EXPATRIATES COACHING BEHAVIORS AND LOCAL EMPLOYEES WORK PERFORMANCE: MEDIATING ROLE OF CROSS - CULTURAL KNOWLEDGE TRANSFER

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ABSTRACT

This study investigates how the coaching behavior of Chinese expatriates and the performance of local employees overcome the inherent differences between them and develop the quality of relationships that play an important role in carrying out cross-cultural knowledge transfer. Existing research does not provide a good answer to this question. This study aims to propose and analyze a model for developing expatriate coaching behavior through cross-cultural knowledge transfer in improving local employee performance, to examine the moderating role of cultural intelligence for expatriate coaching behavior in cross-cultural knowledge transfer relations. This study evaluates the impact of expatriate coaching behavior on local employee performance in mediating cross-cultural knowledge transfers, which is a type of evaluation research using qualitative methods. In the final stage (qualitative method), qualitative data analysis will be carried out by systematically searching and organizing data from interview transcripts, observations, field notes and other materials. Based on the results of the research and discussion it can be concluded that Chinese expatriates with high cultural intelligence, their coaching behavior has a clearer positive impact on the performance of local employees; for local employees who have high cultural intelligence, expatriate coaching behavior has a clearer positive impact on employee performance.

KEYWORDS	Expatriate Coaching Behavior, Cross-Cultural Knowledge Transfer, Work Performance, Cultural Intelligence, Perseved Organizational Support

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INTRODUCTION

One of the competitive advantages of multinational companies (MNCs) is that they are successful in transferring knowledge between geographically dispersed and diverse locations (Hsu, 2012). During the cross-cultural knowledge transfer process in Chinese multinational companies in Indonesia, expatriates coaching behavior and local work performance employees function as boundary wrenches, meaning that they generally function as a bridge for knowledge transfer. However, because it may be more difficult for expatriates coaching professionals and local work performance employees to form positive relationships because they come from different cultural backgrounds, cross-cultural knowledge transfer may be hampered.

The rapid development of information and communication, science and technology, and changes in the labor structure in the global era require reliable quality of human resources. The quality in question is HR that has open competitiveness with other countries, adaptive and anticipatory to various changes and new conditions, able to learn (learning how to learn), multi-skilling, easy to relearn, and has a broad, strong, and fundamental basic ability to develop in the future. The field experiences as well as project development planning data show that in terms of the prospect of need and economic feasibility, vocational education is still a good investment in preparing mid-level skilled workers (Purnamawati & Syahrul, 2016). Eastern culture can be said to be the opposite of Western culture. Their philosophies are very different. Eastern culture is closely related to ancestral traditions.

The inheritance from the ancestors is a combination of customs and belief in the existence of invisible forces that control human life. In life, Eastern people strongly hold the norms embedded in society since immemorial time (Dai, Lopez, Brady, Eason, & Fryberg, 2021). Starting from the way of greeting to the manners of neighbors in society, everything is regulated by norms. Eastern nations also believe in things that are considered taboo which will have a bad impact on both the individual concerned and for other individuals when it is done. So in Eastern culture, norms bocomes life standards that must be followed by all people in order to create harmony and peace. Eastern culture is also closely related to everything that is ritualistic according to certain traditions or beliefs (Khani, Etebarian, & Abzari, 2011). For example, Japanese with the adulthood celebrations for young men and women, Indian people who have a habit of bathing in the Ganges River, the death ceremony of the Batak tribe and Balinese Hindus that is so lively like a party in Indonesia. Eastern nations are the opposite of Western nations who are not so sure of the existence of God. The beliefs held by Eastern nations also vary. Islam is represented by countries in the Middle East as well as Indonesia and Malaysia. Hinduism has been so deeply rooted in the life of Indian society, even though India is the birthplace of Buddhism, which was initiated by Sidharta Gautama. Buddhism itself is actually more common in East Asia such as Japan and China. The heritage of beliefs from ancestors can be found in Japan with Shinto (worship of the sun) and China with Confucianism.

Indonesia is one of the countries that upholds eastern customs in every breath of life. The country, dubbed the "Emerald of the Equator", consists of various races, tribes, and nations spread over 5 large islands and thousands of other small islands. Each island has its own cultural treasures. The spirit of pluralism in Indonesia is described in the motto Bhinneka Tunggal Ika, which means "although they are different, they are still one". As with other Asian countries, traditional and modern culture can go hand in hand well. The current swift of modernization does not make Indonesian people ignore ancestral traditions. As the example is the Balinese Hindus who are never absent in preparing the offerings

ritual at home and other places including business places. Other example is the residents of the Surakarta Kasunanan Palace who always perform mute tapa (walking in silence) every year when welcoming the Javanese new year or the month of Sura, which is very iconic with the "bule bule". To some extend, religion and culture can fuse into a single unit, such as the Syawalan tradition in the Ngayogyakarta Hadiningrat Palace. Various traditional arts still exist today, although they have to go through some modifications, such as the Wayang Orang (WO) Ngesti Pandawa groups in Semarang and Sriwedari Solo. These series of things show that culture is very closely related to the lives of Indonesian people and will always be maintained at any time.

Based on the description above, it can be seen that the persistence of the prevailing traditions and norms makes the characteristics of the Eastern nation very contrast with the Western nation. Eastern nations are attached to hospitality, courtesy, and a high spirit of mutual cooperation (Quesson et al., 2011). The various values of life inherited from their ancestors make Eastern people have a sense of mutual respect between fellow human beings. This is, of course, in contrast to Western nations who seem indifferent and display high individualism. The pattern of social contact in the West is linear and structured, while in the East it can reach anyone and create very complex and branching patterns in many places (Liu, Wu, Yang, & Riding, 2016). In addition, because the focus of their lives is not on achieving dreams like the Westerners, the Easterners tend to be relaxed in living their lives. If seen, the Eastern people practice a regular pattern of life from waking up to going back to sleep. However, in doing so, it is not as time-consuming as the West.

Expatriation is the practice of sending professionals to carry out tasks in other countries (Hemmasi, Downes, & Varner, 2010). Individuals who carry out international assignments are called expatriates. The phenomenon of expatriation has occurred in line with the growth and development of multinational companies that are actively expanding their wings. Various countries have become destinations for international assignments and one of them is Indonesia.

Expatriates in Indonesia are still dominated by Asian countries, with China ranking first. As for other regions outside Asia, the largest share of expatriates comes from the United States, Australia and the United Kingdom. expatriates dominate the industrial sector as well as trade and services. These expatriates range from multinational companies (eg Coca-Cola, Nestle, and Danone) to international hotel chains (eg Swiss-Bellhotel, Accor, and Hilton) the majority of expatriates occupy positions as professionals. As previously described, Indonesia still lacks qualified professionals, so inevitably, they have to bring in foreign workers to fill these positions. Ten of thousands of expatriates working in Indonesia are living in Java, including Central Java province.

This is an interesting phenomena to study: how do Chinese expatriates coaching behavior and local work performance employees overcome the inherent differences between them and develop quality relationships that play an important role in carrying out cross-culture knowledge transfer? Existing research does not provide a good answer to this question.

Generally, in the context of expatriation, researchers also address the importance of interpersonal characteristics on successful knowledge transfer. The more social capital expatriates create in host-country nationals, the more likely that expatriates share their knowledge (Mäkelä, Suutari, Brewster, Dickmann, & Tornikoski, 2016). Specifically, Riusala & Suutari (2004) found that when host-country nationals commit, identify, and trust parent company, knowledge transfer between expatriates and host-country nationals are smoother.

To create a fertile relationship between international and local staff for knowledge transfer, a team spirit might be helpful (Bonache, Langinier, & Zárraga-Oberty, 2016). Moreover, when the knowledge gap between expatriates and host-country nationals is large, knowledge transfer is more difficult (Massingham, 2010). Armstrong & Baron (2005) define performance management system as a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. Effective performance management systems provides employees with direction and support in carrying out their responsibilities and has a positive impact on worker satisfaction and other employee outcomes. The results are increased innovation, higher level of customer service and lower turnover of employees (Obwaya, 2010). Poor performance is addressed through the development of goals with the employee and periodic feedback on how to achieve the goals. Gaps in knowledge and skills is addressed though training programs.

The main objective of this study is to propose and analyze the model of developing expatriate coaching behavior on knowledge transfer across cultures in improving work local employees work performance. Thus, we realize that managerial training and job performance according to Heslin, Vandewalle, & Latham (2006) describe the coaching process in their study and emphasize that the ultimate goal of the coaching process is to ensure the personal and professional development of employees in the organization and an increase in their work-related performance.

The second purpose of this study is to examine the moderating role of cultural inteligence for expatriates coaching behavior on the relationship of cross cultural knowledge transfer to local employees work performance. The third purpose of this study is to examine the moderating role of Perceived Organizational Support for five decades, theorists have suggested that employees form global perceptions about the level of support provided by their employer and that these perceptions affect their behavior at work (Cropanzano, Howes, Grandey, & Toth, 1997). In the mid-1980s, Eisenberger and his colleagues explicitly addressed this with the introduction of the construct of POS (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

RESEARCH METHOD

This research evaluating the impact of expatriates coaching behavior on the work performance of local employees in the mediation of cross-cultural knowledge transfer. This is an evaluation research type using qualitative methods. In the final stage, qualitative data analysis is carried out by systematically searching and organizing data from interview transcripts, observations, field notes and other materials. The data analysis is done by following an interactive model from Miles, Huberman, & Saldaña (2018).

RESULT AND DISCUSSION

A. Expatriate Coaching Behavior and Local Employees work Performance
The mobility of employees is not a new phenomenon to the hospitality industry as the historical foundation of multinational companies that utilize expatriate managers in many knowledge transfer processes. Evidently, the concept of job security or instability is never associated with expatriation because management is salaried workers around the world and hotel occupancy that does not play vital roles on their income stability. It is well known that expatriation has perceived itself to be an exciting and dynamic luxury to those home country personnel of multi-national companies.

This attraction has made many individuals attracted to working for multinational companies as a recruitment strategy because an expatriate position is now seen as a career opportunity. With the expatriate assignment and the ease of access that the hospitality industry has to multiple locations, hotels have an untapped potential to create mobility systems that no other industry can imitate due to standardizing of operations to a brand transforming this recruitment strategy into a retention strategy because of increased job stability. The evolution and back assignment to the long-term assignment has given new meaning to the understanding of the pressures, length, and expectation of the expatriates explained in Table 1. The length of time plays influential parts on both the expat and the company.

Table 1 - Descriptions of the types of expatriate assignments

Type of assignment	Definition
Long term assignment	Temporary transfer normally lasting between 1 and 5 years, though often extended; the employee's family typically relocated
Short term assignment	Temporary transfer of between 3- and 12-months duration; the employee's family typically do not relocate
Commuter assignment	Temporary transfer that allows an employee to reside in his or her home country on a regular basis, usually on weekends, while commuting to work in a host country, usually on weekdays
Frequent business travelers	Temporary transfer of between 3- and 6-months duration typically on a business visa rather than a work permit of the host country; the employee and their family do not relocate
Flexpatriates	Short term temporary transfer where an employee travels from the home country to other parts of the world in response to business requiring face to face and in person contact, and then returns to the home country shortly thereafter; also known as frequent flyer assignments; the employee and their family do not relocate.
Accommodation assignment	Employment provided by an organization in a host country at the request of an employee for a specific period of time that is solicited/ initiated by the employee and used predominantly when the employee's spouse/partner is offered an assignment by his or her employer to that host country
Interregional assignment	Temporary transfer where the home and host countries are both within a defined geographical area (e.g. Southeast Asia)
One way transfer	Permanent transfer where an employee severs ties with the home country and becomes a local employee of the host country, with no company funded option to return to the home country
Localization	Transitioning of an assignee to an employment status/package in the host country equivalent to that of host country nationals (locals)
Indefinite assignment	Temporary transfer that does not have an anticipated end date, but which is still intended as a temporary (rather than permanent) assignment
Rotational assignment	Temporary transfer requiring an assignee to work for a designated number of consecutive days in the host country, followed by a designated number of consecutive days leave (taken in the home country, host country, or another "leave location")
Sequential assignment	Assignee is expatriated to another host country at the immediate conclusion of the original assignment without returning to the home country

| Unaccompanied (split family) | Temporary transfer where the employee‟s immediate family remains in the home country or a third location |

Source: McNulty, 2015

In general, coaching can be divided into two different schools of thought; those who claim that coaching is everything an executive consultant or coach does to realize the coachee's potential (Jones, Jones, & Hargrove, 2003) and those who claim that coaching is a specific method to realize that potential (Downey & Bedard, 2019).

Generally, coaching is about establishing a helping relationship between the coach and the person with whom the coach is engaged (defined as the coachee in this study). One important principle that is emphasized in coaching is the notion that the individual has the capability to find solutions to his or her problems through increased awareness – with the help of a coach (Moen & Kvalsund, 2008). The coach is a facilitator whose aim is to help the coachee to learn, as a kind of self-directed learning (Cardenas & Wilson, 2007). This is a client-centered approach, influenced by the field of humanistic psychology, which emphasizes the importance of listening to the subjective beliefs of the client. Attention to the coachee's world is therefore essential in coaching. The importance of asking the right questions followed by the ability to listen deeply to what the coachee is saying are two other important principles which define the coaching process.

A competency is an individual characteristic that can be measured or counted reliably and that can be shown to differentiate significantly between superior and average performers or between effective and ineffective performers. Meanwhile, competency can be described as a set of behavior patterns that an incumbent needs to bring to a position in order to perform its tasks and functions in the delivery of desired results or outcomes. Organizations try to increase their capabilities by investing more in training and management development and (Storey, 1989) state that HRM practices have a greater effect on organizational performance than on individual performance. Moreover, human resource development encourages competency development by forming opportunities within the organization for employees to develop their competencies for both their own benefit and others.

Attitude is often referred to as a logical process that is carried out before behaving, whereas emotion is not a logical process. Emotions are expressions that are processed very quickly and there is no element of caution. A model was developed by Macshane & Van Glinow to show how attitudes, emotions determine behavior and their integration of behavior.

B. Knowledge Transfer Between Expatriates and Host-Country National

The practice of employing expatriates may be a strategic move on the part of a Multinational Corporations (MNCs) to increase the international experience and knowledge base of present and future managers (Barber & Pittaway, 2000). Thus, expatriation is a tool by which organizations can gather and maintain a resident base of knowledge about the complexities of international operations. Generally, there are two types of expatriates; i) those who are assigned by their employers to be relocated to the foreign location and ii) those who may initiate the assignment themselves or self-initiated expatriation (Gupta & Govindarajan, 1994).

The vehicle through which knowledge becomes disseminated are the links or ties between individuals (Boyacigiller & Adler, 1991). Being embedded and having strong links with other members should enable knowledge sharing. Similarly, establishing a network with HCN coworkers informs expatriates and co-workers on who knows what in the organization. Therefore, enhanced information on knowledge location is enable expatriates and co-workers to engage in more targeted and efficient knowledge sharing (Stoermer, Lauring, & Selmer, 2020). CQ exerts a positive main effect on organizational embeddedness. CQ's role as a predictor of organizational embeddedness is facilitated in host-countries with a strong in-group collectivist orientation. We proposed that CQ can help in dealing with host-countries reclusiveness on an informal level. We postulated that CQ's usefulness is constrained when it comes to handling formalized barriers on the sociopolitic. Knowledge transfer can be conceptualized in many different ways: as an entrepreneurial process (Dakin & Omigie, 2009), diffusion process, vaporization process or communication process.

In this study, Knowledge transfer is regarded as a communication process in which knowledge is exchanged between expatriate and local employee in any way. It is also an interactive and iterative process, where the roles of "sender" and "receiver" alternate Knowledge transfer typically refers to a formally organized activity with specific boundary. Examples of knowledge transfers are the passing of organizational best practices or a specific set of knowledge or skills by an expatriate. Yet, knowledge sharing can take place, for example, when colleagues discuss a problem at work by the office machine, a manager calls a friend in another department for information that he or she needs, or when one gets an idea in a meeting from something a colleague hasdone (Suutari & Mäkelä, 2007). Technology transfer is also used often in knowledge transfer literature. However, technology transfer is different from knowledge transfer. Specifically, knowledge transferimplies a broader, more inclusive construct that is directed more toward understanding the whys for change. Technology transfer is a narrower and more targeted construct that usually embodies certain tools for changing the environment (Gopalakrishnan & Santoro, 2004). Knowledge transfer often takes place between a network of firms or social units. Indeed, networks provide firms with access to knowledge, resources, markets, or technologies (Inkpen & Tsang, 2005). Therefore, social network theory is widely used when delineating the relationship between a firm or a social unit's network characteristics and knowledge transfer.

The study contribution of invidual and social capital factors theory that the correlational analysis shows the shared vision has the strongest relationship with knowledge transfer, followed by trust, cultural intelligence, and feedback-seeking behaviour. This indicates that social capital factors are stronger than the individual factors in relation with the knowledge transfer (Tangaraja, Rasdi, Samah, & Ismail, 2016).
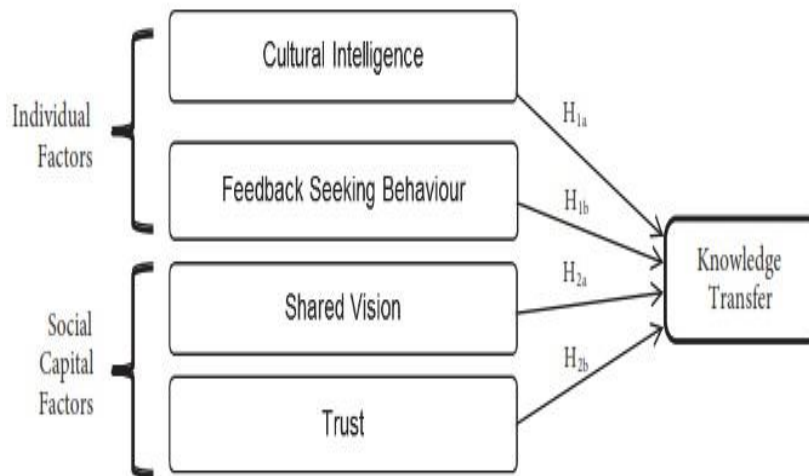
Figure 1

C. Management Competence Cross Culture

The organizational core competence approach is postulated by Hamel's and Prahalad's book "Competing for the Future" (1994). A similar concept of competencies as bundles of interrelated organizational resources had previously been proposed in scientific articles by (Leonard-Barton, 1992) which provides a good definition of cross-cultural management. 'Cross-cultural management explains the behavior of a person in organizations around the world and shows everyone how to work in organizations with workers and client populations from many different cultures. Organizational effectiveness can be seen based on several indicators, namely high productivity, efficient, flexible, able to obtain the required resources, careful planning, stability, availability of information, and solid cohesiveness between employees. For this reason, an effective organization is formed through people and their knowledge. Knowledge cannot be managed, but how an organization is able to capture and accumulate knowledge from its human resources to become organizational knowledge through knowledge management. Knowledge management activities are divided into 4 activities namely the creation of knowledge within the organization, knowledge acquisition, transfer, and conversion. Sangkala identifies knowledge as the use of management that has an impact on the achievement of storage and return. Knowledge is needed to face knowledge-based (Anatan & Ellitan, 2005). Knowledge management can become a culture for organizations that influence and support workers in hoping that optimal performance for the organization. In addition, according to Steers in (Simbolon, 2006) states that one of the factors that influence organizational effectiveness is worker characteristics. In management science terminology, knowledge management is the most valuable asset of the 21st century organization which produce knowledge workers and knowledge sharing.

There are several studies showing the importance of defined organizational processes as the means of creating, gathering and sharing organizational competence.
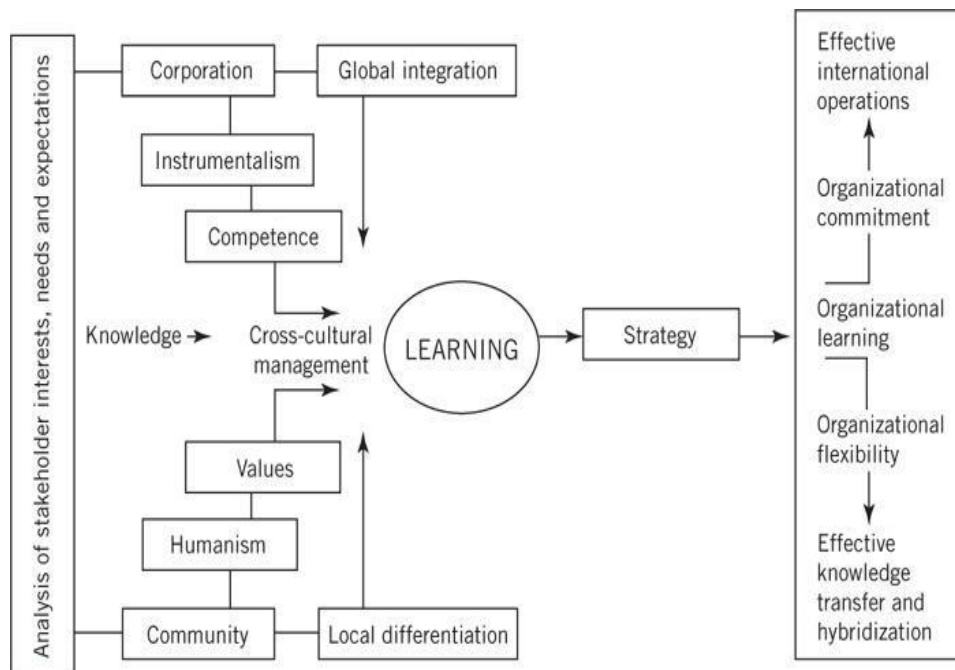
Figure 2

For the time being, it is enough to understand that it refers to an organization's internal capability to reach Its goals.

D. Discussion

1. Chinese Expatriate Coaching Behavior and Local Employees Work Performance

(Heslin, Vandewalle, & Latham, 2006) explained in their study the coaching process and asserted that the ultimate objective of the coaching process is to ensure the personal as well as professional development of employees within organization and enhancement of their works related performance. (Gordon & Richardson, 1996) also concurred to this definition of the coaching process. (Whitmore, 1994) extensively studied the ways in which managerial coaching can enhance the performance of employees. Managers can coach their workers by discussing job-related issues with them which involve problems and the possible solutions to solve these problems. Managers may leave off their directive role during coaching sessions and follow conversational style to help their employees in finding the desired solution. Employees may be asked several questions to enhance their awareness regarding a different possible solution to the given job-related problem. The author (Whitmore, 1994) also stressed on the discussion between the managers and employees regarding the advantages and disadvantages of each of the alternative course of action in order to select the best option. (Jones et al., 2003) also argued that that coaching of the employees by their manager regarding various work related issues makes the employees deal with challenging situation and problems in a better way because after so many works related issues and discussion on positives and negatives of various alternative options they know the implications and effectiveness of the given course of action. (Gronchi et al., 2012)) also asserted similar argument that organizational goals can be achieved by improving the performance of employees through managerial coaching.

2. **Chinese Expatriate Coaching Behavior mediating by cross cultural knowledge transfer and acquisition**

According to (Schraeder & Self, 2003) despite M&As' popularity, the increasing number of them results in failure. A major reason for an acquisition is often the objective for gaining new knowledge from the acquired company and then to transfer that knowledge among other parts within the organization. Grant (1996) argues that these rare sets of knowledge and the manner in which the knowledge is integrated within an organization can lead to unique capabilities that are prerequisites for a competitive advantage. However, (Mundia & Iravo, 2014) state that the transfer of knowledge and its application involves many challenges. Another valuable aspect is acknowledged by the authors who state that managing the transfer of knowledge is essential among business units but it has even higher importance when it is shared from one organization to another in an international context. A lot of issues can arise due to physical and cultural distance, which makes the knowledge transfer in a cross-border acquisition a key factor for its success.

3. **Local employees work performance mediating by Cross cultural knowledge transfer**

(Mundia & Iravo, 2014) state that knowledge transfer will improve skills that impact on employee performance. A study conducted by (Mundia & Iravo, 2014) found that knowledge transfer has a significant effect on employee performance because it plays an important role as a tool to improve future employee skills as well as strengthening organizational capabilities. (Yang, Wen, Xue, & Ding, 2014) state that to be able to develop knowledge transfer practice requires suitable knowledge management policies so as to connect organizational learning culture to employees. According to Yang the effectiveness of knowledge transfer will lead to the productivity and organizational effectiveness, improvement of the technical skills and experience of expatriates to the local workforce

4. **The Expatriate Coaching behavior mediating by Cross cultural knowledge transfer influence local employees work performance**

Knowledge is an important asset for the provision of efficient skills so that the network of organizational unit relations in different countries has access to key knowledge. According to (Yang, Wen, Xue, & Ding, 2014) international companies send their expatriates to transfer knowledge because it is vital in improving the performance of subsidiaries. The coaching behavior of expatriate gains influence on the work performance of local employees through the knowledge transfer.

5. **Perceived Organizational Suport Moderating between Cross Cultural Knowledge Transfer and Local Employees Work Performance**

Perceptions of organizational support may vary as a function of changes in policies and practices that affect workers or as a result of critical incidents signaling organizational support. High levels of POS bring about feelings of trust, organizational identification, and long-term obligations. Accordingly, key outcomes of POS include lower withdrawal behavior and higher job performance. Although a focus on competency development may be typical among organizations that provide high levels of organizational support, we suggest that the moderation effect of POS on relationships between aspects of the work-family interface and job performance likely reflects a motivational rather than an instrumental process because POS affects choices regarding effort levels rather than competency development and application. As a perception based

attribution of how the organization's policies, procedures, and practices affect employees, POS is an appropriate construct for assessing situational influences that affect motivation.

6. Cultural Intelligence moderating between Expatriate Coaching Behavior and Cross Cultural Knowledge Transfer

More precise, an individual who is highly emotionally intelligent in one culture may not show emotional intelligence in another culture due to the differences. Cultural intelligence is not based only on one or some cultures, but it is conceptualized as an intelligence that "focuses on individual ability to grasp and reason correctly in situations characterized by cultural diversity". Therefore, cultural intelligence complements cognitive intelligence and emotional intelligence and emphasizes whether an individual actually functions and manages effectively in culturally diverse settings or in new cultural settings. A recent empirical evidence provides support for this theory by showing that cultural intelligence is related to emotional and social intelligence but presents a distinct construct of emotional and social intelligence.

CONCLUSSION

Based on the results of research and discussion, it can be concluded that expatriate coaching behavior mediated by cross-cultural knowledge transfer plays an important role in the performance of local employees. Therefore, international companies usually send their expatriates to transfer knowledge because it is very important in improving the performance of subsidiaries. Employees who gain more knowledge transfer have higher work performance, and organizational support plays a moderating role in it. It is obviously showed in employees with high organizational support, and the effect is weaker in employees with low organizational support. For Chinese expatriates with high cultural intelligence, their coaching behavior has a more obvious positive impact on the work performance of local employees; for local employees with high cultural intelligence, the coaching behavior of expatriates has a more obvious positive impact on the work performance of such personnel.

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