

**UNIVERSITI TEKNOLOGI MARA**

**PREDICTORS INFLUENCING  
EXPATRIATES' JOB  
PERFORMANCE IN MNCS AT  
MALAYSIA: HOST COUNTRY CO-  
WORKERS' CITIZENSHIP  
BEHAVIOUR AS A MODERATOR**

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Thesis submitted in fulfilment of  
the requirements for the degree of  
**Doctor of Philosophy**  
**(Human Resource Management)**

**Faculty of Business and Management**

**June 2019**

## ABSTRACT

Due to today's international business environment challenges, international assignments remain a crucial aspect among multinational corporations (MNCs) as their global strategy. Along with the expatriation practices, the issue of expatriates' job performance remains as a central concern among human resource professional, scholars and practitioners in expatriate research area. Generally, once expatriates could adapt and adjust themselves with host country cultures, norms and values, their job performance also would increase. Several predictors such as family-spouse adjustment perceived organizational support, emotional stability and cultural empathy might influence this relationship. This study also examines the role of host country co-workers' citizenship behaviour as a moderator on the relationship between expatriate adjustment and expatriate job performance. This study adopts a quantitative approach and based on sample of 139 expatriates residing and working at multinational corporations (MNCs) in Malaysia, the findings reveal that the success of expatriate job performance does not entirely rest on their ability but also from the assistance and courteous behaviour from their host country co-workers. Thus, it was found that the host country co-workers' citizenship behaviour significantly moderates work adjustment and task performance; and interaction adjustment and contextual performance. Furthermore, the results also show that family-spouse adjustment significantly affects all dimension of expatriate adjustment, and contextual job performance. Further, all dimensions of expatriate adjustment mediates the relationship between family-spouse adjustment and expatriate contextual job performance. On the other hand, perceived organizational support significantly influences general adjustment and work adjustment. While, emotional stability significantly influences interaction adjustment. The present study also found that general adjustment and interaction adjustment have significant relationship with task performance. While, interaction and work adjustment have significant relationship with contextual performance. Therefore, the findings of this study would expand the body of knowledge in expatriate research area especially in international human resource management, expatriate management and cross-cultural management. Furthermore, this study is relevant to human resource development professionals, multinational organizations and expatriating firms in making rational decisions in managing international expatriation to ensure the success of international assignments among their expatriates.

## ACKNOWLEDGEMENTS

Firstly, alhamdulillah. I am very grateful to Allah SWT for blessing me with this opportunity and chance to undertake this doctoral program. I am also deeply thankful to Him for being the greatest source of strength and solace, especially during my occasional misgivings, throughout this journey.

My thesis was completed with the help and support of several individuals. First, my utmost appreciation goes to my main supervisor, Professor Dr. Zaini Abdullah for accepting and allowing me to become his doctoral student in October 2014. His critical insights, professional guidance, constructive feedbacks and comments always put me in the right path to complete this journey. I am also feel thankful to my second supervisor, Associate Professor Dr. Abdul Kadir Othman for always being approachable and generous with his time. His enlightening thoughts and cheerful encouragement have helped me with the thesis writings in numerous ways. I am so indebted to him for all the knowledge that was shared with me. A part from that, my gratitude also goes to all my friends and colleagues for their friendship and moral support throughout my doctoral journey.

My next appreciation goes to the Assistant Director of MIDA Selangor and Kuala Lumpur, because provide me with the relevant information during the first phase of the study. Many thanks go to all of the related parties and agencies, whether involve directly or indirectly in this journey.

Last but definitely not least, I would like to express tremendous gratitude to my loving family for keep supporting and encouraging me mentally and physically to fulfil my true potential. My very special appreciation goes to my mother, Mdm. Siti Ra'ani bt Dahan and my father, Mr. Zakariya bin Daut for their unconditional love and prayers. I am also grateful beyond words to my dearly loved daughters and son, Anis Ilyana Mohamad Raffis, M. Adam Raiyan Mohamad Raffis and Zarra Humaira Mohamad Raffis for their love, care, understanding, and a whole lot more. May ALLAH SWT bless all of your kindness.

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Research Background

In today's era of globalization, multinational corporations (MNCs) tend to expand their international businesses and operations in the host countries to gain advantage and remain competitive in the industry worldwide. These organizations generally implement internationalization practices by hiring and sending their employees or expatriates to the host countries. Several definitions of expatriates can be seen in the literature such as employees who are recruited to provide a service in a country, which is not the country of residence, normally at least three years (Trompetter, Bussin, & Nienaber, 2016). Besides, Abdullah and Jin (2011) stated that expatriates are those who are working overseas, based on a particular time to complete a specific task. Generally, expatriate would help organizations to set up the international operations, train host country nationals (HCNs), and play a vital role in MNC's global international strategy (Varma, Pichler & Budhwar, 2011).

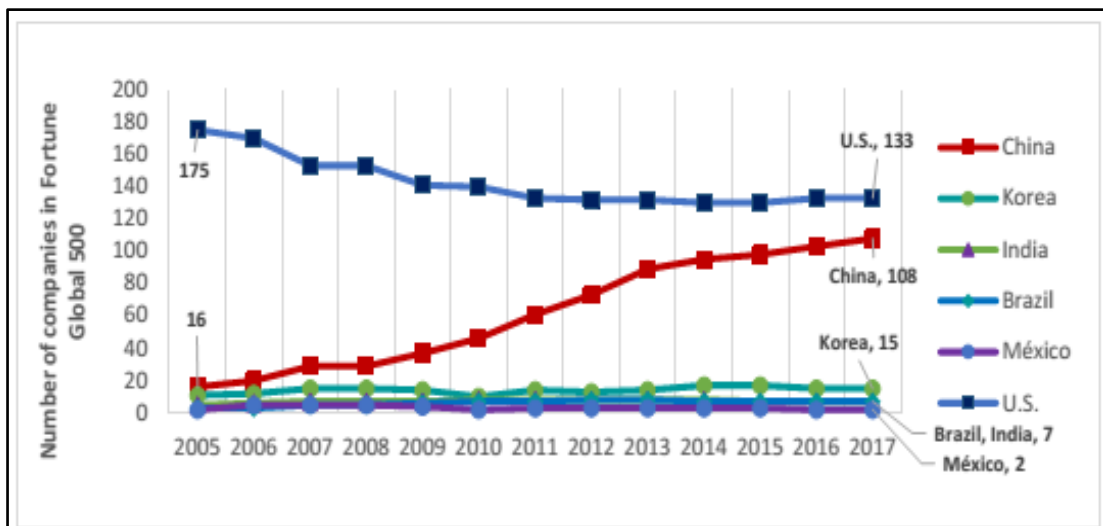


Figure 1.1 Growth of Representation in the Fortune Global 500 (2005-2017)  
Source: Casanova and Miroux (2017)