

Full Length Research Paper

The successful factor of expatriates in transnational enterprises

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With the acceleration of Taiwan corporate internationalization, roles of expatriates have also become more and more important. Therefore, domestic, academic and commercial circles on how an enterprise assigns its expatriates effectively to increase expatriate success rate, decrease losses of tangible and intangible assets and accordingly enhance competitive advantage are given by the study. In this study, 450 copies of questionnaires in total were distributed to top managers, senior staff and expatriates of international enterprises in Gaoxiong Qianzhen Processing Zone. As such, 222 copies of valid samples were recovered and the valid recovery rate was 49.3%. SPSS Analysis Software was used for empirical research and analysis. Finally, in this research, suggestions were made on expatriate assignment strategies of international enterprises. It is hoped that these suggestions would provide references, in respect to overseas investment human resource management, to small-and-middle Taiwan enterprises.

Key words: Expatriate successful factor, transnational enterprises, expatriate assignment strategies, overseas investment.

INTRODUCTION

The globalization of markets and industries has fundamentally changed the competitive conditions facing firms. Yet, how globalization has influenced the international diversification strategies of firms is an issue largely overlooked in both the strategic management and international business literatures. Particularly, in view of the general trend, governments were to withdraw from environmental regulation and leave the 'weld' to market processes, and in view of the growing importance of (transnational) environmental NGOs, the question of whether or not and to what extent the local level, as a location for production activities of whatever kind, may influence the environmental performance of industrial enterprises arose. The concept proposed for the local level in this study incorporates the business-cluster and (creative) milieu approach, while the various internationalization models suggest an incremental and evolutionary approach to foreign markets, with companies gradually deepening their involvement as they gain experience. One common characteristic of the various models of internationalization of firms is that the internationalization process has different "stages"; hence, "stages theories" or "stages models" of a firm will expand its business toward foreign markets step by step.

In response to globalization, increased numbers of multinational enterprises (MNEs) have implemented transnational corporate strategies characterized by global standardization as well as local responsiveness. If human resource management (HRM) is to provide a support function, it is suggested that these strategic developments should be reflected in the compensation strategies of the MNEs. The transnational solution developed by Bartlett and Ghoshal is shown to be suitable for only a few special cases of the multinational enterprise (MNE) strategy and structure. As MNEs have most of their assets and sales within their home region, they are in need of the regional and not transnational strategy and structure.

With the acceleration of Taiwan corporate internationalization, the roles of expatriates have also become more and more important. Therefore, domestic, academic and commercial circles, on how an enterprise assigns its expatriates effectively to increase expatriate success rate, decrease losses of tangible and intangible assets and accordingly enhance competitive advantage are given. In order to understand the efforts made on overseas expatriate management study at home in more than ten years, literature reviews and secondary data

analysis methods are used in this research, and master and doctor theses on overseas expatriate management are taken as research samples. Through analysis, induction and arrangement of these samples, descriptive and explanatory discussions are made on the theme of expatriate research.

LITERATURE REVIEW

In the course of corporate internalization, human management is the most sophisticated issue as well as the key to international enterprise expatriate success. Therefore, expatriate human resource management has become the most important topic of an enterprise in the course of its internalization.

Corporate talent assignment strategy

Torrington (1994) pointed out in his research that the international enterprise talent assignment strategy mainly had several approaches:

- (1) Colonial approach: All the main positions of overseas subsidiaries were handled by parent company managers.
- (2) Protectorates approach: The management rights of overseas subsidiaries were completely granted to host country managers of the company.
- (3) Federal approach: This approach is concerned with the selection and usage of talents in the world. In other words, no matter which country the most appropriate talent belonged to, it could be assigned to the post of subsidiary companies all over the world.

In summary, in addition to attaching importance to work ability of expatriates, some factors had to be taken into consideration in expatriate management. These factors include: wills of expatriates, wills of expatriates' dependents, language ability of expatriates, family status of expatriates, personality traits of expatriates, health of expatriates, sensitivity of expatriates to culture and so on. To sum up the researches of the aforementioned scholars, this research adopts the research result of Torrington (1994) as a construct of corporate talent assignment strategy, that is, the international enterprise assignment strategy includes 'colonial', 'protectorates' and 'federal' approaches.

Expatriate successful factor

Tung (1987) found in his research that this kind of influence came from such aspects as character, behavior and values. All these would affect expatriates' emotion, make them incapable of working contentedly and accordingly influence their work performance. Torbiorn (1994) found in his research that most expatriates would go to host country together with all their family members because they would stay there for a longer time. This

phenomenon was very popular in developed countries, but in Taiwan, expatriates were with deeper local concepts, so it was not very popular for them to go abroad with all their family members. Instead, most of them lived in different localities from their spouses. In this case, hidden troubles of disharmonious family relation would appear. Corporate expatriate success directly decided its development in the host country, and as such, when selecting expatriates, an enterprise should consider whether or not they are competent for expatriate work.

After analyzing the personality traits of expatriate candidates, Zhao (2002) thinks that the selection of expatriates should be based on cultural adaptation, professional knowledge and skill and individual diathesis, which is formed into one piece. There into, cultural adaptation of expatriates included being familiar with and adaptable to such data as political situation, laws and policies, language, historical culture and habits and customs on the host country. Professional knowledge and skill meant that expatriates had to have enough professional knowledge, rich experiences and practices, creativity, analysis ability, interpersonal skill and language communication ability in practical work and so on. Generally speaking, new employees could not be competent for expatriate work due to lesser experiences. Torbiorn (1994) explained that individual diatheses of expatriates mainly referred to personal, psychological and moral qualities, and also pointed out in his research that expatriates must have enthusiasm and interests for expatriate work and active and progressive optimism psychology, endure hardship and hard work and be earnest and steadfast. Management regions of our international enterprises were mainly developing countries, where environment was relatively hard. Therefore, the expatriates there needed to have hard-bitten willpower in a hard environment.

It was observed that work and family were just the important factors that influenced the success of expatriates implementing oversea tasks. For example, Harvey (1997) pointed out in his research that the heavy work of expatriates would produce higher working pressure. Pleck (1989) indicated in his research on dual-earner family that family conflict of expatriates mainly arose from pressure of their spouses, overwork and bad social support to work. As shown in the research results of the aforementioned two scholars, work and family conflict was the problem that needed to be faced by expatriates in their oversea work. At the same time, it was also the problem that managers (leaders) needed to resolve for their subordinates. Leslie et al. (2004) indicated that the technical sophistication of operations abroad, use of standard practices at home, technical orientation of the individual and increased responsibility and promotion, all positively contribute to expatriate satisfaction. In this research, expatriate successful factors presented by Pleck (1989), which are specialty capacity, interface ability, leadership, family status and cultural perception, are taken as constructs of the corporate expatriate successful factors.

Corporate culture

In this research, corporate culture is regarded to be identical with organizational culture, and at the time of using relative concepts, the names presented by original authors shall be taken as the primary ones. In the past, there were many discussions of scholars on the definition of corporate culture. After arrangement and study of the corporate culture's features and types, the factors affecting corporate culture constructs can be known, while in this research, the factors affecting cross-national talent assignment relationship are discussed. Therefore, corporate culture is divided into 4 types, which are also the research constructs.

(1) Bureaucratic culture: Cameron and Freeman (1991) stressed on the inner-organizational maintenance and use of the mechanical-type of process. These organizations divided organizational levels clearly, standardization and immobilization into the working system, stressed on efficiency, abided by rules and regulations, handled matters carefully and conservatively, avoided risks and refused reformation.

(2) Innovative culture: Cameron and Freeman (1991) stressed on the out-organizational market position and used the organic-type of process. In other words, external-oriented and flexible organizations had cultural features. These organizations had entrepreneurial spirit, attached importance to employees' innovation, allowed adventure on trial and error and were willing to accept risk and reformation.

(3) Supportive culture: Cameron and Freeman (1991) stressed on inner-organizational maintenance and used the simple structure process (in the organic-type of organization). In other words, stressing internal orientation by flexible organizations had cultural features. These organizations stressed on employee-participant teamwork spirit, enabled their members with a family feeling, handled matters carefully and conservatively and disliked accepting risk and reformation. As such, their members had high-degree of centripetal force.

(4) Efficiency culture: Cameron and Freeman (1991) stressed on the out-organizational market position and used the organic-type of process. In other words, external-oriented and flexible organizations had cultural features. These organizations were target-oriented, stressed on work performance, had an atmosphere of mutual competition and often took big risks and accepted great reformation.

To sum up the discussions of the aforementioned scholars, their definitions on corporate culture and their types were not completely the same. It was developed mainly on the basis of some factors such as differences in organizational members' values, environmental cognition faced by organizational members, organizational members' development and interaction degree.

Relationship between cross-national talent assignment strategy and expatriate successful factor

Tung (1987) generalized the assignment strategy and expatriate successful factor into four kinds: working and technical abilities, personality trait or social ability, environmental factor and family status. As such, he analyzed the important information on the assignment strategy and expatriate successful factor from the mode of this industrial lead corporation conduct. According to the research on multi-national corporate personnel department and expatriates, Oddou (1991) pointed out that those enterprises with high rate of expatriate success had the following features. First, the enterprises clearly illustrate changes of salary and welfare. Secondly, they offer an introduction of the host country to expatriates in order for them to understand its culture, custom and other information. Thirdly, they provide opportunities of field visit for expatriates and their family members to experience the local environment, future colleagues of subsidiaries and dwelling space. Fourthly, they supply expatriates with data on taxation and other aspects. Fifthly, they offer channels for expatriates to express their emotions. Li Han-Xiong (2000) pointed out that the target of enterprise staffing was to place each employee at the most suitable position, and cooperate with their organization to keep the ability of survival and prosperity and the original status of the corporate strategic planning.

Tung (1981), Mendenhall and Oddou (1985) and Ronen (1990) found in their researches that the factors affecting expatriate success were professional and technical abilities, interface ability, leadership factors, family status and cultural perception. Professional and technical abilities included technical ability, management ability, corporate experience, oversea experience and familiarity with operation of parent company and host-country subsidiary. Interface ability referred to communication ability, emotion stability, flexibilities of respect and adaptation to host-country culture and the will and attitude to learn different cultures. Leadership factors included others orientation and task orientation.

Family status included adaptation of spouse and family, stability of marital relationship and support of spouse. Lastly, cultural perception included understanding the local language and culture of the host country. Therefore, cross-national talent assignment strategy was closely related to expatriate successful factor.

Relationship between corporate culture and cross-national talent assignment strategy

He and Yang (1995) indicated that the next step was how to cultivate a particular corporate culture to support the corporate assignment strategy after an enterprise had formulated the competition strategy and selected the relative type of corporate culture. Human resource management assignment strategy and operation played an extremely

important role in this respect, because an enterprise could directly influence the behavior and belief of its employees by personnel management assignment system. Human resource management operation affected employees' behavior and belief through two approaches, which were information transfer and behavioral influence. All the human resource management operations included selection, training, internal promotion, evaluation or salary. Thereinto, an important function was to directly show employees what kind of belief and behavior an enterprise regarded as important.

Li (2000) is of the opinion that human resource assignment strategy played a role of corporate culture reformation catalysis, and as such, it should help employees form new values and work attitude according to business strategy and external environmental change. In addition, he also indicated that due to the difference in corporate culture, an organization should consider, at the time of talent selection, whether or not personality trait, values, belief, behavior, etc. of interested parties were consistent with its requests. Wen and Wu (2001) indicated in their research that an organization could use human resource management assignment strategy to promote acknowledged management, establish acknowledged management environment and shape suitable corporate culture. When selecting talents, an organization should consider the present ability, development potential and multiplication ability of its employees. By employing persons with different background, an organization brought multiplication opinions into existence.

In recent years, the concept of corporate assignment strategy had evolved from choosing, traditionally, the best person to seek the most suitable person (Xu and Ceng, 2002). Jiang (2001) found in his research that as to different corporate cultures affecting assignment strategy talent demand, market style stressed target orientation instead of event processing procedure. In other words, importance was not attached to the control process relatively. Family style stressed on tradition, development style stressed on innovation and bureaucracy style stressed on organizational structure and normalization. In selecting the operation talent demand, only market style was different from family style. Fang (2003) divided high-tech industry into three kinds of corporate cultures, which were work orientation, human orientation and innovation orientation. In result, she found that innovation-oriented corporate culture attached more importance to assignment strategy than work-oriented and human-oriented corporate cultures. To summarize the relevant theories and researches of the aforementioned scholars, it showed that assignment strategy was really correlative with corporate culture.

Relation between corporate culture and expatriate successful factor

There existed a problem on career development after

expatriates returned to their homeland. After returning home, many expatriates were not satisfied with their post arrangement. They felt their enterprise did not attach importance to their international management experiences, and then generated thought of demission. As such, this showed an unsuccessful expatriate. Pucik and Saba (1998) mentioned in their researches that expatriate successful factors generally included: salary, working content, promotion system, corporate culture, family factor, etc. Thereinto, salary, working content and corporate culture always became the factors for an employee to decide to retain or leave his post. Effective reduction of expatriate demission rate could also promote expatriate success. However, the key was to enhance cultivation of corporate culture. For the fact that expatriate cost was very high, demission or low efficiency of expatriates would cause huge losses. Therefore, an enterprise could not ignore corporate culture.

It was mentioned in the international enterprise talent construct that an international enterprise generally considered correspondence of corporate target with management philosophy at the time of adopting assignment strategy. However, an international enterprise would also adopt employment localization in a relatively flexible way. If the political and economic situations were stable in the locus of its subsidiary, the local corporate culture would be similar to its corporate culture, and as such, the local industrial technical ability would reach a certain level. Generally speaking, an international enterprise was willing to conduct, greatly, localization of management personnel. Home-nation expatriates were assigned in the following manners. First, it was easy for a parent company to communicate and connect with its subsidiary overseas. Second was to be able to convey corporate management concept and policy. Third was the convenience of technical transfer.

Forth was to train future corporate managers. Fifth was to avoid the corporate secret of production and sale from being disclosed. This also belonged to the colonial-style management and it could be shown that corporate culture was really correlative with expatriate successful factor.

Relationship of corporate culture with assignment strategy and expatriate successful factor

Most international companies had realized the decisive effect of corporate culture difference on expatriate success. It was embodied in local customs and habits, language, religion faith, diet, etc. as well as in the corporate strategy of assigning expatriates. Moreover, multi-way assignment strategy should also be taken into consideration. Oddou (1991) explained that assignment strategy was to make good preparations for expatriate work. Therefore, if an expatriate must be made successful, an enterprise had to do an effective cross-cultural training of expatriates, which was very important. Furthermore, family support was essential for successful

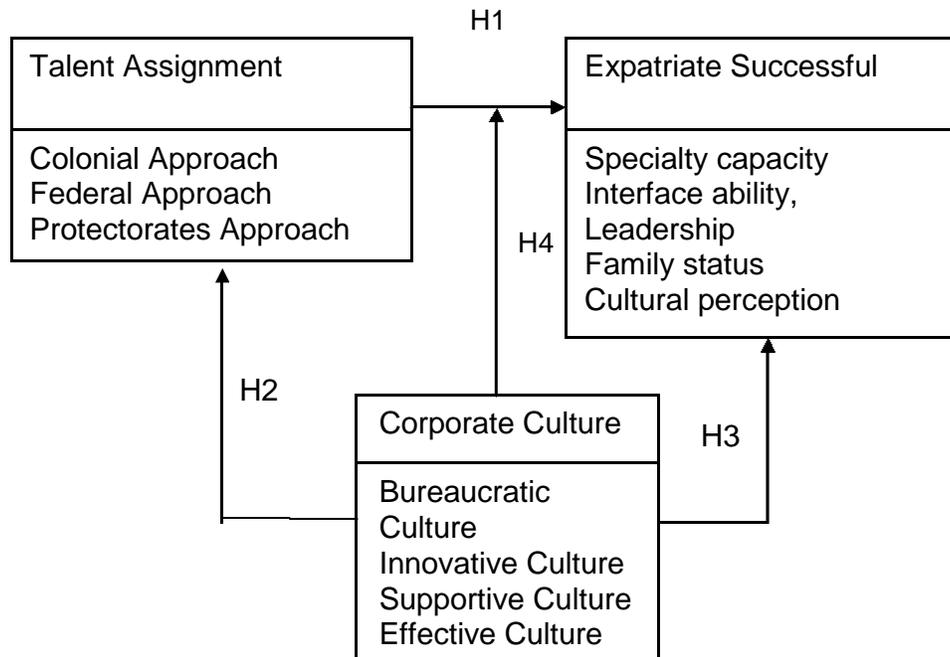


Figure 1. Research framework.

expatriate. In the course of expatriate management, an enterprise should make efforts to reduce bad effect of the family factor on expatriate and improve anti-risk ability of expatriates. However, the most important was to make the local cadres and employees understand the culture and philosophy of the parent company. Only in this way, would their common targets be realized. MacDuffie (1995) was of the opinion that the most important thing was the feeling of giving rights to local employees and creating a community of managers and employees in order to make all staff of the parent company and its subsidiaries march toward the same objective. However, cadre localization referred to the assignment policy of the host-country cadres managing the host-country employees, that is, expatriate Black and Gregersen (1999) are of the opinion that internationalized expatriates attached most importance to creation and transfer of knowledge and leadership of internationalization, whereas Pucik and Saba (1998) found in their researches that if drawing recruitment and assignment strategy is carefully thought about, an enterprise had to consider comprehensively and review incidentally to successfully reach a plan of implementing the corporate strategy in overall. However, MacDuffie (1995) is of the opinion that corporate assignment would also affect expatriate successful factors.

METHODOLOGY

Research framework and hypotheses

The talent assignment strategy (the independent variable), was

sub-divided into three dimensions including: colonial approach, protectorates approach and federal approach, while the talent assignment strategy (the dependent variable) was divided into five dimensions including: specialty capacity, interface ability, leadership, family status and cultural perception. Corporate culture, the adjustment variable, was divided into four dimensions including: bureaucratic culture, innovative culture, supportive culture and effective culture. The theoretical framework for the study is shown in Figure 1. The major research objectives for the study were to examine the relationships among the three dimensions of 'talent assignment strategy', the four dimensions of 'expatriate successful factor' and the four dimensions of 'corporate culture'. The adjustment effect of 'corporate culture' on the relationship between 'top management team' and 'organizational performance' was further analyzed and discussed.

The study sample of the research

In this research, random sampling was used for field distribution and collection of questionnaires. Totally, 450 copies of questionnaires were distributed to bosses, senior staff and expatriates of international enterprises in Gaoxiong Qianzhen processing zone, who are requested to fill in expatriate assignment strategy questionnaires. Wholly, 30 companies received the questionnaire survey. To the exclusion of questionnaires that were filled repeatedly and those distributed to bankrupt or transferred manufacturers, 236 copies were recovered. Then to the exclusion of 14 copies filled incompletely, 222 were valid copies, of which 52 copies were from the integrated circuit industry, 42 were from the computer and peripheral equipment industry, 38 were from the communication industry, 44 were from the optoelectronic industry, 24 were from the precision machinery industry and 22 were from the hardware industry. As such, the valid recovery rate was 49%. Recovery of a completed copy means obtaining a valid sample on successful factors of strategy assigned to bosses, senior staff and expatriates of international enterprises in Gaoxiong Qianzhen Processing Zone.

Thus, it conforms to the keystone of “research effect of international enterprise talent assignment strategy on the expatriate successful factor”.

The research instrument and scales

The research analysis used in this study included the following steps, whereas the research instruments and scales were examined by the SPSS package. SPSS was also used to conduct the factor analysis and the reliability analysis. Once the reliability of the instruments and scales were determined, a descriptive analysis of all variables was conducted in order to understand the relationships among major variables. However, the Pearson's product moment correlation analysis was conducted on all variables in the study. These analyses results were then used in the multiple regression analysis conducted later in the study to answer the research questions. The variables were measured using a 6-point likert scale. The three scales adopted in the study were as follows. The 'scale for talent assignment strategy' was constructed based on the questionnaire used in the research study conducted by Torrington (1994). Through the factor analysis, the questions were assorted into four dimensions used for further analysis in this study. Cronbach's α of separate dimensions for these three dimensions were: 0.83 (colonial approach), 0.80 (protectorates approach) and 0.86 (federal approach). Further, the principle components analysis was conducted using the responses in the questionnaires. As such, the cumulative percent of variance was 81. The scale for corporate culture was constructed with five questions derived from the questionnaire used by Ansoff (1979). It was determined from the result of the factor analysis on this scale that the cumulative percent of variance was 80 and the Cronbach's α was 0.76. The scale of expatriate successful factor composed of questions regarding specialty capacity, interface ability, leadership and family status based on the questionnaire used by Ronen (1990). It was determined from the factor analysis that the cumulative percent of variance was 74 and the Cronbach's α was 0.84.

RESULTS AND DISCUSSION

H₁: Expatriate assignment strategy positively correlates with expatriate.

As shown in Table 1, expatriate assignment strategy has 3 constructs:

(1) Colonial approach of expatriate assignment strategy is positively correlative with specialty capacity, interface ability, leadership factor, family status and cultural perception (0.132**, 0.144**, 0.122**, 0.119**, 0.136*). The symbol “*” behind the figure means significant correlation. The more the quantity of “*”, the more significant the correlation is).

(2) Protectorates approach of expatriate assignment strategy is positively correlative with specialty capacity, interface ability, leadership factor, family status and cultural perception (0.178**, 0.186**, 0.192**, 0.188**, 0.179**).

(3) Federal approach of expatriate assignment strategy is positively correlative with specialty capacity, interface ability, leadership factor, family status and cultural perception (0.204**, 0.212**, 0.220**, 0.214**, 0.208**). Thus, H₁ is tenable.

H₂: Corporate culture positively correlates with expatriate assignment strategy.

As shown in Table 1, corporate culture is positively correlative with colonial-style, protective-style and federal-style constructs of expatriate assignment strategy (0.241**, 0.232**, 0.238**). Thus, H₂ is tenable.

H₃: Corporate culture positively correlates with the successful factor.

As shown in Table 1, corporate culture is positively correlative with successful factor. (0.242**, 0.258**, 0.261**, 0.258**, 0.272**). Thus, H₃ is tenable.

H₄: Corporate culture has a mediation effect on expatriate assignment strategy and successful factor.

H_{4a}: Corporate culture will enhance the positive correlation of colonial-style construct with specialty capacity, interface ability, leadership factor, family status and cultural perception.

H_{4b}: Corporate culture will enhance the positive correlation of protective-style construct with specialty capacity, interface ability, leadership factor, family status and cultural perception.

As shown in Table 2(a), under forms of bureaucratic, supportive, efficiency and innovative cultures, t-value of the colonial-style construct of expatriate assignment strategy to specialty capacity, interface ability, leadership factor, family status and cultural perception will be lower than that of all samples. Thus, hypothesis 4a is not tenable.

As shown in Table 2(b), under forms of bureaucratic, supportive, efficiency and innovative cultures, t-value of protective-style construct of expatriate assignment strategy to specialty capacity, interface ability, leadership, family status and cultural perception will be lower than that of all samples. Thus, H_{4b} is not tenable.

H_{4c}: Corporate culture will enhance the positive correlation of federal-style construct with specialty capacity, interface ability, leadership, family status and cultural perception.

As shown in Table 2, except under the forms of bureaucratic and supportive cultures, the value of federal-style construct of expatriate assignment strategy to interface ability will be higher than that of all samples. In Table 2(a), t-value is 1.563 originally and 1.998 under the form of bureaucratic culture; so an added positive correlation exists. In Table 2(b), t-value is 1.563 originally and 1.812 under the form of supportive culture; so an added positive correlation exists. In Table 2(c), t-value is 1.563 and 1.735 under the form of efficiency culture, so an added positive correlation exists. However, in Table 2(d), an added positive correlation also exists. Under forms of bureaucratic, supportive, efficiency and innovative

Table 1. Pearson's correlation analysis of variables.

| Variable | Colonial approach | Protectorates approach | Federal approach | Corporate culture |
|------------------------|-------------------|------------------------|------------------|-------------------|
| Colonial approach | 1 | 0.152** | 0.201** | 0.241** |
| P value | | 0 | 0 | 0 |
| Sample | 222 | 222 | 222 | 222 |
| Protectorates approach | 0.152** | 1 | -0.007 | 0.232** |
| P value | | 0 | 0.64 | 0 |
| Sample | 222 | 222 | 222 | 222 |
| Federal approach | 0.201** | -0.007 | 1 | 0.238** |
| P value | | 0 | 0.64 | 0 |
| Sample | 222 | 222 | 222 | 222 |
| Corporate culture | 0.241** | 0.232** | 0.238** | 1 |
| P value | | 0 | 0 | |
| Sample | 222 | 222 | 222 | 222 |
| Specialty capacity | 0.132** | 0.178** | 0.204** | 0.242** |
| P value | | 0 | 0.001 | 0 |
| Sample | 222 | 222 | 222 | 222 |
| Interface ability | 0.144** | 0.186** | 0.212** | 0.258** |
| P value | | 0 | 0.003 | 0 |
| Sample | 222 | 222 | 222 | 222 |
| Leadership | 0.122** | 0.192** | 0.220** | 0.261** |
| P value | | 0 | 0.002 | 0 |
| Sample | 222 | 222 | 222 | 222 |
| Family status | 0.119** | 0.188** | 0.214** | 0.258** |
| P value | | 0 | 0.001 | 0 |
| Sample | 222 | 222 | 222 | 222 |
| Cultural perception | 0.136** | 0.179** | 0.208** | 0.272** |
| P value | | 0 | 0 | 0 |
| Sample | 222 | 222 | 222 | 222 |

innovative cultures, the t-value of the federal-style construct of expatriate assignment strategy to specialty capacity, leadership factor, family status and cultural perception will be lower than that of all samples. Thus, H_{4c} is partially tenable.

Neither colonial-style construct nor protective-style construct of expatriate assignment strategy was affected by bureaucratic, supportive, efficiency and innovative cultures. The possible reason is that these two constructs have a very strong positive correlation with specialty capacity, interface ability, leadership, family status and cultural perception of the successful factor.

Conclusions

Results of this research have responded similarly to the

research of Reynolds (1997) who indicated in his research that parent company attached importance to the lower use of cost and familiarity with home-country corporate culture when selecting expatriates. Therefore, most expatriates were senior managers. In this research, same result appears. Kobrin (1988) warned against the phenomenon of American and European enterprises reducing expatriates. He is of the opinion that the talents leading global enterprises could not be cultivated in this way.

However recently, relevant literatures indicated the phenomenon of expatriates (Harvey et al., 2000), that is, talents in the place of subsidiary were dispatched to parent company for senior positions. They are of the opinion that it might be another assignment strategy in cultivating global enterprise leaders. Therefore, dispatching employees from subsidiary to parent company could promote the role of the subsidiary enterprise, which

Table 2(a). Multiple regression analysis.

| Variable | | The entire sample (222) | | | | | Bureaucratic culture (50) | | | | |
|----------------|---|-------------------------|-------------------|------------|---------------|---------------------|---------------------------|-------------------|------------|---------------|---------------------|
| | | Specialty capacity | Interface ability | Leadership | Family status | Cultural perception | Specialty capacity | Interface ability | Leadership | Family status | Cultural perception |
| IT | C | 4.242 | 4.867 | 4.436 | 4.654 | 4.857 | 5.545 | 5.456 | 4.785 | 4.423 | 4.842 |
| | t | 8.024 | 8.421 | 8.345 | 7.486 | 8.467 | 4.345 | 4.536 | 3.345 | 3.341 | 4.245 |
| | P | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** |
| CA | C | 0.256 | 0.248 | 0.362 | 0.334 | 0.315 | 0.166 | 0.134 | 0.184 | 0.124 | 0.183 |
| | t | 8.324 | 8.042 | 8.764 | 8.884 | 8.778 | 3.687 | 3.453 | 4.126 | 3.453 | 4.824 |
| | P | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.001*** | 0.000*** | 0.000*** | 0.000*** |
| PA | C | 0.202 | 0.214 | 0.234 | 0.226 | 0.238 | 0.153 | 0.145 | 0.112 | 0.137 | 0.176 |
| | t | 6.586 | 5.667 | 5.438 | 6.762 | 6.428 | 2.534 | 2.123 | 2.453 | 3.864 | 3.546 |
| | P | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.011** | 0.025** | 0.009*** | 0.001*** | 0.000*** |
| FA | C | 0.120 | 0.104 | 0.067 | 0.082 | 0.096 | 0.043 | 0.053 | 0.013 | 0.044 | 0.055 |
| | t | 1.728 | 1.563 | 1.746 | 1.824 | 1.664 | 0.358 | 1.998 | 0.345 | 0.678 | 0.764 |
| | P | 0.240 | 0.283 | 0.376 | 0.406 | 0.334 | 0.523 | 0.548 | 0.345 | 0.435 | 0.748 |
| R ² | | 0.182 | 0.176 | 0.196 | 0.221 | 0.232 | 0.115 | 0.134 | 0.178 | 0.143 | 0.162 |
| F value | | 47.456 | 35.786 | 42.751 | 48.645 | 44.824 | 9.542 | 8.347 | 10.345 | 11.353 | 12.754 |
| Dubin-Watson | | 2.804 | 2.843 | 2.864 | 2.941 | 2.438 | 2.336 | 2.345 | 2.754 | 2.864 | 2.943 |

Note. *** P < 0.01, ** P < 0.05, * P < 0.1, C = Coefficient, t = t-value, P = P-value. CA = Colonial Approach, PA = Protectorates Approach, FA = Federal Approach, IT = Intercept.

Table 2(b). Multiple regression analysis.

| Variable | | The entire sample (222) | | | | | Supportive culture (46) | | | | |
|----------|---|-------------------------|-------------------|------------|---------------|---------------------|-------------------------|-------------------|------------|---------------|---------------------|
| | | Specialty capacity | Interface ability | Leadership | Family status | Cultural perception | Specialty capacity | Interface ability | Leadership | Family status | Cultural perception |
| IT | C | 4.242 | 4.867 | 4.436 | 4.654 | 4.857 | 5.353 | 5.453 | 4.153 | 4.374 | 5.453 |
| | t | 8.024 | 8.421 | 8.345 | 7.486 | 8.467 | 4.524 | 4.375 | 3.453 | 3.531 | 3.452 |
| | P | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** |
| CA | C | 0.256 | 0.248 | 0.362 | 0.334 | 0.315 | 0.134 | 0.135 | 0.212 | 0.135 | 0.218 |
| | t | 8.324 | 8.042 | 8.764 | 8.884 | 8.778 | 3.534 | 3.123 | 4.534 | 3.138 | 3.534 |

Table 2b. Contd.

| Variable | The entire sample (222) | | | | | Supportive culture (46) | | | | |
|----------------|-------------------------|-------------------|------------|---------------|---------------------|-------------------------|-------------------|------------|---------------|---------------------|
| | Specialty capacity | Interface ability | Leadership | Family status | Cultural perception | Specialty capacity | Interface ability | Leadership | Family status | Cultural perception |
| PA | P | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.001*** | 0.000*** | 0.000*** | 0.000*** |
| | C | 0.202 | 0.214 | 0.234 | 0.226 | 0.238 | 0.153 | 0.134 | 0.145 | 0.184 |
| | t | 6.586 | 5.667 | 5.438 | 6.762 | 6.428 | 2.453 | 2.864 | 2.345 | 3.674 |
| | P | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.011** | 0.025** | 0.009*** | 0.001*** |
| FA | C | 0.120 | 0.104 | 0.067 | 0.082 | 0.096 | 0.012 | 0.054 | 0.034 | 0.067 |
| | t | 1.728 | 1.563 | 1.746 | 1.824 | 1.664 | 0.534 | 1.812 | 0.453 | 0.153 |
| | P | 0.240 | 0.283 | 0.376 | 0.406 | 0.334 | 0.345 | 0.354 | 0.678 | 0.453 |
| R ² | 0.182 | 0.176 | 0.196 | 0.221 | 0.232 | 0.178 | 0.138 | 0.167 | 0.213 | 0.286 |
| F value | 47.456 | 35.786 | 42.751 | 48.645 | 44.824 | 9.655 | 8.534 | 10.274 | 11.534 | 12.486 |
| Dubin-Watson | 2.804 | 2.843 | 2.864 | 2.941 | 2.438 | 2.345 | 2.345 | 2.234 | 2.534 | 2.861 |

Note. *** P < 0.01; ** P < 0.05; * P < 0.1; C = Coefficient; t = t-value; P = P-value. CA = Colonial Approach; PA = Protectorates Approach; FA= Federal Approach; IT = Intercept.

Table 2(c). Multiple regression analysis.

| Variable | The entire sample (222) | | | | | Effective culture (66) | | | | |
|----------|-------------------------|-------------------|------------|---------------|---------------------|------------------------|-------------------|------------|---------------|---------------------|
| | Specialty capacity | Interface ability | Leadership | Family status | Cultural perception | Specialty capacity | Interface ability | Leadership | Family status | Cultural perception |
| IT | C | 4.242 | 4.867 | 4.436 | 4.654 | 4.857 | 5.235 | 5.353 | 4.358 | 4.372 |
| | t | 8.024 | 8.421 | 8.345 | 7.486 | 8.467 | 4.378 | 4.543 | 3.354 | 3.358 |
| | P | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** |
| CA | C | 0.256 | 0.248 | 0.362 | 0.334 | 0.315 | 0.135 | 0.134 | 0.212 | 0.134 |
| | t | 8.324 | 8.042 | 8.764 | 8.884 | 8.778 | 3.353 | 3.758 | 4.123 | 3.345 |
| | P | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.001*** | 0.000*** | 0.000*** |
| PA | C | 0.202 | 0.214 | 0.234 | 0.226 | 0.238 | 0.153 | 0.145 | 0.157 | 0.115 |
| | t | 6.586 | 5.667 | 5.438 | 6.762 | 6.428 | 2.315 | 2.534 | 2.786 | 3.584 |
| | P | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.011** | 0.025** | 0.009*** | 0.001*** |
| FA | C | 0.120 | 0.104 | 0.067 | 0.082 | 0.096 | 0.035 | 0.045 | 0.045 | 0.023 |
| | t | 1.728 | 1.563 | 1.746 | 1.824 | 1.664 | 0.354 | 1.735 | 0.543 | 0.153 |
| | P | 0.240 | 0.283 | 0.376 | 0.406 | 0.334 | 0.453 | 0.153 | 0.785 | 0.453 |

Table 2c. Contd.

| | | | | | | | | | | |
|----------------|--------|--------|--------|--------|--------|-------|-------|--------|--------|--------|
| R ² | 0.182 | 0.176 | 0.196 | 0.221 | 0.232 | 0.122 | 0.165 | 0.153 | 0.253 | 0.155 |
| F value | 47.456 | 35.786 | 42.751 | 48.645 | 44.824 | 9.345 | 8.527 | 10.754 | 11.587 | 12.842 |
| Dubin-Watson | 2.804 | 2.843 | 2.864 | 2.941 | 2.438 | 2.145 | 2.541 | 2.735 | 2.841 | 2.942 |

Note. *** P < 0.01; ** P < 0.05; * P < 0.1; C = Coefficient; t = t-value; P = P-value. CA = Colonial Approach; PA = Protectorates Approach; FA = Federal Approach; IT = Intercept.

Table 2(d). Multiple regression analysis.

| Variable | The entire sample (222) | | | | | Innovative culture (60) | | | | | |
|----------------|-------------------------|-------------------|------------|---------------|---------------------|-------------------------|-------------------|------------|---------------|---------------------|----------|
| | Specialty capacity | Interface ability | Leadership | Family status | Cultural perception | Specialty capacity | Interface ability | Leadership | Family status | Cultural perception | |
| IT | C | 4.242 | 4.867 | 4.436 | 4.654 | 4.857 | 5.586 | 5.784 | 4.548 | 4.645 | 4.842 |
| | t | 8.024 | 8.421 | 8.345 | 7.486 | 8.467 | 4.354 | 4.684 | 3.844 | 3.742 | 3.461 |
| | P | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** |
| CA | C | 0.256 | 0.248 | 0.362 | 0.334 | 0.315 | 0.156 | 0.164 | 0.243 | 0.154 | 0.175 |
| | t | 8.324 | 8.042 | 8.764 | 8.884 | 8.778 | 3.452 | 3.824 | 4.455 | 3.644 | 3.812 |
| | P | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.001*** | 0.000*** | 0.000*** | 0.000*** |
| PA | C | 0.202 | 0.214 | 0.234 | 0.226 | 0.238 | 0.145 | 0.165 | 0.124 | 0.175 | 0.186 |
| | t | 6.586 | 5.667 | 5.438 | 6.762 | 6.428 | 2.452 | 2.384 | 2.164 | 3.845 | 3.734 |
| | P | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.000*** | 0.011** | 0.025** | 0.009*** | 0.001*** | 0.001*** |
| FA | C | 0.120 | 0.104 | 0.067 | 0.082 | 0.096 | 0.045 | 0.015 | 0.037 | 0.048 | 0.84 |
| | t | 1.728 | 1.563 | 1.746 | 1.824 | 1.664 | 0.534 | 1.699 | 0.453 | 0.764 | 0.945 |
| | P | 0.240 | 0.283 | 0.376 | 0.406 | 0.334 | 0.456 | 0.354 | 0.542 | 0.684 | 0.765 |
| R ² | 0.182 | 0.176 | 0.196 | 0.221 | 0.232 | 0.135 | 0.184 | 0.131 | 0.215 | 0.176 | |
| F value | 47.456 | 35.786 | 42.751 | 48.645 | 44.824 | 9.345 | 8.854 | 10.215 | 11.845 | 12.844 | |
| Dubin-Watson | 2.804 | 2.843 | 2.864 | 2.941 | 2.438 | 2.546 | 2.154 | 2.845 | 2.731 | 2.984 | |

Note. *** P < 0.01; ** P < 0.05; * P < 0.1; C = Coefficient; t = t-value; P = P-value. CA = Colonial Approach; PA = Protectorates Approach; FA = Federal Approach; IT = Intercept.

is equivalent to the reduction loss rate of the parent company expatriate. Moreover, it could also cultivate new global enterprise leaders appearing in emerging market.

For those expatriates that are from the parent company, complete expatriate training is needed. Besides, helping home-country expatriate management personnel obtain international management knowledge and experience is the kind of training that mainly aims at corporate culture. Corporate culture training is an assignment strategy of improving cross-cultural management capacity. The aim of the corporate culture training is to aid expatriates in understanding the host-country's cultural atmosphere and then make corporate expatriate successful. Those families with higher cohesive force, degree support and communication ability have significant influence on expatriate success.

Therefore, under colonial-style assignment strategy, an enterprise must make good communication with expatriate family members in order to enable them understand the character of expatriate work, reduce future conflict of expatriate family and give stronger support for expatriates. Expatriates need to be responsible for the message transfer between expatriate subsidiaries and their parent company. The biggest problem encountered by expatriates is not on the expatriate locality or on the local expatriate person, but on communication with the parent company. Therefore, it is especially important for the expatriate assignment strategy to be in protective style, colonial style or federal style.

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