Working Paper 2022.1.2.16
- Vol 1, No 2

ẢNH HƯỞNG CỦA KHOẢNG CÁCH VĂN HÓA LÊN HIỆU QUẢ HOẠT ĐỘNG CỦA NHÂN VIÊN TẠI CÁC CÔNG TY ĐA QUỐC GIA

Phạm Hồ Nhất Phương[1], Nguyễn Hoàng Anh, Phạm Thị Thanh Lan, Võ Anh Nhựt Minh, Đinh Thị Thư

Sinh viên K57A - Quản trị kinh doanh quốc tế
Cơ sở II Trường Đại học Ngoại thương tại TP. Hồ Chí Minh, Việt Nam

Lê Sơn Đại
Giảng viên Bộ môn QTKD - TCKT
Cơ sở II Trường Đại học Ngoại thương tại TP. Hồ Chí Minh, Việt Nam

Tóm tắt

Nền kinh tế Việt Nam đang phát triển nhanh chóng và thu hút một lượng lớn sự quan tâm của các nhà đầu tư nước ngoài. Tuy nhiên, hiệu quả lao động ở Việt Nam vẫn là một rào cản đối với các nguồn vốn từ nước khác. Qua nghiên cứu của này, mối quan hệ tiêu cực giữa khoảng cách văn hóa và hiệu quả làm việc của nhân viên tại các công ty đa quốc gia đã được chứng minh. Biến ngành công nghiệp là một biến kiểm soát đối với hiệu quả làm việc của nhân viên. Đồng thời biến khoảng cách thể chế điều tiết tiêu cực đối với mối quan hệ này. Từ kết quả nghiên cứu, các khuyến nghị được đưa ra cho các công ty đa quốc gia bao gồm nên chú ý lựa chọn địa điểm để mở rộng quy mô, nên ưu tiên những quốc gia có văn hóa tương đồng với công ty mẹ để giảm khoảng cách văn hóa. Bên cạnh đó, nhà quản lý có thể giảm bớt tác động của khoảng cách văn hóa bằng việc lựa chọn phương thức thâm nhập phù hợp, các phương thức thâm nhập ít sự kiểm soát và ít rủi ro thấp như cấp phép, liên doanh, hay mua lại và sáp nhập sẽ phù hợp hơn khi tham gia vào các thị trường có khoảng cách văn hóa cao.

Từ khóa: Công ty đa quốc gia, kinh doanh quốc tế, hiệu quả hoạt động, nhân viên

IMPACTS OF CULTURAL DISTANCE ON PERFORMANCE OF EMPLOYEES IN MNCs' SUBSIDIARIES

Abstract

Performance of employees is described as the "ultimate dependent variable" in human resource management, enhancing it is the priority of corporations to create long-term competitive advantages. Furthermore, recent literature stated that cultural distance is an important determinant of employee performance. This paper aims to clarify the impacts of the cultural distance between home and host country on the performance of employees in multinational corporations' subsidiaries in Vietnamese market. This study also investigates the moderation effect of career

[1]Tác giả liên hệ, Email: phnp2304@gmail.com

experience and institutional distance on the mentioned relationship. Our results support the hypothesis that cultural distance has a significant negative impact on employee performance and this relationship is affected by the industry sector. In addition, the relationship is also moderated by experience and institutional distance. These findings will contribute in helping MNCs improve their employee performance by mitigating the impact of cultural distance through choosing a suitable country and entrance modes to expand.
Keywords: Cultural distance, employee performance, MNCs, institutional distance

1. Introduction

Culture has long been proven as a barrier to the internationalization process of multinational corporations (MNCs) in the world (Beugelsdijk, 2018). Companies have to deal with several critical decisions such as entry modes (Tihanyi et al., 2005), international diversification (Grosse and Trevino, 1996), subsidiary management (Roth and O'Donnell, 1996), and human resources management (Morosini et al., 1998). Failure to understand elements surrounding the subsidiary national culture would lead to an adaptation crisis (De Mooij & Hofstede, 2010). In addition, in order to evaluate the efficiency of a subsidiary, performance of employees is among the most essential aspects when operating business (Brayfield & Crockett, 1955). As a result, more and more scholars have been drawn attention to the relationship between employee performance and cultural distance (Shenkar, 2001; Froese & Peltokorpi, 2011; Ahammad et al., 2016).

Additionally, in previous studies, the main concern of the authors was the relationship between cultural distance and job performance (Morosini, 1998; Froese & Peltokorpi, 2011). However, the effects of control and moderate variables have not been mentioned (Dikova & Sahib, 2013; Shahzadi et al., 2014; Meyerson & Dewettinck, 2012) in these researches. Therefore, this research aims to observe these variables: whether they have an effect on the relationship and how the impact is as well as whether there are other factors moderating this relationship such as industrial, direct manager's nationality, etc. Because there are studies only mention a relationship but not take into account the external environment, including many factors that can moderate this relationship, which results in impurity in research (Chen et al., 2010). If the result supports our hypothesis, it will be an important contribution for MNCs in Vietnam to find solutions to optimize employee's productivity.

To bridge the mentioned gaps above, this research aims to discover the direct relationship between cultural distance and performance of employees on subsidiaries of multinational corporations. Consequently, this paper gives a firm positive statement on the relation between the two variables. Finally, based on the results, MNCs can take into account the suggested implications when expanding to other territories.

This study uses the standard framework of Perry (1998) which has 5 sections widely applied in academic literature. In detail, section 1 identifies the elements that make the topic worth researching and deliver contexts as well as rationale for the research. Section 2 provides review of current literature on the contexts: Employee performance and cultural distance. From that, a theoretical model with hypotheses was proposed to bridge the gaps of those literatures. It is followed by section 3 which justifies the methodology and the data analysis process used to examine the proposed theoretical model. A report of the results is presented and key findings are also highlighted in section 4. Eventually, section 5 consists of the conclusion with a brief summary

of the paper. It also proposes implications for MNCs when expanding to other countries and discusses limitations as well as suggestions for further research.

2. Literature review

Kogut and Singh are the firsts to lay the foundation of cultural distance when they mention the differences in entry modes because of the influence of culture factors (Kogut and Singh, 1988). It was described to be the extent to which the cultural norms in one country have a significant difference when compared to another country (Kogut and Signh, 1988). Using Hofstede's multidimensional culture framework, Kogut and Singh (1988) introduced a Euclidean distance measure to capture cross-country cultural differences in one index. The Euclidean distance index takes the difference on the national score on each of Hofstede's cultural dimensions (Hofstede, 1980) and then aggregates these differences in one overall index. Cultural distance is calculated as the distance to a single country. The vast majority of cultural-distance studies follow this approach in operationalizing and measuring cultural distance (Kirkman et al., 2006; Kirkman, Lowe, & Gibson, 2017).

Culture governs the way of thinking and the soul of humans (Hofstede, 2010). Hofstede identified six major dimensions to explain differences among cultures. These are: (1) Power distance; (2) Individualism and collectivism; (3) Masculinity; (4) Uncertainty avoidance; (5) Long-term orientation; (6) Indulgence.

Employee performance is the process of an individual using his/her own skills, experience, knowledge, personality and abilities (Vroom, 1964; Hunter, 1986) with a view to reach their goals. In other words, Azar & Shafighi (2013) described that job performance is a set of behavioural and functional patterns involving knowledge, skills, managerial competence, conscience and cognitive abilities in the work environment - the same words of Rothmann et al. in 2002. Employee performance has been also described by Motowidlo (2003) as the overall values accumulated by an individual during a specified period of time as discrete pieces of behaviours expected by the organization. Employee's performance is the combining of quality and quantity of the work or task that employees executed to fulfill a specific target (Shahzadi et al, 2014).

The final strand examines the influence of cultural distance on subsidiary performance. Accordingly, the major studies indicate that due to the complexity and uncertainty of doing business in a distant host country, cultural distance is expected to have a negative effect on employee performance. This perspective is proved through the studies of Maseland et al. 2018; Beugelsdijk et al. 2018; Brouthers, Marshall & Keig, 2016; Harzing & Pudelko, 2016; van Hoorn & Maseland, 2016). In addition, there are a number of factors studied that have an impact on employee performance and are influenced by cultural distance as well, such as organizational culture (Kawiana, et.al., 2018; Szydło & Grześ-Bukłaho, J., 2020), cross-cultural training (Shahzadi et al., 2014; Kempf, & Holtbrügge, 2020), interests and reward management system (Lent et al., 1994; Sullivan & Hansen, 2004; Mehmood et. al., 2013) and so on.

Based on previous literature, this research predicts a negative relationship between cultural distance and employee performance in MNCs. With the different approaches mentioned above and with gap not being studied, we hypothesize that:

H1: Cultural distance between home-host countries has a significant negative impact on employee performance of MNCs' subsidiaries.

There is a large number of studies on employee age and performance, and they seemed to fail to identify a clear relationship between them. While some research showed a positive relationship between the performance of employees and their age, the others showed a negative one (Ng and Feldman, 2008). Waldman and Avolio (1986), in their meta-analysis with 40 samples in 13 empirical studies, found that age has a positive impact on employee performance at productivity measures but a negative impact on employee performance at supervisor ratings. Thus, we also consider age is one control variable and it is necessary to delete its impacts from employee performance.

According to Wang and Giouvris (2020), each different industry has its own characteristics. And foreign firms belonging to different industries (manufacturing vs non-manufacturing) are differently affected by cultural distance and country risk (Wang and Giouvris, 2020). Specifically, according to Drogendijk and Slangen (2006), the impact of cultural distance and country risk on manufacturing companies is less than non-manufacturing companies. Through this, we come to a conclusion that each industry has its own characteristics and this affects the impact of the independent variables (in this paper, cultural distance).

A number researchers suggest explanations for these findings that women have more sensitiveness and interests in developing relationships with colleagues than their man counterparts (Major and Adams, 1983; Major et al., 1984; Rosener, 1990) or men have a higher level of participation and performance along with the competitiveness than women do (Croson and Gneezy, 2009). These gender differences in abilities, skills, style of work, orientation, participation make each gender employee performance different (Croson and Gneezy, 2009), so that we consider it is also one control variables which we need to remove to purify the relationship between to our independent variables (cultural distance) and employees performance

For the above reasons, the hypothesises are formulated:

H2: The relationship between cultural distance and MNCs employee performance is significantly controlled by industry.

H3: The relationship between cultural distance and MNCs employee performance is significantly controlled by gender.

H4: The relationship between cultural distance and MNCs employee performance is significantly controlled by age.

Several theories have laid the foundation of perception about the relationship between job experience and performance. If employees can exploit themselves in experience, they can improve their ability, and in progress influence employees' job performance (employee performance) (Ehrenberg & Smith, 2000). Employee experience is also predicted to be able to enhance performance of employees (Weiss & Bloom, 1990). Both opinions have the same idea that employee performance changes overtime because individuals accumulate job experience.

In this paper, we will only mention the first aspect of institutional distance, scholars have argued that focussing on all three pillars of institutional distance rather provides a broad basis for analysis, thus leading to oversimplification (Zaheer et al., 2012). Differences in the regulative pillar of institution between the home and host countries have influence on how economic actors interact (North, 1990). One of the cultural orientations that helps explain a key difference between the United States and Germany, for example, is the attitude towards uncertainty. In Hofstede's

study (1980) Germany has an uncertainty avoidance index of 67, whereas the United States has an uncertainty avoidance index of 43. That means Americans are more comfortable with uncertainty than Germans such as they will have fewer laws in comparison with Germans wanting certainty and protection from risk. Hence, we hypothesize:

H5: Job experience significantly negatively moderates the relationship between culture distance and employee performance.

H6: Institutional distance significantly negatively moderates the relationship between culture distance and employee performance.

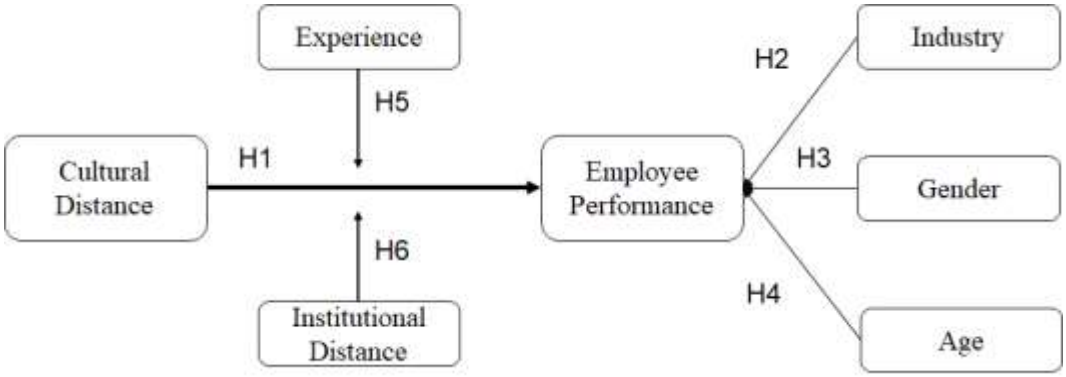

Figure 1. Conceptual model

Source: Authors

3. Methodology

To measure the employee performance, this research uses surveys as the main source to collect primary data from employees of MNCs' subsidiaries in Viet Nam. Two parts are included in the instrument survey. Section A covers the demographic of both the respondent and the company where he/she works. The objective of this part was to collect the control variables data and demographic information. Section B is a range of criteria to assess employee performance (employee performance), these criteria are based on the past literature. There are 6 criteria with sub-criteria written in statements. These statements will be graded through a 5-point Likert scale. These points in the scale are "Strongly Disagree" (1), "Disagree" (2), "Uncertain" (3), "Agree" (4), "Strongly Agree" (5).

Table 3. Sources of questionnaire

No.	Items	Content	References
EP1	**Task evaluation**	I was able to schedule my job so that it was finished on time. I adequately performed all the tasks assigned I carried out duties that are required of me	Kiker & Motowidlo, 1999

No.	Items	Content	References
		I managed to distinguish between main issues and side issues	
		My work is done with an optimal efficiency	
		I engage in activities that will directly affect my performance's evaluation	
		My attendance at work is above the norm	
EP2	**Practice to get higher result**	I assumed additional duties.	Arvey and Mussio (1973)
		I do not wait for instruction to start my next tasks	
		When available, I took on demanding work duties	
		I actively involved in challenging projects/tasks at work	
		I performed extra duties at work	
EP3	**Innovate to get higher result**	I've been trying to keep my job skills and knowledge up-to-date	Feirong Yuan and Richard W. Woodman (2010)
		I contributed creative solutions to fresh issues	
		I have been constantly searching for new ways to enhance my results.	
		I learned how to easily overcome tough circumstances and setbacks.	
EP4	**Team's performance**	I passed along information to coworkers effectively	Lecturers, Institute of Management Sciences, Kohat University of Sciences & Technology (2011)
		I actively help other team members with heavy workload	
		I made effort to contribute in the company's result	
		I satisfy in my team's result	
		I confidently persuade and defend my idea	

No.	Items	Content	References
		I teamwork with other colleagues very well	
EP5	**Counterproductive work behavior**	I grumbled at minor problem at work I exaggerated the problem at work I should have paid more attention to the positive aspects of a work situation I talked about the negative aspects of my job with colleagues. I didn't complete the assigned task I am able to refuse doing tasks easily	Koopmans et al. (2014)
EP6	**Compare with colleague**	I receive a higher bonus/commission due to exceeding kpi than other colleagues with the same position. I work more efficiently than most of my colleague My performance is better than that of my colleagues with similar qualifications. I receive promotion faster than those colleagues who entered the company at the same time with me My overtime hours is higher than the average of that of my coworkers I have better skills in communication and socialization than other colleagues in my department	Bishop (1987)

The current research adopts six dimensions of national culture measurement which is based on extensive research done by Professor Geert Hofstede, Gert Jan Hofstede, Michael Minkov and their research teams (2006). In order to calculate the distance in terms of each cultural dimension between the parent firm and its subsidiary in Vietnam, we use the absolute value of the result taken from indicators of Vietnam that subtracts the equivalent cultural dimension indicators of the host country (so that a positive real number of distances will be collected). We shall take the data of each cultural dimension index on the scale of 100 in each country on Hofstede Insight. Before analyzing data, we also normalise all results of distance calculated above with a logarithm (Quackenbush, 2002).

After completing the description analysis, Cronbach Alpha is applied to judge the reliability of a measurement which is set to the internal consistency of this measurement (Hair et al, 2016), all of the variables were gone into exploratory factor analysis (EFA) to investigate the information and propose the number of components expected to represent the data (Hair, Black, Babin and Anderson, 2014). Afterward, Confirm factor investigation (CFA) was implemented to assess a confirmatory test of appraisal (Saunders, Lewis, and Thornhill, 2016), which guarantees that the deliberate factors are convincing and consistent to represent constructs related to the hypothetical model (MacCallum and Austin, 2000). The next step is structural equation modeling (SEM) technique to determine the extent of fit of the entire model consisting of all the constructs (Hair et al, 2006). Followingly, bootstrap embedded methods are carried out to define the model fit. After that, multigroup analysis (MGA) is conducted to evaluate whether two or more variables have the same relation in groups. Finally, we test the effect of the control and moderating variables for justifying hypotheses H2, H3, H4 and H5.

4. Results

4.1. Sample profile

Our sample profile classification is based on the country of the parent company (which have subsidiaries in Vietnam), industry in which employees work, gender and age of employees, and their experience in the MNCs subsidiary also. The detailed sample descriptions are present in table 1 below.

Table 1. Sample profile

Dimensions		Number of observation	Percent (%)
Home country	Number of home country	21	
	Highest percentage home country	United States	30.28
Industry	Primary	25	11.5
	Secondary	43	19.7
	Tertiary	37	17.0
	Quaternary	113	51.8
Age	From 18 to 24	86	39.4
	From 25 to 34	79	36.2
	From 35 to 44	53	24.3
Gender	Male	92	42.2
	Female	126	57.8
Experience	Less than 1 year	158	72.5
	From 1 to 5 years	51	23.4
	From 5 to 10 years	9	4.1

Table 2. Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
Employee performance				
Task evaluation	1.04	4.93	2.7948	.85954
Practice to get higher result	1.03	4.91	2.8842	.90210
Innovate to get higher result	1.03	4.91	2.6983	.79482
Team's performance	1.16	4.91	2.9964	.87270
Counterproductive work behavior	.98	4.91	2.8107	.79882
Compare with colleague	1.03	5.00	2.8786	.83180
Cultural Distance				
Power distance	.05	3.55	1.2993	.75829
Individualism distance	.00	3.55	1.5482	1.08592
Masculinity distance	.05	3.55	1.4234	.96451
Uncertainty avoidance distance	.00	3.55	1.6089	1.14650
Long term orientation distance	.00	3.55	1.5089	1.05717
Indulgence distance	.00	3.55	1.3998	.88705
Institutional Distance				
Institutional Distance	.59	4.36	2.2608	.76021
Total observations	**218**			

On the hand, about cultural distance among observations in this paper, the smallest one is 0 and the highest one is 3.55 in Likert scale 5-point and 71 in 0-100 scale. Identically, institutional distance respectively is 11.8 and 87.2 in 0-100 scale or 0.59 and 4.36 in Likert scale 5-point. Details and statistical description are presented in table 1 and table 2.

4.2. Testing measurement model: Confirm factor analysis (CFA) result

The following step after descriptive statistics analyses is accessing Cronbach Alpha. As introduced in section 3, Cronbach Alpha is commonly applied to assess the reliability of a measurement which determines the internal consistency of this measurement. According to Hair et al. (2016), Cronbach Alpha needs to be above 0.7 and low item total correlations (less than 0.3) and low factor loadings (less than 0.4) must be removed. Applying this model, we can conclude that the measurement constructs meet the reliability requirement as all construct measurements had Cronbach Alpha (0.903) above 0.7 and item total correlations above 0.3.

Next, with the aim of exploring the data and providing information about how many factors are needed to best represent the data based on the statistical method, exploratory factor analysis (EFA) with Maximum Likelihood Method is carried out. The Kasier Meyer-Olkin Measure of

Sampling Adequacy (KMO) and Bartlett's Test of Sphericity (BTS) were assessed to ensure the appropriateness of the data for EFA. The KMO coefficient was higher than 0.80 and BTS was significant at the 0.05 level, indicating the adequacy of the items (Hair, Black, Babin & Anderson, 2010). The break in the scree plot and extracted eigenvalues (greater than 1) suggested a six-factor solution. The items with factor loadings lower than 0.50 or cross-loaded items were removed one at a time and remaining items were factor analyzed again (Hair et al., 2010).

In this model, the Kaiser-Meyer-Olkin (KMO) index is 0.871 (above 0.5) and Bartlett's test has $p<0.001$ (smaller than 0.05). The total variance elaborated was approximately 60.5% which exceeded the threshold value of 60% and thus suggested that the total validity of the scales was reasonable (Hu, 1999). The EFA results satisfied the requirement for the reliability coefficient of the measurement scales, indicating high internal consistency (Hair et al., 2010). Subsequently, the factors suggested from the EFA based on empirical data and the items associated with each factor are similar to that of the proposed measurement model for CFA.

Table 3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.871
Bartlett's Test of Sphericity	**Approx. Chi-Square**	1609.039
	df	66
	Sig	.000

As suggested at section 3, CFA is accessed with a view to providing a confirmatory test of the measurement theory (Hair et al. 2014). In reality, CFA is used to test how well the measured variables represent the pre-specified constructs (variables load on specific constructs). While EFA enables the statistical method to determine the number of factors and loadings, CFA articulates how well our conceptual specification of the factors matches with the actual data. In other words, researchers can apply CFA to confirm to reject the predetermined theory (Hair et al. 2014).

Table 4. Total Variance Explained

Total Variance Explained

	Initial Eigenvalues			**Extraction Sums of Squared Loadings**		
Component	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	3.998	66.637	66.637	3.998	66.637	66.637
2	.623	10.381	77.018			
3	.428	7.137	84.155			
4	.387	6.456	90.611			
5	.339	5.648	96.259			
6	.224	3.741	100.000			

Extraction Method: Principal Component Analysis.

Specifically, the test for single constructs (Inno, Counter, Prac, Task, Team, Compare) performed a significant fit to the data with all model fit index meeting the requirement N=218, 2/df<2, p<0.05, GFI>0.9, CFI>0.9, and RMSEA<0.8, (Hair et al, 2010). However the Goodness of fit is designed for testing the entire model, not an individual construct at a time, therefore it is poor practice to evaluate the measurement model fit through a separate analysis for each construct instead of one analysis for the entire model (Hair et al, 2014).

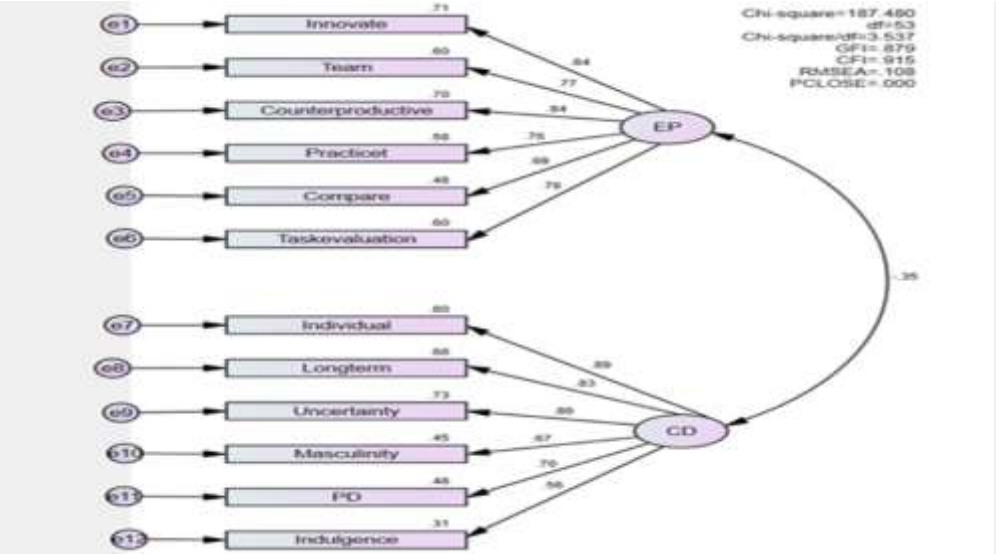

Figure 3. Initial CFA

($\chi^2 = 187.480$; $\chi^2/\text{df} = 3.537$; DF = 53; N=218; p<0.001; GFI = 0.879; CFI = 0.915 and RMSEA = 0.108)

The model fit index told that the measurement model fit did not fit the data well. The 2/df and GFI indicators do not meet the requirement of Hair et al. (2010).

Therefore, model diagnostics, namely path estimates, standardized residuals, and modification indices were employed to improve the model fit (Hair et al. 2006). The final result is reported in the figure below:

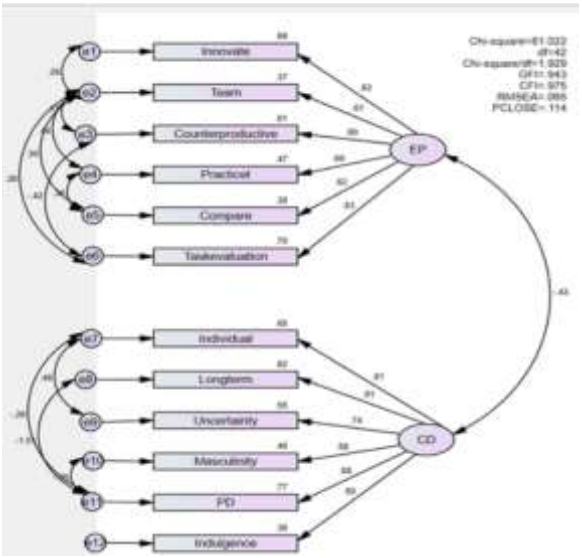

Figure 4. Final CFA

($\chi^2 = 81.022$; $\chi^2/df = 1.929$; DF = 42; N=218; p<0.001; GFI = 0.943; CFI = 0.975 and RMSEA = 0.114).

After modification, both GFI and CFI exceeded the 0. thresholds while 2/df, p, RMSEA are all under the thresholds required by Hair et al, 2010.

In conclusion, these results above of the model fit and construct validity present an appropriate measurement model (which meets all the requirements). The measurement model, therefore, is acceptable for hypothesis testing step.

4.3. Hypotheses testing results

The following figure illustrates the SEM result:

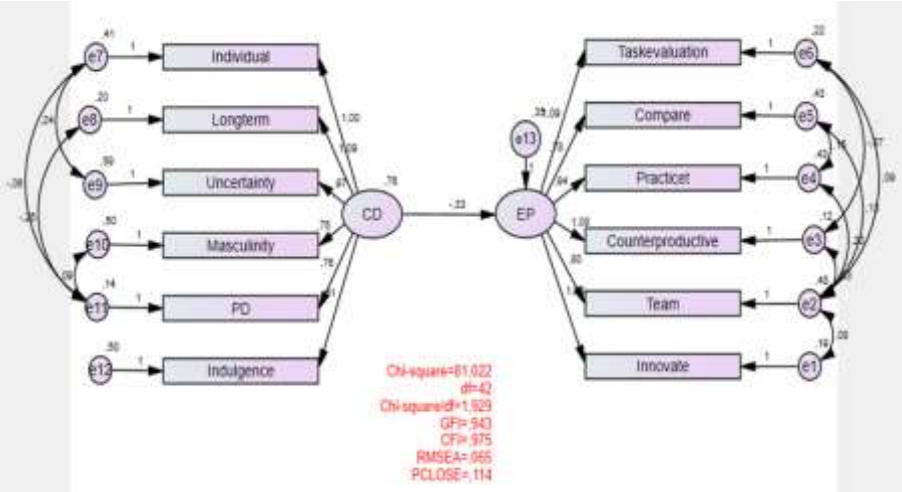

Figure 5. SEM

According to the CFA outcome, statistic of maximum likelihood estimation (MLE) of estimating the parameters of a probability distribution by maximizing a likelihood function (Myung, I. J., 2003), so that under and specify the thesis structural model. Consequently, these control variables: Gender (female or male), experience (work longevity) and industry (a dummy variable) are demonstrated. In overall, not only does the index meet the acceptable benchmark (according to Bauldry, 2015 and Brett, 2010, acceptable benchmark should be above 0.8) but it also qualifies for a well fit model (above 9.0) (Hair et al, 2014): CFI=0.975, GFI=0.943.

Table 5. Regression Weights of the sample

Dependent variables			Estimate	S.E.	C.R.	p	Result
EP	<---	CD	-,326	,053	-6,205	***	Supported
EP5	<---	EP	1,084	,077	14,032	***	
EP2	<---	EP	,938	,083	11,316	***	
EP1	<---	EP	,777	,079	9,842	***	
EP4	<---	EP	,970	,059	16,401	***	
CD3	<---	CD	,748	,072	10,458	***	

Dependent variables			Estimate	S.E.	C.R.	p	Result
CD4	<---	CD	,763	,066	11,499	***	
CD1	<---	CD	1,085	,086	12,689	***	
CD2	<---	CD	,803	,138	5,808	***	
EP3	<---	EP	1,000				
EP6	<---	EP	1,093	,079	13,903	***	
CD5	<---	CD	1,000				
CD6	<---	CD	,605	,063	9,670	***	

Table 6. Standardized Regression Weights and Squared Multiple Correlations

Dependent variables		Estimate	Variables	Estimate
EP	<--- CD	-,432	EP	,187
EP5	<--- EP	,897	CD6	,357
EP2	<--- EP	,688	CD1	,766
EP1	<--- EP	,617	CD3	,460
EP4	<--- EP	,741	CD4	,549
CD3	<--- CD	,679	CD5	,819
CD4	<--- CD	,875	CD2	,652
CD1	<--- CD	,835	EP1	,697
CD2	<--- CD	,608	EP6	,381
EP3	<--- EP	,832	EP2	,473
EP6	<--- EP	,905	EP5	,805
CD5	<--- CD	,807	EP4	,369
CD6	<--- CD	,597	EP3	,692

Within the model, the negative impacts of cultural distance on employee performance in MNC's subsidiary have been confirmed. To be specific, the Regression Weights index proves that there is a meaningful relationship between cultural distance and employee performance ($p<0.001$). Moreover, the estimates index of this table also demonstrates the negative relationship (<0). As such, hypotheses H1 (Cultural distance between home-host country has a significant negative impact on employee performance of MNC's subsidiary) is accepted.

We use the Standardized Regression Weights table to assess the impact level of the independent variables (cultural distance) on the dependent variable (employee performance). The table indicates that by increasing or decreasing one standard deviation in the cultural distance

variables, the employee performance would react in the opposite direction with a 0,432 standard deviation change. The R-Squared index (R^2= 0,187) shows that 18.7% of the variance of the employee performance is explained by the cultural distance.

4.4. Robustness check (Moderation analysis)

Robustness check is used to define the model fit and there are many methods to conduct it. In this paper, we test the robustness of the model by using bootstrap method. The result of Bias/SE-Bias is 1 and it is less than 1.96, which means the using model is optimal to represent the relationship of cultural distance and EP. Details are represented in Table 7.

Table 7. Bootstrap results

Parameter			SE	SE-SE	Mean	Bias	SE-Bias
EP	<---	CD	.062	.001	-.325	.001	.001
Counterproductive	<---	EP	.091	.001	1.089	.005	.002
Practicet	<---	EP	.080	.001	.939	.000	.001
Compare	<---	EP	.076	.001	.778	.002	.001
Uncertainty	<---	CD	.064	.001	.972	.002	.001
Masculinity	<---	CD	.084	.001	.751	.003	.002
PD	<---	CD	.077	.001	.766	.003	.001
Taskevaluation	<---	EP	.090	.001	1.088	.003	.002
Team	<---	EP	.157	.002	.805	.003	.003
Innovate	<---	EP	.000	.000	1.000	.000	.000
Longterm	<---	CD	.075	.001	1.100	.007	.001
Individual	<---	CD	.000	.000	1.000	.000	.000
Indulgence	<---	CD	.066	.001	.607	.002	.001

4.5. Multigroup covariances

Table 8. Control effect of gender, age and industry on employee performance in subsidiaries results

	Control effect of gender		Control effect of age		Control effect of industry	
Value	**Chi-square**	**df**	**Chi-square**	**df**	**Chi-square**	**df**
Constrained model	151,461	85	228,340	128	232,436	171
Free model	151,461	84	225,299	126	221,955	168

Difference	1,067	1	3,041	2	10,481	3
P-value	0,3016		0,2186		0,01489	

With regard to control variables, a multigroup structural equation modeling approach was used to compare gender, industry and age on the relationship of cultural distance and employee performance. The empirical results revealed that correlation between gender (p=0.3016>0.05), age (p=0.02186>0.05) and employee performance appears to be not supported (p=0.858>0.05). Therefore, this study does not accept H3 (the relationship between Cultural distance and MNCs Employee performance is significantly controlled by gender) and H4 (the relationship between Cultural distance and MNCs Employee performance is significantly controlled by age).

On the other hand, p-value of industry as a moderating variable is 0.034 (p<0.05). Hence, this study chooses the free model to read the results because of the higher compatibility. In conclusion, industry has a positive influence on performance of employees in MNC's subsidiary which support hypothesis H2 (the relationship between Cultural distance and MNCs Employee performance is significantly controlled by industry). In detail, the difference when using industry as a control variable is shown and interpreted below.

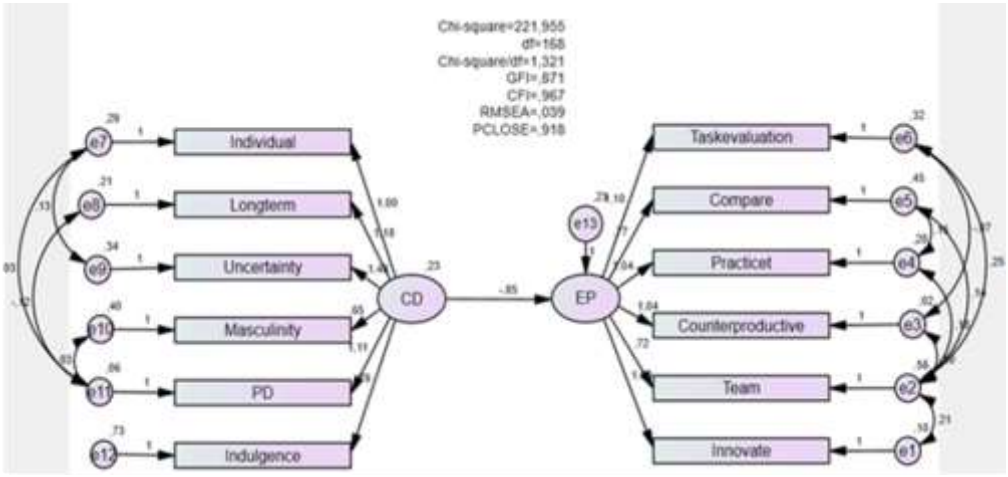

Figure 6. Free model of the relationship between Cultural distance and MNCs Employee performance with respect to industry as a control variable

Table 9. Multigroup model result when control variable of industry is added

Dependent variables	Industry 1		Industry 2		Industry 3		Industry 4	
	SRW value	p	SRW value	p	SRW value	p	SRW value	p
EP ← CD	-,651	,006	-,389	,026	-,620	***	-,358	***
EP5 ← EP	,980	***	,946	***	,850	***	,922	***
EP2 ← EP	,779	***	,480	,002	,872	***	,651	***
EP1 ← EP	,582	***	,460	,002	,779	***	,605	***

Dependent variables	Industry 1		Industry 2		Industry 3		Industry 4	
	SRW value	p	SRW value	p	SRW value	p	SRW value	p
EP4 ← EP	,774	***	,708	***	,669	***	,762	***
CD3 ← CD	,440	,058	,807	***	,844	***	,614	***
CD4 ← CD	,912	***	,861	***	1,014	***	,830	***
CD1 ← CD	,777	***	,876	***	,812	***	,909	***
CD2 ← CD	,516	,006	,418	,092	,896	***	,524	,005
EP3 ← EP	,889		,667		,995		,793	
EP6 ← EP	,776	,003	,939	***	,838	***	,941	***
CD5 ← CD	,670		,757		,793		,814	
CD6 ← CD	,409	,050	,696	***	,703	***	,580	***
Squared multiple Correlation (R2)	,423		,151		,385		,128	

According to the multigroup structural equation modeling results, industry operates primary activities (p=0,06>0.001) and secondary activities (p=0,026>0.001) seems not subjected to the impact of cultural distance. It can be explained that primary industry which includes agriculture, forestry; fishing and mining (Kelton et al., 2008; Dalziel, 2007) has the characteristic of heavy workload with very little need of creativity to fulfil the task (Yletyinen et al., 2019). Employees in this type of industry need to strictly follow the procedure so that they could harvest the best cereal crop or catch the biggest fish in the sea, ect. (Tukel & Rom, 1998). This leads to a standardized procedure applying for everyone in the corporation. Eventually, when everyone knows what they need to do thoroughly. Their performances are no longer affected by cultural distance. The same reason can be referred to secondary industry (construction and manufacturing activities), where standardization is the core key to operate effectively. Another reason may be derived from the small amount of respondents collected. Lacking of sufficient samples can lead to failure in getting the real insights through the data (Morse, 2000).

As for industries operating tertiary activities and quaternary activities, employee performance in subsidiaries of the two industries depends heavily on cultural distance. The R-squared index of the correlation in industry type 3 is higher than the constraint model, R^2 =0,385 which means that 38.5% changes in the variance of the employee performance is explained by the cultural distance in the tertiary industry. Quaternary industry saw a smaller R-squared index compared to industry type 3. 12.8% of changes in variance of employee performance is explained by the cultural distance (R^2 =0,128) in industry type 4.

4.6. Moderation analysis

Table 10. Interaction between cultural distance and employee performance when adding institutional distance to the model

Relationship	Estimate	S.E.	C.R.	p
ZEP ← ZCDxID	-.200	.062	-3.225	.001
ZEP ← ZCD	.337	.118	2.853	.004
ZEP ← ZID	1.012	.076	13.277	***

Table 11 & 12. Standardized Regression Weights and Squared Multiple Correlations when adding institutional distance to the model

Standardized Regression Weights	Estimate	Squared Multiple Correlations	Estimate
ZEP ← ZCDxID	-.351	ZCDxID	.000
ZEP ← ZCD	.337	ZCD	.000
ZEP ← ZID	1.012	ZCDxID	.000
		ZEP	.680

To test the hypothesis that clarify impact of cultural distance on employee performance and more specifically whether work experience and institutional distance moderate the above relationship, a hierarchical multiple regression analysis was conducted. When the interaction term between institutional distance was added to the regression model, which accounted for a significant proportion of the variance in employee performance evaluation, $\Delta R2 = 0,187$, $p = 0.001$ ($p<0.05$), $b = -0.351$. Examination of the interaction plot showed a diminishing effect that as institutional distance between the home and host country increased, their performance decreased in that subsidiary. The higher the institutional distance presented, the lower effectiveness of the employee performance and vice versa. Therefore, the results of interaction analysis of moderate effects of institutional distance support hypothesis H6.

Table 13. Interaction between cultural distance and employee performance when adding work experience to the model

Relationship	Estimate	S.E.	C.R.	p
ZEP ← ZEXP	.174	.141	1.235	.217
ZEP ← ZCDxEXP	-.157	.219	-.714	.475
ZEP ← ZEXP	-.254	.166	-1.527	.127

In the meanwhile, results show that there is no significant effect of work experience in moderating the main relationship. When the interaction term between work experience was added to the regression model, the main relation remained substance. Examination of the interaction plot

showed an enhancing or decreasing effect of work experience (p=0.732>0.05) shows no changes in the relation of cultural distance and employee performance (p = 0,0217, p > 0,05). Therefore, the results of interaction analysis of moderate effects of institutional distance and work experience in hypotheses H5 are not accepted. However, by not changing the impact of cultural distance on employee performance when adding these elements into the regression model, the result strengthens the relationship between cultural distance and employee performance.

5. Conclusion

5.1. Result summary

The existing literature of MNC internationalization recognizes the strategic importance of cultural distance in employee performance; however the topic is still under debate. Acknowledge the gap, this dissertation is carried out to answer the question "What is the impact of cultural distance between home and host country on performance of employees in MNC's subsidiaries?".

In short, to investigate the relationships between cultural distance of host and home country with employee's performance, an in-depth literature review is conducted. Accordingly, the conceptual model is established with three hypotheses below:

H1: Cultural distance between home-host countries has a significant positive impact on employee performance of MNCs' subsidiaries.

H1: Cultural distance between home-host countries has a significant negative impact on employee performance of MNCs' subsidiaries.

H2: The relationship between Cultural distance and MNCs Employee performance is significantly controlled by Industry

H6: Institutional distance significantly negatively moderates the relationship between culture distance and employee performance

Overall the result indicates that the hypothesis mentioned above is acceptable. In other words, cultural distance has remarkable impacts on performance of employees in MNC. Particularly, cultural distance affects employee's performance in MNC's subsidiaries in a negative trend. Furthermore, Industry is a significant control variable in this relationship. And institutional distance moderates negatively to the relationship between cultural distance and employee performance. This result is consistent with the dominant prior research related to these contexts.

5.2. Theoretical contributions

Firstly, all previous studies have been done in leading developed countries (mostly are the United States, Japan and the European Union where multinational companies are headquartered according to Kim & Park, 2014) and subsidiaries of MNCs there. This paper is conducted in the context of subsidiaries in Vietnamese, a developing country, which contribute to the study of CDs and their effects to be more comprehensive.

Secondly, there is a fact that cultural distance's impact is positive or negative on the global operations of multinationals is still under arguments. Some believe that cultural distance has a negative impact on most of these activities, others believe that these effects are positive, while the rest think that cultural distance has no impact at all or that these effects are declined (Stöttinger and Schlegelmilch, 1998; Mitra and Golder, 2002; Sethi et al., 2003). By affirming the negative

impact of cultural distance on employee performane, this study contributes to give more points and evidence to resolve the arguments above.

Thirdly, studying the factors affecting employee performane but not eliminating the effects of the control variable may be the reason for the inconsistent results of these studies (Dikova & Sahib, 2013; Shahzadi et. al., 2014; Meyerson, & Dewettinck, 2012). Accordingly, this paper uses the multigroups method to remove these noises from the measurement results, making conclusions more accurate, then contributing to explain the current inconsistent results.

Finally, by incorporating moderating variables and controlled variables in one model, this paper contributes to the development of these quantitative methods which are commonly used (Wu & Zumbo, 2007). The incorporation of moderators and controllers in the model also contributes to clarify the relationship of cultural distance and employee performane as well as the effects of other factors on this relationship.

5.3. Implications

From the paper and literature review, the following section provides some implications for management in multinational corporations. As a result of the current research sample, the suggestion ocuses on how to mitigate the impact of cultural distance so that the employee can work more efficiently.

Overall, MNCs should pay attention to cultural distance, especially MNCs that operate in the tertiary and quaternary industry, to achieve the best outcome when expanding to a new international market. Firstly, cultural distance has a significant negative impact on employee performance; therefore, worsening the outcome of organization. It is advised that when choosing a location to operate a new subsidiary, the priority should be placed on those countries that have similar culture to the headquarters to reduce the cultural distance. However, after considering all advantages and disadvantages of entering a new market among other available options, under the circumstances of having no choice but to enter a country with high cultural distance, managers can reduce the negative impact of cultural distance by choosing the right entry modes.

Gatignon and Anderson (1988) stated that MNEs may require greater flexibility when the cultural distance between the home and host country is high. Therefore, modes of entry with low control and low risk, such as licensing, joint venture, merger and acquisition are preferred when it comes to enter high cultural distance markets (Brouthers and Brouthers, 2003). These modes allowed corporations to leverage the domestic firms' experience, network of customers, suppliers and distributors (Brouthers & Hennart 2007). It is crucial to keep in mind that cooperating with local partners makes MNCs' subsidiaries exposed to a threat of getting in conflict with local stakeholders (Li & Shenkar, 1997). While licensing, joint venture, merger and acquisition can help MNC to minimize the negative impact of cultural distance (Brouthers and Brouthers, 2003), when expanding and growing to a certain level, MNCs must take full control of the business in order to standardize the image and optimal the business performance (Hennart and Reddy, 1997). One way to adapt better in this state is to put more effort into enhancing the efficiency of the operational system. One outstanding example can be mentioned is Toyota, Monden (2011) described Taiichi Ohno Toyota as a genius by inventing the Toyota Production System and Lean manufacturing. By standardizing and automating the manufacturing with constant improvement the process, Toyota factories are placed widely all over the world and yet they still grow rapidly without getting into

conflict with other stakeholders in the host country (Spear & Bowen, 1999). In conclusion, corporations should carefully take into account different aspects to choose the suitable strategy for operating in a high cultural distance country.

On the other hand, several studies found a positive effect of cultural distance on the performance of the subsidiary in general (Morosini et al., 1998). Managers can use this point of view to leverage the potential benefit of learning from the host counterpart. This increases the competencies, capabilities and even ideas for creative decision making situations which eventually contribute to new competitive advantages for the parent corporation.

In summary, acknowledging the critical impact of cultural distance on performance of employees, MNCs should carefully consider the difference between the MNCs home nationality and Vietnam. In case Vietnam is so far the best option, having considered all aspects including policy, economic distance, and other variables, high cultural distance MNCs with Vietnam should have action plans to mitigate the impact with the above suggestion.

5.4. Limitations and suggestions for future research

Due to lack of time and resources, this paper is not without its limitations that should be taken into consideration for further studies in the future.

First of all, even though the sample is representative of employee performance in MNCs in Vietnam context, the modest sample size presents some problems regarding the power of statistical analysis. According to Bryman & Bell (2015), to achieve random samples for conducting research is a popular problem of research. Furthermore, although this paper also investigates employee performance in different sectors, the data from the services sector contributes the most to the collected data. Therefore, future studies may repeat the findings of this study on a larger sample of the same population. And reducing the generalisability for service industries and diversifying the sample with a variety of sectors should be made to ensure the analysis's results.

Regarding employee performance scale, we want to concede that our study is based only on self-report measures and there are differences according to the rater (Adler et al., 2016). Thus, further research should analyse whether our findings are replicated with different raters, such as supervisor or peers. We also suggest the study of content validity of the questionnaire applying some coefficients such as Lawshe's (1975) content validity ratio and Aitken's (1980) coefficients to give more evidence about its fit to the performance domain.

Finally, the current paper applies the cultural distance of Hofstede (2010) which is usually employed in most research using cultural distance for analysis. Based on this dimension, the paper can achieve a comprehensive evaluation of cultural distance on employee performance. However, there is not enough measurement of cultural distance between Vietnam and some countries, such as Vietnam and Cambodia. Future researchers may put more effort to utilise more specific indicators to use a variety of cultural distance measurements to gain a more comprehensive consideration.

REFERENCES

Ackerman, P.L. (1996), "A theory of adult intellectual development: Process, personality, interests, and knowledge", *Intelligence*, Vol. 22 No. 2, pp. 227 - 257.

Ahammad, M. F., Tarba, S. Y., Liu, Y. & Glaister, K. W. (2016), "Knowledge transfer and cross-border acquisition performance: The impact of cultural distance and employee retention", *International business review*, Vol. 25 No. 1, pp. 66 - 75.

Ahmad, S. & Shahzad, K. (2011), "HRM and employee performance: A case of university teachers of Azad Jammu and Kashmir (AJK) in Pakistan", *African journal of business management*, Vol. 5 No. 13, pp. 5249-5253.

Alesina, A. & Giuliano, P. (2015), "Culture and institutions", *Journal of Economic Literature*, Vol. 53 No. 4, pp. 898 - 944.

Alesina, A., & La Ferrara, E. (2002), "Who trusts others?", *Journal of public economics*, Vol. 85 No. 2, pp. 207 - 234.

Ali, F., Rasoolimanesh, S.M., Sarstedt, M., Ringle, C.M., & Ryu, K. (2018), "An assessment of the use of partial least squares structural equation modeling (PLS-SEM) in hospitality research", *International Journal of Contemporary Hospitality Management*.

Allen, J. & Murray, A. (2002), "Age-related changes in peripheral pulse timing characteristics at the ears, fingers and toes", *Journal of human hypertension*, Vol. 16 No. 10, pp. 711 - 717.

Allworth, E., & Hesketh, B. (1999), "Construct-oriented biodata: Capturing change-related and contextually relevant future performance", *International journal of selection and assessment*, Vol. 7 No. 2, pp. 97 - 111.

Ansoff, H. (1984), *Implanting Strategic Management. Englewood Cliffs*, New York.

Ang, S., Van Dyne, L., Koh, C., Ng, K.Y., Templer, K.J., Tay, C. & Chandrasekar, N.A. (2007), "Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance", *Management and organization review*, Vol. 3 No. 3, pp. 335 - 371.

Armstrong, J.S. & Overton, T.S. (1977), "Estimating nonresponse bias in mail surveys", *Journal of marketing research*, Vol. 14 No. 3, pp. 396 - 402.

Arvey, R.D. & Murphy, K.R. (1998), "Performance evaluation in work settings", *Annual review of psychology*, Vol. 49 No. 1, pp. 141 - 168.

Arvey, R.D. & Mussio, S.J. (1973), "Test discrimination, job performance and age", *Industrial Gerontology*, pp. 22 - 29.

Asim, M. (2013), "Impact of Motivation on Employee Performance with effect of training: Specific to Education Sector of Pakistan", *International journal of scientific and research publications*, Vol. 3 No. 9, pp. 1 - 9.

Austin, P.C. & Tu, J.V. (2004), "Bootstrap methods for developing predictive models", *The American Statistician*, Vol. 58 No. 2, pp. 131 - 137.

Avolio, B.J. & Waldman, D.A. (1994), "Variations in cognitive, perceptual, and psychomotor abilities across the working life span: Examining the effects of race, sex, experience, education, and occupational type", *Psychology and Aging*, Vol. 9 No. 3, p. 430.

Avolio, B.J., Waldman, D.A. & McDaniel, M.A. (1990), "Age and work performance in nonmanagerial jobs: The effects of experience and occupational type", *Academy of Management Journal*, Vol. 33 No. 2, pp. 407 - 422.

Awasthi, V. N., Chow, C. W. & Wu, A. (2001), "Cross-cultural differences in the behavioral consequences of imposing performance evaluation and reward systems: An experimental investigation", *The international journal of accounting*, Vol. 36 No. 3, pp. 291 - 309.

Aycan, Z. (1997), *Acculturation of expatriate managers: A process model of adjustment and performance.*

Azar, M. & Shafighi, A.A. (2013), "The effect of work motivation on employees' job performance" (Case study: employees of Isfahan Islamic Revolution Housing Foundation), *International journal of academic research in business and social sciences*, Vol. 3 No. 9, p. 432.

Baliga, B.R. & Jaeger, A.M. (1984), "Multinational corporations: Control systems and delegation issues", *Journal of International Business Studies*, Vol. 15 No. 2, pp. 25 - 40.

Barkema, H.G. & Vermeulen, F. (1997), "What differences in the cultural backgrounds of partners are detrimental for international joint ventures?", *Journal of international business studies*, Vol. 28 No. 4, pp. 845 - 864.

Barkema, H. G., Bell, J. H., & Pennings, J. M. (1996). "Foreign entry, cultural barriers, and learning. *Strategic management journal*, Vol. 17 No. 2, pp. 151 - 166.

Barney, J. B. (1986). "Organizational culture: can it be a source of sustained competitive advantage*?", Academy of management review*, Vol. 11 No. 3, pp. 656 - 665.

Baron, R. M., & Kenny, D. A. (1986). "The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, Vol. 51, pp. 1173 - 1182.

Barrick, M. R., Mount, M. K., & Gupta, R. (2003). "Meta-analysis of the relationship between the five-factor model of personality and Holland's occupational types. *Personnel psychology*, Vol. 56 No. 1, pp. 45 - 74.

Bartol, K. M., Martin, D. C., & Kromkowski, J. A. (2003), "Leadership and the glass ceiling: Gender and ethnic group influences on leader behaviors at middle and executive managerial levels". *Journal of Leadership & Organizational Studies*, Vol. 9 No. 3, pp. 8 - 19.

Bascle, G. (2008), "Controlling for endogeneity with instrumental variables in strategic management research". *Strategic organization*, Vol. 6 No. 3, pp. 285 - 327.

Bazeley, P. (1999), "The bricoleur with a computer: Piecing together qualitative and quantitative data", *Qualitative Health Research*, Vol. 9 No. 2, pp. 279 - 287.

Bazeley, P. (2006), "The contribution of computer software to integrating qualitative and quantitative data and analyses", *Research in the Schools*, Vol. 13 No. 1, pp. 64 - 74.

Beamish, P.W. & Kachra, A. (2004), "Number of partners and JV performance", *Journal of World Business*, Vol. 39 No. 2, pp. 107 - 120.

Becker, T.E. (2005), "Potential problems in the statistical control of variables in organizational research: A qualitative analysis with recommendations". *Organizational research methods*, Vol. 8 No. 3, pp. 274 - 289.

Beugelsdijk, S., & Mudambi, R. (2014), *MNEs as border-crossing multi-location enterprises: The role of discontinuities in geographic space*, In Location of international business activities (pp. 8-34). Palgrave Macmillan, London.

Beugelsdijk, S., Kostova, T., Kunst, V.E., Spadafora, E., & Van Essen, M. (2018). "Cultural distance and firm internationalization: A meta-analytical review and theoretical implications". *Journal of Management*, Vol. 44 No. 1, pp. 89 - 130.

Beugelsdijk, S., Nell, P.C. & Ambos, B. (2017). "When do distance effects become empirically observable? An investigation in the context of headquarters value creation for subsidiaries". *Journal of International Management*, Vol. 23 No. 3, pp. 255 - 267.

Bhaskar-Shrinivas, P., Harrison, D.A., Shaffer, M. A. & Luk, D. M. (2005). "Input-based and time-based models of international adjustment: Meta-analytic evidence and theoretical extensions". *Academy of management Journal*, Vol. 48 No. 2, pp. 257 - 281.

Bishop, J.M. (1987). "The molecular genetics of cancer". *Science*, 235(4786), 305-311.

Black, J.S. (1988). "Work role transitions: A study of American expatriate managers in Japan". *Journal of international business studies*, Vol. 19 No. 2, pp. 277 - 294.

Bordo, M.D., Eichengreen, B., Irwin, D.A., Frankel, J. & Taylor, A.M. (1999, January*). Is Globalization Today Really Different from Globalization a Hundred Years Ago?[*with Comments and Discussion]. In Brookings trade forum (pp. 1-72). Brookings Institution Press.

Borman, W.C., White, L.A., Pulakos, E.D. & Oppler, S.H. (1991). "Models of supervisory job performance ratings". *Journal of Applied Psychology*, Vol. 76 No. 6, p. 863.

Bosman, E.A. (1993). "Age-related differences in the motoric aspects of transcription typing skill". *Psychology and aging*, Vol. 8 No. 1, p. 87.

Boyacigiller, N. (1990), "The role of expatriates in the management of interdependence complexity and risk in multinational corporations". *Journal of International Business Studies*, Vol. 21 No. 3, pp. 357 - 381.

Bozdogan, H. (1987), "Model selection and Akaike's information criterion (AIC): The general theory and its analytical extensions", *Psychometrika*, Vol. 52 No. 3, pp. 345 - 370.

Bozdogan, H. (1994), "Mixture-model cluster analysis using model selection criteria and a new informational measure of complexity", In *Proceedings of the first US/Japan conference on the frontiers of statistical modeling: An informational approach* (pp. 69-113). Springer, Dordrecht.

Brannen, J. (2005), "Mixing methods: The entry of qualitative and quantitative approaches into the research process", *International journal of social research methodology*, Vol. 8 No. 3, pp. 173 - 184.

Brayfield, A.H., & Crockett, W.H. (1955), "Employee attitudes and employee performance". *Psychological bulletin*, Vol. 52 No. 5, p. 396.

Breaugh, J. A. (2008), "Important considerations in using statistical procedures to control for nuisance variables in non-experimental studies". *Human Resource Management Review*, Vol. 18 No. 4, pp. 282 - 293.

Briscoe, D.R., & Schuler, R.S. (2004). *International human resource management: Policy and practice for the global enterprise* (Vol. 5). Psychology Press.

Brouthers, K.D., & Hennart, J.F. (2007), "Boundaries of the firm: Insights from international entry mode research". *Journal of management*, Vol. 33 No. 3, pp. 395 - 425.

Brouthers, K.D., Brouthers, L.E. & Werner, S. (2003). "Transaction cost-enhanced entry mode choices and firm performance". *Strategic Management Journal*, Vol. 24 No. 12, pp. 1239 - 1248.

Bryman, A. (2006). *Editor" s introduction: Mixed methods research. Mixed methods*, 1.

Bryman, A. (2008). "Why do researchers integrate/combine/mesh/blend/mix/merge/fuse quantitative and qualitative research". *Advances in mixed methods research*, pp. 87 - 100.

Bryman, A., & Bell, E. (2015). *Business research methods* (4rd ed.). Oxford: Oxford University Press.

Bryman, A., and E. Bell. 2015. *4th ed. Oxford: Oxford University Press.*

Buckley, P.J., & Casson, M. (1976). "A long-run theory of the multinational enterprise". In *The future of the multinational enterprise* (pp. 32-65). Palgrave Macmillan, London.

Buono, A.F., Bowditch, J.L. & Lewis III, J.W. (1985). "When cultures collide: The anatomy of a merger". *Human relations*, Vol. 38 No. 5, pp. 477 - 500.

Byrne, B.M. (2004). "Testing for multigroup invariance using AMOS graphics: A road less traveled". *Structural equation modeling*, Vol. 11 No. 2, pp. 272 - 300.

Byrne, B.M., Shavelson, R. J., & Muthén, B. (1989). "Testing for the equivalence of factor covariance and mean structures: the issue of partial measurement invariance". *Psychological bulletin*, Vol. 105 No. 3, pp. 456.

Caligiuri, P., Tarique, I. & Jacobs, R. (2009). "Selection for international assignments". *Human Resource Management Review*, Vol. 19 No. 3, pp. 251 - 262.

Campbell, J.P. (1990). *Modeling the performance prediction problem in industrial and organizational psychology.*

Campbell, J.P., Gratton, M.C., Salomone III, J.A., & Watson, W.A. (1993). "Ambulance arrival to patient contact: the hidden component of prehospital response time intervals". *Annals of emergency medicine*, Vol. 22 No. 8, pp. 1254 - 1257.

Cavusgil, T. (2008), "Gary Knight, and John Riesenberger", *International Business: Strategy, Management and the New Realities*. Pearson Education.

Cleveland, J.N. & Lim, A.S. (2007). *Employee age and performance in organizations.*

Collings, D.G., Scullion, H. & Morley, M.J. (2007), "Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives". *Journal of World Business*, Vol. 42 No. 2, pp. 198 - 213.

Collis, J. & Hussey, R. (2013). *Business research: A practical guide for undergraduate and postgraduate students*. Macmillan International Higher Education.

Conlon, D.E., Meyer, C.J. & Nowakowski, J.M. (2005). *How does organizational justice affect performance, withdrawal, and counterproductive behavior?*.

Creswell, J.W. (2013). *Steps in conducting a scholarly mixed methods study.*

Croson, R., & Gneezy, U. (2009), "Gender differences in preferences", *Journal of Economic literature*, Vol. 47 No. 2, pp. 448 - 74.

Chao, M.C.H. & Kumar, V. (2010), "The impact of institutional distance on the international diversity–performance relationship", *Journal of World Business*, Vol. 45 No. 1, pp. 93 - 103.

Charness, N. & Bosnian, E.A. (1990), "Chapter eight expertise and aging: life in the lab", In *Advances in psychology* (Vol. 71, pp. 343-385). North-Holland.

Chen, G., Kirkman, B.L., Kim, K., Farh, C.I. & 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*, Vol. 53 No. 5, pp. 1110 - 1130.

Dalziel, M. (2007). "A systems-based approach to industry classification". *Research Policy*, Vol. 36 No. 10, pp. 1559 - 1574.

Daniels, J.D., Radebaugh, L.H., & Sullivan, D.P. (2007). *Negocios internacionales: ambientes y operaciones*. Pearson educacion.

De Mooij, M., & Hofstede, G. (2010). "The Hofstede model: Applications to global branding and advertising strategy and research". *International Journal of advertising*, Vol. 29 No. 1, pp. 85 - 110.

Deci, E.L. & Ryan, R.M. (1985). "The general causality orientations scale: Self-determination in personality". *Journal of research in personality*, Vol. 19 No. 2, pp. 109 - 134.

Dikova, D. & Sahib, P.R. (2013). "Is cultural distance a bane or a boon for cross-border acquisition performance?". *Journal of World Business*, Vol. 48 No. 1, pp. 77 - 86.

DiMaggio, P.J. & Powell, W.W. (1983). "The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields". *American sociological review*, pp. 147 - 160.

Dow, D. & Karunaratna, A. (2006). "Developing a multidimensional instrument to measure psychic distance stimuli". *Journal of international business studies*, Vol. 37 No. 5, pp. 578 - 602.

Drogendijk, R. & Slangen, A. (2006), "Hofstede, Schwartz, or managerial perceptions? The effects of different cultural distance measures on establishment mode choices by multinational enterprises", *International business review*, Vol. 15 No. 4, pp. 361 - 380.

Dunning, T. (2008), *Crude democracy: Natural resource wealth and political regimes* (Vol. 7), Cambridge: Cambridge University Press.

Eden, L. & Miller, S.R. (2004), "Distance matters: Liability of foreignness, institutional distance and ownership strategy", In " *Theories of the Multinational Enterprise: Diversity, Complexity and Relevance*". Emerald Group Publishing Limited.

Edirisooriya, W.A. (2014, February), "Impact of rewards on employee performance: With special reference to ElectriCo", In *Proceedings of the 3rd International Conference on Management and Economics*, Vol. 26 No. 1, pp. 311 - 318.

Ehrenberg, R.G. & Smith, R.S. (2000). *Modern Labor Economics: Theory and Public Policy*, 7th edn Addison Wesley Reading.

Elqadri, Z.M. (2015), "Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees--PT. Kurnia Wijaya Various Industries", *International Education Studies*, Vol. 8 No. 10, pp. 183 - 192.

Erramilli, M.K. & Rao, C.P. (1993), "Service firms' international entry-mode choice: A modified transaction-cost analysis approach", *Journal of marketing*, Vol. 57 No. 3, pp. 19 - 38.

Estrin, S., Baghdasaryan, D. & Meyer, K.E. (2009). "The impact of institutional and human resource distance on international entry strategies". *Journal of Management Studies*, Vol. 46 No. 7, pp. 1171 - 1196.

Evans, J. & Mavondo, F.T. (2002). "Psychic distance and organizational performance: An empirical examination of international retailing operations". *Journal of international business studies*, Vol. 33 No. 3, pp. 515 - 532.

Fey, C.F. & Björkman, I. (2001). "The effect of human resource management practices on MNC subsidiary performance in Russia". *Journal of international business studies*, Vol. 32 No. 1, pp. 59 - 75.

Froese, F.J. & Peltokorpi, V. (2011). "Cultural distance and expatriate job satisfaction". *International Journal of Intercultural Relations*, Vol. 35 No. 1, pp. 49 - 60.

Gaeddert, W.P. (1985). "Sex and sex role effects on achievement strivings: Dimensions of similarity and difference". *Journal of Personality*, Vol. 53 No. 2, pp. 286 - 305.

Gatignon, H. & Anderson, E. (1988). "The multinational corporation's degree of control over foreign subsidiaries: An empirical test of a transaction cost explanation". *JL Econ. & Org.*, Vol. 4, p. 305.

Gaur, A.S. & Lu, J.W. (2007). "Ownership strategies and survival of foreign subsidiaries: Impacts of institutional distance and experience", *Journal of management*, Vol. 33 No. 1, pp. 84 - 110.

George, E.I. (2000), "The variable selection problem", *Journal of the American Statistical Association*, Vol. 95 No. 452, pp. 1304 - 1308.

Ghauri, P. & Grønhaug, K. (2010*). Research methods in business studies: A practical guide (4th ed.)*. Harlow: FT Prentice Hall

Ghemawat, P. (2001). *Distance still matters: The hard reality of global expansion*.

Glaeser, E.L., Laibson, D.I., Scheinkman, J.A. & Soutter, C. L. (2000), "Measuring trust", *The quarterly journal of economics*, Vol. 115 No. 3, pp. 811 - 846.

Göbel, C. & Zwick, T. (2012), "Age and productivity: sector differences", *De Economist*, Vol. 160 No. 1, pp. 35 - 57.

Gong, Y. (2003), "Subsidiary staffing in multinational enterprises: Agency, resources, and performance", *Academy of Management journal*, Vol. 46 No. 6, pp. 728 - 739.

Grant, A.M. (2008), "Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity", *Journal of applied psychology*, Vol. 93 No. 1, p. 48.

Grosse, R. & Trevino, L.J. (1996), "Foreign direct investment in the United States: An analysis by country of origin", *Journal of international business studies*, Vol. 27 No. 1, pp. 139 - 155.

Grund, C. & Sliwka, D. (2010). "Evidence on performance pay and risk aversion". *Economics Letters*, Vol. 106 No. 1, pp. 8 - 11.

Guba, E.G. (1990). "The paradigm dialog". *In Alternative paradigms conference, mar, 1989, indiana u, school of education, san francisco, ca, us*. Sage Publications, Inc.

Güngör, P. (2011). "The relationship between reward management system and employee performance with the mediating role of motivation: A quantitative study on global banks". *Procedia-Social and Behavioral Sciences*, Vol. 24, pp. 1510 - 1520.

Guyon, I. & Elisseeff, A. (2003). "An introduction to variable and feature selection". *Journal of machine learning research*, Vol. 3(Mar), pp. 1157 - 1182.

Hair Jr JF, Black WC, Babin BJ, Anderson, R. & Tathum R. (2006), *Multivariate data analysis*. 6th ed. Upper Saddle River: Prentice Hall.

Hair Jr, J.F., Sarstedt, M., Matthews, L.M. & Ringle, C.M. (2016). "Identifying and treating unobserved heterogeneity with FIMIX-PLS: part I–method". *European Business Review*.

Hair, J.F., Anderson, R.E., Babin, B.J. & Black, W.C. (2010). *Multivariate data analysis: A global perspective (Vol. 7).*

Hair, J.F., Ringle, C.M. & Sarstedt, M. (2011). "PLS-SEM: Indeed a silver bullet". *Journal of Marketing theory and Practice*, Vol. 19 No. 2, pp. 139 - 152.

Hair, J., Hollingsworth, C.L., Randolph, A.B., & Chong, A.Y.L. (2017). "An updated and expanded assessment of PLS-SEM in information systems research". *Industrial Management & Data Systems.*

Hall, R.E. (1989), "Invariance properties of Solow's productivity residual" (No. w3034). *National Bureau of Economic Research.*

Hampden-Turner, C. & Trompenaars, F. (1997), "Response to geert hofstede", *International Journal of Intercultural Relations*, Vol. 21 No. 1, p. 149.

Harrison, D.A., Price, K.H. & Bell, M.P. (1998), "Beyond relational demography: Time and the effects of surface-and deep-level diversity on work group cohesion", *Academy of management journal*, Vol. 41 No. 1, pp. 96 - 107.

Harzing, A.W. (2003), *The role of culture in entry-mode studies: from neglect to myopia?. In Managing multinationals in a knowledge economy: Economics, culture*, Emerald Group Publishing Limited.

Haspeslagh, P.C. & Jemison, D.B. (1991), *Managing acquisitions: Creating value through corporate renewal (Vol. 416)*, New York: Free Press.

Hennart, J.F. & Larimo, J. (1998), "The impact of culture on the strategy of multinational enterprises: does national origin affect ownership decisions?", *Journal of international business studies*, Vol. 29 No. 3, pp. 515 - 538.

Hennart, J.F. & Reddy, S. (1997). "The choice between mergers/acquisitions and joint ventures: The case of Japanese investors in the United States". *Strategic management journal,* Vol. 18 No. 1, pp. 1 - 12.

Hezarvand, E.M. (2013), "An Investigation of Job Satisfaction Organizational Commitment and Turnover Intention in Iranian Insurance Industry", Doctoral dissertation, Universiti Teknologi Malaysia.

Hinton, P.R., McMurray, I. & Brownlow, C. (2014). *SPSS explained. Routledge.*

Hofstede, G. (1980). "Culture and organizations". *International studies of management & organization*, Vol. 10 No. 4, pp. 15 - 41.

Hofstede, G. (1993). "Cultural constraints in management theories". *Academy of Management Perspectives*, Vol. 7 No. 1, pp. 81 - 94.

Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations*. Sage publications.

Hofstede, G. (2006). "What did GLOBE really measure? Researchers' minds versus respondents' minds". *Journal of international business studies*, Vol. 37 No. 6, pp. 882 - 896.

Hofstede, G. & Minkov, M. (2010). "Long-versus short-term orientation: new perspectives". *Asia Pacific business review*, Vol. 16 No. 4, pp. 493 - 504.

House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Sage publications.

Hu, L.T. & Bentler, P.M. (1999). "Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives". *Structural equation modeling: a multidisciplinary journal*, Vol. 6 No. 1, pp. 1 - 55.

Hunt, S.T. (1996), "Generic work behavior: An investigation into the dimensions of entry-level, hourly job performance". *Personnel psychology*, Vol. 49 No. 1, pp. 51 - 83.

Hunter, J. E. (1983), "A causal analysis of cognitive ability, job knowledge, job performance, and supervisor ratings", *Performance measurement and theory*, Vol. 257, p. 266.

Hunter, J. E. (1986). "Cognitive ability, cognitive aptitudes, job knowledge, and job performance". *Journal of vocational behavior*, Vol. 29 No. 3, pp. 340 - 362.

Hurmerinta-Peltomäki, L., & Nummela, N. (2006), "Mixed methods in international business research: A value-added perspective",. *Management International Review*, Vol. 46 No. 4, pp. 439 - 459.

Jackson, G. & Deeg, R. (2008), "Comparing capitalisms: Understanding institutional diversity and its implications for international business", *Journal of International Business Studies*, Vol. 39 No. 4, pp. 540 - 561.

Jemison, D.B. & Sitkin, S.B. (1986). "Corporate acquisitions: A process perspective". *Academy of management review*, Vol. 11 No. 1, pp. 145 - 163.

Johanson, J. & Vahlne, J.E. (1977). "The internationalization process of the firm—a model of knowledge development and increasing foreign market commitments". *Journal of international business studies*, Vol. 8 No. 1, pp. 23 - 32.

Jöreskog, K.G. (1971). "Simultaneous factor analysis in several populations". *Psychometrika*, Vol. 36 No. 4, pp. 409 - 426.

Jöreskog, K.G. & Sörbom, D. (1996). "PRELIS 2 user's reference guide: A program for multivariate data screening and data summarization: A preprocessor for LISREL". *Scientific Software International.*

Kawiana, I.G.P., Dewi, L.K.C., Martini, L.K.B. & Suardana, I.B.R. (2018). "The influence of organizational culture, employee satisfaction, personality, and organizational commitment towards employee performance. International research journal of management", *IT and social sciences*, Vol. 5 No. 3, pp. 35 - 45.

Kelton, C.M., Pasquale, M.K. & Rebelein, R.P. (2008). "Using the North American Industry Classification System (NAICS) to identify national industry cluster templates for applied regional analysis". *Regional Studies*, Vol. 42 No. 3, pp. 305 - 321.

Kempf, C. & Holtbrügge, D. (2020). "Moderators and mediators of cross-cultural training effectiveness: literature review and development of a conceptual model". *European Journal of International Management*, Vol. 14 No. 2, pp. 293 - 326.

Kenessey, Z. (1987). "The primary, secondary, tertiary and quaternary sectors of the economy". *Review of Income and Wealth*, Vol. 33 No. 4, pp. 359 - 385.

Kiker, D.S. & Motowidlo, S.J. (1999). "Main and interaction effects of task and contextual performance on supervisory reward decisions". *Journal of applied psychology*, Vol. 84 No. 4, p. 602.

Kim, C. & Park, D. (2015). "Emerging Asian MNCs". *Asia Pacific Business Review*, Vol. 21 No.4, pp. 457 - 463.

King, N. & Horrocks, C. (2010). *Interviews in qualitative research*. London: Sage.

King-Kauanui, S., Ngoc, S.D. & Ashley-Cotleur, C. (2006). "Impact of human resource management: SME performance in Vietnam". *Journal of developmental entrepreneurship*, Vol. 11 No. 1, pp. 79 - 95.

Kirkman, B.L., Lowe, K.B. & Gibson, C.B. (2006). "A quarter century of culture's consequences: A review of empirical research incorporating Hofstede's cultural values framework". *Journal of international business studies*, Vol. 37 No. 3, pp. 285 - 320.

Kirkman, B.L., Lowe, K.B. & Gibson, C.B. (2017). "A retrospective on Culture's Consequences: The 35-year journey". *Journal of International Business Studies*, Vol. 48 No. 1, pp. 12 - 29.

Kock, N. & Hadaya, P. (2018). "Minimum sample size estimation in PLS-SEM: The inverse square root and gamma-exponential methods". *Information Systems Journal*, Vol. 28 No. 1, pp. 227 - 261.

Kogut, B. & Singh, H. (1988). "The effect of national culture on the choice of entry mode". *Journal of international business studies*, Vol. 19 No. 3, pp. 411 - 432.

Kogut, B. & Zander, U. (2003). "Knowledge of the firm and the evolutionary theory of the multinational corporation". *Journal of international business studies*, Vol. 34 No. 6, pp. 516 - 529.

Kohavi, R., & John, G.H. (1997). "Wrappers for feature subset selection". *Artificial intelligence*, Vol. 97 No. 1- 2, pp. 273 - 324.

Koopmans, L., Bernaards, C.M., Hildebrandt, V.H., De Vet, H.C. & Van der Beek, A.J. (2014). "Construct validity of the individual work performance questionnaire". *Journal of occupational and environmental medicine*, Vol. 56 No. 3, pp. 331 - 337.

Koopmans, L., Bernaards, C.M., Hildebrandt, V.H., Schaufeli, W.B., de Vet Henrica, C.W., & van der Beek, A.J. (2011). "Conceptual frameworks of individual work performance: A systematic review". *Journal of occupational and environmental medicine*, Vol. 53 No. 8, pp. 856 - 866.

Mangione, T.W. & Quinn, R.P. (1975). "Job satisfaction, counterproductive behavior, and drug use at work". *Journal of applied psychology*, Vol. 60 No. 1, p. 114.

Martin, D.C. & Bartol, K.M. (2003). "Factors influencing expatriate performance appraisal system success: An organizational perspective". *Journal of International management*, Vol. 9 No. 2, pp. 115 - 132.

Martin, G. C. (2014). "The effects of cultural diversity in the workplace". *Journal of diversity management (JDM)*, Vol. 9 No. 2, pp. 89 - 92.

McDaniel, M.A., Schmidt, F.L., & Hunter, J.E. (1988). "Job experience correlates of job performance". *Journal of applied psychology*, Vol. 73 No. 2, p. 327.

McEvoy, G.M., & Cascio, W.F. (1989). "Cumulative evidence of the relationship between employee age and job performance". *Journal of applied psychology*, Vol. 74 No. 1, p. 11.

McSweeney, B. (2002). "Hofstede's model of national cultural differences and their consequences: A triumph of faith-a failure of analysis". *Human relations*, Vol. 55 No. 1, pp. 89 - 118.

Mehmood, S., Ramzan, M., & Akbar, M. T. (2013). "Managing performance through reward system". *Journal Of Humanities And Social Science*, Vol. 15 No. 2, pp. 64 - 67.

Meyer, K. E. (2001). "Institutions, transaction costs, and entry mode choice in Eastern Europe". *Journal of international business studies*, Vol. 32 No. 2, pp. 357 - 367.

Meyer, K.E., Estrin, S., Bhaumik, S.K. & Peng, M.W. (2009). "Institutions, resources, and entry strategies in emerging economies". *Strategic management journal*, Vol. 30 No. 1, pp. 61 - 80.

Meyerson, G. & Dewettinck, B. (2012). "Effect of empowerment on employee's performance". *Advanced Research in Economic and Management Sciences*, Vol. 2 No. 1, pp. 40 - 46.

Mitra, D. & Golder, P.N. (2002). "Whose culture matters? Near-market knowledge and its impact on foreign market entry timing". *Journal of Marketing Research*, Vol. 39 No. 3, pp. 350 - 365.

Monden, Y. (2011). *Toyota production system: an integrated approach to just-in-time*. CRc Press.

Morosini, P., Shane, S. & Singh, H. (1998). "National cultural distance and cross-border acquisition performance". *Journal of international business studies*, Vol. 29 No. 1, pp. 137 - 158.

Morschett, D., Schramm-Klein, H., & Swoboda, B. (2010). "Decades of research on market entry modes: What do we really know about external antecedents of entry mode choice?". *Journal of international management*, Vol. 16 No. 1, pp. 60 - 77.

Morse, J. M. (2000*). Determining sample size.*

Motowidlo, J.S. (2003), "Job Performance, Handbook of Psychology". *Industrial and Organizational Psychology*, Vol. 12, pp. 39 - 55

Muller, R. (2011). *Project governance*. Strategic Direction.

Naharuddin, N. & Sadegi, M. (2013). "Factors of workplace environment that affect employee's performance: A case study of Miyazu Malaysia". *International journal of independent research and studies*, Vol. 2 No. 2, pp. 66 - 78.

Neuman, W.L. (2006), *Social Research Methods: Qualitative and Quantitative Approaches 6th Edition*, Pearson International Edition, USA.

North, D.C. (1990). *Institutions, institutional change and economic performance*. Cambridge university press.

Ng, T.W. & Feldman, D.C. (2008). "The relationship of age to ten dimensions of job performance". *Journal of applied psychology*, Vol. 93 No. 2, p. 392.

Nguyen, P.D., Dang, C.X. & Nguyen, L.D. (2015), "Would better earning", *Revista de Psicología del Trabajo y de las Organizaciones*, Vol. 27 No. 2, pp. 75 - 91.

Salimath, M.S. & Cullen, J.B. (2010). "Formal and informal institutional effects on entrepreneurship: a synthesis of nation-level research". *International Journal of Organizational Analysis*.

Sarstedt, M., Henseler, J. & Ringle, C.M. (2011). "Multigroup analysis in partial least squares (PLS) path modeling: Alternative methods and empirical results". In *Measurement and research methods in international marketing*. Emerald Group Publishing Limited.

Sarstedt, M., Ringle, C.M., Cheah, J.H., Ting, H., Moisescu, O.I. & Radomir, L. (2020). "Structural model robustness checks in PLS-SEM". *Tourism Economics*, Vol. 26 No. 4, pp. 531 - 554.

Saunders, M., Lewis, P. & Thornhill, A. (2016). *Research methods for business students (Seventh)*. Nueva York: Pearson Education.

Scott, P. (1995). *The meanings of mass higher education*. McGraw-Hill Education (UK).

Shenkar, O. (2001). "Cultural distance revisited: Towards a more rigorous conceptualization and measurement of cultural differences". *Journal of international business studies*, Vol. 32 No. 3, pp. 519 - 535.

Shenkar, O., Luo, Y. & Yeheskel, O. (2008). "From "distance" to "friction": Substituting metaphors and redirecting intercultural research". *Academy of management review*, Vol. 33 No. 4, pp. 905 - 923.

Shi, L. & Wang, L. (2014). "The culture shock and cross-cultural adaptation of Chinese expatriates in international business contexts". *International Business Research*, Vol. 7 No. 1, p. 23.

Shi, X. & Franklin, P. (2014). "Business expatriates' cross-cultural adaptation and their job performance". *Asia Pacific Journal of Human Resources*, Vol. 52 No. 2, pp. 193 - 214.

Smith, M.E., Thorpe, R. & Jackson, P.R. (2008). *Management research*. LA: SAGE.

Spear, S. & Bowen, H.K. (1999). "Decoding the DNA of the Toyota production system". *Harvard business review*, Vol. 77, pp. 96 - 108.

Spector, P.E., & Brannick, M.T. (2011). "Methodological urban legends: The misuse of statistical control variables". *Organizational Research Methods*, Vol.14 No. 2, pp. 287 - 305.

Spector, P.E., Zapf, D., Chen, P.Y. & Frese, M. (2000). "Why negative affectivity should not be controlled in job stress research: Don't throw out the baby with the bath water". *Journal of Organizational Behavior*, pp. 79 - 95.

Stöttinger, B. & Schlegelmilch, B.B. (1998). "Explaining export development through psychic distance: enlightening or elusive?". *International Marketing Review.*

Sturman, M. C. (2003). "Searching for the inverted U-shaped relationship between time and performance: Meta-analyses of the experience/performance, tenure/performance, and age/performance relationships". *Journal of management*, Vol. 29 No. 5, pp. 609 - 640.

Sullivan, B.A. & Hansen, J.I.C. (2004). "Mapping Associations Between Interests and Personality: Toward a Conceptual Understanding of Individual Differences in Vocational Behavior". *Journal of counseling psychology*, Vol. 51 No. 3, p. 287.

Szydło, J. & Grześ-Bukłaho, J. (2020). "Relations between National and Organisational Culture—Case Study". *Sustainability*, Vol. 12 No. 4, p. 1522.

Tesluk, P.E. & Jacobs, R.R. (1998). "Toward an integrated model of work experience". *Personnel psychology*, Vol. 51 No. 2, pp. 321 - 355.

Tihanyi, L., Griffith, D.A. & Russell, C.J. (2005). "The effect of cultural distance on entry mode choice, international diversification, and MNE performance: A meta-analysis". *Journal of international business studies*, Vol. 36 No. 3, pp. 270 - 283.

Verhaeghen, P. (2003). "Aging and vocabulary score: A meta-analysis". *Psychology and agin*g, Vol. 18 No. 2, p. 332.

Vroom, V.H. (1964), *Work and motivation.*

Waldman, D.A. & Avolio, B.J. (1986). "A meta-analysis of age differences in job performance". *Journal of applied psychology*, Vol. 71 No. 1, p. 33.

Wang, Z., De Graaff, T. & Nijkamp, P. (2016). "Cultural diversity and cultural distance as choice determinants of migration destination". *Spatial Economic Analysis*, Vol. 11 No. 2, pp. 176 - 200.

Waxin, M.F. (2004). "Expatriates' interaction adjustment: The direct and moderator effects of culture of origin". *International Journal of Intercultural Relations*, Vol. 28 No. 1, pp. 61 - 79.

Weiss, J.W. & Bloom, S. (1990). "Managing in China: Expatriate experiences and training recommendations". *Business Horizons*, Vol. 33 No. 3, pp. 23 - 30.

Werts, C.E., Rock, D.A., Linn, R.L. & Joreskog, K.G. (1976). "Comparison of correlations, variances, covariances, and regression weights with or without measurement error". *Psychological Bulletin*, Vol. 83 No. 6, p. 1007.

Wu, A.D., Li, Z. & Zumbo, B.D. (2007). "Decoding the meaning of factorial invariance and updating the practice of multi-group confirmatory factor analysis: A demonstration with TIMSS data". *Practical Assessment, Research and Evaluation*, Vol. 12 No. 1, p. 3.

Xu, D. & Shenkar, O. (2002). "Note: Institutional distance and the multinational enterprise". *Academy of Management review*, Vol. 27 No. 4, pp. 608 - 618.

Yang, H. (2008). "Efficiency wages and subjective performance pay". *Economic Inquiry*, Vol. 46 No. 2, pp. 179 - 196.

Yauch, C.A. & Steudel, H.J. (2003). "Complementary use of qualitative and quantitative cultural assessment methods". *Organizational research methods*, Vol. 6 No. 4, pp. 465 - 481.

Yazici, N.K. (2008). "The effect of reward system applications on employee performance in service sector. Marmara University, Institute of Social Sciences, Master Thesis. Yang, H.(2008),''Efficiency Wages and Subjective Performance Pay'', *Economic Inquiry*, Vol. 46 No. 2, pp. 179 - 196.

Yiu, D. & Makino, S. (2002). "The choice between joint venture and wholly owned subsidiary: An institutional perspective". *Organization science*, Vol. 13 No. 6, pp. 667 - 683.

Yletyinen, J., Brown, P., Pech, R., Hodges, D., Hulme, P. E., Malcolm, T.F. & Tylianakis, J.M. (2019). "Understanding and managing social–ecological tipping points in primary industries". *BioScience*, Vol. 69 No. 5, pp. 335 - 347.

Yoon, K.C., Mun, G.H., Kim, S.D., Kim, S.H., Kim, C.Y., Park, K.H. & Kang, S.W. (2011). "Prevalence of eye diseases in South Korea: data from the Korea national health and nutrition examination survey 2008-2009". *Korean journal of ophthalmology: KJO*, Vol. 25 No. 6, p. 421.

Yuan, F. & Woodman, R.W. (2010), "Innovative behavior in the workplace: The role of performance and image outcome expectations", *Academy of management journal*, Vol. 53 No. 2, pp. 323 - 342.

Zaheer, S., Schomaker, M.S. & Nachum, L. (2012), "Distance without direction: Restoring credibility to a much-loved construct", *Journal of International Business Studies*, Vol. 43 No. 1, pp. 18 - 27.

Zajonc, R.B. & Markus, H. (1985), *Affect and cognition: The hard interface.*

zangin M Awdel, naji M Odel & wzhar F Saadi (2020), "The Rise Of The Globalization And Its Effect On The Autonomy Of State And Political Economy", *In Journal of Critical Reviews*, pp. 998 - 1000.

Zhao, B. & Pan, Y. (2017), "Cross-cultural employee motivation in international companies", *Journal of Human Resource and Sustainability Studies*, Vol. 5 No. 4, pp. 215 - 222.

Zheng, X. & Loh, W.Y. (1995), "Bootstrapping binomial confidence intervals", *Journal of statistical planning and inference*, Vol. 43 No. 3, pp. 355 - 380.

Zikmund, W.G., Carr, J.C. & Griffin, M. (2013), *Business Research Methods (Book Only)*, Cengage Learning.