

A Comparative Study on Skill Development Between Male and Female Expatriates in Taiwan

Somya Agrawal

College of Informatics

Chaoyang University of Technology, Taichung, Taiwan

asomya@gm.cyut.edu.tw

Yindhika Lawrence*

College of Humanities and Social Sciences

Chaoyang University of Technology, Taichung, Taiwan

jlawrance78@gmail.com

Abstract

Due to the rising growth of international collaboration, organizations have a higher need to employ expatriates. Both scholars and practitioners have acknowledged that skill development plays a crucial role in here to mitigate failures in the competitive international business environment. Within this paradigm, studies have highlighted that skill development is somewhat connected to how satisfied an expatriate feels in their job. Interestingly, there seems to be an interplay between the international experiences of males and females taking gender differences into consideration. Within this context, we aim to examine how job satisfaction is linked to skill development among expatriates working in Taiwan and do a gender-wise comparison. Data was collected from 133 expatriates working in Taiwan using an online questionnaire. Results show that both men and women expatriates on average are rated quite differently in terms of both job satisfaction and skill development. The results for moderation analysis show that even if female expatriates felt very satisfied with their opportunities for acquiring new skills, they were not to able take full advantage of the opportunities around for developing new skills and knowledge. This study calls for more action to be taken from the Human Resources department at both the expatriate's home as well as the host country to create better opportunities for women to participate in more international assignments.

Keywords

Expatriates, Gender differences, Skill development, Satisfaction, Taiwan

1. Introduction

A tremendous increase in global integration during the past few decades has accelerated population movement around the world (Strauss 2020). This trend has made travel experiences, international assignments, and international collaboration between individuals and organizations increasingly common (Shaffer et al. 2016). Due to the rising growth of international work assignments, organizations have a higher need to employ expatriates, however, Harari et al. (2018) add that not enough research exists that examines the factors around job satisfaction in expatriates. Moreover, the existing managerial approaches that exist to support expatriates' preservation, preparation, growth, and job satisfaction are insufficient, which leads to their job dissatisfaction (Kumarika Perera et al. 2017; Hoffman and Sergio 2020). Expatriates are key to an organization as they can enhance management and coordination, as well as do knowledge transfer to their colleagues back in their home country (Bebenroth and Froese 2019; Harzing et al. 2016) upon finishing the international assignments. Therefore, examining the genuineness of expatriates' job satisfaction will facilitate organizations to appropriately absorb, circulate, and do knowledge transfer related to job satisfaction between different business functions. A successful management of the expatriation process will enable an organization to fully leverage an expatriate's knowledge and skills. Both scholars and practitioners acknowledge the crucial role of skill development in expatriates in mitigating failures in competitive international business and social environments (Li 2020; McNulty and Brewster 2016; Verbeke et al. 2018). Also, studies show that there seems to be some sort of interplay between the international experiences of males and females taking gender differences into consideration (Dolce et al. 2021; Shaffer et al. 2012; Connerley et al. 2008). Within this context, we aim to examine how job satisfaction is linked to skill development among expatriates working in Taiwan. After examining this particular

interrelationship, we also aim to find out whether this interrelationship has different results for different genders. Going further, we also provide some evidence highlighting how gender differences do exist in terms various other factors such as job type and work environment for expatriates. Lastly, we will discuss these points and end the paper with a few conclusions.

2. Literature Review

2.1 Expatriates in Taiwan

Taiwan is an island country which has an Eastern culture and many of the expatriates originate from the Western nations (Van Oudenhoven et al. 2003). Statistics from the Ministry of Labor statistics shows that there were approximately 753,000 expat workers living in Taiwan as on April 2021 (Business Insider 2021). In the yearly Internations Expat Insider Survey (Taiwansentinal 2017), Taiwan ranked at the top of the 67 countries in the list and ranked 1st in the categories “*quality of life*” an “*personal finance indices*.” This makes it an interesting context to explore it as a case. Therefore, we carried out this study in the Taiwan. Moreover, over the last few years, Taiwan has become more international and opened its markets to create growth opportunities for international firms majorly operated and managed by expatriates (Liao et al. 2021). Also, the foreign-directed investment (FDI) based in Taiwan is becoming a major source of economic strength in the economic world due to the outbound investments of Taiwanese organizations (Lin et al. 2012).

2.2 Expatriate satisfaction and skill development – gender wise differences

Increasing numbers of employees are being sent overseas and the global expansion is likely to see more expatriates accepting such international assignments, especially in the developing countries (Mello et al. 2022). Due to this, it has become extremely important for the multinational companies (MNCs) to manage expatriates well (Black and Gregersen 1999) and increase their overall satisfaction. Interestingly, studies have shown that job satisfaction is also connected to expatriate’s skill development (Stoermer et al. 2018; Thomas et al. 2015; Earley 2002). For instance, job satisfaction increases as expatriates’ cultural skills which also exceeds the perceived degree of workplace social exclusion. These skills are also important for coping with with new cultural environment at work during expatriation. According to Person–environment fit theory, the organizations and the work environment in general need that the individual possess certain skills that are necessary to meet environmental demands, for example, verbal, analytic, or social skills (Caplan 1987). Additionally, giving the autonomy and allowing the use of diverse skills to complete significant tasks might result in a more personally satisfying work experience for the expatriate (Naumann 1993). The host as well as the home organizations play a crucial role here as they need to give clarity about the job roles to the expatriates and more valuable international assignments for their career advancement, such that the expatriate perceives greater satisfaction, both intrinsically and extrinsically.

Traditionally, previous studies show that expatriate job assignments have not supported gender diversity (Batisda et al. 2021; Yu and Ren 2021) and the total number of women in expatriate management have been low in number (Sinangil and Ones 2003). This has been a long-standing cause for concern. Even though organizations have seen an increase in the numbers of women in management in general, the numbers of women going for international assignments is still low. Adler (1993) suggested that women may not be chosen for international assignments positions as the decision committee selecting people believe in three prevalent myths that prevent them from hiring females. For instance, there is a myth that women might not be interested in international careers. Secondly, organisations refrain from sending female employees for international assignments in fear that they will perform poorly at their job in the host cultures, or lastly, it might be possible that foreign cultures discriminate against women (Adler 1987). Black et al. (1992) in their study suggested that MNC organizations need to “cast an increasingly wider selection net” selecting “the very best male and female candidates”.

Once overseas, women expatriates can use their skills to adjust in the host cultures. Jackson and Joshi (2001) contend that female expatriates “may be more likely to remain in and succeed at their international assignments to the extent that” host country organizations assess the female expatriate’s performance to be on par with male expatriates’ level of competence (Sinangil and Ones 2003). Furthermore, organizations need to re-evaluate their perceptions about demographic diversity among expatriates as there might be uncharted potential benefits of sending female expatriates on international assignments (Sinangil and Ones 2001). The cultural values, beliefs, and attitudes in Taiwan each comprise a part of the puzzle that can enhance our understanding of the factors that contribute to expatriate job

performance and how they relate to gender. In times now, there is no arguable reason for limiting women from expatriate assignments as gender-based expatriate selection is inexpiable.

3. Research Methodology

3.1 Data collection and participant demographics

We used survey method to carry out this study. Data was collected from 133 expatriates working in Taiwan. In total, there were 60 (45.11%) females and 73 (54.88%) males. Most of the respondents, i.e., 80 (60.15%) expatriates were working in a full-time job whereas 53 (39.84%) expatriates were working in a part-time job in. The questionnaire was shared and posted on several expatriate communities on social media platforms such as Facebook, Instagram, Line and WhatsApp. The questionnaire was kept open for a month and data was also collected during that period of time. It took about 3-5 minutes to respond to the questionnaire completely. The respondents were informed that participation was voluntary and data would be kept confidential. To maintain respondent privacy, the demographic information was prepared anonymously and they were assured that the collected data would solely be used for research purposes.

3.2 Variable measures

Using the survey-questionnaire method, participants were asked about their satisfaction in terms of opportunities for acquiring new skills in the host country. Five-point Likert scale was used to rate this particular item, where '1' = Strongly Disagree, '2' = Disagree, '3' = Neutral, '4' = Agree, and '5' = Strongly Agree. Thereafter, the participants were asked about their skill development in terms of whether they find themselves taking advantage of the opportunities around them for developing new skills and knowledge. This particular item was measured using five-point Likert scale where, '1' = Very Dissatisfied, '2' = Dissatisfied, '3' = Neutral, '4' = Satisfied, and '5' = Very Satisfied. The participants were also asked to compare their previous to current living and working environment and indicate whether the change they experienced was positive/ neutral/ negative. There was also a section related to respondent's demographic information such as gender, age group, educational background, job characteristics (full time/ part time), and length (in years) of working in Taiwan. At the end of the questionnaire, they were also asked about whether they would recommend Taiwan (the host country) to other people. They were required to answer this question in terms of Yes/No.

4. Data analysis and results

To analyze the collected data, we carried out multiple steps. Firstly, we used the demographic information and plotted several graphs demonstrating a comparison of several statistical information obtained and interpreted the observations. Secondly, we conducted a moderation analysis between satisfaction (independent variable), gender (dichotomous variable) and skill development (dependent variable) to study the gender differences between satisfaction and skill development in expatriates.

4.1 Demographic information related analysis

First the participants were categorized based on gender and different age groups. It was found that there were a greater number of female expatriates (13) as compared to male expatriates (10) falling within the age group of 18-24 years. Interestingly, the total number of males exceeded the total number of females in all the remaining age groups. This finding highlights that higher number males showcased interest in expatriate experiences as compared to women.

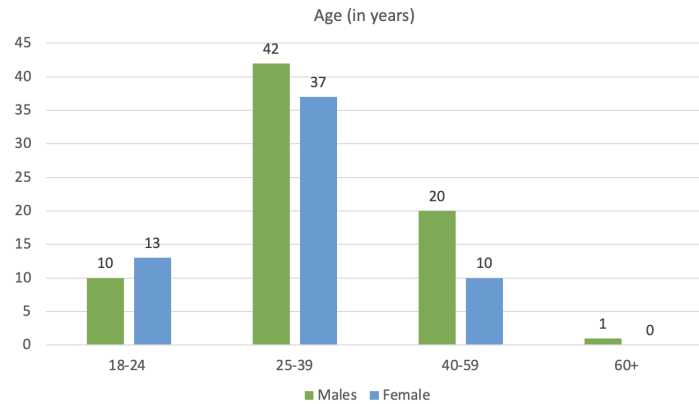


Figure 1. A comparison of male vs female expatriates in terms of different age groups

In the second step of analysis, the participants were categorized based on gender and different job types. We included two job types: full time and part time. It was found that a greater number of male expatriates (47) were doing a full-time job as compared to female expatriates (33). Interestingly, the total number of female expatriates (27) doing a part time job exceeded the total number of males (26). This finding highlights that higher number females choose part time jobs as compared to full time jobs.

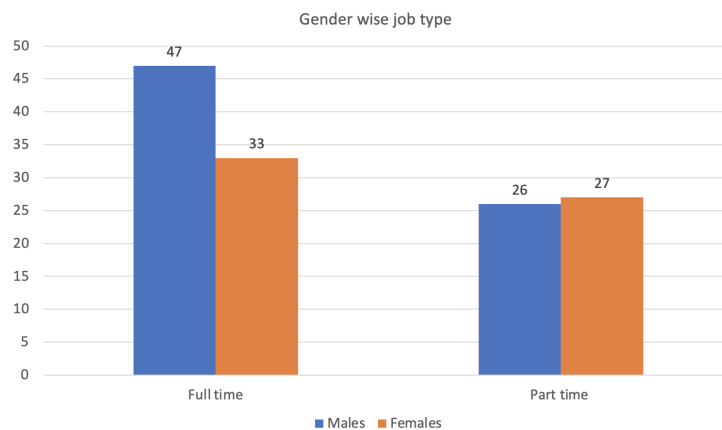


Figure 2. A comparison of male vs female expatriates in terms of job type

In the third step, a comparison was made based on the education background of expatriates and job type. Results show that higher number of expatriates (33) working in a full-time job were with an undergraduate/ bachelor degree as compared to other expatriates.

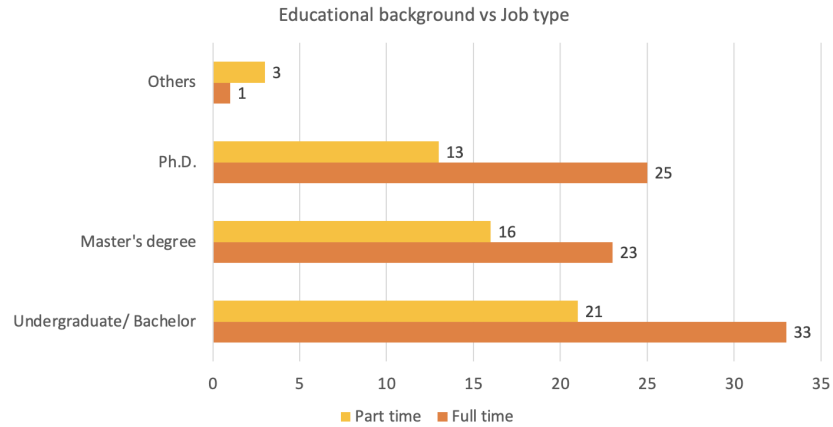


Figure 3. A comparison of educational background of expatriates in terms of job type

In the fourth step, the respondents were asked whether they would recommend Taiwan to their home country people. This was categorized based on the length (in years) of their working in Taiwan. The results in Figure 4 shows that a greater number of males (23) who had worked in Taiwan for more than 5+ years had said that they will recommend Taiwan to their home country people. Similarly, a greater number of females (16) who had worked in Taiwan between 1-3 years had said that they will recommend Taiwan to their home country people. There were only few expatriates who said that they won't recommend Taiwan to their home country people.

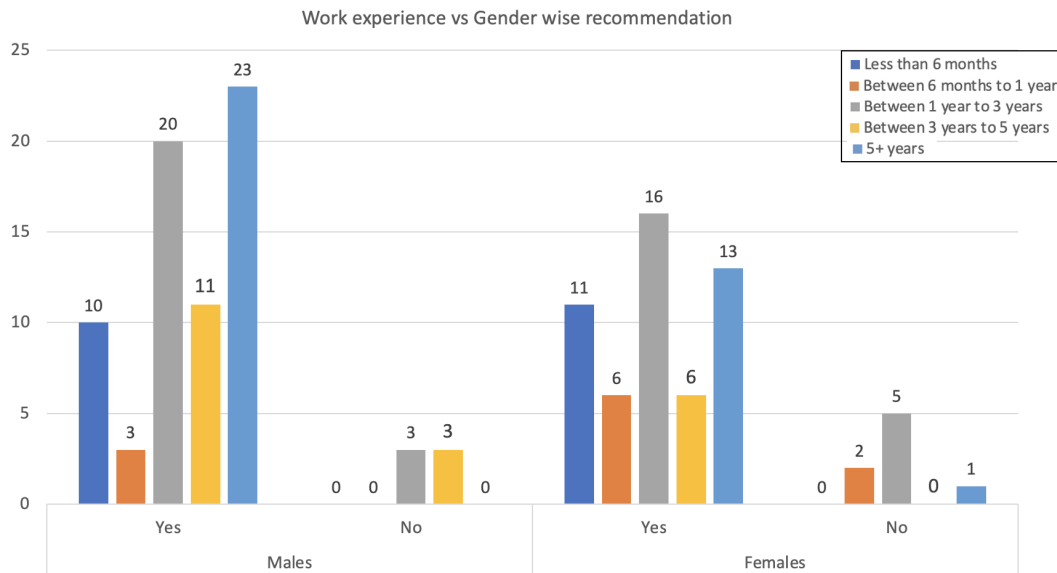


Figure 4. Gender-wise recommendation in terms of length (in years) of working in Taiwan

In the next step, we did a gender-wise comparison of what the expatriates felt about their work environment in terms of positive, neutral or negative as shown in Figure 5. More males (41) felt positive that people were reliable in their offices. Interestingly, a greater number of females (36) felt positive about the way in which people communicate compared to males (34). With respect to the employee's method of working in general, an equal number of males (27) and females (27) felt positive about it. In terms of work climate, more females (33) felt positive about it compared to males (25). Lastly, it was found that a greater number of males (43) found the work attitudes of the local colleagues at work positive as compared to females (26).

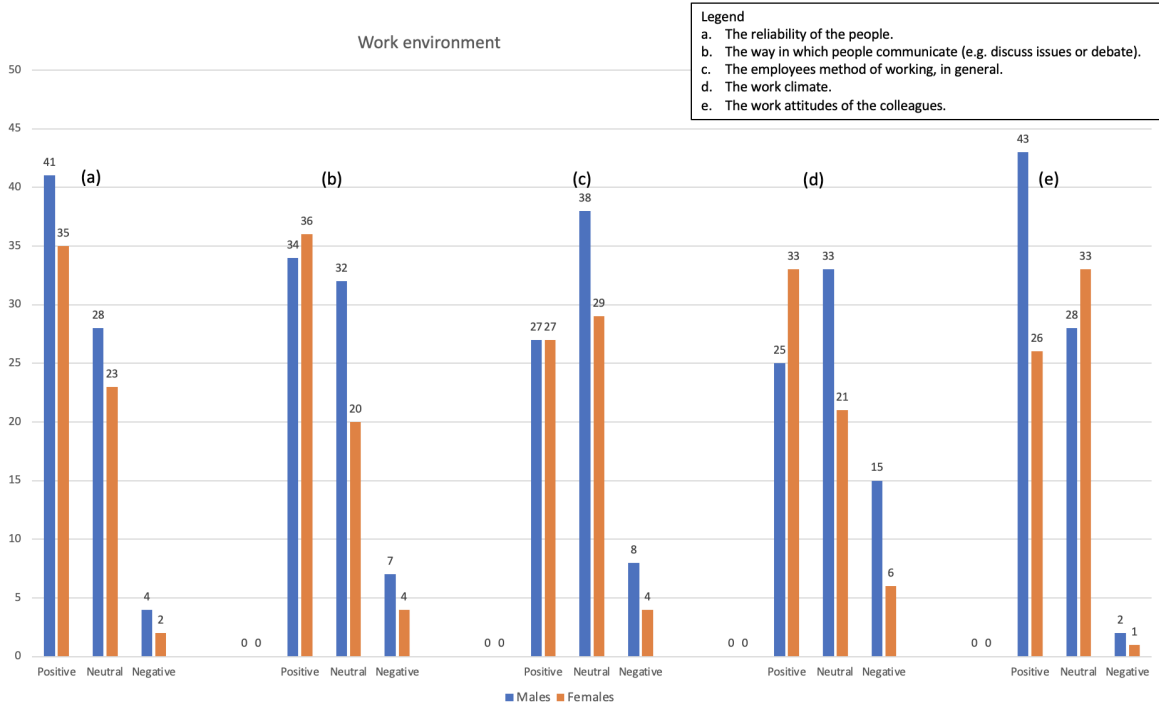


Figure 5. A gender-wise comparison of work environment

Thereafter, we made a comparison of job type vs work environment in Figure 6. More number of expatriates working in a full-time job (52) felt positive that colleagues were reliable in their offices. Similarly, a greater number of expatriates working in a full-time job (46) felt positive about the way in which their colleagues communicate. With respect to the employee’s method of working in general, the responses were neutral for both full-time (37) and part-time (30) working expatriates. In terms of work climate, more number expatriates (34) working in a full-time job felt positive about it compared to part time jobs (30). Lastly, it was found that a greater number of expatriates working in a full-time job (42) found the work attitudes of the local colleagues at work positive as compared to expatriates working in a part-time job (27).

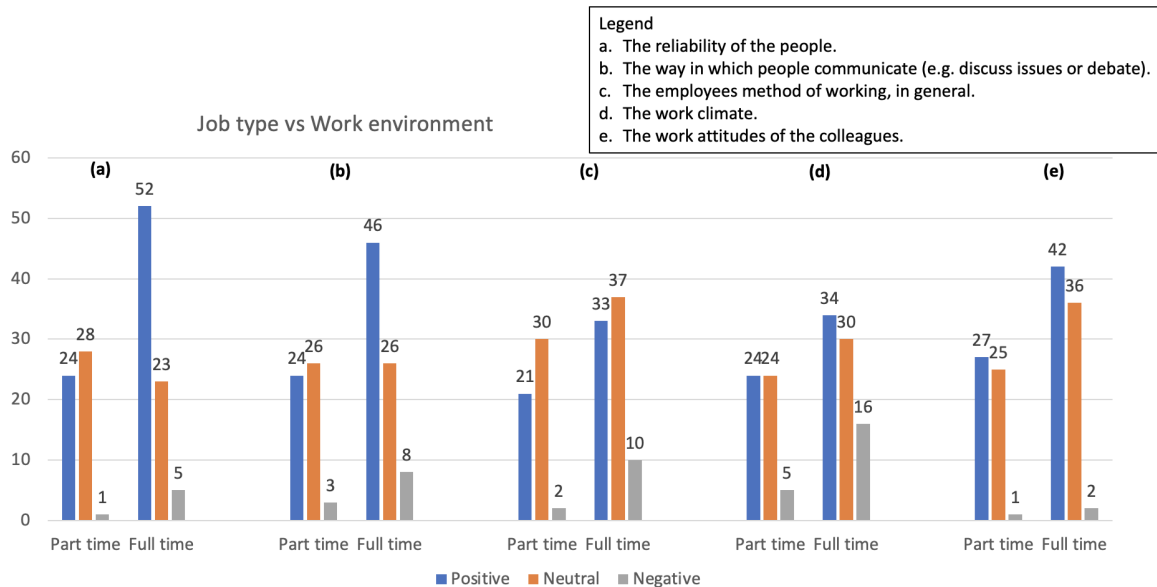


Figure 6. A comparison of job type vs work environment

4.2 Moderation analysis - satisfaction, gender and skill development

In the next analysis step, PROCESS macro of Preacher and Hayes (2004) was used to examine the moderation analysis between satisfaction (independent variable), gender (dichotomous variable) and skill development (dependent variable). Please refer to Figure 7 to see the conceptual model for the moderation analysis.

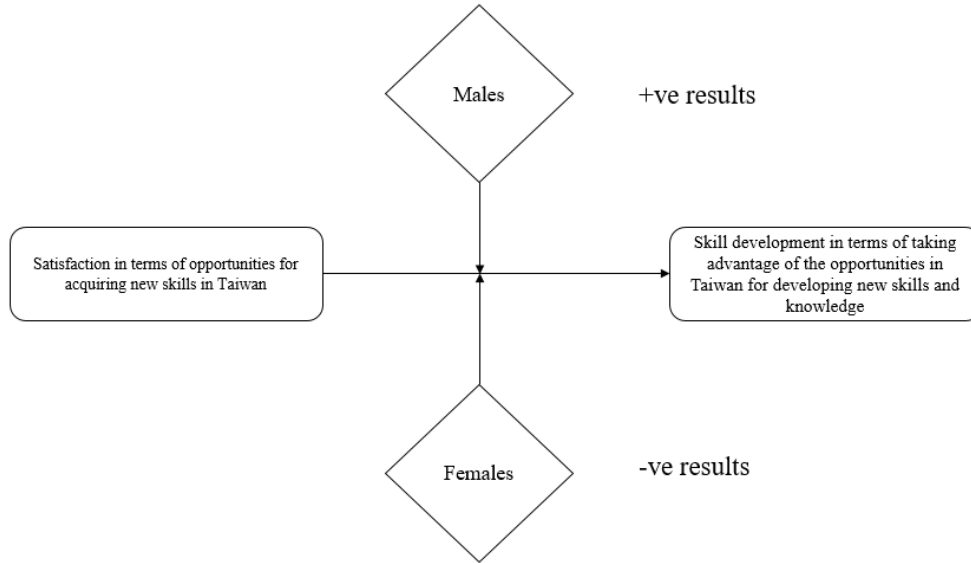


Figure 7. A conceptual model for the moderation analysis
 Table 1. Bivariate correlation analysis

Country	Constructs	Pearson Correlation	Satisfaction	Skill development
Male	Satisfaction	(r)	1	.595**
		<i>p</i> value		.000
		<i>N</i>	73	73
	Skill development	(r)	.595**	1
		<i>p</i> value	.000	
		<i>N</i>	73	73
Female	Satisfaction	(r)	1	.088
		<i>p</i> value		.505
		<i>N</i>	60	60
	Skill development	(r)	.088	1
		<i>p</i> value	.505	
		<i>N</i>	60	60

** . Correlation is significant at the $p < 0.01$ (2 tailed).

The bi-variate correlation analysis in Table 1 shows that the correlation between satisfaction and skill development for the female respondents is not significant ($r = .088, p = .505$), whereas, the correlation between satisfaction and skill development for the male respondents is positive and significant ($r = .595^{**}, p = .000$).

Table 2. Moderation analysis results

Model summary						
R	R ²	MSE	F	df1	df2	p
.4876	.2377	.7918	13.4111	3.000	129.000	.000

***. Correlation is significant at the $p < 0.001$.

Table 3. Interaction effects

Model						
	β	SE	t	p	LLCI	ULCI
Satisfaction (SAT)	.6859	.1133	6.053***	.0000	.4617	.9101
Gender (GEN)	2.4230	.6255	3.873***	.0002	1.1853	3.6606
Interaction effects (SAT X GEN)	-.6019	.1657	-3.633***	.0004	-.9298	-.2741

***. Correlation is significant at the $p < 0.001$;

N= 133; Dependent variable = Skill development;

SE = Standard Error;

LLCI = Lower Limit Confidence Interval; ULCI = Upper Limit Confidence Interval.

Table 2 shows the results of the moderation analysis, which demonstrates that the overall model summary was positive and highly significant with $R^2 = .2377$ ($p = .000$). Table 3 shows that the interaction effects between satisfaction (independent variable), gender (dichotomous variable) and skill development (dependent variable) were negative and significant ($b = -.6019$, $t = -3.633$ ***, $p = .001$). The statistical significance of the moderation effect was also assessed using the bootstrap estimation approach with the sample size of 5000. The results showed that the moderation (interaction effect) was evident in which zero was not included in the 95 % confidence interval ($b = -.6019$, $SE = .1657$, 95 % CI= $-.9298$ to $-.2741$).

Table 4. Conditional effects of the focal predictor at values of the moderator(s)

Country	Effect	SE	t	p	LLCI	ULCI
Males	.6859	.1133	6.0535***	.0000	.4617	.9101
Female	.0840	.1209	.6947	.4885	-.1552	.3232

***. Correlation is significant at the $p < 0.001$;

N= 133; Dependent variable = Skill development;

SE = Standard Error;

LLCI = Lower Limit Confidence Interval; ULCI = Upper Limit Confidence Interval.

The conditional effects of the variable 'Gender' in Table 4. confirms that the results for female expatriates are not significant and the results for male expatriates are positive and significant. These results also confirm the bi-variate correlation seen in Table 1. Therefore, the results in Tables 2, 3 and 4 interpret that when male expatriates feel very satisfied with their opportunities for acquiring new skills, they often find themselves taking advantage of the opportunities around for developing new skills and knowledge. On the other hand, compared to males, even if female expatriates feel very satisfied with their opportunities for acquiring new skills, they are not able take full advantage of the opportunities around for developing new skills and knowledge.

5. Discussion and conclusion

This study examined gender differences between job satisfaction linked to the expatriate's skill development. Even though past research has contended that gender diversity among expatriates might be an unachievable goal as both the home as well as the host country national evaluations of male and female expatriates might drastically differ, our research suggests that this is not the case. The results show that men and women expatriates on average are rated quite differently in terms of both job satisfaction and skill development. Like most countries in Asia, the presiding culture

in Taiwan is perceived by expatriates to be more or less equally friendly to both males and females. For instance, this study showed that equal number of males and females felt positive about their colleagues's method of working in general. Interestingly, more number females felt positive about the work climate and the way in which people communicate in offices compared to males. Surprisingly, it was found that more number of female expatriates were doing a part time as compared to full time jobs. One of the reasons for the smaller number of women expatriates doing full time jobs may have to do with the perceptions that some cultures are not very supporting to women in work environments. So, there might be corporate resistance to a certain degree at the home country in selecting female employees for full time jobs in overseas assignments, limiting the diversity of expatriate workers. Also, a greater number of females who had worked in Taiwan between 1-3 years had said that they will recommend Taiwan to their home country people. Considering the overall perceptions that women showcased about their work environment and work experiences, employing female expatriates in Taiwan for full time jobs for longer periods does not seem to be a problem.

Secondly, the results for moderation analysis show that even if female expatriates feel very satisfied with their opportunities for acquiring new skills, they are not able to take full advantage of the opportunities around for developing new skills and knowledge. This calls for more action to be taken from the Human Resources department at both the expatriate's home as well as host country to create more opportunities for women to participate in more international assignments. The organizations at both sides also need to make sure that they provide intercultural training and create a more conducive work culture so that more women come forward and leverage from expatriate experiences. We contend that employment of more females in the international space by MNCs will enhance the quality of diversity in the workforce in the near future; associating this diversity with no decrements to overseas job performance. Employing women expatriates in international assignments can be considered like a win-win strategy for the organizations enhancing the gender diversity of expatriate groups with no declines in expatriate job performance and their skill development. Lastly, considering that the data was collected in Taiwan, the findings from this research, at the present, are limited by the sample studied. There exists a certain degree of variation in cultures of the world, especially in terms of the attitudes towards women. Therefore, we cannot generalize the findings to other cultures as all expatriates sampled were working in Taiwan and bound by idiosyncrasies particular to this country. Future researchers would benefit from doing such investigations in other countries that vastly differ along the spectrum of "acceptance of women in positions of power".

Acknowledgements

The author wishes to acknowledge encouragement from colleagues in carrying out this research and also would like to express gratitude to all the participants who voluntarily took part in this study.

Institutional Review Board Statement

The study was approved by the Research Ethics Committee of China Medica University Hospital, Taichung, Taiwan (Registration No. CRREC-110-122).

Funding

The author would like to thank the Ministry of Science and Technology of Taiwan, for funding this project (MOST 111-2410-H-324-001).

References

- Adler, N.J. Pacific basin managers: A Gaijin, not a woman. *Human Resource Management*, vol. 26, pp. 169–191, 1987.
- Adler, N. J. Competitive frontiers: Women managers in the triad. *International Studies of Management & Organization*, vol. 23. no. 2, pp. 3-23, 1993.
- Bastida, M., Pinto, L. H. H. F. and Harzing, A. W. No room at the top? A system dynamics view of the recursive consequences of women's underrepresentation in international assignments. *Journal of Global Mobility*, 2021.
- Bebenroth, R. and Froese, F. J. Consequences of expatriate top manager replacement on foreign subsidiary performance. *Journal of International Management*, vol. 26, no. 2, pp. 100730, 2020.
- Black, J.S., Gregersen, H.B. and Mendenhall, M.E. (Eds.) *Global assignments: Successfully expatriating and repatriating international managers*. San Francisco: Jossey-Bass, 1992.
- Business Insider. Taiwan was named the best place to live for expats. Here's what 7 expats said about living abroad on the tiny East Asian island during the pandemic. Available: <https://www.businessinsider.com/taiwan-lifestyle-expats-healthcare-travel-feature->

- 2021-5, Accessed on December 25, 2021.
- Caplan, R. D. Person–environment fit theory and organizations: Commensurate dimensions, time perspectives, and mechanisms. *Journal of Vocational Behavior*, vol. 31, pp. 248–267. 1987.
- Connerley, M.L., Mecham, R.L. and Strauss, J.P. Gender differences in leadership competencies, expatriate readiness, and performance. *Gender in Management*, vol. 23, no. 5, pp. 300-316, 2008.
- Dolce, V., Molino, M., Wodociag, S. and Ghislieri, C. Gender paths in international careers: an approach centred on demands and resources. *Journal of Global Mobility: The Home of Expatriate Management Research*, 2021.
- Earley, P. Redefining interactions across cultures and organizations: Moving forward with cultural intelligence. *Research in Organizational Behavior*, vol. 24, pp. 271–299, 2002.
- Harari, D., Swider, B. W., Steed, L. B. and Breidenthal, A. P. Is perfect good? A meta-analysis of perfectionism in the workplace. *Journal of Applied Psychology*, vol. 103, no. 10, pp. 1121, 2018.
- Harzing, A., Pudelko, M. and Sebastian, B.R. The bridging role of expatriates and inpatriates in knowledge transfer in multinational corporations. *Human Resource Management*, vol. 55, no. 4, pp. 679-695, 2016.
- Hoffman, E. P. and Sergio, R. P. Understanding the effects of toxic leadership on expatriates' readiness for innovation: an Uzbekistan case. *Journal of Eastern European and Central Asian Research (JEECAR)*, vol. 7, no. 1, pp. 26-38, 2020.
- Jackson, S.E. and Joshi, A. *Research on domestic and international diversity in organizations: A merger that works?* In N. Anderson, D.S. Ones, H.K. Sinangil, & C. Viswesvaran (Eds.), *Handbook of industrial and organizational psychology*, Vol. 2 (pp. 206–231). London: Sage, 2001.
- Liao, Y. K., Wu, W. Y., Dao, T. C. and Luu, T. M. N. The influence of emotional intelligence and cultural adaptability on cross-cultural adjustment and performance with the mediating effect of cross-cultural competence: a study of expatriates in Taiwan. *Sustainability*, vol. 13, no. 6, pp. 3374. 2021.
- Li, M. An examination of two major constructs of cross-cultural competence: Cultural intelligence and intercultural competence. *Personality and Individual Differences*, vol. 164, pp. 110105, 2020.
- Lin, C. Y. Y., Lu, T. C. and Lin, H. W. A different perspective of expatriate management. *Human Resource Management Review*, vol. 22, no. 3, pp. 189-207, 2012.
- McNulty, Y. and De Cieri, H. Linking global mobility and global talent management: The role of ROI. *Employee Relations*, vol. 38, no. 1, pp. 8-30, 2016.
- Naumann, E. Organizational predictors of expatriate job satisfaction. *Journal of International Business Studies*, vol. 24, no. 1, pp. 61-80, 1993.
- Kai Liao, Y., Wu, W. Y., Dao, T. C. and Ngoc Luu, T. M. The influence of emotional intelligence and cultural adaptability on cross-cultural adjustment and performance with the mediating effect of cross-cultural competence: A study of expatriates in Taiwan. *Sustainability*, vol. 13, no. 6, pp. 3374, 2021.
- Kumarika Perera, H., Yin Teng Chew, E. and Nielsen, I. A psychological contract perspective of expatriate failure. *Human Resource Management*, vol. 56, no. 3, pp. 479-499, 2017.
- Preacher, K. J. and Hayes, A. F. SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods Instruments & Computers*, vol. 36, no. 4, pp. 717–731, 2004.
- Shaffer, M.A., Kraimer, M.L., Chen, Y.-P. and Bolino, M.C. Choices, challenges, and career consequences of global work experiences: A review and future agenda. *Journal of Management*, vol. 38, no. 4, pp. 1282-1327, 2012.
- Shaffer, M.A., Reiche, S.B., Dimitrova, M., Lazarova, M., Chen, S., Westman, M. and Wurtz. Work-and family-role adjustment of different types of global professionals: Scale development and validation. *Journal of International Business Studies*, vol. 47, no. 2, pp. 113-139, 2016.
- Sinangil, H. K. and Ones, D. S. Gender differences in expatriate job performance. *Applied Psychology*, vol. 52, no. 3, pp. 461-475, 2003.
- Sinangil, H.K. and Ones, D.S. *Expatriate management*. In N. Anderson, D.S. Ones, H. Sinangil, & C. Viswesvaran (Eds.), *Handbook of industrial, work, and organizational psychology: Vol. 1* (pp. 424–443). London: Sage, 2001.
- Stoermer, S., Haslberger, A., Froese, F. J. and Kraeh, A. L. Person–environment fit and expatriate job satisfaction. *Thunderbird International Business Review*, vol. 60, no. 6, pp. 851-860, 2018.
- Strauss, D. Globalisation not to blame for rise in inequality. Research Finds, [online] Ft.com. Available at: <https://www.ft.com/content/c8eacdfa-c375-11e9-a8e9-296ca66511c9>, Accessed on October 15, 2021).
- Taiwan News. Interactive chart shows how foreigners are distributed in Taiwan. Available at: <https://www.taiwannews.com.tw/en/news/3400148>. Accessed on December 27, 2020.
- Taiwansentinel. As China Becomes Less Attractive to Foreigners, Can Taiwan Win Them Over? Available at: <https://sentinel.tw/china-foreign-workers-taiwan/#:~:text=Already%2C%20about%20800%2C000%20foreigners%20live,are%20Southeast%20Asian%20migrant%20workers>. Accessed on December 19, 2020.

- Thomas, D. C., Liao, Y., Aycan, Z., Cerdin, J. L., Pekerti, A. A., Ravlin, E. C., ... and Van De Vijver, F. Cultural intelligence: A theory-based, short form measure. *Journal of International Business Studies*, vol. 46, no. 9, pp. 1099-1118, 2015.
- Van Oudenhoven, Jan Pieter, Stefan Mol. and Karen I. Van der Zee. Study of the adjustment of Western expatriates in Taiwan ROC with the Multicultural Personality Questionnaire. *Asian Journal of Social Psychology*, vol. 6, no. 2, pp. 159-170, 2003.
- Verbeke, A., Coeurderoy, R. and Matt, T. The future of international business research on corporate globalization that never was. *Journal of International Business Studies*, vol. 49, no. 4, pp. 1101-1112, 2018.
- Yu, L., and Ren, H. An identity conflict perspective on female expatriate work adjustment. *Journal of Global Mobility*, 2021.
- Zhou, Y. and Xin, T. An innovative region in China: interaction between multinational corporations and local firms in a high-tech cluster in Beijing. *Economic geography*, vol. 79, no. 2, pp. 129-152, 2003.

Biographies

Dr. Somya Agrawal is an Assistant Professor at the College of Informatics, Chaoyang University of Technology, Taiwan. She finished her Ph.D. in Technology Management from National Chung Hsing University, Taiwan. Her work has been published in journals such as *Thinking Skills and Creativity*, *Education + Training*, *The International Journal of Management Education*, *Behavioral Sciences*, etc. She teaches undergraduate and postgraduate level courses on Information Management. Her research interests include management education, team development, information management, and expatriate studies.

Yindhika Lawrence is pursuing her Master's degree at the College of Humanities and Social Sciences. Her interests include early childhood development and education.