出國報告（出國類別：國際會議）

參加「美國管理學會 2013 年會」
2013 Annual Meeting of the Academy of Management
Orlando, Florida

服務機關：國立臺北大學商學院
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派赴國家：美國
出國期間：8/9-8/13, 2013
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摘要

美國管理年會(Annual Meeting of the Academy of Management, 簡稱 AOM)是國科會選訂之一級國際會議，規模盛大，是管理界的年度盛事。今年 (2013)一共有來自 88 個國家，超過 8300 名的與會者共襄盛舉，來自臺灣的學者則有 139 位。大會今年舉辦地點在風光明媚的佛羅里達州奧蘭多市(Orlando)舉辦，會議從 8/9-8/13 五天，一共有 1600 多個場次。會議形式有專業發展工作坊(Professional Development Workshop Program, 簡稱 PDW)，學術發表場 (Scholarly Program)，專題小組論壇(Caucuses)，與圓桌討論場(Discussion Paper Sessions)等，非常多元。今年共有 6190 篇文章投稿，接受 2593 篇正式文章，與 294 討論型文章，正式文章接受率約為 44%。文章主要來自 25 個領域，而最大的領域為組織行為 (簡稱 OB)，即為本人參加的領域。今年 OB 領域共有 1048 篇投稿 (包括 895 篇正式文章和 153 個 symposia)，最後接受 390 篇正式文章報告。本人在此次 AOM 會議的學術發表場發表一篇論文並參加一個專業發展工作坊 (PDW)與一場專題小組討論(Caucus)。論文口頭報告時間在 8/12 的下午，場次編號與名稱為 Session 1091: Cross Cultural Research in OB: Evidence from Asia。同場另有其他三位學者，報告過程順利，收穫良多。參加第一級的國際會議，可以碰到許多同領域的學者，而且會議過程嚴謹，學習新的知識對學者充電很重要，希望未來繼續有機會參加 AOM。

目次

壹、 目的

　　Annual Meeting of the Academy of Management (AOM) 是國科會選訂之一級國際會議，一般管理學門非常鼓勵學者要參加 AOM，學者的研究績效與研究表現也會看是否有發表在這頂級的國際研討會。所以在管理界，積極做研究的學者都知道年底除了要丟國科會專題研究案，還要努力投幾篇文章投稿到 AOM 研討會。由此可知，AOM 受管理界的重視。

　　AOM 的投稿接受率並不高，約在 4 成左右。幸運的是，本人今年投稿順利，有一篇文章被接受正式口頭發表，因此此行最主要的目的便是去口頭報告。另外 AOM 除了發表論文之外，也提供非常多的 workshop 讓學者成長，例如: PDW (Professional Development Workshop Program)會邀請知名學者針對研究方法與論文寫作等研究議題組成 workshop，與學者做交流。另外有些國外較新與自己較關心的議題，可以在此會議中找到同好，或瞭解到目前的研究趨勢，對做一些較創新題目的學者非常有幫助。這些都是本人此行千里迢迢參加 AOM 的主要目的。

貳、 過程

以下是本人研討會五天大致的行程安排：

8/8 出發前往美國，飛行時間約 22 小時。

8/9 到達美國佛羅里達州奧蘭多。報到與領取資料，並認識會場及周邊環境。

8/10 參加 Professional Development Workshop Program #215: Management Education for the Future -Towards Responsibility, Sustainability and Integrity.

8/11 參加大會演講與頒獎典禮，陳明哲教授的演講題目是 "Being Ambicultural"。

8/12 上午參加 Caucus session #700: The Impact of Women Leaders on the Continuation, Transformation and Study of Capitalism

下午出席口頭報告"Want More Caring in a Foreign Land? The Relationship Among Cultural Intelligence, Loneliness, Supervisor Support, and Overseas Work Adjustment."

8/13 閉幕

在此重點陳述各日的主要活動

2013/08/09

　　本人於會議第一天下午到達佛羅里達州奧蘭多市(Orlando)，check-in 旅館後即前往會場熟悉環境與辦理報到，順利拿到名牌與大會手冊。回旅館後則先行閱讀與勾選欲參加之場次。

2013/08/10

　　會議第一天參加專業發展工作坊 Professional Development Workshop Program #215: Management Education for the Future -Towards Responsibility, Sustainability and Integrity. 此工作坊由 Charles Wankel 博士主持。由於參加人數眾多，並來自多個國家，所以再區分為 7 個圓桌討論。每一桌有指定討論的主題:

1. How management education may contribute to creating a more sustainable world by reducing local and global corruption? Roundtable leader- Professor James Stoner

2. How "Giving Voice To Values" may be used as a method (pedagogy, curriculum) for preparing students for positive action toward integrity and sustainability in management practice? Roundtable leader- Professor Mary C. Gentile

3. How to coordinate and make sure that UN-backed Principles of Responsible Management Education (PRME) as well as Sustainable Development issues are respected in all our programs (per institution) we teach? Roundtable leader- Professor Cordula Barzanty

4. What kind of pedagogic approaches and teaching tools should be used for preparing future leaders to cope effectively with challenges of leading with responsibility, sustainability and integrity in a multicultural space? Roundtable leader- Professor Marco Tavanti

5. How may we identify and nurture faculty development resources necessary to support PRME-related teaching." Roundtable leaders- Professor Jennifer S.A. Leigh and Professor Jean M. Forray

6. How cultural differences and economic diversity should express themselves in approaches to management education against "dark sides of organization"? Roundtable

leader- Professor Alfred Lewis

7. What kind of initiatives and strategies should be undertaken to promote responsibility, sustainability and integrity in the world of academia? Roundtable leader- Professor Hamid Kazeroony

簡言之,這個會議主要提供給從事管理教育的工作者分享和討論如何建立有誠信與責任的管理教育。主軸有三,大家即中討論:(1)在各位發表人所屬國家或學校中,如何找出可行的辦法來支持聯合國提出的負責任管理教育原則(Principles of Responsible Management Education, PRME)。(2)討論 PRME 如何能促進高等教育下個人系統性與永續性的改變。(3)針對誠信相關的挑戰,反省商學院的教育如何能教導誠信相關的價值觀,美德和品格。

2013/08/11

早上 8 點-11 點為大會的開幕式。大會演講一開始由下屆主席 Paul Adler 致詞,感謝許多委員、工作人員、志工的協助才能使大會運作成功。接著介紹本屆會議的主題: Capitalism in Question. 然後進行頒獎,例如:Volunteer Recognition (得主: BJ Zirger); Career Achievement Awards, Distinguished educator award (得主: Edward Freeman, University of Virginia); Distinguished scholar-practitioner award (得主: Philip Mirvis, Boston College); Scholarly Contributions to Management (得主: Michael Tushman) 等。我特別注意了一下傑出教師獎的評審原則,評審考慮的標準是: 1. developing doctoral students; 2. teaching effectively; 3. fostering pedagogical innovations; 4. developing effective methods, structure and designs. 值得自己再學習與進步。最後由大會主席陳明哲教授演講,題目是 "Being Ambicultural"。演講主要內容是講多元文化對管理的影響。陳明哲教授來自臺灣臺東 (畢業於臺北中興),在全球管理學界享有盛名的學者,所以很令人期待他的演講。他一開始即說 27 年前 (1987)當他還是博班學生,參加第一次的 AOM,很難想像 27 年後,他能站在這當 AOM 主席。陳明哲教授的演講一向風趣,這次在 AOM 大會也不例外,他不像一般演講者乖乖站在臺上,陳教授走下臺,脫下西裝外套,站在與會學者中和大家近距離討論演講的主題,而且隨時問你意見,所以要很專心聽。一小時的演講,陳教授講得精彩。要能討論如何將

東西方文化平衡 (balance)、發揚光大 (enlighten)、然後再超越 (transcend)，我想全球管理學界當下也只有陳老師是最適合的人選。

2013/08/12

　　本人這次研討會口頭發表的場次是 1091，時間是 8 月 12 日下午 3 點到 4 點 30 分，在 Dolphin Resort 的 Salon A4 室。此場次的主題是 **Cross Cultural Research in OB: Evidence from Asia** 主持人是 Dr. Xiao-Ping Chen，本場次共有 4 篇文章，前面 3 篇報告，主題比較偏人與環境的配適 (person-environment fit)對跨文化環境下的相關研究，本人的文章偏文化智商對跨文化適應的影響。在這 90 分鐘內，每位報告者依序上台報告 15 分鐘，報告完後即進行現場問答。等到所有的人都報告完畢，主持人對各組做出結論與建議。本人與共同作者林怡君教授一同出席，為最後一組報告，報告十分順利，Q&A 也引起許多與會者的迴響。主持人對我們這組的報告內容給了非常正面的評價。特別值得一提的是，本場次主持人 Dr. Xiao-Ping Chen 是位旅居美國的大陸學者，也是 SSCI 級期刊的主編 (期刊: Organizational Behavior and Human Decision Processes，2012 impact factor: 2.816)，她對我們的研究議題剛好也有特別的關注，並也曾用我們文章中的一個變數 (文化智商 cultural intelligence) 發表一篇文章於一級期刊 "A Multilevel Investigation of Motivational Cultural Intelligence, Organizational Diversity Climate, and Cultural Sales: Evidence from the U.S. Real Estate Firms," with D. Liu and R. Portnoy, *Journal of Applied Psychology*, Vol. 76, No. 2, 2012, pp. 93-106. 所以我和共同作者特別於會後請她以期刊編輯的角度給於我們文章的評論與建議，Dr. Chen 非常熱心與專業的提供不少正面與修改的意見，並祝福我們以後的發表能順利成功，我想這也是此行一個不小的收穫了。

　　另外我和本校黃美綺老師一同出席由 Jackson University 商學院副院長的 Dr. Matrecia James 所主持的專題小組論壇 (Caucus)，其主題為**"The Impact of Women Leaders on the Continuation, Transformation and Study of Capitalism"**，從這場討論得知至今 21 世紀，美國女性在職場上的發展與台灣女性一樣受到不少限制，家庭的期待，自己對性別角色的期待，社會的規範，與支持系統 (support system)，非常多的因素限制了女性的發展，造成這種現象的種種原因還待學界與業界聯手尋找解決方案。此外，Caucus 的會議剛好也是AOM近年來一個新的會議型式，此次參加了Caucus

的會議剛好讓我學習到下次可以如何籌辦 AOM Caucus 會議。

　　參加完專題小組論壇，我和本校<u>黃美綺</u>老師與 Jacksonville University (JU) 商學院的副院長 Dr. Matrecia James、行銷組教授 Dr. Doug Johansen、與財務組教授 Dr. Maggie Foley 會面，進行本校商學院國際交流與交換學者之業務洽談。JU 學者對於與本校國際交流與交換表達高度興趣與意願，會談中，我們討論了對達成學者交流，彼此學校可提出的協助做了意見的交換，例如: 研究室、課程、住宿等問題。我們回國後，得知 JU 商學院的院長將親自來台與本校正式簽約，在此對於台北大學往國際化更邁進一步感到高興。

2013/08/13

　　這天是大會的最後一天，本人參加了組織行為(OB)領域的閉幕式。會中 Dr. Ben Schneider 獲頒終生成就獎，之後則有 OB 領域的社交活動-hot coffee, cool people coffee break。大家輕鬆的聊天，交換意見。OB 是 AOM 會議各領域中最具規模的領域。今年 OB 領域共有 1048 篇投稿 (包括 895 篇正式文章和 153 個 symposia)，最後接受 390 篇正式文章報告(44%接受率)，所以今年能參加 AOM 真的很難得，這幾天過得很快，雖然已是最後一天，但還是覺得意猶未盡。

參、 心得及建議

　　過去曾參加過不少國內外大大小小的會議，但是總覺得論文品質參差不齊，要不就是會議流程不夠周延，後來參加研討會的興趣大減，大多請學生去報告就好。參加過 AOM 年會後，才知道一級國際會議是值得學者親自投入時間與精力參加的。參加此會議除了發表研究成果增加國際能見度外、最重要的是能吸取自己領域最新的研究方向及議題，同時透過接受其它國際學者的建議，修正目前研究方向與內容，如此個人學術生涯才能源源不絕。

　　在此建議臺北大學商學院與研發處可以多鼓勵與支持教師參加類似的一級國際會議，以提高學術風氣。同時要求博士生也應該多主動參加類似的國際會議。在經費補助方面雖然十分有限，但是研發處或許可以蒐集校外申請補助的資訊，如一些基金會或學會，提供給申請者自行接洽。當然，也希望臺北大學可以早日獲得「五年五百億邁向頂尖大學計畫」的經費，這樣全校的師生受惠更大。

肆、 　附錄

一、 　會議議程

會議舉辦時間地點:

The 73rd Annual Meeting of the Academy of Management - August 9-13, 2013 - Lake Buena Vista (Orlando), FL

會議類型的日期與主席

Professional Development Workshop Program
Dates: Friday, August 9, 2013 through Saturday, August 10, 2013
PDW Chair: Debra L. Shapiro, University of Maryland

Scholarly Program

Dates: Monday, August 12, 2013 through Tuesday, August 13, 2013
Program Chair: Paul S. Adler, University of Southern California

All Academy Program
Dates: Sunday, August 11, 2013
Committee: Paul Adler (Chair), U. of Southern California, Gerald Davis, U. of Michigan, Thomas Kochan, Massachusetts Institute of Technology , Carrie Leana, U. of Pittsburgh, Stella Nkomo, U. of Pretoria

Caucuses

Dates: Monday, August 12, 2013 through Tuesday, August 13, 2013

Chair: Theodore Brown, Oakwood University

Discussion Paper Sessions

Date: Sunday, August 11, 2013

Paper Session

Program Session #: **1091** | Submission: **18140** | Sponsor(s): **(OB)**

Scheduled: **Monday, Aug 12 2013 3:00PM - 4:30PM** at **WDW Dolphin Resort** in **Salon A4**

Cross Cultural Research in OB: Evidence from Asia

Cross Cultural Research

1. OB: **A Meta-Analytic Cross-Cultural Comparison of Person-Environment Fit Dimensions** ✈ 🖥

Author: **In-Sue Oh**; Fox School of Business, Temple U.;
Author: **Russell P. Guay**; U. of Northern Iowa;
Author: **Kwanghyun Kim**; Korea U.;
Author: **Crystal M. Harold**; Temple U.;
Author: **Jong-Hyun Lee**; Ajou U.;
Author: **Chang-Goo Heo**; Ajou U.;
Author: **Kang-Hyun Shin**; Ajou U.;

In this cross-cultural meta-analysis, we examine the relationships between person-environment [P-E] fit and work attitudes as well as job performance based on 96 studies (110 independent samples) conducted in East Asia, Europe, and North America. Findings suggest that the effects of rational fit (person-organization and person-job fit) are (relatively) stronger in North America and, to a lesser extent, Europe than in East Asia. However, the effects of relational fit (person-group and person-supervisor fit) are (relatively) stronger in East Asia than in North America. This highlights that in collectivistic and high power distance (versus individualistic and low power distance) cultures, relational (versus rational) fit is more salient in influencing employeess' perceptions about their work environments. Results are less clear concerning job performance. What is common across cultures is that, regardless of which dimension of P-E fit is being considered, fit happens and high levels of fit lead to positive outcomes, confirming the universal relevance of fit phenomenon.

2. OB: **Fostering Inter-Cultural Relationships: The PCN Japanese Expatriate-American Local Experience** ✈ 🖥

Author: **Justin Kraemer**; Rutgers U.;

I use the context of parent country national (PCN) expatriation to study inter-cultural relationships. Within US subsidiaries of Japanese firms, I study the cultural and individuated strategies PCN expatriates can use to foster the benevolent assessments of their American local colleagues as well as the receptivity of these American colleagues to

the various strategies. In the main analysis I use random coefficient modeling to analyze data collected from 46 Japanese PCN expatriates and 112 of their American local colleagues. I find that PCN expatriate adaptation, helping and out-of-work interaction are positively associated with local assessments of expatriate benevolence. I also find that a local need-to-belong strengthens the positive association between adaptation and benevolence while a local neuroticism weakens the positive association between helping and benevolence. Areas of future research and practical implications are also discussed.

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3. OB: **Foreign Company Attractiveness to Host Country National Professionals: An Integrated Model** ✈ 🖳

Author: **Katharina Hildisch**; U. of Goettingen;
Author: **Fabian Jintae Froese**; U. of Goettingen;
Author: **Vesa Peltokorpi**; Japan Advanced Institute of Science and Technology;

While attracting talent is important for company success, very little research is conducted on foreign company attractiveness to host country national (HCN) professionals. To bridge this research gap, this paper investigates foreign company attractiveness from a HCN perspective. Building on Person-Organization-Fit (P-O fit) theory, we develop an integrated model taking into account relevant organizational and individual characteristics in the foreign company context. The model tested with 800 HCN professionals in Japan show that company country-of-origin does not influence organizational attractiveness. Instead, HCN professionals prefer companies with human resource management practices, work environment, and organizational culture that are congruent with dominant host country practices. Further, the results show that HCN demographics (age and gender), international skills (English proficiency and international experiences) and individual work values (individualism and risk aversion) interact with these organizational characteristics.

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4. OB: **The Relationship Among Cultural Intelligence, Loneliness, Supervisor Support, and Work Adjustment** ✈ 🖳

Author: **Angela Shin-yih Chen**; National Taipei U.;
Author: **Yi-chun Lin**; National Taiwan Normal U.;

As the phenomenon of foreign contracted workers increases, there has been a growing interest in exploring the factors that influence cross-cultural adjustment. The present study is focused on providing insight into foreign contracted workers' cross-cultural adjustment by investigating the three-way interaction effect of cultural intelligence (CQ), loneliness, and supervisor support on overseas work adjustment via hierarchical regression analysis. Data were collected with a return rate of 32.32% from 307 Filipino contracted workers in

Taiwan's manufacturing industry. The results showed that there is a significant three-way interaction among CQ, loneliness, and supervisor support on overseas work adjustment. Specifically, when people reported more loneliness, higher supervisor support increased the influence of foreign workers' CQ on overseas work adjustment. The results of this study contribute to the body of knowledge in the field of cross-cultural psychology and the emerging field of cross-cultural human resource development (HRD).

二、 發表論文全文

Want More Caring in a Foreign Land? The Relationship Between Cultural

Intelligence, Loneliness, Supervisor Support, and Overseas Work Adjustment

Abstract

As the phenomenon of foreign contracted workers increases, there has been a growing interest in exploring the factors that influence cross-cultural adjustment. The present study is focused on providing insight into foreign contracted workers' cross-cultural adjustment by investigating the three-way interaction effect of cultural intelligence (CQ), loneliness, and supervisor support on overseas work adjustment via hierarchical regression analysis. Data were collected with a return rate of 32.32% from 307 Filipino contracted workers in Taiwan's manufacturing industry. The results showed that there is a significant three-way interaction among CQ, loneliness, and supervisor support on overseas work adjustment. Specifically, when people reported more loneliness, higher supervisor support increased the influence of foreign workers' CQ on overseas work adjustment. The results of this study contribute to the body of knowledge in the field of cross-cultural psychology and the emerging field of cross-cultural human resource development (HRD).

Keywords: cultural intelligence, loneliness, supervisor support, work adjustment

Today, globalization of business activities has become one of the most widespread phenomena for current business operations (Hodgetts & Luthans, 2000); particularly in East Asian economies, rapid industrialization has produced a change in Asian countries such as Hong Kong, Singapore, Korea, China, and Taiwan. These circumstances involve two kinds of migrant worker movements in East Asia. The first movement involves highly skilled professionals, middle-up managers, English instructors and international students from Western core countries. The other movement includes migrant workers from Southeast and South Asia, employed in demeaning, unskilled jobs, and treated as ethnic "others," who work at construction, caretaking, and as domestics (Findlay, Jones, & Davidson, 1998). These foreign workers from different cultures and countries have created a multi-faceted workforce in East Asia. To date, local employees gradually find themselves working in a newly diverse cultural environment (Crocker, 2002; Earley, Ang, & Tan, 2006; Stiglitz, 2003).

Within a new cultural context, foreign workers face different challenges while experiencing a transition from familiar to unfamiliar settings. They recognize the fact that behavior patterns, emotional expression, attitudes, and cultural values that are acceptable in

their familiar environment are not acceptable in their unfamiliar settings, and that some things that are offensive in their own cultural settings are allowed in the new cultural environment (Black & Gregersen, 1991; Chen, Lin, & Sawangpattanakul, 2011; Montabaur, 2002). These circumstances cause the foreigners uncertainty, anxiety, professional and personal stress, and frustration and confusion, which results in difficulty dealing with culture shock and conflict and causes poor adjustment in a new cultural setting (Liat, 2009; Oberg, 1960). Therefore, people must be open to interacting with local people and develop the ability to build interconnections with those who are different from them. In other words, those who adapt successfully are more apt to accept the differences. This kind of intelligence can be an index for the capability to effectively adapt to new cultural contexts (Chen, *et al.*, 2011). Earley and colleagues introduced the construct of cultural intelligence (CQ) to explain differences in the effectiveness of individual interactions across cultures (Earley, 2002; Earley & Ang, 2003). CQ refers to an individual's ability to effectively deal with people from different cultural backgrounds for the purpose of better adjustment to a new environment, which is beyond the relatively simple ability to understand the language of a culture (Ramalu, Rose, Kumar, & Uli, 2010). Individuals with a higher CQ can more easily navigate and understand unfamiliar cultures and adjust their behavior accordingly to perform more effectively in culturally diverse situations (Earley & Ang, 2003; Earley & Mosakowski, 2004).

However, CQ is not the only significant component needed to solve the problems of cross-cultural adjustment. As a human being, the feelings of loneliness may be hidden in a deeper part of the heart, which may be another psychological factor to affect the adjustment level. Foreign workers live away from home and have no close relationships in the host country. They may not have family members and friends to help them overcome their problems, and few accessible social supports in the host country. Sometimes, the feelings of overwhelming loneliness cause foreign workers to live in isolation in the host country, resulting in an affect on their physical and mental health (Chan & Qiu, 2011). Research has also pointed out that psychological stress resulting from poor adjustment has a strong effect on poor performance and job dissatisfaction (Cohen, 1980; Tung, 1988).

Appropriate social support from family and friends in the home country or host country can reduce psychological stress and shorten the poor adaptation process in a cross-cultural setting. Sarason, Sarason, and Pierce (1990) stated that either tangible or invisible support from multiple sources, such as family and friends, is another critical mechanism for people to maintain full energy and a willingness to stay in the host country. Social support in the organizational context can stem from co-workers, supervisors, or the organization itself. Previous studies have shown that a supportive supervisor's relationship is more closely related to lower levels of reported work strain than nonwork-based support, especially when working overseas in a different cultural environment (Fenlason & Beehr, 1994). Edmondson (2004) and May, Gilson, and Harter (2004) specifically stated that if a

supervisor is approachable and accessible to subordinates, and the interpersonal relationships in the work environment are supportive, open, and respectful, it has a major impact on feelings of safety for foreign workers, and people feel more comfortable in their work environment. This kind of direct supervisor support can help foreign workers obtain immediate job assistance and can moderate work stress (Kraimer, Wayne, & Jaworski, 2001).

PROBLEM STATEMENT

The term *cultural intelligence* is a new concept. CQ is believed to represent an essential intercultural capability for any kind of foreign worker. Recent empirical research has focused on CQ as a multidimensional construct with different relationships and specific intercultural effectiveness outcomes (Ang, *et al.*, 2007; Templer, Tay, & Chandrasekar, 2006). However, many previous empirical investigations that tested different roles in the international arena found an inconsistent pattern for the relationship between CQ factors and dimensions of cultural adjustment (e.g., Ang, *et al.*, 2007; Dagher, 2010; Lee & Sukoco, 2007; Ramalu, *et al.*, 2010; Templer, *et al.*, 2006). Why then have empirical results that separately account for such potential individual factors as a Big Five personality (Ang, Van Dyne, & Koh, 2006) and psychological stress (Ang, *et al.*, 2007), as well as external factors such as cultural distance (Ang, *et al.*, 2007; Kim, Kirkman, & Chen, 2006) and expatriate training (Lee & Sukoco, 2007), been inconclusive as the predictors of examining this unstable relationship between CQ and cross-cultural adjustment? The literature appears to have neglected other elements of a social environment that can interact with individual factors and at the same time influence intercultural outcomes (Chen, Kirman, Kim, Farh, & Tangirala, 2010; Harrison, Shaffer, Bhasskar-Shrinivas, 2004). Based on the person-situational interactionist approach (e.g., Pervin, 1989; Schneider, 1987; Terborg, 1981), individual and situational factors reportedly jointly influence intercultural outcomes. No study has yet tested how personal and situational factors interact to exert influence on the certain adjustment in a cross-cultural setting. We suggest that it may be important to take into account that broad situational factors may exist concurrently; in other words, there is a strong need for insight into how individual psychological factors and situational factors jointly influence intercultural outcomes in the multi-faceted workplace.

Second, while CQ has been studied among a wide variety of contexts such as among expatriates (Ang, *et al.*, 2007; Ramalu, *et al.*, 2010; Templer, *et al.*, 2006), business travelers (Tay, Westman, & Chia, 2008), and intercultural negotiators (Imai & Gelfand, 2010), it has rarely been studied in the domain of foreign contracted workers who are being hired to work in East Asia and move from country to country to fill the demand for labor. In most countries, the labor workforce is becoming heterogeneous. Foreign contracted workers are engaged in dangerous, difficult, and dirty jobs that local workers are unwilling

to do (Ang, Dyne, & Begley, 2003). These foreign contracted workers face intercultural problems in their daily life as well as on the job. Chen, *et al.* (2011) described some problems of work adjustment in the organizational setting, including unexcused absences, neglect of orders by supervisors, misconduct, job performance at a much slower pace than normal, all of which result in conflicts with employers/supervisors and fellow employees. However, as Ang, *et al.* (2007) concluded, work adjustment was the main and direct antecedent of job performance in most organizations. To improve work adjustment, there is a need to understand what factors that possibly affect work adjustment should be taken into account, especially when working with diverse groups. The cross-cultural literature suggests that supervisors have the most frequent contact with foreign workers, providing usual affective social support, and having close relationships (Chan & Qiu, 2011). Referencing the social network supported by supervisors can diminish feelings of social isolation and emotional loneliness (Rook, 1984). Sarason, Sarason, Hacker, and Basham (1985) suggested that it is worthwhile to measure loneliness and social support in order to identify these individuals.

To address this knowledge gap, our research brought the importance of loneliness as a personal factor together with the situational factor of the social network supported by supervisors to understand overseas work adjustment in a cross-cultural context. The present study used foreign contracted workers in Taiwan as a sample to take a closer look at both loneliness and supervisor support and their impact on overseas work adjustment. The purpose of this study was to examine the relationship between CQ and overseas work adjustment, with loneliness and supervisor support as the moderating effects on foreign contracted workers in a different culture and country.

LITERATURE REVIEWS AND HYPOTHESES

Cultural Intelligence and Overseas Work Adjustment

The concept of CQ is meant to reflect the capability to deal effectively with people from different cultural backgrounds (Ang, *et al.*, 2007; Earley & Ang., 2003). Grounded in the established stream of intelligence research, CQ is a theoretical extension of existing facet models anchored on the theory of multiple intelligences (Gardner, 1993). The acquisition of CQ involves learning from social interactions. Many researchers have applied Bandura's Social Learning Theory (1977) in a cross-cultural context to explain that social learning is a very powerful way in which people's experiences in a diverse context can be transferred into knowledge and skills. The knowledge gained about the ways in which cultures differ can be reproduced in behavioral skills, and eventually receive feedback (reinforcement) about the effectiveness of the adapted behavior (Caligiuri, 2000; Searle & Ward, 1990; Thomas, 2006). According to Bandura's Social Learning Theory (1977), CQ is likely to translate into meaningful differences in work behaviors.

Black's (1988) model has been widely accepted, and is the basis for many previous

studies about cross-cultural adjustment (Palthe, 2004). The three dimensions of Black's model are general adjustment (comfort associated with various nonwork factors), interaction adjustment (comfort associated with interacting with host country nationals), and work adjustment (comfort associated with the assignment of a job). This model has been extensively tested and generally supported (Shaffer, Harrison, & Gilley, 1999). Although cross-cultural adjustment is multifaceted, work adjustment most deeply involves the adaptation to new job tasks, work roles, and the new work environment, and is aided by similarities in procedures, policies, and work conditions. Cohen (1980) stated that expatriates with a higher work adjustment adapt to work-related jobs required by their international assignments more efficiently and effectively than those with a lower work adjustment, because they are more comfortable in dealing with various aspects of their jobs.

Many previous studies have empirically demonstrated CQ and the intercultural effectiveness of work outcomes. Kim, *et al.* (2006) proposed that expatriates with high CQ will adjust in work and non-work environments better than those with low CQ. The results of Ramalu's, *et al.* (2010) study of 323 expatriates working in Malaysia found that greater work adjustment in expatriates was related to increase motivational CQ for males who spent a longer amount of time in Malaysia. Similar results showed a positive relationship between work adjustment and motivational CQ (Templer, *et al.*, 2006). In Black's (1990) study, it was expected that work adjustment was also positively correlated with behavioral flexibility in a sample of Japanese expatriates working in the United States. Another study found that behavioral flexibility predicted both general and work adjustment in expatriate managers working in a variety of countries (Shaffer, Harrison, Gregersen, Black, & Ferzandi, 2006). However, more recent research found a surprising lack of a significant positive relationship between Behavioral CQ and work adjustment (Daugher, 2010). The results indicated the importance of adopting appropriate behaviors in order to survive in a new, culturally diverse work environment.

Therefore, it is reasonable to predict that individuals with higher CQ would more easily navigate and understand unfamiliar cultures and adjust their behaviors to perform effectively in culturally diverse work settings. We thus propose the following hypotheses:

Hypothesis 1: There is a positive relationship between CQ and overseas work adjustment; specifically, individuals with higher CQ will have better overseas work adjustment.

Loneliness and Overseas Work Adjustment

Simply stated, loneliness is an unpleasant feeling and experience that occurs when a person's network of social relationships is lacking. Loneliness is accompanied by distress,

anxiety, and desperation (Russell, Peplau, & Cutrona, 1980). Seligman (1983) stated that the feeling of loneliness is one of the most poorly understood of all psychological phenomena. Loneliness has been defined as the distressing psychological experience that happens when there is gap between people's desired and actual level of interpersonal relationships with others in a social world (Peplau & Perlman, 1982). Previous research has viewed loneliness as a unidimensional concept (Russell, *et al.*, 1980). On the other hand, loneliness was earlier described by Weiss (1973) as a multidimensional and domain-specific concept, and proposed as two distinct types, including the experience of emotional isolation (emotional loneliness) and social isolation (social loneliness). Emotional loneliness is the absence of a close emotional relationship with family (e.g., children and spouse) and social loneliness is the lack of integration into a social network, which can be provided by friends from work or school.

Research has investigated loneliness as the key factor to predict a sojourner's cross-cultural adjustment (Ong & Ward, 2005; Ward & Rana-Deuba, 2000; Ward & Searle, 1991). For example, in a study done with 104 sojourners, Ward and Rana-Deuba (2000) found that loneliness was a strong predictor of psychological adjustment in sojourners. Stone Feinstein and Ward (1990) similarly reported that loneliness was the most significant predictor of psychological distress in American women in Singapore. Ward and Searle (1991) also found that loneliness was a powerful predictor of mood disturbance in a multinational sample of foreign students in New Zealand. Furnham and Bochner (1982) used international students as a sample and found that they faced many difficult problems of cross-cultural adjustment due to loneliness, language barriers, discrimination, and financial stress. The relationship between loneliness and cross-cultural adjustment conducted with university students and sojourners is either simple or straightforward (Furnham & Bochner, 1982; Hsu, Hailey, & Range, 1986; Leung, 2001; Medora, Woodward, & Larson, 1987; Tsuboi, 1991; Ward & Rana-Deuba, 2000; Ward & Searle, 1991). Translating these results of loneliness into a work-domain context, foreign contracted workers may be prone to feelings of loneliness when they move away from home and family, have no stable and long-term relationships with others (Chan & Qiu, 2011) and work in poorly paid, demanding, and dangerous jobs in a host country (Chen, *et al.*, 2011). We would expect a foreign contracted worker's loneliness to influence his or her work adjustment in a cross-cultural/organizational setting.

Supervisor Support and Overseas Work Adjustment

Social support is the degree of consideration, information, and task assistance available to an individual from his or her personal network (Iverson, Olekalns, & Erwin, 1998). Social support in the organizational context can stem from coworkers, one's supervisor (perceived supervisor support, PSS), or the organization itself (perceived organizational support, POS).

Social support at work has two forms: emotional and instrumental. Emotional support includes concepts such as recognition, language comforts, appreciation, and words of encouragement that individuals often receive from colleagues or managers in the workplace. Instrumental support is the information, advice, assistance and materials needed to complete the work (Lindorff, 2005).

Perceived organizational support (POS) reflects a belief that the firm cares about employees' well-being and is willing to spend resources to support its employees (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Hutchison, 1997). If employees perceive that the organization is not reciprocating its commitment to the organization by providing them with needed support resources, they may respond by psychologically withdrawing from the assignment. Literature suggests that a consequence of POS is related to increasing one's organizational commitment and sense of belonging to the organization. POS also contributes to enhancing an employee's positive mood and increases job satisfaction (Eisenberger, Armel, Rexwinkel, Lynch, & Rhoades, 2001; George & Brief, 1992; Hoffman & Woehr, 2006). Cords and Dougherty (1993) mention that social support has a direct or moderating effect on burnout. Individuals with higher POS can increase their task interest, reduce strains and stress (Viswesvaran, Sanchez, & Fisher, 1999), and lessen withdrawal behaviors such as tardiness, absenteeism, and voluntary turnover (Rhoades & Eisenberger, 2002). Individuals with lower POS tend to have lower job satisfaction (Armstrong-Stassen, 2004; Siu, 2002), suffer higher psychological stress (Eisenberger, *et al.*, 1986; Fisher, 1985), and exhibit high absenteeism and turnover (Begley, 1998). It is reasonable to expect that POS will reduce an individual's physical and mental symptoms such as burnout, depression, lack of involvement, and sense of low personal achievement.

Meanwhile, several studies described that supervisors and work colleagues can also provide support in the form of useful information and feedback, practical aid, and/or emotional support relevant to a stressful work situation (Joiner & Bartram, 2004; Mark & Malcolm, & Michael, 2001). This perceived supervisor support is another form of social support. Perceived supervisor support refers to the feeling that subordinates believe their supervisors value their contributions and care about their well-being (Kottke & Sharafinski, 1988). When subordinates feel supported by their supervisors, favorable attitudinal and behavioral outcomes would appear (Pazy & Ganzach, 2009; Rhoades & Eisenberger, 2002; Viswesvaran, *et al.*, 1999). These include reduced work stress and developing trust in managers (Cornell, Ferres, & Travaglione, 2003), better performance (Pazy & Ganzach., 2009), increased job satisfaction (Griffin, Patterson, & West, 2001; Mark, *et al.*, 2001; Tan & Tan, 2000), enhanced positive mood (Yoon & Thye, 2000) and lower intention to leave the organization, as well as a positive feeling of psychological safety (May, *et al.*, 2004). Shaffer, *et al.* (1999) stated that social support from colleagues and supervisors is likely to lead to better work adjustment in a foreign assignment. Therefore, supervisor support is a

critical factor influencing overseas work adjustment.

Studies have shown that another variable related to social support is loneliness. People feel lonely when they are given no social support or when they perceive that they are not obtaining as much support as they need (Rook, 1984). Especially in a work setting, social support from supervisors and co-workers makes people feel that their presence has value, resulting in a sense of acceptance, belonging and satisfaction which helps facilitate cross-cultural adjustment (Aycan, 1997). Therefore, we examined the effect of both loneliness and supervisor support on work adjustment. This raised the question of whether people's feelings of loneliness and perceived support from their supervisor are important to influence the effect of CQ on their work adjustment. Based on this discussion and the evidence presented above, the following hypothesis is offered.

Hypothesis 2. Loneliness and supervisor support moderate the relationship between CQ and overseas work adjustment. Specifically, to people with higher degree of loneliness, higher supervisor support can produce stronger moderating effect on the relationship between CQ and overseas work adjustment. For individuals with a lower degree of loneliness, however, there is no difference between high and low supervisor support with respect to the moderating effect between CQ and overseas work adjustment.

METHOD

Sample and Procedures

Questionnaires were distributed directly to 950 Philippine workers during their Sunday church service. A total of 307 valid copies were returned with a return rate of 32.32%. As for background, more than half of the respondents were below age 30 (n = 194, 63.2%), and approximately 65% held a college degree (n = 199, 64.82%). At the same time, more than 70% had related work experience (n = 227, 73.94%). Furthermore, the majority of the respondents indicated that they had no previous overseas experience (n = 268, 87.3%). As for language ability, almost 60% indicated an above-average English ability (n = 184, 59.93%), yet only a third indicated an above-average Chinese ability (n = 117, 38.1%).

Measures

CQ. The CQ scale was adopted from Ang, *et al.* (2007). A total of 20 CQ items were incorporated into the four dimensions of this scale. A high score indicated that an individual could better adjust to new cultures, understand local practices, and behave appropriately and effectively in other cultures outside his or her own. Sample items included "I am aware of the cultural knowledge (e.g., local economics, law, and traditions) I apply to cross-cultural interactions," "I know the cultural values and religious beliefs of

other cultures," "I enjoy interacting with people from different cultures," and "I change the speed of my speaking when a cross-cultural situation requires it." All items were rated on a 7-point Likert scale (1 = *strongly disagree*, 7 = *strongly agree*). The research sample presented a coefficient alpha of .93, indicating good internal consistency.

Loneliness. Loneliness was measured using Hays and DiMatteo's (1987) scale. There were 8 items including 2 reversed questions. Sample items included "I feel isolated from others," and "I lack companionship." All items were rated on a 5-point Likert scale (1 = *strongly disagree*, 5 = *strongly agree*). The research sample presented a coefficient alpha of .84, indicating good internal consistency.

Perceived supervisor support. We adopted the 4-item scale developed by Cheng, Jiang, and Riley (2003). Sample items included "My supervisor is willing to listen to my job-related problems," "In my work, my supervisor is willing to give me a chance to fix it when I make a mistake." All items were rated on a 5-point Likert scale (1 = *strongly disagree*, 5 = *strongly agree*). The research sample presented a coefficient alpha of .83, indicating good internal consistency.

Overseas work adjustment. We applied the work adjustment dimension in Black and Stephens's (1989) cross-cultural adjustment scale to measure overseas work adjustment. Sample items included "I am adjusted to my specific job responsibilities." All items were rated on a 7-point Likert scale (1 = *strongly disagree*, 7 = *strongly agree*). The research sample presented a coefficient alpha of .88, indicating good internal consistency.

Control variables. We controlled for the variables of age, education level, previous overseas experience, related work experience, duration in the host country, and language abilities, as consistent with previous research (Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005; Black & Mendenhall, 1991; Chen, *et al.*, 2011; Hechanova, Beehr, & Chiristiansen, 2003; Mendenhall & Oddou, 1985; and Shaffer, *et al.*, 1999). Age was measured in years. Previous overseas experience and duration in a host country were measured in months. Education level was measured as with/without a college degree, and related work experience were measured by yes/no. Category variables were dummy-coded before entering the regression models.

RESULTS

Descriptive statistics, reliability analysis, and the correlations for all measures are reported in Table 1. All variables were significantly correlated except loneliness and work adjustment. CQ was positively correlated with perceived supervisor support and work adjustment ($r = .27$, $p < .001$; $r = .32$, $p < .001$, respectively). Loneliness was negatively correlated with CQ and perceived supervisor support ($r = -.11$, $p < .1$; $r = -.14$, $p < .05$, respectively), which was expected.

Insert Table 1 about here

Hypothesis Tests

Table 2 summarizes the hierarchical regression results of Hypotheses 1 and 2. Control variables (including participants' ages, education levels, duration in Taiwan, previous overseas experience, related work experience, and language proficiency for English and the host country) were included in all analyses. We first tested whether CQ positively related to overseas work adjustment (Hypothesis 1) and whether loneliness and supervisor support moderated between CQ and overseas work adjustment (Hypothesis 2). As shown in Model 2, CQ had a positive and statistically significant effect on work adjustment (β = .31, $p < .001$). Thus, Hypothesis 1 was supported. In addition, CQ accounted for 9% of variance in work adjustment above and beyond that accounted for by controls. Furthermore, to test the interaction effects of CQ, loneliness, and perceived supervisor support on overseas work adjustment, all three were mean-centered before computing for the interactions (Aiken & West, 1991). Models 3-5 exhibited the three-way interaction results. In Model 5, the three-way interaction term among CQ, loneliness, and perceived supervisor support was significant (β = .15, $p < 0.05$, ΔR^2 = .04, $p < 0.01$). To further closely examine the three-way interaction effects, we plotted the simple slopes on CQ and work adjustment. These slopes are displayed in Figure 1, which indicates that the relationships between CQ and work adjustment remain positive at different levels of loneliness and perceived supervisor support. The simple slope test showed that the relationship between CQ and work adjustment was strongest when both loneliness and perceived supervisor support were high, and weakest when loneliness was high and perceived supervisor support was low. In particular, for individuals with high loneliness, there were differences in the effect of CQ and work adjustment and high vs. low supervisor support (t = 3.24, p < .05); that is, in people with higher loneliness, supervisor support produced a stronger effect on moderating the relationship between CQ and work adjustment. However, for individuals with low loneliness, there were no differences in the effects of high or low supervisor support (t = -0.34, p > .05) on the moderating effect of CQ and work adjustment. This means that in an individual with less perceived loneliness, the effect of supervisor support will not interfere with the relationship between CQ and work adjustment. Accordingly, Hypothesis 2 was fully supported.

Insert Table 2 about here

Insert Figure 1 about here

GENERAL DISCUSSION AND CONCLUSIONS

In this study, we examined the role that the CQ of foreign contracted workers plays in cross-cultural effectiveness, and whether the extent to which CQ contributes to cross-cultural adjustment varies depending on two contextual moderators: loneliness and supervisor support. The first results of this study showed that foreign contracted workers with a higher CQ will more readily explore and experience diverse cultures to adapt to a new cultural environment and will adjust better to their work domain.

Other results from this study reconciled the three-way hypothesis on the basis of personal and situational factors as they interact with an effect on work adjustment in a cross-cultural setting, which was a novel result. These results also significantly contribute to an understanding of how the personal factor of loneliness and the situational factor of supervisor support jointly influence intercultural work adjustment. That is, relative to foreign contracted workers with lower loneliness, foreign contracted workers with higher loneliness need more support and assistance from supervisors to adapt to work-related requirements, and to learn how to carry out their job more efficiently and effectively. Therefore, we should note that supervisor support was a key situational factor in the interaction with a worker's personal factor (loneliness) in affecting intercultural work outcomes in this study. Another implication was that a worker's level of loneliness interacts with the level of supervisor support. Workers with high loneliness are more isolated and find it more difficult to be open to interactions with supervisors and to obtain their limited support and caring. This leads to a lower level of adaptation for foreign workers in the work domain.

The last result was that education level enhanced the Filipinos' overseas work adjustment. A total of 98% of Filipino workers in the present study were college graduates. This result explains why Taiwan manufacturing industries prefer to hire Filipino workers with at least a college degree, because they can more easily follow the instructions and manuals for operating machinery to do their jobs. Bresnahan (1979) gave an explanation for education background in the Philippines. Foreign contracted workers from the Philippines are known for their adequate education levels and English proficiency. The proportion of college degrees, 9% of the total Filipino population, is relatively high compared to that of other countries of similar economic development.

The current study has several main contributions and implications. The results of this study provide additional empirical evidence for the cultural intelligence construct as well as provide insight for human resources or managers regarding the importance of developing these capabilities in their workforce. First, in the theoretical arena, prior studies have emphasized the important role of CQ in cross-cultural adjustment (Daugher, 2010; Kim, *et al.*, 2006; Ramalu *et al.*, 2010; Templer *et al.*, 2006). In addition, according to the person-situational interactionist approach (e.g., Pervin, 1989; Schneider, 1987; Terborg,

1981), this study significantly contributes to accounting for the role of the broad situational factor which may coexist in understanding the influence of CQ in overseas work adjustment of foreign workers. This study empirically examined that individual and situational factors jointly influence intercultural outcomes. No study to date has tested how personal and situational factors interact to exert an influence on work adjustment in a cross-cultural setting. Secondly, the use of field data collected from foreign contracted workers with South Asian backgrounds (the Philippines) is meaningful to understand whether foreign contracted workers are comfortable with various aspects of their jobs and get along with supervisors in different cultural work settings. Although they are considered "transient" in the organization, and are employed in demeaning and unskilled jobs in the organization, work adjustment is likely to be a key reason why they perform their jobs more effectively. Ang, *et al.* (2007) did find that work adjustment was more strongly related to performance. Chen, *et al.* (2011) demonstrated in a sample of 382 Philippine laborers in Taiwan that cross-cultural adjustment was more strongly related to performance. Therefore, researchers and scholars in the field of human resources who are interested in cross-cultural and international management issues can extend their research agenda on work adjustment to other potential work outcomes such as job performance, job satisfaction, and productivity. Hopefully, this study will trigger more research interest among human resource scholars who are keen to contribute to the emerging field of cross-cultural human resource development (HRD).

In addition, among several important managerial implications suggested by our study is that supervisor support is likely to be more beneficial when foreign workers exhibit a heightened sense of loneliness. Our results showed that among the group of workers who reported more loneliness, higher supervisor support increased the influence of foreign workers' CQ on overseas work adjustment. A better understanding of the effects of supervisor support and loneliness on foreign contracted workers' work adjustment is also likely to impact HRD interventions that aim at organizational development. We offer two insights pertaining to practices directed at enhancing foreign workers' effectiveness. First, it should be clear to HRD managers and organizations that they should recognize the importance of foreign workers' intelligence in adapting to cultural differences and to a diverse environment; this is unavoidable in today's global workplace. Second, companies should employ Asian or Filipino counselors with strong cultural ties who might be better able to foster many of these foreign workers' cultural adjustments in the work or non-work domain, as well as with psychological and mental health issues. Third, a clear understanding of which individual factor—loneliness—and which situational factor—supervisor support—contributes to CQ and adjustment would aid decision makers and human resource professionals in the design of appropriate selection processes and qualifications, such as work team grouping processes among local employees and foreign workers and the provision of cross-cultural training programs.

Limitations

Due to the present study's data collection, measurement, and sample characteristics, we acknowledge that this study has several limitations. First, caution should be used recording the generalization of the results because the participants were from one specific country: Filipino workers in Taiwan. Future investigators should replicate this study in foreign workers from such countries as Thailand, Indonesia, and Vietnam who are allowed to legally work in Taiwan, as well as other geographical areas such as Korea, to confirm or refute the results. The second limitation is that this study only involved blue-collar (manual and technical) foreign contracted workers. White-collar foreign workers may have different values and goals, and might, therefore, react differently to each of the concepts being investigated. The third limitation was that most Filipino workers are hired to work in the manufacturing industry. Filipinos workers who work in other kinds of industries in Taiwan are not easily found. With respect to the above limitations, we recommend future research to extend the present study into the sector of other industries such as construction and the healthcare services. The fourth limitation is that this study's measures are self-reporting, which has a social desirability and common method bias (CMV) problem. The instrument was designed using 5- or 7-point scales in different variable measurements to minimize the CMV problems (Crampton & Wagner, 1994; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Therefore, future research should include assessments from multiple sources including peers and supervisors. Last, due to limited time and resources, it was not feasible to conduct a random sampling. Therefore, we had to use a purposeful sampling to collect our data, which could have limited the generalization of our results.

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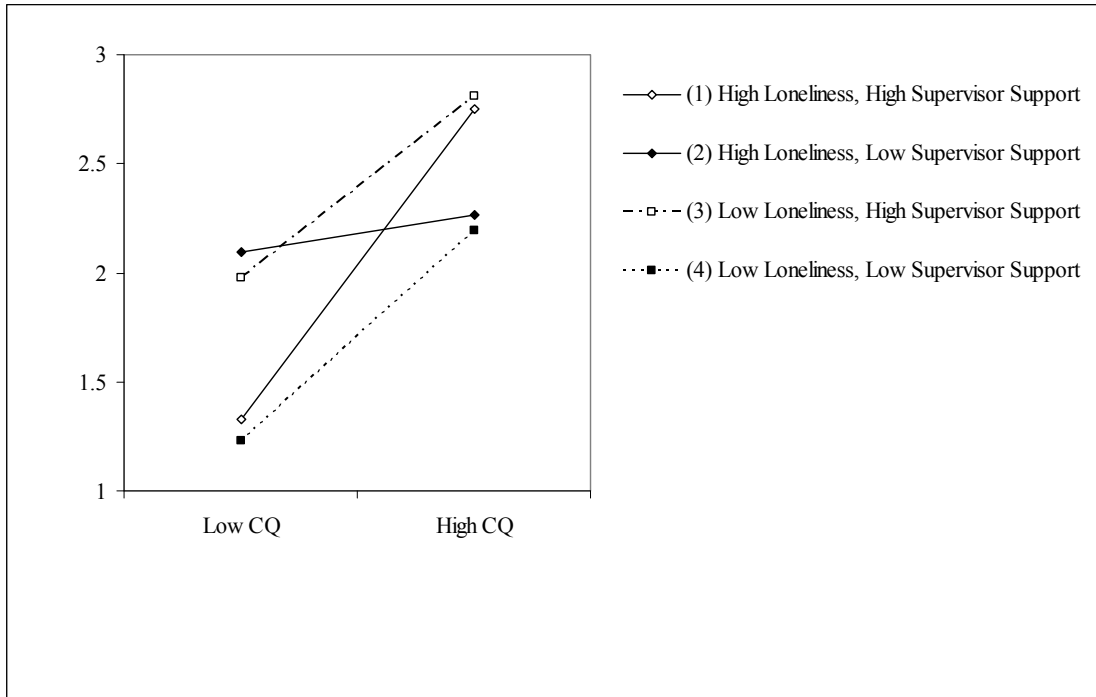
FIGURE 1.

The Interaction of CQ, Loneliness, and Perceived Supervisor Supports on Work

Adjustment

TABLE 1.

Means, Standard Deviations, and Correlations Among Study Variables

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11
1. Age	29.05	4.75											
2. Education Level[a]	0.65	0.48	0.09										
3. Duration in Taiwan	42.83	27.47	0.64***	0.21***									
4. Overseas Experience	1.49	6.82	0.16**	0.06	0.07								
5. Related Work Experience[b]	0.75	0.43	0.23***	-0.12*	0.15*	0.07							
6. English Ability	3.86	0.66	-0.01	0.20***	0.06	0.08	0.01						
7. Chinese Ability	2.14	0.54	-0.02	-0.02	0.03	-0.05	0.11+	0.23***					
8. CQ	4.63	0.76	0.05	0.06	0.02	-0.06	-0.08	0.28***	0.18**	(.93)			
9. Loneliness	2.24	0.65	-0.17**	-0.10+	-0.15**	-0.01	-0.02	-0.10+	0.10+	-0.11+	(.84)		
10. PSS	3.38	0.68	0.02	0.01	-0.05	-0.13*	-0.13*	-0.01	0.05	0.27***	-0.14*	(.84)	
11. Work Adjustment	5.19	1.10	0.01	0.25***	0.05	-0.08	-0.14*	0.14*	0.02	0.32***	-0.08	0.22***	(.88)

Note: n = 307, Internal consistency reliability (alpha) are in parentheses. $^+p < .1$. $^*p < .05$. $^{**}p < .01$. $^{***}p < .001$.
[a]1 = "college degree," 0 = "others."
[b]1 = "yes," 0 = "no."

TABLE 2.

Results of Hierarchical Regression Analysis for the Relationship Between CQ and Overseas Work Adjustment

	Model 1	Model 2	Model 3	Model 4	Model 5
	β	β	β	β	β
Step 1: Controls					
Age	.04	0.03	.02	0.02	0.03
Education Levels	.21**	0.20**	.20**	0.19**	0.20**
Duration in Taiwan	.01	0.01	.02	0.02	0.04
Overseas Experience	-.11	-0.09	-.07	-0.09	-0.09
Related Work Experience	-.12*	-0.08	-.06	-0.06	-0.07
English Ability	.12	0.05	.05	0.06	0.06
Chinese Ability	-.01	-0.06	-.06	-0.05	-0.04
Step 2: Main effects					
CQ		0.31***	.28***	0.28***	0.29***
Loneliness			.01	0.04	0.02
PSS			.14*	0.09	0.08
Step 3: Two-way Interaction					
CQ x Loneliness				-0.03	-0.02**
CQ x PSS				-0.11	-0.17*
Loneliness x PSS				0.14*	0.13
Step 4: Three-way Interaction					
CQ x Loneliness x PSS					0.15*
R^2	.10	.19	.20	.23	.25
Adj. R^2	.08	.16	.17	.19	.20
ΔR^2		.09	.10	.03	.02
F	4.17***	7.437***	6.61***	5.94***	5.977***
Δ F		27.38***	11.18***	3.46*	5.231*

Note. n= 307; PSS = Perceived Supervisor Support; *$p < .05$. **$p < .01$.***$p < .001$.

活動照片

1. 攝影於會場