned Expatriates: A Theoretical Analysis Based on Coupling and Configuration. In *Self-Initiated Expatriation*: (pp. 119–135). Routledge. <https://doi.org/10.4324/9780203111505>
- Andresen, M., & Biemann, T. (2012b). Self-Initiated Expatriation. In M. Andresen, A. Al Ariss, & M. Walther (Eds.), *Self-Initiated Expatriation: Individual, Organizational, and National Perspectives*. Routledge. <https://doi.org/10.4324/9780203111505>
- Andresen, M., & Biemann, T. (2013). Career concepts of self-initiated expatriates and assigned expatriates: A theoretical analysis based on coupling and configuration. In M. Andresen, A. Al Ariss, & M. Walther (Eds.), *Self-Initiated Expatriation: Individual, Organizational, and National Perspectives* (pp. 105–121).
- Andresen, M., Pattie, M. W., & Hippler, T. (2020). What does it mean to be a 'self-initiated' expatriate in different contexts? A conceptual analysis and suggestions for future research. *The International Journal of Human Resource Management*, 31(1), 174–201. <https://doi.org/10.1080/09585192.2019.1674359>
- Ang, S., Dyne, L. Van, Koh, C., Ng, K. Y., Templer, K. J., Tay, C., & Chandrasekar, N. A. (2007). *Ang (2007)- CQ measurement and effects*. 39(2), 265–285. <https://doi.org/10.1111/j-1>
- Aqqad, N., Obeidat, B., Tarhini, A., & Masa'Deh, R. (2019). The relationship among emotional intelligence, conflict management styles, and job performance in Jordanian banks. *International Journal of Human Resources Development and Management*, 19(3), 225–265. <https://doi.org/10.1504/IJHRDM.2019.100636>
- Arokiasamy, J. M., & Kim, S. (2020). When does emotional intelligence function better in enhancing expatriates' cross-cultural adjustment? A study of Japanese PCNs in Malaysia. *Journal of Global Mobility: The Home of Expatriate Management Research*, 8(1), 67–84. <https://doi.org/10.1108/JGM-05-2019-0027>
- Arseneault, R. (2020). Intercultural adjustment challenges of Korean and Canadian self-initiated expatriates in the workplace: An exploratory bidirectional investigation. *International Journal of Cross Cultural Management*, 20(2), 181–199. <https://doi.org/10.1177/1470595820915630>
- Ashkanasy, N. M. (2004). Emotion and performance. *Human Performance*, 17(2), 137–144. [https://doi.org/10.1207/s15327043hup1702\\_1](https://doi.org/10.1207/s15327043hup1702_1)
- Austin, E. J., Saklofske, D. H., Huang, S. H. S., & McKenney, D. (2004). Measurement of trait emotional intelligence: Testing and cross-validating a modified version of Schutte et al.'s (1998) measure. *Personality and Individual Differences*, 36(3), 555–562. [https://doi.org/10.1016/S0191-8869\(03\)00114-4](https://doi.org/10.1016/S0191-8869(03)00114-4)
- Awais Bhatti, M., Kaur, S., & Mohamed Battour, M. (2013). Effects of individual characteristics on expatriates' adjustment and job performance. *European Journal of Training and Development*, 37(6), 544–563. <https://doi.org/10.1108/EJTD-02-2013-0013>
- Awais Bhatti, M., Mohamed Battour, M., Rageh Ismail, A., & Pandiyan Sundram, V. (2014). Effects of personality traits (big five) on expatriates adjustment and job performance. *Equality, Diversity and Inclusion: An International Journal*, 33(1), 73–96. <https://doi.org/10.1108/EDI-01-2013-0001>
- Aycan, Z. (1997). Expatriate adjustment as a multifaceted phenomenon: Individual and organizational level predictors.

- Aykan, E. (2014). Relationships Between Emotional Competence and Task-Contextual Performance of Employees. *Problems of Management in the 21st Century*, 9(1), 8–17. <https://doi.org/10.33225/pmc/14.09.08>
- Bahramian, Somayyeh and Siadat, Seyyed Ali and Sharifi, T. (2015). Surveying the Relationship of Emotional Intelligence and Staffs ' Job Performance Case : Chahar Mahal Bakhtiari Province Gas Company. *American Journal of Educational Research*, 3(8), 956–958. <https://doi.org/10.12691/education-3-8-1>
- Baker, J. C., & Ivancevich, J. M. (1971). Multinational management staffing with american expatriates. *The International Executive*, 13(2), 15–16. <https://doi.org/10.1002/tie.5060130210>
- Bar-on, R. (1997). The emotional quotient inventory (EQ-i). *Multi-Health Systems*, 1.
- Bartlett, C. A., & Ghoshal, S. (1999). *Managing across Borders: The Transnational Solution*. (Vol. 2) Boston, MA: Harvard business school press. <http://www.jstor.org/stable/258620?origin=crossref>
- Baruch, Y., & Altman, Y. (2002). Expatriation and repatriation in MNCS: A taxonomy. *Human Resource Management*, 41(2), 239–259. <https://doi.org/10.1002/hrm.10034>
- Baruch, Y., Dickmann, M., Altman, Y., & Bournois, F. (2013a). Exploring international work: Types and dimensions of global careers. *International Journal of Human Resource Management*, 24(12). <https://doi.org/10.1080/09585192.2013.781435>
- Baruch, Y., Dickmann, M., Altman, Y., & Bournois, F. (2013b). Exploring international work: Types and dimensions of global careers. *International Journal of Human Resource Management*, 24(12), 2369–2393. <https://doi.org/10.1080/09585192.2013.781435>
- Baruch, Y., & Forstenlechner, I. (2017). Global careers in the Arabian Gulf. *Career Development International*, 22(1), 3–22. <https://doi.org/10.1108/CDI-12-2015-0164>
- Bastida, M. (2018). Yes, they can do it! Exploring female expatriates' effectiveness. *European Research on Management and Business Economics*, 24(2), 114–120. <https://doi.org/10.1016/j.iemeen.2018.03.001>
- Becker, J. M., Klein, K., & Wetzels, M. (2012). Hierarchical Latent Variable Models in PLS-SEM: Guidelines for Using Reflective-Formative Type Models. *Long Range Planning*, 45(5–6), 359–394. <https://doi.org/10.1016/j.lrp.2012.10.001>
- Begley, A., Collings, D. G., & Scullion, H. (2008). The cross-cultural adjustment experiences of self-initiated repatriates to the Republic of Ireland labour market. *Employee Relations*, 30(3), 264–282. <https://doi.org/10.1108/01425450810866532>
- Benson, G. S., & Pattie, M. (2009). The comparative roles of home and host supervisors in the expatriate experience. *Human Resource Management*, 48(1), 49–68. <https://doi.org/10.1002/hrm.20266>
- Bhaskar-Shrinivas, P., Harrison, D. A., Shaffer, M. A., & Luk, D. M. (2005). Input-Based and Time-Based Models of International Adjustment: Meta-Analytic Evidence and Theoretical Extensions. *Academy of Management Journal*, 48(2), 257–281. <https://doi.org/10.5465/amj.2005.16928400>
- Bhaskaran, S., & Jubi, R. (2014). Impact of Emotional Intelligence on Productivity of Software Professionals. *Research Journal of Management Sciences* \_\_\_\_\_ISSN, 3(3), 10–13. [http://en.wikipedia.org/wiki/Emotional\\_intelligence](http://en.wikipedia.org/wiki/Emotional_intelligence),
- Bhatti, M. A., Battour, M. M., & Ismail, A. R. (2013). Expatriates adjustment and job performance: An examination of individual and organizational factors. *International Journal of Productivity and Performance Management*, 62(7). <https://doi.org/10.1108/IJPPM-12-2012-0132>
- Bhuian, S. N., Al-shammari, E. S., & Jefri, O. A. (2001). Work-related attitudes and job characteristics of expatriates in Saudi Arabia. *Thunderbird International Business Review*, 43(1), 21–32. [https://doi.org/10.1002/1520-6874\(200101/02\)43:1<21::AID-TIE3>3.0.CO;2-B](https://doi.org/10.1002/1520-6874(200101/02)43:1<21::AID-TIE3>3.0.CO;2-B)

- Biemann, T., & Andresen, M. (2010a). Self-initiated foreign expatriates versus assigned expatriates: Two distinct types of international careers? *Journal of Managerial Psychology*, 25(4), 430–448. <https://doi.org/10.1108/02683941011035313>
- Biemann, T., & Andresen, M. (2010b). Self-initiated foreign expatriates versus assigned expatriates. *Journal of Managerial Psychology*, 25(4), 430–448. <https://doi.org/10.1108/02683941011035313>
- Black, J. S. (1988). Black, J. Stewart. Work Role Transitions: A Study of American Expatriate Managers in Japan. *Journal of International Business Studies*, 19(2), 277–294.
- Black, J. S. (1990). The Relationship of Personal Characteristics with the Adjustment of Japanese Expatriate Managers. *Management International Review*, 30(2), 119–134.
- Black, J. S., & Gregersen, H. B. (1991a). Antecedents to Cross-Cultural Adjustment for Expatriates in Pacific Rim Assignments. *Human Relations*, 44(5), 497–515. <https://doi.org/10.1177/001872679104400505>
- Black, J. S., & Gregersen, H. B. (1991b). When Yankee comes home: Factors related to expatriate and spouse repatriation adjustment. *Journal of International Business Studies*, 22(January), 671–694.
- Black, J. S., & Porter, L. W. (1991). Managerial Behaviors and Job Performance: A Successful Manager in Los Angeles May Not Succeed in Hong Kong. *Journal of International Business Studies*, 22(1), 99–113. <https://doi.org/10.1057/palgrave.jibs.8490294>
- Black, J. S., & Stephens, G. K. (1989). The Influence of the Spouse on American Expatriate Adjustment and Intent to Stay in Pacific Rim Overseas Assignments. *Journal of Management*, 15(4), 529–544. <https://doi.org/10.1177/014920638901500403>
- Bonache Pérez, J., & Pla-Barber, J. (2005). When are international managers a cost effective solution? The rationale of transaction cost economics applied to staffing decisions in MNCs. *Journal of Business Research*, 58(10), 1320–1329. <https://doi.org/10.1016/j.jbusres.2004.05.004>
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In Schmitt, N. & Borman, W. C. (Eds.), *Personnel selection in organisations*.
- Borman, W. C., & Motowidlo, S. J. (1997). Task Performance and Contextual Performance: The Meaning for Personnel Selection Research. *Human Performance*, 10(2), 99–109. [https://doi.org/10.1207/s15327043hup1002\\_3](https://doi.org/10.1207/s15327043hup1002_3)
- Boyacigiller, N. (1990). The Role of Expatriates in the Management of Interdependence Complexity and Risk in Multinational Corporations. *Journal of International Business Studies*, 21(3), 357–381. <https://doi.org/10.1057/palgrave.jibs.8490825>
- Bozionelos, N., & Singh, S. K. (2017). The relationship of emotional intelligence with task and contextual performance: More than it meets the linear eye. *Personality and Individual Differences*, 116, 206–211. <https://doi.org/10.1016/j.paid.2017.04.059>
- Brackett, M. A., Rivers, S. E., & Salovey, P. (2011). Emotional intelligence: Implications for personal, social, academic, and workplace success. *Social and Personality Psychology Compass*, 5(1), 88–103. <https://doi.org/10.1111/j.1751-9004.2010.00334.x>
- Brewster, C., Bonache, J., Cerdin, J., & Suutari, V. (2014). Exploring expatriate outcomes INTRODUCTION. *International Journal of Human Resource Management*, 25(14), 1921–1937. [10.1080/09585192.2013.870284%5Cnhttp://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=94987491&site=ehost-live%5Cn%3CGo](https://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=94987491&site=ehost-live%5Cn%3CGo) to <https://dx.doi.org/10.1080/09585192.2013.870284>
- Brewster, C., Mäkelä, L., & Suutari, V. (2019). *Careers of Highly Educated Self-Initiated Expatriates: Observations from Studies Among Finnish Business Professionals* (pp. 41–60). [https://doi.org/10.1007/978-3-319-95056-3\\_2](https://doi.org/10.1007/978-3-319-95056-3_2)
- Caligiuri, P., & Bonache, J. (2016a). Evolving and enduring challenges in global mobility. *Journal of World Business*,



- 51(1), 127–141. <https://doi.org/10.1016/j.jwb.2015.10.001>
- Caligiuri, P., & Bonache, J. (2016b). Evolving and enduring challenges in global mobility. *Journal of World Business*, 51(1), 127–141. <https://doi.org/10.1016/j.jwb.2015.10.001>
- Caligiuri, P. M. (1997a). Assessing expatriate success: Beyond just. *Being There*, 4, 117–140.
- Caligiuri, P. M. (1997b). Assessing Expatriate Success: Beyond Just “BeingThere.” *New Approaches to Employee Management*, 4, 117–140. <https://doi.org/10.1016/j.ijintrel.2015.05.001>
- Caligiuri, P. M., & Day, D. V. (2000). Effects of Self-Monitoring on Technical, Contextual, and Assignment-Specific Performance: A Study of Cross-National Work Performance Ratings. *Group and Organization Management*, 25(2), 154–174. <https://doi.org/10.1177/1059601100252004>
- CAMPBELL, J. P., McHENRY, J. J., & WISE, L. L. (1990). MODELING JOB PERFORMANCE IN A POPULATION OF JOBS. *Personnel Psychology*, 43(2), 313–575. <https://doi.org/10.1111/j.1744-6570.1990.tb01561.x>
- Cao, L., Hirschi, A., & Deller, J. (2013). The positive effects of a protean career attitude for self-initiated expatriates: Cultural adjustment as a mediator. *Career Development International*, 18(1), 56–77. <https://doi.org/10.1108/13620431311305953>
- Cao, L., Hirschi, A., & Deller, J. (2014). Perceived organizational support and intention to stay in host countries among self-initiated expatriates: The role of career satisfaction and networks. *International Journal of Human Resource Management*, 25(14), 2013–2032. <https://doi.org/10.1080/09585192.2013.870290>
- Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes. *Journal of Managerial Psychology*, 18(8), 788–813. <https://doi.org/10.1108/02683940310511881>
- Carr, S. C., Inkson, K., & Thorn, K. (2005). From global careers to talent flow: Reinterpreting “brain drain.” *Journal of World Business*, 40(4), 386–398. <https://doi.org/10.1016/j.jwb.2005.08.006>
- Casado, R., & Caspersz, D. (2019). Changing psychological contracts and organisational commitment: a longitudinal comparison of assigned and self-initiated expatriates in Australia. *The International Journal of Human Resource Management*, 1–23. <https://doi.org/10.1080/09585192.2019.1660701>
- Cerdin, J.-L., & Pargneux, M. Le. (2010). Career anchors: A comparison between organization-assigned and self-initiated expatriates. *Thunderbird International Business Review*, 52(4), 287–299. <https://doi.org/10.1002/tie.20350>
- Cerdin, J.-L., & Selmer, J. (2014). Who is a self-initiated expatriate? Towards conceptual clarity of a common notion. *The International Journal of Human Resource Management*, 25(9), 1281–1301. <https://doi.org/10.1080/09585192.2013.863793>
- Cerdin, J. L. (2012). Motivation of self-initiated expatriates. In *Self-Initiated Expatriation*: (pp. 73–88). Routledge. <https://doi.org/10.4324/9780203111505>
- Cerdin, J. L., & Dubouloy, M. (2004). Expatriation as a maturation opportunity: A psychoanalytical approach based on “copy and paste.” *Human Relations*, 57(8), 957–981. <https://doi.org/10.1177/0018726704045836>
- Cerdin, J. L., & Selmer, J. (2014). Who is a self-initiated expatriate? Towards conceptual clarity of a common notion. *International Journal of Human Resource Management*, 25(9), 1281–1301. <https://doi.org/10.1080/09585192.2013.863793>
- Ceric, A., & Crawford, H. J. (2016). Attracting SIEs: Influence of SIE motivation on their location and employer decisions. *Human Resource Management Review*, 26(2), 136–148. <https://doi.org/10.1016/j.hrmr.2015.10.001>
- Chang, Y.-Y., & Smale, A. (2013). Expatriate characteristics and the stickiness of HRM knowledge transfers. *The International Journal of Human Resource Management*, 24(12), 2394–2410. <https://doi.org/10.1080/09585192.2013.781436>

- Cichy, R. F., Kim, S. H., & Cha, J. (2009). The relationship between emotional intelligence and contextual performance: Application to automated and vending service industry executives. *Journal of Human Resources in Hospitality and Tourism*, 8(2). <https://doi.org/10.1080/15332840802269809>
- Claus, L., Lungu, A. P., & Bhattacharjee, S. (2011). The Effects of Individual, Organizational and Societal Variables on the Job Performance of Expatriate Managers. *International Journal of Management*, 28(1).
- Clegg, B., & Gray, S. J. (2002). Australian expatriates in Thailand: some insights for expatriate management policies. *The International Journal of Human Resource Management*, 13(4), 598–623. <https://doi.org/10.1080/09585190110092802>
- Collings, D. G., & Isichei, M. (2018). The shifting boundaries of global staffing: integrating global talent management, alternative forms of international assignments and non-employees into the discussion. *The International Journal of Human Resource Management*, 29(1), 165–187. <https://doi.org/10.1080/09585192.2017.1380064>
- Collings, D. G., Scullion, H., & Morley, M. J. (2007). Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives. *Journal of World Business*, 42(2), 198–213. <https://doi.org/10.1016/j.jwb.2007.02.005>
- Cooke, F. L., Liu, M., Liu, L. A., & Chen, C. C. (2019). Human resource management and industrial relations in multinational corporations in and from China: Challenges and new insights. *Human Resource Management*. <https://doi.org/10.1002/hrm.21986>
- Côté, S. (2014). Emotional Intelligence in Organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 459–488. <https://doi.org/10.1146/annurev-orgpsych-031413-091233>
- Critelli, F. M., Lewis, L. A., Yalim, A. C., & Ibraeva, J. (2021). Labor Migration and Its Impact on Families in Kyrgyzstan: a Qualitative Study. *Journal of International Migration and Integration*, 22(3), 907–928. <https://doi.org/10.1007/s12134-020-00781-2>
- Crowley-Henry, M. (2007). The Protean Career: Exemplified by First World Foreign Residents in Western Europe? *International Studies of Management & Organization*, 37(3), 44–64. <https://doi.org/10.2753/IMO0020-8825370302>
- Crowne, K. A. (2013). Cultural exposure, emotional intelligence, and cultural intelligence: An exploratory study. *International Journal of Cross Cultural Management*, 13(1), 5–22. <https://doi.org/10.1177/1470595812452633>
- Davies, M., Stankov, L., & Roberts, R. D. (1998). Emotional intelligence: In search of an elusive construct. *Journal of Personality and Social Psychology*, 75(4), 989–1015. <https://doi.org/10.1037/0022-3514.75.4.989>
- Diamantopoulos, A., & Siguaw, J. A. (2006). Formative versus reflective indicators in organizational measure development: A comparison and empirical illustration. *British Journal of Management*, 17(4), 263–282. <https://doi.org/10.1111/j.1467-8551.2006.00500.x>
- Dickmann, M., & Cerdin, J. L. (2018). Exploring the development and transfer of career capital in an international governmental organization. *International Journal of Human Resource Management*, 29(15), 2253–2283. <https://doi.org/10.1080/09585192.2016.1239217>
- Dickmann, M., Suutari, V., Brewster, C., Mäkelä, L., Tanskanen, J., & Tornikoski, C. (2018). The career competencies of self-initiated and assigned expatriates: assessing the development of career capital over time. *The International Journal of Human Resource Management*, 29(6), 2353–2377. <https://doi.org/10.1080/09585192.2016.1172657>
- Dickmann, M., Suutari, V., & Wurtz, O. (2018). The management of global careers: Exploring the rise of international work. *The Management of Global Careers: Exploring the Rise of International Work*, 1–341. <https://doi.org/10.1007/978-3-319-76529-7>
- Dinglasa, R. A. (2020). Cultural and Emotional Intelligence: It's Role in the Cross-Cultural Adjustment of Filipino Expatriates in the Kingdom of Saudi Arabia. *International Journal of Human Resource Studies*, 10(1), 276. <https://doi.org/10.5296/ijhrs.v10i1.16488>

- Doherty, N. (2013). Understanding the Self-initiated Expatriate: A Review and Directions for Future Research. *International Journal of Management Reviews*, 15(4), n/a-n/a. <https://doi.org/10.1111/ijmr.12005>
- Doherty, N., & Dickmann, M. (2013). Self-initiated and assigned expatriates: Talent management and career considerations. In *Talent Management of Self-Initiated Expatriates* (pp. 234–255). Palgrave Macmillan. <https://doi.org/10.1057/9780230392809>
- Doherty, N., Dickmann, M., & Mills, T. (2011). Exploring the motives of company-backed and self-initiated expatriates. *International Journal of Human Resource Management*, 22(3), 595–611. <https://doi.org/10.1080/09585192.2011.543637>
- Doherty, N., Richardson, J., & Thorn, K. (2013a). Self-initiated expatriation and self-initiated expatriates: Clarification of the research stream. *Career Development International*, 18(1), 97–112. <https://doi.org/10.1108/13620431311305971>
- Doherty, N., Richardson, J., & Thorn, K. (2013b). Self-initiated expatriation and self-initiated expatriates. *Career Development International*, 18(1), 97–112. <https://doi.org/10.1108/13620431311305971>
- Dorsch, M., Suutari, V., & Brewster, C. (2012). Research on self-initiated expatriation: History and future directions. In *Self-Initiated Expatriation* (pp. 56–70). Routledge. <https://doi.org/10.4324/9780203111505>
- Edstrom, A., & Galbraith, J. R. (1977). Transfer of Managers as a Coordination and Control Strategy in Multinational Organizations. *Administrative Science Quarterly*, 22(2), 248. <https://doi.org/10.2307/2391959>
- Egner, T. (2012). Tax and Salary Issues in Self-Initiated Expatriation. In *Self-Initiated Expatriation* (pp. 157–173). Routledge. <https://doi.org/10.4324/9780203111505-16>
- Engelberg, E., & Sjöberg, L. (2004). Emotional intelligence, affect intensity, and social adjustment. *Personality and Individual Differences*. <https://doi.org/10.1016/j.paid.2003.09.024>
- Erdener, C., & Torbiörn, I. (1999). A Transaction Costs Perspective on International Staffing Patterns: Implications for Firm Performance. In *Management International Review* (pp. 89–106). Gabler Verlag. [https://doi.org/10.1007/978-3-322-90993-0\\_7](https://doi.org/10.1007/978-3-322-90993-0_7)
- Farcas, D., & Gonçalves, M. (2017). Motivations and Cross-Cultural Adaptation of Self-Initiated Expatriates, Assigned Expatriates, and Immigrant Workers: The Case of Portuguese Migrant Workers in the United Kingdom. *Journal of Cross-Cultural Psychology*, 48(7), 1028–1051. <https://doi.org/10.1177/0022022117717031>
- Farcas, D., & Gonçalves, M. (2019). A grounded theory approach to understand the Portuguese emerging adult self-initiated expatriates' cross-cultural adaptation in the United Kingdom. *Journal of Global Mobility: The Home of Expatriate Management Research*, 7(1), 27–48. <https://doi.org/10.1108/JGM-07-2018-0034>
- Fee, A., & Karsaklian, E. (2013). Could International Volunteers be Considered Ethical Consumers? A Cross-Discipline Approach to Understanding Motivations of Self-Initiated Expatriates. In V. Vaiman & A. Haslberger (Eds.), *Talent Management of Self-Initiated Expatriates: A Neglected Source of Global Talent*. Palgrave Macmillan UK. <https://doi.org/10.1057/9780230392809>
- Fernandez, B., Mutabazi, E., & Pierre, P. (2006). International executives, identity strategies and mobility in France and China. *Asia Pacific Business Review*, 12(1). <https://doi.org/10.1080/13602380500337010>
- Foss, N. J., & Pedersen, T. (2002). Transferring knowledge in MNCs: The role of sources of subsidiary knowledge and organizational context. *Journal of International Management*, 8(1), 49–67. [https://doi.org/10.1016/S1075-4253\(01\)00054-0](https://doi.org/10.1016/S1075-4253(01)00054-0)
- Froese, F. J. (2012). Motivation and adjustment of self-initiated expatriates: the case of expatriate academics in South Korea. *International Journal of Human Resource Management*, 23(6), 1095–1112. <https://doi.org/10.1080/09585192.2011.561220>
- Froese, F. J., & Peltokorpi, V. (2012). Self-Initiated Expatriation. In M. Andresen, A. Al Ariss, & M. Walther (Eds.),

- Froese, F. J., & Peltokorpi, V. (2013). Organizational expatriates and self-initiated expatriates: differences in cross-cultural adjustment and job satisfaction. *The International Journal of Human Resource Management*, 24(10), 1953–1967. <https://doi.org/10.1080/09585192.2012.725078>
- Fu, C., Hsu, Y. S., A. Shaffer, M., & Ren, H. (2017). A longitudinal investigation of self-initiated expatriate organizational socialization. *Personnel Review*, 46(2), 182–204. <https://doi.org/10.1108/PR-05-2015-0149>
- Furusawa, M., & Brewster, C. (2018). Japanese self-initiated expatriates as boundary spanners in Chinese subsidiaries of Japanese MNEs: Antecedents, social capital, and HRM practices. *Thunderbird International Business Review*, 60(6), 911–919. <https://doi.org/10.1002/tie.21944>
- Furusawa, M., & Brewster, C. (2019). The Determinants of the Boundary-spanning Functions of Japanese Self-initiated Expatriates in Japanese Subsidiaries in China: Individual Skills and Human Resource Management. *Journal of International Management*, 25(4), 100674. <https://doi.org/10.1016/j.intman.2019.05.001>
- Gabel-Shemueli, R., & Dolan, S. (2011). Do emotions matter? *Management Research: Journal of the Iberoamerican Academy of Management*, 9(3), 207–229. <https://doi.org/10.1108/1536-541111181912>
- Gabel, R. S., Dolan, S. L., & Cerdin, J. L. (2005). Emotional intelligence as predictor of cultural adjustment for success in global assignments. *Career Development International*, 10(5 SPEC. ISS.), 375–395. <https://doi.org/10.1108/13620430510615300>
- Gardner, H. (1993). *Multiple intelligences* (Multiple i). NY: Basic Books.
- Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. New York: Bantam Books.
- Goleman, D. (1998). *Working with Emotional Intelligence*. New York: Bantam Books.
- Goleman, D. (2009). Working with Emotional Intelligence. In *Aslib Proceedings*. <https://doi.org/98-18706> Library of Congress
- Green, N. L. (2009). Expatriation, Expatriates, and Expats: The American Transformation of a Concept. *The American Historical Review*, 114(2), 307–328. <https://doi.org/10.1086/ahr.114.2.307>
- Griffin, M. A., Neal, A., & Neale, M. (2000). The contribution of task performance and contextual performance to effectiveness: Investigating the role of situational constraints. *Applied Psychology*, 49(3). <https://doi.org/10.1111/1464-0597.00029>
- Guðmundsdóttir, S. (2015). Nordic expatriates in the US: The relationship between cultural intelligence and adjustment. *International Journal of Intercultural Relations*, 47, 175–186. <https://doi.org/10.1016/j.ijintrel.2015.05.001>
- Gullahorn, J. T., & Gullahorn, J. E. (1963). An Extension of the U-Curve Hypothesis. *Journal of Social Issues*, 19(3), 33–47. <https://doi.org/10.1111/j.1540-4560.1963.tb00447.x>
- Gullekson, N., & Dumaisnil, A. (2016a). Expanding horizons on expatriate adjustment: A look at the role of emotional display and status. *Human Resource Management Review*, 26(3). <https://doi.org/10.1016/j.hrmr.2016.03.004>
- Gullekson, N., & Dumaisnil, A. (2016b). Expanding horizons on expatriate adjustment: A look at the role of emotional display and status. *Human Resource Management Review*, 26(3), 260–269. <https://doi.org/10.1016/j.hrmr.2016.03.004>
- Gullekson, N. L., & Vancouver, J. B. (2010). To conform or not to conform? An examination of perceived emotional display rule norms among international sojourners. *International Journal of Intercultural Relations*, 34(4), 315–325. <https://doi.org/10.1016/j.ijintrel.2009.05.002>
- Habti, D., & Elo, M. (2019). Rethinking Self-Initiated Expatriation in International Highly Skilled Migration. In *Global Mobility of Highly Skilled People : Multidisciplinary Perspectives on Self-initiated Expatriation* (Vol.

- 16, pp. 1–37). [https://doi.org/10.1007/978-3-319-95056-3\\_1](https://doi.org/10.1007/978-3-319-95056-3_1)
- Hair, J. F. J., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis* (Seventh Ed). Pearson. [https://doi.org/https://doi.org/10.1007/978-3-319-01517-0\\_3](https://doi.org/https://doi.org/10.1007/978-3-319-01517-0_3)
- Hair, J., Hult, M. T. G., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). SAGE Publications Inc.
- Haldorai, K., Kim, W. G., Seo, W. S., & Cai, X. (2021). Learning orientation and self-initiated expatriates' work performance: a moderated-mediation model. *International Journal of Hospitality Management*, 94(December 2020), 102861. <https://doi.org/10.1016/j.ijhm.2021.102861>
- Hannigan, T. P. (1990). Traits, attitudes, and skills that are related to intercultural effectiveness and their implications for cross-cultural training: A review of the literature. *International Journal of Intercultural Relations*, 14(1), 89–111. [https://doi.org/10.1016/0147-1767\(90\)90049-3](https://doi.org/10.1016/0147-1767(90)90049-3)
- Harris, H., & Brewster, C. (1999). The coffee-machine system: How international selection really works. *International Journal of Human Resource Management*, 10(3), 488–500. <https://doi.org/10.1080/095851999340440>
- Harrison, D. A., & Shaffer, M. A. (2005). Mapping the criterion space for expatriate success: Task- and relationship-based performance, effort and adaptation. *International Journal of Human Resource Management*, 16(8). <https://doi.org/10.1080/09585190500220648>
- Harvey, M. G. (1983). The multinational corporation's expatriate problem: An application of Murphy's Law. *Business Horizons*, 26(1), 71–78. [https://doi.org/10.1016/0007-6813\(83\)90069-1](https://doi.org/10.1016/0007-6813(83)90069-1)
- Harzing, A.-W. (2001). Of bears, bumble-bees, and spiders: the role of expatriates in controlling foreign subsidiaries. *Journal of World Business*, 36(4), 366–379. [https://doi.org/10.1016/S1090-9516\(01\)00061-X](https://doi.org/10.1016/S1090-9516(01)00061-X)
- Harzing, A.-W., & Sorge, A. (2003). The Relative Impact of Country of Origin and Universal Contingencies on Internationalization Strategies and Corporate Control in Multinational Enterprises: Worldwide and European Perspectives. *Organization Studies*, 24(2), 187–214. <https://doi.org/10.1177/0170840603024002343>
- Harzing, A., & Christensen, C. (2004). Expatriate failure: time to abandon the concept? *Career Development International*, 9(7), 616–626. <https://doi.org/10.1108/13620430410570329>
- Harzing, A. W., Pudelko, M., & Sebastian Reiche, B. (2016). The Bridging Role of Expatriates and Inpatriates in Knowledge Transfer in Multinational Corporations. *Human Resource Management*. <https://doi.org/10.1002/hrm.21681>
- Haslberger, A., Brewster, C., & Hippler, T. (2013). The dimensions of expatriate adjustment. *Human Resource Management*. <https://doi.org/10.1002/hrm.21531>
- Hechanova, R., Beehr, T. A., & Christiansen, N. D. (2003). Antecedents and Consequences of Employees' Adjustment to Overseas Assignment: A Meta-analytic Review. *Applied Psychology*, 52(2), 213–236. <https://doi.org/10.1111/1464-0597.00132>
- Hill, F. (2002). The United States and Russia in Central Asia: Uzbekistan, Tajikistan, Afghanistan, Pakistan, and Iran. *The Aspen Institute Congressional Program*, 15, 17–22.
- Hippler, T. (2006). Another Scandal in Bohemia? A Look Back on how we Measure Expatriate Adjustment. In *New Directions in Expatriate Research*. [https://doi.org/10.1007/978-1-349-72880-0\\_4](https://doi.org/10.1007/978-1-349-72880-0_4)
- Hippler, T. (2009). Why do they go? Empirical evidence of employees' motives for seeking or accepting relocation. *The International Journal of Human Resource Management*, 20(6), 1381–1401. <https://doi.org/10.1080/09585190902909889>
- Holopainen, J., & Björkman, I. (2005). The personal characteristics of the successful expatriate: A critical review of the literature and an empirical investigation. In C. Brewster (Ed.), *Personnel Review* (Vol. 34, Issue 1, pp. 37–50). <https://doi.org/10.1108/00483480510578476>

- Howe-Walsh, L., & Schyns, B. (2010). Self-initiated expatriation: Implications for hrm. *International Journal of Human Resource Management*, 21(2), 260–273. <https://doi.org/10.1080/09585190903509571>
- Huff, K. C., Song, P., & Gresch, E. B. (2014). Cultural intelligence, personality, and cross-cultural adjustment: A study of expatriates in Japan. *International Journal of Intercultural Relations*, 38(1), 151–157. <https://doi.org/10.1016/j.ijintrel.2013.08.005>
- Hussain, T., & Deery, S. (2018). Why do self-initiated expatriates quit their jobs: The role of job embeddedness and shocks in explaining turnover intentions. *International Business Review*, 27(1), 281–288. <https://doi.org/10.1016/j.ibusrev.2017.08.002>
- Hussain, T., Iren, P., & Rice, J. (2019). Determinants of innovative behaviors among self-initiated expatriates. *Personnel Review*, 49(2), 349–369. <https://doi.org/10.1108/PR-09-2018-0321>
- Inkson, K., Arthur, M. B., Pringle, J., & Barry, S. (1997a). Expatriate assignment versus overseas experience: Contrasting models of international human resource development. *Journal of World Business*, 32(4), 351–368. [https://doi.org/10.1016/S1090-9516\(97\)90017-1](https://doi.org/10.1016/S1090-9516(97)90017-1)
- Inkson, K., Arthur, M. B., Pringle, J., & Barry, S. (1997b). Expatriate assignment versus overseas experience: Contrasting models of international human resource development. *Journal of World Business*, 32(4), 351–368. [https://doi.org/10.1016/S1090-9516\(97\)90017-1](https://doi.org/10.1016/S1090-9516(97)90017-1)
- Inkson, K., & Myers, B. A. (2003). “The big OE”: self-directed travel and career development. *Career Development International*, 8(4), 170–181. <https://doi.org/10.1108/13620430310482553>
- International Organization for Migration, (IOM). (2021). *Kyrgyzstan : Study on the Socioeconomic Effects of COVID-19 on Returnees*. IOM, Vienna. <https://publications.iom.int/books/kyrgyzstan-study-socioeconomic-effects-covid-19-returnees>
- Iredale, R. (2001). The Migration of Professionals: Theories and Typologies. *International Migration*, 39(5), 7–26. <https://doi.org/10.1111/1468-2435.00169>
- Jan Selmer, J. L. (2011). "Marital status and work outcomes of self-initiated expatriates: Is there a moderating effect of gender? *Cross Cultural Management: An International Journal*, 18(2), 198–213.
- Jannesari, M., & Sullivan, S. E. (2019). Career adaptability and the success of self-initiated expatriates in China. *Career Development International*, 24(4), 331–349. <https://doi.org/10.1108/CDI-02-2019-0038>
- Jassawalla, A., Truglia, C., & Garvey, J. (2004). Cross-cultural conflict and expatriate manager adjustment. *Management Decision*, 42(7), 837–849. <https://doi.org/10.1108/00251740410550916>
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, 3(4), 305–360. [https://doi.org/10.1016/0304-405X\(76\)90026-X](https://doi.org/10.1016/0304-405X(76)90026-X)
- Jokinen, T., Brewster, C., & Suutari, V. (2008). Career capital during international work experiences: Contrasting self-initiated expatriate experiences and assigned expatriation. *International Journal of Human Resource Management*, 19(6), 979–998. <https://doi.org/10.1080/09585190802051279>
- Jordan, J., & Cartwright, S. (1998). Selecting expatriate managers: key traits and competencies. *Leadership & Organization Development Journal*, 19(2), 89–96. <https://doi.org/10.1108/01437739810208665>
- Joseph, D. L., Jin, J., Newman, D. A., & O’Boyle, E. H. (2015a). Why does self-reported emotional intelligence predict job performance? A meta-analytic investigation of mixed EI. *Journal of Applied Psychology*, 100(2), 298–342. <https://doi.org/10.1037/a0037681>
- Joseph, D. L., Jin, J., Newman, D. A., & O’Boyle, E. H. (2015b). Why does self-reported emotional intelligence predict job performance? A meta-analytic investigation of mixed EI. *Journal of Applied Psychology*, 100(2), 298–342. <https://doi.org/10.1037/a0037681>
- Jyoti, J., & Kour, S. (2015). Assessing the cultural intelligence and task performance equation. *Cross Cultural Management*, 22(2), 236–258. <https://doi.org/10.1108/CCM-04-2013-0072>

- Jyoti, J., & Kour, S. (2017). Factors affecting cultural intelligence and its impact on job performance: Role of cross-cultural adjustment, experience and perceived social support. *Personnel Review*, 46(4). <https://doi.org/10.1108/PR-12-2015-0313>
- Jyoti, J., Kour, S., & Bhau, S. (2015a). Assessing the Impact of Cultural Intelligence on Job Performance: Role of Cross-Cultural Adaptability. *Journal of IMS Group*, 12(1).
- Jyoti, J., Kour, S., & Bhau, S. (2015b). Assessing the Impact of Cultural Intelligence on Job Performance: Role of Cross-Cultural Adaptability. *Journal of IMS Group*, 12(1), 23–33.
- Kai Liao, Y., Wu, W.-Y., Dao, T. C., & Ngoc Luu, T.-M. (2021). The Influence of Emotional Intelligence and Cultural Adaptability on Cross-Cultural Adjustment and Performance with the Mediating Effect of Cross-Cultural Competence: A Study of Expatriates in Taiwan. *Sustainability*, 13(6), 3374. <https://doi.org/10.3390/su13063374>
- Kaushal, R., & Kwantes, C. T. (2006). The role of culture and personality in choice of conflict management strategy. *International Journal of Intercultural Relations*, 30(5), 579–603. <https://doi.org/10.1016/j.ijintrel.2006.01.001>
- Khan, A., Khan, R., & Habibur Rahman, M. (2011). Developing international executives: the capacity-building approach. *Development and Learning in Organizations: An International Journal*, 25(2), 10–14. <https://doi.org/10.1108/14777281111108218>
- Khedher, H., & Asadullah, M. A. (2019). Role of social and organizational support in the adjustment of Tunisian self-initiated expatriates. *European Journal of Training and Development*, 44(2/3), 171–190. <https://doi.org/10.1108/EJTD-08-2019-0142>
- Kolde, E. J., & Hill, R. E. (1967). Conceptual and Normative Aspects of International Management. *Academy of Management Journal*, 10(2), 119–128. <https://doi.org/10.2307/254631>
- Konanahalli, A., & Oyedele, L. O. (2016a). Emotional intelligence and British expatriates' cross-cultural adjustment in international construction projects. *Construction Management and Economics*, 34(11), 751–768. <https://doi.org/10.1080/01446193.2016.1213399>
- Konanahalli, A., & Oyedele, L. O. (2016b). Emotional intelligence and British expatriates' cross-cultural adjustment in international construction projects. *Construction Management and Economics*, 34(11), 751–768. <https://doi.org/10.1080/01446193.2016.1213399>
- Koo Moon, H., Kwon Choi, B., & Shik Jung, J. (2012). Previous international experience, cross-cultural training, and expatriates' cross-cultural adjustment: Effects of cultural intelligence and goal orientation. *Human Resource Development Quarterly*, 23(3), 285–330. <https://doi.org/10.1002/hrdq.21131>
- Koopmans, L., Bernaards, C., Hildebrandt, V., van Buuren, S., van der Beek, A. J., & de Vet, H. C. w. (2012). Development of an individual work performance questionnaire. *International Journal of Productivity and Performance Management*, 62(1), 6–28. <https://doi.org/10.1108/17410401311285273>
- Koveshnikov, A., Wechtler, H., & Dejoux, C. (2014). Cross-cultural adjustment of expatriates: The role of emotional intelligence and gender. *Journal of World Business*, 49(3), 362–371. <https://doi.org/10.1016/j.jwb.2013.07.001>
- Kraimer, M., Bolino, M., & Mead, B. (2016). Themes in Expatriate and Repatriate Research over Four Decades: What Do We Know and What Do We Still Need to Learn? *Annual Review of Organizational Psychology and Organizational Behavior*, 3(1), 83–109. <https://doi.org/10.1146/annurev-orgpsych-041015-062437>
- Kraimer, M. L., & Wayne, S. J. (2004). An examination of perceived organizational support as a multidimensional construct in the context of an expatriate assignment. *Journal of Management*, 30(2). <https://doi.org/10.1016/j.jm.2003.01.001>
- Kraimer, M. L., Wayne, S. J., & Jaworski, R. A. (1997). *Sources of Support and Expatriate Performance: The Mediating Role of Expatriate Adjustment Specifically Highlighted sev.*
- KRAIMER, M. L., WAYNE, S. J., & JAWORSKI, R. A. A. (2001). SOURCES OF SUPPORT AND EXPATRIATE PERFORMANCE: THE MEDIATING ROLE OF EXPATRIATE ADJUSTMENT. *Personnel Psychology*,

- 54(1), 71–99. <https://doi.org/10.1111/j.1744-6570.2001.tb00086.x>
- Kumar, N., Rose, R. C. . S. (2008). The bond between intelligences: Cultural, emotional, and social. *Performance Improvement*, 47(10), 42–48. <https://doi.org/10.1002/pfi.20039>
- Kumar, R., & Chhokar, J. (2019). Self-initiated expatriates in the local organizations of developing countries. *Management Decision*, 57(7), 1659–1674. <https://doi.org/10.1108/MD-04-2017-0432>
- Lauring, J., & Selmer, J. (2018). Person-environment fit and emotional control: Assigned expatriates vs. self-initiated expatriates. *International Business Review*, 27(5), 982–992. <https://doi.org/10.1016/j.ibusrev.2018.02.010>
- Law, K. S., Wong, C.-S., Huang, G.-H., & Li, X. (2008a). The effects of emotional intelligence on job performance and life satisfaction for the research and development scientists in China. *Asia Pacific Journal of Management*, 25(1), 51–69. <https://doi.org/10.1007/s10490-007-9062-3>
- Law, K. S., Wong, C.-S., & Song, L. J. (2004). The Construct and Criterion Validity of Emotional Intelligence and Its Potential Utility for Management Studies. *Journal of Applied Psychology*, 89(3), 483–496. <https://doi.org/10.1037/0021-9010.89.3.483>
- Law, K. S., Wong, C. S., Huang, G. H., & Li, X. (2008b). The effects of emotional intelligence on job performance and life satisfaction for the research and development scientists in China. *Asia Pacific Journal of Management*, 25(1). <https://doi.org/10.1007/s10490-007-9062-3>
- Lee, C. H. (2005). A study of underemployment among self-initiated expatriates. *Journal of World Business*, 40(2), 172–187. <https://doi.org/10.1016/j.jwb.2005.02.005>
- Lee, L.-Y., & Kartika, N. (2014). The influence of individual, family, and social capital factors on expatriate adjustment and performance: The moderating effect of psychology contract and organizational support. *Expert Systems with Applications*, 41(11), 5483–5494. <https://doi.org/10.1016/j.eswa.2014.02.030>
- Lee, L., Veasna, S., & Wu, W. (2013). The effects of social support and transformational leadership on expatriate adjustment and performance. *Career Development International*, 18(4), 377–415. <https://doi.org/10.1108/CDI-06-2012-0062>
- Lee, L. Y., & Sukoco, B. M. (2010). The effects of cultural intelligence on expatriate performance: The moderating effects of international experience. *International Journal of Human Resource Management*, 21(7), 963–981. <https://doi.org/10.1080/09585191003783397>
- Lee, Y.-S. (2021). Model of Expatriates' Job Performance Based on Cross-Cultural Adjustment to Work Stress and Work Adaptation. *Theoretical Economics Letters*, 11(03), 540–557. <https://doi.org/10.4236/tel.2021.113036>
- Lin, Y. chun, Chen, A. S. yih, & Song, Y. chen. (2012). Does your intelligence help to survive in a foreign jungle? The effects of cultural intelligence and emotional intelligence on cross-cultural adjustment. *International Journal of Intercultural Relations*, 36(4), 541–552. <https://doi.org/10.1016/j.ijintrel.2012.03.001>
- Linder, C. (2019). Expatriates' motivations for going abroad. *Employee Relations: The International Journal*, 41(3), 552–570. <https://doi.org/10.1108/ER-11-2017-0284>
- Lindsay, V., Sharma, R. R., & Rashad, S. (2019). How likely am I to return home? A study of New Zealand self-initiated expatriates. *Asia Pacific Journal of Human Resources*, 57(1), 57–84. <https://doi.org/10.1111/1744-7941.12148>
- Linehan, M., & Scullion, H. (2001). Selection, training, and development for female international executives. *Career Development International*, 6(6), 318–323. <https://doi.org/10.1108/EUM0000000005987>
- Linehan, M., & Walsh, J. S. (2000). Work–Family Conflict and the Senior Female International Manager. *British Journal of Management*. <https://doi.org/10.1111/1467-8551.11.s1.5>
- Ling, P. S. (2019). The Effect of Emotional Intelligence on Expatriate Adjustment: An Empirical Study. In Christopher Richardson, C. T. Haw, & F. Johara (Eds.), *ICBSI 2018 International Conference on Business Sustainability and Innovation* (pp. 651–661). Future Academy. <https://doi.org/10.15405/epsbs.2019.08.66>



- Lopes, P. N., Brackett, M. A., Nezlek, J. B., Schütz, A., Sellin, I., & Salovey, P. (2004). Emotional intelligence and social interaction. *Personality and Social Psychology Bulletin*. <https://doi.org/10.1177/0146167204264762>
- Lopes, P. N., Grewal, D., Kadis, J., Gall, M., & Salovey, P. (2006). Evidence that emotional intelligence is related to job performance and affect and attitudes at work. *Psicothema*, 132–138.
- Lyons, J. B., & Schneider, T. R. (2005). The influence of emotional intelligence on performance. *Personality and Individual Differences*. <https://doi.org/10.1016/j.paid.2005.02.018>
- Lysgaard, S. (1955). Adjustment in a foreign society: Norwegian Fulbright grantees visiting the United States. *International Social Science Bulletin*, 7, 45–51. <https://doi.org/10.1023/A>
- Maharjan, M. P., Stoermer, S., & Froese, F. J. (2021). Research productivity of self-initiated expatriate academics: Influences of job demands, resources and cross-cultural adjustment. *European Management Review*, October 2019, 1–14. <https://doi.org/10.1111/emre.12470>
- Mäkelä, K., & Suutari, V. (2013). The Social Capital of Traditional and Self-Initiated Expatriates. In *Talent Management of Self-Initiated Expatriates* (pp. 256–277). Palgrave Macmillan UK. [https://doi.org/10.1057/9780230392809\\_12](https://doi.org/10.1057/9780230392809_12)
- Marsh, A. A., Elenbaas, H. A., & Ambady, N. (2003). Nonverbal “accents”: Cultural Differences in Facial Expressions of Emotion. *Psychological Science*, 14, 373–376. <https://doi.org/10.1111/1467-9280.24461>
- Masrek, M. N., Yuwinanto, H. P., Atmi, R. T., Soesantari, T., & Mutia, F. (2021). Cultural intelligence and job performance of academic librarians in Indonesia. *The Journal of Academic Librarianship*, 47(5), 102394. <https://doi.org/10.1016/j.acalib.2021.102394>
- Matić, M., Vojinić, P., & Bečić, M. (2016). Differences between domestic and expatriate managers in the Croatian hospitality industry. *Economic Research-Ekonomska Istrazivanja*, 29(1). <https://doi.org/10.1080/1331677X.2016.1163947>
- Mayer, J. D., DiPaolo, M., & Salovey, P. (1990). Perceiving Affective Content in Ambiguous Visual Stimuli: A Component of Emotional Intelligence. *Journal of Personality Assessment*, 54(3–4), 772–781. <https://doi.org/10.1080/00223891.1990.9674037>
- McAuliffe, M., & Triandafyllidou, A. (Eds.). (2021). *World Migration Report 2022*. International Organization for Migration (IOM), Geneva. International Organization for Migration (IOM), Geneva.
- McDonnell, A., & Scullion, H. (2013). Talent Management of Self-Initiated Expatriates. In V. Vaiman & A. Haslberger (Eds.), *Talent Management of Self-Initiated Expatriates: A Neglected Source of Global Talent*. Palgrave Macmillan UK. <https://doi.org/10.1057/9780230392809>
- McNulty, Y., & Brewster, C. (2017). Theorizing the meaning(s) of ‘expatriate’: establishing boundary conditions for business expatriates. *International Journal of Human Resource Management*, 28(1), 27–61. <https://doi.org/10.1080/09585192.2016.1243567>
- McNulty, Y., & Selmer, J. (2017). Research Handbook of Expatriates. In *Research Handbook of Expatriates*. Edward Elgar Publishing. <https://doi.org/10.4337/9781784718183>
- Meyskens, M., Von Glinow, M. A., Werther, Jr, W. B., & Clarke, L. (2009). The paradox of international talent: alternative forms of international assignments. *The International Journal of Human Resource Management*, 20(6), 1439–1450. <https://doi.org/10.1080/09585190902909988>
- Mogilevsky, R., & Omorova, A. (2011). *Assessing Development Strategies to Achieve the MDGs in Asia - Macroeconomic Strategies of MDG Achievement in the Kyrgyz Republic*. SSRN Electronic Journal. <https://doi.org/10.2139/ssrn.1865746>
- Mol, S. T., Born, M. P., Willemsen, M. E., & Van Der Molen, H. T. (2005). Predicting expatriate job performance for selection purposes: A quantitative review. *Journal of Cross-Cultural Psychology*, 36(5), 590–620. <https://doi.org/10.1177/0022022105278544>

- Mol, S. T., Ph. Born, M., & van der Molen, H. T. (2005). Developing criteria for expatriate effectiveness: time to jump off the adjustment bandwagon. *International Journal of Intercultural Relations*, 29(3), 339–353. <https://doi.org/10.1016/j.ijintrel.2005.05.004>
- Morley, M. J., Heraty, N., & Collings, D. G. (2006). Introduction: International Human Resource Management and International Assignments. In *International Human Resource Management and International Assignments* (pp. 1–23). Palgrave Macmillan UK. [https://doi.org/10.1007/978-1-349-72883-1\\_1](https://doi.org/10.1007/978-1-349-72883-1_1)
- Morris, M. A., & Robie, C. (2001). A meta-analysis of the effects of cross-cultural training on expatriate performance and adjustment. *International Journal of Training and Development*, 5(2), 112–125. <https://doi.org/10.1111/1468-2419.00126>
- Nicholson, N. (1984). A Theory of Work Role Transitions. *Administrative Science Quarterly*, 29(2), 172–191. <https://doi.org/10.2307/2393172>
- Nolan, E. M., & Morley, M. J. (2014). A test of the relationship between person-environment fit and cross-cultural adjustment among self-initiated expatriates. *International Journal of Human Resource Management*, 25(11), 1631–1649. <https://doi.org/10.1080/09585192.2013.845240>
- Nunes, I. M., Felix, B., & Prates, L. A. (2017a). Cultural intelligence, cross-cultural adaptation and expatriate performance: a study with expatriates living in Brazil. *Revista de Administração*, 52(3), 219–232. <https://doi.org/10.1016/j.rausp.2017.05.010>
- Nunes, I. M., Felix, B., & Prates, L. A. (2017b). Cultural intelligence, cross-cultural adaptation and expatriate performance: a study with expatriates living in Brazil. *Revista de Administração*, 52(3), 219–232. <https://doi.org/10.1016/j.rausp.2017.05.010>
- Oberg, K. (1960). Cultural shock: Adjustment to new cultural environments. *Practical Anthropology*, 4, 177–182. <https://doi.org/10.1177/0193945919843138>
- OECD/ILO. (2017). *How Immigrants Contribute to Kyrgyzstan's Economy*. OECD Publishing, Paris. <https://doi.org/10.1787/9789264287303-en>
- OECD. (2008). Organisation for Economic Co-operation and Development. In *The global competition for talent: Mobility of the highly skilled*. Paris: OECD Publishing. <https://doi.org/10.1787/9789264047754-en>
- Oh, S.-Y., & Jang, K. (2020). Self-initiated expatriate adjustment: South Korean workers in Vietnam. *Career Development International*, 26(1), 16–43. <https://doi.org/10.1108/CDI-09-2019-0212>
- Okpara, J. O. (2016). Cross-cultural adjustment of expatriates. *International Journal of Cross Cultural Management*, 16(3), 259–280. <https://doi.org/10.1177/1470595816671149>
- Okpara, J. O., & Kabongo, J. D. (2011). Cross-cultural training and expatriate adjustment: A study of western expatriates in Nigeria. *Journal of World Business*, 46(1), 22–30. <https://doi.org/10.1016/j.jwb.2010.05.014>
- Paik, Y., Parboteeah, K. P., & Shim, W. (2007). The relationship between perceived compensation, organizational commitment and job satisfaction: the case of Mexican workers in the Korean Maquiladoras. *The International Journal of Human Resource Management*, 18(10), 1768–1781. <https://doi.org/10.1080/09585190701570940>
- Palthe, J. (2004). The relative importance of antecedents to cross-cultural adjustment: implications for managing a global workforce. *International Journal of Intercultural Relations*, 28(1), 37–59. <https://doi.org/10.1016/j.ijintrel.2003.12.004>
- Peltokorpi, V., & Froese, F. J. (2012). Differences in self-initiated and organizational expatriates' cross-cultural adjustment. In M. Andresen, A. Al Ariss, & M. Walther (Eds.), *Self-Initiated Expatriation: Individual, Organizational, and National Perspectives* (pp. 90–104). Routledge. <https://doi.org/10.4324/9780203111505>
- Peltokorpi, Vesa. (2008). Cross-cultural adjustment of expatriates in Japan. *International Journal of Human Resource Management*, 19(9), 1588–1606. <https://doi.org/10.1080/09585190802294903>
- Peltokorpi, Vesa, & Jintae Froese, F. (2009). Organizational expatriates and self-initiated expatriates: who adjusts

- better to work and life in Japan? *The International Journal of Human Resource Management*, 20(5), 1096–1112. <https://doi.org/10.1080/09585190902850299>
- Peltonen, T. (1993). Managerial career patterns in transnational corporations: An organizational capability approach. *European Management Journal*, 11(2), 248–257. [https://doi.org/10.1016/0263-2373\(93\)90048-M](https://doi.org/10.1016/0263-2373(93)90048-M)
- Petrides, K. V., & Furnham, A. (2000). On the dimensional structure of emotional intelligence. *Personality and Individual Differences*, 29(2). [https://doi.org/10.1016/S0191-8869\(99\)00195-6](https://doi.org/10.1016/S0191-8869(99)00195-6)
- Popova, N., & Özel, M. (2018). *ILO global estimates on international migrant workers: results and methodology*. International Labour Office.
- Presbitero, A. (2020). Moving in and adjusting to a new country without the support of an employer? Tapping into personal dispositions and capabilities to achieve social well-being. *Personnel Review*, 50(4), 1168–1184. <https://doi.org/10.1108/PR-09-2019-0503>
- Ravasi, C., Salamin, X., & Davoine, E. (2015). Cross-cultural adjustment of skilled migrants in a multicultural and multilingual environment: an explorative study of foreign employees and their spouses in the Swiss context. *International Journal of Human Resource Management*, 26(10), 1335–1359. <https://doi.org/10.1080/09585192.2014.985328>
- Ringle, C. M., Sarstedt, M., & Straub, D. W. (2012). A critical look at the use of PLS-SEM in “MIS Quarterly.” *MIS Quarterly: Management Information Systems*, 36(1). <https://doi.org/10.2307/41410402>
- Ringle, C. M., Wende, S., & Becker, J.-M. (2015). *SmartPLS 3*. SmartPLS.
- Ryan, J., & Silvano, S. (2021). An examination of the influence of business environments on the attraction of globally mobile self-initiated expatriates. *Journal of Global Mobility*, 9(3). <https://doi.org/10.1108/JGM-01-2021-0004>
- Saeid, H., Hassan, J., & Korahi, S. (2010). Impact of Emotional Intelligence on Performance of Employees. *Postmodern Opening*, 4(4), 63–74.
- Salgado, J. F., & Bastida, M. (2017). Predicting expatriate effectiveness: The role of personality, cross-cultural adjustment, and organizational support. *International Journal of Selection and Assessment*, 25(3), 267–275. <https://doi.org/10.1111/ijsa.12178>
- Salovey, P., & Mayer, J. D. (1990). Emotional Intelligence. *Imagination, Cognition and Personality*, 9(3), 185–211. <https://doi.org/10.2190/DUGG-P24E-52WK-6CDG>
- Sarstedt, M., Hair, J. F., Cheah, J. H., Becker, J. M., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal*, 27(3), 197–211. <https://doi.org/10.1016/j.ausmj.2019.05.003>
- Schmidt, M., & Sagynbekova, L. (2008). Migration past and present: Changing patterns in Kyrgyzstan. *Central Asian Survey*, 27(2), 111–127. <https://doi.org/10.1080/02634930802355030>
- Schutte, N. S., Malouff, J. M., & Bhullar, N. (2009). *The Assessing Emotions Scale* (J. D. A. Parker, D. H. Saklofske, & C. Stough (Eds.); pp. 119–134). Springer US. [https://doi.org/10.1007/978-0-387-88370-0\\_7](https://doi.org/10.1007/978-0-387-88370-0_7)
- Schutte, N. S., Malouff, J. M., Bobik, C., Coston, T. D., Greeson, C., Jedlicka, C., Rhodes, E., & Wendorf, G. (2001). Emotional intelligence and interpersonal relations. *Journal of Social Psychology*. <https://doi.org/10.1080/00224540109600569>
- Schutte, N. S., Malouff, J. M., Hall, L. E., Haggerty, D. J., Cooper, J. T., Golden, C. J., & Dornheim, L. (1998). Development and validation of a measure of emotional intelligence. *Personality and Individual Differences*, 25, 167–177. [https://doi.org/10.1016/S0191-8869\(98\)00001-4](https://doi.org/10.1016/S0191-8869(98)00001-4)
- Schutte, N. S., Schuettpepel, E., & Malouff, J. M. (2001). Emotional Intelligence and Task Performance. *Imagination, Cognition and Personality*, 20(4), 347–354. <https://doi.org/10.2190/j0x6-bhtg-kpv6-2uxx>
- Scullion, H., & Brewster, C. (2001). The management of expatriates: messages from Europe? *Journal of World*

- Business*, 36(4), 346–365. [https://doi.org/10.1016/S1090-9516\(01\)00060-8](https://doi.org/10.1016/S1090-9516(01)00060-8)
- Selmer, J. (2006). Adjustment of business expatriates in Greater China: a strategic perspective. *The International Journal of Human Resource Management*, 17(12), 1994–2008. <https://doi.org/10.1080/09585190601041067>
- Selmer, J., & Luring, J. (2009). Cultural similarity and adjustment of expatriate academics. *International Journal of Intercultural Relations*, 33(5), 429–436. <https://doi.org/10.1016/j.ijintrel.2009.06.007>
- Selmer, J., & Luring, J. (2010). Self-initiated academic expatriates: Inherent demographics and reasons to expatriate. *European Management Review*, 7(3), 169–179. <https://doi.org/10.1057/emr.2010.15>
- Shaffer, M. A., Harrison, D. A., & Gilley, K. M. (1999). Dimensions, determinants, and differences in the expatriate adjustment process. *Journal of International Business Studies*, 30(3), 557–581. <https://doi.org/10.1057/palgrave.jibs.8490083>
- Shaffer, M. A., Harrison, D. A., Gregersen, H., Black, J. S., & Ferzandi, L. A. (2006). You can take it with you: Individual differences and expatriate effectiveness. *Journal of Applied Psychology*, 91(1), 109–125. <https://doi.org/10.1037/0021-9010.91.1.109>
- Shaffer, M. A., Kraimer, M. L., Chen, Y.-P., & Bolino, M. C. (2012). Choices, Challenges, and Career Consequences of Global Work Experiences. *Journal of Management*, 38(4), 1282–1327. <https://doi.org/10.1177/0149206312441834>
- Shamsuddin, N., & Rahman, R. A. (2014). The Relationship between Emotional Intelligence and Job Performance of Call Centre Agents. *Procedia - Social and Behavioral Sciences*, 129, 75–81. <https://doi.org/10.1016/j.sbspro.2014.03.650>
- Shi, X., & Franklin, P. (2014). Business expatriates' cross-cultural adaptation and their job performance. *Asia Pacific Journal of Human Resources*, 52(2), 193–214. <https://doi.org/10.1111/1744-7941.12003>
- Shih, H. A., & Susanto, E. (2010). Conflict management styles, emotional intelligence, and job performance in public organizations. *International Journal of Conflict Management*, 21(2), 147–168. <https://doi.org/10.1108/10444061011037387>
- Shmueli Gabel, R., Dolan, S. L., & Luc Cerdin, J. (2005). Emotional intelligence as predictor of cultural adjustment for success in global assignments. *Career Development International*, 10(5), 375–395. <https://doi.org/10.1108/13620430510615300>
- Siljanen, T., & Lämsä, A. M. (2009). The changing nature of expatriation: Exploring cross-cultural adaptation through narrativity. *International Journal of Human Resource Management*, 20(7), 1468–1486. <https://doi.org/10.1080/09585190902983298>
- Singh, J. S. K., & Mahmood, N. H. N. (2017). Emotional Intelligence and Expatriate Job Performance in the ICT Sector: The Mediating Role of Cultural Adjustment. *Global Business and Management Research: An International Journal*, 9(1s), 230–243. [http://regent.summon.serialssolutions.com/2.0.0/link/0/eLvHCXMwnV1LS8NAEF609eDFByo-KswfSE02u03Xi9SSYgU11FLFS9IXQJGkthb8-c7mYcWCB897CTuT-WZmZ76PkJC2fe9XTAicArflKmBSMB0oETCru4i-GiFMFeSfyYQ\\_PoeTJzqolvdp6C0dh0ki8htcu2a5heIZCFzb5jsavbuORkp99xaaWpskibWFSE6fvM6](http://regent.summon.serialssolutions.com/2.0.0/link/0/eLvHCXMwnV1LS8NAEF609eDFByo-KswfSE02u03Xi9SSYgU11FLFS9IXQJGkthb8-c7mYcWCB897CTuT-WZmZ76PkJC2fe9XTAicArflKmBSMB0oETCru4i-GiFMFeSfyYQ_PoeTJzqolvdp6C0dh0ki8htcu2a5heIZCFzb5jsavbuORkp99xaaWpskibWFSE6fvM6)
- Singh, J., & Singh, K. (2017). SOCIAL COMPETENCIES, JOB PERFORMANCE AND CULTURAL ADJUSTMENT AMONG EXPATRIATE ASSIGNEES IN MALAYSIA. *Malaysian Management Journal*, 21, 17–32.
- Singh, S. K., Edward Pereira, V., Mellahi, K., & Collings, D. G. (2021). Host country nationals characteristics and willingness to help self-initiated expatriates in the UAE. *International Journal of Human Resource Management*, 32(8), 1707–1730. <https://doi.org/10.1080/09585192.2018.1547778>
- Sonnentag, S., Volmer, J., & Spychala, A. (n.d.). Job Performance. In *The SAGE Handbook of Organizational Behavior: Volume I - Micro Approaches* (pp. 427–448). SAGE Publications Ltd.

- Sri Ramalu, S., Che Rose, R., Uli, J., & Kumar, N. (2012). Cultural intelligence and expatriate performance in global assignment: The mediating role of adjustment. *International Journal of Business and Society*, 13(1).
- Sri Ramalu, S., Wei, C. C., & Che Rose, R. (2011). The Effects of Cultural Intelligence on Cross-Cultural Adjustment and Job Performance amongst Expatriates in Malaysia. *International Journal of Business and Social Sciences*, 2(9).
- Suong, H. T. T., & Tho, T. A. (2021). Emotional Intelligence, Work Stress, Job Satisfaction, and Employee Creativity: A Critical Study on Vietnamese Universities. *Indian Journal of Economics and Business*, 20(3), 1149–1165.
- Suutari, V., & Brewster, C. (2000a). Making their own way: International experience through self-initiated foreign assignments. *Journal of World Business*, 35(4), 417–436. [https://doi.org/10.1016/S1090-9516\(00\)00046-8](https://doi.org/10.1016/S1090-9516(00)00046-8)
- Suutari, V., & Brewster, C. (2000b). Making their own way: International experience through self-initiated foreign assignments. *Journal of World Business*, 35(4), 417–436. [https://doi.org/10.1016/S1090-9516\(00\)00046-8](https://doi.org/10.1016/S1090-9516(00)00046-8)
- Suutari, V., Brewster, C., Mäkelä, L., Dickmann, M., & Tornikoski, C. (2018). The Effect of International Work Experience on the Career Success of Expatriates: A Comparison of Assigned and Self-Initiated Expatriates. *Human Resource Management*, 57(1), 37–54. <https://doi.org/10.1002/hrm.21827>
- Suutari, V., Brewster, C., & Tornikoski, C. (2013). The careers of self-initiated expatriates. In V. V. and A. Haslberger (Ed.), *Talent Management of Self-Initiated Expatriates: A Neglected Source of Global Talent* (pp. 159–180). Palgrave Macmillan. <https://doi.org/10.1057/9780230392809>
- Suutari, V., & Mäkelä, K. (2007). The career capital of managers with global careers. *Journal of Managerial Psychology*, 22(7), 628–648. <https://doi.org/10.1108/02683940710820073>
- Sy, T., Tram, S., & O'Hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior*, 68(3), 461–473. <https://doi.org/10.1016/j.jvb.2005.10.003>
- Takeuchi, R. (2010). A Critical Review of Expatriate Adjustment Research Through a Multiple Stakeholder View: Progress, Emerging Trends, and Prospects. *Journal of Management*, 36(4), 1040–1064. <https://doi.org/10.1177/0149206309349308>
- Takeuchi, R., Li, Y., & Wang, M. (2019). Expatriates' Performance Profiles: Examining the Effects of Work Experiences on the Longitudinal Change Patterns. *Journal of Management*, 45(2), 451–475. <https://doi.org/10.1177/0149206317741195>
- Tharenou, P. (2013). Self-initiated expatriates: an alternative to company-assigned expatriates? *Journal of Global Mobility: The Home of Expatriate Management Research*, 1(3), 336–356. <https://doi.org/10.1108/JGM-02-2013-0008>
- Tharenou, P. (2015). Researching expatriate types: the quest for rigorous methodological approaches. *Human Resource Management Journal*, 25(2), 149–165. <https://doi.org/10.1111/1748-8583.12070>
- Tharenou, P., & Caulfield, N. (2010). Will I Stay or Will I Go? Explaining Repatriation by Self-Initiated Expatriates. *Academy of Management Journal*, 53(5), 1009–1028. <https://doi.org/10.5465/amj.2010.54533183>
- Thieme, S. (2014). Coming home? Patterns and characteristics of return migration in Kyrgyzstan. *International Migration*, 52(5), 127–143. <https://doi.org/10.1111/j.1468-2435.2011.00724.x>
- Thieme, S., Elebaeva, A., Bruce, Z., & Samanchina, J. (2013). Studying abroad: encouraging students to return to Kyrgyzstan. *Evidence for Policy/NCCR North-South*, 5.
- Thorn, K. (2009). The relative importance of motives for international self-initiated mobility. *Career Development International*, 14(5), 441–464. <https://doi.org/10.1108/13620430910989843>
- Thorn, K., & Inkson, K. (2012). Self-initiated expatriation and talent flow. In *Self-Initiated Expatriation*: (pp. 89–103). Routledge. <https://doi.org/10.4324/9780203111505>

- Thorndike, E. L. (1920). Intelligence and its uses Thorndike. *Harper's Magazine*, 140, 227–235.
- Toh, S. M., & Denisi, A. S. (2003). Host Country National Reactions to Expatriate Pay Policies: a Model and Implications. *Academy of Management Review*, 28(4), 606–621. <https://doi.org/10.5465/amr.2003.10899387>
- Toh, S. M., & DeNisi, A. S. (2007). Host country nationals as socializing agents: a social identity approach. *Journal of Organizational Behavior*, 28(3), 281–301. <https://doi.org/10.1002/job.421>
- Torbiörn, I. (1994). Operative and Strategic Use of Expatriates in New Organizations and Market Structures. *International Studies of Management & Organization*, 24(3), 5–17. <https://doi.org/10.1080/00208825.1994.11656634>
- Trubisky, P., Ting-Toomey, S., & Lin, S. L. (1991). The influence of individualism-collectivism and self-monitoring on conflict styles. *International Journal of Intercultural Relations*, 15(1), 65–84. [https://doi.org/10.1016/0147-1767\(91\)90074-Q](https://doi.org/10.1016/0147-1767(91)90074-Q)
- Tung, R. L. (1988). Career issues and international adjustment of business. *Academy of Management Executive*, 2(3), 241–244.
- UNCTAD. (2011). *World Investment Report*. UN.
- Vaiman, V., Haslberger, A., & Vance, C. M. (2015). Recognizing the important role of self-initiated expatriates in effective global talent management. *Human Resource Management Review*, 25(3), 280–286. <https://doi.org/10.1016/j.hrmr.2015.04.004>
- Van Rooy, D. L., & Viswesvaran, C. (2004). Emotional intelligence: A meta-analytic investigation of predictive validity and nomological net. *Journal of Vocational Behavior*, 65(1), 71–95. [https://doi.org/10.1016/S0001-8791\(03\)00076-9](https://doi.org/10.1016/S0001-8791(03)00076-9)
- Vinokurov, E., & Pereboyev, V. (2013). *Labour Migration and Human Capital in Kyrgyzstan and Tajikistan: Impact of Accession to the SES*. 68–89.
- Viswanathan, R., Mohammed, M., Sarath Lal, N., & Parveen, J. (2019). Impact of Emotional Intelligence, Cultural Intelligence, Perceived Organizational Supporting Practices and Perceived Family Support on Cross Cultural Adjustment of Indian it Expatriates Working in the United States of America. *International Journal of Recent Technology and Engineering*, 8(2S4), 368–377. <https://doi.org/10.35940/ijrte.B1072.0782S419>
- Viswanathan, R., Sarath Lal, N., Parveen, J., & Thiagarajan, S. (2019). Does emotional intelligence pave way for psychological well being and enhancing work performance. *International Journal of Recent Technology and Engineering*, 8(2 Special Issue 4). <https://doi.org/10.35940/ijrte.B1132.0782S419>
- Wang, M., & Takeuchi, R. (2007). The role of goal orientation during expatriation: A cross-sectional and longitudinal investigation. *Journal of Applied Psychology*, 92(5), 1437–1445. <https://doi.org/10.1037/0021-9010.92.5.1437>
- Waxin, M.-F., Brewster, C., Ashill, N., & Chandon, J.-L. (2016). The impact of expatriates' home country culture on their time to proficiency: empirical evidence from the Indian context. *The Journal of Developing Areas*, 50(4), 401–422. <https://doi.org/10.1353/jda.2016.0171>
- Waxin, M. F. (2004). Expatriates' interaction adjustment: The direct and moderator effects of culture of origin. *International Journal of Intercultural Relations*. <https://doi.org/10.1016/j.ijintrel.2003.12.006>
- Wechtler, H., Koveshnikov, A., & Dejoux, C. (2015). Just like a fine wine? Age, emotional intelligence, and cross-cultural adjustment. *International Business Review*, 24(3), 409–418. <https://doi.org/10.1016/j.ibusrev.2014.09.002>
- Wechtler, H., Koveshnikov, A., & Dejoux, C. (2017). Career Anchors and Cross-Cultural Adjustment Among Expatriates in a Non-Profit Organization. *Management International Review*, 57(2), 277–305. <https://doi.org/10.1007/s11575-016-0307-6>
- Wetzels, M., Odekerken-Schröder, G., & Van Oppen, C. (2009). Using PLS Path Modeling for Assessing Hierarchical Construct Models: Guidelines and Empirical Illustration Service Design for Innovation View project. *MIS*

- Quarterly*, 33(1, March 2009), 177–195.
- Wong, C.-S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude. *The Leadership Quarterly*, 13(3), 243–274. [https://doi.org/10.1016/S1048-9843\(02\)00099-1](https://doi.org/10.1016/S1048-9843(02)00099-1)
- Yoke, L. B., & Panatik, S. A. (2015). Emotional intelligence and job performance among school teachers. *Asian Social Science*. <https://doi.org/10.5539/ass.v11n13p227>
- Zakaria, N. (2019). Making Sense of Culture. In *Making sense of culture : Cross-cultural expeditions and management practices of self-initiated expatriates in the foreign workplace*. Productivity Press. <https://doi.org/10.4324/9781351034586>
- Zakariya, N. H., Othman, A. K., Abdullah, Z., & Abdullah, S. S. (2019). The relationship between expatriate adjustment and expatriate job performance at multinational corporations in Malaysia. *Academy of Entrepreneurship Journal*, 25(Special Issue 2), 1–11.
- Zhao, S., Liu, Y., & Zhou, L. (2020). How does a boundaryless mindset enhance expatriate job performance? The mediating role of proactive resource acquisition tactics and the moderating role of behavioural cultural intelligence. *International Journal of Human Resource Management*, 31(10). <https://doi.org/10.1080/09585192.2016.1253033>

## APENDIX II. QUESTIONNARE

---

### IMPACT OF EMOTIONAL INTELLIGENCE ON A JOB PERFORMANCE OF EXPATRIATES

The following questionnaire is designed for academic purposes. The study aims to understand the Impact of Emotional Intelligence on a Job Performance of Expatriates: Cross-Cultural Adjustment.

Your collaboration will help us in finding responses to the main problem. The survey is very brief and will only take about 5 minutes to complete. Your participation in the survey is completely voluntary and all of your responses will be kept confidential. Thank you in advance!

1. Gender \*

*Отметьте только один овал.*

☐ Male

☐ Female

2. Nationality \*

\_\_\_\_\_

3. Country of origin \*

\_\_\_\_\_

4. Host country \*

\_\_\_\_\_



5. Age \*

*Отметьте только один овал.*

- ☐ 18-20
- ☐ 21-25
- ☐ 26-30
- ☐ 31-36
- ☐ more than 36

6. Marital status \*

*Отметьте только один овал.*

- ☐ Single
- ☐ In a relationship
- ☐ Married
- ☐ Divorced
- ☐ Widowed

7. Education level \*

*Отметьте только один овал.*

- ☐ Bachelor's degree
- ☐ Master degree
- ☐ Doctoral
- ☐ Professional qualification
- ☐ Другое: \_\_\_\_\_

8. Field of professional qualification \*

*Отметьте только один овал.*

- ☐ Human Resources
- ☐ Marketing
- ☐ Management
- ☐ IT
- ☐ Finance
- ☐ Other (Please indicate below)
- ☐ Другое: \_\_\_\_\_

9. Length of employment \*

*Отметьте только один овал.*

- ☐ Less than 1 year
- ☐ 1-3
- ☐ 3-5
- ☐ More than 5 years
- ☐ Другое: \_\_\_\_\_

10. International work experience \*

*Отметьте только один овал.*

- ☐ 1 year
- ☐ 2-3 year
- ☐ 4-5 year
- ☐ More than 5 years
- ☐ No international work experience

11. Length of stay abroad (year) \*

Отметьте только один овал.

- ☐ Less than 1 year
- ☐ 1-3
- ☐ 3-5
- ☐ More than 5 years
- ☐ Другое: \_\_\_\_\_

12. Have you acquired your current job independently? \*

Отметьте только один овал.

- ☐ Yes
- ☐ No
- ☐ Other (Please indicate below)
- ☐ Другое: \_\_\_\_\_

13. Position type \*

Отметьте только один овал.

- ☐ Full-time
- ☐ Part-time
- ☐ Seasonal
- ☐ Short term

Emotional Intelligence

14. Please, indicate to what degree you agree or disagree with the following statements. \*

Отметьте только один овал в каждом ряду.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
I have a good sense of why I have certain feelings most of the time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good understanding of my own emotions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really understand what I feel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I always know whether or not I am happy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I always know my friends' emotions based on their behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am a good observer of other people's emotions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am sensitive to the feelings and emotions of others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good understanding of the emotions of people around me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I always set goals for myself and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

then try my  
best to  
achieve them

I always tell  
myself I am a  
competent  
person

☐☐☐☐☐☐☐

I am a self-  
motivated  
person

☐☐☐☐☐☐☐

I would  
always  
encourage  
myself to try  
my best

☐☐☐☐☐☐☐

I am able to  
control my  
temper and  
handle  
difficulties  
rationally

☐☐☐☐☐☐☐

I am quite  
capable of  
controlling my  
own emotions

☐☐☐☐☐☐☐

I can always  
calm down  
quickly when I  
am very angry

☐☐☐☐☐☐☐

I have a good  
control of my  
own emotions

☐☐☐☐☐☐☐

Cross-Cultural  
Adjustment

Please, indicate how adjusted or unadjusted you feel in the following areas.  
Please, select one answer for each item.

15. Living conditions in general \*

*Отметьте только один овал.*

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

16. Housing conditions \*

*Отметьте только один овал.*

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

17. Food \*

*Отметьте только один овал.*

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

18. Shopping \*

*Отметьте только один овал.*

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

19. Cost of living \*

*Отметьте только один овал.*

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

20. Entertainment/recreation facilities and opportunities \*

*Отметьте только один овал.*

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

21. Healthcare facilities \*

Отметьте только один овал.

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

22. Socializing with host nationals \*

Отметьте только один овал.

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

23. Interacting with host nationals on a day-to-day basis \*

Отметьте только один овал.

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted



24. Interacting with host nationals outside of work \*

*Отметьте только один овал.*

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

25. Speaking with host nationals \*

*Отметьте только один овал.*

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

26. Specific job responsibilities \*

*Отметьте только один овал.*

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

27. Performance standards and expectations \*

*Отметьте только один овал.*

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

28. Supervisory responsibilities \*

*Отметьте только один овал.*

- ☐ Very unadjusted
- ☐ Mostly unadjusted
- ☐ Somewhat unadjusted
- ☐ Neither unadjusted, nor adjusted
- ☐ Somewhat adjusted
- ☐ Mostly adjusted
- ☐ Completely adjusted

Job Performance

29. Please, indicate to what degree you are agree or disagree with the following areas. \*

Отметьте только один овал в каждом ряду.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
My overall performance during my assignment is good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good achievement with regard to my work goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the capability necessary to effectively complete my tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good quality of performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good ability with regard to getting along with others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I maintain good relationships with my local co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I maintain relationships in and socialize with the locals in my social environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. Thank you for your time!

## APENDIX III. SECOND STAGE PLS ALGORITHM

### Outer Loadings

Indicators	Contextual Perform	Cross-Cultural Adjustment	Emotional Intelligence	Task Perform
CP1	0.934			
CP2	0.958			
CP3	0.921			
GA		0.866		
OEA			0.815	
ROE			0.825	
SA		0.769		
SEA			0.788	
TP1				0.924
TP2				0.925
TP3				0.942
TP4				0.950
UOE			0.811	
WA		0.836		

### Outer Weights

Indicators	Contextual Perform	Cross-Cultural Adjustment	Emotional Intelligence	Task Perform
CP1	0.336			
CP2	0.362			
CP3	0.369			
GA		0.525		
OEA			0.328	
ROE			0.304	
SA		0.265		
SEA			0.312	
TP1				0.240
TP2				0.257
TP3				0.276
TP4				0.296
UOE			0.291	
WA		0.408		

## LV Descriptives

Indicators	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness	Number of Observations Used
Contextual Performance	0.000	0.107	-4.918	1.112	1.000	10.208	-2.736	314.000
Cross-Cultural Adjustment	0.000	0.103	-3.903	2.044	1.000	0.575	-0.588	314.000
Emotional Intelligence	0.000	0.196	-5.335	1.914	1.000	6.921	-1.892	314.000
Task Performance	0.000	0.109	-5.004	1.132	1.000	11.085	-2.960	314.000

## Outer Model Residual Descriptives

Indicator	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness	Number of Observations Used
CP1	0.000	0.000	-1.407	2.474	0.358	10.975	1.652	314.000
CP2	0.000	-0.083	-1.158	1.523	0.288	7.351	1.405	314.000
CP3	0.000	0.081	-2.922	1.613	0.390	19.532	-3.212	314.000
GA	0.000	-0.026	-2.158	1.342	0.500	1.599	-0.257	314.000
OEA	0.000	0.064	-2.202	2.299	0.579	2.323	-0.179	314.000
ROE	0.000	0.099	-2.199	2.358	0.566	2.643	-0.698	314.000
SA	0.000	0.049	-2.700	2.033	0.640	2.741	-0.815	314.000
SEA	0.000	0.045	-3.380	2.359	0.615	4.201	-0.475	314.000
TP1	0.000	0.119	-2.180	1.785	0.383	4.913	-0.403	314.000
TP2	0.000	0.096	-4.004	0.821	0.381	38.429	-4.057	314.000
TP3	0.000	-0.112	-1.073	1.315	0.335	2.649	0.770	314.000
TP4	0.000	-0.075	-0.984	1.510	0.313	2.685	0.299	314.000
UOE	0.000	0.002	-2.927	2.735	0.585	4.978	-0.474	314.000
WA	0.000	0.052	-1.876	1.793	0.549	1.419	-0.303	314.000

## 7 LIST OF PUBLICATIONS

1. Kaiyrkul Abdyrakhmanova, József Poór (2022). The role of Emotional Intelligence and Cross-Cultural Adjustment on Job Performance of Self-Initiated Expatriates with Origins from Central Asian Countries. *Journal of Eastern European and Central Asian Research (JEECAR)*, **WoS**, **SCOPUS**, In process.
2. József Poór, Marina O. Latukha, Allen D. Engle, Kaiyrkul Abdyrakhmanova \* (2022) Similarities and differences of the HR practices foreign owned subsidiaries in Post-soviet region with comparison of Central and Eastern Europe countries. *Anali Ekonomski Fakulteta U Subotici / The Annals Of The Faculty Of Economics Subotica* , **SCIndeks**, **DOAJ**
3. Kaiyrkul, Abdyrakhmanova ; Péter, Kollár, Ethical Positions In Hungary, China, Turkey And Kyrgyzstan In Light Of Idealism And Relativism. *Strategic Management: International Journal Of Strategic Management And Decision Support System In Strategic Management* 25 : 2 pp. 3-8. , 6 p. (2020) **WoS**
4. Michael, Morley ; Nikita, Kuleshov ; Marina, O. Latukha ; Kaiyrkul, Abdyrakhmanova ; Allen, D. Engle ; Xia, Chen ; Michal, Lemanski (2021) Resilient IHR: Key changes and challenges, diversity in post pandemic IHRM?
5. Kaiyrkul, Abdyrakhmanova (2020) Gender Differences in Cross Cultural Adjustment. In: Horváth, Bálint; Kápolnai, Zsombor; Földi, Péter (eds.) VI. International Winter Conference of Economics PhD Students and Researchers: Conference Proceedings, Bp, Hungary: Association of Hungarian PhD and DLA Students (2020) 231 p. pp. 6-11. , 6 p.
6. Kaiyrkul, Abdyrakhmanova ; József, Poór , Role Of Gender In Ethical Positions In Kyrgyzstan In Light Of Idealism And Relativism (2020) Presentation (publication pending), Postpone conference due to COVID-19, Rescheduled for September 3, 2020 Ljubljana, Slovenia, EMAN 2020 - 4th International Scientific Conference on Economics and Management.
7. Kaiyrkul, Abdyrakhmanova (2020), Gender Differences in Cross-Cultural Adjustment. In: Horváth, Bálint; Földi, Péter; Kápolnai, Zsombor (eds.) VI. Winter Conference of Economics PhD Students and Researchers : Book of Abstracts. Gödöllő, Hungary : Szent István University, DOSZ, Közgazdaságtudományi Osztály (2020) 128 p. pp. 11-11. , 1 p.(Chapter in Book).
8. Kaiyrkul, Abdyrakhmanova (2020).The Effect of Emotional Intelligence in Cross-Cultural Adjustment of Expatriates. In: Horváth, Bálint; Földi, Péter; Zsombor, Kápolnai; Antalík, Imrich (eds.) International Conference of Economics PhD Students and Researchers in Komarno : Conference Proceedings. Komarno, Slovakia : Selye János Egyetem; Univerzita J. Selyeho (2020) 213 p. pp. 6-14. , 9 p.Chapter in Book
9. Kaiyrkul, Abdyrakhmanova (2019).The Effect of Emotional Intelligence in Cross-Cultural Adjustment of Expatriates.In: Bálint, Horváth; Péter, Földi; Zsombor, Kápolnai; Imrich, Antalík (eds.) International Conference of Economics PhD Students and Researchers in Komárno : Book of Abstracts. Komarno, Slovakia : Selye János Egyetem; Univerzita J. Selyeho (2019) 33 p. pp. 6-6. , 1 p.Chapter in Book.
10. Kaiyrkul, Abdyrakhmanova ; Péter, Kollár (2019). Ethical Positions In Hungary, China, Turkey And Kyrgyzstan In Light Of Idealism And Relativism. In: Pere, Tumbas (eds.) 24th International Scientific Symposium Strategic Management and Decision Support Systems in Strategic Management Publications, Szabadka, Srbija : University of Novi Sad, Faculty of Economics Subotica (2019) pp. 87-93. , 7 p. Chapter in Book.
11. Kaiyrkul, Abdyrakhmanova (2019). Role of emotional intelligence in labour productivity. In: Bálint, Horváth; Zsombor, Kápolnai; Péter, Földi (eds.) V. International Winter Conference of Economics PhD Students and Researchers : Conference Proceedings. Gödöllő, Hungary : Association of Hungarian PHD and DLA Students (2019) 149 p. pp. 13-19. , 7 p. Conference paper (Chapter in Book)