

## Personal Factors Affecting Expatriate Job Performance: The Moderating Effect of Marital Status

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### Abstract

Global human resource shifting encourages expatriation, which increases the number of expatriates working in Malaysia. As of 2021, Malaysia was ranked as the 2nd country of choice in terms of settling down and the 4th in the world as the expatriates' country of destination. Malaysia is a highly recognised country for being an expatriate social hub and community; however, due to personal factors, it might hinder or support their job performance. The purpose of this study is to examine the relationship among conscientiousness, paternal support, self-efficacy, cultural intelligence, and job performance. Furthermore, the study will explore the moderating effect of marital status in the relationship between the predictors and job performance. A quantitative approach was employed for data collection using the survey method from 103 expatriates working in multinational companies in Kuala Lumpur, Malaysia. Statistical Package for the Social Sciences (SPSS) was used to test the hypothesis. The result of the study shows that conscientiousness, paternal support, self-efficacy, and cultural intelligence have a significant influence on the expatriate job performance, while marital status moderates the relationship between the factors and expatriate job performance. This study benefits the managers of multinational companies by helping them understand the factors that improve the expatriates job performance. This study might contribute to industry players who employ expatriates in their organisation. The findings of this study also contribute to the knowledge regarding expatriates in terms of academia.

**Keywords:** Conscientiousness, Spousal Support, Self-Efficacy, Cultural-Intelligence, Marital Status, Job Performance

**Introduction**

Job performance is a fundamental topic of study in the research world as it is one of the key driving forces in the working world, as well as having many indirect benefits to the economy, financial and social statuses of individuals of the society (Yahyah, 2023). Expatriate job performance is one of the topics that many researchers are attracted to. However, little research was done on the relationship between the chosen variables and job performance amongst expatriates in the study of Malaysia (Chanveasna et al., 2024; Sarfraz et al., 2023). Therefore, the purpose of this research is to study the relationship between the factors, conscientiousness, spousal support, cultural intelligence and self-efficacy and expatriate job performance in Malaysia. As the study is related to expatriate's personal behaviour towards their job performance, the research objective of this proposal is narrowed towards the study of the relationship between each variable. Hence, the researchers have successfully determined four research objectives which are as shown; (1) to determine the impact of spousal support of an expatriate towards the performance of their jobs; (2) to find out the relationship between cultural intelligence and the performance of expatriates; (3) to study the effects of self-efficacy towards expatriate job performance; (4) to examine the moderating effect of marital status towards the relationship between the predictors and job performance.

The findings are believed to be significant for the Multinational Company (MNC) or other big companies that encourage expatriation. It is essential for employers to understand their foreign employees as much as they understand their local ones. Far too many times, expatriate failure occur when poor planning and cultural adjustment is present (Kour & Jyoti, 2022; Uddin et al., 2019; Yahyah, 2023). The management of expatriation is a major concern for organizations because expatriation is a very expensive process which requires both financial and nonfinancial sources (Setti et al., 2022; Vihari et al., 2022).

**Literature Review***Job Performance*

Job performance by definition would be how an individual carries out their task given in line with the organizational expectation and goals (Setti et al., 2022). It is the behaviour of an employee such as their habits, how much effort that they put into their assignments and personality in approaching task given whether they are high or low achiever (Salas-Vallina et al., 2020; Yahyah, 2023). These habitual elements will determine the outcome of their productivity which is the job performance. According to Mohd Nasurdin et al., (2020), job performance is the degree of behaviours showcased by an employee in completing the task assigned and reflects their skills, knowledge, behaviour and values.

Managers would likely to monitor the employee's achievement in their work thus, KPI (key performance index) is used to measure and monitor the employee's job performance. It is an indicator to evaluate the employee's achievement in engaging a specific task (Luiz & Beuren, 2024). The performance indicators for employee measure performance against predetermined objectives (Sulistyan et al., 2021). Organizational success is driven by the human force that works behind the scenes. It is undeniable that employees' performance is crucial to ensure organizational success and achieve the organizational goals (Zainol et al., 2020). Employee's performance will direct the organization and affects the company's performance. Employee performance directly affects organizational performance as results

achieved by an organization rely upon the performance of all its employees (Hassani et al., 2022).

### *Conscientiousness*

According to Scott, (2024) conscientiousness is defined as the tendency to prioritize long-term goals over short-term goals, as well as protecting one's goals from various forms of disruptions such as impulses, distractions and desires. Blume et al., (2023) stated that a high conscientiousness individual would achieve greater in academic and professional life than those who score lower on conscientiousness. An individual with low conscientiousness is described as careless, sloppy, and inconsistent in his or her working approach (Roberts et al., 2018).

### *Spousal Support*

It is undeniable that expatriates may have difficulty in adapting to a new environment which is different from home (Wang & Yu, 2024). Thus, it is important to received support from the loved ones such as family members and spousal support. Spousal support plays an important role in determining the adaptability rate of the expatriate as if the spouse and the children are happy then it is easier for the expatriate to work and live in a foreign country (Uddin et al., 2019; Wang & Yu, 2024). This is because he or she is aware of the comfortability of the family members in adapting to foreign environment. A study by Chanveasna et al., (2024), suggested that the adaptability of an expatriate manager in a foreign environment depends to a large extent upon how comfortable the manager's spouse and children are.

Expatriate adjustment to new environment may take some time and the emotional elements might affect their job performance (Tahir, 2020). Spousal support gives emotional support to their respective spouses giving a sense of reassuring and mental support resulting in high job performance. Previous studies have reported that spouses can provide expatriates support to amend cultural adjustment and job performance (Borici & Çelepija, 2014; Lee, 2021b). However, positive spousal support will result in higher job satisfaction as it contributes in the adjustment of the expatriate in their foreign working environment through the emotional support from their respective spouses (Shah et al., 2022). Spousal support involves the sharing of partners' resources that strengthens the feeling of care and esteem essential for coping with life's demands (Chan et al., 2022).

### *Cultural Intelligence*

Researchers have related cultural intelligence with cognitive based theory where traditionally cultural factors were only linked with values and meanings maintained by a group of people (Chanveasna et al., 2024; Wang et al., 2020). Cultural intelligence (CQ) is a malleable trait which can be developed through cross-cultural experiences (AlMazrouei & Zacca, 2021). Recent studies finds each component of CQ being directly or indirectly related to an expatriate's assignment-specific performance (AlMazrouei & Zacca, 2021; Chen et al., 2024). Culturally intelligent expatriates are also likely to have better job performance from minimizing cultural misunderstandings, mistakes as well as meeting their appropriate role expectations (Stoermer et al., 2021).

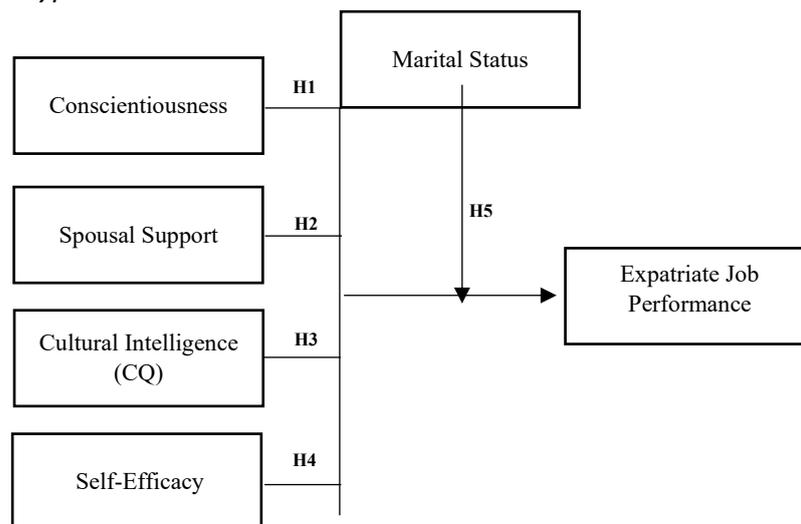
### *Self-Efficacy*

Self-efficacy is one of the most commonly mentioned variables in previous studies with regards to the expatriate performance (AlMazrouei & Zacca, 2021). Self-efficacy is defined as “an individual’s conviction (or confidence) about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context” (Dang & Chou, 2020) and is positively associated with employee outcomes through several different routes (Bandura & Adams, 1977). In simple words, self-efficacy is the behaviour of trusting one-self to confront in any situation. It is the confidence in one-self that a person can succeed in their task.

Higher self-efficacy individuals perceived task assigned as important and perform the best of their capability resulting in high job performance. According to De Clercq et al., (2018), higher self-efficacy individual performs better in their work followed by high job performance. Furthermore, self-efficacy represents a person’s confidence to perform particular behaviours to achieve the desired outcome (Rofifah, 2020). Success in delivering the task as per requirement generates confidence. In other words, a person who is confident is more likely to perform well and achieve or surpass expectations (Dang & Chou, 2020).

### *Marital Status*

Marital status is the state of an individual relating to the marriage laws such as married, single, divorced, widowed and remarried, widowed and not remarried, married but separated and de facto union where unmarried couple cohabit (Mat et al., 2023). According to past papers, there are less research, or study has been done where marital status act as a moderator between the relationship of personal factors and job performance (Agrawal & Singh, 2022). According to Rastogi & Karatepe (2022), the findings shows that there is a significant negative relationship between marital status and job performance. Yaghi (2016) stated that female managers who were married deal with family and social responsibilities more often which affects their job performance. However, insufficient reviews to reach any conclusion regarding the effect of marital status in moderating the relationship between personal factors and job performance. There is also a debate on the relationship between personal factors and job performance affected by marital status (Agrawal & Singh, 2022).

*The Study Framework and Hypotheses**The Relationship between Conscientiousness and Job Performance*

Domestic employee meta-analyses have consistently identified conscientiousness as the strongest Big Five trait to predict job performance (Mount & Barrick, 2023). Hogan et al., (1996) argued that having qualities of conscientiousness may prove to be helpful for expatriates to achieve their set goals, while also getting along and finding meaning in the culture or environment they are placed into. Further arguments about the correlation of conscience towards job performance were stated by Barrick & Mount (1991) in his meta-analysis where he stated that conscientiousness is expected to have relations towards job performance as it incorporates personal characteristics such as persistent, planful, careful, responsible, and hardworking values which are vital attributes for accomplishing tasks in all jobs. In a recent study concerning expatriate success, Wilmot & Ones (2019) found that conscientiousness have significant relation towards overall job performance on par with the findings from over three decades ago (e.g., Salgado et al., 2003). It is a safe assumption that conscientiousness is a strong predictor for expatriate job performance based on consistent findings from decades of research.

*H1: A strong score of conscientiousness among expatriates will have a positive relationship in their job performance.*

*The Relationship between Spousal Support and Job Performance*

Spousal support is defined as the help, advice, understanding and affirmation spouses give each other that reduces family demands (Aycan & Eskin, 2005). Spouses play a huge role in providing mental, physical and emotional support in a positive way that may enhance the job performance of their partner (Wang & Yu, 2024). However, the impact may also be negative where it causes stress and result in low job performance by the employee in their task assigned. Spouse is a direct family member, according to Yahyah (2023), stress caused by family might hinder the employees from carrying or fulfilling their duties and responsibilities which affects their job performance. This shows that emotion affects the output of the employee, their job performance which the organizational goals depend on. Thus, it can be seen that emotional exhaustion has a significant relationship with the job output or performance (Uddin et al., 2019).

Expatriates are expected to work under different circumstances and environments which could be a challenge for them to perform in their job performance (Zhong et al., 2021). Spousal support also encourages a better expatriate adjustment to the foreign culture and environment as much as motivates the employee to carry out their duties well (Lee, 2021a). Research done by Ramos et al., (2017) reported that spouses can provide expatriates support to ameliorate cultural adjustment. Expatriates will have a positive working experience and feel a special bond with their career if they perceive their jobs support the ability to balance their work and family roles (Wang, 2025).

*H2: The role of spousal support has a significant positive influence on the expatriate's job performance.*

#### *The Relationship between Cultural Intelligence and Job performance*

Findings from previous studies have provided substantial evidence of cultural intelligence's /Cultural Quotient's (CQ) effect towards expatriates' cross-cultural adjustment and job performance in Malaysia (Chew et al., 2021). Regression analysis done by Subramaniam showed results of CQ being statistically significant. One of the dimensions of CQ; Motivational CQ may facilitate expatriates' performance by easing intercultural collaboration and negotiation (Chua et al., 2012), communication effectiveness (Presbitero & Quita, 2017), integrative information behaviours (Presbitero & Quita, 2017), and conflict management (Caputo et al., 2018). Thus, we propose to test the relationship between cultural intelligence and expatriate performance based on items from Motivational CQ due to it being often cited in past literatures.

*H3: High cultural intelligence poses significant positive relationship towards expatriate job performance.*

#### *The Relationship between Self-Efficacy and Job performance*

Self-efficacy represents a person's confidence to perform particular behaviours to achieve the desired outcome (Hur et al., 2021). It is the personality trait of an individual that believes in his or her ability and capability in achieving a goal or completing a certain task given or using his or her ability in order to succeed in a certain situation (Chang et al., 2023).

Past studies came to the conclusion that employees with high self-efficacy tend to perform better in their task assigned as they are prone to be more confident and creative in finding solutions to problems that arise (Fan et al., 2022; Yahyah, 2023). However, past research argued that not every time self-efficacy contributes to the expatriate's capability to adapt in a foreign organizational setting (Dang & Chou, 2020). Employees with higher self-efficacy have the ability to exercise control over the task and remain composed when countering bottlenecks or issues in their job (Soomro & Shah, 2022).

Several studies have shown that there is a positive relationship between self-efficacy and performance in domains such as proactive behaviours and work-related performance (Bandura, 2023; Zheng et al., 2018).

*H4: High self-efficacy poses significant positive relationship on the expatriate job performance.*

#### *The Relationship between Marital Status and Job Performance*

There not many studies were done regarding marital status as the moderating variable on the relationship between personal factors and expatriate job performance (Uddin et al.,

2019; Yaghi, 2016). However, past research claimed that there are conflicting priorities between personal lives and work lives of employees, and there is continuous debate on post-marital attitudes (Vijayakumar & Cunningham, 2019). Rastogi (2020) established a significant negative relationship between marital status and subjective career satisfaction.

*H5: Marital status moderates the relationship between personal factors and expatriate job performance.*

## **Methodology**

### *Research Design*

This is a correlational study. This study will be conducted among the expatriates that are working in the multinational companies in Malaysia more precisely in Kuala Lumpur the capital of Malaysia. Correlational studies investigate and describe the relationship between variables. This research examines the relationship between conscientiousness, spousal support, cultural intelligence and self-efficacy and expatriates job performance.

### *Population and Sampling*

The sampling process begins by determining the target population. Thus, we have chosen expatriates living in Malaysia as the target population, serving as the foundation of our sampling process. This study chose expatriates working in multinational companies (MNCs) in Kuala Lumpur as the sampling frame as Kuala Lumpur is the heart of expatriates in Malaysia. Many online groups and forums can be found in social media platforms that are dedicated towards expatriates living in Kuala Lumpur.

### *Sampling Design Process*

A convenience sampling will be utilized for the purpose of this research. According to Link (2018), one of the three most marked trends today involve the exploration of nonprobability sampling as means of capturing attitudes and behaviours in new, different and predictably less expensive ways. This form of sampling requires researchers to sample from a group of people that can be available to contact, which in this case, expatriates. This is defined as a non-probability sampling method due to lack of random elements in sampling. Convenience sampling is necessary as the population of expatriates are undetermined. Expatriates in Malaysia are scattered geographically and in terms of occupation.

## Results

### Demographic Characteristics

Table 1

#### Demographic Characteristics

Characteristics	n (%)*	Characteristics	n (%)*
<b>Gender</b>		<b>Education Level</b>	
Male	64 (62.1%)	Others	2 (1.9%)
Female	39 (37.9%)	Diploma	16 (15.5%)
<b>Age</b>		Bachelor's Degree	48 (46.6%)
18-24	5 (4.9%)	Masters	30 (29.1%)
25-30	14 (13.6%)	PhD	7 (6.8%)
31-40	44 (42.7%)	<b>Employment Status</b>	
41-50	23 (22.3%)	Employed	83 (80.6%)
51-60	8 (7.8%)	Unemployed	12 (7.8%)
61-70	9 (8.7%)	Self-employed	8 (11.7%)
<b>Marital Status</b>			
Single	35 (34.0%)		
Married	61 (59.2%)		
Divorced	7 (6.8%)		

Table 1 shows the frequency and percentage of the respondent's gender. From the frequencies and the percentages shown, the surveys were answered by male respondents by 62.14% and 37.86% female respondents. The expatriate age distribution shows that age 31-40 is the highest group of people that answered the survey with the percentage of 44% covers the majority of the respondents. Majority of the expatriates who answered the survey were bachelor's degree holder with score of 48% followed by master's holder of 30%, diploma holder of 16%, PhD holder of 7% and lastly others of 2%.

### Descriptive Analysis

Table 2

#### Descriptive Analysis

Variables	Mean	SD	Min Value	Max Value
Gender	1.38	.487	1	2
Age	3.41	1.224	1	6
Marital Status	1.73	.581	1	3
Education Level	3.23	.866	1	5
Employment Status	1.31	.672	1	3

Table 3

#### Descriptive Statistics of Variables

Variables	Mean	SD	Min Value	Max Value
Job Performance	3.4757	.53440	1.80	4.00
Conscientiousness	2.5515	.38650	1.80	4.00
Cultural-Intelligence	3.5107	.52298	1.00	4.00
Self-Efficacy	3.3223	.50816	2.00	4.00
Spousal Support	3.2252	.84560	1.00	4.00

Descriptive analysis was done with mean, standard deviation, minimum and maximum value to examine the demography and variables of the responses. The maximum value for all the variables is 4.00 and minimum as low as 1.00. The mean ranges from 3.2252 to 3.5515 which the figure is considered as moderate or high as they are above average. The higher mean indicates that the respondents agreed with the questions asked and was clear regarding it. Higher mean shows that variables have favourable attitude towards job performance variables is 4.00 and minimum as low as 1.00. The mean ranges from 3.2252 to 3.5515 which the figure is considered as moderate or high as they are above average. The higher mean indicates that the respondents agreed with the questions asked and was clear regarding it. Higher mean shows that variables have favourable attitude towards job performance.

Table 4

*Reliability analysis*

Variables	No. of items	Cronbach's Alpha
Job Performance	5	.815
Conscientiousness	3	.770
Cultural-Intelligence	5	.810
Self-Efficacy	5	.815
Spousal Support	5	.897

Cronbach's Alpha was employed to test the reliability or the internal consistency of the items. Table 4.4.1 shows the Cronbach's Alpha for the variables which are 0.815 for job performance; 0.770 for conscientiousness; 0.810 for cultural intelligence; 0.815 for self-efficacy and 0.897 for spousal support. The result from the Cronbach's alpha reliability test conducted shows that all values exceed 0.7 which indicating the score were above the minimum threshold of reliable. However, only three items were reported for conscientiousness as the test conducted shows that the first and the second item were not reliable for this study. Based on the results, spousal support scored the highest reliability while, conscientiousness reliability was the lowest.

Table 5

*Correlation Analysis*

Variable	Job Performance	Conscientiousness	Cultural Intelligence	Self-Efficacy	Spousal Support
Job Performance	1				
Conscientiousness	-.216*	1			
Cultural Intelligence	.412**	.007	1		
Self-Efficacy	.548**	-.283**	.502**	1	
Spousal Support	.220*	-.003	.140	.226*	1

The correlation coefficient table represents the relationship between predictors which are spousal support, conscientiousness, cultural-intelligence, self-efficacy and the outcome which is job performance. The results indicates that there is no significant relationship between conscientiousness and job performance. Cultural intelligence and job performance have a statistically significant linear relationship ( $r=0.412$ ,  $p<0.01$ ). It is a

positive correlated which indicates that cultural-intelligence and job performance tend to increase together such as the higher the cultural-intelligence, better job performance. The magnitude of the relationship is approximately moderate relationship ( $0.3 < r < 0.1$ ). From the table, there is a significant positive relationship between self-efficacy and job performance ( $r=0.548$ ,  $p<0.01$ ). The direction of the relation is positively correlated as these two variables increases as one of them increases. When self-efficacy increases, job performance increases too. The strength of the relationship is approximately high as ( $0.5 < r < 0.1$ ). The results display that there is no significant relationship between spousal support and job performance.

Table 6

*Multiple Regression Analysis*

Variables	Adjusted R <sup>2</sup>	F	Beta (β)	p
Conscientiousness	0.317	12.811	-.105	.229
Cultural-Intelligence			.200	.040
Self-Efficacy			.394	.000
Spousal Support			.102	.229

Model Summary result shows the Pearson correlation level of strength between the relationship of the predictors and the outcome. From the table, the result indicates that spousal support, conscientiousness, cultural-intelligence and self-efficacy have a strong and positive relationship with job performance. However, from the table, the predictors, spousal support, conscientiousness, cultural-intelligence and self-efficacy represents or explains only 34% of job performance. As the R square shows only 34% thus, the remaining 66% will be explained by other variables that have not calculated.

The Anova table represents the significant of predictors to job performance. The Anova table shows that multiple regression results of spousal support, conscientiousness, cultural-intelligence and self-efficacy ( $p<0.000$ ) to be significant to job performance. The coefficient table indicates that only two of the predictors have a significant relationship with job performance. Based on the results, cultural intelligence and self-efficacy will affect the expatriates job performance. However, conscientiousness and spousal support have no significant relationship with the expatriate job performance.

Table 7

*Moderation Analysis*

Relationship	B	Beta	R <sup>2</sup>	R <sup>2</sup> Change	Sig. F Change
CO - EJP	-.145	-.105	.343	.343	.000
SS - EJP	.064	.102			
CI - EJP	.205	.200			
SE - EJP	.414	.394			
CO, SP, CI, SE - MS*JP	.130	.141	.363 (36.3%)	.019 (1.9%)	.088

This study also examines whether marital status moderates the relationship between the predictors which are conscientiousness, spousal support, self-efficacy, cultural intelligence and the outcome variables which is job performance. R<sup>2</sup> shows the increase in variation explained by the addition of the interaction variable which can be seen in R<sup>2</sup> change. The

result shows that there is a slight increase in the value of R<sup>2</sup> by 1.9% which is the percentage increase in the variation explained by the addition of the interaction variable (marital status). The increase is statistically significant ( $p < .000$ ). It can be concluded that marital status does moderate the interaction between conscientiousness, self-efficacy, spousal support, cultural intelligence and job performance. The moderation the interaction between conscientiousness, self-efficacy, spousal support, cultural intelligence and job performance accounted for significantly more variance than just conscientiousness, self-efficacy, spousal support, cultural intelligence and job performance effect by themselves,  $R^2$  change = .363.  $F = 0.000$ , indicating that there is a potentially significant moderation between conscientiousness, self-efficacy, spousal support, cultural intelligence and job performance.

### *Regression (Hypothesis Testing)*

H1: A strong score of conscientiousness among expatriates will have a positive relationship in their job performance.

There is no significant positive relationship between conscientiousness and job performance. The result indicates that there is no significant positive relationship between conscientiousness and job performance as the coefficient table result shows p-value of .229 ( $p < 0.05$ ). Hence, the result indicates that the relationship is not significant. Thus, the hypothesis made was rejected.

H2: The role of spousal support has a significant positive influence on the expatriate's job performance.

There is no significant positive relationship between spousal support and job performance. Based on the regression analysis, coefficient table shows the p-value of .229 ( $p < 0.05$ ) which indicates that there is no significant relationship between spousal support and job performance. Therefore, the hypothesis made in chapter 2 are rejected.

H3: High cultural intelligence poses significant positive relationship towards expatriate job performance.

There is a significant positive relationship between cultural intelligence and job performance. Based on the coefficient table, the result shows  $p = .040$  ( $p > 0.05$ ) which indicating that the relationship between cultural intelligence and job performance is significant. Therefore, the hypothesis made is accepted.

H4: High self-efficacy poses significant positive relationship on the expatriate job performance.

There is a significant positive relationship between self-efficacy and job performance. The coefficient table result shows  $p = .000$  ( $p < 0.05$ ). The result indicates that there is a significant relationship between self-efficacy and job performance. Hence, the hypothesis made is accepted.

H5: Marital status moderates the relationship between personal factors and expatriate job performance.

Marital status moderates the relationship between conscientiousness, self-efficacy, spousal support, cultural intelligence and job performance. The result of moderation analysis shows that  $p = .000$ , ( $P < 0.05$ ). The R and R<sup>2</sup> value increases with R<sup>2</sup> increases by 1.9%. This indicates

that with the addition of the interacting variable (marital status), it explains 36.3% of expatriate job performance.

Table 8

*Summary of Hypothesis Testing*

Hypothesis	Relationship	Significance	Status
H1	CO - EJP	.229	Rejected
H2	SS - EJP	.229	Rejected
H3	CI - EJP	.000	Accepted
H4	SE - EJP	.040	Accepted
H5	IVs - G*EJP	.000	Accepted

H1: Conscientiousness behaviour does not significantly affect a positive relationship towards expatriate job performance.

H2: The role of spousal support does not have a significant positive relationship towards expatriate's job performance.

H3: High cultural intelligence poses significant positive relationship towards expatriate job performance.

H4: High self-efficacy poses significant positive relationship on expatriate job performance.

H5: Marital status moderates' relationship between personal factors and expatriate job performance.

**Discussion**

The main objectives of this study are to examine personal factors affecting expatriates job performance. This study also aimed to discover moderating variable; marital status is relevant to the model. The study also aims to investigate the relationship of conscientiousness, spousal support, cultural intelligence, self-efficacy and job performance. Furthermore, this study also evaluates the role of marital status in influencing the relationship between the predictors and job performance. This study focuses more on the marital status which the status constitutes single, married and divorced. The result of this study shows that married individual perform better as they have someone that they can rely on and share their challenges and obstacles (Yaghi, 2016). Thus, this study committed to identify whether marital status moderates the relationship between the predictors and job performance. As many past studies haven't touch this topic hence, this study is crucial to study the relationship between the independent variables and dependent variables with marital status as the moderator of the model.

Past research claimed that conscientiousness has a significant positive influence towards job performance (Eid & Quinn, 2017; Scott, 2024; Wilmot & Ones, 2019). In this study, the result is expected to be as per claimed by the previous literature. However, based on the data analysis results interpretation, surprisingly, there is no significant relationship between conscientiousness and job performance. This can be supported with low Cronbach's alpha of .199 when measured with five items. These findings are totally the opposite of the past study's results obtained by Hassan et al., (2016) that suggested higher conscientiousness increases job performance. Nevertheless, this study suggests a different result and rejected H1.

From the analysis, the result shows that spousal support has the highest reliability as compared to the other predictors of conscientiousness, self-efficacy and cultural intelligence. However, the spousal support significant value is .229 indicating that this variable is not significant which also supported why the correlation, R value of spousal support is .220 which is low indicates a weak relationship between spousal support and job performance. Past researchers indicate that there is a significant positive influence between spousal support and expatriate job performance (Chen & Hsu, 2020; De Clercq et al., 2018; van der Laken et al., 2019). However, this study result shows that there is no significant relationship between spousal support and job performance. The result of this study is not consistent with the past studies results and therefore, this explains why H2 was rejected.

The reliability analysis shows the Cronbach's alpha of cultural intelligence with a value of .810 which is above 0.7 minimum threshold of reliability displays a good score which is reliable. There were five items measured, and the score shows all the items are reliable. Correlation analysis results showcased that R value of cultural intelligence is .412 indicating the strength of the relationship between cultural intelligence and job performance which the score is considered as moderate relationship. The significant value is  $p < .000$  which is very significant as it is  $p < .05$ . Regression analysis result displayed that cultural intelligence contributed to the significant value which it scored  $p = 0.04$ , less than .05. Caputo et al., (2018) suggested that cultural intelligence have a significant influence towards job performance. Based on the result interpretation this study shows that cultural intelligence does have significant positive relationship with expatriate job performance. Therefore, H3 is accepted.

Self-efficacy is a variable that is commonly mentioned in past studies in which according to De Clercq et al., 2018; Pradhan & Jena, (2017), there a significant positive relationship between variable self-efficacy and job performance. The result shows that self-efficacy's Cronbach's alpha is high which is good as it is as per required ( $>0.7$ ) with the value of .815. Correlation, R value of self-efficacy is .0548 which is the highest among the other variables and the significant value is  $p = .000$  which is very significant. Higher self-efficacy individuals motivate one-self better thus, high job performance (Chang et al., 2023). The result shows that self-efficacy influence the job performance. This indicates that there is a significant positive relationship between self-efficacy and expatriate job performance. Therefore, H4 is accepted.

Marital status moderates the relationship between personal factors and expatriate job performance. One-way Anova shows that married individuals have the highest mean which indicating that married individual performs better. The finding is aligned with past studies by (Aslam et al., 2020) that suggested married individual or wedded employees usually take perceived their task assignments more seriously and committed to perform. The moderation analysis shows anova table that reported .000 significant value of model two. This indicates that marital status has significant influence towards the interaction between personal factors and expatriate job performance. However, according to past papers, there are less research, or study has been done where marital status act as a moderator between the relationship of personal factors and job performance (Agrawal & Singh, 2022; Chanveasna et al., 2024; Wu et al., 2023).

### Conclusion

This study benefits the managers of Multinational Companies to understand the factors that improve the expatriates job performance. This study also benefits education industry where there are many foreign lecturers in Malaysian university. These may help the local lectures to interact and understand their foreign colleague better. This study might contribute industry players who employs expatriates in their organization. The findings of this study also contribute to the knowledge regarding expatriate in terms of academia. As mentioned, multiple times in this study that lack of information or past studies regarding this field of studies. Therefore, this study may contribute or add more knowledge to the existing studies available.

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