

กรอบแนวคิดความฉลาดทางวัฒนธรรม ภาวะผู้นำของผู้บริหารต่างชาติ และ
การรับรู้การสนับสนุนจากองค์กร ที่มีอิทธิพลต่อความสามารถในการปรับตัว
ของผู้บริหารและประสิทธิผลของทีม

**A Conceptual Framework of Cultural Intelligence, Expatriate Leadership,
and Perceived Organizational Support Influencing Managerial
Adaptability and Team Effectiveness**

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Received: May 26, 2026; Revised: August 26, 2026; Accepted: August 28, 2026

บทคัดย่อ

การขยายตัวของธุรกิจระหว่างประเทศและการเคลื่อนย้ายผู้บริหารข้ามชาติทำให้ความสามารถในการบริหารจัดการภายใต้ความแตกต่างทางวัฒนธรรมมีความสำคัญมากขึ้น โดยเฉพาะผู้บริหารชาวจีนที่ปฏิบัติงานในประเทศไทย ซึ่งต้องเผชิญกับความแตกต่างด้านค่านิยม การสื่อสาร ความคาดหวังต่อภาวะผู้นำ และบริบทการทำงานขององค์กร บทความวิชาการนี้มีวัตถุประสงค์เพื่อพัฒนกรอบแนวคิดบนพื้นฐานทฤษฎีระบบ เพื่ออธิบายอิทธิพลของความฉลาดทางวัฒนธรรม ภาวะผู้นำของผู้บริหารต่างชาติ และการรับรู้การสนับสนุนจากองค์กรที่มีต่อประสิทธิผลของทีม ผ่านความสามารถในการปรับตัวของผู้บริหาร โดยใช้แนวทางการพัฒนากลอบแนวคิดจากการทบทวนและสังเคราะห์ ทฤษฎีและวรรณกรรมที่เกี่ยวข้องด้านการจัดการข้ามวัฒนธรรม ภาวะผู้นำ พฤติกรรมองค์กร ผลการปฏิบัติงานเชิงปรับตัว และประสิทธิผลของทีม การสังเคราะห์นำไปสู่กรอบแนวคิดแบบปัจจัยนำเข้า-กระบวนการ-ผลลัพธ์ ซึ่งกำหนดให้ความฉลาดทางวัฒนธรรม ภาวะผู้นำของผู้บริหารต่างชาติ และการรับรู้การสนับสนุนจากองค์กรเป็นปัจจัยนำเข้า ความสามารถในการปรับตัวของผู้บริหารเป็นกระบวนการ และประสิทธิผลของทีมเป็นผลลัพธ์ พร้อมทั้งเสนอข้อเสนองานวิจัยจำนวน 7 ข้อ เพื่ออธิบายความสัมพันธ์ระหว่างตัวแปร กรอบแนวคิดเสนอว่าปัจจัยนำเข้าทั้งสามมีความสัมพันธ์เชิงบวกกับความสามารถในการปรับตัวของผู้บริหารและประสิทธิผลของทีม และความสามารถในการปรับตัวของผู้บริหารทำหน้าที่เป็นกลไกเชิงสื่อกลางที่เชื่อมโยงปัจจัยด้านผู้บริหารและองค์กรไปสู่ผลลัพธ์ระดับทีม กรอบแนวคิดนี้ช่วยบูรณาการองค์ความรู้ที่เดิมมักศึกษาตัวแปรดังกล่าวแยกจากกัน และนำเสนอคำอธิบายเชิงระบบเกี่ยวกับประสิทธิผลของผู้บริหารต่างชาติในบริบทองค์กรพหุวัฒนธรรม นอกจากนี้ยังสามารถใช้เป็นพื้นฐานสำหรับการทดสอบเชิงประจักษ์ในอนาคต และเป็นแนวทางสำหรับองค์กรในการพัฒนาความฉลาดทางวัฒนธรรม ภาวะผู้นำ การสนับสนุนจากองค์กร และความสามารถในการปรับตัวของผู้บริหาร เพื่อส่งเสริมประสิทธิผลของทีมในสภาพแวดล้อมธุรกิจระหว่างประเทศ

คำสำคัญ: การรับรู้การสนับสนุนจากองค์กร ความฉลาดทางวัฒนธรรม ความสามารถในการปรับตัวของผู้บริหาร
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Abstract

The expansion of international business and global managerial mobility has increased the importance of effective management across culturally diverse organizational environments. This issue is particularly relevant to Chinese executives working in Thailand, who may encounter differences in cultural values, communication patterns, leadership expectations, and workplace practices. This academic article aims to develop a Systems Theory-based conceptual framework explaining how Cultural Intelligence, Expatriate Leadership, and Perceived Organizational Support influence Team Effectiveness through Managerial Adaptability. A conceptual development approach was employed through the review and synthesis of relevant theoretical and empirical literature in cross-cultural management, leadership, organizational behavior, adaptive performance, and team effectiveness. The synthesis resulted in an integrated input–process–output framework in which Cultural Intelligence, Expatriate Leadership, and Perceived Organizational Support represent input factors, Managerial Adaptability represents the process, and Team Effectiveness represents the output. Seven conceptual propositions are developed to explain the relationships among these constructs. The framework proposes that the three input factors are positively associated with both Managerial Adaptability and Team Effectiveness, while Managerial Adaptability serves as the central process mechanism linking managerial capabilities and organizational support with team-level outcomes. The framework contributes to cross-cultural management literature by integrating constructs that have often been examined separately into a unified systems-based explanation of expatriate managerial effectiveness in multicultural organizational settings. It also provides a theoretical foundation for future empirical validation and offers practical implications for organizations seeking to strengthen cultural intelligence, expatriate leadership, organizational support, and managerial adaptability to enhance the effectiveness of multicultural teams in international business environments.

Keywords: Perceived Organizational Support; Cultural Intelligence; Managerial Adaptability; Team Effectiveness; Expatriate Leadership

Introduction

The continuing expansion of international business and cross-border managerial mobility has increased the importance of understanding how expatriate executives can manage effectively in culturally diverse organizational environments. International assignments require executives not only to possess technical and managerial competence but also to interpret unfamiliar cultural expectations, communicate across cultural boundaries, establish productive relationships with host-country employees, and adjust managerial practices to local organizational conditions. These challenges become particularly important when expatriate executives are responsible for leading culturally diverse teams, because their effectiveness is reflected not only in their own adjustment and performance but also in their ability to facilitate collective performance, productivity, innovation, and collaboration.

The context of Chinese executives working in Thailand provides a particularly relevant setting for examining these challenges. Chinese expatriate executives may encounter differences in cultural values, communication practices, expectations regarding hierarchy and leadership, interpersonal relationships, and workplace norms while simultaneously being responsible for managing Thai and multicultural employees. Existing evidence from Chinese expatriates and Thai subordinates indicates that cross-cultural capabilities are relevant to supervisor support, perceived leadership effectiveness, subordinate commitment, and the development of effective supervisor–subordinate relationships. These findings suggest that expatriate effectiveness in Thailand requires more than technical competence or general managerial experience; it also requires executives to interpret cultural differences and translate that understanding into managerial behaviors appropriate to the host-country context. This contextual challenge provides the practical foundation for examining how managerial capabilities and organizational conditions jointly contribute to expatriate managerial and team effectiveness.

Despite substantial research on expatriate management and cross-cultural effectiveness, the existing literature does not yet provide a sufficiently integrated explanation of this process. Cultural Intelligence (CQ) has been associated with expatriate adjustment, knowledge transfer, satisfaction, performance, and cross-cultural leadership effectiveness. Recent reviews nevertheless indicate that the expatriate CQ literature remains fragmented and would benefit from more integrative theoretical models. A related limitation concerns Expatriate Leadership. Although expatriate executives frequently hold positions in which they must influence and coordinate host-country employees, global mobility research has historically devoted greater attention to expatriates as individuals adjusting to international assignments than to expatriates as leaders. Recent scholarship consequently identifies expatriate leadership behavior as a comparatively under-researched area and calls for stronger integration between leadership and global mobility research.

A further stream of research emphasizes Perceived Organizational Support (POS) as an important organizational resource in international assignments. Organizational support can provide expatriates with psychological, informational, relational, and material resources that facilitate adjustment and effective functioning in unfamiliar environments. Existing evidence associates organizational support with expatriate adjustment and other favorable outcomes, but also indicates that its effects depend on the organizational and interpersonal processes through which support is received and utilized. Thus, CQ, Expatriate Leadership, and POS each provide important but different explanations of expatriate effectiveness: CQ emphasizes the executive's cross-cultural capability, Expatriate Leadership emphasizes the capacity to influence and coordinate employees across cultural boundaries, and POS emphasizes organizational resources and support.

The central theoretical problem, therefore, is not whether these factors are individually important, but how they can be integrated to explain effective managerial responses and team-level outcomes. Existing studies have often examined Cultural Intelligence, leadership, organizational support, adaptability, and effectiveness within separate theoretical traditions or through selected relationships. Consequently, existing knowledge provides only a partial explanation of how individual managerial capabilities, leadership capabilities, and organizational resources operate together within the expatriate management process. Examining these constructs independently may overlook an important distinction between the capabilities and resources executives possess and their ability to translate those capabilities and resources into contextually appropriate managerial action.

To address this limitation, the present article integrates Cultural Intelligence, Expatriate Leadership, and Perceived Organizational Support as three complementary input factors. Their integration is theoretically meaningful because they represent different levels and sources of expatriate effectiveness. Cultural Intelligence represents an individual cross-cultural managerial capability; Expatriate Leadership represents a leadership capability through which executives influence, coordinate, motivate, and support host-country and multicultural employees; and Perceived Organizational Support represents an organizational resource that can facilitate executives' functioning in unfamiliar environments. Taken together, these constructs capture individual, leadership, and organizational conditions that may jointly contribute to effective expatriate management rather than treating expatriate effectiveness as the consequence of a single managerial characteristic. This multi-level integration constitutes an important foundation of the proposed framework.

However, the availability of managerial capabilities and organizational resources does not automatically produce effective managerial action or team outcomes. An executive may possess substantial cultural knowledge, leadership capability, and organizational support but may still respond ineffectively if unable to modify managerial behavior when cultural, interpersonal, or organizational conditions change. This conceptual distinction establishes the theoretical necessity of Managerial Adaptability. In the present article, Managerial Adaptability refers to an executive's capacity to modify managerial cognition, behavior, communication, and decision-making in response to changing cultural, interpersonal, and organizational conditions. It is conceptually distinguished from the three input factors because it represents what executives do with available capabilities and resources when responding to contextual demands, rather than another resource that they simply possess.

Managerial Adaptability is therefore positioned as the central process mechanism of the proposed framework. Cultural Intelligence can provide culturally relevant knowledge, awareness, motivation, and behavioral capability; Expatriate Leadership can provide influence, relational, motivational, and coordination capabilities; and Perceived Organizational Support can provide psychological and organizational resources. Yet these inputs must be translated into managerial responses that fit specific cultural and organizational circumstances. Managerial Adaptability captures this translation process through behavioral adaptation, cross-cultural adjustment, contextual responsiveness, and cognitive flexibility. Importantly, Managerial Adaptability is not formally specified in this conceptual article as a statistical mediator. Rather, it is conceptualized as the central process mechanism, while its potential mediating role remains a question for future empirical investigation.

Systems Theory (Bertalanffy, 1968) provides the overarching theoretical architecture needed to connect these elements. Systems Theory views organizations as interconnected systems in which inputs are transformed through internal processes into outputs. Applying this logic to expatriate management allows managerial effectiveness to be conceptualized not as the isolated consequence of one personal characteristic or organizational condition, but as an interconnected system of capabilities, resources, adaptive processes, and collective outcomes. Accordingly, Cultural Intelligence (X1), Expatriate Leadership (X2), and Perceived Organizational Support (X3) constitute the inputs; Managerial Adaptability (Y1) constitutes the central process mechanism; and Team Effectiveness (Y2) constitutes the principal output.

The use of Systems Theory therefore adds explanatory value beyond simply grouping five constructs into a single model. It clarifies where each construct is positioned, why the constructs should be considered together, and how managerial capabilities and organizational resources can be translated through adaptive managerial responses into team-level outcomes. Team Effectiveness is particularly appropriate as the output because expatriate managerial effectiveness should not be assessed exclusively through individual adjustment or

individual performance. In the present framework, Team Effectiveness represents collective functioning through four complementary outcome indicators: team performance, productivity, innovation, and collaboration quality. These indicators capture both task-related accomplishment and the quality of collective functioning within culturally diverse teams.

Against this background, the novelty of the present article lies in the theoretical integration and relational architecture of the framework rather than in proposing that any one of the five constructs is itself new. Specifically, the article integrates cross-cultural managerial capability, expatriate leadership capability, organizational support, adaptive managerial processes, and team-level outcomes within a unified Systems Theory-based input–process–output framework. It also gives greater theoretical prominence to expatriates as leaders, distinguishes Managerial Adaptability from the capabilities and resources that precede it, positions adaptability as the central process mechanism, and extends expatriate effectiveness from predominantly individual-level considerations toward Team Effectiveness as a collective outcome. In doing so, the framework provides a contextually grounded explanation of expatriate managerial effectiveness among Chinese executives working in Thailand while offering a structure that can subsequently be subjected to empirical validation. These contributions are consistent with the theoretical contribution articulated later in the article.

Accordingly, this academic article has three objectives. First, it seeks to synthesize relevant theoretical and empirical literature on Cultural Intelligence, Expatriate Leadership, Perceived Organizational Support, Managerial Adaptability, and Team Effectiveness in cross-cultural and expatriate management contexts. Second, it aims to develop a Systems Theory-based input–process–output conceptual framework explaining how Cultural Intelligence, Expatriate Leadership, and Perceived Organizational Support are associated with Managerial Adaptability and Team Effectiveness and to formulate seven conceptual propositions concerning these relationships. Third, it seeks to provide theoretical and practical insights into the effectiveness of Chinese expatriate executives working in Thailand and establish a foundation for future empirical examination of the proposed framework.

Based on the theoretical logic described above, the framework proposes seven relationships. Cultural Intelligence is positively associated with Managerial Adaptability (P1) and Team Effectiveness (P2); Expatriate Leadership is positively associated with Managerial Adaptability (P3) and Team Effectiveness (P4); Perceived Organizational Support is positively associated with Managerial Adaptability (P5) and Team Effectiveness (P6); and Managerial Adaptability is positively associated with Team Effectiveness (P7). These propositions collectively establish the relational structure through which individual managerial capability, leadership capability, and organizational resources are connected with adaptive managerial responses and team-level effectiveness. The theoretical justification and supporting empirical literature for each proposition are developed in the subsequent sections.

Literature Review

1.1 Cultural Intelligence

Cultural Intelligence (CQ) refers to an individual's capability to function effectively in culturally diverse situations. It comprises four dimensions: metacognitive, cognitive, motivational, and behavioral cultural intelligence (Ang et al., 2007; Earley & Ang, 2003). Metacognitive CQ reflects awareness and regulation of cultural assumptions; cognitive CQ concerns knowledge of cultural norms, practices, and systems; motivational CQ reflects the interest and confidence required to function across cultures; and behavioral CQ concerns the ability to adjust verbal and nonverbal behavior appropriately in intercultural situations. Together, these dimensions provide expatriate executives with a set of cognitive, motivational, and behavioral resources for interpreting unfamiliar cultural environments and responding appropriately to host-country expectations.

Recent research continues to demonstrate the relevance of CQ to expatriate adjustment and performance. A systematic review of 102 studies found that CQ is associated with important expatriate outcomes, including adjustment, knowledge transfer, satisfaction, and performance (Toumi & Su, 2025). Recent empirical evidence further indicates that the effectiveness of CQ for expatriate work adjustment may depend on contextual conditions such as cultural distance and perceived cultural novelty (Lei et al., 2025).

The relevance of CQ is particularly evident in the context of Chinese expatriates working in Thailand. (Guang & Charoensukmongkol, 2022), using data from 169 dyads of Chinese expatriates and Thai subordinates, found that expatriates' CQ was positively associated with supervisor support, perceived leadership effectiveness, and subordinates' commitment to the supervisor. Related evidence from Chinese expatriates in Thailand also indicates that CQ facilitates understanding of Thai employees' cultural characteristics and supports appropriate cultural adaptation and supervisor–subordinate relationship development. These findings support the argument that CQ constitutes a central managerial capability in culturally diverse organizational settings because it helps

expatriate leaders interpret cultural cues, modify behavior, and develop more effective relationships with host-country employees.

Cultural Intelligence → *Managerial Adaptability*, Cultural Intelligence is expected to enhance Managerial Adaptability because culturally intelligent executives are better able to recognize, interpret, and respond to differences in cultural values, norms, communication practices, and behavioral expectations. Metacognitive CQ supports the reconsideration of culturally based assumptions, cognitive CQ provides knowledge needed to interpret unfamiliar situations, motivational CQ sustains effort under cross-cultural challenges, and behavioral CQ enables executives to modify communication and managerial behavior appropriately (Ang et al., 2007). Recent expatriate research further demonstrates that CQ contributes to cross-cultural work adjustment and that its effect may depend on contextual conditions such as cultural distance and cultural novelty (Lei et al., 2025).

This relationship is especially relevant for Chinese executives in Thailand. Empirical evidence suggests that Chinese expatriates with higher CQ are better able to understand Thai employees' cultural characteristics and make culturally appropriate adaptations in supervisory relationships. A recent study of expatriates in Chinese-funded enterprises in Thailand similarly identified cross-cultural adaptation as a significant managerial challenge and highlighted language ability, cultural attitudes, organizational support, and family support as important factors influencing adaptation (Deng, 2025). Accordingly, CQ can be expected to support behavioral adaptation, cross-cultural adjustment, contextual responsiveness, and cognitive flexibility, which together constitute Managerial Adaptability in the proposed framework.

P1: Cultural Intelligence is positively associated with Managerial Adaptability.

Cultural Intelligence → *Team Effectiveness*, Cultural Intelligence is also expected to contribute to Team Effectiveness because culturally intelligent executives are better positioned to facilitate communication, reduce culturally based misunderstandings, coordinate diverse team members, and manage interpersonal differences in multicultural settings. These capabilities are particularly important when team members differ in language, norms, expectations regarding hierarchy, and preferred styles of interaction. By adapting communication and leadership behaviors to the cultural composition of the team, expatriate executives may strengthen trust, collaboration, and coordination, thereby supporting collective performance.

Recent empirical research provides direct support for this relationship in the Thai context. (Zhao et al, 2025) examined cultural intelligence and team performance among Chinese automotive enterprises operating in Thailand and found that CQ influenced team performance, with intercultural communicative competence and team cohesion serving as mediating mechanisms. This evidence is particularly valuable for the present framework because it demonstrates a plausible mechanism through which CQ may influence team-level outcomes rather than assuming a simple direct relationship. Together with prior evidence on Chinese expatriates and Thai subordinates, these findings suggest that culturally intelligent executives can translate cross-cultural understanding into stronger communication, cohesion, and coordination within multicultural teams. In the present framework, Team Effectiveness encompasses team performance, productivity, innovation, and collaboration quality. CQ is therefore expected to contribute to Team Effectiveness by helping expatriate executives reduce cultural friction and create conditions that support coordinated and collaborative team functioning.

Taken together, these findings suggest that CQ can support Team Effectiveness by enabling expatriate executives to reduce cultural friction and create conditions conducive to communication, coordination, cohesion, and collaborative team functioning.

P2: Cultural Intelligence is positively associated with Team Effectiveness.

1.2 Expatriate Leadership

Expatriate Leadership refers to the capacity of managers working in foreign cultural environments to influence, coordinate, motivate, and support host-country employees while adapting their leadership behaviors to culturally and organizationally unfamiliar conditions. In contrast to leadership exercised within a familiar domestic environment, expatriate leadership requires managers to operate across cultural, institutional, relational, and communication boundaries. Effective expatriate leaders therefore need not only conventional leadership capabilities but also the ability to interpret host-country expectations, establish trust with local employees, coordinate culturally diverse teams, and adjust leadership practices when home-country assumptions do not fit the host-country context (Bass & Riggio, 2006; Rockstuhl et al., 2011).

In the present framework, Expatriate Leadership comprises four complementary dimensions: transformational leadership capability, team-based and team-building leadership, relational leadership capability, and cross-cultural adaptive leadership. Transformational leadership supports the articulation of shared goals and employee motivation; team-based leadership facilitates coordination and collective functioning; relational leadership emphasizes trust and high-quality interpersonal relationships; and cross-cultural adaptive leadership

reflects the ability to modify leadership behavior in response to differing cultural expectations. These capabilities are particularly relevant in expatriate assignments because societal culture shapes leadership expectations and can influence the relationship between leadership behaviors and important organizational outcomes (Den Hartog & De Hoogh, 2024).

Recent global mobility research also demonstrates that the leadership role of expatriates deserves greater theoretical attention. Mendenhall and Reiche (2025) reviewed global mobility research from 1965 to 2023 and identified expatriates' leadership behavior as a substantially under-researched area. They argue that expatriates should be examined not only as employees adjusting to foreign assignments but also as leaders whose behaviors influence host-country nationals and organizational outcomes. This observation is directly relevant to the present framework because Chinese expatriate executives in Thailand simultaneously experience the demands of personal cross-cultural adjustment and the responsibility of leading Thai or multicultural employees.

Accordingly, Expatriate Leadership is conceptualized here as a managerial capability that enables executives to translate leadership intentions into culturally appropriate influence, communication, relationship building, and team coordination. This perspective extends conventional expatriate research beyond individual adjustment by emphasizing expatriates' active role in shaping host-country employee and team outcomes.

Expatriate Leadership → Managerial Adaptability, Expatriate Leadership is expected to enhance Managerial Adaptability because leadership in a foreign cultural environment inherently requires managers to monitor local expectations and continuously modify their behavior in response to unfamiliar social and organizational conditions. Transformational leadership capability may enable executives to adjust motivational approaches when employees hold different expectations; team-based leadership requires flexibility in coordinating culturally diverse members; relational leadership involves adapting interpersonal behavior to develop trust with host-country employees; and cross-cultural adaptive leadership directly reflects the capacity to modify leadership practices according to contextual demands.

Cross-cultural leadership research demonstrates that leadership cannot be understood independently of cultural context. Societal culture shapes employees' expectations of effective leadership and may alter how followers interpret and respond to leadership behaviors (Den Hartog & De Hoogh, 2024). Consequently, expatriate executives who rigidly reproduce leadership practices from their home-country environment may encounter difficulties when host-country expectations differ. In contrast, executives who possess stronger expatriate leadership capabilities should be better able to reassess assumptions, adjust communication and influence strategies, and respond appropriately to changing cultural and organizational circumstances.

Recent expatriate leadership scholarship reinforces this argument by emphasizing the importance of examining the behavioral processes through which expatriate leaders influence host-country nationals. Mendenhall and Reiche (2025) specifically call for stronger integration between leadership theory and global mobility research because leadership behavior constitutes a critical but comparatively neglected dimension of expatriate effectiveness. From the perspective of the present framework, this adaptive leadership capacity should be reflected in greater behavioral adaptation, cross-cultural adjustment, contextual responsiveness, and cognitive flexibility.

From the perspective of the present framework, these leadership capabilities should facilitate behavioral adaptation, cross-cultural adjustment, contextual responsiveness, and cognitive flexibility.

P3: Expatriate Leadership is positively associated with Managerial Adaptability

Expatriate Leadership → Team Effectiveness, Expatriate Leadership is also expected to contribute to Team Effectiveness because leaders play a central role in establishing shared objectives, coordinating interdependent activities, motivating members, facilitating communication, managing conflict, and developing trust. These leadership functions become particularly important in multicultural teams because differences in language, cultural assumptions, hierarchy, interpersonal expectations, and communication practices can otherwise generate misunderstanding and impede coordination.

Cross-cultural leadership research indicates that culture influences both leadership expectations and the effects of leadership on followers, suggesting that leaders of culturally diverse teams need to adapt influence and communication strategies to the cultural composition of their teams (Den Hartog & De Hoogh, 2024). In expatriate settings, culturally responsive leadership can therefore serve as a mechanism through which differences among team members are managed rather than allowed to undermine collaboration.

Contemporary expatriate research provides additional support for this mechanism. Van Esch (2026) develops a temporal model in which expatriate empowering leadership promotes knowledge sharing among host-country nationals through greater psychological closeness, while the strength of these relationships varies according to cultural intelligence and the stage of the expatriate-HCN relationship. Although the study focuses specifically on knowledge sharing rather than the full construct of Team Effectiveness, its proposed

mechanism is highly relevant because knowledge exchange, psychological closeness, and effective expatriate–HCN relationships are important processes underlying team coordination and collective performance.

In the context of Chinese executives working in Thailand, effective expatriate leadership may therefore contribute to stronger team performance, productivity, innovation, and collaboration quality by helping executives establish trust, clarify expectations, encourage participation, facilitate knowledge exchange, and coordinate Thai and multicultural employees more effectively.

Taken together, these arguments suggest that effective expatriate leadership can contribute to Team Effectiveness by strengthening trust, communication, knowledge exchange, coordination, and collective functioning among host-country and multicultural employees.

P4: Expatriate Leadership is positively associated with Team Effectiveness

1.3 Perceived Organizational Support

Perceived Organizational Support (POS) refers to employees' general beliefs concerning the extent to which their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Organizational Support Theory further suggests that favorable treatment from the organization contributes to employees' perceptions that the organization is committed to them, which may subsequently influence their attitudes and behaviors toward the organization (Rhoades & Eisenberger, 2002). In international assignments, organizational support becomes particularly important because expatriates must manage work responsibilities while simultaneously coping with unfamiliar cultural, social, and institutional environments.

Expatriate research has extended the concept of organizational support by demonstrating that different forms of support can facilitate successful international assignments. Prior expatriate-specific research has conceptualized organizational support in terms of adjustment, career, and financial support and has demonstrated that these forms of support contribute differently to expatriate success (Kraimer & Wayne, 2004). More recent evidence continues to confirm the importance of organizational support in international assignments. Shah et al. (2022), for example, found that organizational support positively contributed to the adjustment of expatriates and their accompanying family members, emphasizing that support during international assignments extends beyond purely work-related resources.

Recent studies further demonstrate that the effects of POS should be understood as part of a broader expatriate adjustment process rather than as an isolated organizational resource. Georgiadou et al. (2024), using data from 314 expatriates, found that POS was associated with favorable expatriate outcomes, including greater cross-cultural psychological capital and creativity and lower turnover intentions; their findings also identified ethical organizational climate as an important mediating mechanism. Mahajan and Hassan (2024) similarly showed that POS can facilitate expatriate adjustment in the context of advice-seeking from host-country nationals, although its effectiveness depends on the perceived social costs associated with seeking such advice. These findings suggest that organizational support provides important resources for expatriates, while also indicating that its effects depend on the interpersonal and organizational context in which support is received and utilized.

In the present framework, POS represents the organizational resources available to Chinese expatriate executives working in Thailand and is operationally represented through organizational care, recognition, resource support, and well-being support. These forms of support are expected to reduce uncertainty, strengthen executives' access to relevant resources, and create conditions that facilitate adjustment and effective managerial functioning in the host-country environment.

Perceived Organizational Support → Managerial Adaptability, Perceived Organizational Support is expected to enhance Managerial Adaptability because organizational support provides expatriate executives with psychological, informational, relational, and material resources that can reduce uncertainty and facilitate responses to unfamiliar host-country conditions. Organizational care and recognition may reinforce psychological security, while resource and well-being support may enable executives to devote greater attention and effort to interpreting local expectations, modifying managerial practices, and developing effective relationships with host-country employees.

Empirical expatriate research provides substantial support for the broader relationship between organizational support and adjustment. Earlier research demonstrated that POS contributes directly to expatriate adjustment, which in turn contributes to task and contextual performance (Kraimer et al., 2001). More recent evidence confirms the continued importance of organizational support. Shah et al. (2022) found that organizational support positively influenced expatriate adjustment, while Mahajan and Hassan (2024) demonstrated that POS can facilitate expatriate adjustment in advice-seeking relationships with host-country nationals, although the effectiveness of POS depends on perceived social costs.

Particularly relevant to the present framework, recent research examining Chinese expatriates found a positive relationship between perceived organizational support and expatriate adaptation and emphasized the

importance of organizational training and information-related support in facilitating overseas adjustment (Du-Babcock & Chan, 2025). This evidence strengthens the contextual rationale for positioning POS as an antecedent of Managerial Adaptability among Chinese executives working abroad. In the Thai context, organizational support may enable Chinese executives to acquire locally relevant information, respond more effectively to unfamiliar work expectations, and modify their managerial behavior and decision-making accordingly.

Thus, POS is expected to strengthen the behavioral adaptation, cross-cultural adjustment, contextual responsiveness, and cognitive flexibility that constitute Managerial Adaptability in the proposed framework.

Taken together, these findings suggest that organizational support can provide the psychological, informational, and material resources that enable expatriate executives to modify their managerial responses to unfamiliar host-country conditions.

P5: Perceived Organizational Support is positively associated with Managerial Adaptability

Perceived Organizational Support → *Team Effectiveness*, Perceived Organizational Support is also expected to contribute to Team Effectiveness by providing expatriate executives with organizational resources that facilitate leadership, communication, coordination, and problem solving within culturally diverse teams. Executives who perceive stronger organizational support may have greater access to information, resources, psychological security, and organizational assistance, enabling them to devote more managerial capacity to supporting employees and coordinating collective activities.

Although existing studies do not directly establish the POS–Team Effectiveness relationship in the specific context of Chinese expatriate executives in Thailand, the available evidence provides a theoretical basis for expecting such an association. Organizational support can increase executives' access to information, psychological security, and organizational resources, thereby strengthening their capacity to lead, coordinate, communicate with, and support culturally diverse employees. Prior expatriate research further indicates that organizational support contributes to adjustment and performance-related outcomes through intermediate processes (Georgiadou et al., 2024; Kraimer et al., 2001).

Evidence from Thai organizational settings further indicates that supportive organizational climate can contribute to work efficiency through quality of work life (Tanimkarn & Pukahuta, 2022). Although organizational climate is conceptually distinct from Perceived Organizational Support, this evidence provides relevant contextual support for the broader argument that supportive organizational conditions can facilitate favorable work-related outcomes in Thailand.

Taken together, these theoretical arguments and empirical findings suggest that Perceived Organizational Support may contribute to Team Effectiveness by providing expatriate executives with the resources and supportive conditions necessary to coordinate employees, facilitate communication and collaboration, and promote effective collective functioning. Accordingly, the following proposition is proposed:

P6: Perceived Organizational Support is positively associated with Team Effectiveness

Accordingly, for Chinese expatriate executives managing Thai or multicultural employees, POS may contribute to Team Effectiveness by enabling executives to provide more consistent leadership, coordinate team activities, respond to employee needs, and maintain collaborative working relationships. These processes are expected to support team performance, productivity, innovation, and collaboration quality.

1.4 Managerial Adaptability

Managerial Adaptability refers to an executive's capacity to modify managerial cognition, behavior, communication, and decision-making in response to changing cultural, interpersonal, and organizational conditions. The construct draws conceptually on adaptive performance literature, which emphasizes individuals' ability to respond effectively to novel, uncertain, and changing work situations (Pulakos et al., 2000). In international assignments, adaptability is particularly important because expatriate executives must continuously interpret unfamiliar circumstances and translate their knowledge, capabilities, and available organizational resources into contextually appropriate managerial responses.

In the present framework, Managerial Adaptability comprises four interrelated dimensions: behavioral adaptation, cross-cultural adjustment, contextual responsiveness, and cognitive flexibility. Behavioral adaptation reflects the executive's ability to modify observable managerial and communication behaviors when situational requirements change. Cross-cultural adjustment concerns the executive's capacity to function effectively within unfamiliar cultural and work environments. Contextual responsiveness refers to the ability to recognize changes in organizational and interpersonal conditions and respond appropriately, whereas cognitive flexibility reflects the capacity to reconsider assumptions, interpret situations from alternative perspectives, and modify managerial judgments when existing approaches are no longer appropriate.

Managerial Adaptability is conceptually distinct from Cultural Intelligence and Expatriate Leadership. Cultural Intelligence represents a managerial capability for understanding and functioning across

cultural differences, whereas Expatriate Leadership concerns the executive's capacity to influence, coordinate, and support employees in a foreign environment. Managerial Adaptability, by contrast, concerns how executives modify their actual managerial responses when confronted with changing contextual demands. Similarly, Perceived Organizational Support represents an organizational resource rather than an adaptive capability. Thus, the three input factors provide capabilities and resources, while Managerial Adaptability represents the process through which executives translate those inputs into contextually appropriate managerial action.

This distinction is central to the Systems Theory-based input–process–output logic of the proposed framework. Cultural Intelligence can provide culturally relevant knowledge and motivation, Expatriate Leadership can provide influence and relational capabilities, and Perceived Organizational Support can provide psychological and organizational resources; however, these inputs may not automatically produce effective team outcomes. Executives must be able to adjust their behavior, cognition, communication, and decisions to the specific demands of the host-country environment. Managerial Adaptability therefore serves as the central process mechanism through which managerial capabilities and organizational resources can be converted into effective managerial responses.

The importance of managerial responsiveness to changing contextual conditions is also reflected in contemporary Thai management literature. For example, Deelert et al. (2024) emphasize that managers need to adjust managerial approaches in response to technological and contextual changes in order to sustain organizational effectiveness. Although their analysis concerns educational administration rather than expatriate management, it provides complementary support for the broader importance of managerial adaptation in changing organizational environments.

Managerial Adaptability → Team Effectiveness, Managerial Adaptability is expected to contribute positively to Team Effectiveness because adaptable executives are better able to align their managerial behaviors with changing cultural, interpersonal, and organizational demands. In multicultural teams, rigid managerial practices may create communication difficulties, inappropriate expectations, interpersonal tension, and coordination problems. In contrast, managers who can modify their communication, leadership behaviors, decision-making approaches, and interpretations of unfamiliar situations are better positioned to respond constructively to the needs of culturally diverse team members.

The four dimensions of Managerial Adaptability provide complementary pathways to team-level outcomes. Behavioral adaptation enables executives to modify communication and leadership practices when existing behaviors are ineffective. Cross-cultural adjustment facilitates more effective interaction with host-country employees. Contextual responsiveness enables executives to recognize and respond to changes in team and organizational conditions, while cognitive flexibility allows managers to reconsider assumptions and develop alternative responses to unfamiliar problems. Together, these adaptive capabilities can facilitate communication, coordination, problem solving, trust development, and collaboration within culturally diverse teams.

The broader management literature supports the importance of adaptive organizational and managerial conditions for performance-related outcomes. Recent evidence published in the *Academic Journal of Management Technology*, for example, shows that an adaptive organizational culture is associated with work performance and that performance relationships may operate through intervening organizational processes (Nilsamak & Kongka, 2025). Related AJMT evidence also indicates that cultural awareness can positively contribute to both strategic service productivity and organizational performance in Thai organizations (Intarapanich & Pakpian, 2021). Although these studies operate at different levels of analysis from the present framework, they provide complementary evidence that responsiveness to cultural and contextual conditions is relevant to performance outcomes.

P7: Managerial Adaptability is positively associated with Team Effectiveness

For Chinese executives working in Thailand, Managerial Adaptability may therefore represent a particularly important process through which cultural understanding, leadership capabilities, and organizational resources are translated into effective team functioning. Executives who can adjust managerial behaviors to Thai cultural and workplace expectations should be better positioned to facilitate coordination, resolve culturally based misunderstandings, support innovation, and maintain productive collaboration among Thai and multicultural employees.

1.5 Team Effectiveness

Team Effectiveness refers to the extent to which a team achieves valued collective outcomes while maintaining the collaborative processes necessary for sustained performance. Team effectiveness research emphasizes that effective teams should be understood through multiple outcomes rather than through a single performance criterion, particularly because team outcomes emerge from interactions among contextual inputs, team processes, and emergent states (Kozlowski & Ilgen, 2006; Mathieu et al., 2008). In the present framework, Team Effectiveness is therefore conceptualized as the principal team-level output and is represented through four

complementary outcome indicators: Team Performance, Productivity, Innovation, and Collaboration Quality. These indicators are not proposed as universally established dimensions of a single Team Effectiveness scale; rather, they represent complementary task-related and relational outcomes relevant to culturally diverse teams.

1.5.1 Team Performance refers to the extent to which a team achieves expected goals, fulfills task requirements, and produces outcomes consistent with organizational expectations. It represents the most direct task-related manifestation of Team Effectiveness. Extensive team research has demonstrated that team processes, coordination, efficacy, and other emergent states contribute to collective performance (Kozlowski & Ilgen, 2006; Mathieu et al., 2008).

1.5.2 Productivity reflects the team's capacity to utilize available time, knowledge, skills, and organizational resources efficiently in accomplishing collective tasks. Within the present framework, productivity is treated as a task-related indicator of Team Effectiveness rather than as an independent construct. This interpretation is consistent with team effectiveness scholarship emphasizing that team outcomes should be evaluated not only in terms of task accomplishment but also in terms of how effectively team processes and available resources are transformed into collective results (Kozlowski & Ilgen, 2006; Mathieu et al., 2008).

1.5.3 Innovation reflects the team's capacity to generate, develop, and implement new ideas, solutions, or approaches in response to organizational and environmental challenges. Innovation is particularly relevant in culturally diverse teams because differences in knowledge, perspectives, and experiences can broaden the informational resources available for creative problem solving. However, cultural diversity does not automatically produce higher innovation. Meta-analytic evidence indicates that the relationship between cultural diversity and team creativity and innovation depends on the nature of diversity and team and task conditions, highlighting the importance of effective team processes in transforming diverse perspectives into innovative outcomes (Wang et al., 2019).

1.5.4 Collaboration Quality refers to the extent to which team members communicate effectively, coordinate their activities, provide mutual support, share relevant knowledge, and work constructively toward collective goals. This indicator reflects the relational and process quality of team functioning, which is particularly important in culturally diverse teams where differences in communication styles, expectations, and interpersonal norms may complicate coordination. The conceptualization is consistent with the Teamwork Quality literature, which identifies communication, coordination, balanced member contributions, mutual support, effort, and cohesion as important aspects of collaborative team functioning and demonstrates their association with team performance (Hoegl & Gemuenden, 2001).

Taken together, these four indicators provide a multidimensional representation of Team Effectiveness that incorporates both task-related outcomes—Team Performance and Productivity—and adaptive and relational outcomes—Innovation and Collaboration Quality. This broader conceptualization is particularly appropriate for the present framework because expatriate managerial effectiveness in culturally diverse teams involves not only accomplishing formal tasks but also facilitating effective collaboration and enabling teams to respond constructively to diverse perspectives and changing organizational demands.

Conceptual Framework

Building on the theoretical and empirical literature reviewed above, this article integrates complementary theoretical perspectives within an overarching Systems Theory-based framework. Systems Theory (Bertalanffy, 1968) provides the organizing logic through which managerial capabilities and organizational resources are conceptualized as inputs, adaptive managerial responses as the central process, and team-level effectiveness as the principal output. Within this overarching structure, Cultural Intelligence theory explains executives' capability to understand and function effectively across cultural differences (Ang et al., 2007; Earley & Ang, 2003); cross-cultural leadership perspectives support the role of Expatriate Leadership in influencing, motivating, and coordinating employees across cultural boundaries (Bass & Riggio, 2006; Rockstuhl et al., 2011); Organizational Support Theory explains how perceived organizational care and resources provide conditions that facilitate expatriate adjustment and effective functioning (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002); and adaptive performance literature provides the conceptual foundation for Managerial Adaptability as executives' capacity to modify their behaviors and responses under changing conditions (Pulakos et al., 2000). Team effectiveness literature further supports the treatment of Team Effectiveness as a collective outcome emerging from the interaction of contextual inputs and team processes (Kozlowski & Ilgen, 2006; Mathieu et al., 2008).

Integrating these perspectives addresses the fragmentation identified in the preceding literature review. Rather than treating Cultural Intelligence, Expatriate Leadership, Perceived Organizational Support, Managerial Adaptability, and Team Effectiveness as isolated constructs, the proposed framework positions them as interconnected components of an input–process–output system. Cultural Intelligence, Expatriate Leadership, and Perceived Organizational Support represent complementary individual, leadership, and organizational inputs;

Managerial Adaptability represents the central process mechanism through which these capabilities and resources are translated into contextually appropriate managerial responses; and Team Effectiveness represents the principal team-level output. Specifically, Cultural Intelligence (X1), Expatriate Leadership (X2), and Perceived Organizational Support (X3) are conceptualized as the three input factors. Cultural Intelligence represents executives' capability to understand and function effectively across cultural differences; Expatriate Leadership represents their capability to influence, coordinate, and support employees in host-country and multicultural environments; and Perceived Organizational Support represents the organizational resources and support available to expatriate executives. Together, these inputs capture individual, leadership, and organizational conditions that may facilitate effective managerial functioning in international assignments.

Managerial Adaptability (Y1) is positioned as the central process mechanism of the framework. It represents executives' capacity to modify their cognition, behavior, communication, and decision-making in response to changing cultural, interpersonal, and organizational conditions. Accordingly, Managerial Adaptability explains the process through which managerial capabilities and organizational resources can be translated into contextually appropriate managerial responses. Importantly, the present conceptual article does not formally specify Managerial Adaptability as a statistical mediating variable; rather, its potential mediating role is identified as an important direction for future empirical examination.

Team Effectiveness (Y2) represents the principal output of the proposed system. In this framework, Team Effectiveness is reflected through four complementary outcome indicators: team performance, productivity, innovation, and collaboration quality. These indicators capture both task-related accomplishments and the quality of collective functioning in culturally diverse teams.

Based on this input–process–output structure, the framework proposes both direct relationships between the three input factors and Team Effectiveness and relationships operating through the central process of Managerial Adaptability. Specifically, Cultural Intelligence, Expatriate Leadership, and Perceived Organizational Support are each proposed to be positively associated with Managerial Adaptability (P1, P3, and P5) and Team Effectiveness (P2, P4, and P6), while Managerial Adaptability is proposed to be positively associated with Team Effectiveness (P7). These seven propositions collectively constitute the relational structure of the proposed conceptual framework.

The proposed relationships among the five constructs and the seven propositions are illustrated in Figure 1.

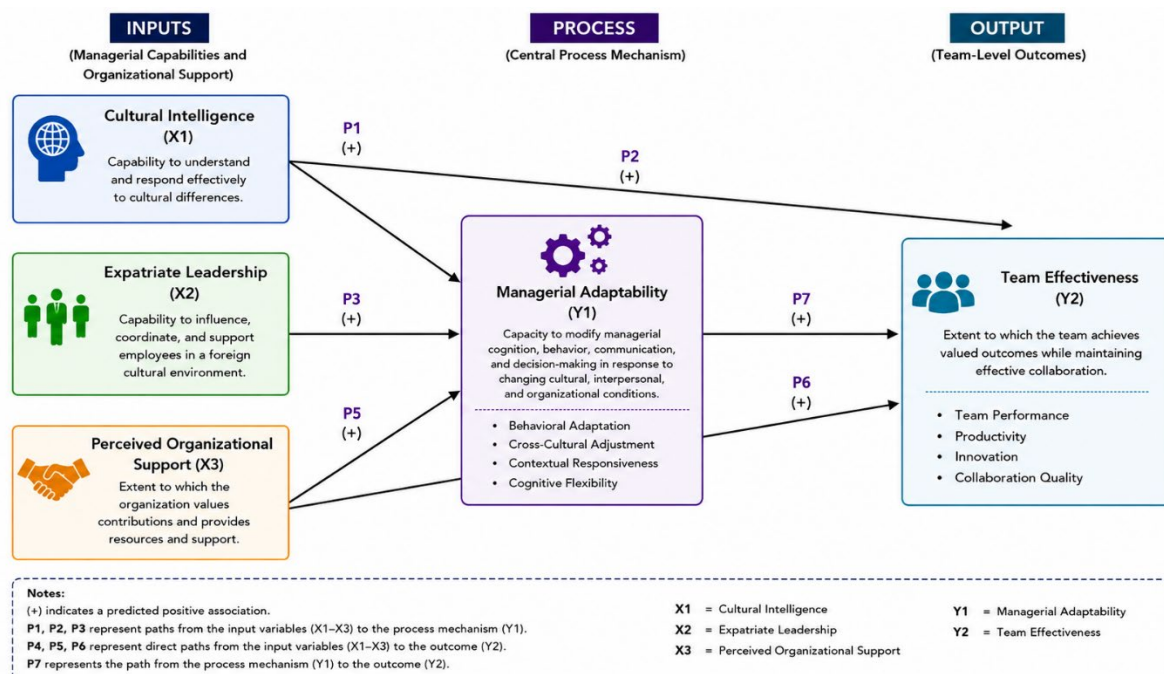


Figure 1: Proposed Systems Theory-Based Conceptual Framework of Managerial Adaptability and Team Effectiveness among Chinese Executives in Thailand

Table 1 Construct Roles and Conceptual Components in the Proposed Framework

Construct	Role	Conceptual Components
Cultural Intelligence (X1)	Input	Metacognitive, Cognitive, Motivational, Behavioral CQ
Expatriate Leadership (X2)	Input	Transformational, Team-based/Team-building, Relational, Cross-cultural adaptive leadership
Perceived Organizational Support (X3)	Input	Organizational care, Recognition, Resource support, Well-being support
Managerial Adaptability (Y1)	Process	Behavioral adaptation, Cross-cultural adjustment, Contextual responsiveness, Cognitive flexibility
Team Effectiveness (Y2)	Output	Team performance, Productivity, Innovation, Collaboration quality

Within this framework, Managerial Adaptability is conceptualized as the *central process mechanism* connecting the three input factors with Team Effectiveness. The framework proposes direct positive associations between each input factor and Team Effectiveness, as well as positive associations between each input factor and Managerial Adaptability and between Managerial Adaptability and Team Effectiveness. The potential mediating role of Managerial Adaptability remains an empirical question for future research.

Discussion

The proposed conceptual framework integrates Cultural Intelligence, Expatriate Leadership, Perceived Organizational Support, Managerial Adaptability, and Team Effectiveness within a Systems Theory-based input–process–output structure. Rather than treating expatriate effectiveness as the consequence of a single managerial characteristic, the framework suggests that effective team-level outcomes emerge from the interaction of individual managerial capabilities, leadership capabilities, organizational resources, and adaptive managerial responses.

Within the framework, *Cultural Intelligence*, *Expatriate Leadership*, and *Perceived Organizational Support* represent three complementary input factors. Cultural Intelligence provides executives with the capability to understand and respond appropriately to cultural differences; Expatriate Leadership enables them to influence, coordinate, and support host-country and multicultural employees; and Perceived Organizational Support provides organizational resources that facilitate effective functioning in unfamiliar environments. Although these inputs originate from different theoretical perspectives, their integration provides a broader explanation of expatriate managerial effectiveness than examining each factor independently.

Managerial Adaptability occupies a particularly important position in the proposed framework. It is conceptualized as the central process mechanism through which managerial capabilities and organizational resources can be translated into contextually appropriate managerial responses. This distinction is theoretically important because possessing Cultural Intelligence, leadership capabilities, or organizational support does not necessarily guarantee effective managerial action. Expatriate executives must also be capable of modifying their cognition, behavior, communication, and decision-making in response to changing cultural, interpersonal, and organizational conditions.

The seven propositions developed in this article reflect this logic. Cultural Intelligence, Expatriate Leadership, and Perceived Organizational Support are proposed to be positively associated with Managerial Adaptability (P1, P3, and P5) and Team Effectiveness (P2, P4, and P6), while Managerial Adaptability is proposed to be positively associated with Team Effectiveness (P7). The framework therefore recognizes both direct relationships between the input factors and Team Effectiveness and a process pathway in which Managerial Adaptability connects managerial and organizational inputs with team-level outcomes.

In the context of Chinese executives working in Thailand, these relationships are particularly relevant because expatriate executives must simultaneously respond to cultural differences, host-country employee expectations, leadership demands, and organizational requirements. The framework suggests that effective management in this context depends not merely on understanding Thai cultural characteristics but on executives' ability to translate such understanding, together with leadership capabilities and organizational support, into managerial responses appropriate to local circumstances. Team Effectiveness consequently represents the principal output of the system and is reflected through the complementary outcomes of team performance, productivity, innovation, and collaboration quality.

Theoretical Contributions

The proposed framework offers several theoretical contributions to cross-cultural management, expatriate leadership, and team effectiveness literature. First, it integrates constructs that have frequently been examined through separate theoretical perspectives into a unified ***Systems Theory-based input–process–output framework***. Cultural Intelligence and Expatriate Leadership represent managerial capabilities, Perceived Organizational Support represents an organizational resource, Managerial Adaptability represents the central process mechanism, and Team Effectiveness represents the principal team-level output. This integration provides a more systemic explanation of expatriate managerial effectiveness than approaches that focus on isolated antecedents or outcomes.

Second, the framework gives greater theoretical prominence to ***Expatriate Leadership***. Rather than viewing expatriates primarily as employees who must adjust successfully to international assignments, the framework recognizes expatriate executives as leaders whose behaviors influence host-country employees and multicultural teams. Positioning Expatriate Leadership as an antecedent of both Managerial Adaptability and Team Effectiveness therefore connects global mobility research more explicitly with cross-cultural leadership research.

Third, the framework positions ***Managerial Adaptability as a central process mechanism*** connecting managerial capabilities and organizational resources with team-level outcomes. This conceptualization distinguishes the resources and capabilities executives possess from their capacity to translate those resources into contextually appropriate managerial actions. It therefore provides a theoretical explanation of why similar managerial capabilities or levels of organizational support may not necessarily generate identical outcomes across different cross-cultural environments.

Fourth, the framework extends the analysis of expatriate effectiveness beyond individual adjustment or individual performance by incorporating ***Team Effectiveness as a team-level outcome***. Team Effectiveness is represented through four complementary outcome indicators—team performance, productivity, innovation, and collaboration quality—thereby emphasizing both task-related outcomes and the quality of collective functioning.

Finally, by applying the framework to ***Chinese executives working in Thailand***, the article provides a context-specific theoretical perspective on expatriate management in which cultural, managerial, organizational, and adaptive factors are considered simultaneously. This contextualization may provide a foundation for subsequent examination of whether the proposed relationships are transferable across industries, expatriate populations, and host-country environments.

Practical Implications

The proposed framework provides several implications for multinational organizations employing expatriate executives, particularly organizations in which Chinese executives manage Thai or multicultural employees. First, expatriate selection and development should extend beyond technical and professional competence to include ***Cultural Intelligence and cross-cultural leadership capabilities***. Organizations may benefit from preparing expatriate executives to recognize cultural differences, modify communication practices, develop relationships with host-country employees, and adjust leadership behaviors to local expectations.

Second, organizations should recognize that expatriate effectiveness is not solely the responsibility of the individual executive. ***Perceived Organizational Support*** represents an important organizational condition within the framework. Appropriate resources, recognition, information, adjustment assistance, and well-being support may provide expatriate executives with the conditions necessary to respond more effectively to unfamiliar cultural and organizational demands.

Third, expatriate development programs should explicitly strengthen ***Managerial Adaptability***. Cross-cultural training should therefore move beyond cultural knowledge acquisition and provide opportunities for executives to practice behavioral adaptation, contextual responsiveness, cognitive flexibility, and culturally appropriate decision-making. Scenario-based training, coaching, mentoring, and structured interaction with host-country employees may be useful approaches for developing these adaptive capabilities.

Finally, organizations should evaluate expatriate managerial effectiveness beyond individual task accomplishment. Because the proposed framework identifies ***Team Effectiveness*** as its principal output, organizations should also consider whether expatriate executives contribute to team performance, productivity, innovation, and collaboration quality. Such an approach encourages organizations to assess international assignment effectiveness from both managerial and team-level perspectives.

Future Research Directions

The proposed conceptual framework provides several opportunities for future empirical investigation. First, empirical research is needed to examine the seven propositions (**P1–P7**) and assess whether the relationships proposed in the framework are supported across different organizational settings. Quantitative studies may employ **Structural Equation Modeling (SEM)** to examine the relationships among Cultural Intelligence, Expatriate Leadership, Perceived Organizational Support, Managerial Adaptability, and Team Effectiveness and to evaluate the overall explanatory structure of the proposed framework.

Second, future studies should examine whether **Managerial Adaptability Empirically Mediates** the relationships between the three input factors—Cultural Intelligence, Expatriate Leadership, and Perceived Organizational Support—and Team Effectiveness. Although the present article conceptualizes Managerial Adaptability as a central process mechanism rather than formally proposing statistical mediation, empirical mediation analysis would provide an important test of the process logic underlying the framework.

Third, qualitative research involving Chinese expatriate executives and Thai employees may provide deeper insight into how managerial adaptation occurs in practice. Interviews or other qualitative approaches could identify culturally specific leadership challenges, organizational support requirements, and adaptive managerial behaviors that may not be fully captured by existing measurement instruments. Such evidence could subsequently contribute to the contextual refinement of constructs and measurement scales before large-scale quantitative testing.

Fourth, longitudinal research would be valuable because expatriate adjustment and managerial adaptation may change across different stages of an international assignment. Examining executives at multiple points in time could provide stronger evidence regarding how Cultural Intelligence, leadership capabilities, organizational support, and Managerial Adaptability interact as expatriates gain greater experience in the host-country environment.

Finally, future studies should examine the **boundary conditions and generalizability** of the framework. Comparative research could test the proposed relationships across industries, organizational types, expatriate populations, and host countries. Potential moderating variables, such as cultural distance, assignment duration, organizational culture, team cultural diversity, and prior international experience, may also be investigated to determine the conditions under which the proposed relationships become stronger or weaker.

Conclusions

This academic article develops an integrated conceptual framework, grounded in Systems Theory, to explain how managerial capabilities and organizational support may contribute to Team Effectiveness among Chinese executives working in Thailand. Within the proposed input–process–output structure, Cultural Intelligence (X1), Expatriate Leadership (X2), and Perceived Organizational Support (X3) represent the input factors, Managerial Adaptability (Y1) represents the central process mechanism, and Team Effectiveness (Y2) represents the principal team-level output.

By integrating these five constructs and developing seven conceptual propositions (P1–P7), the framework provides a systematic explanation of how individual managerial capabilities, leadership capabilities, and organizational resources may be translated into contextually appropriate managerial responses and effective team functioning. In particular, positioning Managerial Adaptability as the central process mechanism highlights the importance of executives' capacity to modify cognition, behavior, communication, and decision-making in response to changing cultural, interpersonal, and organizational conditions.

Overall, the proposed framework contributes an integrative perspective to cross-cultural and expatriate management literature by connecting managerial and organizational inputs, adaptive managerial processes, and team-level outcomes within a coherent theoretical structure. It also provides a foundation for future empirical validation of the proposed relationships and for further development of knowledge concerning expatriate managerial effectiveness in multicultural organizational environments.

Acknowledgements

The authors would like to express their sincere appreciation to the anonymous reviewers for their valuable comments and constructive suggestions, which contributed to improving the clarity, academic rigor, and overall quality of this article.

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