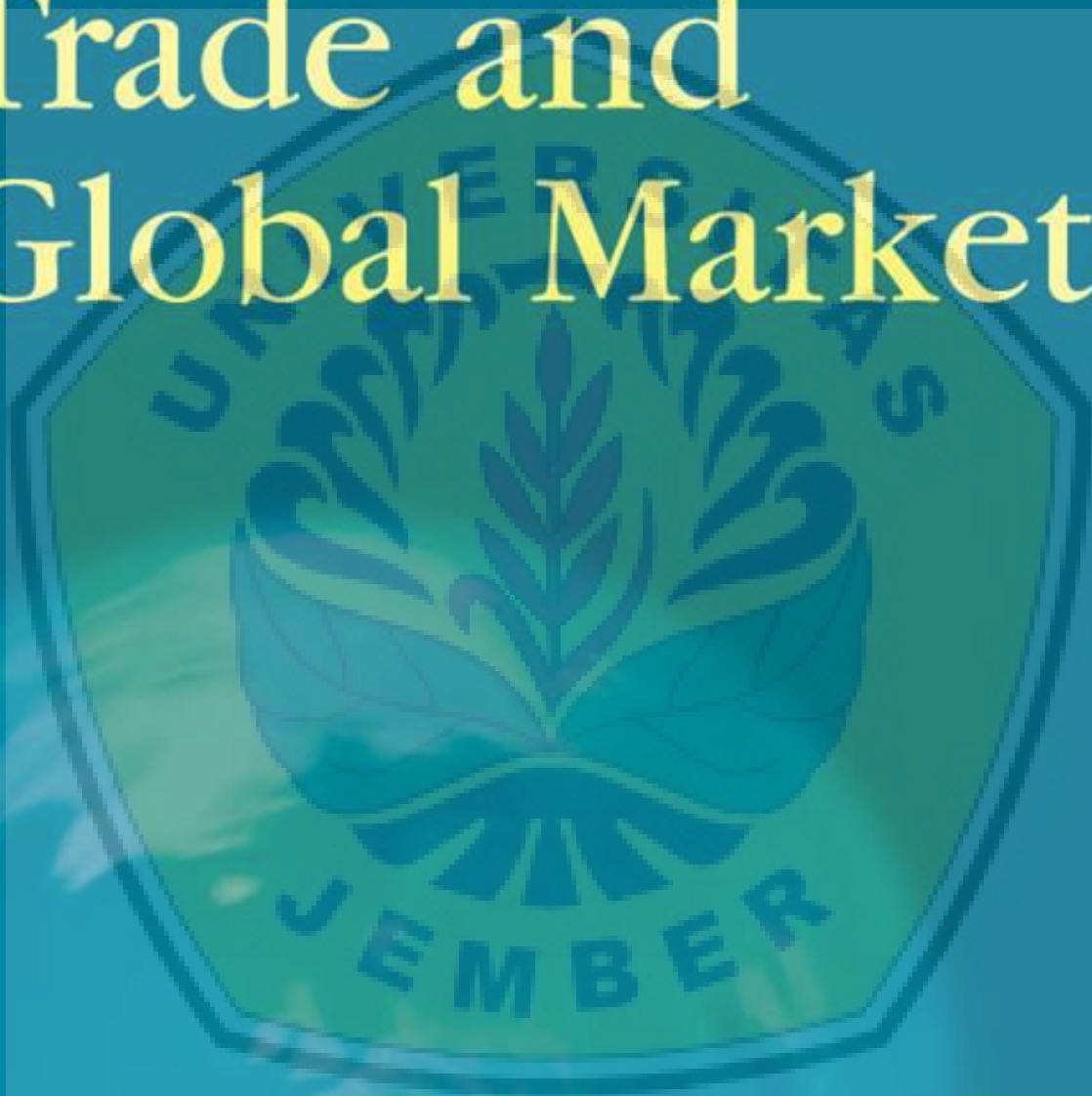


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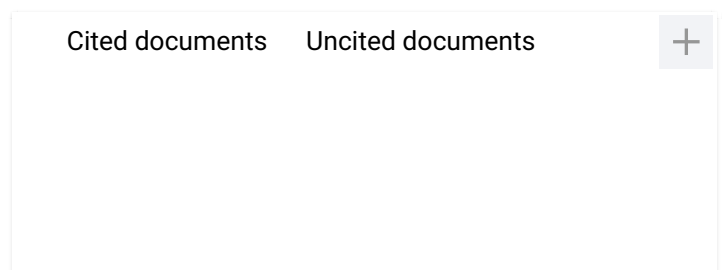
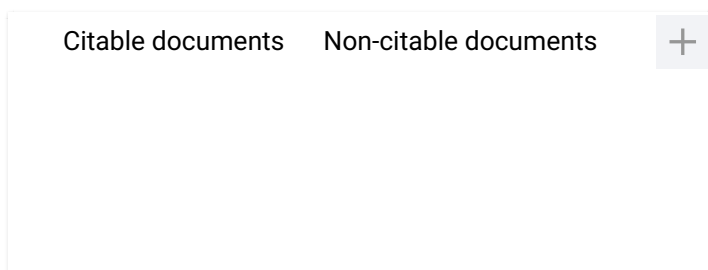
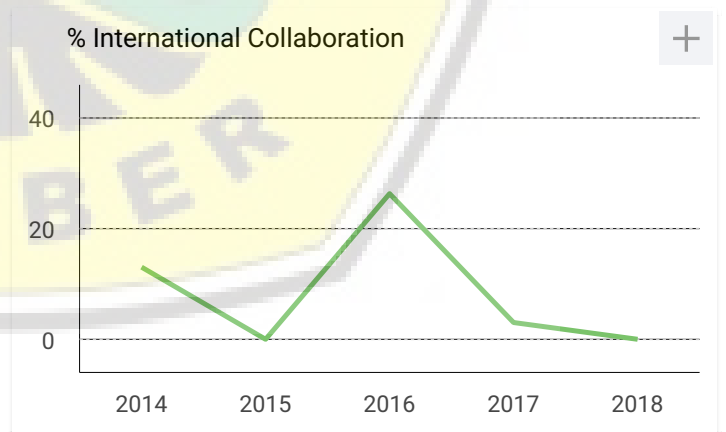
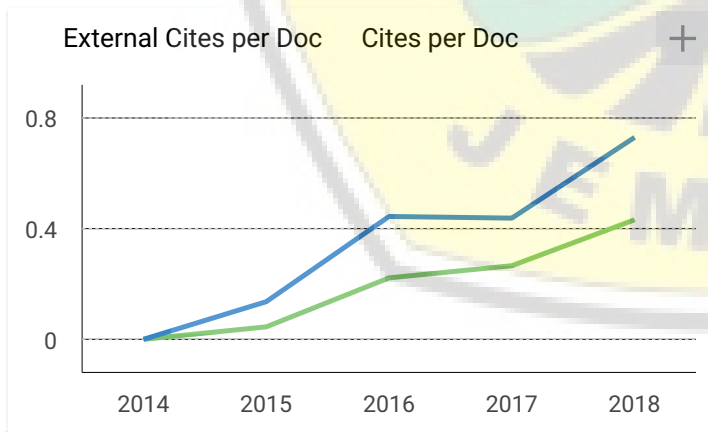
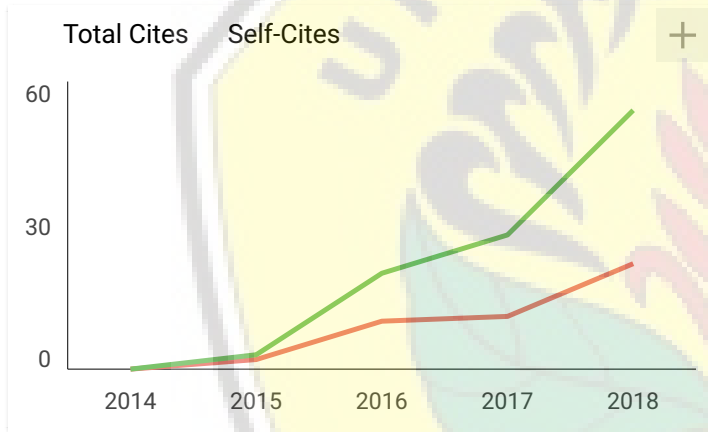
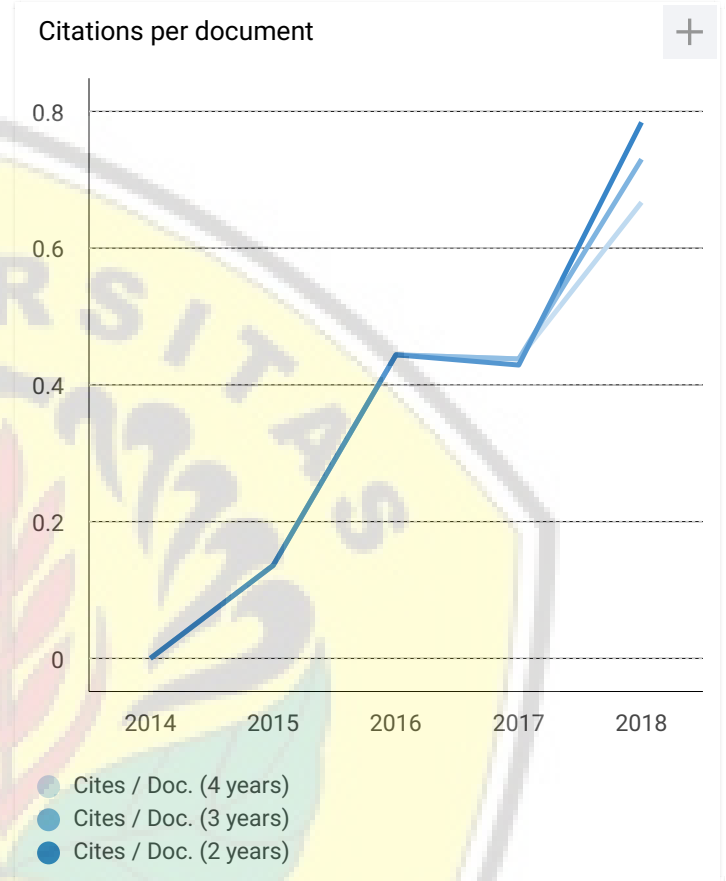
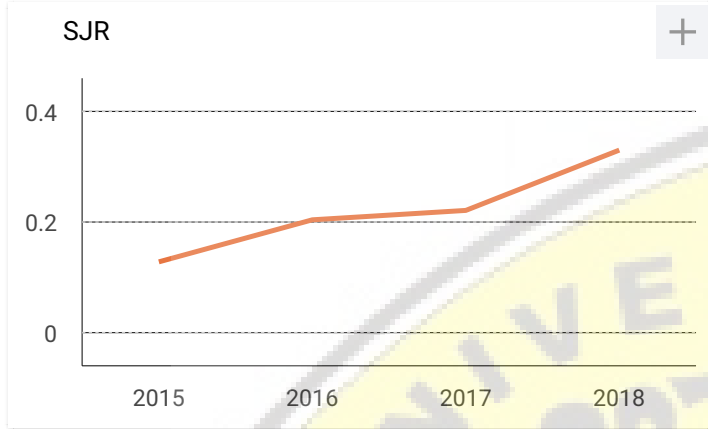


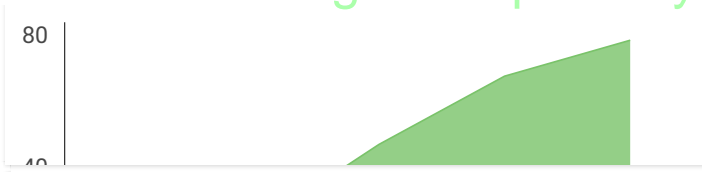
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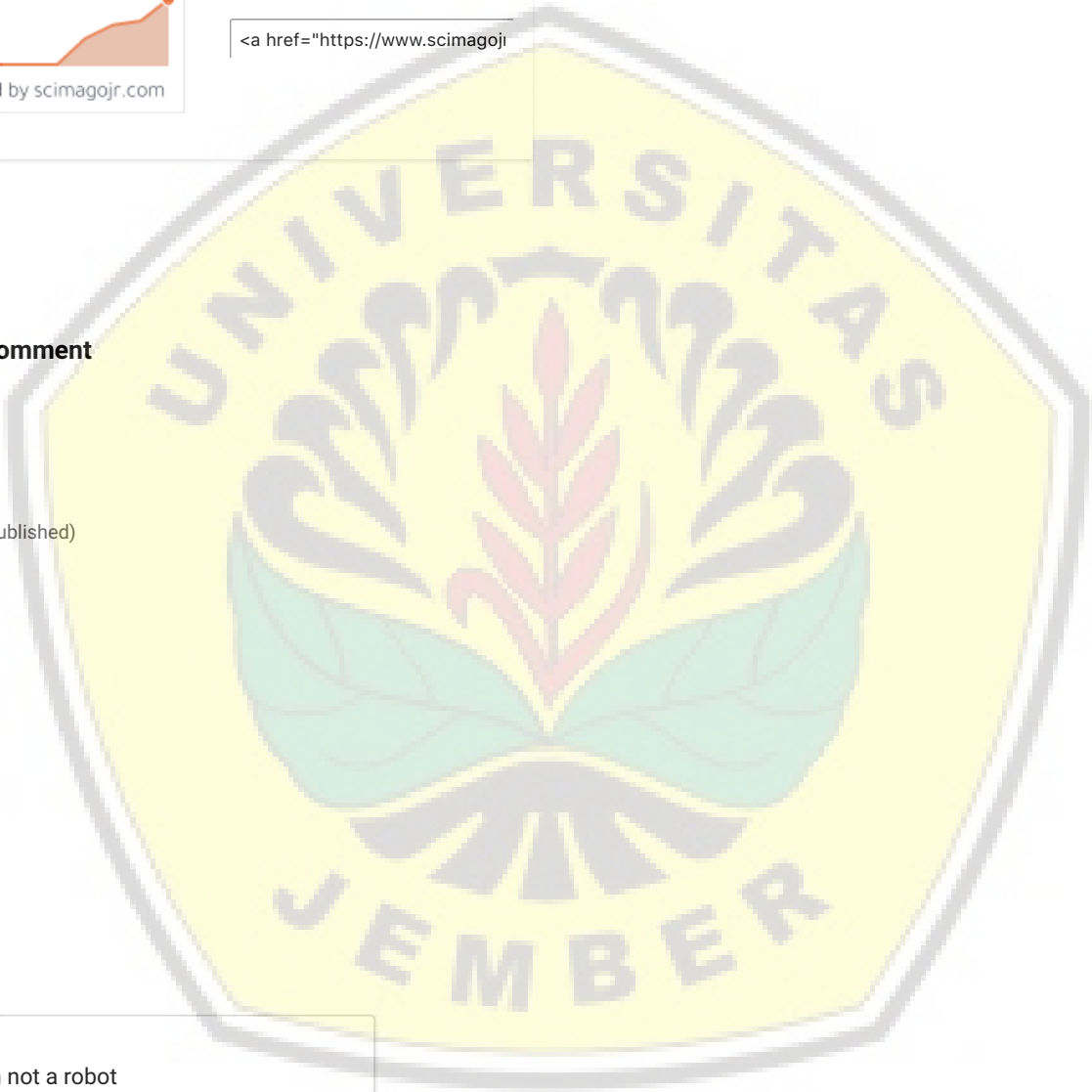
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Expatriate career development: self efficacy, multicultural personality, collective efficacy, and individual expatriate performance

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Hadi Paramu and Slamin

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Abstract: This research aims to identify and analyse the factors that are affecting the performance of expatriates. The population in this study were expatriates who worked in Indonesia. The sampling method was snowball sampling. The number of respondents of this study was 453 expatriates who worked in several companies in Indonesia. Questionnaires were distributed using Google Form, while the analytical tool used was path analysis. The results of the analysis showed that self-efficacy, multicultural personality, and collective efficacy directly affect the performance of individual expatriates. Sobel test was used to see the mediating effect collective efficacy on expatriate performance. The results showed that the collective efficacy mediated the effect of self-efficacy on expatriate individual performance and the collective efficacy mediated the effect of multicultural personality too on expatriate individual performance.

Keywords: self-efficacy; collective efficacy; multicultural personality; expatriate individual performance.

Reference to this paper should be made as follows: Utami, W., Tobing, D.S.K., Paramu, H. and Slamin (2019) 'Expatriate career development: self efficacy, multicultural personality, collective efficacy, and individual expatriate performance', *Int. J. Trade and Global Markets*, Vol. 12, No. 2, pp.187–198.

Biographical notes: Wiji Utami is an Associate Professor in Faculty of Economics and Business University of Jember, Indonesia. A Master's degree was obtained at Airlangga University Surabaya in 2001. She is currently taking Doctoral program at University of Jember. The focus of her research was on quantitative analysis using a statistical approach. Her research areas are in the field of management and economics, especially human resource management. Her paper were published in international journal and journal indexed by Scopus.

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Slamin is a Professor at Faculty of Computer Science, University of Jember, Indonesia. He is also the Dean of the Faculty. He has been awarded PhD from The University of Newcastle, Australia in 2002. Together with several authors, he has published 49 papers in journals indexed by Scopus. His Scopus h-index is 11 in 2018, he is one of the 5 (five) SINTA (Science and Technology index) awardees, awarded by Ministry of Research, Technology and Higher Education, Republic of Indonesia, for his productivity in publishing scientific paper within the last three years.

This paper is a revised and expanded version of a paper entitled 'Expatriate career development: self efficacy, multicultural personality, collective efficacy, and individual expatriate performance (perspective of social cognitive theory)' presented at the *5Th SMICBES – 2018 Sebelas Maret International Conference on Business, Economics and Social Sciences*, Anvaya Hotel, Bali, 17–19 August, 2018.

1 Introduction

Multicultural personality and self-efficacy are individual variables that play an important role in individual's career success. Supporting organisation atmosphere is also a factor that is affecting the performance and the success of individual career. Currently, the use of teamwork in the workplace increase and lead to individual career success is more dependent on team success and performance. Van Emmerik (2008) conducted a study and found that teachers with more team support levels measured by the number of informal networks and team orientation had higher levels of performance. In the study, he found that an individual mentoring was no more important than team support, where mentoring did not have a direct effect on teacher performance but it was moderated by the size of the team's support. This perspective found that if there were good mentoring and good team support, then the performance and career success are getting higher (Higgins and Thomas, 2001; Van Emmerik, 2004; Kellet et al., 2009).

International business plays an important role in the global economy because it dominates most of the countries' commercial activities in the world. Cross-border interactions have become daily activities of companies around the world. The current global economy causes multi-national corporations (MNCs) to be in an increasingly competitive, dynamic and interdependent business environment. This condition implies

that MNCs should be good on managing, coordinating and integrating all company operations in other countries with the parent company. For this activity, MNCs send human resources to countries where the company's branches are located.

Employees who get global assignment are called expatriates. An expatriate is a person who lives outside his or her native country, and is physically mobile across international borders, whether for professional or personal reasons, whether for short or long periods of time, whether organisationally sponsored or not, and regardless as to whether one is crossing an ocean or moving across land (McNulty, 2015).

1.1 Self efficacy and collective efficacy

Data from Statistics Indonesia shows that, in 2017, there were 74,183 expatriates in Indonesia. From the questionnaires filled, there were several expatriates who worked for more than five years and even more than 10 years. This proved that some expatriates succeeded in adjusting and even in their international assignments. Regarding to how these expatriates can build their individual careers, the findings showed that the role of the team work supports in the achievement of their career. Social cognitive career theory (SCCT) is used to explain how an expatriate individual's career can be built. So far, the application of SCCT has never been used to predict the expatriate individual's career, so that the application on this expatriate is a gap that should be explored.

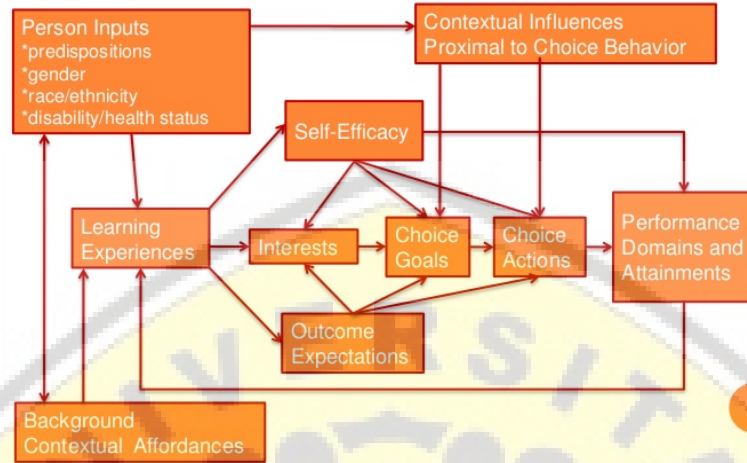
SCCT is a relatively new theory. This theory was developed by Robert W. Lent, Steven D. Brown, and Gail Hackett in 1994 based on the social cognitive theory of Albert Bandura, a theory that is an extension of social learning theory. This theory argued that individuals will learn directly or indirectly, where in the learning process they usually involve others and use others as a model so that individuals and environmental factors will shape their behaviour.

Three closely related variables, namely, self-efficacy, result expectations, and objectives, serve as the basic building blocks of SCCT. Self-efficacy refers to one's personal beliefs about his ability to perform certain work or action. People vary in their self-efficacy about the behaviour required in different job domains. For example, one person may feel very confident to be able to complete the tasks in order to successfully get into work and achieve high performance in the scientific field, but feel less confident about his/her ability in the social field. SCCT assumes that people tend to be interested, choose to pursue, and do better on activities where they have strong self-efficacy beliefs, as long as they also have the necessary skills and environmental support to achieve successful work.

The SCCT model developed by Lent et al. (1994) is shown in Figure 1.

According to Lindley (2005), people will choose to enter a career field that makes them keeping in their self-efficacy and expecting continue success in learning experience. SCCT based goal that measures self-efficacy for career seekers showed that self-efficacy is one's ability to assess their career potential. Kuderskills' assessment of self-efficacy in 16 job domains (Rottinghaus, 2009) explained that self-efficacy is currently influenced by past successes or failures. When SCCT theory applied to a teamwork, it explains that new employees joining the teamwork will build on their expectations for success no matter whether their team is successful or not.

Figure 1 Social cognitive career theory (see online version for colours)



Source: Lent et al. (1994)

The related field of study focuses on core self evaluation (CSE) in which self-evaluation is conceptualised as a broad nature that includes self-esteem, locus of control, self-efficacy, and emotional stability (Judge, 2009). Judge conducted a research during decades in this field and concluded that people with higher CSE has more successful career and better performance. Individuals feel that their personality are equivalent to the task and believe that the effort will determine the outcome.

However, what happen to the expectations when a person with high efficacy such as a new-joined expatriate who works with other people in a group task? Perceptions about the ability and the performance of team members are very important. For example, van Emmerik (2008) incorporated perceptions of team performance as one of the two main outcome variables in his studies. Working with others raises ambiguity about peer ability and reliance on peer co-work, group collectivity and effectiveness. Self-efficacy of group members may not directly affect individual performance. Since most companies increase the use of teamwork (Cohen and Bailey, 1997; Tata and Prasad, 2004), perceptions of the efficacy of co-workers become more important than self-efficacy as determinants of individual performance. Hipp (2016) explained that collective efficacy is general perception of group members and is developed from a process. Collective efficacy is defined as collective beliefs of group members to do a task well and as basic foundation to motivate group, performance and effectiveness (Bandura, 1997; Goncalo et al., 2010). Efficacy will affect the number of efforts that will be chosen by someone to fulfil the team's objective.

Other studies have shown the relationship between self-efficacy and collective efficacy. Watson et al. (2001) found that group success was relatively stable and influenced by self-efficacy, optimism, leader's perceived effectiveness, and team performance perceptions. They noted that the team's average self-efficacy moderated the relationship between the efficacy and perceived group efficacy and ease control effects in overcoming job stress in collective culture. While Schaubroeck et al. (2000) found that collective efficacy perceptions have a greater influence than self-efficacy so as to facilitate the effect of control in overcoming work stress in a collective culture.

They found that collective efficacy has greater influence than self-efficacy. Kurz and Knight (2004) found that collective efficacy is a better predictor of the effectiveness of self-efficacy. Under conditions of high duty interdependence, Katz-Navon and Erez (2005) found a positive relationship between efficacy and collective performance. However, they found no relationship between self-efficacy and performance. From the above descriptions, the following hypothesis can be stated:

H1: Self-efficacy affects collective efficacy.

1.2 Multicultural personality

The personality concept used to describe the multi-cultural personality of the expatriate is the development of the Big Five Personality: cultural empathy, open-mindedness, social initiative, emotional stability, and flexibility (Halim et al., 2014). Hawes and Kealey (1981) defined cultural empathy as a sensitivity to a new cultural environment. This is related to a person's ability to empathise with the feelings, thoughts, and behaviours of the group in the workplace of the host country. The second concept, open-mindedness relates to "an open and unprejudiced attitude" towards people, group values and norms that are different from their own (Arthur and Bennett, 1995; Ronen, 1989). The second concept, open-mindedness, relates to openness and nonjudgment toward people, values and norms of different groups of their own (Arthur and Bennett, 1995; Ronen, 1989). Meanwhile, the concept of social initiative is related to the tendency of foreigners to take initiative and approach new social situations. The ability of expatriates to enter the group is crucial in ensuring a successful career (Hawes and Kealey, 1981; Kets de Vries and Mead, 1991). Emotional stability, on the other hand, is the ability of expatriates to be emotionally strong in groups with different personalities (Abe and Wiseman, 1983; Caligiuri, 2000). The last dimension, flexibility, is a concept that emphasises the ability of expatriates to easily adapt to groups (Arthur and Bennett, 1995; Ruben and Kealey, 1979; Torbiorn, 1982). The position in the group can be tailored to each member's personality where the placement of members in the right position will support the group's success. Group interaction increases individual maturity. Groups become a means of expatriate in improving their performance. The second hypothesis proposed is:

H2: Multicultural personality affects collective efficacy.

Social exchange theory and social capital theory are used to help predicting what will happen when individuals with high self-efficacy consider that their teammates have an average, even low-level collective efficacy. The theory of social exchange is based on the premise that individuals use reciprocal relationships and exchange fair trade, work, and pleasure (Eisenberger et al., 2001; Van Emmerik, 2008; Wayne and Shore, 1997). Team member exchange theory (Ford and Seers, 2006) also argues that exchanges between group members are important and as important as the exchange between individual members and leaders. If individual group members consider the reasonableness of their exchange with their team members, then group members with high self-efficacy can degrade their work performance to achieve a balanced exchange with low-performing co-workers. Dasborough and Ashkanasy (2002) argue that attribution and perception in some cases are as important as members' perceptions on the collective efficacy of teams that can determine whether they work hard or not. Thus, collective efficacy should mediate the individual's self-efficacy on performance when people work on team goals.

Expatriates who work in groups have different personalities. In order to adapt to new cultures and work efficiently, these expatriates need to accommodate their attitudes and behaviours into the new cultural context (Huang et al., 2005). Other research on expatriate was conducted by Panthamit (2017) showing that immigrant workers increase unemployment in Thailand. The personality of the group members determines how big the collective efficacy of the group can mediate the individual expatriate performance. The third hypothesis of this study is given below.

H3: Collective Efficacy mediates self-efficacy and multicultural personality partially to the individual expatriate performance.

Discussions on expatriates in some journals and literatures often focus on how expatriates can adapt to new environments and add value to the organisation. Some authors also discussed more about how expatriate adjustments can increase expatriate performance (Horak and Yang, 2016; Nunes et al., 2017; McNulty, 2015). The high cost of expatriation activity leads to an analyses on expatriate adjustments are more important than how to build expatriate careers in new places. This paper studies how expatriate's careers are built in new places because not all expatriates fail in their assignments. The contribution theory of this paper is that how the role of group and collective efficacy respect to the job assignment can increase the performance of each member.

2 Research methods

The design of this study is explanatory research that attempts to explain a subject matter, to examine a hypothesis, and to analyse the collected data. The type of data used in this study is the qualitative and quantitative data. The qualitative data is in the form of opinions of respondents who describe the facts and phenomena that exist in the object studied. For the purposes of statistical analysis tools, the qualitative data collected from the respondents should be quantified. The sources of data in this study are primary data that are collected from the respondents' answers from the questionnaires.

2.1 Respondents

The respondents in this study were 452 expatriates who works due to the assignment of several parent companies and expatriates who works in Indonesia on the basis of their own initiative. A list of expatriates working in Indonesia is obtained from Statistics Indonesia. The number of expatriates in Indonesia is 74,183 people. The sampling technique used is snowball sampling.

2.2 Instrument

Questionnaires are an important part of data collection used in a research. Before being distributed via Google Form, the questionnaire was first distributed to expatriates who are working in the province of East Java to test its validity and reliability. After validity and reliability tests met the requirements, the questionnaires were shared using Google Form.

2.3 Measurement

Indicators that are used in this research consist of self-efficacy from Earley (1993) containing 10 questions (“I am aware of the abilities that I have”, “I was able to complete the job that was assigned to me”); multicultural personality from van der Zee and Van Ouden Hoven (2001) with dimensions of cultural empathy (“I empathise with the behaviour of local citizens”); open-mindedness (“I can be open to the local citizens”); social initiative (“I took the initiative to understand the local language”); emotional stability (“I have a sense of calm even when facing problems in a new place”) and flexibility (“I can survive in an environment that changes very quickly”) containing totally 39 questions; collective efficacy (Earley, 1993) containing eight questions (“my group was able to complete the work at the appointed time”, “my group prioritises team achievements”) and expatriate performance (Horak and Yang, 2016) with indicators relational performance (“I am comfortable to interact with colleagues”), job performance (“I am able to complete the task”) and knowledge transfer (“I can transfer the knowledge to my colleagues”) containing totally 24 questions. The results of measurement of all indicators are presented in the next section.

3 Result

A profile of expatriates as the respondents is described using descriptive statistics. Based on the analysis, 200 respondents (44.24%) are between 41–45 years old, 63 of them are female (13.9%). Two hundred and twenty-five (225) of these expatriates are married (49.77%) and 137 of them (30%) bring their families to live in Indonesia. Based on their country of origin, the Chinese dominated the expatriate group, that is, 234 respondents (51.76%), 50 respondents (11.06%) came from Japan, 33 respondents (7%) from Germany, 72 respondents (15.92%) from the Netherlands, and 63 respondents (13.93%) from Philippines, Malaysia, Thailand, and Pakistan. More than 50% of these expatriates have been in Indonesia for more than five years. Three hundred and twenty-one (321) of them had experience working in another country before.

The calculation results show that the research indicators have fulfilled the instrument test requirements. The calculation for validity test indicates that all items of the questionnaire are valid which correlation value is bigger than r table that is 0.196. All indicators have reliability values that exceed the specified value limit, namely $\alpha > 0.60$. These indicators include the self-efficacy indicator as many as 10 items with a value of $\alpha = 0.88$; multicultural personality indicator consisting of cultural empathy $\alpha = 0.79$, open-mindedness $\alpha = 0.81$, social initiatives $\alpha = 0.80$, emotional stability $\alpha = 0.78$ and flexibility $\alpha = 0.77$; collective efficacy consists of eight items with $\alpha = 0.84$, expatriate performance indicator consisting of relational performance $\alpha = 0.86$, job performance $\alpha = 0.81$ and knowledge transfer $\alpha = 0.86$.

The data analysis showed supporting results for all three hypotheses. Table 1 presents the values of mean, standard deviation, correlation, t -test, and significance.

The mean of self-efficacy is 10.4 higher than the mean of collective efficacy (pairwise t -test, $df = 449$; $t = 8.87$ and $p \leq 0.05$). This result indicates that individuals rated their self-efficacy higher than their teammates and influence collective efficacy, thus the first hypothesis (H1) is accepted. The second hypothesis is that multicultural personality affects collective efficacy. The mean of multicultural personality is 53.55

(pairwise *t*-test, $df = 449$, $t = 5.68$ and $p \leq 0.05$). The result shows that the multicultural personality affects collective efficacy. Thus, this statistical result supports the second hypothesis (H2).

Table 2 can be illustrated as Figure 2.

Table 1 The values of mean, standard deviation, correlation, *t*-test, and significance

<i>Variables</i>	<i>Mean</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>Collective efficacy</i>		<i>Individual expatriate performance</i>	
						<i>t-test</i>	<i>Sig</i>	<i>t-test</i>	<i>Sig</i>
Self-efficacy	70.75	20.78				8.87	0.001*	7.69	0.000*
Multicultural personality	53.55	20.35	0.66			5.68	0.001*	6.34	0.000*
Collective efficacy	60.35	20.51	0.23	0.44				5.88	0.000*
Individual expatriate performance	5.25	1.16	0.11	0.21	0.34				

$n = 453$; $p \leq 0.05$.

* implies significance at 5%.

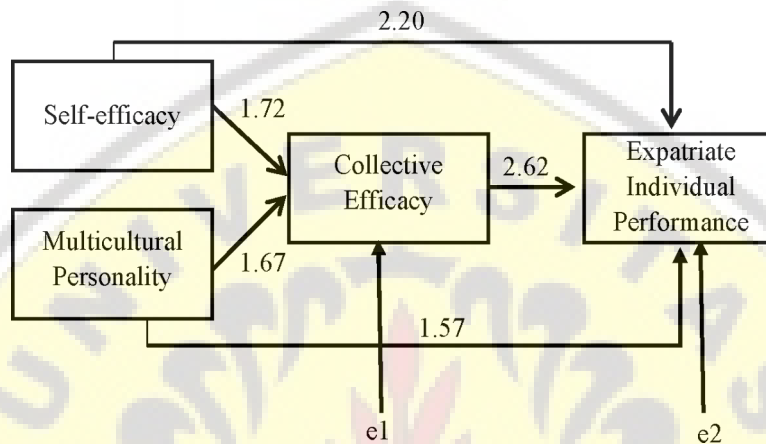
Table 2 Regression coefficients

<i>Predictor variables</i>	<i>Outcome variables</i>	
	<i>Collective efficacy</i>	<i>Individual performance</i>
Self efficacy	1.72	2.20
Multicultural personality	1.67	1.57
<i>F</i>	70.60	4.75
<i>R</i> ²	0.68	0.64
Self efficacy		2.52
Multicultural personality		1.47
Collective efficacy		2.62
<i>F</i>		3.5
<i>R</i> ²		0.05

The mediation effect using this regression equation can be calculated by Sobel test (Baron and Kenny, 1986; Kenny et al., 1998). As presented in Table 2, the first two show that self-efficacy affects individual expatriate performance ($\beta = 2.20$; $p \leq 0.05$), multicultural personality affects individual expatriate performance ($\beta = 1.57$; $p \leq 0.05$) and self-efficacy affects collective efficacy ($\beta = 1.72$; $p \leq 0.05$) while multicultural personality affects collective efficacy ($\beta = 1.67$; $p \leq 0.05$). The third one shows that collective efficacy mediates the effect of self-efficacy on the performance of individual expatriates. Using the mediation test of the self-efficacy path to the individual expatriate performance path (Baron and Kenny, 1986; Kenny et al., 1998; Sobel, 1982), the mediation effect is found (1.34) and it is significant ($z = 1.79$; $p \leq 0.05$). These findings prove that collective efficacy mediates the effect of self-efficacy on the performance of individual expatriates, so the third hypothesis (H3) is supported. The mediation test of

collective efficacy from the multicultural personality path to the performance of the individual expatriate path results in mediation magnitude of 1.29 and the effect was significant. Thus, collective efficacy mediates the effect of multicultural personality on the expatriate's individual performance.

Figure 2 The relationship between independent variable, intervening variable and dependent variable



4 Discussion and conclusion

Currently, most organisations bestow the achievement of organisational goals on team or group performance. Self-efficacy is believed to have a direct impact on collective efficacy. With an emphasis on the group at work, a growing number of goals require group effort in achieving them. For many employees, salary increases and achievements reflect both individual and group components, for example 80% of earnings is based on individual performance and the rest 20% is based on team bonuses. In this condition, self-efficacy plays a greater role than collective efficacy in influencing the business and performance of the individual expatriates. In this study, we proposed a hypothesis and found that collective efficacy acts as a mediator of self-efficacy's effect on the performance. But there is the possibility, beside becoming a mediator, collective efficacy can also become a moderator. For example, our respondents all claim that they work in groups, and each individual expects to have a large role in the capacity of collective efficacy. In a much larger group, each individual's efforts will appear to have little impact on collective efficacy. In many cases, the group becomes a tool for individuals to achieve individual goals. The performance of Individual expatriates can be assessed on group success if expatriate acts as group leader. The effectiveness and achievement of goals by the group can be seen as a description of the performance of individual expatriates. When an individual is promoted due to the support from the group, collective efficacy can act as a mediator of self-efficacy to the expatriate's individual performance.

The study of the main criteria used by managers in making promotional decisions shows the importance of group support for individual career success. Longenecker and Fink (2008) listed the top 10 factors that form the basis for promotion, three of which are related to the group social capital and the support of career development of international

relations. As defined by Longenecker and Fink (2008), these three criteria are: having a strong business network, having interpersonal/communication skills, and having the ability to build team and become team play maker. These criteria are the appropriate criteria for expatriates. Other related research was conducted by Kellet et al. (2009) which found that the team members with high self-efficacy give effect to the collective efficacy and individual performance.

Multicultural personality is an individual tendency to have high cultural sensitivity, able to appreciate different cultures, tolerance, universal orientation, as well as cognitive flexibility. In forming a working group, especially if the group members come from different cultures as well as expatriates, managers should consider the importance of group members who have different personalities and facilitate the development of group members' perceptions of the effectiveness of diverse members. When group members are not familiar with each other, managers must ensure that in forming groups, members must exchange information about their skills, abilities, skills, and experiences so that knowledge transfer can take place within the group. Otherwise, members could underestimate their peers' abilities and restrict their own efforts to perform tasks so that collective efficacy is not running well.

The performance of expatriates is measured by how much expatriates are able to carry out their assigned tasks, be able to transfer technology, be able to interact and open new networks. The existence of expatriates who have worked for more than five years shows good interaction with work groups and are able to carry out their tasks. In the perspective of SCCT, the existence of expatriates who are quite long in an organisation shows a high level of self-efficacy and allows expatriate career development to be even better. The existing work groups are able to facilitate work and support the ability of expatriates to work better. Supporting team work impact to the development of expatriate's individual career.

The uniqueness of this research is that the collective efficacy as a mediator variable is not coming from internal of individual expatriate. On the other hand, the limitation of this research is that it just focus on collective efficacy as a mediator variable of self-efficacy and multicultural personality, while there are still other mediator variables such as work enthusiasm and motivation that also can increase the expatriate performance. Therefore, these mediator variables in affecting expatriate performance are becoming interesting topics for future research.

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