



**HUNGARIAN UNIVERSITY OF AGRICULTURE
AND LIFE SCIENCES**

**The influence of Emotional Intelligence on Cross-
Cultural Adjustment and Job Performance of
Self-Initiated Expatriates from Post-Soviet
countries**

Doctoral (PhD) Dissertation

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Kaiyrkul Abdyrakhmanova

Gödöllő

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The PhD School

Name: Hungarian University of Agriculture and Life Sciences
Doctoral School of Economic and Regional Sciences

Discipline: Doctoral Program in Management and Business
Administration Sciences

Head: **Prof. Dr. Lakner, Zoltán DSC**
Full Professor, Head of Department
Institute of Agriculture and Food Economics
Department of Agricultural Business and Economics

Supervisor **Prof.Dr. József Poór DSC**
Professor Emeritus
Hungarian University of Agriculture and Life Sciences

Full Professor
J. Selye University

.....
Approval of the Head of Doctoral
School

.....
Approval of the Supervisor

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INTRODUCTION

Globalization has affected not only economy and international trade, but also caused labor mobility and international migration rise, which has contributed to transformation of global careers, emergence of transnational forms of human capital. It raises hunting for talent, who contributes to the competitiveness of companies and countries. Then again, the demand for talent has provided skilled workers with a huge choice in terms of location and type of work, in other word created better job opportunities and career development options. Moreover, international mobility has become the basis of a boundaryless global career and work. As a result it cause flow of human capital between developing and developed countries (Baruch et al., 2013a; Dickmann, Suutari, & Wurtz, 2018), which might explain in increase of international migration, that reached 3.6 % of the worldwide population in 2020 (United Nations, 2021).

Highly skilled expatriates contribute to multinational companies' competitiveness in host county, as well as the greater potential for cross-border economic interaction and growth. Thus, they constitute an essential component of today's global talent pool (Al Ariss, 2010). Studies related to international talent flow has traditionally focused on assigned expatriates or organizational expatriates, who funded and assigned to the overseas site by their parent organizations.

However, with the change in the purpose and the nature of international mission, a variety of new positions, career routes emerged for expatriates (Suutari & Brewster, 2000a). Individuals taking responsibility for their own career paths without an organization's support reflect new trends in international assignments (Carr, Inkson and Thorn 2005).

1.1 RELEVANCE OF THE TOPIC

Self-initiated expatriates (SIE) are defined as an “employee who migrates voluntarily to a foreign country on his or her own initiative, seeks actively a new employment and is hired by a foreign organization under a local, host-country contract” Andresen & Biemann (2013, p.105). SIEs are carriers of know-how and experience, and thus represent a valuable source of knowledge, network capital (Jokinen et al., 2008). So, their ability to be both locally responsive and function worldwide can help organizations enhance their effectiveness and efficiency (Tharenou, 2013). As a holders of particular, technical skills and abilities SIEs plays important role on global workforce (Alpaslan Danisman, 2017) and can be valuable human resources in both the host country as well as the organizations to which they join (Thorn & Inkson, 2012). SIEs are account for a larger share of the international workers than other categories of expatriates (Ceric & Crawford, 2016; Hussain et

al., 2019). Furthermore, over the last two decades, they have become highly demanded by organizations looking to fill experienced international manager shortages. As SIEs may have an excellent awareness of local and worldwide markets, cultures as well as languages. In addition, from the living and travel expenses, salary, taxation perspectives, beside financial considerations, they would be less expensive than regular traditional company-assigned expatriates (Al Ariss & Crowley-Henry, 2013; Jannesari & Sullivan, 2019; Tharenou, 2013). From talent management perspective self-initiated expatriates are important resource for international companies. The above reasons indicate the importance of studying and understanding the effectiveness of SIE.

The findings of the current study enhance knowledge and provide a deeper insight into influence of Emotional intelligence on cross cultural adjustment, task and contextual performance of self-initiated expatriates by providing a convincing empirical confirmation for the impact of EI on CCA, and impact of EI and CCA on task and contextual performance. The insights gained from current research will contribute to expand knowledge in the field of expatriate's study, particularly in the areas of international human resource management and cross-cultural management.

1.2 PROBLEM STATEMENT

“SIEs are individuals who choose to go abroad on their own to find work there, or after having found a job prior to departure, without having been sent by an organization from their home country” Cerdin (2012, p. 59). Self-initiated expatriates make up around a third to one-half of the global expatriate population (Suutari et al., 2018). Expatriates relocate to obtain employment and income that are more relevant to their formal education and training (Iredale, 2001); in seeking of professional development possibilities, primarily due to a shortage of such options in their home nations (Cerdin, 2012). However, living in a country that is distinct from home country regionally, socially, and culturally can be tough for expatriates, particularly when there are notable differences between the home and host countries from a socio-cultural perspective (Konanahalli & Oyedele, 2016). Despite the fact that SIEs relocate on their own, study the area prior to departure, and find jobs in advance, they nevertheless face challenges when engaging with the new environment, locals, and working conditions. In addition, they don't have any pre-departure preparation (Howe-Walsh & Schyns, 2010; Presbitero, 2020). As a result, some expatriates endure failure and unsatisfying work when working and living overseas, which is mainly due to challenges in adapting to a different cultural context (Harzing & Christensen, 2004; Hussain & Deery, 2018). Scholars found that one of the reasons for expatriates' failure is difficulty in adjusting to a new cultural environment, and stated that maladapted persons endure significant levels of

psychological stress and helplessness as a result of the transition to a new location. Therefore, SIEs may not be able to perform at full ability, resulting in lower levels of job performance (KRAIMER et al., 2001). Moreover, difficulties related to cross-cultural adjustment are frequently the cause of early termination (Wang & Takeuchi, 2007). On the contrary, well-adjusted SIEs are less stressed, more engaged, excited about their work, wholly immersed in it; they believe they are attuned to the culture of the host nation, both at work and in other areas; and they tend to perform better, leading to higher performance (Jyoti & Kour, 2017). It was found that higher emotional intelligence contributes to better cultural adaptation and performance (Gabel-Shemueli & Dolan, 2011) as EI improves self-awareness and self-management skills, which allow expatriates to better handle negative impulses, better control own emotions and deal with tough situations. As a result, expatriate with a high EI is likely to adapt well and function well in their new environment (Law et al., 2008b). Therefore, it's critical to research impact of emotional intelligence and cross-cultural adjustment on job performance of SIEs. So that we can figure out how to assist people so that their resources may be spent on things like quality of life, interaction, and productivity.

1.3 RESEARCH GAP

Talent management of self-initiated expatriates has recently received increased attention as recruiting of SIEs becomes an increasingly appealing approach of solving the worldwide lack of skilled personnel (Doherty & Dickmann, 2013; Vaiman et al., 2015). However, studies were focused mainly on SIEs from developed countries (Fu et al., 2017; Kumar & Chhokar, 2019), although developing expatriates are an alternative to traditional expatriates, thus enriching the pool of transnational human resources (Furusawa & Brewster, 2019; Luring & Selmer, 2018). And, despite the fact that SIEs have been studied from a variety of geographic locations: United States, Canada, Australia, England, South Africa, New Zealand, Singapore and Belgium (Huff et al., 2014); Portugal (Farcas & Gonçalves, 2019); France, Germany, Korea (Waxin, 2004); South Korea (Froese, 2012); Germany, Western China (Cao et al., 2014); UAE (Hussain & Deery, 2018) empirical studies on SIEs from Kyrgyzstan and Kazakhstan are extremely rare. In addition, studies focused on SIEs from a single home country are extremely rare (Andresen et al., 2020).

Moreover, empirical research on impact of Emotional intelligence and cross-cultural adjustment on job performance were mainly addressed to Assigned expatriates. However, self-initiated expatriation, in which a person finds work outside of own home-country, is topic of comparable importance (Howe-Walsh & Schyns, 2010; Khedher & Asadullah, 2019) since they are a

meaningful part of the global talent pool (Collings & Isichei, 2018; Tharenou & Caulfield, 2010; Vaiman et al., 2015). Few studies on job performance, particularly on task and contextual performance of SIEs were provided, and even fewer studies have addressed SIEs from Post-Soviet countries Kyrgyzstan and Kazakhstan.

This study intends to fill the gap in studies on investigating influence of Emotional intelligence on Cross-cultural adjustment and job performance, and impact of cross-cultural adjustment on job performance of self-initiated expatriates from Post-Soviet countries (Kyrgyzstan, Kazakhstan). Considering that contextual and task performance are main elements of job performance it is important to investigate predictors of mentioned job performance. Understanding factors influencing job performance and cross-cultural adjustment of self-initiated expatriates is valuable for MNCs and HR professionals since it helps to predict effectiveness of expatriates and improve intercultural training, development and talent management programs; develop relevant policies and make recruiting and training choices.

1.4 PURPOSE OF RESEARCH

The main objective of current empirical research is to investigate the relationship between Emotional Intelligence, Cross-Cultural adjustment and Job Performance. Few studies on job performance were focused particularly on task and contextual performance of SIEs. This research is considering two indicators of Job Performance: Task and Contextual Performance of self-initiated expatriates from Post-Soviet Countries (Kyrgyzstan and Kazakhstan). As result, following research questions and hypotheses were proposed:

Research Question 1. What is the relationship between Emotional Intelligence and Cross-Cultural Adjustment in the examined sample?

Hypothesis 1. Emotional Intelligence has a significantly strong influence on surveyed expats' Cross-Cultural Adjustment in the examined sample.

Research Question 2. What is the relationship between Emotional Intelligence and Task Performance in the examined sample?

Hypothesis 2. Emotional Intelligence has a significantly strong influence on surveyed expats' Task Performance in the examined sample.

Research Question 3. What is the relationship between Emotional Intelligence and Contextual Performance in the examined sample?

Hypothesis 3. Emotional Intelligence has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.

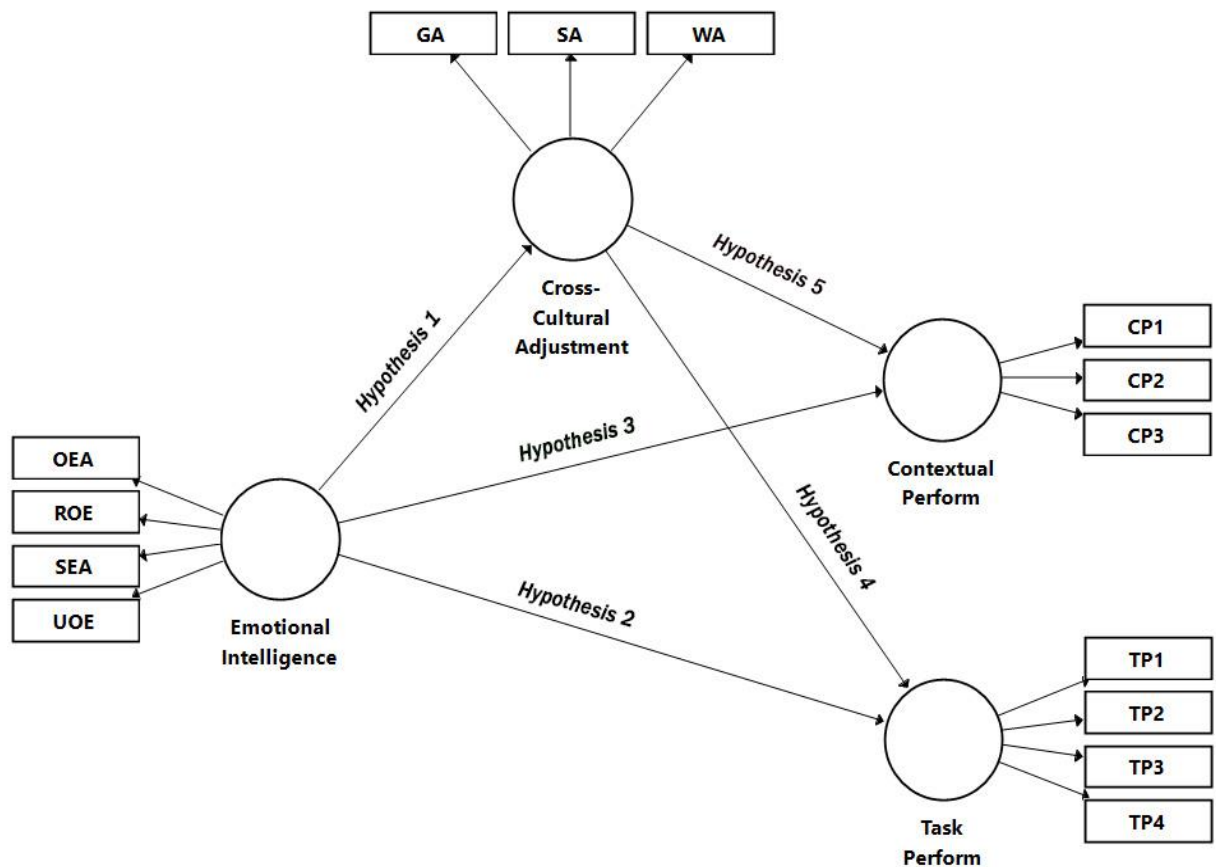
Research Question 4. What is the relationship between Cross-Cultural Adjustment and Task Performance in the examined sample?

Hypothesis 4. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Task Performance in the examined sample.

Research Question 5. What is the relationship between Cross-Cultural Adjustment and Contextual Performance in the examined sample?

Hypothesis 5. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.

Figure 1. Proposed model



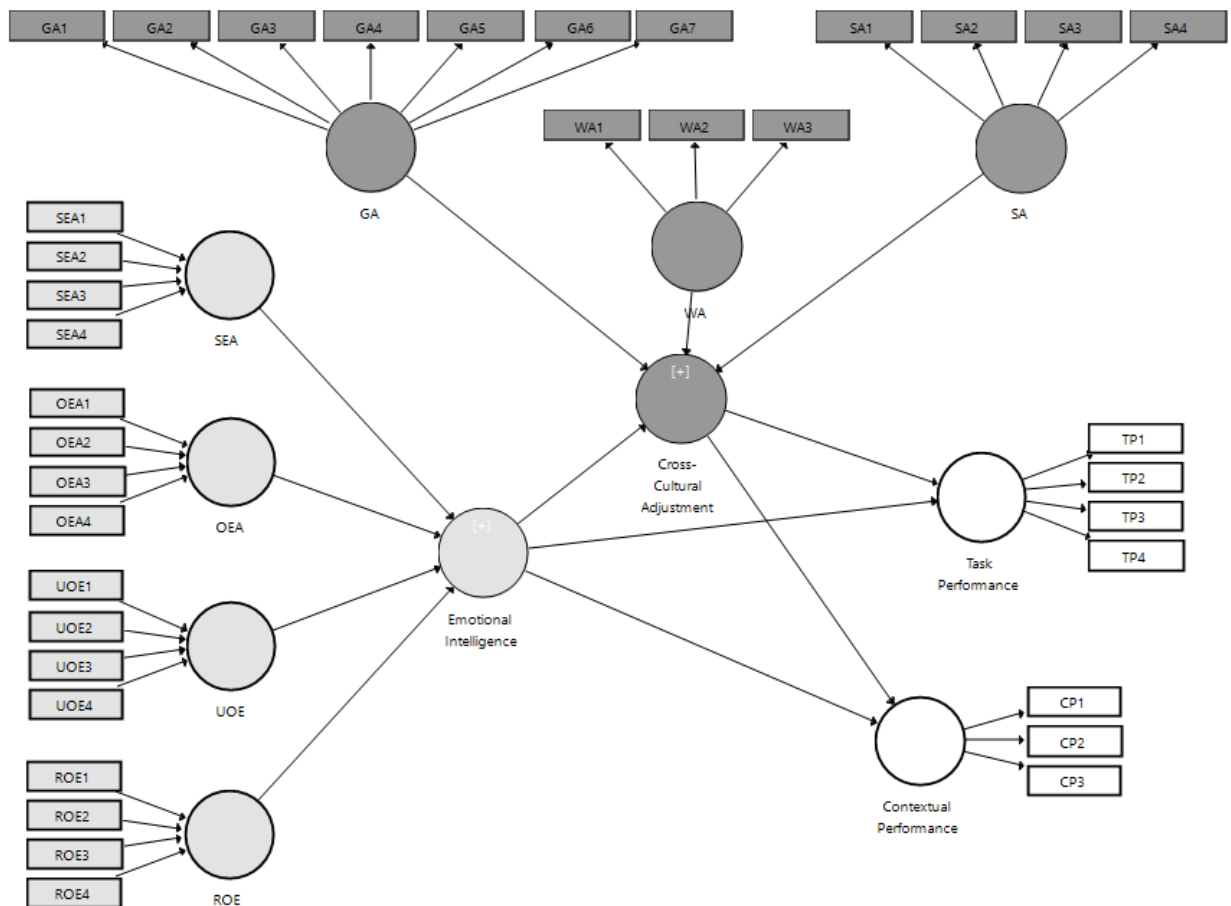
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Note: SEA - Self Emotional Appraisal; OEA - Others' Emotional Appraisal; UOE - Use of Emotion; ROE - Regulation of Emotion; GA - General Adjustment; SA - Social Adjustment; WA - Work Adjustment; TP - Task Performance; CP - Contextual Performance.

2 MATERIALS AND METHODS

The current study focuses on the evaluation of relationships between Emotional Intelligence, Cross-cultural Adjustment, and Performance-related variables (i.e., Task and Contextual Performance). We would like to determine how the Emotional Intelligence of expatriates influences Task and Contextual Performance and define the role of Cross-Cultural Adjustment in the mentioned relationship. Figure 6. illustrates mentioned interconnections and combines relationships among all constructs.

Figure 2. Proposed Model



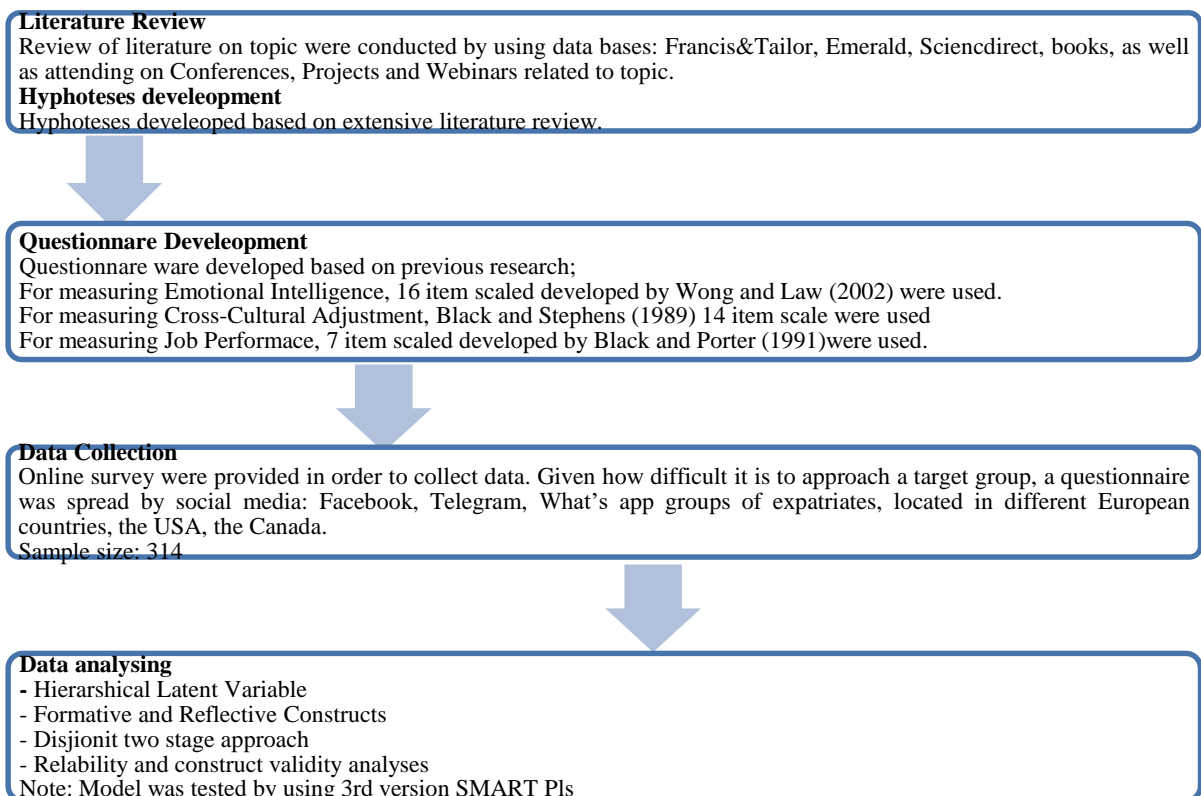
Note: Self emotional appraisal – SEA Others’ emotional appraisal [OEA]; Use of emotion [UOE]; Regulation of emotion [ROE]; General Adjustment-GA; Social Adjustment – SA; Work adjustment – WA; Task Performance – TP; Contextual Performance – CP

Source: Author’s editing

2.1 RESEARCH DESIGN

Self-initiated expatriates from Post-Soviet Countries located in European countries, USA and Canada are represents the main target of current research is. In order to clearly distinguish and define the characteristics (self-initiated expatriate or assigned expatriate) of each expatriate taking part in the study, control questions were included in the questionnaire. Thus, we have established a criterion for selecting a target - self-initiated expatriates. The questionnaire was originally developed in English. Then, in order to reach a larger number of respondents and also for the convenience of the respondents, the questionnaire was translated into Russian by a professional translator and given to two native speakers for verification. So respondents may choose the most comfortable language questionnaire. In order to approach a target group, a questionnaire was spread by social media (Facebook, Telegram, What's app groups, created by and for expatriates located in Europe, USA, Canada). In order to attain the purpose of the current research the author followed mentioned in Research Design (Figuer2) steps. The structure of doctoral dissertation organized as followed: Introduction; Literature review; Materials and Methods; Results and Discussion; Conclusion and Summary.

Figure 2. Research Design



Source: Author's own editing

2.2 THEORETICAL BACKGROUND OF PROPOSED MODEL

2.2.1 EMOTIONAL INTELLIGENCE (EI)

The proposed model uses ready scales for measuring Emotional Intelligence, Cross-Cultural Adjustment, and Performance. There are different scales for measuring Emotional Intelligence. Some authors prefer to use the scale prepared by Schutte et al. (1998) for measuring EI, however, it consists of 33 assumptions/questions. Moreover, it faced criticism regarding reverse-keyed items (Austin et al., 2004). If we use a 33 item scale, the questionnaire would be very long and time-consuming. It might influence/decrease the number of respondents. So, the author decided to use a 16-item scale of EI proposed by Wong and Law (2002) that was created with the purpose of being used in work environment (Bozionelos & Singh, 2017), and consists of four lower-order constructs: Self Emotional Appraisal, Others' Emotional Appraisal, Use of Emotions, and Regulation of Emotion. The mentioned lower-order constructs/variables formulate the Emotional Intelligence of every person. Respondents' attitudes towards assumptions covering different aspects of Emotional Intelligence are measured using 7 points Likert scale.

2.2.2 CROSS-CULTURAL ADJUSTMENT (CCA)

In the case of Cross-Cultural Adjustment, the author selected a well-known scale proposed by Black and Stephens (1989). This scale focuses on work, general, and interaction aspects of expatriate adjustment (Black & Stephens, 1989) and consists of 14 items. The cross-cultural adjustment scale is a widely used tool for analyzing different perspectives of expatriate performance. Moreover, some authors still illustrate the need for extensive research (Kraimer et al., 1997).

Previous studies (Bastida, 2018; Kraimer et al., 1997) in the field also used the mentioned scale for determining the importance of CCA. However, there is still a knowledge gap in understanding attitudes and adjustment of expatriates from developing Post-Soviet countries. Respondents' attitudes towards assumptions covering different aspects of Cross-Cultural Adjustment are measured using 7 points Likert scale.

2.2.3 JOB PERFORMANCE (JP)

The current study focuses on the determination of the influence of Emotional Intelligence and Cross-Cultural Adjustment on Task/Contextual Performance. For being able to find interconnections between mentioned variables, the author focused on selecting the right scale. The

job performance scale offered by Black and Porter (1991) complies with the purpose of current research. The scale measures expatriates' job performance from two different perspectives (i.e., Task and Contextual Performance) and consists of 7 items. Considering that EI and CCA together make quite a long questionnaire, the scale offered by Black and Porter (1991) seems to be the best choice. Scholars (Black & Porter, 1991) avoided directly questioning performance by making the items relative and participants were asked to rank themselves against a designated peer group. Previous studies (Bastida, 2018; Takeuchi et al., 2019) analyzing expatriates widely (Carmeli, 2003; L. Lee et al., 2013; L. Y. Lee & Sukoco, 2010; Sri Ramalu et al., 2011) used the same scale for measuring Performance .

It is important to note that the author examined relationships between pathways separately for Task and Contextual Performance. When exploring different predictors of performance, it is especially important to distinguish between technical and contextual performance (P. M. Caligiuri & Day, 2000). Moreover, the main reason for this decision is related to the importance of job performance for self-initiated expatriates as well as the formulation of research questions.

2.3 STRUCTURE OF THE QUESTIONNAIRE

The current questionnaire consists of thirty-seven self-reporting questions as well as information regarding age, country of origin/host country, occupation, education, and so on. The choice to use a self-reported scale was made for several reasons. First, the self-reported scale asks the respondent to make a straightforward judgment, which prevents prompts or other ways of getting correct answers. Second, empirical research has demonstrated that self-reported scales have adequate discriminant, criterion, and convergent validity as well as reliability (Brackett et al., 2011; Law et al., 2008b, 2008a). Lastly, from a time and cost point of view, a self-reported scale takes less time and is less costly and more practical than other available tests.

The author tried to decrease the number of questions/assumptions, however, scales for EI and CCA make quite a long questionnaire (30 items). Thirty-seven self-reporting questions and some personal information were grouped into two sections. It allowed respondents to spend less time and decreased the number of mistakes. These sections are:

1. General information or demographic profile of respondents was included in the first section. Here respondents gave information about their age, gender, nationality, country of origin, host

country, marital status, education level, skilled/professional qualification, length of employment/stay abroad, position type (i.e., regular part-time seasonal).

2. Emotional Intelligence (16 items), Cross-Cultural Adjustment (14 items), and Task/Contextual Performance (7 items) were included in the second section. Respondents expressed their opinion towards different questions/assumptions using 7 points Likert scale. Different levels of adjustment were used for determining attitude towards Task/Contextual Performance and Cross-Cultural Adjustment (i.e., Very unadjusted – 1; Mostly unadjusted -2; Somewhat unadjusted -3; Neither unadjusted nor adjusted - 4; Somewhat adjusted - 5; Mostly adjusted - 6; Completely adjusted – 7). In the case of Emotional Intelligence respondents expressed their attitude using the level of agreement (Strongly disagree -1; Disagree – 2; Somewhat disagree – 3; Neutral -4; Somewhat agree- 5; Agree – 6; Strongly agree – 7).

2.3.1 DATA COLLECTION

The purpose of the study was to determine whether there is a significant relationship between EI, CCA, and the Performance of self-initiated expatriates. Considering that it is very hard to approach this special group of respondents spreading a questionnaire by social media was the only useful solution. The respondents had a chance to fill in the questionnaire in Russian or English. To reach a high number of participants, the questionnaire was shared in different Facebook groups.

The respondents from different countries had about three months to fill out the questionnaire. (i.e., between September and November, 2021). For statistically reliable analysis the sample size for the current analysis should be more than 300 respondents (J. F. J. Hair et al., 2014). Before conducting the analysis answers of respondents were checked and duplicated responses were deleted. Identifying and counting expatriates abroad is quite difficult. Unfortunately, it is rare that a country has accurate information on the number of expatriates. Even when information is available on the size of expatriate communities in considered countries, there is often a lack of information on the characteristics (country of origin, education level, profession, industry) of these expatriates. Therefore, in order to be confident about the self-initiative characteristic of the surveyed expatriates the author asked respondents the following screening question: “Have you acquired the current job independently?” (self-initiated). The mentioned question was adapted from the study of Selmer and Luring (2009). Previous studies (A. Isakovic & Forseth Whitman, 2013; Cerdin & Selmer, 2014; Doherty et al., 2011; Tharenou & Caulfield, 2010) also used similar

targeted strategies to reach relevant targets. All the respondents answered positively to the question.

2.4 HIERARCHICAL LATENT VARIABLE MODELS

Nowadays researchers use different approaches in the case of higher-order constructs. In order to find answers to research questions and make necessary calculations author might use one of the well known two approaches in hierarchical latent variable models (Wetzels et al., 2009):

- the repeated indicator approach
- the two-stage approach/sequential latent variable score method

The repeated indicators approach has its advantages; it gives the researcher a chance to calculate results without involving higher or lower-order constructs (Becker et al., 2012). Statistical literature suggests using the repeated indicators approach if higher-order constructs have an equal number of lower-order constructs (Ringle et al., 2012). The different number of lower-order constructs cause biased factor loading/weights to the contrary. Considering that in the current study Emotional Intelligence has four lower-order constructs and Cross-Cultural Adjustment consists of three lower-order constructs, the repeated indicator approach cannot be considered as a good solution. Also, the approach leads to “artificially correlated residuals” which might be considered as a disadvantage (Becker et al., 2012).

In a two-stage approach, higher-order latent variable scores are calculated using lower-order constructs (excluding higher-order constructs) in the first stage of analyses. Based on the results of the first stage, the relationships between variables are defined in the second stage (Becker et al., 2012). Some authors define this as a disjoint two-stage approach (Sarstedt et al., 2019). ,Becker et al. (2012, p.365) recommend using a two-stage approach if “the researcher is only interested in the higher-level estimates, i.e., the path coefficient to and from the higher-order constructs”. Considering that this notion complies with the purpose of the current study and the author’s interest in the assessment of relationships between higher-order constructs, a two-stage approach was selected.

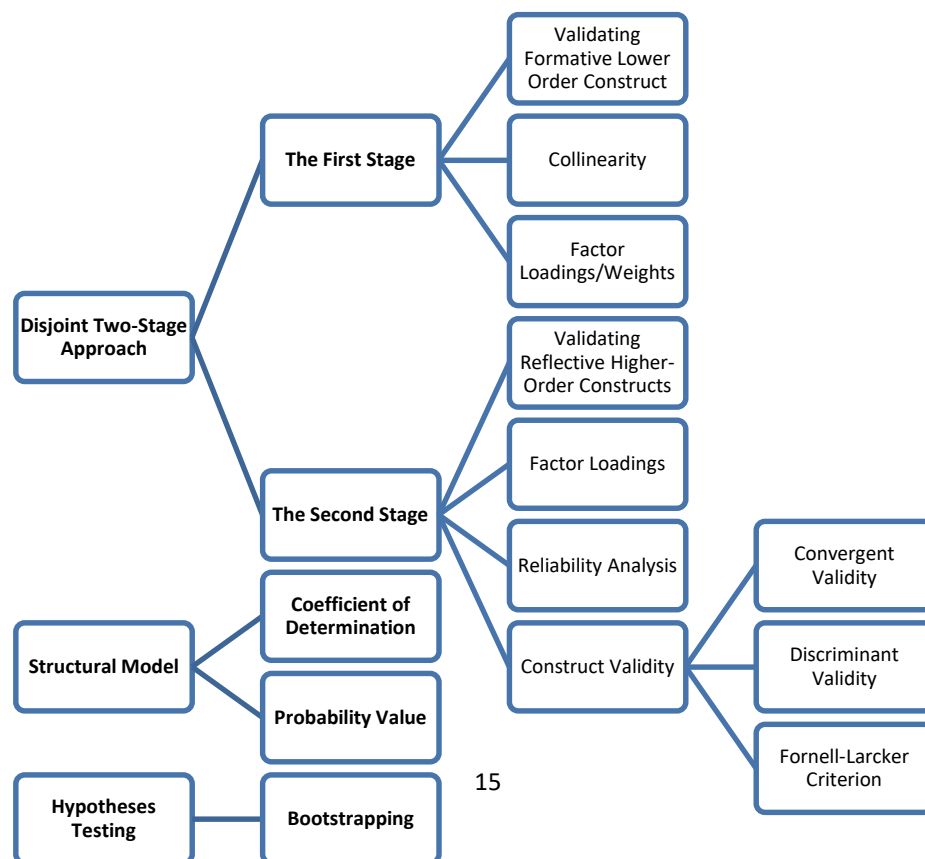
In Structural Equation Modelling the author should take into account the nature of the indicators and the direction of causality (J. F. J. Hair et al., 2014). Based on the literature (J. Hair et al., 2017; J. F. J. Hair et al., 2014), the direction of causality is established using two different theories: formative and/or reflective measurement models.

Hair et al. (2014, p. 611) define the reflective measurement theory as “*latent constructs cause the measured variables and that the error results in an inability to fully explain these measured variables*”. As result, the arrows are drawn from latent constructs to the items of the mentioned construct. However, the formative measurement theory is explained as “*the measured variables cause the construct*” (J. F. J. Hair et al., 2014, p. 611). In this case, the arrows are drawn from items to the constructs that items formulate. Also, error in the formative measurement model indicates that measured items are not able to explain the construct.

Following the recommendations of Diamantopoulos and Sigauw (Diamantopoulos & Sigauw, 2006) and previously conducted study (Suong & Tho, 2021) regarding Emotional Intelligence and Cross-Cultural Adjustment, the indicators were modeled as formative-reflective constructs. So, Emotional Intelligence is a higher-order reflective construct consisting of four lower-order constructs (i.e., SEA, OEA, UOE, and ROE). However, mentioned lower-order constructs were employed as formative indicators.

In the same way, Cross-Cultural Adjustment is a higher-order reflective construct; yet, General Adjustment, Social Adjustment, and Work Adjustment are used like lower-order formative constructs. Figure 4 illustrates the direction of arrows for CCA and lower-order constructs. In the proposed model Task and Contextual Performance are used as reflective indicators.

Research Procedure



3 RESULTS AND DISCUSSION

The current study focused on the examination of the main factors influencing the job performance of expatriates from Post-Soviet Countries (especially Kazakhstan and Kyrgyzstan). Emotional Intelligence, Cross-Cultural Adjustment as well as Task and Contextual Performance were included in the model. Emotional Intelligence and Cross-Cultural Adjustment are higher-order constructs combining lower-order constructs and items. Therefore, the author used a two-stage approach for being able to test hypotheses. 3rd version of SmartPLS was used to do partial least square based structural equation modelling to test the formulated hypotheses and to answer the research question.

Most of the respondents (almost 75%) filled out the questionnaire in English; the percentage of female respondents (\approx 52%) is slightly higher than males. The high proportion of self-initiated expatriates who participated in the survey is younger than 35. Almost half of them (\approx 49%) hold a master's degree. About 81% of all respondents are from Kyrgyzstan; Kazakhstan is the homeland of more than 9% of respondents. More than 60% of the surveyed self-initiated expatriates live in the EU. The respondents from the UK and the USA have a higher weight in comparison with Non-EU countries. The analyses were conducted using 314 valid responses.

Respondents represents different field of professional qualifications: IT (17.20%), Finance (14.97%), management (10.51%), marketing (4.16%), Human Resources 4.14%, Medicine 3.82%, Law 3.82 %, Pedagogy 2.87%, International Relationships 2.87%, Engineering 2.55%, Economics 2.55%, Linguistics 2.23%, Art and design 1.91%, Pharmacy 1.59%, Journalism 1.59%, Business Administration 1.59, Biology and Biotechnology 1.59%, Banking and audit 1.59%, Tourism 1.27%, Psychology 1.27%, Health care 1.27 %, Architecture 1.27%, Agriculture 1.27 %, and other qualifications 11.83%.

Less than half of respondents (36.62%) stayed abroad from one to 3 years, 33.12 % of respondents stayed more than 5 years, 28.03 % of respondents stayed between 3 -5 years, and minor part of respondents stayed abroad less than 1 year.

According to results of descriptive statistics 36.62 percent of expatriates stayed abroad between 1-3 years. Expatriates who stayed abroad more than 5 years count made 33.12 percent of all respondents. And 28.3 percent of survey participants stayed abroad between 3 and 5 years.

Generally, based on descriptive results, we can assume that respondents have substantial experience of living abroad and were able to share their experience of expatriation precisely.

3.1 RESULTS: STRUCTURAL MODEL

3.1.1 COEFFICIENT OF DETERMINATION

The coefficient of determination is used for calculating the model's predictive power and is based on "the squared correlation between a specific endogenous construct's actual and predicted values" (J. Hair et al., 2017, p. 209). The score of R^2 ranged between 0 and 1 and R^2 values equal to 0.75, 0.50, or 0.25 for endogenous constructs considered as substantial, moderate, or weak (J. Hair et al., 2017).

Table 1. Significance of R square

Endogenous Constructs	R²	T Statistics	P Values
Contextual Perform	0.208	2.451	0.014
Cross-Cultural Adjustment	0.140	3.966	< 0.001
Task Perform	0.209	2.393	0.017

Source: Author's calculations.

The coefficient of determination illustrates the percentage of change in an endogenous variable caused by exogenous constructs. For example, it means that 14% change In Cross-Cultural Adjustment might be explained by Emotional Intelligence; 20.8 % of the change in Contextual Performance can be explained by EI and CCA; 20.8 % of the change in Contextual Performance can be explained by EI and CCA (see Table 13). The above-illustrated values of R^2 show that the level of influence of exogenous variables on the endogenous ones is at a weak level. The probability values also illustrate that results for the coefficient of determination are significant. Figure 6 illustrates R^2 for endogenous variables as well as relationships offered by the authors. It is clear which exogenous variables influence CCA, CP, and TP.

3.1.2 PROBABILITY VALUE

Based on the recommendation of Hair et al. (2017, p. 186) author used bootstrapping to 5000 samples. Also, considering confirmatory characteristics of the study more conservative approach (J. Hair et al., 2017) was used for determining the P-value. So, the relationships are considered significant if P-value is lower than 0.01 (confidence interval is 99%). In the mentioned case related to the significance level of 1% ($\alpha=0.01$). In the Partial Least Squares estimation technique of SEM, the probability value is measured together with the t value (J. Hair et al., 2017). Following

statistical literature “the critical t values for significance levels of 1% ($\alpha = 0.01$; two-tailed test) probability of error” is 1.65 (J. Hair et al., 2017, p. 171). However, the author defines a threshold of 0.001 for a significantly strong relationship (confidence interval is 99.9%).

3.1.3 HYPOTHESES TESTING

The proposed relationships were tested using the Partial Least Squares estimation technique of SmartPLS 3.0 software (Ringle et al., 2015). The hypotheses illustrate the relationships between Emotional Intelligence, Cross-Cultural Adjustment as well as Task and Contextual Performance of self-initiated expatriates. The relationships proposed between variables are presented in Table 29.

Table 2. Results: Hypothesized relationships

Relationships	β	Standard Deviation	T-Value	P-Value
H1. Emotional Intelligence → Cross-Cultural Adjustment	0.374	0.047	8.013	< 0.001
H2. Emotional Intelligence → Task Perform	0.372	0.106	3.509	< 0.001
H3. Emotional Intelligence → Contextual Perform	0.334	0.112	2.990	0.003
H4. Cross-Cultural Adjustment → Task Perform	0.162	0.055	2.940	0.003
H5. Cross-Cultural Adjustment → Contextual Perform	0.209	0.058	3.617	< 0.001

Source: Author’s calculations.

Hypothesis 1. Emotional Intelligence has a significantly strong influence on surveyed expats’ Cross-Cultural Adjustment in the examined sample. The results of the statistical analyses illustrate that there is a significantly strong influence of EI on CCA ($\beta=0.374$; $t=8.013$; $p < 0.001$). Therefore, Hypothesis 1 is accepted.

Hypothesis 2. Emotional Intelligence has a significantly strong influence on surveyed expats’ Task Performance in the examined sample. The results of the statistical analyses illustrate that there is a significantly strong influence of EI on TP ($\beta=0.372$; $t=3.509$; $p < 0.001$). Therefore, Hypothesis 2 is accepted.

Hypothesis 3. Emotional Intelligence has a significantly strong influence on surveyed expats’ Contextual Performance in the examined sample. The results of the statistical analyses illustrate that EI influences TP ($\beta=0.372$; $t=2.990$; $p = 0.003$). However, the author sets the threshold of $p < 0.001$ for significantly strong influence. Therefore, Hypothesis 3 is rejected.

Hypothesis 4. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats’ Task Performance in the examined sample. The results of the statistical analyses illustrate that CCA influences TP ($\beta=0.162$; $t=2.940$; $p = 0.003$). However, the author sets the threshold of $p < 0.001$ for significantly strong influence. Therefore, Hypothesis 4 is rejected.

Hypothesis 5. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample. The results of the statistical analyses illustrate that there is a significantly strong influence of CCA on CP ($\beta=0.209$; $t=3.617$; $p < 0.001$). Therefore, Hypothesis 5 is accepted.

3.2 DISCUSSION

As mentioned in the literature review, expatriates face several difficulties once they arrive in a foreign country. Adapting to new environment, new culture, and new job roles and interacting with local individuals may cause psychological stress. As a result, it negatively impacts their performance (Bhaskaran & Jubi, 2014; Koveshnikov et al., 2014). Researchers believe (Gullekson & Dumaisnil, 2016; Luring & Selmer, 2018; Zakaria, 2019) that controlling emotions help to critically comprehend the situation, misunderstandings, or disagreements that have arisen to better understand the difference of others and forecast the implications of their actions on others. These abilities are influencing adjustment (Engelberg & Sjöberg, 2004; Kumar, N., Rose, 2008) as well as job performance (Koveshnikov et al., 2014; Ling, 2019; Lopes et al., 2004). Moreover, cross-cultural adjustment (Sri Ramalu et al., 2011) and Emotional intelligence has been identified as a significant determinant of job performance among various factors that influence expatriates' job performance (Awais Bhatti et al., 2014; Luring & Selmer, 2018; Law et al., 2008a; Sri Ramalu et al., 2011). The present empirical study was designed to investigate the relationships between Emotional Intelligence, Cross-cultural Adjustment, and Performance-related variables (i.e., Task and Contextual Performance) and determine how Cross-cultural Adjustment, and Performance-related variables of self-initiated expatriates from Post-Soviet Countries (Kyrgyzstan and Kazakhstan) are influenced by Emotional Intelligence. For this purpose, researcher employed PLS-SEM to identify the impact of independent variables on dependent variables.

Findings of current empirical research indicated that EI has a strong impact on CCA and Task Performance, but less influence on Contextual Performance. As to CCA, it has a strong influence on Contextual performance, than on task performance. The following is the discussion of each proposed hypothesis-

Hypothesis 1. Emotional Intelligence has a significantly strong influence on surveyed expats' Cross-Cultural Adjustment in the examined sample.

Results of current research demonstrated that Emotional Intelligence has a significantly strong influence on surveyed self-initiated expats' Cross-Cultural Adjustment in the examined sample. Thus high EI may help self-initiated expatriates adapt better in new environment, location. Our finding broadly support the work of previous studies (Koveshnikov et al., 2014; Wechtler et al., 2015) in this area, which found that Emotional intelligence directly influences cross-cultural adjustment (Kai Liao et al., 2021), and confirms the argument that EI is significant predictor of CCA (Dinglasa, 2020; Gabel et al., 2005). As it is well known that adjustment is the level of psychological well-being of a person in new environment. Therefore, any adaptation to a new environment that are culturally less familiar might result in stress. Hence, it can be interpreted as from a cross-cultural perspective, EI is expected to help expatriates decrease psychological stress caused by locating in new cultural environment, appropriately express their emotions, and avoid misunderstandings and implied conflicts. Moreover, considering cultural differences between host and home countries, misinterpreting locals' behavior or by locals can cause miscommunication, so EI assists in effectively expressing and controlling emotions, which helps to minimize misunderstandings and disputes. Thus, Emotional intelligence has been recognized as a crucial predictor of CCA among the several factors that influence expatriates' CCA. Another study conducted by (Koveshnikov et al., 2014) also found that Emotional intelligence is the most critical antecedent of CCA.

Hypothesis 2. Emotional Intelligence has a significantly strong influence on surveyed expats' Task Performance in the examined sample.

The most crucial finding to emerge from this analysis is that Emotional Intelligence has a significantly strong influence on surveyed expats' Task Performance. As task performance includes core technical behaviors and activities related to the job (Griffin et al., 2000), it is encouraging to compare this findings with findings obtained in other studies (Aqqad et al., 2019; Bozionelos & Singh, 2017; Carmeli, 2003), which explored that EI has relationship with task performance. Moreover, our results corroborate the idea of previous research (Schutte et al., 2001), which suggests that people with high emotional intelligence can approach tasks with more enthusiasm, which leads to increased self-efficacy and motivation. Furthermore people with higher emotional intelligence may have a more favorable attitude, which may create the best conditions for productivity. Moreover, EI has been linked to job performance as a whole in a large amount of empirical research (Ashkanasy, 2004; Joseph et al., 2015; Lyons & Schneider, 2005; Saeid et al., 2010; J. S. K. Singh & Mahmood, 2017). Emotions and EI are thought to be foundational

characteristics for job performance by several other studies (Bahramian, Somayyeh and Siadat, Seyyed Ali and Sharifi, 2015). So this study concludes that emotional intelligence act as a predictor of task performance.

Hypothesis 3. Emotional Intelligence has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.

As far as the relationship between emotional intelligence and contextual performance is concerned, previous research indicated that EI is a predictor of job performance and has relationship between EI and contextual performance (Aykan, 2014; Carmeli, 2003; Cichy et al., 2009; Saeid et al., 2010; J. S. K. Singh & Mahmood, 2017). Although, current study could not find strong influence of Emotional Intelligence on surveyed expats' Contextual Performance because in current research conservative significance approach were applied and it might be considered that our results are in line with previous studies. As, previous studies attempted to find significant relationship between two variables, whereas this study focused on strong significant relationship. However, findings of current research might be explained by the fact that contextual activities go beyond formal role requirements and are based on the decision of a person to participate or not to participate in contextual activities (Borman & Motowidlo, 1997), and that person's decision depends on individual differences. Moreover, as the task becomes more complex, the individual can direct his resources to the task performance, thereby participating less in contextual activities

Hypothesis 4. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Task Performance in the examined sample.

The results of current empirical study did not reveal any significant strong influence of Cross-Cultural Adjustment on surveyed expats' Task Performance in the examined sample. Hence, hypothesis H4 is not supported.

Although, current study could not find strong influence of Cross-Cultural Adjustment on surveyed expats' Task Performance because in current research conservative significance approach were applied and it might be considered that our results are in line with previous studies. As, previous studies attempted to find significant relationship between two variables, whereas current study focused on strong significant relationship. Therefore, it can be said that the results of this study are in line with previous studies (Jyoti et al., 2015; KRAIMER et al., 2001; Zakariya et al., 2019) found a positive relationship between adjustment and job performance. Furthermore, despite the

lack of a strong relationship between two variables, the results of gender based differences on cross-cultural adjustment of this study revealed that there is significant influence of gender on cross-cultural adjustment and as the mean comparison tests showed that female show more inclination towards cross-cultural adjustment. Considering that the current study was female dominated (51.8 percent of respondents are female) hence, it can be concluded that there could be gender based impact on the relationship between cross-cultural adjustment and task performance.

Hypothesis 5. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.

Another important finding was that Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample. A comparison of the findings with those of other study (KRAIMER et al., 2001; Zakariya et al., 2019) confirms the relationship between adjustment and expatriate contextual performance. This significantly strong relationships may be explained by the fact that, as former post-Soviet countries, Kyrgyzstan and Kazakhstan inherited collectivism. Collectivist societies are characterized by a strong sense of belonging to a group. They may rely on members of their group in times of need and, in turn, support those people allocated to their group. Hence, cross-cultural adjustments can lead to increased contextual performance of the expats.

Moreover, similar to the results of this study, some researchers (Côté, 2014; S. K. Singh et al., 2021; Trubisky et al., 1991) suggested that people in collectivistic cultures value social interaction, and in conflict management harmony-inducing approach is preferable (Kaushal & Kwantes, 2006). Another possible explanation that flows from the first is the role of the host country's workforce for instance host countries facilitate social engagements and lead to smooth adjustments for the expats. Similar to this notion, it has been suggested that the host country's workforce supports expatriates in their socialization (Paik et al., 2007) and plays important role in expatriates' adjustment. In summary, three hypotheses were accepted and two rejected (see Figure 12).

4 CONCLUSION AND RECOMMENDATIONS

4.1 CONCLUSION REGARDING PRESENT STUDY

The influence of SIEs on the global workforce is substantial, nearly half to three-quarters of the global expatriate population are self-initiated. As literature review shows the main motives for the departure of SIE's are: career motives, host country reputation, poor labor market, economic and

politic situation at home country, attractive job opportunities and conditions in host country, desire to gain international professional experience, host country reputation, and travel opportunities. Besides knowledge, skills, and useful experience SIEs may have an excellent awareness of local and worldwide markets, languages, and cultures that may help companies raise their effectiveness. For this reason, SIEs are considered important human capital for the countries to which they migrate as well as the organizations to which they belong. However, expatriates, may find it difficult to live in nations that are physically and socially diverse from their home countries, particularly when there are significant socio-cultural disparities between the host and home countries. SIEs encounter obstacles while interacting with the new environment, locals, and working circumstances, despite the fact that they migrate on their own, study the place before leaving, and obtain employment in preparation. Consequently, expatriates may experience setbacks and underperformance while living and working abroad due to adjusting issues to a new environment. Furthermore, a new job environment or building relationships in a work environment may cause stress, which in turn affects performance negatively. Considering that contextual and task performance are main elements of job performance it is important to investigate predictors of mentioned job performance. Understanding factors influencing job performance and cross-cultural adjustment of self-initiated expatriates is valuable for MNCs and HR professionals since it helps to predict effectiveness of expatriates and improve intercultural training, development and talent management programs; develop relevant policies and make recruiting and training choices.

As it mentioned on literature review emotional intelligence is predictor of cross-cultural adjustment. Moreover emotional intelligence and cross-cultural adjustment are predictors of job performance. In order to investigate relationship between emotional intelligence, cross-cultural adjustment and job performance of self-initiated expatriate's empirical research were conducted among 314 self-initiated expatriates from Post-Soviet countries. Considering that it is very hard to approach this special group of respondents a self-reported questionnaire was spread by social media. Partial Least Square based Structural Equation Modeling (PLS-SEM) was used to test relationship between emotional intelligence, cross-cultural adjustment and job performance (task and contextual performance).

Current empirical research one of the first to consider relationship between emotional intelligence, cross-cultural Adjustmen and two important Performance-related variables: Task and Contextual Performance of Self-Initiated Expatriates from Post-Soviet Countries (Kyrgyzstan and Kazakhstan). The findings of our investigation complement those of earlier studies (Aqqad et al.,

2019; Bozionelos & Singh, 2017; Kai Liao et al., 2021; Nunes et al., 2017; J. S. K. Singh & Mahmood, 2017). The results of recent empirical investigation revealed that emotional intelligence has a strong influence on cross-cultural adjustment and Task Performance, but less influence on Contextual Performance. As to cross-cultural adjustment, it has a strong impact on Contextual performance, than on task performance.

Table 3. Summary of the results.

Hypotheses	Status
Hypothesis 1. Emotional Intelligence has a significantly strong influence on surveyed expats' Cross-Cultural Adjustment in the examined sample.	Accepted
Hypothesis 2. Emotional Intelligence has a significantly strong influence on surveyed expats' Task Performance in the examined sample.	Accepted
Hypothesis 3. Emotional Intelligence has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.	Rejected
Hypothesis 4. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Task Performance in the examined sample.	Rejected
Hypothesis 5. Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample.	Accepted

Source: Author's own research

4.2 THEORETICAL AND PRACTICAL IMPLICATIONS

The findings of the current study showed that Emotional intelligence has a strong influence on cross-cultural adjustment, which enhances knowledge and provides a deeper insight into the importance of Emotional intelligence in cross cultural adjustment, task and contextual performance of self-initiated expatriates by providing a piece of convincing empirical evidence for the influence of EI on CCA, and influence of EI and CCA on task and contextual performance. The insights gained from this study will contribute to the body of knowledge in the field of expatriate research, particularly in the areas of international human resource management and cross-cultural management.

The practical significance of the findings will be beneficial to human resource professionals, multinational companies and the expatriating firms in highlighting the crucial aspects of SIEs job performance: task and contextual performance, especially in the area of expatriate recruitment, selection, placement, intercultural training and development. Therefore, besides the contribution to theoretical development, the useful findings produced can be consumed in developing relevant policies and making recruitment and training options better. Furthermore, the research results suggest that SIEs should consider the importance of EI and CCA for their job performance.

Furthermore, to the best of our knowledge similar studies have not been undertaken in Post-Soviet self-initiated expatriates (specifically Kyrgyzstan and Kazakhstan). The findings of the present study can be used to predict and understand self-initiated expatriates effectiveness who origins from Post-Soviet countries (specifically Kyrgyzstan and Kazakhstan).

Finally, these empirical results also contribute to the body of knowledge in the area of contextual and task performance, cross-cultural management studies self-initiated expatriates from Post-Soviet countries. Moreover, the contributions of this research may not be limited only to self-initiated expatriates in a Post-Soviet context, but might be applicable to all self-initiated expatriates locating and working outside their home country.

4.3 LIMITATIONS AND RECOMMENDATIONS

Despite the interesting findings, this paper does suffer from limitations. Self-reported questionnaire was used in this study. In order to be confident about the self-initiative characteristic of the surveyed expatriates, the author asked respondents screening questions such as: nationality, length of stay abroad, that were obligatory to answer prior to shifting to the next question. Some respondents refused to answer them due to personal reasons.

Restrictions on COVID had an impact on data collection, making face-to-face interviews impossible to obtain better responses.

For future studies, the sample size of participants should be expanded in order to reflect a larger population of self-initiated expatriates. In addition, more in-depth research on variables that influence cross-cultural adjustment and performance of self-initiated expatriates can be carried out using qualitative methods.

4.4 NEW SCIENTIFIC RESULTS

The main objective of his work to investigate the relationship between emotional Intelligence, Cross-cultural adjustment, and job performance. Based on current research findings author introduce following scientific novelty:

1. This study is among the first, that found relationship between EI, CCA and Job performance of SIEs from Post-Soviet countries, particularly Kyrgyzstan and Kazakhstan. Same nationality, same cultural background of respondents decreases possible differences in cultural groups.

2. From the geographical point of view as shown by an extensive literature review of the home country of studied SIEs were mostly developed countries such as the USA, Canada, as well as European and South Asian countries, this study is one of the first to study SIEs from the Post-Soviet countries (Central Asian countries).
3. From host country point of view, less studies focused on Central and Eastern European countries, current research fills this gap and participants located in CEE countries.
4. One of the strengths of this study is the use of a conservative method, which made it possible to identify a strong relationship between the considered indicators.
5. Current research focused on two important dimensions of job performance; task and contextual performance.
6. Results of current research demonstrated that Emotional Intelligence has a significantly strong influence on surveyed self-initiated expats' Cross-Cultural Adjustment in the examined sample. Thus high EI may help self-initiated expatriates adapt better in new cultural environment and location.
7. The most important finding from the current study is that emotional intelligence has a significant impact on the task performance of surveyed expats, showing that people with high emotional intelligence can approach tasks with more enthusiasm, resulting in increased self-efficacy and motivation. As a result, increases task performance.
8. Another important finding was that Cross-Cultural Adjustment has a significantly strong influence on surveyed expats' Contextual Performance in the examined sample. Hence, cross-cultural adjustments can lead to increased contextual performance of the expats.

5 LIST OF PUBLICATIONS

1. Kaiyrkul Abdyrakhmanova, József Poór (2022). The role of Emotional Intelligence and Cross-Cultural Adjustment on Job Performance of Self-Initiated Expatriates with Origins from Central Asian Countries. *Journal of Eastern European and Central Asian Research (JEECAR)*, **WoS**, **SCOPUS**, In process.
2. József Poór, Marina O. Latukha, Allen D. Engle, Kaiyrkul Abdyrakhmanova * (2022) Similarities and differences of the HR practices foreign owned subsidiaries in Post-soviet region with comparison of Central and Eastern Europe countries. *Anali Ekonomski Fakulteta U Subotici / The Annals Of The Faculty Of Economics Subotica* , **SCIndeks**, **DOAJ**
3. Kaiyrkul, Abdyrakhmanova ; Péter, Kollár, Ethical Positions In Hungary, China, Turkey And Kyrgyzstan In Light Of Idealism And Relativism. *Strategic Management: International Journal Of Strategic Management And Decision Support System In Strategic Management* 25 : 2 pp. 3-8. , 6 p. (2020) **WoS**
4. Michael, Morley ; Nikita, Kuleshov ; Marina, O. Latukha ; Kaiyrkul, Abdyrakhmanova ; Allen, D. Engle ; Xia, Chen ; Michal, Lemanski (2021) Resilient IHR: Key changes and challenges, diversity in post pandemic IHRM?
5. Kaiyrkul, Abdyrakhmanova (2020) Gender Differences in Cross Cultural Adjustment. In: Horváth, Bálint; Kápolnai, Zsombor; Földi, Péter (eds.) VI. International Winter Conference of Economics PhD Students and Researchers: Conference Proceedings, Bp, Hungary: Association of Hungarian PhD and DLA Students (2020) 231 p. pp. 6-11. , 6 p.
6. Kaiyrkul, Abdyrakhmanova ; József, Poór , Role Of Gender In Ethical Positions In Kyrgyzstan In Light Of Idealism And Relativism (2020) Presentation (publication pending), Postpone conference due to COVID-19, Rescheduled for September 3, 2020 Ljubljana, Slovenia, EMAN 2020 - 4th International Scientific Conference on Economics and Management.
7. Kaiyrkul, Abdyrakhmanova (2020), Gender Differences in Cross-Cultural Adjustment. In: Horváth, Bálint; Földi, Péter; Kápolnai, Zsombor (eds.) VI. Winter Conference of Economics PhD Students and Researchers : Book of Abstracts. Gödöllő, Hungary : Szent István University, DOSZ, Közgazdaságtudományi Osztály (2020) 128 p. pp. 11-11. , 1 p.(Chapter in Book).
8. Kaiyrkul, Abdyrakhmanova (2020).The Effect of Emotional Intelligence in Cross-Cultural Adjustment of Expatriates. In: Horváth, Bálint; Földi, Péter; Zsombor, Kápolnai; Antalík, Imrich (eds.) International Conference of Economics PhD Students and Researchers in Komarno : Conference Proceedings. Komarno, Slovakia : Selye János Egyetem; Univerzita J. Selyeho (2020) 213 p. pp. 6-14. , 9 p.Chapter in Book
9. Kaiyrkul, Abdyrakhmanova (2019).The Effect of Emotional Intelligence in Cross-Cultural Adjustment of Expatriates.In: Bálint, Horváth; Péter, Földi; Zsombor, Kápolnai; Imrich, Antalík (eds.) International Conference of Economics PhD Students and Researchers in Komárno : Book of Abstracts. Komarno, Slovakia : Selye János Egyetem; Univerzita J. Selyeho (2019) 33 p. pp. 6-6. , 1 p.Chapter in Book.
10. Kaiyrkul, Abdyrakhmanova ; Péter, Kollár (2019). Ethical Positions In Hungary, China, Turkey And Kyrgyzstan In Light Of Idealism And Relativism. In: Pere, Tumbas (eds.) 24th International Scientific Symposium Strategic Management and Decision Support Systems in Strategic Management Publications, Szabadka, Srbija : University of Novi Sad, Faculty of Economics Subotica (2019) pp. 87-93. , 7 p. Chapter in Book.
11. Kaiyrkul, Abdyrakhmanova (2019). Role of emotional intelligence in labour productivity. In: Bálint, Horváth; Zsombor, Kápolnai; Péter, Földi (eds.) V. International Winter Conference of Economics PhD Students and Researchers : Conference Proceedings. Gödöllő, Hungary : Association of Hungarian PHD and DLA Students (2019) 149 p. pp. 13-19. , 7 p. Conference paper (Chapter in Book)

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