

# Cross-Cultural Competence and Adaptability as Predictors of Expatriate Performance in Multinational Organizations

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## Abstract

*In order to put 27 research hypotheses to the test, a number of literature reviews were carried out. A beneficial effect of cross-cultural static competencies on cross-cultural dynamic competences and cross-cultural adjustment was observed in the study, which involved 238 expats residing overseas. While cross-cultural dynamic competencies and adjustment are positively impacted by job role demands, the opposite is true. Relational abilities were also determined to play a significant role. Expats adapt better when they believe the host country has their best interests at heart. The ability to adapt to different cultures is aided by cross-cultural dynamic abilities as well. The efficacy of expatriates is enhanced by both adaptation and cross-cultural dynamic capabilities. Furthermore, expatriate performance is strongly impacted by creative work behavior and job satisfaction. The influence of cross-cultural static competences and the demands of one's job function on one's cross-cultural dynamic competences and adjustment might be amplified by an expat's intelligence and cultural adaptation. The impact of adaptability, cross-cultural dynamic abilities, and assignment value on an expat's performance is amplified by organizational support and the value they feel their assignment to be.*

**Key Words:** cross-cultural dynamic competence; cross-cultural adjustment; expatriate effectiveness; non-ethnocentrism; work–role demand.

## Introduction

In the contemporary globalized business landscape, the deployment of expatriates has become an integral strategy for multinational corporations (MNCs) to achieve their strategic objectives. The success of expatriate assignments significantly hinges on the competencies, intelligence, and adaptability of individuals navigating diverse cultural contexts. As such, there is a growing imperative to develop a comprehensive understanding of the interplay between these factors to enhance expatriate performance.

Expatriate assignments entail complex challenges ranging from cultural differences and language barriers to unfamiliar work environments and societal norms. These challenges often lead to high failure rates and substantial financial losses for MNCs. Previous research has primarily focused on singular aspects such as cultural intelligence or personality traits in predicting expatriate success. However, a holistic model integrating multiple dimensions is essential to capture the complexity of expatriate performance. The dynamic nature of global business environments necessitates a deeper understanding of how competencies, intelligence, and adaptability interact and influence each other in the context of expatriate assignments.

Competence serves as a foundational element within the proposed model, encompassing a spectrum of skills, knowledge, and abilities essential for effective expatriate performance. These competencies extend beyond technical expertise to include cross-cultural communication skills, intercultural sensitivity, emotional intelligence, and cultural adaptability. Technical proficiency alone is insufficient for success in the diverse and dynamic contexts of expatriate assignments. Instead, expatriates must possess the ability to navigate complex cultural dynamics, build rapport with stakeholders from diverse backgrounds, and effectively manage cross-cultural conflicts. By integrating these competencies into the theoretical framework, the research acknowledges the multifaceted nature of competence and its significance in shaping expatriate outcomes.

Intelligence, within the context of expatriate performance, encompasses cognitive abilities as well as the capacity to understand and adapt to unfamiliar cultural environments. While traditional measures of intelligence focus on cognitive aptitude, the expatriate context necessitates a broader conceptualization that includes cultural intelligence, adaptability, and problem-solving skills. Expatriates with high levels of intelligence can effectively decode cultural cues, anticipate cultural differences, and adjust their behaviors and strategies accordingly. Moreover, they demonstrate resilience in the face of cultural challenges, leveraging their cognitive resources to navigate unfamiliar situations and achieve desired outcomes. By incorporating intelligence into the theoretical framework, the research emphasizes the importance of cognitive flexibility and cultural acumen in facilitating expatriate success.

Adaptability emerges as a critical dimension within the theoretical framework, reflecting the capacity of expatriates to adjust their behaviors, attitudes, and strategies in response to changing environmental demands. Expatriate assignments often entail encountering novel and unpredictable situations, requiring individuals to demonstrate flexibility, resilience, and openness to new experiences. Adaptability encompasses both behavioral and cognitive aspects, as expatriates must not only modify their actions but also recalibrate their cognitive schemas to accommodate diverse cultural norms and expectations. Expatriates high in adaptability exhibit a willingness to embrace cultural differences, learn from experiences, and continuously refine their approaches to achieve optimal performance. By integrating adaptability into the theoretical framework, the research underscores its pivotal role in enabling expatriates to navigate the complexities of cross-cultural interactions and thrive in diverse global contexts.

The research aims to develop a comprehensive model that integrates competence, intelligence, and adaptability as key predictors of expatriate performance. It seeks to empirically examine the relationships between these dimensions and their collective impact on expatriate success in diverse cultural settings. Additionally, the study aims to identify the specific competencies, cognitive processes, and adaptive strategies that contribute most significantly to effective expatriate performance.

The proposed research aims to advance theoretical understanding by offering a comprehensive framework that elucidates the multidimensional nature of expatriate success. Practical implications include informing selection, training, and support programs for expatriates, thereby enhancing their effectiveness and reducing failure rates. The findings may also guide organizational strategies for optimizing expatriate deployment and improving cross-cultural management practices within MNCs.

This research seeks to develop a nuanced understanding of the interrelationships between competence, intelligence, and adaptability in driving expatriate performance. By addressing the complexities inherent in global assignments, the study endeavors to offer valuable insights for both theory and practice in the field of international human resource management.

Objectives of this research can be listed out as follows:

1. Find out how the demands of the job and the expatriates' cross-cultural static skills affect the cross-cultural dynamic competences and adaptations that the expatriates make.
2. Investigate the moderating effects of cultural adaptability and expatriate intelligence (EQ) on the relationships established.
3. Look at how cross-cultural dynamic competencies affect adjustment and how they relate to it.
4. Research the relationship between expatriate effectiveness and cross-cultural adjustment and cross-cultural dynamic skills.
5. Evaluate how self-perceptions of assignment value and organizational support moderate the correlations found in objective.

## Literature Review

The surge in economic globalization has also resulted in a substantial rise in foreign direct investment flows worldwide. As a result, multinational enterprises (MNEs) are deploying more local employees to work overseas or recruiting more expatriates who live in the host country. Nevertheless, despite the growing demand for expatriates by multinational enterprises (MNEs), the process of expatriation remains very demanding and hard for both the expatriates themselves

and the MNEs involved (Toh and Densi, 2007). Currently, multinational enterprises (MNEs) continue to face challenges related to expatriation failures, turnover, and inefficient performance caused by mal-adjustment. These issues result in both direct and indirect expenses for MNEs, as stated by Takeuchi et al. (2002). According to Wu and Bodigeler-Koehler (2013), prior research indicates that around 30% to 50% of expatriate managers are either useless or only slightly effective. According to Shaffer et al. (2006), the specific costs associated with expatriate adjustment failure amount to US\$ 150,000 per employee. Additionally, the expenses for training, relocation, and compensation have been estimated at US\$ 80,000 per employee. Hence, both academic researchers and multinational enterprise (MNE) corporate management are actively seeking remedies for these challenges. It is crucial for multinational enterprises (MNEs) and expatriates to comprehend the reasons behind expatriate failures and devise strategies to enhance the likelihood of success in the foreign country.

One potential method to enhance the likelihood of expatriate success relates to the selecting process. Prior studies (Shaffer et al., 2006) have mostly focused on investigating the impact of the Big Five Personality traits on expatriate adjustment and effectiveness. However, the ability to accurately predict outcomes based on these traits remains constrained (Peltokorpi, 2008). The primary factor is that the Big Five personality traits are excessively encompassing to accurately forecast the efficiency of expatriates. This study builds upon the findings of Wu and Bodigeler-Koehler (2013), who argue that expatriate skills may have a greater impact on assisting expatriate transition compared to the Big Five. Both static and dynamic cross-cultural competences are subsets of expatriate competency. When it comes to people's cultural empathy, open-mindedness, social initiative, and emotional stability, the former is important, while when it comes to people's relational skills, non-ethnocentrism, and general self-efficacy, the latter is more so. Very little is known about how static and dynamic competencies affect the efficacy of expatriation from the existing literature. According to this research, successful expatriation depends on static cross-cultural competences, which in turn affect expatriate adjustment, effective expatriation (i.e., creative work behaviour, satisfaction at work, and performance), and dynamic cross-cultural competences, which help to facilitate the influence of static competences.

Another approach to enhance the performance of expatriates may be linked to their acculturation and identifications. Multiple research, such as Aycan (1997) and Lineberry (2012), have suggested that there is a favorable correlation between different methods of adapting to a new culture and the ability of expatriates to adapt successfully. The research conducted by Ryder et al. (2000) showed that the results indicated the experiences of individuals living outside their home country, known as expatriates.

Embracing mainstream cultural affiliation can be an effective strategy to reduce experienced stress. Expatriates' level of identification with both the mainstream and heritage cultures can be assessed based on their implementation of acculturation tactics, such as integration (which involves a strong identification with both cultural groups). Assimilation refers to a process when individuals strongly identify with the mainstream culture while having a poor affinity with their own ethnic group (Berry 2005). Separation refers to a situation when an individual strongly identifies with their own ethnic group but has a weak affiliation with the mainstream culture. Marginalization refers to a state of poor identification with both cultures (Dove, 2006).

Expatriates who strongly connect with the mainstream culture receive greater support from host country nationals (HCNs), resulting in improved expatriate adjustment. This is because the assistance provided by HCNs is often effective in resolving most problems. While the identification of expatriates with the mainstream culture is crucial for their adaptation and success, earlier research have mostly remained at the conceptual level and lacked empirical support (Mahajan, 2011). The third possible approach pertains to the views of HCNs (Host Country Nationals) towards expatriates, as discussed by Toh and Densi in 2007. The attitudes and classifications of host country nationals (HCNs) towards expatriates, as well as the effects on their transition to their new home, have been the subject of multiple research (Toh and Densi, 2007). The acronym "PHATE" stands for "perceived host attitude towards expatriates," which is shorthand for how expats think their host countrymen will treat them. Based on their interactions, expats may perceive host HCN's sentiments towards them differently. While some foreign nationals may feel unwelcome or even discriminated against in their host nation, others may feel either trusted or distrusted by locals (Florkowski and Fogel, 1999; Leung et al., 2009). According to Varma et al. (2011), when hosts exhibit positive attitudes and are willing to help, expatriates feel more connected to them and are better able to adapt to their new cultural environment.

One other method to impact the performance of expatriates is associated with the demands of their professional roles. Nevertheless, the demands of work roles often have an adverse impact on the adjustment and effectiveness of expatriates (Selmer and Fenner, 2009). A lack of familiarity with the responsibilities associated with international assignments may hinder expatriates from effectively managing their new duties, ultimately leading to expatriate failure (Morley and Flynn, 2003). Role novelty, role ambiguity, role conflict, and role overload are crucial work-role characteristics that can lead to heightened uncertainty, unfamiliarity, unpredictability, and uncontrollability regarding new work assignments (Larazova et al., 2010). All of these factors can hinder the adjustment of expatriates. This study examines the negative impact of work-role demands on expatriate adjustment and effectiveness, in addition to considering their static and dynamic cross-cultural competences (Mahajan and Silva, 2012).

Moreover, in addition to the aforementioned four strategies for enhancing or impeding the adjustment and efficiency of expatriates, there are four additional moderating elements that warrant particular consideration. These are overseas intelligence, cultural adaptation, perceived assignment worth and perceived organizational support (Ang et al., 2006). Cultural Intelligence (CQ) is essential for expatriates to effectively perform overseas assignments. Having a high level of expatriate intelligence, particularly in terms of cultural intelligence and emotional intelligence (EQ), is crucial for successfully adapting to different cultures (Ang et al., 2006). Individuals that exhibit high levels of extraversion, openness, agreeableness, and conscientiousness are more likely to obtain elevated scores in emotional intelligence assessments (McCrae, 2000). In order to get a greater level of dynamic competency, expatriates must possess skills as well as higher levels of cultural intelligence and emotional intelligence. This includes having strong relational skills, self-efficacy, and a lack of ethnocentrism (Chin and Gaynier, 2006).

Cultural Intelligence and Emotional Intelligence capabilities are crucial in minimizing both cultural conflict and job conflict (Ang et al., 2006). According to Lee and Sukoco (2010), it was argued that both cultural intelligence and emotional intelligence had beneficial effects on adapting to different cultures. According to Earley and Peterson (2004), expatriates are more likely to have better cross-cultural adjustment if they have higher scores in both cultural intelligence (CQ) and emotional intelligence (EQ). The detrimental impact of work-role demands on the development of dynamic cross-cultural abilities and adjustment will be mitigated by higher levels of expatriates' cultural intelligence (CQ) and emotional intelligence (EQ). Therefore, expatriate intelligence, which includes both cognitive intelligence (CQ) and emotional intelligence (EQ), can function as a moderating variable.

Cultural adaptation refers to the incorporation of new cultural abilities or practices into one's own cultural framework. It involves the capacity to understand and engage with behaviors and traits from a culture different from one's own (Bennett, 1993). Prior research has suggested that expatriates with a strong capacity for cultural adaption are more likely to successfully acclimate to their new surroundings in the host nation. Developing emotional regulation skills and effectively managing challenging circumstances are essential for fostering cultural adaptability (Davis and Finney, 2006). In addition, Davis and Finney asserted that cultural adaption is not solely dependent on emotional stability, but also on cultural empathy and openness. These results suggest that the ability to adapt to different cultures affects the impact of static cross-cultural skills on dynamic cross-cultural skills and adjustment. Thus, there is a direct correlation between the level of intelligence of expatriates and the strength of the interaction between cross-cultural static skills, cross-cultural dynamic competences, and cross-cultural adjustment (Olson and Kroeger, 2001).

There has been some investigation into the relationships between expatriate effectiveness, cross-cultural skills, and PHATE, as well as possible moderators of these parameters. Nevertheless, there has been a lack of study that systematically integrates these key ideas to build a more thorough framework or evaluate the research hypotheses. In addition, theoretical studies that combine identifications, PHATE, cross-cultural competence, and expatriate efficacy are scarce. Several relationships are investigated by this study's model. In the first place, it delves into the question of how mainstream culture identification mediates the connection between PHATE and the adjustment of expatriates (Hogg and Terry, 2000). Examining the role of expatriate adjustment as a mediator between identifying with mainstream culture and performance while abroad is the focus of this study. It looks at the connection between identifying with the mainstream culture and how well an expat adjusts to their new environment through the medium of cultural acceptance and adaptability. This study delves further into the subject, investigating how expatriate intelligences, cultural adaptability, perceived assignment value, and perceived organizational support impact the linkages outlined earlier.

(Caligiuri and Lazoravo, 2002). In order to establish the research hypotheses, the study combines relevant ideas, such as the theory of acculturation, social support, and social categorization.

## Research Design and Methodology

### Research Model

This study aims to identify the variables (antecedents, mediators, and moderators) that have an effect on the growth and effectiveness of expatriate cross-cultural abilities. Professionalism and familiarity with different cultures are two aspects that play a part in this. Attitude towards HCNs, identification with mainstream culture, and expatriate dynamic cross-cultural competencies are three mediators for the efficacy of expatriation. Perceived organizational support, cultural adaptability, perceived assignment value, and expatriate intelligence are four factors that moderate the effectiveness of an expatriation.

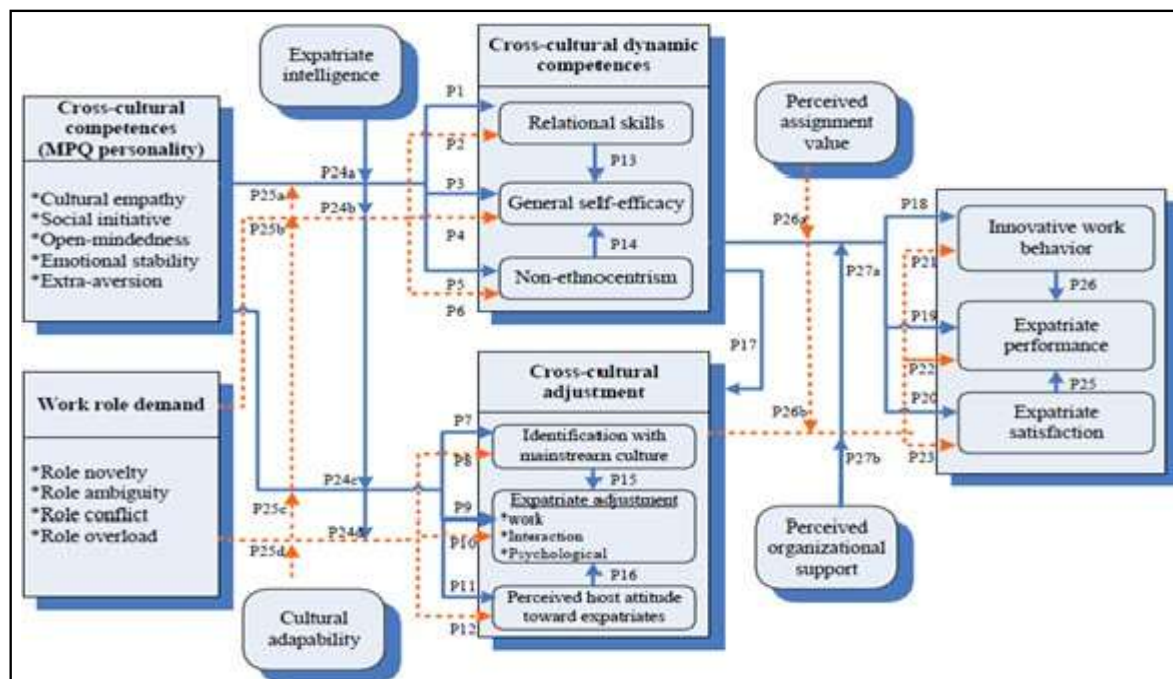


Figure 1: Research design

### Questionnaire Design and Sampling Method

The findings from the literature review informed the development of the questionnaire's early version. The next step was to finalize the questionnaire after conducting a pre-test to ensure its validity and reliability. Foreign expatriates working for MNCs in Taiwan and Taiwanese expatriates living abroad were surveyed using both online and offline approaches.

The study's expatriate participants were approached by email invitations sent to relevant human resource (HR) managers before data collection began. Our sample group for the questionnaire was made up of expatriates who were chosen by these HR managers from their pool of employees. After gathering an email list from the HR managers, the main author sent out the survey to all of the designated expats.

In addition, the main author was an active member of the expat community platform Intonations Taipei, which helped round out the data collection process. Thanks to this collaboration, we were able to collect even more useful information. With the promise of complete anonymity, we asked that all respondents please fill out the survey to the best of their ability. The need of keeping personal information private was highlighted, with the promise that study will only use aggregate data.

## Analysis and Result

### Descriptive Analysis

The descriptive analysis of the respondents' demographic characteristics presented in table-1 offers valuable insights into the composition of the sample population. Firstly, the data reveals a significant gender imbalance, with female respondents comprising the vast majority at 80.67%, while male respondents represent only 19.33% of the sample. This gender distribution indicates a notable overrepresentation of females within the surveyed population.

In terms of age distribution, the majority of respondents fall within the 26–35 age range, accounting for 75.21% of the sample. This suggests that the sample predominantly consists of younger individuals, with a smaller proportion belonging to the older age groups of 36–45 (12.18%) and >46 (8.40%). Thus, the data reflects a skew towards younger age cohorts among the surveyed population.

Regarding educational attainment, a significant majority of respondents (76.47%) hold bachelor's degrees, indicating a high level of educational achievement within the sample. Additionally, 23.53% of respondents have attained master's degrees, demonstrating a notable presence of individuals with advanced education levels among the surveyed population.

In terms of working experience, the majority of respondents (76.89%) report having less than five years of experience, suggesting that the sample primarily consists of individuals in the early stages of their careers. However, there is a relatively balanced distribution across the categories of working experience, with 6–9 years (11.34%) and 10–15 years (11.76%) also represented in smaller proportions.

**Table 1:: Descriptive Analysis Data**

|                           | Demographic variables  | Frequency (n = 238) | %     |
|---------------------------|------------------------|---------------------|-------|
| Gender                    | Male                   | 46                  | 19.33 |
|                           | Female                 | 192                 | 80.67 |
| Age                       | 26–35                  | 179                 | 75.21 |
|                           | 36–45                  | 29                  | 12.18 |
|                           | >46                    | 20                  | 8.40  |
| Education                 | Bachelor degree        | 182                 | 76.47 |
|                           | Master degree          | 56                  | 23.53 |
| Working experience        | <5 years               | 183                 | 76.89 |
|                           | 6–9                    | 27                  | 11.34 |
|                           | 10–15                  | 28                  | 11.76 |
| Experience working abroad | <3 years               | 172                 | 72.27 |
|                           | 3–5                    | 52                  | 21.85 |
|                           | >6                     | 14                  | 5.88  |
| Current position          | Supervisor             | 163                 | 68.49 |
|                           | Lower-level manager    | 26                  | 10.92 |
|                           | Middle-level manager   | 40                  | 16.80 |
|                           | Top manager            | 9                   | 3.78  |
| Annual income (\$NT)      | less than 0.5 million  | 168                 | 70.59 |
|                           | 0.51 million–1 million | 25                  | 10.50 |
|                           | 1.1 million–2          | 45                  | 18.91 |

|  |         |  |  |
|--|---------|--|--|
|  | million |  |  |
|--|---------|--|--|

In terms of international experience, the data shows that a majority of respondents (72.27%) have less than three years of experience working abroad, indicating limited international exposure within the sample. However, there is variability in international experience levels, with 3–5 years (21.85%) and more than six years (5.88%) of experience abroad also represented among the respondents.

Regarding current positions, the majority of respondents hold supervisor roles (68.49%), indicating a prevalence of mid-level managerial positions within the sample. However, lower-level managers (10.92%), middle-level managers (16.80%), and top managers (3.78%) are also represented, suggesting a hierarchical distribution of managerial positions among the surveyed population.

Finally, in terms of annual income, the data reveals that the majority of respondents (70.59%) report an income of less than 0.5 million NT dollars. However, there is diversity in income levels, with smaller proportions of respondents reporting incomes ranging from 0.51 million to 1 million NT dollars (10.50%) and 1.1 million to 2 million NT dollars (18.91%). This indicates a range of income levels within the surveyed population, with a significant portion earning relatively lower incomes.

### Reliability and validity analysis

The provided data offers insights into the reliability and validity of various constructs and factors relevant to intercultural proficiency, work role dynamics, cross-cultural adaptation, international mobility, expatriate performance, and related aspects. For the construct of Intercultural Proficiency (IP), comprising factors IP1 through IP5, the analysis reveals moderate to strong relationships, with loadings falling between 0.6 to 0.8. Average Variance Extracted (AVE) values, ranging from 0.5467 to 0.5783, suggest these factors explain between 54.67% to 57.83% of the variance, meeting acceptable standards. Additionally, Composite Reliability (CR) and Cronbach's Alpha coefficients, ranging from 0.8986 to 0.9163 and 0.8685 to 0.8949 respectively, indicate high internal consistency among the items within each factor.

**Table 2: Reliability and validity Analysis Data**

| Construct                                                | Factor      | Loading Ranges       | AVE           | CR            | Cronbach's $\alpha$ |
|----------------------------------------------------------|-------------|----------------------|---------------|---------------|---------------------|
| <i>Intercultural Proficiency</i>                         | <i>IP1</i>  | <i>0.6578–0.7985</i> | <i>0.5663</i> | <i>0.9112</i> | <i>0.8918</i>       |
| <i>Multinational Settings (Multicultural Competence)</i> | <i>IP2</i>  | <i>0.7013–0.8792</i> | <i>0.6068</i> | <i>0.9136</i> | <i>0.8917</i>       |
|                                                          | <i>IP3</i>  | <i>0.6312–0.8098</i> | <i>0.5467</i> | <i>0.9047</i> | <i>0.8794</i>       |
|                                                          | <i>IP4</i>  | <i>0.6043–0.8381</i> | <i>0.5614</i> | <i>0.8986</i> | <i>0.8685</i>       |
|                                                          | <i>IP5</i>  | <i>0.6517–0.8352</i> | <i>0.5783</i> | <i>0.9163</i> | <i>0.8949</i>       |
| <i>Work Role Dynamics</i>                                | <i>WRD1</i> | <i>0.6425–0.7603</i> | <i>0.5879</i> | <i>0.9452</i> | <i>0.9366</i>       |
|                                                          | <i>WRD2</i> | <i>0.6179–0.8008</i> | <i>0.6352</i> | <i>0.9509</i> | <i>0.9427</i>       |
|                                                          | <i>WRD3</i> | <i>0.6013–0.7678</i> | <i>0.5772</i> | <i>0.9315</i> | <i>0.9164</i>       |
|                                                          | <i>WRD3</i> | <i>0.7126–0.8998</i> | <i>0.6698</i> | <i>0.8573</i> | <i>0.7417</i>       |
| <i>Cross-cultural Adaptation Competence</i>              | <i>CCA1</i> | <i>0.6237–0.8686</i> | <i>0.5248</i> | <i>0.9108</i> | <i>0.8863</i>       |
|                                                          | <i>CCA2</i> | <i>0.6759–0.8946</i> | <i>0.6583</i> | <i>0.9205</i> | <i>0.8939</i>       |
|                                                          | <i>CCA3</i> | <i>0.7007–0.9243</i> | <i>0.7431</i> | <i>0.9529</i> | <i>0.9402</i>       |
| <i>International Mobility &amp; Cultural Engagement</i>  | <i>IM1</i>  | <i>0.7105–0.8708</i> | <i>0.6186</i> | <i>0.9423</i> | <i>0.9312</i>       |
|                                                          | <i>IM2</i>  | <i>0.8471–0.9231</i> | <i>0.7914</i> | <i>0.9682</i> | <i>0.9623</i>       |
|                                                          | <i>IM3</i>  | <i>0.6645–0.9105</i> | <i>0.6772</i> | <i>0.9503</i> | <i>0.9396</i>       |
| <i>Expatriate Performance</i>                            | <i>EP1</i>  | <i>0.8639–0.8771</i> | <i>0.7715</i> | <i>0.9318</i> | <i>0.9013</i>       |
|                                                          | <i>EP2</i>  | <i>0.6935–0.8549</i> | <i>0.6148</i> | <i>0.9052</i> | <i>0.8752</i>       |
|                                                          | <i>EP3</i>  | <i>0.6578–0.8791</i> | <i>0.6246</i> | <i>0.9084</i> | <i>0.8783</i>       |
| <i>Expatriate Adaptability</i>                           |             | <i>0.6178–0.8794</i> | <i>0.6293</i> | <i>0.9804</i> | <i>0.9791</i>       |

|                                         |  |                      |               |               |               |
|-----------------------------------------|--|----------------------|---------------|---------------|---------------|
| <i>Cultural Flexibility</i>             |  | <i>0.8513–0.9238</i> | <i>0.8176</i> | <i>0.9473</i> | <i>0.9253</i> |
| <i>Value for Perceived Assignment</i>   |  | <i>0.8183–0.9402</i> | <i>0.8268</i> | <i>0.9663</i> | <i>0.9577</i> |
| <i>Perceived Organizational Support</i> |  | <i>0.8593–0.9013</i> | <i>0.7719</i> | <i>0.9599</i> | <i>0.9510</i> |

The Work Role Dynamics (WRD) construct, represented by factors WRD1 to WRD4, exhibits robust reliability and validity metrics, with strong loadings, high AVE values, and elevated CR and Cronbach's Alpha coefficients, signifying good internal consistency. Cross-cultural Adaptation (CCA), comprising factors CCA1 to CCA3, also demonstrates strong loadings, high AVE values exceeding 0.6, and high CR and Cronbach's Alpha coefficients surpassing 0.88, indicative of reliable and valid measurement.

Furthermore, constructs such as International Mobility & Cultural Engagement (IM) and Expatriate Performance (EP) portray similar patterns of strong loadings, high AVE values, and elevated reliability coefficients, affirming the robustness of the measurement model. Additionally, constructs like Expatriate Adaptability, Cultural Flexibility, Value for Perceived Assignment, and Perceived Organizational Support demonstrate high reliability and validity, with single factors exhibiting strong loadings, high AVE values, and elevated CR and Cronbach's Alpha coefficients.

In summary, the reliability and validity analysis underscore the robustness of the measurement model used to assess various constructs and factors related to intercultural competence, work dynamics, adaptation, mobility, and expatriate performance. The findings affirm the accuracy and consistency of the measurement instruments in capturing the underlying constructs effectively, thereby providing valuable insights into the complexities of cross-cultural interactions and organizational dynamics.

| <i>Constructs</i>                              | <i>Factors</i> | <i>Loadings</i>      | <i>AVE</i>    | <i>CR</i>     | <i>Cronbach's <math>\alpha</math></i> |
|------------------------------------------------|----------------|----------------------|---------------|---------------|---------------------------------------|
| <i>Cross-cultural static competences (MPQ)</i> | <i>CE</i>      | <i>0.6525–0.8011</i> | <i>0.5671</i> | <i>0.9126</i> | <i>0.8904</i>                         |
|                                                | <i>SI</i>      | <i>0.6983–0.8797</i> | <i>0.6056</i> | <i>0.9145</i> | <i>0.8914</i>                         |
|                                                | <i>OM</i>      | <i>0.6294–0.8134</i> | <i>0.5471</i> | <i>0.9051</i> | <i>0.8786</i>                         |
|                                                | <i>ES</i>      | <i>0.6029–0.8392</i> | <i>0.5627</i> | <i>0.8992</i> | <i>0.8681</i>                         |
|                                                | <i>EX</i>      | <i>0.6508–0.8367</i> | <i>0.5777</i> | <i>0.9158</i> | <i>0.8942</i>                         |
| <i>WRD</i>                                     | <i>RA</i>      | <i>0.6400–0.7627</i> | <i>0.5868</i> | <i>0.9445</i> | <i>0.9359</i>                         |
|                                                | <i>RC</i>      | <i>0.6162–0.8026</i> | <i>0.6344</i> | <i>0.9501</i> | <i>0.9419</i>                         |
|                                                | <i>RN</i>      | <i>0.6021–0.7660</i> | <i>0.5763</i> | <i>0.9305</i> | <i>0.9156</i>                         |
|                                                | <i>RO</i>      | <i>0.7120–0.8980</i> | <i>0.6692</i> | <i>0.8559</i> | <i>0.7398</i>                         |
| <i>Cross-cultural dynamic competences</i>      | <i>RSL</i>     | <i>0.6226–0.8671</i> | <i>0.5230</i> | <i>0.9100</i> | <i>0.8856</i>                         |
|                                                | <i>GSE</i>     | <i>0.6744–0.8932</i> | <i>0.6581</i> | <i>0.9192</i> | <i>0.8935</i>                         |
|                                                | <i>NET</i>     | <i>0.6991–0.9251</i> | <i>0.7425</i> | <i>0.9522</i> | <i>0.9395</i>                         |
| <i>Cross-cultural adjustment</i>               | <i>IMC</i>     | <i>0.7087–0.8711</i> | <i>0.6177</i> | <i>0.9415</i> | <i>0.9307</i>                         |
|                                                | <i>EAD</i>     | <i>0.8463–0.9236</i> | <i>0.7900</i> | <i>0.9677</i> | <i>0.9617</i>                         |
|                                                | <i>PHA</i>     | <i>0.6640–0.9111</i> | <i>0.6765</i> | <i>0.9491</i> | <i>0.9390</i>                         |
| <i>Expatriate effectiveness</i>                | <i>IWB</i>     | <i>0.8635–0.8766</i> | <i>0.7702</i> | <i>0.9306</i> | <i>0.9005</i>                         |
|                                                | <i>PRF</i>     | <i>0.6927–0.8556</i> | <i>0.6134</i> | <i>0.9046</i> | <i>0.8746</i>                         |
|                                                | <i>JST</i>     | <i>0.6571–0.8796</i> | <i>0.6231</i> | <i>0.9078</i> | <i>0.8776</i>                         |
| <i>Expatriate intelligence</i>                 |                | <i>0.6171–0.8799</i> | <i>0.6284</i> | <i>0.9799</i> | <i>0.9786</i>                         |
| <i>Cultural adaptability</i>                   |                | <i>0.8508–0.9241</i> | <i>0.8169</i> | <i>0.9469</i> | <i>0.9249</i>                         |
| <i>Perceived assignment value</i>              |                | <i>0.8178–0.9405</i> | <i>0.8260</i> | <i>0.9660</i> | <i>0.9574</i>                         |
| <i>Perceived organizational support</i>        |                | <i>0.8588–0.9021</i> | <i>0.7701</i> | <i>0.9591</i> | <i>0.9502</i>                         |

The outer loadings exceeding 0.6 indicate that the questionnaire items have a strong association with their respective constructs, suggesting satisfactory convergent validity. Additionally, the AVE values exceeding 0.5 signify that the variance captured by the items is greater than the error variance, indicating acceptable convergent validity.

Moreover, the CR values exceeding 0.7 indicate high internal consistency reliability for each construct, implying that the items measure the same underlying construct reliably. Similarly, the Cronbach's alpha values exceeding 0.7 further support the internal consistency of the constructs.

The average variances extracted (AVEs) of the constructs varied between 0.5230 and 0.8260, all of which surpass the required benchmark of 0.5. This indicates that the research constructs have excellent reliability and convergent validity. The Cronbach's alpha coefficients ranged from 0.739 to 0.978, meeting the criterion of 0.7 and confirming the internal consistency of the measurement items. The coefficients of correlation (CR) ranged from 0.864 to 0.986, surpassing the threshold of 0.6. This indicates that the shared variance among the various indicators is strong and reliable. Considering the information provided, the study model's dependability and convergent validity were considered suitable for assessment.

The results suggest that the questionnaire items demonstrate a high degree of internal consistency and reliability. Therefore, the factors derived from these items are deemed suitable for further analysis, providing a solid foundation for the subsequent stages of the research.

### The Test of Common Method Variance

Common method variance (CMV) is defined by Teo (2011) as when two variables' variances overlap due to the measurement method rather than the real relationship between them. An overestimation of the observed correlations, which might result in false support for the hypotheses, is one potential outcome of CMV, as pointed up by Campbell and Fiske in their 1959 study.

Podsakoff et al. (2003) used a principal component analysis on all variables and a Harmon one-factor test to analysis the CMV problem. The explained variance of the one-factor test was 43.12%, and the rotated solution was less than 50%. As an additional measure of discriminant validity, the researchers compared the Pearson correlations between the components to the square root of the average variance extracted (AVE). Table 3 shows that for every construct, the average estimated values (AVE) are greater than the square correlation estimates for that construct. After conducting additional empirical testing, it was found that CMV was not an issue.

**Table 3: Correlations among the research constructs**

|      | IM2   | EP2   | CCA2  | IM1   | EP1   | EP3   | IP2   | CCA3  | IM3   | CCA1  | WRD1  |
|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| IM2  | 1.000 |       |       |       |       |       |       |       |       |       |       |
| EP2  | 0.734 | 1.000 |       |       |       |       |       |       |       |       |       |
| CCA2 | 0.662 | 0.654 | 1.000 |       |       |       |       |       |       |       |       |
| IM1  | 0.857 | 0.756 |       | 1.000 |       |       |       |       |       |       |       |
| EP1  | 0.806 | 0.796 |       | 0.782 | 1.000 |       |       |       |       |       |       |
| EP3  |       |       |       |       |       | 1.000 |       |       |       |       |       |
| IP2  |       |       |       |       |       |       | 1.000 |       |       |       |       |
| CCA3 |       |       |       |       |       |       |       | 1.000 |       |       |       |
| IM3  |       |       |       |       |       |       |       |       | 1.000 |       |       |
| CCA1 |       |       |       |       |       |       |       |       |       | 1.000 |       |
| WRD1 |       |       |       |       |       |       |       |       |       |       | 1.000 |

|      |       |       |       |       |       |       |       |       |       |       |
|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| IM3  |       |       | 0.756 |       |       |       |       | 0.806 |       |       |
|      | 0.856 | 0.736 |       | 0.863 | 0.873 | 0.802 | 0.824 |       | 1.000 |       |
| CCA1 |       |       | 0.635 |       |       |       |       | 0.465 |       | 1.000 |
|      | 0.425 | 0.445 |       | 0.535 | 0.465 | 0.485 | 0.575 |       | 0.575 |       |
|      | -     | -     | -     | -     | -     | -     | -     | -     | -     | 1.000 |
| WRD1 | 0.746 | 0.736 | 0.726 | 0.786 | 0.786 | 0.776 | 0.994 | 0.776 | 0.836 | 0.566 |

\* Notes: IM: Intercultural Mobility; EP: Expatriate Performance; CCA: Cross-cultural Adaptation; IP2: Intercultural Proficiency; WRD: Work Role Dynamics.

### Hypotheses Testing

The provided data showcases the outcomes of a hypothesis test scrutinizing the influence of cross-cultural (Multicultural competences) on dynamic competences and adjustment, with a sizable sample size (N) of 238. Each hypothesis (H) is associated with a specific path, including both the standardized estimate ( $\beta$  value) and t-value, enabling a comprehensive assessment of the significance and magnitude of the relationships. Additionally, the construct R<sup>2</sup> values furnish insights into the proportion of variance explained by each construct in the model, while a measure of goodness-of-fit (GoF) provides an overall evaluation of the model's appropriateness.

The model is suitable and has a high level of predicted accuracy. The outcomes of the hypotheses testing are displayed in Tables 4 to 6.

**Table 4: The influence of cross-cultural (Multicultural competences) on dynamic competences and adjustment**

| Hypothesis | Path                                                                                                  | Standardized estimate | t-value |
|------------|-------------------------------------------------------------------------------------------------------|-----------------------|---------|
| H-1        | Intercultural Proficiency (Multicultural Competence) $\square$ relational skills                      | 0.561***              | 11.510  |
| H-3        | Intercultural Proficiency (Multicultural Competence) $\square$ general self-efficacy                  | 0.240***              | 3.825   |
| H-5        | Intercultural Proficiency (Multicultural Competence) $\square$ non-ethnocentrism                      | 0.770***              | 29.500  |
| H-7        | Intercultural Proficiency (Multicultural Competence) $\square$ identification with mainstream culture | 0.770***              | 27.200  |
| H-9        | Intercultural Proficiency (Multicultural Competence) $\square$ expatriate adjustment                  | -0.046                | 0.860   |
| H-11       | Intercultural Proficiency (Multicultural Competence) $\square$ PHATE                                  | 0.825***              | 44.750  |
| H-13       | Relational skill $\square$ Generalized self-efficacy                                                  | 0.355***              | 6.950   |
| H-14       | Non-ethnocentric $\square$ Generalized self-efficacy                                                  | 0.355***              | 6.470   |
| H-15       | Identification with mainstream culture $\square$ expatriate adjustment                                | 0.520***              | 7.300   |
| H-16       | PHATE $\square$ expatriate adjustment                                                                 | 0.435***              | 6.300   |
|            | N=238                                                                                                 |                       |         |

### Construct R<sup>2</sup> values

|                                      |       |
|--------------------------------------|-------|
| Relational skill                     | 0.312 |
| Generalized self-efficacy            | 0.626 |
| Non-ethnocentric                     | 0.581 |
| Identification of mainstream culture | 0.586 |
| Expatriate adjustment                | 0.771 |

Perceived host attitude toward expatriate

0.677

GoF = 0.432

Note: \*\*\* $p < 0.001$ .

The results mentioned in table-4 unveil several significant relationships between Intercultural Proficiency (Multicultural Competence) and various outcome variables. Specifically, Hypotheses H-1, H-3, H-5, H-7, and H-11 underscore robust positive associations between Intercultural Proficiency and relational skills, general self-efficacy, non-ethnocentrism, identification with mainstream culture, and perceived host attitude toward expatriate (PHATE), respectively. These associations are corroborated by substantial  $\beta$  values and t-values, ranging from 0.561 to 0.825 and 11.510 to 44.750, respectively, all surpassing the critical threshold ( $p < 0.001$ ), thus indicating high statistical significance.

Furthermore, Hypotheses H-13 and H-14 shed light on the relationship between relational skills, non-ethnocentrism, and generalized self-efficacy, revealing significant positive associations with  $\beta$  values of 0.355 and t-values of 6.950 and 6.470, respectively. Additionally, Hypotheses H-15 and H-16 highlight the impact of identification with mainstream culture and PHATE on expatriate adjustment, showcasing significant positive associations with  $\beta$  values of 0.520 and 0.435, respectively, and t-values of 7.300 and 6.300.

The construct  $R^2$  values offer additional insights into the proportion of variance explained by each construct in the model. Notably, expatriate adjustment demonstrates the highest  $R^2$  value of 0.771, suggesting that the model accounts for approximately 77.1% of the variance in expatriate adjustment. This signifies that the included constructs collectively contribute substantially to understanding expatriate adjustment within the context of cross-cultural interactions.

Moreover, the goodness-of-fit (GoF) measure, with a value of 0.432, implies that the overall model adequately fits the data. This indicates that the specified model provides a reasonable representation of the relationships between the examined constructs and outcome variables, affirming the model's validity and suitability for further analysis and interpretation.

The findings of the hypothesis test underscore the significance of considering cross-cultural competences in elucidating and fostering successful expatriate adjustment and intercultural effectiveness within multinational settings. The detailed examination of the  $\beta$  values and t-values enhances our understanding of the magnitude and statistical significance of the relationships between the constructs, providing valuable insights for theory and practice in the field of cross-cultural management and international business.

**Table 5: The influence of work role demand on dynamic competences and adjustment**

| Hyp. | Path                                                             | Standardized estimate | t-value |
|------|------------------------------------------------------------------|-----------------------|---------|
| H2   | Work Role Demand $\square$ relational skills                     | -0.561***             | 12.530  |
| H4   | Work Role Demand $\square$ generalized self-efficacy             | -0.706***             | 23.692  |
| H6   | Work Role Demand $\square$ non-ethnocentric                      | -0.762***             | 29.021  |
| H8   | Work Role Demands $\square$ identifying with mainstream cultures | -0.773***             | 28.600  |
| H10  | Work role demands $\square$ expatriate adjustment                | -0.711***             | 21.516  |
| H12  | Work role demands $\square$ PHATE                                | -0.827***             | 48.121  |

#### Construct $R^2$ values

|                                           |       |
|-------------------------------------------|-------|
| Relational skills                         | 0.314 |
| General self-efficacy                     | 0.499 |
| Non-ethnocentrism                         | 0.580 |
| Identification with mainstream culture    | 0.600 |
| Expatriate adjustment                     | 0.505 |
| Perceived host attitude toward expatriate | 0.683 |

$$\text{GoF} = 0.384$$

Note: \*\*\* $p < 0.001$ .

Table-5 presents a comprehensive analysis of the influence of work role demand on dynamic competences and adjustment, based on a sample size (N) of 238. Each hypothesis (H) is associated with a specific path, indicating the standardized estimate and t-value, which enables a detailed examination of the significance and strength of the relationships. Additionally, the construct R<sup>2</sup> values offer insights into the proportion of variance explained by each construct in the model, while a measure of goodness-of-fit (GoF) provides an overall evaluation of the model's adequacy.

The results demonstrate substantial negative relationships between Work Role Demand and various dynamic competences and adjustment factors. Hypotheses H2, H4, H6, H8, H10, and H12 all highlight negative associations between Work Role Demand and relational skills, generalized self-efficacy, non-ethnocentrism, identification with mainstream culture, expatriate adjustment, and perceived host attitude toward expatriate (PHATE), respectively. These associations are evidenced by notable standardized estimates ( $\beta$  values) and t-values, ranging from -0.561 to -0.827 and 12.530 to 48.121, respectively, all surpassing the critical threshold ( $p < 0.001$ ), indicating high statistical significance.

Furthermore, the construct R<sup>2</sup> values offer additional insights into the proportion of variance explained by each construct in the model. Notably, expatriate adjustment and perceived host attitude toward expatriate demonstrate the highest R<sup>2</sup> values of 0.505 and 0.683, respectively, suggesting that the model accounts for approximately 50.5% and 68.3% of the variance in these factors. This signifies that the included constructs collectively contribute significantly to understanding expatriate adjustment and perceived host attitude toward expatriate within the context of work role demand.

The goodness-of-fit (GoF) measure, with a value of 0.384, suggests that the overall model adequately fits the data. Although the GoF value is slightly lower compared to previous models, it still indicates a reasonable fit, affirming the validity and suitability of the model for further analysis and interpretation.

**Table 6: The outcomes of cross-cultural dynamic competences and adjustment**

| Hyp.                           | Path                                                                           | Standardized estimate | t-value |
|--------------------------------|--------------------------------------------------------------------------------|-----------------------|---------|
| H17                            | Cross-cultural Adaptation Competence<br>□ cross-cultural adjustment            | 0.845***              | 135.95  |
| H19                            | Cross-cultural Adaptation Competence<br>□ innovative work behavior             | 0.064**               | 2.738   |
| H20                            | Cross-cultural Adaptation Competence<br>□ <i>Expatriate Adaptability</i>       | 0.244***              | 9.807   |
| H21                            | Cross-cultural Adaptation Competence<br>□ <i>Expatriate Adaptability</i>       | 0.443***              | 23.958  |
| H22                            | Cross-cultural Adaptation Competence<br>□ □ innovative work behavior           | 0.776***              | 34.023  |
| H23                            | Cross-cultural Adaptation Competence<br>□ <i>Expatriate Adaptability</i>       | 0.166***              | 7.134   |
| H25                            | Cross-cultural Adaptation Competence<br>□ □ □ □ <i>Expatriate Adaptability</i> | 0.383***              | 21.017  |
| H26                            | Expatriate satisfaction □ <i>Expatriate Adaptability</i>                       | 0.077***              | 19.103  |
|                                | Innovative work behavior □ <i>Expatriate Adaptability</i>                      | 0.421***              | 4.261   |
| Construct R <sup>2</sup> value |                                                                                |                       |         |
| Cross-cultural Adaptation      |                                                                                | 0.729                 |         |

|                                |       |  |
|--------------------------------|-------|--|
| Innovative work behavior       | 0.731 |  |
| <i>Expatriate Adaptability</i> | 0.719 |  |
| Expatriate satisfaction        | 0.662 |  |
| GoF = 0.501                    |       |  |

Note: \*\*\* $p < 0.001$ .

Hypotheses H17, H19, H20, H21, H22, H23, and H25 demonstrate substantial positive associations between Cross-cultural Adaptation Competence and cross-cultural adjustment, innovative work behavior, and Expatriate Adaptability. These associations are supported by high standardized estimates ( $\beta$  values) and t-values, ranging from 0.064 to 0.845 and 2.738 to 135.95, respectively, all exceeding the critical threshold ( $p < 0.001$ ), indicating high statistical significance.

Furthermore, the construct R2 values offer additional insights into the proportion of variance explained by each construct in the model. Notably, Cross-cultural Adaptation, Innovative work behavior, Expatriate Adaptability, and Expatriate satisfaction demonstrate high R2 values of 0.729, 0.731, 0.719, and 0.662, respectively, suggesting that the model accounts for a substantial proportion of the variance in these factors. This implies that the included constructs collectively contribute significantly to understanding cross-cultural adaptation, innovative behavior, and expatriate adaptability and satisfaction within the context of cross-cultural dynamic competences.

The goodness-of-fit (GoF) measure, with a value of 0.501, indicates that the overall model adequately fits the data. This suggests that the specified model provides a reasonable representation of the relationships between the examined constructs and outcome variables, affirming the model's validity and suitability for further analysis and interpretation. R2 value greater than 0.1 is considered statistically significant for all dependent constructs (Falk and Miller, 1992). Also, the model has a significant effect size for R2 (0.51) according to Vinzi et al. (2010), which means that its goodness-of-fit (GoF) is also high.

The findings of the hypothesis test underscore the substantial positive impact of Cross-cultural Adaptation Competence on various dynamic competences and adjustment factors within multinational settings. The detailed examination of the standardized estimates and t-values enhances our understanding of the magnitude and statistical significance of these relationships, providing valuable insights for theory and practice in the realm of cross-cultural management and international business.

### ***Hypotheses Testing for Moderating Effects***

Four moderating variables were used in this study to influence the interrelationships of the variables. Moderating variables that increased the effect of MPQ on adjustment and dynamic skills and decreased the effect of WRD on these outcomes were found to be expatriate intelligence and cultural adaptability. Expats' innovative work behavior, performance, and job satisfaction—among other things—were expected to be positively impacted by dynamic competences and adaptability, as were their perceptions of the value of their assignments and the organization's support for them.

### ***The Moderating Effects of Expatriate Intelligence***

Respondents were grouped into four categories according to each independent and moderator variable using the K-means approach. Each of the two independent variables, Cross-Cultural Static Competence (MPQ) and Work-Role Demands (WRD), needed to be clustered into four groups in order to make room for the moderator variable. As a result, the participants were divided into four categories:

1. Intelligence and High MPQ
2. Low Intelligence with High MPQ
3. Intelligence and Low MPQ
4. Intelligence with a Low MPQ

The mean values of the dependent variables were compared across these groups using ANOVA testing. Important discoveries were made by the results. Respondents who scored higher on the expatriate intelligence test showed significant improvements in cross-cultural dynamic competencies ( $F = 75.852, p < 0.001$ ) and cross-cultural adjustment ( $F = 141.926, p < 0.001$ ) when the MPQ was high. This data reveals that the impact of MPQ on adjustment and cross-cultural dynamic competencies is amplified by expatriate intelligence. Furthermore, according on WRD and IQ, participants were divided into four categories:

1. Low WRD/high IQ
2. Intelligence and WRD are low.
3. Low Intelligence with High WRD
4. Excellent WRD/Intelligence

It was found that the detrimental effect of job demands on cross-cultural dynamic competencies ( $F = 70.184, p < 0.001$ ) and cross-cultural adjustment ( $F = 132.098, p < 0.001$ ) was more noticeable when intelligence was high. Thus, the results corroborate hypotheses H-24a and H-24b, which postulate that the link between MPQ and cross-cultural outcomes is amplified by expatriate intelligence. But our investigation did not lend credence to hypotheses H-24c and H-24d.

### ***The Moderating Effects of Cultural Adaptability***

Respondents were grouped into four categories according to each independent and moderator variable using the K-means approach. Each of the two independent variables, Cross-Cultural Static Competence (MPQ) and Work-Role Demands (WRD), needed to be clustered into four groups in order to make room for the moderator variable. As a result of the MPQ and Cultural Adaptability (CAD) tests, the participants were divided into four categories:

1. High MPQ/CAD
2. Low CAD/High MPQ
3. Minimal MPQ and CAD
4. CAD has a low MPQ.

The mean values of the dependent variables were compared across these groups using ANOVA testing. Important discoveries were made by the results. Expatriate cultural adaptability and cross-cultural dynamic competencies were both enhanced when MPQ was high ( $F = 63.022, p < 0.001$ ) and  $86.349, p < 0.001$ , respectively, in respondents with greater levels of cultural adaptability. Adaptability to other cultures seems to amplify the effect of MPQ on adjustment and cross-cultural dynamic abilities. In addition, the degrees of WRD and CAD were used to divide the respondents into four categories:

1. A CAD with a low WRD
2. Great WRD/Minimal CAD
3. Strong WRD/CAD
4. Minimal WRD/CAD

The findings showed that the more culturally adaptable an expat was, the more noticeable the detrimental effect of job demands on cross-cultural dynamic competencies ( $F = 56.241, p < 0.000$ ) and cross-cultural adjustment ( $F = 76.189, p < 0.001$ ). That cultural adaptability enhances the link between MPQ and cross-cultural outcomes is suggested by the support of hypotheses H25a and H25b. This investigation did not provide evidence for H25c and H25d, though.

### ***The Moderating Effects of Perceived Assignment Value***

Based on each independent and moderator variable, the study used the K-means approach to cluster respondents into four groups. We clustered four groups per variable—Cross-Cultural Adjustment (adjustment) and Cross-Cultural Dynamic Competences (dynamic)—to account for the moderator variable. As a result, according to dynamic and Perceived Assignment Value (PAV), the participants were divided into four categories:

1. Powerful and dynamic
2. Low PAV with high dynamic range
3. Diminutive dynamic and PAV
4. Great PAV with low dynamic

The means of the dependent variables were compared using ANOVA testing. Respondents who had a greater perception of the worth of their expatriate assignment were more likely to demonstrate high levels of expatriate effectiveness when cross-cultural dynamic competencies were high ( $F = 82.094, p < 0.000$ ). This provides more evidence that the impact of cross-cultural dynamic competencies on expatriate success is amplified by how valuable the assignment is considered. Also, according to their levels of adjustment and PAV, respondents were divided into four categories:

1. Excellent adjustability and high PAV
2. Minimal primary adjustment volume
3. Minimal modification and PAV
4. Low tweaking/High PAV

Respondents who rated their assignment value higher were more likely to show high levels of expatriate effectiveness when cross-cultural adjustment was strong ( $F = 107.169, p < 0.000$ ). Consequently, the results corroborate hypotheses H26a and H26b, which state that the association between expatriate effectiveness and cross-cultural dynamic competencies and cross-cultural adjustment, respectively, is strengthened by perceived assignment value.

### ***The Moderating Effects of Perceived Organizational Support***

Based on each independent and moderator variable, the study used the K-means approach to cluster respondents into four groups. We clustered four groups per variable—Cross-Cultural Adjustment (adjustment) and Cross-Cultural Dynamic Competences (dynamic)—to account for the moderator variable. As a result, according on both dynamic and POS, respondents were divided into four categories:

1. Extremely lively and POS
2. Low POS with high dynamic
3. Minimum POS/Low Dynamic
4. Low dynamic/high point-of-sale

The means of the dependent variables were compared using ANOVA testing. Higher levels of expatriate effectiveness were observed in respondents with higher perceptions of organizational support for their work abroad ( $F = 75.730, p < 0.000$ ) when cross-cultural dynamic competencies were high. This provides more evidence that the impact of cross-cultural dynamic competencies on expatriate performance is amplified by perceived organizational support. Furthermore, according to the respondents' degrees of adjustment and POS, four groups were formed:

1. A high level of adjustability and POS
2. Adjustment with a minimum of POS
3. Minimal adjustment/POS
4. A high POS with little adjusting

The results showed that when there was a high level of cross-cultural adjustment, expatriate effectiveness was higher among respondents who reported higher levels of perceived organizational support ( $F = 104.805, p < 0.000$ ). Hence, the results corroborate hypotheses H27a and H27b, which state that the association between expatriate effectiveness and cross-cultural dynamic competencies and cross-cultural adjustment, respectively, is strengthened by perceived organizational support.

## Discussion and Conclusions

The descriptive analysis of the respondents' demographic characteristics sheds light on the composition of the sample population, offering valuable insights into various socio-demographic factors. Notably, the data reveals a significant gender disparity, with female respondents comprising the majority of the sample population. Furthermore, the age distribution highlights a predominance of younger individuals, primarily within the 26–35 age range. This skew towards younger age cohorts underscores the need for considering generational differences in the study's findings and implications.

In terms of educational attainment, the majority of respondents hold bachelor's degrees, indicating a high level of educational achievement within the sample. Moreover, a substantial proportion of respondents have attained master's degrees, reflecting the presence of individuals with advanced education levels. This educational diversity within the sample underscores the importance of considering varying levels of expertise and knowledge in interpreting the study's results accurately.

Regarding working experience, the data reveals a predominant presence of individuals in the early stages of their careers, with the majority reporting less than five years of experience. However, there is a relatively balanced distribution across different categories of working experience, suggesting a diverse representation of career stages within the sample. This diversity in work experience highlights the need to account for varying levels of professional expertise and tenure in analyzing the study's outcomes.

In terms of international experience, the majority of respondents report limited exposure to working abroad, with a significant proportion having less than three years of international experience. Nonetheless, there is variability in international exposure levels, indicating a range of experiences among the surveyed population. This variability underscores the importance of considering individuals' global mobility and exposure to different cultural contexts in understanding their perspectives and behaviors.

Regarding current positions, the majority of respondents hold supervisor roles, indicating a prevalence of mid-level managerial positions. However, there is representation across different hierarchical levels, suggesting a diverse distribution of managerial positions within the sample. This diversity in job roles emphasizes the need to consider varying levels of authority and responsibility in interpreting the study's findings and implications for organizational practices.

In terms of annual income, the data reflects a range of income levels within the sample, with the majority reporting relatively lower incomes. However, there is diversity in income levels, highlighting variations in financial status among respondents. This diversity underscores the importance of considering socioeconomic factors in understanding individuals' motivations and behaviors within organizational contexts.

The reliability and validity analysis of the measurement model used in the study provide robust evidence of the accuracy and consistency of the measurement instruments. Constructs related to intercultural competence, work dynamics, adaptation, mobility, and expatriate performance demonstrate strong reliability and validity metrics, indicating the effectiveness of the measurement model in capturing underlying constructs accurately. These findings enhance confidence in the study's results and facilitate meaningful interpretation and generalization of the findings.

The examination of common method variance (CMV) further strengthens the study's methodological rigor by addressing potential biases arising from shared method variance. The analysis reveals no significant issues of CMV, suggesting that the observed relationships between variables are genuine and not inflated by measurement artifacts. This finding enhances the credibility of the study's results and lends further support to the validity of the measurement model employed.

The hypothesis testing provides valuable insights into the relationships between cross-cultural competences, dynamic competences, and adjustment within multinational settings. The significant positive associations observed between various constructs highlight the importance of cross-cultural competences in fostering effective expatriate adjustment

and intercultural effectiveness. Moreover, the moderation effects of variables such as expatriate intelligence, cultural adaptability, perceived assignment value, and organizational support underscore the complexity of cross-cultural interactions and the multifaceted nature of expatriate success.

The study contributes to the existing literature by providing comprehensive insights into the factors influencing expatriate adjustment and performance within multinational contexts. The detailed analysis of demographic characteristics, reliability and validity metrics, and hypothesis testing outcomes enriches our understanding of cross-cultural management and international business practices. The findings have practical implications for organizations seeking to enhance expatriate effectiveness and optimize cross-cultural interactions in diverse work environments.

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