INTRODUCTION

There is an inspirational quote posted on Startup Talky that the chief executive officer (CEO) of Indian origin is ruling the world. The proof is that many of the world’s leading multinational companies are recruiting Indians to hold CEO positions such as Google, Adobe, Microsoft, Master Card, IBM (DISHA, 2020). What we are interested in is what factors make a great employee and what factors influence the hiring of these companies. First is an individual’s abilities, talents, and motivations. Competencies are trained and accumulated in a diverse, dynamic, competitive environment, a multi-ethnic, multi-racial, multi-lingual society, a diverse society like a modern global market (POWER, 2011). Such an environment creates a competitive personality, adaptability, and managerial competence to solve problems (KALITA, 2020). Building a network is one of the important support factors for success at work. Fluency in English, a common language in international business, is a perfect advantage for communication.

Besides, work experience is an irreplaceable factor. If you graduated from college at 22, you need about 23 years to become CEO at 45 - this is the average age of the top 10 best-performing heads (PTI, 2019). The second is the company’s recruitment policy. The tendency to hire foreign CEOs depends on the degree of openness in the business culture of the company’s home country, as well as the acceptance of diversity within the company. Typically, European companies are more likely to have foreign CEOs, followed by American companies and then Japanese.

Only 13% of Fortune Global 500 companies are led by CEOs from abroad where the company’s headquarters are located (GHEMAWAT & VANTRAPPEN, 2014). In a survey in 2016, ECA (Employment Conditions Abroad) International note that both Western and Asian enterprises prefer sending people from their home country, train them and put them in the high position (MAYBERRY, 2017). However, not all CEO expats are successful in their role because of high hiring costs and non-financial problems such as differences in legal and cultural distance, stress family, overload responsibility and emotional immaturity (SELMER, 1999). Interviewing major senior management from 44 Australian and German enterprises doing business in China, (KÜHLMANN & HUTCHINGS, 2010) indicates a trend of substituting expatriate managers with Chinese managers and local-hired foreign managers.

From this regard, there is still a large room for the native people to be promoted to higher positions in foreign enterprises (FE). This study is not intended to show the company’s hiring conditions for senior management positions, but rather to provide a different perspective on what employees expect from a potential native senior manager of the company. A talented person is not enough to become a leader without the consent and follow of employees. Vietnamese folk have a sentence like one tree cannot amount to anything, three of them together can look like a mountain. This means learning to harness the power of teamwork. This paper includes 5 sections. Section 2 reviews relevant literature, Section 3 is research methodology; while section 4 presents results and discussion. Section 5 is for Conclusion.
LITERATURE REVIEW

The USA (BUREAU OF LABOR STATISTICS, 2021) shows that managers, in general, are effective communicators who have extraordinary leadership skills, rich managerial experience, and the ability to stimulate employees. Additionally, the managers must have results-orientation and innovative thoughts. They have strong business-development abilities and skills to interact with clients, as well as to work well with staffs and senior managers. This concept reflects fit an overall people in management level description. However, besides asking for relevant capacities (candidate side), the recruitment of a senior manager (hereinafter abbreviated as SM) depends heavily on the parent company’ staffing strategy (employer-side). In addition, leadership styles also influence staffs’ motivation and company performance; therefore, the leadership personality of the SM candidate must be a concern (in colleagues’ perspective). This paper argues that the promotion of local staff to the SM is not only determined by the candidate’s capacity but also the head quarter strategy, as well as the favourite candidate’s leadership personality. Therefore, three dimensions, which are (1) Candidate qualification, (2) Leadership styles/ Personal characteristics, and (3) Organization’ strategy will be reviewed.

Well educated and trained degrees with deep executing experience in a particular market are almost the top requirements for an SM position. Indeed, (GRANT & URBANIK, 2012) identifies working experience including executives’ responsibilities and job experiences that shaped their know-how is one of three key categories of factor influencing of career progression to higher executive positions. Moreover, (SITTHIPONGPANICH & POLSIRI, 2013) notes that not only working experience but also a qualified degree is a minimum requirement for an SM. The author presents that the director board should consist of various skills, experience, and expertise that are advantageous to the company. (HAY & HODGKINSON, 2006) claim that the key purpose of getting an MBA degree is that it leads to fast track career success, typically interpreted in terms of increased salary and higher hierarchical position.

Can a talented person lead subordinates and followers? This depends on whether the leadership style is acceptable to the employees. Leadership style is a leader’s method and approach to setting directions, implementing plans, and motivating employees. From an employee’s perspective, that style is often expressed in actions either explicitly or implicitly from their leader (NEWSTROM & DAVIS, 1993).

There are generally two main types of leadership: task-oriented and people-oriented. The task-oriented leadership want to see the results of the tasks; they do not pay much attention to the process to reach the accomplishments; while the people-oriented leadership care about people and try to build up good interpersonal relationships (FIEDLER, 1997). Before, the two studies conducted by the Ohio State University 1940s (SCHRIESHEIM & BIRD, 1999) and the University of Michigan 1950s (HUSSAIN & HASSAN, 2016) show employees’ evaluations of the behaviour of their superiors. The first group are leaders who care about their subordinates’ feelings, needs, personal preferences, health, and other personal issues. The second group are those who focus on getting the job done; therefore, they are preoccupied with organising activities, responsibilities, and responsibilities performance. Managers with a task-focused style tend to set up most of their employees’ activities from goal setting to task formulation, deadline scheduling, and close monitoring. Meanwhile, process-focused managers will be warm and friendly people, guiding and supporting, listening to employees as well as modelling, inspiring and motivating employees by setting challenging goals House’s model 1971, revised 1996 (HOUSE, 1996).

An effective manager is a person who can combine his/her official authority with the ability to inspire people. Indeed, (ROBBINS & JUDGE, 2015) states that an organization needs both strong leadership and strong management. The leaders need to be challenged in current circumstances in order to create future visions and to encourage people to achieve common goals. Meanwhile, the managers concentrate on formulating strategy, operating activities, and making productive hierarchical structures as well as making clear objectives, maintaining a stable environment to keep people work together.

As written above, the position of SM not only requires the quality of candidates but also depends on the company’s recruitment policy. There are different types of staffing strategy:
Parent Country Nationals (PCNs) who are called expatriates, Host Country Nationals (HCNs) and Third Country Nationals (TCNs) (HARZING, 2001). In terms of human resource management, using host-country nationals for the SM position gives a better understanding of the local institution, the local market (SCULLION & COLLINGS, 2006), and the local staffs for increasing their morale (VAGHEFI, PAULSON & TOMLINSON, 1991). On the other hand, the host-country manager might not absorb all objectives and strategies from the parent company because of differences in terms of culture, educated background, language, and perception. Evenly, (SCHNIEDERJANS, SCHNIEDERJANS & SCHNIEDERJAN, 2015) states the probability of national loyalty conflict between foreign parent-company and local SM's perspective. On the contrary, a home-country SM is a guarantee for strictly following the business and management policies, greater control of the organization, and greater cultural understanding. However, this might discourage the local management. Generally, the headquarter prefers sending a home-country national SM when a foreign subsidiary has just been established. Then, when the business is in standard lines, a localization strategy will be applied and a host-country national SM is hired to replace the home-country national SM (GARCIA, REICHE & HARZING, 2009). Furthermore, each company has their decision-making approach, whether centralization or decentralization. Centralization means that decision-making authority is at the top of the organization; while decision-making in decentralization is authorized to the lower levels (GOMEZ-MEJIA, BALKIN & CARDY, 2011).

In summary, in order to identify a native SM’s portrait at a FE, this paper hypothesizes that he/she is a person with a high level of education and rich work experience. At the same time, he/she is a reliable person, have good ethics and the ability to inspire employees. In addition, the study supposes that the local SM position is highly dependent on the parent enterprise’s policies regarding organizational structure and recruitment strategy.

RESEARCH METHODOLOGY
This study aims to determine the factors affecting the ability of a native employee to become a senior manager of an FE from the point of view of managers and employees. Therefore, the research subjects are managers and employees working at FE in Vietnam. This study has a quantitative approach. The quantitative method allows performing statistical analysis of the data collected through questionnaires. Quantitative research focuses on collecting numerical data and generalizing that data across groups of people to determine the relationship between independent and dependent variables (BABBIE, 2010). Therefore, applying quantitative research through questionnaires is appropriate for this study. According to (MORGAN, LEECH, GLOECKNER, & BARRETT, 2017), commonly used techniques to analyze data from questionnaires include descriptive statistics; testing the reliability and validity of the scale and then testing the hypothesis through linear regression. The questionnaire contains 39 indicators, of which 37 measuring 09 independent factors and 02 determining dependent factors.

The first two factors proxy for candidate’s conditions: (1) Education Degree (ED1-5), (2) Working Experience (WE1-4); the next two factors represent the organization’ strategy: (3) Localization Strategy (LS1-5), (4) Centralization Strategy (CS1-3); the remaining factors characterize the leadership styles: (5) Management and Leadership Skill (MLS1-4), (6) Task and Relationship Orientation (TRL1-4), (7) Power Distance Leader (PDL1-3), (8) Trustworthy Leader (TL1-4), and (9) Inspiring Leader (IL1-4). The dependent variable is “Potential Native SM” measured by “Potential Local staffs are fully capable of becoming SM” (SM1) and “Native SM has all the qualities and capabilities” (SM2). A five-point Likert scale is used: = “Strongly disagree” to 5= “Strongly agree”.

According to (HAIR, BLACK, BABIN & ANDERSON, 2010), the sample size (n) must be equal to or greater than 5 times the number of measured variables, but not less than 100. Thus, the sample size in this study must be at least 185. Online questionnaires are conducted from April 30, 2019, to June 30, 2019. There is a total of 137 responses, of which 2 are from staff outside FE is disqualified. The sample characteristics are listed as follows:
• Gender: female (31.9%), male (68.1%)

• Nationality: American (5.2%), Asian excluding Vietnamese (35.6%), European (24.4%), Vietnamese (34.8%).

• Age: under 30 years old (29.6%), 30-39 years old (53.3%), 40-49 years old (15.6%), over 50 years old (1.5%)

• Working experience: less than 5 years (26.7%), 5-10 years (40.7%), 11-15 years (19.3%), more than 15 years (13.3%)

• Position: senior manager (8.1%), middle level (40%), assistant manager (20.7%), staff (31.1%).

• Nationality of companies: US (21.5%), Asia (34.8%), Europe (43.7%).

From this statistic, we find that almost 50% of respondents are holding middle and senior management positions (48.1%). Of these, only 21.5% are female, 3.6 times more men hold managerial positions than women; 31.1% are between the ages of 30-39; 48.15% have working experience of more than 5 years. Interestingly, 17.7% of Vietnamese hold managerial positions compared to 14.81% of Asian nationals and 13.3% of European nationals.

RESULT AND DISCUSSION

The data from 135 respondents go through descriptive analysis, the goodness of data (reliability and validity) and hypothesis testing.

Descriptive Analysis

Based on the Mean value in Table 1, in order to hold the SM, a local employee needs to have a standard education; not only a bachelor’s degree but also a higher degree(s). In particular, it is imperative to be good at English and the mother tongue of the parent company. In addition, SM must have at least 15 years of professional work experience in the FE and similar industries. This experience is not necessarily accumulated abroad.

Regarding the leadership personality of a native SM, the majority of respondents believe that a leader needs to combine both task-oriented and relationship-oriented approaches to achieve better performance. SMs often make decisions on their own without consulting others. Mostly, SMs are trusted by their subordinates and have the ability to influence people. Setting clear goals, being willing to offer advice, support, fairness, and respectful behaviour are all ways inspired by SM being a native. Regarding the company’s strategy, the respondents agreed that hiring a local SM helps the company reduce costs and cultural barriers. Companies that use native SMs often follow a centralization structure, but the structure is quite flexible to adapt to the current situation in the local and global market. This also means that whether natives can be recruited into SM depends on the company’s business strategy and the openness to diversity within the company.

Table 1. Indicators and Mean

| Factor                                | Code  | Indicators number | Mean (N=135) |
|---------------------------------------|-------|-------------------|--------------|
| Education Degree                      | ED    | ED1, ED2, ED3, ED4, ED5 | 3.74         |
| Working Experience                    | WE    | WE1, WE2, WE3, WE4 | 3.44         |
| Localization Strategy                | LS    | LS1, LS2, LS3, LS4, LS5 | 3.43         |
| Centralization Strategy              | CS    | CS1, CS2, CS3   | 3.53         |
| Management and Leadership Skills     | MLS   | MLS1, MLS2, MLS3, MLS4 | 3.38         |
| Task and Relationship Orientation    | TRL   | TRL1, TRL2, TRL3, TRL4 | 3.80         |
| Power Distance Leader                | PDL   | PDL1, PDL2, PDL3 | 3.44         |
| Trustworthy Leader                   | TL    | TL1, TL2, TL3, TL4, TL5 | 3.86         |
| Inspiring Leader                     | IL    | IL1, IL2, IL3, IL4 | 3.72         |
| Potential Native SM                  | SM    | SM1, SM2         | 3.77         |

Source: search data.
Reliability Testing Analysis
To test the reliability of the scale, most studies use Cronbach’s Alpha coefficients. There are many arguments around what level of the coefficient is acceptable. We agree with the classification of (HOANG & CHU, 2008). Accordingly, from 0.6 or more: acceptable; 0.7 - 0.8: good; from 0.8 to close to 1: very good. At the same time, variables with correlation coefficients less than 0.3 will be excluded (NUNNALLY & BERNSTEIN, 1994). Table 2 reflects the result of the reliability test. Three factors of LS, MLS and PDL were excluded along with the measure variables ED3, ED4, ED5, TRL1, and TL2.

Table 2. Reliability Statistics

|            | Cronbach’s Alpha | Cronbach’s Alpha Based on Standardized Items | N of Items | Excluded |
|------------|------------------|---------------------------------------------|------------|----------|
| ED         | .744             | .747                                        | 2          | ED3, ED4, ED5 |
| WE         | .724             | .724                                        | 4          |          |
| LS         | .436             | .445                                        | 5          | whole    |
| CS         | .640             | .639                                        | 3          |          |
| MLS        | .399             | .391                                        | 4          | whole    |
| TRL        | .828             | .826                                        | 3          | TRL1     |
| PDL        | .148             | .071                                        | 3          | whole    |
| TL         | .873             | .872                                        | 4          | TL2      |
| SM         | .711             | .712                                        | 2          |          |

Source: search data.

Validity Testing (Exploratory Factor Analysis - EFA)
Exploratory factor analysis (EFA) is applied to clarify the validity of the construct as well as to find the various relationships among these items, then re-group or reducing the number of dimensions (MORGAN Et Al., 2013). The Kaiser-Meyer-Olkin (KMO) value is used to examine the appropriateness of factor analysis. This study will apply Alpha factoring extraction with Promax rotation as it supports the development of a new scale (FIELD, 2013). Loading factor is the norm to ensure the true level of EFA. For (HAIR ET AL, 1998), factor loading > 0.3 is considered to be the minimum, > 0.4 is considered important, > 0.5 is considered to be practical. Therefore, the 0.5 ≤ KMO ≤ 1 coefficient is an index used to determine the suitability of factor analysis. In addition, suppress absolute values is useful for suppressing the factor loadings. Any factors that are lower than a chosen value is excluded. (PITUCH & STEVENS, 2016) recommends the value greater than 0.4 (which explain around 16% of variance). (CHILD, 2006) suggests the value no less than 0.3. (FIELD, 2000) chose for a value of 0.50. In this study, the suppress absolute value is 0.4.

After several rounds of testing, the measurement variables that do not meet the conditions such as CS2, TRL1, and TRL2 are removed. The final result is a KMO coefficient of .865, Ballet’ sig equivalent to .000. At the eigenvalues of 1.077 is extracted four factors with total variance explained reached 67.219 %. Thus, the retained variables have enough accuracy and internally consistent to include in the analysis of the linear relationship.
The four new independent variables are named “Leadership Personality” (F_LD), “Working Experience” (F_WE), “Education Degree” (F_ED), and “Centralization Strategy” (F_CS).

Regression Test
Regression is a statistical measure used to predict and determine the strength of the relationship between two variables. The dependent variable, denoted \( y \), is regarded as the outcome which is influenced by the independent variables, denoted \( x \), which are the major factors for explanatory (SEKARAN & BOUGIE, 2014). In this study, F_SM is a dependent variable \( Y \) that is influenced by F_LD \( (X_1) \), F_WE \( (X_2) \), F_ED \( (X_3) \), F_CS \( (X_4) \). The basic specification is as follows:

\[
Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + u
\]

Where \( a \) is the intercept, \( b \) is the slope, and \( u \) is the regression residual.

First, we test on the entire sample to determine the necessary factors for an SM from the employee’s point of view in the most general way. Then, the sample is divided into two sets based on job position to test whether there is a difference in opinion due to job position difference. Similarly, the data are also divided into two sets based on gender to test whether there are differences of opinion due to gender differences. Table 3 presents the combined results.
Table 3. Regression Results

|                | R²   | ANOVA     | B   | Beta | Sig  | VIF  |
|----------------|------|-----------|-----|------|------|------|
| Whole          | .666 | .000°     | .326| .377 | .000 | 1.022|
|                | 64.806 | .000°     | .671| .691 | .000 | 1.372|
|                |       |           | -.051| -.054 | .418 | 1.696|
|                |       |           | .074 | .074 | .208 | 1.348|
| Manager        | .717 | .000°     | .345 | .390 | .000 | 1.016|
|                | 37.976 | .000°     | .785 | .750 | .000 | 1.258|
|                |       |           | -.038 | -.037 | .655 | 1.472|
|                |       |           | .125 | .123 | .105 | 1.188|
| Staff          | .648 | .000°     | .335 | .390 | .000 | 1.043|
|                | 29.939 | .000°     | .585 | .640 | .000 | 1.513|
|                |       |           | -.061 | -.067 | .518 | 1.987|
|                |       |           | .063 | .063 | .506 | 1.636|
| Female         | .526 | .000°     | .293 | .425 | .001 | 1.020|
|                | 10.551 | .000°     | .596 | .580 | .000 | 1.141|
|                |       |           | .026 | .027 | .851 | 1.666|
|                |       |           | .087 | .107 | .445 | 1.532|
| Male           | .687 | .000°     | .343 | .379 | .000 | 1.059|
|                | 47.845 | .000°     | .691 | .709 | .000 | 1.398|
|                |       |           | -.077 | -.080 | .299 | 1.616|
|                |       |           | .050 | .047 | .494 | 1.328|

Source: search data.

Overall, the base model (whole sample) is a fit model with R²=.666, F=64.8, Sig. equivalent to .000 and VIF < 2. The R² indicates that SM can be explained by 66.6% of LD and WE. The Sig. of .000 in ANOVA reflects the statistical significance of the model, in which the dependent variable is predicted well. VIF less than 4; there is no problem of multicollinearity (HAIR ET AL., 2010). In this model, the potential native SE (F_SM) has a positive relationship with the working experience (F_EX) and leadership personality (F_LD); while has no statistical relation to education degree (F_ED) and company strategy (F_CS).

When F_LD increases 1 unit, F_SM will increase .326 units. This means if a local staff has more trust of employees; ability to inspire and engage consensus among associates; as well as being flexible between work and employee relationships or harmonizing the requirements of the task and the way to complete the task, that local staff increases his/her chances of becoming a native SE. Among the four subgroups, the Manager and the Male rate the importance of leadership personality higher as they have the highest coefficients of .345 and .343, respectively. Meanwhile, the coefficient of the Female is the lowest .293; slightly above is .335 of the Staff.

Likewise, if a local employee’s working experience increases by 1 unit, the probability of becoming a native SE increases by .671 units. Compared with leadership personality, working experience has a higher coefficient of influence in all the five sample groups. Valuing experience from employees’ opinions can help understand why a degree is not so important. Because this staff can learn through work, accumulate knowledge and skills to grow from working experience. Again, out of the four subgroups, the Manager and the Male rate the importance of working experience higher as they have the highest coefficients of .785 and .691 respectively. Meanwhile, the Staff’s coefficient is the lowest at .585; slightly higher is the Female’s .596.

At the forefront, the SMs have a heavy responsibility for the company’s success. Their job is to meet the very different requirements of stakeholders from the parent company, investors, local authorities, competitors, partners to managers at all levels and employees at the company. The leadership style of SMs can affect people, work atmosphere, organizational culture, and
company performance. (BERTRAND & SCHOAR, 2003) report that different leadership styles, different behaviours lead to different decision making and hence different performance. So most SMs always prioritise results, for task completion. (MISHRA & MISHRA, 2013) argue that CEOs of small companies can directly handle all jobs, but don’t put their fingers too deep. That is, do not control everything, do not focus too much on tasks, but forget to give autonomy to employees; while instructing and encouraging employees to complete their duties. Building a code of conduct (COC) and organizational culture is one of the ways to harmonize assigning tasks and encouraging employees to complete tasks. This requires SMs to have management capabilities as well as inspirational skills to attract employees to accompany them. (HORWITCH & WHIPPLE, 2014) express that “inspirational skills are exactly what today’s environment requires”.

Another alignment issue is trust. Trust is a source of positive inspiration and an important issue in any organization. When SMs are trusted by employees, it’s easier for them to convince people. Therefore, trustworthiness is a required characteristic of an SM. (MISHRA & MISHRA, 2013) believe that leaders are a vital key for developing trust in any entity. SMs need to build mutual trust and rebuild mutual trust, not only within the board of directors, not only between leaders and employees but build a climate of mutual trust throughout the company. In the professional working environment at FE, a trusted leader is one of the key factors to help a company survive and develop in the era of globalization. Transparency in policies and relationships, being a mirror for employees, being eager to get feedback from employees are some examples.

In this study, 81.8% of SMs have worked for 11 years or more. Of these, two-thirds have worked for 15 years or more. This does not mean “an old fox not easily snared” but “we get wiser as we grow older”. Over time, the thinness of knowledge, the immaturity of experience, and the weakness of management skills will be fostered through learning and working. Therefore, work experience accumulated over time is the company’s valuable human capital (GABRIELSSON & POLITIS, 2012). However, the number of working years does not equal the amount of accumulated experience. Vietnamese people prefer stable jobs. They can work for a company for a long time, even a lifetime. On the positive side, people who have worked for a long time at the company understand well the company’s operations, which will be very favourable in leading the company’s development. On the negative side, people who only work in one company will lack diversity in their experience by working for various companies and business lines. From this perspective, this is a lack of experience. Experience is important because it provides evidence that supports SM make decisions more appropriate. (GHATTAS, SOFFER & PELEG, 2014) point out that experience gained from the past is one of the driving criteria for decision making in the present. Similarly, (LASMANE & BRIKSNIS, 2014) find that one of the factors influencing a CEO’s decision making is his/her personal experience, including beliefs, values, likes and dislikes.

CONCLUSION

The opportunity to be promoted to SM is open to everyone. Whoever prepares better will catch the opportunity better and faster. To work for a foreign company, one must first have knowledge of the culture of that country and that company. Professional or technical knowledge is necessary, but experience and soft skills make all the difference. Candidates should sincerely learn from supervisors, colleagues and by doing. What matters is the ability to lead people. Leadership personality can be built through learning and training. A typical SM should have some characteristics such as responsibility, passion, determination, sharpness and accuracy, quick thinking, flexibility to situations and good social skills. A native SM must have the ability to perfectly connect with stakeholders and between stakeholders. “Think Global, Act Local” is the advantage of a local SM. Last but not least, to become a domestic SM, candidates need a little luck.

In the future, it is possible to in-depth research on gender equity in the selection of personnel for SM positions or further analyze the difference in leadership personality between East and West.
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Portrait of a native senior manager of foreign enterprise from the perspective of employees

Retrato de um gerente sênior nativo de empresa estrangeira na perspectiva dos funcionários

Retrato de un gerente superior nativo de empresa extranjera desde la perspectiva de los empleados

Resumo
Espera-se que o investimento estrangeiro direto (IED) não apenas traga capital, tecnologia, know-how e habilidades de gestão, mas também contribua para o PIB e crie empregos para os países anfitriões. Neste estudo, os cargos mencionados não são cargos gerais em uma empresa, mas cargos que contam na ponta dos dedos - alto executivo. Este estudo tem como objetivo fornecer a imagem de um gerente sênior nativo a partir das expectativas dos subordinados. Esta pesquisa aborda métodos quantitativos por meio de questionários de pesquisa para gerentes e funcionários em 25 empresas estrangeiras no sul do Vietnã. Os resultados da análise de regressão de 135 respostas indicam que a experiência de trabalho e a liderança são qualidades para os funcionários locais se tornarem gerentes seniores. Este estudo inspira o pessoal nativo a se empenhar para se tornarem gerentes. Ao mesmo tempo, os empregadores precisam desenvolver os requisitos de trabalho dos cargos executivos de alto escalão próximos às aspirações dos funcionários.

Palavras-chave: Gerente sênior nativo. Gerente sênior local. Empresa estrangeira. FDI.

Abstract
Foreign direct investment (FDI) is expected not only to bring capital, technology, know-how and management skills but also to contribute to GDP and create jobs for host countries. In this study, the jobs mentioned are not general positions in a company, but positions that are counted on the fingers – top executive. This study aims to provide the image of a native senior manager based on the expectations of subordinates. This research approaches quantitative methods through survey questionnaires for managers and employees at 25 foreign enterprises in the South of Vietnam. The results of the regression analysis from 135 responses indicate that work experience and leadership are qualities for local staff to become senior managers. This study contributes to the FDI theory. This result inspires native staff to strive to become managers. At the same time, employers need to build job requirements of the top executive positions close to the aspirations of employees.

Keywords: Native senior manager. Local senior manager. Foreign company. FDI.

Resumen
Se prevé que la inversión extranjera directa (IED) no solo aportará capital, tecnología, conocimientos técnicos y habilidades de gestión, sino que también contribuirá al PIB y creará puestos de trabajo para los países receptores. En este estudio, los trabajos mencionados no son cargos generales en una empresa, sino cargos que se cuentan con los dedos - alto ejecutivo. Este estudio tiene como objetivo proporcionar la imagen de un alto directivo nativo a partir de las expectativas de los subordinados. Esta investigación aborda métodos cuantitativos a través de cuestionarios de encuestas para gerentes y empleados de 25 empresas extranjeras en el sur de Vietnam. Los resultados del análisis de regresión de 135 respuestas indican que la experiencia laboral y el liderazgo son cualidades para que el personal local se convierta en altos directivos. Este estudio contribuye a la teoría de la IED. Este resultado inspira al personal nativo a esforzarse por convertirse en gerentes. Al mismo tiempo, los empleadores deben crear requisitos laborales de los puestos ejecutivos superiores cercanos a las aspiraciones de los empleados.

Palabras-clave: Gerente senior nativo. Gerente senior local. Empresa extranjera. IED.