

Contents

1	Introduction	1
1.1	Research Background	1
1.2	Research Purposes and Questions	3
	References	5
2	Expatriate Adjustment and Expatriate Learning	7
2.1	International Assignments	7
2.1.1	Definition and Classification of International Assignments	7
2.1.2	Expatriates and International Assignments	9
2.1.3	Cultural Differences Between Nations	10
2.2	Expatriate Adjustment	15
2.2.1	Expatriate Adjustment Dimensions and Process	16
2.2.2	Factors Influencing Expatriate Adjustment	19
2.2.3	Adjustment of Expatriates in China	26
2.3	Experiential Learning Theory	27
2.3.1	Experiential Learning Process and Cycle	28
2.3.2	Learning Style	28
2.3.3	Learning Skills	36
2.3.4	Adaptive Flexibility	38
2.4	Managerial Tacit Knowledge	40
2.4.1	Nature and Characteristics of Tacit Knowledge	40
2.4.2	Tacit Knowledge and Practical Intelligence	42
2.4.3	The Structure of Managerial Tacit Knowledge	43
2.4.4	Acquisition of Managerial Tacit Knowledge	45
2.4.5	Managerial Tacit Knowledge and Performance	48
2.4.6	Measuring Managerial Tacit Knowledge	49

2.5	Expatriate Learning	50
2.5.1	Expatriate Learning Process.	51
2.5.2	Expatriate Learning Outcomes	54
2.5.3	Expatriate Learning and Expatriate Adjustment	62
2.6	Research Framework and Hypotheses.	64
	References	66
3	Research Design and Methodology	73
3.1	Research Design	73
3.1.1	Research Philosophy and Paradigm	73
3.1.2	Research Strategy and Methods	77
3.2	Population and Sampling	80
3.2.1	Target Population.	80
3.2.2	Sampling	80
3.2.3	Research Samples	82
3.3	Research Instruments	87
3.3.1	Learning Style Inventory (LSI)	87
3.3.2	Adaptive Style Inventory (ASI)	92
3.3.3	Tacit Knowledge Inventory for Managers (TKIM)	99
3.3.4	Expatriate Adjustment Scale (EAS)	103
3.3.5	Demographic Questionnaires	105
3.3.6	Translation Procedures of Research Instruments	107
3.3.7	Reliability and Validity.	110
3.4	Ethical Considerations	112
	Appendix A: A Cover Letter to Western Expatriates	113
	Appendix B: Respondent Profile	114
	Appendix C: Learning Style Inventory	115
	Appendix D: Tacit Knowledge Inventory for Managers	117
	Appendix E: Adaptive Style Inventory	122
	Appendix F: Cross-Cultural Adjustment Scale.	127
	References	128
4	Data Analysis: Structure Equation Modeling (SEM)	131
4.1	An Introduction to SEM	131
4.1.1	Three Modeling Approaches in SEM	132
4.1.2	Two Steps in SEM.	133
4.1.3	Types of Variables in SEM	133
4.1.4	Model Fit Indicators	134
4.2	Data Analysis: The Measurement Models	135
4.2.1	Assessment of the Suitability of Sample Data for Factor Analysis	135
4.2.2	Assessing the Measurement Model Validity.	136

4.3	Data Analysis: The Structure Model	141
4.3.1	The Structure Model for the Research Framework	142
4.3.2	The Correlations in the Structure Model	146
	References	147
5	Results: Western Expatriate Managers	149
5.1	Descriptive Statistics	149
5.2	Expatriate Adjustment and Expatriation Time	151
5.2.1	An Overview of Western Expatriate Managers' Adjustment	151
5.2.2	Results of Hypothesis 1 Test	151
5.2.3	Expatriate Adjustment Improvements Over Time	157
5.3	Learning Style and Expatriation Time	159
5.3.1	An Overview of Western Expatriate Managers' Learning Styles	160
5.3.2	Four Learning Modes and Expatriation Time	161
5.3.3	Results of Hypotheses Tests	167
5.3.4	Learning Style Transitions Over Time	173
5.4	Managerial Tacit Knowledge and Expatriation Time	176
5.4.1	An Overview of Western Expatriate Managers' Managerial Tacit Knowledge	176
5.4.2	Results of Hypotheses Tests	181
5.4.3	Accumulation of Managerial Tacit Knowledge Over Time	186
5.5	Adaptive Flexibility and Expatriation Time	187
5.5.1	An Overview of Western Expatriate Managers' Adaptive Flexibility	187
5.5.2	Results of Hypothesis 4 Test	187
5.6	Learning Style and Managerial Tacit Knowledge	194
5.6.1	Levels of Managerial Tacit Knowledge in Different Learning Styles	194
5.6.2	Results of Hypotheses Tests	194
5.7	Learning Style and Adaptive Flexibility	198
5.7.1	Levels of Adaptive Flexibility in Different Learning Styles	198
5.7.2	Results of Hypotheses 6a, 6b Tests	199
5.7.3	Results of Hypotheses 6c Tests	200
5.8	Learning Style and Expatriate Adjustment	202
5.8.1	Levels of Expatriate Adjustment in Different Learning Styles	202
5.8.2	Results of Hypotheses 7a, 7b Tests	202
5.9	Adaptive Flexibility and Expatriate Adjustment	204
5.9.1	Results of Hypothesis 8 Test	204

5.10	Managerial Tacit Knowledge and Expatriate Adjustment.	206
5.10.1	Results of Hypothesis 9 Test.	206
5.11	Conclusion	207
	Appendix G: Correlation Matrix (Western Expatriates).	210
6	Results: Chinese Managers.	211
6.1	Descriptive Statistics	211
6.2	Learning Style.	213
6.2.1	An Overview of Chinese Managers' Learning Styles . . .	213
6.2.2	Differences Between the Two Samples in Terms of Learning Styles	213
6.2.3	Learning Style Transitions Over Time	216
6.3	Managerial Tacit Knowledge.	219
6.3.1	An Overview of Chinese Managers' Managerial Tacit Knowledge	219
6.3.2	Differences Between the Two Samples in Terms of Managerial Tacit Knowledge.	225
6.3.3	Accumulation of Managerial Tacit Knowledge Over Time	231
	Appendix H: Correlation Matrix (Host Chinese Managers)	234
7	Discussion and Conclusion	235
7.1	Summary of the Results of Research Questions	235
7.1.1	Expatriate Adjustment.	235
7.1.2	Expatriate Learning	239
7.1.3	Expatriate Learning Model for Adaptation.	242
7.2	Limitations	245
7.3	Suggestions for Future Research	245
7.4	Conclusions and Implications	247
	References	250

<http://www.springer.com/978-981-10-0052-2>

Expatriate Manager's Adaption and Knowledge
Acquisition

Personal Development in Multi-National Companies in
China

Li, Y.

2016, VIII, 252 p. 21 illus., 19 illus. in color., Hardcover

ISBN: 978-981-10-0052-2