

## **Adaptability of Foreign Workers from ASEAN Country Based in the Philippines**

**Roland M. Simbre**

*College of Business and Accountancy, National University, Philippines*

*[rmsimbre@national-u.edu.ph](mailto:rmsimbre@national-u.edu.ph)*

**Abstract:** The adaptability of foreign workers from ASEAN countries based in the Philippines to adjust is critical for their effective assimilation into the social and professional domains of the host nation. Despite an increasing number of ASEAN foreign nationals working in the Philippines, existing literature provides limited insight into the unique cultural and work adaptation processes experienced by this group. Previous studies often focus on general expatriate populations, leaving a distinct gap in understanding how these workers adjust to the country's social, cultural, and professional environment and the challenges and strategies specific to ASEAN foreign workers. This study intends to effectively bridge the existing gap in understanding by meticulously determining the adaptability of workers hailing from the ASEAN region who are currently situated in the Philippines, with a mainly focused lens on their cultural adjustment processes, professional integration challenges, social integration experiences, and the significant role that various support networks play in facilitating their overall transition, all of which will be critically examined through the theoretical frameworks provided by the Acculturation Theory and Work Adjustment Theory. A quantitative method through a survey questionnaire was conducted online to the one hundred (100) foreign workers with more than two years of stay from ASEAN neighboring countries who are bound by agreements promoting economic cooperation, labor mobility, and regional integration in the Philippines: Indonesia, Malaysia, Thailand, and Vietnam, and willing to participate in the study. The following statistical tools were utilized to answer the research questions: frequency, percentage, and weighted mean. The findings showed that these foreign workers from the ASEAN countries under study exhibit a high level of cultural adjustment and successful integration into Filipino society. Their positive attitude toward cultural differences reflects their openness and respect for the local culture, strengthening their harmonious coexistence. They also established strong social networks, contributing to adaptability, emotional well-being, and fulfillment.

**Keywords:** Adaptability; Foreign Workers; ASEAN Countries; Philippines

### **1. INTRODUCTION**

#### *1.1 Background of the Study*

The period of globalization brings about a rapid increase in workforce mobility, particularly in regions such as Southeast Asia, where countries within the ASEAN (Association of Southeast Asian Nations) community frequently exchange labor and talent. This regional integration has spurred the migration of skilled and unskilled workers across borders, including into the Philippines. Foreign workers from ASEAN countries come to the Philippines for various reasons, including better job opportunities, career advancement, and professional experience in a dynamic economy. The Philippines is attractive due to its growing sectors, including business process outsourcing (BPO), education, healthcare, and construction. Additionally, ASEAN agreements, such as the

ASEAN Economic Community (AEC), promote regional labor mobility, making it easier for workers from member countries to seek employment within the region. Cultural similarities, linguistic ties, and the Philippines' openness to foreign workers further contribute to its appeal as a work destination. However, relocating foreign workers brings challenges associated with adaptability in a new culture and work environment.

Adaptability refers to an individual's capacity to adjust and thrive in changing conditions or unfamiliar situations. It involves cognitive flexibility, emotional regulation, and behavioral modification, allowing individuals to cope with novel environments and demands. According to Martin et al. (1997), adaptability is a critical skill for expatriates or migrant workers, as it directly influences their job performance, mental well-being, and overall satisfaction in their host country. In the context of foreign workers, adaptation involves adjusting to a host country's culture, language, and work environment. This adaptation is vital for individual and organizational success and for maintaining workplace harmony. Berry's (2005) Acculturation Theory and Black et al. (1991)'s theories on cross-cultural adjustment underscore that adaptability requires managing personal, social, and professional adjustments. Adaptability influences an individual's ability to build relationships, work effectively within a team, and perform to the best of their abilities. Adaptability includes cultural learning, resilience, and the capacity to handle uncertainty in new environments.

Recent studies highlight factors affecting foreign workers' adaptability, including cultural orientation, language skills, local support systems, and organizational culture. Ward and Kennedy (1999) emphasize that adaptability is a two-way process involving efforts from foreign workers and the host country. Other scholars, such as Ang et al. (2015), identify that organizations that offer cultural training, mentorship programs, and language support contribute positively to the adaptability of foreign employees. In addition, Caligiuri and Bonache's research (2015) suggests that foreign workers who experience positive social interactions in the host country adapt more smoothly, showing higher job satisfaction and productivity levels.

Studying the adaptability of ASEAN foreign workers in the Philippines has significant implications for local organizations, policy-making, and intercultural relations. By understanding these workers' adaptation experiences, organizations can implement policies and support systems that promote smoother transitions and inclusive workplaces.

Furthermore, this research provides an overview of ASEAN's efforts to encourage labor mobility and cross-border collaboration within the region. Insights into adaptability can help ASEAN countries optimize labor agreements and enhance worker support structures, positively impacting regional stability and economic growth. It also promotes cultural understanding, helping to reduce misconceptions and barriers between local and foreign workers.

This study aims to determine the adaptability of foreign workers from ASEAN countries based in the Philippines, focusing on how cultural adjustment theory applies to cultural adjustment, professional integration, social integration,

support networks, and personal well-being. By examining these factors, the study intends to develop recommendations for improving the integration and well-being of ASEAN workers in the Philippines.

### *1.2 Related Literature*

Adaptability has been widely explored as an individual's capacity to adjust efficiently to changes, challenges, or new environments. Ployhart and Bliese (2006) define adaptability as a multifaceted concept involving cognitive, behavioral, and emotional flexibility that allows individuals to thrive in dynamic situations. More recent studies by Martin et al. (1997) and Savickas (2005) emphasize adaptability as crucial for effective job performance and psychological well-being, especially for individuals in transitional roles or environments, like foreign workers.

The adaptability of foreign workers involves adjusting to various facets of a new environment—cultural norms, professional standards, and social interactions. Studies show that adaptability is a complex construct influenced by individual factors such as personality and resilience and external support, such as organizational and societal resources (Shaffer et al., 2012). This ability to adjust is essential in the increasingly globalized workforce, where foreign workers must navigate cultural and professional landscapes distinct from their native contexts (Bakker et al., 2014).

Studies on foreign worker adaptability reveal differences across nationalities in coping with relocation challenges. Research indicates that workers from culturally proximate countries generally experience smoother transitions due to shared cultural values, language similarities, and geographical proximity (Kim & Gudykunst, 1988). Workers from ASEAN countries who share various cultural elements may experience a comparatively smoother integration into the workplace. However, comparative analysis also highlights challenges for workers from ASEAN countries, including unique cultural nuances, legal systems, and professional expectations that require adaptation efforts. In contrast, non-ASEAN foreign workers, particularly from Western backgrounds, often face higher cultural shock due to contrasting cultural practices and communication styles, impacting their adaptability and requiring more substantial organizational support (Ward & Kennedy, 1999).

Examining the adaptability of ASEAN foreign workers in the Philippines centers on understanding their cultural adjustment, professional integration, social integration and support network, and personal well-being. Professional integration is crucial for foreign workers' adaptability, encompassing the ability to adapt to local work ethics, communication styles, and productivity standards. ASEAN workers generally benefit from shared work values in collectivist cultures, such as teamwork, respect for authority, and communal decision-making. Studies reveal that foreign workers who receive orientation on local professional norms demonstrate higher adaptability, productivity, and job satisfaction (Chen et al., 2010). Social integration and robust support networks are significant determinants of adaptability for foreign workers, facilitating connections beyond the workplace

and contributing to emotional well-being. Foreign workers adapt better in societies where community networks, social events, and multicultural organizations are accessible (Hofstede, 2019). Additionally, local support from community organizations or affinity groups further strengthens social integration, providing foreign workers with a stable support network for cultural adjustment and social needs (Masgoret & Ward, 2006). Adaptability is intrinsically linked to the personal well-being of foreign workers. Well-being encompasses emotional resilience, mental health stability, and life satisfaction, all of which contribute to a worker's ability to adjust to new environments (Bhagat et al., 2010).

The need to study adaptability among foreign workers from ASEAN countries stems from its direct impact on individual and organizational success. As ASEAN workers continue to be integral to the Philippine economy, understanding the factors influencing their adaptability can lead to better workplace environments, improved social integration, and higher productivity. This understanding is essential for foreign workers, employers, policymakers, and the host society.

### *1.3 Theoretical Framework*

This study is anchored on two theories: Acculturation and Work Adjustment. Acculturation Theory examines how individuals from one culture adapt to and integrate into another culture when they come into contact. The theoretical framework is often associated with Berry et al. (1997), who meticulously categorized the four distinct acculturation strategies that individuals may adopt: assimilation, separation, integration, and marginalization. These strategies are heavily influenced by the extent to which individuals place importance on preserving their original cultural identity and their readiness and openness to engage with and immerse themselves in the host society's cultural practices and social norms. In the study, Acculturation Theory explains how foreign workers from ASEAN countries adapt to Filipino culture and norms, focusing on their behaviors, values, and practices during this adjustment process. The theory helps explore whether cultural integration leads to greater workplace satisfaction and productivity.

Work Adjustment Theory, posited by Dawis and Lofquist (1984), pertains to the interaction between workers and their work environment. The theory emphasizes two key aspects: Satisfaction, how well the job meets the worker's needs and expectations, and Satisfactoriness, How well the worker meets the job's requirements and expectations. Work Adjustment Theory explains how foreign workers balance their cultural expectations and work demands in the Philippines, focusing on their adaptability in workplace environments.

Through these theories, the study explored the holistic adaptability of foreign workers from ASEAN countries in the Philippines.

## **2. METHODOLOGY**

This present study employed a descriptive research method. To determine the adaptability of foreign workers from ASEAN countries based in the

Philippines, a purposive sampling method was utilized to the selected one hundred (100) foreign workers with more than two years of stay working in business process outsourcing (BPO), education, healthcare, and construction from neighboring ASEAN countries: Indonesia, Malaysia, Thailand, and Vietnam, who are bound by agreements of promoting economic cooperation, labor mobility and willing to participate in the study. These foreign workers were recruited through job postings and expertise in their own fields.

Survey questionnaires and unstructured interviews were utilized as research tools for this study. To come up with answers to the research problems and to analyze the data gathered, the following statistical tools were utilized: Frequency and Percentage were used to describe the profile of the respondents. Weighted Mean was used to determine the respondents' average response to the various factors considered in the study. For the verbal interpretation of the computed weighted means the following scale and its corresponding verbal interpretations were used: 4.51 – 5.00 Strongly Agree/ Highly Concern (SA/HC), 3.51 – 4.50 Agree/ Concern (A/C), 2.51 – 3.50 Partly Agree/ Partly Concern (PA/PC), 1.51- 2.50 Disagree/ Less Concern (LC/ NC), and 1.00 – 1.50 Strongly Disagree/ Not Concern (SD/NC)

### 3. RESULTS AND DISCUSSIONS

**Table 1.** *Assessments of Respondents on the Adaptability of Foreign Workers from ASEAN Countries Based in the Philippines in terms of Cultural Adjustment*

Cultural Adjustment	Weighted Mean	Verbal Interpretation
I feel comfortable with the social norms and etiquette practiced in the Philippines	3.95	Agree
I find it easy to adjust to Filipino work ethics and professional practices	3.92	Agree
I have successfully adapted to the lifestyle in the Philippines	3.98	Agree
I feel at ease participating in Filipino social gatherings and celebrations	3.88	Agree
I have adapted well to the local food and dining customs in the Philippines	3.89	Agree
I am comfortable with the language commonly used in the Philippines	3.82	Agree
I have developed a positive attitude toward the differences between my culture and Filipino culture	3.76	Agree
<b>Overall Mean</b>	<b>3.88</b>	<b>Agree</b>

As can be noted in Table 1, the assessment of the adaptability of foreign workers from ASEAN countries based in the Philippines highlights a high level of cultural adjustment and successful integration into Filipino society. These results align with studies that emphasize the importance of cultural adaptability in fostering positive cross-cultural interactions and integration outcomes.

The respondents' ability to adapt to Filipino social norms and etiquette illustrates a significant level of cultural competency, which, Kim and Gudykunst

(1988) posit, is critical for effective intercultural communication and adjustment. Their seamless integration into the workplace, characterized by their adherence to Filipino work ethics and professional practices, echoes the findings of Berry et al.'s (1997) framework on acculturation, which underscores that adaptation to host society norms is pivotal for successful integration.

Furthermore, the willingness of foreign workers to embrace local food and dining customs underscores their openness to cultural learning, which Ting-Toomey (1999) describes as essential for developing intercultural sensitivity. Their participation in social gatherings and interaction in commonly spoken languages reflects proactive efforts to blend into the host culture, resonating with Hofstede's (2019) insights on the importance of engaging in cultural dimensions to build rapport in diverse settings.

The respondents' positive attitude towards cultural differences and their respect for Filipino traditions suggest a mutualistic approach to coexistence, which aligns with Adler and Gundersen's (2008) concept of cultural synergy. By valuing and harmonizing with local cultural aspects, these workers adapt effectively and contribute to a more inclusive and cooperative environment.

**Table 2.** *Assessments of Respondents on the Adaptability of Foreign Workers from ASEAN Countries Based in the Philippines in terms of Professional Integration*

Professional Integration	Weighted Mean	Verbal Interpretation
I feel well- integrated into my workplace environment in the Philippines	4.02	Agree
I am comfortable with the management style and leadership approaches in the Philippines	3.91	Agree
I find it easy to collaborate with Filipino colleagues on work- related tasks and projects	3.96	Agree
I feel that my skills and contributions are valued and appreciated by my Filipino co-workers	3.89	Agree
I have been able to establish professional relationship with Filipinos in my field	3.84	Agree
I feel my professional background and experience are compatible with the working culture in the Philippines	3.78	Agree
I can effectively communicate with my Filipino colleagues and supervisors	3.94	Agree
<b>Overall Mean</b>	3.90	Agree

The professional integration of ASEAN foreign workers in the Philippines, as presented in Table 2, highlights a high degree of adaptability and success in assimilating into the local professional landscape. These workers report minimal challenges in navigating workplace dynamics, demonstrating an alignment with the Philippine workplace culture. This successful integration aligns with Black et al.'s (1991) expatriate adjustment model, which underscores the significance of fostering work role comfort and clarity in achieving professional

adjustment.

The foreign workers' comfort with Filipino management styles and leadership approaches suggests compatibility in cultural dimensions of workplace practices, such as power distance and collectivism, as explored in Hofstede's (2019) cultural dimensions theory. Their positive reception to local management indicates an ability to align their professional expectations with the organizational norms of the Philippines, reflecting effective professional acculturation.

Additionally, Filipino colleagues acknowledge and appreciate their skills and contributions, which foster a sense of belonging and professional validation. This supports the findings by Kraimer et al. (2001) that recognition and acceptance in the workplace are critical for expatriate success and motivation. The establishment of professional relationships within their fields further highlights the compatibility of their professional backgrounds with the demands of the local working culture, a key factor in expatriate adjustment, as identified by Aycan (1997).

The role of cultural similarities between ASEAN nations likely facilitates this integration, providing a shared foundation of values, practices, and communication styles that bridge potential gaps. Such findings resonate with Harzing and Pinnington's (2011) observations on regional expatriate success, emphasizing the importance of cultural proximity in easing transitions and fostering professional synergy.

**Table 3.** *Assessments of Respondents on the Adaptability of Foreign Workers from ASEAN Countries Based in the Philippines in terms of Social Integration and Support Network*

Social Integration and Support Network	Weighted Mean	Verbal Interpretation
I have established social network with both locals and fellow expatriates	3.92	Agree
I find it easy to make new friends and build relationships in the Philippines	3.88	Agree
I am satisfied with the level of social support I receive from my friends and acquaintances here	3.83	Agree
I feel supported by my social connections in the Philippines during times of need	3.85	Agree
I feel sense of belonging in the community where I live in the Philippines	3.79	Agree
I regularly participate in social activities and gatherings in the Philippines	3.76	Agree
I have access to resources and information that help me adjust to life in the Philippines	3.72	Agree
<b>Overall Mean</b>	3.82	Agree

The social integration and support networks of ASEAN foreign workers in the Philippines, as gleaned in Table 3, emphasize a robust sense of belonging and community, which are critical to their overall adaptability. Respondents report the successful establishment of social connections with local residents and fellow

expatriates, underscoring the importance of interpersonal relationships in facilitating cultural adjustment. This is consistent with Berry’s (2005) framework on acculturation, which emphasizes the role of social integration in enhancing emotional well-being and cultural adaptation.

The ease with which foreign workers form friendships and build relationships fosters a strong sense of belonging, as evidenced by their active participation in social activities and gatherings. This finding is consistent with the work of Ward and Kennedy (1999), who argue that social interactions and the development of supportive networks significantly contribute to expatriates’ psychological and sociocultural adjustment.

Furthermore, the satisfaction foreign workers express regarding the social support they receive indicates that these networks provide emotional and practical assistance. This aligns with Kim’s (2001) social capital theory, which emphasizes the value of social connections in providing resources, information, and support during times of need. Such support networks are critical in mitigating stressors associated with relocation and adaptation, as highlighted in Lazarus and Folkman’s (1984) transactional model of stress and coping.

Access to practical assistance and information through these networks further facilitates foreign workers’ adjustment to life in the Philippines. This resonates with Kim’s (2001) integrative communication theory, which posits that supportive social interactions reduce uncertainty and build confidence in new cultural environments.

**Table 4.** *Assessments of Respondents on the Adaptability of Foreign Workers from ASEAN Countries Based in the Philippines in terms of Personal Well-Being*

Personal Well-Being	Weighted Mean	Verbal Interpretation
I feel a sense of personal fulfillment living and working in the Philippines	4.05	Agree
I feel emotionally supported by friends, family or colleagues in the Philippines	3.87	Agree
I am able to maintain a positive outlook despite challenges I face while adjusting to life in the Philippines	3.84	Agree
I feel a sense of overall happiness and satisfaction with my life in the Philippines	3.72	Agree
I am able to access healthcare and other personal well-being resources as needed in the Philippines	3.79	Agree
I am satisfied with my work-life balance in the Philippines	3.94	Agree
I am able to manage stress effectively while adapting to life in the Philippines	3.91	Agree
Overall Mean	3.87	Agree

As can be noted in Table 4, the adaptability of ASEAN foreign workers in the Philippines underscores their positive personal well-being, a key indicator of successful integration. Respondents highlight a sense of personal fulfillment, with



foreign workers achieving a satisfactory work-life balance and demonstrating effective stress management. This aligns with Lazarus and Folkman’s Transactional Model of Stress and Coping (1984), which emphasizes the importance of resources and coping mechanisms in managing stress and adapting to new environments.

The emotional support these workers receive from friends, family, or colleagues contributes to their resilience and positive outlook, essential for navigating challenges in a foreign country. This finding is consistent with Diener and Seligman’s (2002) research on subjective well-being, which identifies social support as a critical factor in maintaining happiness and life satisfaction.

Access to healthcare and other well-being resources further enhances their adaptability, reflecting the role of institutional and structural support in expatriate adjustment, as suggested by Aycan’s (1997) expatriate adjustment framework. The availability of such resources ensures that foreign workers can address personal needs effectively, contributing to their overall satisfaction and stability.

The respondents’ sense of happiness and satisfaction with their lives in the Philippines indicates a successful adaptation process. This finding resonates with Berry’s (2005) acculturation theory, which highlights that positive personal well-being is both an outcome and a driver of effective cultural and social integration.

**Table 5.** *Challenges Encountered on the Adaptability of Foreign Workers from ASEAN Countries Based in the Philippines in Terms of Personal Well-Being*

Challenges	Weighted Mean	Verbal Interpretation
Language barrier	4.54	Highly Concern
Cultural differences	4.51	Highly Concern
Cost of living adjustment	4.28	Concern
Workplace dynamics and management	4.19	Concern
Climate and weather conditions	3.83	Concern
Legal and documentation issues	4.37	Concern
Overall Mean	4.28	Concern

As shown in Table 5, language barriers and cultural differences are the most highly concerning challenges encountered by foreign workers from the ASEAN countries, particularly those with less than a year of stay and work in the Philippines. The legal and documentation issues, cost of living adjustment, workplace dynamics and management, and climate and weather conditions are their other concerns and challenges.

4. CONCLUSIONS

The study on the adaptability of foreign workers from ASEAN countries based in the Philippines underscores a high level of adaptability marked by their successful cultural, professional, and social integration. The findings illustrate that these workers exhibit strong cultural competence, reflected in their adherence to Filipino social norms, work ethics, and traditions. Their willingness to embrace

local practices and proactive engagement in social interactions fosters mutual respect and cultural synergy, aligning with established theories on intercultural communication and acculturation.

In the professional domain, ASEAN foreign workers demonstrate seamless integration into the local workplace, navigating organizational dynamics with minimal difficulty. Their alignment with Filipino management styles and workplace practices reflects effective professional acculturation, supported by recognition and collaboration with Filipino colleagues.

The social integration of the ASEAN foreign workers emerges as a critical factor, establishing robust support networks that provide emotional and practical assistance. Their vital involvement in community and social pursuits reinforces a sense of belonging and contributes to their psychological well-being.

Finally, the ASEAN foreign workers demonstrate positive personal well-being, characterized by satisfaction with their work-life balance, effective stress management, and access to institutional support. Their fulfillment and happiness underscore the reciprocal relationship between well-being and successful integration.

To enhance and sustain the successful cultural, professional, social integration and personal well-being of ASEAN foreign workers, the Philippine government should strengthen cultural orientation programs by developing comprehensive cultural orientation and language programs for foreign workers to deepen their understanding of Filipino social norms, traditions, and practices by encourage workshops or forums that promote cultural exchange, enabling foreign workers to share their own cultural practices, fostering mutual respect and understanding. Promote workplace inclusivity, encourage organizations to implement inclusivity training for Filipino employees and management to enhance mutual collaboration and understanding, and facilitate mentorship or buddy programs where local colleagues guide foreign workers in navigating organizational dynamics and workplace practices. Enhance community engagement opportunities, create avenues for ASEAN foreign workers to participate in local community activities, festivals, and volunteer programs to strengthen social ties and foster a sense of belonging, and establish foreign worker support groups to provide practical and emotional assistance, enhancing their social and psychological well-being. Institutional support systems, governments, and agencies should provide accessible support systems, such as help desks, counseling services, and hotlines for foreign workers to address any personal or professional concerns and encourage public-private partnerships to create programs that improve foreign workers' access to housing, healthcare, and other essential services. Research and policy development, conduct longitudinal studies to monitor and evaluate the long-term adaptability of foreign workers and the evolving challenges they face, and develop policies that recognize and address the unique needs of ASEAN foreign workers, ensuring their contributions are maximized while their well-being is safeguarded.

## 5. ACKNOWLEDGEMENT

The researcher extends his sincere thanks and appreciation to the National University for funding to make this study a reality.

## 6. REFERENCES

- Adler, N. J., & Gundersen, A. (2008). *International dimensions of organizational behavior* (5th ed.). Cengage Learning.
- Ang, S., Van Dyne, L., & Rockstuhl, T. (2015). Cultural intelligence: Origins, conceptualization, evolution, and methodological diversity. In V. U. Druskat, F. Sala, & G. Mount (Eds.), *Linking emotional intelligence and performance at work: Current research evidence with individuals and groups* (pp. 29–54). Psychology Press.
- Aycan, Z. (1997). Acculturation of expatriate managers: A process model of adjustment and performance. In Z. Aycan (Ed.), *Expatriate management: Theory and research* (pp. 1–40). JAI Press.
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: the JD–R approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 389–411.  
<https://doi.org/10.1146/annurev-orgpsych-031413-091235>
- Berry, J. W. (2005). Acculturation: Living successfully in two cultures. *International Journal of Intercultural Relations*, 29(6), 697–712.  
<https://doi.org/10.1016/j.ijintrel.2005.07.013>
- Berry, J. W., Poortinga Y. H., & Pandey, J. (1997). *Handbook of Cross-Cultural Psychology: Theory and Method* (2nd ed., Vol. 1). Allyn & Bacon.
- Bhagat, R. S., Krishnan, B., Nelson, T. A., Leonard, K. M., Ford, D. L., Jr., & Billing, T. K. (2010). Organizational stress, psychological strain, and work outcomes in six national contexts: A closer look at the moderating influences of coping styles and decision latitude. *Cross Cultural Management*, 17(1), 10–29. <https://doi.org/10.1108/13527601011016880>
- Black, J. S., Mendenhall, M., & Oddou, G. (1991). Toward a comprehensive model of international adjustment: an integration of multiple theoretical perspectives. *Academy of Management Review*, 16(2), 291–317.  
<https://doi.org/10.5465/amr.1991.4278938>
- Caligiuri, P., & Bonache, J. (2015). Evolving and enduring challenges in global mobility. *Journal of World Business*, 51(1), 127–141.  
<https://doi.org/10.1016/j.jwb.2015.10.001>
- Chen, G., Kirkman, B. L., Kim, K., Farh, C. I. C., & Tangirala, S. (2010). When does Cross-Cultural motivation enhance expatriate effectiveness? A multilevel investigation of the moderating roles of subsidiary support and cultural distance. *Academy of Management Journal*, 53(5), 1110–1130.  
<https://doi.org/10.5465/amj.2010.54533217>
- Dawis, R. V., & Lofquist, L. H. (1984). *A psychological theory of work adjustment: An individual-differences model and its applications*. University of Minnesota Press.
- Diener, E., & Seligman, M. E. (2002). Very happy people. *Psychological Science*,

- 13(1), 81–84. <https://doi.org/10.1111/1467-9280.00415>
- Harzing, A.-W., & Pinnington, A. (2011). *International human resource management* (3rd ed.). SAGE Publications.
- Hofstede, G. (2019). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Sage Publications.
- Kim, Y. (2001). *Becoming Intercultural: An Integrative Theory of Communication and Cross-Cultural adaptation*. <https://doi.org/10.4135/9781452233253>
- Kim, Y. Y., & Gudykunst, W. B. (1988). *Theories in intercultural communication*. SAGE Publications.
- Kraimer, M. L., Wayne, S. J., & Jaworski, R. A. (2001). Sources of support and expatriate performance: The mediating role of expatriate adjustment. *Personnel Psychology*, 54(1), 71–99. <https://doi.org/10.1111/j.1744-6570.2001.tb00086.x>
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer Publishing Company.
- Martin, J. N., Nakayama, T. K., & Flores, L. A. (1997). *Intercultural communication in contexts* (8th ed.). McGraw-Hill Education
- Masgoret, A., & Ward, C. (2006). Culture learning approach to acculturation. In *Cambridge University Press eBooks* (pp. 58–77). <https://doi.org/10.1017/cbo9780511489891.008>
- Ployhart, R. E., & Bliese, P. D. (2006). Individual adaptability (I-ADAPT) theory: Conceptualizing the antecedents, consequences, and measurement of individual differences in adaptability. In C. S. Burke, L. Pierce, & E. Salas (Eds.), *Understanding adaptability: A prerequisite for effective performance within complex environments* (pp. 3–39). Elsevier Science.
- Savickas, M. L. (2005). Career construction theory and practice. In S. D. Brown & R. W. Lent (Eds.), *Career development and counseling: Putting theory and research to work* (3rd ed., pp. 165–200). Wiley.
- Shaffer, M. A., Kraimer, M. L., Chen, Y., & Bolino, M. C. (2012). Choices, challenges, and career consequences of global work experiences. *Journal of Management*, 38(4), 1282–1327. <https://doi.org/10.1177/0149206312441834>
- Ting-Toomey, S. (1999). *Communicating Across Cultures*. Guilford Press.
- Ward, C., & Kennedy, A. (1999). The measurement of sociocultural adaptation. *International Journal of Intercultural Relations*, 23(4), 659–677. [https://doi.org/10.1016/s0147-1767\(99\)00014-0](https://doi.org/10.1016/s0147-1767(99)00014-0)

A Publication of National University  
Research and Development Office

