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Determinants of the foreign professionals' performance in Taiwan

在臺灣專業外籍人士之績效表現決定要素

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Abstract

To find a job for a foreigner in Taiwan isn't easy, and to be successful at work is the most difficult for everyone. And I'm not the exception, that's why we think "Determinants of the foreign professionals' performance in Taiwan" is contemporary theme. It is worthy to analyze what are the criteria of the good job performance for the Taiwanese. This thesis investigates the reasons of the successful foreigners' job performance in Taiwan. Therefore we obtained interview with some successful people to examine the phenomena: *Kseniya Mardaeva* (GIGABYTE), *Erenzhen Kornusov* (P. Mauriat/Albest Musical Instruments), *James Davidson Michael* (the project Taipei Taoyuan International Airport Link), *Mike Maydana* (the Liankuann Enterprises Co.Ltd.), *Ricardo N. Cuevas Villalobos* (Polylight Electronics Co., Ltd.). In this research we intend to study determinants of foreign professionals' performance: how to achieve success in work in Taiwan, how to adopt yourself in Taiwan, how to build productive and intensive relationship with the supervisor. These are the major problems of this study. In order to expose these problems we have taken following steps: establishing research goal, establishing research questions, previous studies overview, defining sample universe, marking out representative sample, organize interview, analyze the data and interpreting the results.

The analysis of foreigner's performance will explore deeper understanding of achieving efficiency at the working place. Moreover it will also help people willing to stay in Taiwan to improve their individual characteristics, to get benefits from their strengths and to turn their weaknesses into strengths.

There are three problem statements we are focusing on. The first one is the need to adjust our behavior to new cultural environments in order to reduce job uncertainty, because the greater the cultural sensitivity of the foreigner is the greater is his job performance. We got complete answer: it's necessary to learn Chinese language, change yourself to the local culinary habits, dress yourself like a local and respect their customs, be prepared for the changes, respect the local law.

The second one is creating productive relationship with the supervisors. Our foreign professionals suggest the following: show respect, don't be afraid of your boss, don't try to hide problems, maintain your boundaries, be positive, demonstrate initiative, embrace your strengths,

make a plan, don't harbor resentments, don't personalize the impersonal, accept responsibility for your own behavior.

The next determinant of successful performance is: how well performance is evaluated, how well feedback is provided and how well performance improvement achieved has also strong impact on the foreign professionals' performance in Taiwan.

Key words:

Job performance, job satisfaction, overseas adaptation, cultural training



Chapter I. Introduction

Most people are happier when they can be successful at work. Job success comes in many forms, for example, achieving performance goals, getting a promotion or serving customers better. It is very important to achieve a success in work, because it will build your self-esteem, make you feel good about your place in the world and help you to earn as much money as you can in your given occupation. If you have the dedication, there is no question that you can to become the best at whatever you do in Taiwan.

This research encompasses interview of successful foreigners in Taiwan. Living and working in any foreign country opens you up to an entirely new way of living. All those customs and habits we have in our home countries are just that, habits. The rest of the world doesn't necessarily live and work the way your society does. It is not better or worse, it is just different. So it is worthy to analyze what are the criteria of the good job performance for the Taiwanese.

Foreigners personnel interviewed are all stationed in Taiwan. Based on the different nature of their mission, they are expected to accomplish different tasks and their performance is likely to be evaluated according to the parameters of their assignment. The performance appraisal system influences the behavior and performance of individuals (McGregor, 1972), which is important for the organization's development of future human resources, and can help employees grow and develop the competencies needed now and in the future (Beer, 1997). It follows that foreigners performance appraisal should be tailored according to the nature of their mission. In the following paragraphs, we report our research methodology and review relevant literature concerning each aspect in PM (performance management), including goal settings, performance appraisal, training and development, and performance-related pay.

1.1. Research Motives

Every year there are a lot of foreigners coming to Taiwan. After at least one year most of them want to stay in Taiwan, find a job and be successful at work. But why they would like to live in Taiwan and don't want to go back to their countries? Our interviewees answered this question in the following way:

The first reason is: the living standards are higher than in the most of countries. And finding a job for a foreigner is not easy and the leaving costs increase constantly, the taxes and social

security contributions are quite high. Living in Taiwan is definitively not easy, but we notice...even if life is not easy, Taiwanese people still can smile...

The second reason is: the life of foreigner has some specialties and this look (blond hair and blue-green eyes) distinguishes him from most other people. When they enter a store, a restaurant etc. they always get the full attention of all people around...which basically is not a bad thing, but sometimes the reaction of Taiwanese people is just too extreme. However, we think that the attitude of Taiwanese people towards foreigners is mostly nice, open and generous. Furthermore we think that Taiwanese people really esteem the abilities of foreigners, most obvious of course their Chinese abilities. Although we sometimes think that people in Taiwan esteem the Chinese abilities of foreigners (I just say "hello" to them and they immediately respond with "hey, your Chinese is really good!"), we quite often take the chance to talk Chinese with them, not caring about that they basically want to talk to us in English. After our conversation many will say "Your Chinese is really good!" once again, but this time it wouldn't just sound like being polite, but rather sound like real esteem.

The third reason is: most of the foreigners like to experience the life and the culture in a foreign country. For westerners Taiwan is very special and interesting, because Taiwan seems to combine the characteristics of the Taiwanese, Chinese and western culture...not to mention the Japanese influence.

One of my friends said to me "If I was considering about going back home right now, I could hardly keep my optimistic attitude on life like I have in Taiwan." And this is the most important reason why a lot of foreigners would like to stay in Taiwan and to find work besides the teaching industry.

A finding a job for a foreigner in Taiwan isn't that easy, but the most difficult is to be successful at work. This thesis investigates the reasons of the successful foreigners' job performance in Taiwan. Therefore we obtained interview with some successful people to examine the phenomena.

1.2. Research Background.

Foreigners' management has attracted much attention in the field of International Human Resource Management (IHRM). Foreign employees are also among the most expensive

personnel in any organization operating internationally (Dowling et al.,1999). Foreigners' management involves issues and problems that go beyond those of most other types of employees. Yet our understanding of these workers and their management is notably less than that of other employees. Indeed, foreigners are often far from being the best-managed employees (Dowling et al, 1999; Tung, 1998).

In this study we conducted interviews with foreign employees of five companies in Taiwan. These companies are:

GIGABYTE is market leader in the technology industry, was founded in 1986, establishing uncontestated position in continuous technological innovation. By focusing on key technologies and achieving strict quality standards, GIGABYTE has been regarded as an innovative and trusted motherboard leader in the globe. To keep pace in a rapidly changing world, they have offered a comprehensive product line covering Graphics Cards, PC Components, PC Peripherals, Laptops, Slate Devices, Desktop PCs, Network Communications, Servers and Mobile Phones. They dedicate to building up a full-range digital life, responding promptly and sonorously to consumer desires and needs. A solid set of technical and professionals skills combined with the ability to adapt to new challenges is a definite plus.

P. Mauriat/Albest Musical Instruments, the manufacturer of woodwind and brassmusical instruments, top 10 International brand in saxophones and trumpets industry, top 4 international brand in saxophones industry.P. Mauriat was created to make the Highest Quality Instruments with the Best Sound easy accessible to all music enthusiasts and players all around the world. At P. Mauriat, they set the highest standard for each of their instruments. Despite their achievements, they continue to look for new ways to improve their instruments, and that is why they listen to all comments from their endorsers, professional players and hobbyists alike.

Marubeni Transportation. The Project Taipei Taoyuan International Airport Link is a combined MRT and airport express link system. The system is approximately 52 km long with 24 stations and 2 depots. The system is to run an express links between the international airport and Taipei as well as an MRT between Taoyuan and Taipei. Project value US\$ 1 billion.

Liankuann Enterprises Co., LTD. has been established in the radiator industry since 1979'. They are a reputable world class professional manufactor with around 30-year experience in

Taiwan and worldwide exporters (Japan, Italy, Pakistan, Thailand, Malaysia, Singapore, Egypt, Jordan, Russia, Belarus, Philippines, etc). They specialize in brass radiators. They got lots quality certificate such ISO 9001 and ISO-2000. Their main products are including brass radiators, manufacturing tools and equipments. They can provide a complete line of aluminum and aluminum machine.

Polylight Electronics Co., LTD. (established in 1996) is an experienced manufacturer of electronic products -calculators, radio, clocks, currency converters, pedometers, radio controlled clocks etc. It is also a reliable partner of both OEM and ODM by combining its technical expertise and efficient manufacturing processes with its ideas. The company aims to provide quality goods and service, competitive price and flexible delivery to worldwide customers.

1.3. Research Purpose and Problem Statement.

In this research we intend to study determinants of foreign professionals' performance, how to achieve success in work in Taiwan. One of the purposes was also to obtain detailed information on EPM – Expatriate Performance Management (practices, including goal setting, performance appraisal, training and development, and performance-related pay).

With the aim of this research three problem statements were pointed:

- We all go through changes constantly, situations and new environment can be numerous, so it is needed to keep a ready answer for the question “How to adapt yourself in Taiwan”.
- In order to be successful at your working place it is important to understand how to create a positive and productive relationship with the supervisor.
- Frequent meetings between supervisor and subordinate can produce intensive interaction. It is desired to uncover the differences in the arrangements of performance raters as well as the benefits and negative factors of feedback.

1.4. Terminology Used in the Research.

Job performance is a commonly used, the branch of psychology that deals with the workplace. It's also part of Human Resources Management. It most commonly refers to whether a person

performs their job well. Despite the confusion over how it should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success. Among the most commonly accepted theories of job performance comes from the work of John P. Campbell and colleagues. Coming from a psychological perspective, Campbell describes job performance as an individual level variable. That is, performance is something a single person does.

Performance management (PM) has traditionally been used as a guide for employee performance. Over the past 20 years, PM has expanded from evaluating employee performance to more comprehensive functions such as goal setting, training, feedback and development, and motivation (Mabey and Salaman, 1995). Through effective coordination of individual objectives and corporate strategy, as well as clearer communication and appropriate incentives, PM can help companies to induce desired employee behavior and better firm performance (Tahvanainen, 2000; Jackson and Schuler, 2003).



Chapter II. Literature Review

In order to obtain the full theoretical background to my study we intend to review literature that consists of five different parts. Job performance part of literature review will focus on the key features of job performance; Campbell's eight factor model of performance and model of job performance developed by Murphy will be reviewed. Literature dealing with determinants of performance will allow to gain a deeper understanding of the three main determinants and several performance parameters as well as to help form up the framework for the research. Big five part is about dimensions of personality that are used to describe human personality. Literature dealing with goal setting will help to understand differences in goal-setting arrangements. Reviewing the literature concerning training and development focuses on the importance of the on-the-job training, and development programs.

2.1. Job Performance

Campbell defines performance as behavior. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences. In other words, there are more factors that determine outcomes than just an employee's behaviors and actions.

Campbell allows for exceptions when defining performance as behavior. For instance, he clarifies that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioral.

The difference between individual controlled action and outcomes is best conveyed through an example. On a sales job, a favorable outcome is a certain level of revenue generated through the sale of something (merchandise, some service, insurance). Revenue can be generated or not, depending on the behavior of employees. When the employee performs this sales job well, he is able to move more merchandise. However, certain factors other than employees' behavior influence revenue generated. For example, sales might slump due to economic conditions, changes in customer preferences, production bottlenecks, etc. In these conditions, employee performance can be adequate, yet sales can still be low. The first is performance and the second

is the effectiveness of that performance. These two can be decoupled because performance is not the same as effectiveness.

Another key feature of job performance is that it has to be goal relevant. Performance must be directed toward organizational goals that are relevant to the job or role. Therefore, performance does not include activities where effort is expended toward achieving peripheral goals. For example, the effort put toward the goal of getting to work in the shortest amount of time is not performance (except where it is concerned with avoiding lateness).

Despite the emphasis on defining and predicting job performance, it is not a single unified construct. There are vastly many jobs each with different performance standards. Therefore, job performance is conceptualized as a multidimensional construct consisting of more than one kind of behavior. Campbell (1990) proposed an eight factor model of performance based on factor analytic research that attempts to capture dimensions of job performance existent (to a greater or lesser extent) across all jobs.

- The first factor is task specific behaviors which include those behaviors that an individual undertakes as part of a job. They are the core substantive tasks that delineate one job from another.
- On the other hand, non-task specific behaviors, the second factor, are those behaviors which an individual is required to undertake which do not pertain only to a particular job. Returning to the sales person, an example of a task specific behavior would be showing a product to a potential customer. A non-task specific behavior of a sales person might be training new staff members.
- Written and oral communication tasks refer to activities where the incumbent is evaluated, not on the content of a message necessarily, but on the adeptness with which they deliver the communication. Employees need to make formal and informal oral and written presentations to various audiences in many different jobs in the work force.
- An individual's performance can also be assessed in terms of effort, either day to day, or when there are extraordinary circumstances. This factor reflects the degree to which people commit themselves to job tasks.

- The performance domain might also include an aspect of personal discipline. Individuals would be expected to be in good standing with the law, not abuse alcohol, etc.
- In jobs where people work closely or are highly interdependent, performance may include the degree to which a person helps out the groups and his or her colleagues. This might include acting as a good role model, coaching, giving advice or helping maintain group goals.
- Many jobs also have a supervisory or leadership component. The individual will be relied upon to undertake many of the things delineated under the previous factor and in addition will be responsible for meeting out rewards and punishments. These aspects of performance happen in a face to face manner.
- Managerial and administrative performance entails those aspects of a job which serve the group or organization but do not involve direct supervision. A managerial task would be setting an organizational goal or responding to external stimuli to assist a group in achieving its goals. In addition a manager might be responsible for monitoring group and individual progress towards goals and monitoring organizational resources.

Another taxonomy of job performance was proposed and developed by Murphy (1994). This model is significantly broader and breaks performance into only four dimensions.

- Task-oriented behaviors are similar to task-specific behaviors in Campbell's model. This dimension includes any major tasks relevant to someone's job.
- Interpersonally oriented behaviors are represented by any interaction the focal employee has with other employees. These can be task related or non-task related. This dimension diverges from Campbell's taxonomy because it included behaviors (small talk, socializing, etc.) that are not targeting an organization's goal.
- Down-time behaviors are behaviors that employees engage in during their free time either at work or off-site. Down-time behaviors that occur off-site are only considered job performance when they subsequently affect job performance (for example, outside behaviors that cause absenteeism).

- Destructive/hazardous behaviors

In addition to these models dividing performance into dimensions, others have identified different types of behaviors making up performance.

2.2. Determinants of Performance

A meta-analysis of selection methods in personnel psychology found that general mental ability was the best overall predictor of job performance and training performance.

Campbell (1990) also suggested determinants of performance components. Individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge and skill, and motivation.

Declarative knowledge refers to knowledge about facts, principles, objects, etc. It represents the knowledge of a given task's requirements. For instance, declarative knowledge includes knowledge of principles, facts, ideas, etc.

If declarative knowledge is about what to do, procedural knowledge and skill is about how to do it. For example, procedural knowledge and skill includes cognitive skill, perceptual skill, interpersonal skill, etc.

The third predictor of performance is motivation, which refers to "a combined effect from three choice behaviors—choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort" (Campbell, 1990). It reflects the direction, intensity, and persistence of volitional behaviors. Campbell (1990) emphasized that the only way to discuss motivation as a direct determinant of behavior is as one or more of these choices.

Campbell (1990) also mentioned several performance parameters that may have important implications for the job performance setting and should be investigated by industrial and organizational psychologists.

The first one is the distinction between speed and accuracy. This distinction is similar to the one between quantity and quality. Important questions that should be considered include: which is most valued by the organization, maximized speed, maximized accuracy, or some balance

between the two? What kind of trade-offs should an employee make? The latter question is important because speed and accuracy for the same task may be independent of one another.

The second distinction is between typical and maximum performance. Sackett, Zedeck, and Fogli did a study on supermarket cashiers and found that there was a substantial difference between scores reflecting their typical performance and scores reflecting their maximum performance. This study suggested the distinction between typical and maximum performance. Regular work situations reflect varying levels of motivation which result in typical performance. Special circumstances generate maximum employee motivation which results in maximum performance.

Additionally, the impact of organizational justice perceptions on performance is believed to stem from Equity Theory. This would suggest that when people perceive injustice they seek to restore justice. One way that employees restore justice is by altering their level of performance. Procedural justice affects performance as a result of its impact on employee attitudes. Distributive justice affects performance when efficiency and productivity are involved. Improving justice perceptions improves productivity and performance.

A number of studies support the idea that there is a positive correlation between self-esteem and performance. People with low self-esteem scores had lower performance, absenteeism, and job search intentions than those with high self-esteem scores. Those with high self-esteem scores reported greater job satisfaction than low self-esteem scores in response to frequent task-derived performance feedback (Renn & Prien, 1995).

Job performance is a consistent and important outcome of core self-evaluations (CSE). The concept of core self-evaluations was first examined by Judge, Locke, and Durham (1997) as a dispositional predictor of job satisfaction, and involves four personality dimensions; locus of control, neuroticism, self-efficacy, and self-esteem. The way in which people appraise themselves using core self-evaluations has the ability to predict positive work outcomes, specifically, job satisfaction and job performance. The most popular theory relating the CSE trait to job performance argues that people with high CSE will be more motivated to perform well because they are confident they have the ability to do so. Motivation is generally the most accepted mediator of the core self-evaluations and job performance relationship. These

relationships have inspired increasing amounts of research on core self-evaluations and suggest valuable implications about the importance this trait may have for organizations.

2.3. Big Five Personality Traits

The "Big Five" factors (or Five Factor Model; FFM) of personality are five broad domains or dimensions of personality that are used to describe human personality. The factors of the Big Five and their constituent traits can be summarized as (Atkinson, Rita, L.; Richard C. Atkinson, Edward E. Smith, Daryl J. Bem, & Susan Nolen-Hoeksema (2000):

1. **Openness to experience** – (*inventive/curious vs. consistent/cautious*). Appreciation for art, emotion, adventure, unusual ideas, curiosity, and variety of experience. Openness reflects the degree of intellectual curiosity, creativity and a preference for novelty and variety. Some disagreement remains about how to interpret the openness factor, which is sometimes called "intellect" rather than openness to experience.
2. **Conscientiousness** – (*efficient/organized vs. easy-going/careless*). A tendency to show self-discipline, act dutifully, and aim for achievement; planned rather than spontaneous behavior; organized, and dependable.
3. **Extraversion** – (*outgoing/energetic vs. solitary/reserved*). Energy, positive emotions, assertiveness, sociability and the tendency to seek stimulation in the company of others, and talkativeness.
4. **Agreeableness** – (*friendly/compassionate vs. cold/unkind*). A tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others.
5. **Neuroticism** – (*sensitive/nervous vs. secure/confident*). The tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, or vulnerability. Neuroticism also refers to the degree of emotional stability and impulse control, and is sometimes referred by its low pole – "emotional stability".

A number of studies have looked at the relationship between the big five personality dimensions and job performance. This has been thoroughly studied in the domestic context but only more recently in the foreign employee context. One of the factors that contributed to the development of this gap between domestic and foreign employee research is the decline of personality theories in 1960s (cf. Mol et al., 2005a). However, there are a few studies that have

addressed the topic of personality and culture (e.g. Church, 2000), or the topic of big five dimensions and foreign job performance (Arthur & Bennett, 1995; Caligiuri, 2000a; Ones and Viswesvaran, 1997; Jordan & Cartwright, 1998; Mol et al, 2005a; 2005b). While Church (2000) concluded that personality traits can be valid predictors of societally relevant criteria across cultures, Caligiuri (2000a) looked at the correlations between the Big Five dimensions and supervisor-rated job performance of foreigners and their results indicated positive correlations for four of the five dimensions. This line of research was further continued by Mol et al. (2005a), who also concluded that extraversion, emotional stability, agreeableness and conscientiousness relate positively to expatriate job performance. Their results also did not support the correlation between the fifth dimension (openness) and expatriate job performance, thus contradicting the suggestions made by Caligiuri et al. (1998), and Jordan & Cartwright (1998). However, since their findings were tested in a domestic context, the exception further contributed to the advancement of the key conclusion that the domestic and overseas findings concerning the relationship between all the big five personality dimensions do not differ.

2.4. Goal Setting

Corporate goals are the practical expression of tactical and strategic directions to which any company aspires. Since such goals can affect business by directing attention and action mobilizing effort and motivating individuals to develop goal attainment strategies (Locke and Latham, 1984), the prerequisite condition for better employee performance is to include them in the objective-setting process (Lindholm, 2000). Research on the benefits of involving employees in setting specific performance goals found that targets were attained more when employees participated in the process than when they were assigned by supervisors (Meyer et al, 1965).

In a domestic setting, the first-level supervisor and employee are the main participants in communicating and then establishing the expected target. But the situation becomes more complicated in an international context (Ilgen et al, 1993). Both the home and host country's managers may get involved in the process due to the possible close relationship between the foreigner's performance and that of his operating unit (Oddou and Mendenhall, 2000). However, the extent of their involvement in deciding the foreign worker's goals depends on his position, task characteristics and duration of assignment (Tahvanainen, 1998). When the foreign worker is in charge of important managerial tasks and stays on longer, such as a mid-level manager, the

host country manager will get more involved in deciding his objectives (Tahvanainen, 2000). Conversely, if the assignment is specific and short-term oriented, such as that of a troubleshooter, the home country manager will engage in the goal-setting process.

2.5. Training and Development

This section focuses on-the-job training, and development programs. Based on past experience, companies are aware that most foreigners face significant problems in adapting to their new environment, making it difficult for them to operate effectively (Brewster and Harris, 1999). To improve their cultural awareness and cross-cultural suitability, companies tend to provide them with training, such as language and sensitivity training (Dowling et al., 1999). One potential benefit of integrating the EPM within the PM system is that it helps improve the foreign worker's competence and ability because of the close link between feedback review and training and development courses. In light of the foreigner's appraisal results, the supervisor can determine his deficiencies and arrange for appropriate training program to improve his job performance (DeGregorio and Fisher, 1988). The performance appraisal can also highlight foreigner's potential for a loftier role within the company and offer long-term career planning advice. This provides a clear picture for foreigners and offers intrinsic motivation for better performance, and also alleviates their potential anxiety over an uncertain future (Tahvanainen, 1998; Stahl et al., 2002).

2.5.1. Performance-Related Pay

The foreign worker also cares about monetary rewards. Performance-related pay (PRP) is one of the main rewards that MNEs offer them (Dowling et al., 1999). PRP is a compensation scheme that encourages foreigners to put in more effort to complete their assigned job tasks (Jackson and Schuler, 2003). It also provides a relatively objective and logical way to allocate financial rewards among employees (Mobley, 1974). Thus, the system provides real motivation that produces important employee and organizational gains (Jackson and Schuler, 2003). Furthermore, PRP introduces a flexible element into the foreign employee's compensation package that could help alleviate the high costs of expatriate management to some extent.

Regarding the different types of PRP, the literature on domestic companies suggests that cash bonuses and equity incentives, such as stock and stock options, are widely used (Milkovich and Newman, 2002). Compared to equity-based rewards, the motivational effect of a cash bonus is

direct and immediate. Nevertheless, the execution of stock sales and stock options offer employees much more profit potential. Besides, a PRP compensation arrangement can convey a sense of employee ownership (Pierce et al, 1991).

From our interviews, we found that companies all offer cash bonus to their foreign employees. These five companies also maintain a clear connection between performance and pay, with the performance evaluation result underpinning managerial decisions on promotion, profit sharing and salary adjustments.

2.6. Social-Cultural Environment

In broad terms, the social-cultural environment includes everything that is not included in the economy or the political system. Economic life is organized primarily through a market in which individuals relate to one another as buyers and sellers and the purpose is production. In political life individuals relate to one another as citizens and the basic purpose is making collective decisions and rules. The economic and political systems together create the conditions—goods, services and rules—which we all need in order to live the kinds of lives that we choose. The social cultural environment, then, consists of the whole range of behaviors and relationships in which individuals engage in their personal and private lives, including: the characteristics of the population (e.g. age, sex, race or ethnicity, class), values and attitudes, lifestyles and relationships.

Culture is an attribute of groups, and this can mean society as a whole (e.g. national culture), groups within society (sub-cultures), or even groups of societies and nations (trans-national culture).

As with other aspects of the environment, the relationship between business, culture and society involves a two-way interaction. Although we tend to think of business as operating according to a distinctive instrumental rationality of profit-and-loss and the 'bottom line' it is also influenced by the social-cultural setting in which it is embedded. At the same time business affects the wider culture and society profoundly. For example, a good deal of what we think of as making up the culture of modern society consists of the outputs of private sector businesses in what might be called the culture industries, such as popular music, films, literature, newspapers and magazines. These influences can be seen as either positive or negative. For example, aspects

of the culture of a society might be seen as hindering or assisting business performance. Therefore governments might be interested in promoting cultural change as a way of boosting economic competitiveness.

On the other hand business might be seen as having harmful or beneficial effects on the wider society or culture, and governments might want to influence or regulate business behavior for this reason.

The terms on which we interact with business have a profound influence on our lives. Work is a central aspect of our lives and the vast majority of employees work in the private sector. We also depend very largely on the private sector to supply the goods and services we consume on a daily basis. It is not surprising, then, that business has major impacts on culture and society.

The culture industries make up a significant part of business activity, reflecting the shift from manufacturing to service industries in the wealthy economies (see below—the occupational order). Culture has become increasingly big business as a growing share of consumer expenditure is dedicated to 'lifestyle' purchases rather than material necessities. This can be seen in the growth of the wide range of businesses concerned with leisure and tourism.

More generally, affluent societies, the products of business growth, afford their members vastly increased lifestyle choices and opportunities. Cultural trends are driven powerfully by product innovations spurred by business's competitive pursuit of profit.

On the other hand critics point to the negative impacts of business on culture and society.

Apart from the serious environmental risks flowing from affluence, it can be argued that consumerism (this refers to the view that achieving higher levels of consumption of goods and services leads to greater happiness. A good life means having more 'stuff'. This attitude lies behind the belief that economic growth is always a good thing) has got out of hand and become a recipe for unhappiness. This is because we have got caught up in a continual desire for more and the latest thing that can never be satisfied. Similarly some people argue that the pursuit of increasing affluence has led us into an unhealthy imbalance between 'work' and 'life' in which long hours committed to work squeeze out other aspects of a good life such as family life. More

generally it can be argued that the 'capitalist mentality' of self-interest and competition invades other areas of life, creating an individualistic society and undermining community.

Culture is also part of the internal environment of business. As we have said, although business can't be isolated from the wider culture it does to some extent constitute a discrete sphere of activity with distinctive roles, attitudes and behaviors. It follows from this that the culture of a business organization can be an important factor influencing its success or failure, and that shaping this culture is a key managerial task. Organization culture may even be seen as a managerial tool (though arguably not a precision instrument). The workplace may be seen as an arena in which competition between rival value systems is played out. For example, an 'us and them' culture characterized by a confrontational relationship between management and employees (fostered, in some cases, by attitudes on both sides), may be contrasted with a culture emphasizing shared interests, partnership and teamwork.

A lot of variables should be taken into account if one should decide to do a business in a certain location. One variable to consider is to what degree a social environment of the business is conducive to the business success. Business will accumulate wealth only if the business ecosystem supports the growth of business. One aspects of business ecosystem is the social environment. Decision to invest in a certain location (or community, region or state) should consider to what degree the social environment at a particular location is conducive for business development.

Stability in a community or state is a prerequisite for a good investment. The instability as created by friction amongst the component of society which lead to violence (such as burning and looting of the assets) is something to consider in making decision about investment. Therefore it is a must for businessman to scrutinize the quality of relationship among groups within a society.

There are four types of interaction quality, namely cooperation, competition, accommodation and conflict. The cooperation occurs when groups of people from different background interact in positive way. One group supports the needs and interest of the other groups. The existence of one group becomes complementary to the other groups. For example if one ethnic group focuses their economic activity on trading, while the other group focuses on

agriculture. Farmers work on agricultural sectors, traders work in trading. The farmers' agriculture products would be disseminated by the traders to customers. This relationship would be harmonious in nature. The case of group cooperation and accommodation is not a problem for investment, because this situation always is a good ground for harmony in a society.

Competition is a beginning of a conflict. A group of people in a community competes to outperform the other group. If people in a community compete in a positive way by respecting the rules and the norms of society, the negative impacts of competition can be reduced substantially. If the competition grows to a more serious stage, the interaction may not develop into a conflict if there is a willingness to accommodate the needs and interest of the other party. On the contrary if the competition escalates into a stage of uncontrollable, where no option are available to accommodate the other party's need and interest, then the interaction develops into a conflict stage. If the conflict escalates into violence and spreading out so quickly leading to assets destruction than the possibility of lost in investment is high. It would be wise to invest in the area where potential conflict among groups, ethics, and religion at the lowest possibility. Therefore, one should develop the awareness about this possibility.

So human social –cultural environments encompass the immediate physical surroundings, social relationships, and cultural milieus within which defined groups of people function and interact. Components of the social environment include built infrastructure; industrial and occupational structure; labor markets; social and economic processes; wealth; social, human, and health services; power relations; government; race relations; social inequality; cultural practices; the arts; religious institutions and practices; and beliefs about place and community.

Chapter III. Methodology

3.1. Qualitative Method

In the measurement of the determinants of professionals' performance, it can be conceived of in terms of engagement, awareness and intelligence (data collection). The main reason for using qualitative research in the current study is its exploratory nature that often elicits subjective responses that are not measurable in hard numbers. Researchers seek qualitative data to form an impression rather than definition of a market or population group. The intent of qualitative research is to gain insights concerning attitudes, beliefs, motivations and behaviors.

An additional reason for using qualitative research is an idea generation effect that could improve the persuasion power, quality and effectiveness of determinants of the professionals' performance. The current study can also be used as an aid in the development of probable quantitative research.

3.2. Research Design

The most frequently used qualitative methods in this study are in-depth interview and participant observation, that enable people to inject their feelings into otherwise ambiguous stimuli, to talk about their emotions rather than to use a rational basis to discuss topics.

The respondents are asked to read the open-ended questions, sharing their impressions, thoughts or feelings. This technique can result in valuable qualitative information on professionals' performance.

In order to eliminate the respondents' interaction with each other, the interviews use the in-depth method, which is one-to-one, and can tell a great deal about individual behavior, feelings or attitudes towards the suggested questions. It is used for open-ended questions that focus on cultural nuances and the discussion of perceptions and meanings.

3.3. Data collection

During February 2012 and June 2012 we conducted interviews with five selected expatriate employees of those above-mentioned five companies. The participating expatriates are technical engineers and mid-to high-level executives stationed in Taiwan. The interview lasts about one-

and-a-half to two hours, but allows the sharing of thoughts to take its natural course. During the subsequent depth interviews the expatriate respondents were asked to describe their own company's EPM systems and determinants of success in work. In depth interview relies on purposeful conversation in an allowance for immediate follow-up questions and clarifications. The interview answers were transcribed into a summary that was subsequently confirmed with the interviewee to correct for any errors. Thus, combined with observations, the interpretations of data allow us to answer the research questions.

3.4. Participants Samples

The total number of the sample consisted of 5 respondents:

Kseniya Mardaeva (from the Republic of Buryatia) graduated from National Taiwan University(MBA).She has around 3 years of working experience in the Rost Group Ltd as account manager. The current position in the **GIGABYTE**: Global Channel Marketing, senior specialist, is responsible for PR and promotion of GIGABYTE branded goods in Russia and CIS region, works with media, organized international and local events. Her duties include also communication with retail, shop decoration, marketing materials provision, social media management.

Erenzhen Kornusov (from the Republic of Buryatia) graduated from National Taiwan University(MBA). He has 3 years of working experience in different Taiwanese companies. The current job position in the **P. Mauriat/Albest Musical Instruments** company as the account manager for N.American market and CIS countries(Russia, Ukraine, Kazakhstan and etc.). Additionally,the Artist coordinator for N. America region. The participator and organiser of Internationa Fair shows such as NAMM USA 2012, NAMM Frankfurt music messe, Shanghai music expo, NAMM Moscow.

James Davidson Michael (from South Africa) graduated from the University of the Witwatersrand (WITS), Johannesburg RSA. He is mechanical engineer with experience in engineering, construction and commercial areas: Andrew Mentis Sales (Consultant Engineer), Prime Projects International Ltd.(Project Engineer, Site Engineer), Systech International (contracted to Mitsubishi Heavy Industries, project: Taiwan High Speed Rail) where he was involved in a retrospective analysis of the design process. Right now he is working at the **project**

Taipei Taoyuan International Airport Link (Marubeni Transportation) as assistant manager contract management group.

Mike Maydana (from Bolivia) graduated from National Chengchi University. He was working as legal advisor for the Chamber of Deputies of Bolivia, as general projects advisor for the First Lady of Bolivia, right now he is international trade manager/manager of the international trade team in the **Liankuann Enterprises Co.Ltd.**

Ricardo N. Cuevas Villalobos (from Mexico) graduated from Mingchuan University. He has working experience as staff accountant in Tiger Technologies de Mexico, SA de CV, as staff manager in Asesores Profesionistas, S.C.(spanish). Now he is regional Sales Manager in the **Polylight Electronics Co., Ltd.**

3.5. Research Questions

The research is conducted in order to understand determinants of the foreign professionals' performance in Taiwan. Problem statements indicated in Chapter 1 shows three different directions of the study. Literature review suggested determinants performance developed by Campbell, it was stated that there is a difference between job performance and outcomes. It was also reviewed differences in goal-setting arrangements based on the unique demands of the foreign employee's mission.

Therefore there are research questions can be stated from these problem statements.

Work environment

Q1) Please give a short introduction about your company and what position you occupy there

Q2) Were you satisfied with the way you were welcomed in your department by your team members?

Q3) How would you analyze your overall job performance?

Q4) What are the unique skills that you bring to your job?

Q5) How is your working relationship with other employees?

Q6) Have there been instances of past disharmony adversely affecting the work environment?

Q7) Do you successfully complete projects and meet deadlines?

Q8) Have there been previous complaints regarding your performance?

Q9) Are you satisfied with your work environment?

Q10) How to build effective relationship with the supervisor?

Performance management systems

Q1) Do the management of expatriates in your firm have any local adaptations?

Q2) Are there different performance management systems for different types or levels of employees (top manager, middle manager, R&D employees, and normal employees)?

Q3) How would you analyze your overall job performance?

Goal setting

Q2) Who set the goals (e.g. top manager, immediate supervisor)?

Q3) What kinds of goals (e.g. financial, operational)?

Evaluation

Q1) Who conduct the evaluation (supervisor, peers, subordinates, self-appraisal and customers)?

Q2) How often does the company do performance evaluation?

Q3) Does the company do a feedback interview after finishing the performance evaluation?

Training and development

What kinds of training and development programs have been provided to expatriates?

Performance-related pay

Q1) Are expatriates' performance and their pay closely connected?

Q2) What kind of performance-related pay does the company provide (stock, options, bonus)?

Chapter IV. Data Analysis

4.1. General characteristics of the participants' samples

	Kseniya Mardaeva	Erendzhen Kornusov	James Michael Davidson	Mike Maydana	Ricardo N. Cuevas Villalobos
General characteristics					
age	25	27	36	30	35
individual characteristics	1. I've good ideas 2. I feel comfortable around people.	1. I'm full of ideas. 3. I start conversations. 4. I'm interested in people.	1. I'm quick to understand things. 2. I pay attention to the details. 3. I don't mind be in the center of attention. 4. I take time out for others. 5. I get upset easily.	2. I'm always prepared. 3. I talk a lot with different people at parties.	2. I follow a schedule. 3. I don't talk a lot. 4. I'm quiet around strangers.
job satisfaction (1-10)	6	7	9	8	9
Chinese speaking ability	yes	yes	yes	yes	yes
working experience (years)	3	3,5	13	7	11
salary (NTD)	NTD 40,000	NTD 45,000	NTD 90,000	NTD 60,000	NTD 63,000
self-esteem (1-10)	6	6	10	9	9
self-efficacy (1-10)	7	6	10	10	9
how long in Taiwan (years)	5	5	4	7	7

According to the figure and reviewed literature, we can see sample openness items: *I've good ideas, I'm full of ideas, I'm quick to understand things*. So participants A, B, C are open to experience and are intellectually curious, sensitive to beauty. They tend to be more creative and more aware of their feelings. The following samples as *I feel comfortable around people, I pay attention to the details, I'm always prepared, I follow schedule* are sample conscientiousness items. So the interviewed A, C, D, E show self-discipline, act dutifully. Samples *I start conversations, I don't mind be in the center of attention, I talk a lot with different people at parties* are sample extraversion items, so B, C, D are characterized by positive emotions and the tendency to seek out stimulation and the company of others, but A, E don't enjoy being with people, don't like to talk, assert themselves or draw attention to themselves. *I'm interested in people, I take time out for others* are sample agreeableness items, so B, C are agreeable individuals who values getting along with others. They are generally considerate, friendly, generous, helpful, and willing to compromise their interests with others. But A, D, E are

disagreeable individuals who places self-interest above getting along with others. Perhaps they are unconcerned with others' well-being, and are less likely to extend themselves for other people. A, B, D, E tend to be calm, emotionally stable, and free from persistent negative feelings, while *C gets upset easily* (Neuroticism).

After due consideration of interviewed professionals' individual characteristics we concluded that the Big Five personality dimensions relates positively to a job performance. Foreigners with high individual characteristics are more likely to be selected (**C, D, E**) than those with low individual characteristics (**A, B**). This is clearly seen in the wage.

During the interview we notice some other personal characteristics of our participants such as self-esteem and self - efficacy. It is important determinant, because people with low self-esteem scores have lower performance and the higher the self-efficacy of the foreigners is the higher is their job performance.

Human capital or 'the individual's cumulative abilities, knowledge and skills developed through formal and informal education and experience' (PiI & Leana, 2009) plays a major role in an individual's performance. Therefore, it is not surprising that competencies and job adjustment are two of the themes most frequently reflected in the literature review of foreign employee's performance (Cheng & Lin, 2008, Aycan, 2000, Mendenhall & Oddou, 1985). We can conclude that it's important for reputable companies' employees' previous working experience. The greater the previous working experience in Taiwan, the greater is its job performance.

All our interviewed professionals can speak Chinese, so we come to the conclusion that the greater Chinese ability of the foreigner is, the greater is his job performance.

4.2. Training and development

From our interviews, we found that only one company offers extensive training, such as orientation/ culture awareness programs:

I attend Chinese classes three months before my assignment here (**James Michael Davidson/ The Project Taipei Taoyuan International Airport Link**).

In contrast to the provision of training, none of the companies in our study offer systematic on-the-job training to their foreign workers:

Since I already occupy a management post, the company thinks I should be able to handle the situation from my experience (**Mike Maydana/ Liankuann Enterprises Co., Ltd.**).

The company does not offer on-the-job trainings for its foreign workers here (**Kseniya Mardaeva/ GIGABYTE**).

	Kseniya Mardaeva	Erenzhen Kornusov	James Davidson Michael	Mike Maydana	Ricardo N. Cuevas Villalobos
Training and development	The company does not offer on-the-job trainings for its foreign workers here	There is no systematic on-the-job training	I attend Chinese classes three months before my assignment here	Since I already occupy a management post, the company thinks I should be able to handle the situation from my experience	There is no cultural training and preparation

From our interviews we found one of the determinants of job performance: it is proposed to receive cultural training and preparation or systematic on-the-job training. How well performance is evaluated, how well feedback is provided and how well performance improvement achieved has also strong impact on the foreign professionals' performance in Taiwan. Foreigners who received cultural training and preparation will have greater job performance than those who did not receive training.

4.3. Goal setting

From our interviews, differences in goal-setting arrangements were found to coincide with the different nature of the foreign employee's mission. Foreign employees in **Liankuann Enterprises Co., Ltd.** are served terms of more than one year. This firm adopts following goal setting process: its foreigners set personal performance goals to be approved by host country manager.

I need to set my own work goals every six months and discuss them with my direct supervisor here (**Erendzhen Kornusov/ P. Mauriat/Albest Musical Instruments**).

We are also evaluated by our clients. For instance, part of my performance goals is decided jointly by my boss and my client firm's executives (**James Michael Davidson/The Project Taipei Taoyuan International Airport Link**).

We have to set our own performance goals and get our (Taiwan) manager's approval (**Kseniya Mardaeva/GIGABYTE**).

Based on the above, we think the difference observed in goal setting arrangements is based on the unique demands of the foreigner's mission.

	Kseniya Mardaeva	Erenzhen Kornusov	James Davidson Michael	Mike Maydana	Ricardo N. Cuevas Villalobos
Goal setting	We have to set our own performance goals and get our (Taiwan) manager's approval	I need to set my own work goals every six months and discuss them with my direct supervisor here	Part of my performance goals is decided jointly by my boss and my client firm's executives	Foreigners set personal performance goals to be approved by host country manager	I set my own goals and discuss them with my supervisor

4.4. How to Adapt to the Environment

It is widely-accepted that culture matters in HR practices. Cultural differences and the need for cultural fit have been proposed as the major reasons for successful foreign performance. The concepts of cultural distance has been studied extensively and proposed as an explanation for differences in management practice (Gomez-Mejia & Palich, 1997; Rosenzweig & Nohna, 1994; Tung, 1998). A lack of geographic and cultural contiguity (or closeness) creates a distance between two locations that impacts the acceptability and familiarity of management practices. As cultural distance increases, the difficulties increase, because we all go through changes in life constantly. Our interviewees shift to a new house, a new place for higher studies and a new place

to work, and that means get along well with the food, climate, culture etc. How to adapt yourself in Taiwan is often a nagging question for which we need to keep a ready answer, or else one will end up alienating the local people, get prone to sickness from unacceptable food and climate. So it is always sensible to keep going along on the same line as our interviewees have done before.

Situations and new environment can be so numerous that it is virtually impossible to foresee all beforehand. We can modify to suit our needs so that living in the new environment can be a pleasurable experience, and rewarding too. However there are some suggestions of the foreigners that I interviewed:

- Foremost in adapting yourself in a new environment is the cultural shock. There is nothing more devastating if you fail to blend with the customs of the local people; especially in their culinary habits, clothing, greeting, language usage etc. The first thing you need to do is learn the language of your place of adaption if it is new from your own or learn a new accent if it is different from your own. That way you will be able to mingle with others. Speaking the language also often means acceptability, and fraternity affinity follows without the least difficulty. I think it's to develop social relationships with members of the new culture, and in order to have a better communication with them, it's not enough just speak their language fluent, but we also have to know the personality of the country and the way that people talking.
- Change yourself to the local culinary habits if you have to dine with your new friends. You may experience difficulties in the beginning but soon they will vanish if you are persistent enough. People are quick to appreciate your capacity to adapt; it is good for you as well as the society into which you have chosen to live and make it your new home. Receiving appreciation is also a sign that you have adapted yourself in the new environment seamlessly.
- Dress yourself like a local and respect their customs, especially if you are into a place that is conservative and dressing scantily is a taboo, even if that means inconvenience for you. If you are businessman then look around and see how other businessmen dress and take the cue that you will very much need. In some places even a suit can be out of place. If you are woman and are taking a job in a place you hardly know, then ask one of your

colleagues to help you out. They can take you to the right place for a new set of wardrobe you may want to buy. Better still ask your employer if they have a dress code to follow in office. The general rule however is to be modest and avoid gaudy or flashy dressing. Use minimal jewelry and make over; in some societies they are looked down upon and if only you can maintain this strictly, you have already learnt the how-s of adapting yourself in a new environment, and half of your dilemma is addressed.

- If you are a student and have recently immigrated into Taiwan to complete the rest of your studies, first ask to see a counselor who can guide you to adapt yourself in a new environment that you find yourself in. See how your fellow students address their teachers, the kind of questions they ask and etiquette in general. The last one is most important; the rest of your stay will determine how well you are able adapt yourself in the new environment.
- Do not be too much worried about losing your cultural identity or attach too much importance to this issue. After all it is your new society into which you will have to spend a long period of time. Adapting yourself in a new environment often also mean you have to make some sacrifices for which you can hope to receive rich reward by way of appreciation from the locals. Culture and customs are after all dynamic; they will change constantly as time flies by. Be prepared for those changes and don't be overtly jealous about protecting imaginary objectives.
- Be a law abiding citizen and respect the local laws; even though they may be vastly different from your home country, especially those laws that you need to respect in public places like hotels, road, shopping malls, paying bills, tipping etc. Finally avoid ridiculing the locals for their customs and habits relating to women and children.
- How to adapt yourself in a new environment and reaping the benefits accruing to you are all a state of mind. Be prepared to accept changes and you will see new opportunities opening before you for your betterment of course. If you resist yourself to changes then there are all possibilities of rejection from the people who live around you.

	Kseniya Mardaeva	Erenzhen Kornusov	James Davidson Michael	Mike Maydana	Ricardo N. Cuevas Villalobos
How to adapt to the environment	to mingle in society, don't resist yourself to changes	to learn Chinese, don't ridicule the locals, follow the etiquette in general	to communicate with people, respect the local laws, customs, change yourself in the culinary habits, be ready to make some sacrifices	to learn the language of the adaptation, follow the dress code, avoid gaudy and flashy dressing	to learn Chinese, accept changes, dress yourself like a local

Based on the table, we can distinguish the following five groups:

1. To learn Chinese: to mingle in society, to learn Chinese, to communicate with people, to learn the language of the adaptation
2. To change yourself to the local culinary habits
3. To dress yourself like a local and respect their customs: follow the etiquette in general, follow the dress code, avoid gaudy and flashy dressing, dress yourself like a local
4. To be prepared for the changes: don't resist yourself to changes, be ready to make some sacrifices, accept changes
5. To respect the local law: don't ridicule the locals, respect the local laws and customs

4.5. How to Build Relationship with the Supervisor

In order to create a positive and productive relationship with our supervisors we must become aware of any leftover emotional wounds or unrealistic expectations we might be carrying from the past into the workplace. We must deal with the present reality and weed out the transference. You usually can't change your boss's behavior, but you can nurture the quality of the relationship.

How to build effective relationship with the supervisor? There are some suggestions from the interviewed foreigners:

- Show respect. Even if your boss hasn't yet won your loyalty, he or she is still entitled to your respect. Your boss is responsible for your work and the work of your colleagues. That can be a significant burden. Try to understand the business from your boss's perspective. Try to treat him or her with the respect the position and the responsibility warrant.
- Don't be afraid of your boss. Some supervisors can be intimidating, but remember, your boss needs you. Your performance is often the key to the success of your boss.
- Do your best. Try to live up to the performance expectations set for your job. In doing your best, you'll gain greater satisfaction from your work, earn your supervisor's trust and help the organization achieve its goals.
- Give honest feedback. Your supervisor needs you to be honest and direct, even if it's unpleasant — and you may have valuable information or questions for your supervisor. Of course, temper your honesty with diplomacy. Choose your words wisely and use a gentle tone. Both should promote and contribute to an environment of mutual respect.
- Don't try to hide problems. First, try to solve the problem. If you can't and the problem becomes serious, let your supervisor know as soon as possible. Offer solutions and ask for additional recommendations. Ask for help or additional training if you need it. Don't let your boss find out about the problem from someone else.
- Bring important news fast. If you become seriously ill, need to have surgery or need time off for a family leave, inform your boss as soon as possible. This gives him or her time to cover your absence.
- Maintain your boundaries. Remember to keep your business relationships about business. However close you may be with your supervisor, he or she is still the boss, and at times that means making unpopular or difficult decisions.
- Be positive. When things go wrong, a positive attitude means a lot to people who work with you, including your boss. Communicate with questions or suggestions, rather than complaints. Volunteer suggestions to mitigate the problem, and don't be offended if they're not always implemented.

- Manage your anger. Blowing up in front of your supervisor solves nothing, but demonstrates clearly that you can't control your emotions. This doesn't mean you have to sit and stew when you're angry. But learn how to communicate your anger appropriately. If anger management is difficult for you, sign up for a course to help you deal with it.
- Embrace your strengths. Recognize your own talents and nurture them. Seek out tasks that take advantage of your skills.
- Face your shortcomings. You can't be skilled in everything you do. Ask your supervisor for advice to help you grow in areas where you're weak. Inquire about training or courses that could help you improve your skills. Take his or her advice and make an honest effort to improve.
- Say thanks for recognition. If your boss tells you that you're good at something or have done an excellent job on a project, thank him or her and take it to heart.
- Make a plan. The first step to change relationship is to work on establishing trust. Develop a project plan after you receive your next assignment. Make sure you include dates and times you'll report back on your progress.
- Get feedback. Get your boss's feedback on your plan early and reach an agreement on how the project will proceed. Be flexible if your boss makes changes.
- Execute your plan. Follow through on the plan you both agreed on. Meet the deadlines and report back as planned. If your supervisor questions how you did something, you can say, "This is what we agreed on." If you try to reach an understanding with your boss using this technique and it doesn't improve your situation, gently discuss the issue with him or her by saying, "This isn't working for me." Share your feelings and ask if the two of you can get together to improve the situation. Come prepared with the facts and possible solutions to improve your working relationship, and make your point without being emotional. Again, seek agreement for how you'll work together going forward.
- Recognize that you are not a victim. While children have little, if any, real power to make decisions, adults always have options, even if none are very appealing. If your boss treats

you with disrespect or exploits you, keep in mind that you have the option to leave the situation.

- Avoid power struggles by accepting two things: Your boss has the right to ask for whatever he wants of you and you have the right to accept or decline the demands.
- Don't harbor resentments. If you feel that you are being taken advantage of, then go directly to your boss and express your feelings. Always use "I" statements and avoid accusations or blame.
- Don't personalize the impersonal. Sometimes other people are in a grumpy mood, or on edge. It doesn't necessarily mean that you did something wrong. It's your boss's responsibility to let you know if he/she has a specific gripe with you. Keep in mind that supervisors are not immune from their own transference reactions.
- Accept responsibility for your own behavior. This is especially hard if you feel as though you were blamed unfairly for things in childhood or if you weren't taught to be accountable. But, it's critical to take ownership of your own actions. If you're coming to work with personal problems or unrealistic expectations of what your employment can fulfill in your life, then you need to get those expectations in check.
- Most importantly, keep in mind that your boss is not your parent. He or she is an individual whom you choose to work for. If you act like an adult, do the job you were hired to do, and set healthy limits, then you're likely to be treated with the respect you deserve. Don't forget that your boss is key to your current on-the-job satisfaction and to your future success in the organization -- and perhaps even beyond. So you need to put the efforts to lay the groundwork for a productive working relationship.

"The No. 1 thing is to observe the company culture and your supervisor closely during your first few weeks," says Terese Corey Blanck, principal of College to Career, a career-consulting firm in suburban Minneapolis. "Keep your opinions to yourself until you understand the company culture well and know what people will look upon with favor and what they'll look upon with disdain."

Even something as simple as asking intelligent questions will make a difference in how your boss perceives you as an employee. "It's always better to clarify than to charge off and go completely in the wrong direction," Corey Blanck says.

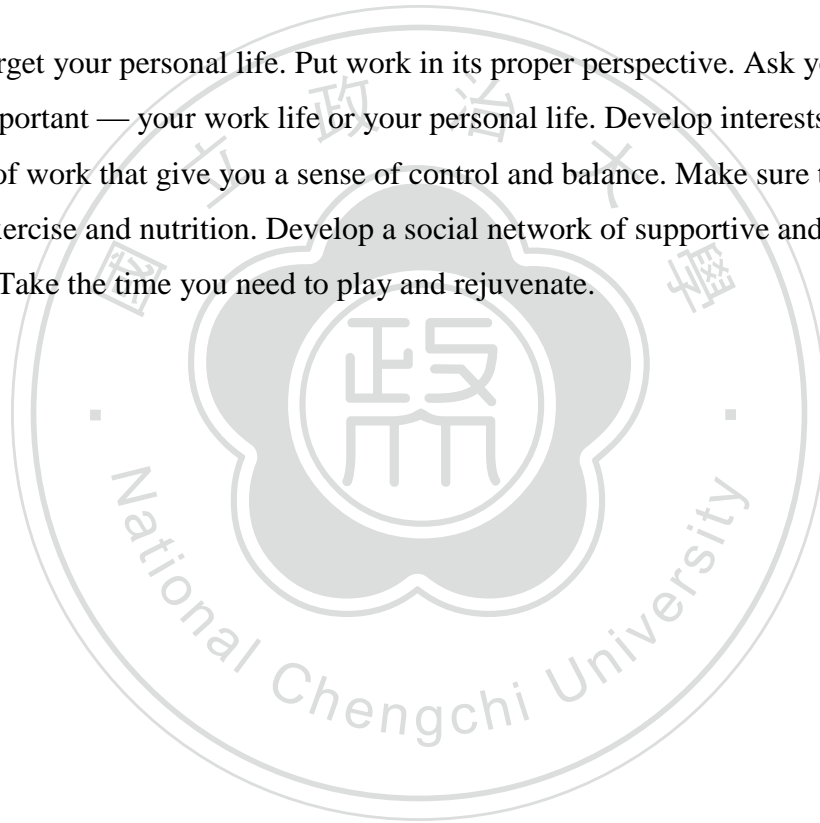
- Some bosses are very hands-on, keeping close tabs on you throughout your workday. Others may talk to you once a week or less often and send you on your way to do your job. Whatever your supervisor's style, typically it's up to you to establish and maintain the lines of communication between the two of you. Using either email or the occasional stop-by-the-office visit, make sure you keep your boss informed with the answers to these questions: What are you working on? What have you finished, and what are the results? What can you help your supervisor with?

Allison Hemming, author of *“Work it! How to get ahead, save your ass, and land a job in any economy”* talks about a candidate she recently placed with a major investment bank. *“Two weeks into the job, we got a call from her manager, saying that she was doing a terrific job, but that she sometimes dressed inappropriately, in short, short skirts and open-toed shoes,”* says Hemming. *“The manager asked me to have a chat with the person, because they really liked her and didn't want her attire to impact her ability to get promoted in the future. The new hire was a bit shocked to discover her fashion faux pas were damaging her relationships with her supervisor and colleagues, but she quickly made the necessary changes to her wardrobe,”* Hemming says.

- Demonstrate Initiative: Any new employee can sit around waiting to be told what to do. Why not be proactive enough to figure it out yourself so your supervisor doesn't constantly have to hold your hand?

“Take initiative to get something done when you see it needs getting done,” says Corey Blanck. *“It can be something as simple as taking a stack of files and going through them before you're asked -- anything to show that you're not beneath the small tasks that take up everyone's time.”* *“Come in early and stay late,”* says Stephen Viscusi, author of *“On the job: How to make it in the real world of work”*, *“You should be busy whenever you're starting a new job, learning the ropes, but even when you're not, perfect the art of looking busy.”*

- Do great work: This might seem like painfully obvious advice for developing a solid relationship with your new boss, but it bears repeating. *"Make your boss look good by, guess what -- just plain working hard,"* says Viscusi, *"It's old-fashioned, but it really works."*
- Sometimes there just isn't much that can be done to change your work situation. If that's the case, try focusing on what you may be able to control: focus on the redeeming features of your job. Perhaps the work is exciting, the pay is good or you like your coworkers.
- Don't forget your personal life. Put work in its proper perspective. Ask yourself which is more important — your work life or your personal life. Develop interests and passions outside of work that give you a sense of control and balance. Make sure to get proper sleep, exercise and nutrition. Develop a social network of supportive and nurturing friends. Take the time you need to play and rejuvenate.



	Kseniya Mardaeva	Erenzhen Kornusov	James Davidson Michael	Mike Maydana	Ricardo N. Cuevas Villalobos
How to build relationship with the supervisor	to show respect, bring important news fast, manage your anger, face your shortcomings, be flexible, don't harbor resentments, accept responsibility for your own behavior, do great work	to help the organization achieve its goals, recognize your own talents and nurture them, boss is not your parent, demonstrate Initiative	to earn the supervisor's trust, solve the problem, don't try to hide problems, embrace your strengths, make a plan, execute your plan, avoid struggles, don't personalize the impersonal	to treat with respect, maintain your boundaries, be positive, seek out tasks that take advantage of your skills, get feedback	to do your best, give honest feedback, don't complain, control your emotions, say thanks for recognition, recognize that you are not a victim, don't forget your personal life, develop interests and passions outside of work

Based on the table, we can distinguish the following 11 groups:

1. Show respect: avoid struggles, treat with respect, say thanks for recognition
2. Don't be afraid of your boss: bring important news fast
3. Don't try to hide problems: solve the problem
4. Maintain your boundaries: boss is not your parent
5. Be positive: don't forget your forget your personal life, develop interests and passions outside of work
6. Demonstrate initiative: earn the supervisor's trust, do your best
7. Embrace your strengths: recognize your own talents and nurture them, seek out tasks that take advantage of your skills
8. Make a plan: do great work, help the organization achieve its goals, execute your plan
9. Don't harbor resentments: manage your anger, control your emotions

10. Don't personalize the impersonal: recognize that you are not a victim
11. Accept responsibility for your behavior: don't complain
12. Get feedback: face your shortcomings, be flexible, give honest feedback

4.6. Performance Appraisal

To locate and highlight the link between individual performance and organizational goals, improve work communications, and identify additional training needs of employees, companies have to implement performance evaluation periodically (Murphy and Cleveland, 1995; Jackson and Schuler 2003). That begs the question as to how often such an appraisal should be held. Since the nature of performance appraisal for managerial and development purposes are quite different and even contradictory (McGregor, 1972), scholars recommend companies to divide these evaluations into separate sessions (Kindall and Gatzka, 1963). Frequent meetings between supervisor and subordinate can produce intensive interaction and feedback. However, the time and cost for preparation and implementation is a negative factor that also needs to be considered. The immediate supervisor is typically regarded as the person in charge of evaluating an employee's performance (Murphy and Cleveland, 1995). To help enhance the fairness, objectivity, and credibility of the PM system, scholars contend that performance appraisal can be carried by multi-raters, such as supervisors, peers, subordinates, self-appraisal, and customers (Jackson and Schuler, 2003). Using multiple resources is seen as a good idea since different individuals can see different facets of an employee's performance.

All our five companies were found to use multiple raters; they adapt self-rating, immediate supervisor's rating to evaluate expatriate performance:

I need to conduct a self-appraisal on how well I meet my goals since the previous evaluation period (**Mike Maydana / Liankuann Enterprises Co., Ltd**).

It is typical in a Taiwanese company to make decisions in a collective manner. This way, we save a lot of trouble in avoiding conflicts and promote harmony among colleagues (**Erendzhen Kornusov/ P. Mauriat/Albest Musical Instruments**).

To sum, the above-mentioned minor differences in the arrangements of performance raters appear to be based on practical reasons and are decided by the nature of the foreigner's mission, organizational structure, and, to some extent, by the firm's culture.

Once the appraisal has been completed, organizations normally require supervisors to discuss the appraisal results with their subordinates. Feedback provides a communication channel to help clarify and improve work processes, workplace conditions, expected performance, and staff training and developmental needs on a regular basis (Murphy and Cleveland, 1995).

Despite the benefits of feedback interviews, there are some costs involved. Many supervisors claim they do not have the time to do detailed staff appraisals. They also face considerable work pressures that constrain their ability to provide staff with regular feedback.



CHAPTER V. Conclusions

5.1. Conclusions

As we pointed in Chapter 1 there are three problem statements we are focusing on. The first one is the need to adjust our behavior to new cultural environments in order to reduce job uncertainty, because the greater the cultural sensitivity of the foreigner is the greater is his job performance. From our interviewees we got complete answer. It's necessary to learn Chinese language, change yourself to the local culinary habits, dress yourself like a local and respect their customs, be prepared for the changes, respect the local law.

The second one is creating productive relationship with the supervisors. Our foreign professionals suggest the following: show respect, don't be afraid of your boss, don't try to hide problems, maintain your boundaries, be positive, demonstrate initiative, embrace your strengths, make a plan, don't harbor resentments, don't personalize the impersonal, accept responsibility for your own behavior, give honest feedback.

From our interviews we found next determinant of successful performance. How well performance is evaluated, how well feedback is provided and how well performance improvement achieved has also strong impact on the foreign professionals' performance in Taiwan.

5.2. Recommendations

It is a possibility that the present study receives alternative findings. Company size, level of internationalization, position of the foreign employee may have a huge impact on the findings of the foreign performance. Cultural distance or the difference between the 'host' and familiar 'home' cultures has been used as an explanatory factor in global performance management. So it is important to know how the cultural difference between the countries and Taiwan can affect the foreign professionals' performance. Countries where the foreigners are coming from also differ from each other in the level of development. So it could be useful to know what kind of combination with Taiwan will have good influence on the foreign professional's performance.

In order to improve reliability and validity of this study results it is suggested that further study using quantitative investigation techniques such as content analysis based on good theoretical data of current study if needed.



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