EFFECTIVENESS OF EXPATRIATE PROGRAMS: THE INFLUENCES OF INDIVIDUAL, JOB AND SOCIAL CHARACTERISTICS ON THE SUCCESS OF EXPATRIATION AND REPATRIATION PHASES

by

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To Fred, for always being there for me.

ABSTRACT

In the literature related to programs in which companies send employees on expatriate assignments, research tends to focus on the examination of success criteria of expatriate programs as a function of either expatriation or repatriation successes. This study argues that the success of expatriation programs can only be fully captured when success criteria are met on both expatriation and repatriation experiences. Since few studies investigate this dual objective of expatriate programs, the present study replicates and extends the current body of research on expatriate human resources strategies by collecting measures of expatriation and repatriation experiences from a group of current and past expatriates from a large manufacturing company.

The proposed model investigated the influence of individual, social, and organizational factors in predicting expatriate and repatriate effectiveness measures of adjustment, turnover intentions, performance, and satisfaction. We found full or partial support for all the hypothesized relationships. Finally, we discussed the study's limitations and proposed new research agendas.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER I: INTRODUCTION

In the current world economic situation, large organizations are increasingly becoming global, with operations in different parts of the world in order to reduce cost and to increase effectiveness and competitiveness (Shaffer, Harrison, Gilley & Luk, 2001). Organizational changes related to internationalization create challenges for management strategies such as the necessity to improve communication processes, review organizational structures and staffing (Mol, Born, Willemsen, Molen & Derous, 2009). While one of the main reasons why companies still send employees to their subsidiaries overseas is to fill technical and functional gaps, the growth of talent in less developed countries is changing this picture. The current climate of rapid business globalization makes the possession of employees with global management skills a critical competitive resource for international firms (Kraimer, Shaffer & Bolino, 2009). As a result, having a talent management global strategy for deployment of staff on expatriate assignments either for technical or developmental purposes has became an essential asset for companies that want to succeed in competing in global competition (Black, 1992).

This paper will examine the challenges involved with multinational companies' decisions when managing expatriate programs. If multinational companies want to have a successful expatriation strategy, they need to be aware of the evidence that beyond the employees' possession of knowledge, skills, and abilities, the success of international assignments is specially influenced by other factors such as the cross-cultural adjustment

both at work and outside, personality traits, and social support characteristics (Takeuchi, Seokhwa & Tesluk, 2002).

Often times employees decide to leave an international assignment before its end or their performance do not meet expectations. These expatriate failures lead to major costs for organizations, including training, turnover, and settlement (Kraimer & Wayne, 2004; Takeuchi, Wang & Marinova, 2005). One of the major challenges for organizations' expatriate strategies is to increase the likelihood that the international assignment will be effectively accomplished (Shaffer & Harrison, 1998). Besides the possession of technical skills and the willingness to go on an international assignment, apparently there are several other factors that can potentially foster the success of expatriations, such as specific personality traits (Caligiuri, 2000; Downes, Varner & Hemmasi, 2010; Johnson, Kristof-Brown, Van Vienen, De Pater & Klein, 2003; Mol et al., 2009; Shaffer, Harrison, Gregesen &Black, 2006), cross-cultural competencies (Shaffer et al., 2006), and family and support factors (Kraimer & Wayne, 2004; Shaffer et al., 2001; Shaffer & Harrison, 1998; Takeuchi, Seokhwa & Tesluk, 2002).

Because companies usually want employees sent on expatriate assignments not only to contribute to the success of the host company (or subsidiary) but also to return to the home country bringing back essential global management and cross-cultural skills, the success of repatriation is also key to an effective global strategy for talent management (Kraimer, Shaffer & Bolino, 2009). Success of repatriation is usually defined by retention (or low turnover intentions) and increment in job performance by utilizing skills acquired while on assignment, and it is associated with repatriation

satisfaction, perceptions of career advancement, adjustment, and commitment (Kraimer, Shaffer & Bolino, 2009).

Expatriation Effectiveness

As previously stated, the success of an expatriate assignment can be influenced by the worker's adjustment to the new cultural environment. Therefore, expatriation effectiveness has typically been measured by considering both traditional measures of effectiveness, such as turnover intentions, satisfaction, performance, and less traditional measures of adjustment to the new environment (Shaffer et al., 2006).

Since data from previous employees that left their companies are extremely difficult to obtain, studies with expatriates have been using measures of turnover intentions as a proxy for quitting because it refers to the workers' plans or decisions to give up on their assignments before its expected end date (Caligiuri, 2000; Shaffer & Harrison, 1998; Shaffer et al., 2001; Shaffer et al., 2006; Takeuchi, Wang & Marinova, 2005). Job performance, a more common term in the human resources field, refers to behaviors in which workers engage in while at work that contribute to the achievement of organizational goals (Campbell, 1990). The worker's satisfaction with his/her job and with various non-work factors is also examined in the expatriate literature as a predictor and/or descriptor of effectiveness (Shaffer & Harrison, 1998; Shaffer et al., 2001; Takeuchi, Seokhwa & Tesluk, 2002).

Finally, the unique expatriation effectiveness descriptor of expatriate adjustment refers to psychological states of (dis)comfort or (dis)stress experienced by workers while

on expatriate assignments for the company (Black, 1988). Black (1988) distinguished three types of adjustment related to expatriate experiences: work adjustment that refers to the comfort associated with the job; interaction adjustment that refers to the comfort in interacting with locals both at work and outside the workplace; and general or cultural adjustment that refers to the comfort associated with general foreign environment characteristics (e.g., living conditions, health services, transportation). Those three criteria of expatriation effectiveness have been traditionally examined in expatriate studies (Black, 1988; Black & Stephens, 1989; Downes, Varner & Hemmasi, 2010; Johnson et al., 2003; Kraimer & Wayne, 2004; Shaffer & Harrison, 1998; Shaffer et al., 2006; Takeuchi, Sekhwa & Tesluk, 2002; Takeuchi, Wang & Marinova, 2005).

Predictors of Expatriation Effectiveness

Several predictors of expatriation effectiveness have been investigated in the literature. Although the specific measures or concepts vary significantly across studies, it is possible to categorize the predictors into four main groups: individual characteristics, social support system, and organizational and job factors.

Individual Characteristics. There is an underlying assumption that supports the idea that personal characteristics can be especially important for expatriate assignment success. It relates to the idea that expatriate behaviors, more than local national employees' behaviors, tend to be determined by individual's predispositions. This phenomenon would occur because expatriates are more frequently faced with ambiguous

situations where there is not a clear understanding of what is expected from them, making their behaviors more likely to be influenced by their individual predispositions (Shaffer et al., 2006). Thus, previously unsupported predictors of job performance might be important for expatriation success because they involve adaptability to new, and mostly quite different, social environments.

The most investigated individual characteristics in expatriate studies are the personality factors, specifically the Five Factor Model. The Big Five model is composed of five relatively stable personality traits that aim to describe patterns of behaviors, feelings and cognitions (Caligiuri, 2000). The conscientiousness factor generally describes individuals that are dependable, goal oriented and self-disciplined; the emotional stability factor reflects a tendency to tolerate stress and express positive emotional states; agreeableness is a personality factor that describes a tendency to cooperate in interpersonal settings; intellectance, also named openness to experience, refers to innovative thinking and the willingness to take risks; and finally, extraversion relates to the extent people get motivated by interacting with others, reflecting on how they express themselves verbally and behaviorally (Shaffer et al., 2006).

The research does not point to a particular factor as the best predictor of expatriation effectiveness. All five factors have been shown to predict at least one of the effectiveness criteria. Caligiuri (2000) found that extraversion and agreeableness were negative predictors of turnover intentions and that conscientiousness was positively correlated to supervisor-rated performance. Downes, Varner, and Hemmasi (2010) found extraversion, emotional stability, and openness as significant predictors of adjustment, and they found agreeableness as a significant predictor of job performance. All

personality factors except agreeableness were significant predictors of expatriate willingness to go on an international assignment (Mol et al., 2009). Finally, Shaffer et al. (2006) found that emotional stability had positive effects on expatriate work adjustment and negative effects on turnover intentions; agreeableness was a positive predictor of interaction adjustment; openness to experience had a significant effect on work adjustment, contextual performance and task performance; and the effects of extraversion on cultural adjustment were also found significant.

Some other individual factors, such as language expertise and international experience, are frequently investigated as predictors of expatriation effectiveness (Mol et al., 2009; Takeuchi, Seokhwa & Tesluk, 2002). Recently, Takeuchi, Wang, and Marinova (2005) found that the lack of prior international work experience was positively related to aversive psychological responses in the workplace. The lack of language fluency was also negatively related to expatriate adjustment (Kraimer & Wayne, 2004).

Social Support System. The worker's social network, which includes the quantity and quality of the relationship with host country nationals and other expatriates, and family factors, including presence and adjustment of spouse and children, are the two major social variables researched as predictors of expatriation success. Based on the idea that social ties can provide information about the host country, relieve stress and anxiety, and improve communication among expatriate workers, Johnson et al. (2003) investigated the relationship between social tie characteristics (number, breadth, depth), and expatriate adjustments (general, interaction, and work). They found significant effects for both relationships with host country nationals and other expatriates on the

adjustment measures, with the expatriate-expatriate relationship being a stronger predictor of adjustment than the expatriate-host country nationals' relationship. Regarding the family side of the social support, Shaffer and Harrison (1998) found that family responsibility factors - as the number of total family obligations the workers has in the immediate geographic area and spouse experience variables such as spouse adjustment, satisfaction, and perceived living standard - had a mediating effect on the relationship between the expatriate's satisfaction and adjustment and the expatriate's turnover intentions. Similarly, Shaffer et al. (2001) found that family conflicts were positively related to expatriate turnover intentions, and Takeuchi, Seokhwa, and Tesluk (2002) found reciprocal effects of spouse and expatriate's adjustments.

Organizational and Job Factors. Role ambiguity, role conflict, role novelty, job satisfaction, organizational commitment, and organizational support are some of the organizational and job factors commonly investigated as job/organizational related predictors of expatriation effectiveness. Kraimer and Wayne (2004) emphasize that when an employee is expatriated, it is likely that the conditions of the new role will change. Expatriates will probably have to perform at least slightly different tasks in a different environment with a different organizational culture. These conditions often create an unclear situation that can potentially lead to role stress factors such as role ambiguity (when the role expectations are not clear), role conflict (perceived incompatibility between tasks) or role novelty (the extent the new role requires new knowledge, skills or habits). In fact, some recent studies have found negative relationships between role ambiguity (Takeuchi, Seokhwa, & Telusk, 2002), role novelty (Kraimer & Wayne,

2004), and expatriate adjustment. Satisfaction with the job was also found as a negative predictor of turnover intentions in several studies (Shaffer & Harrison, 1998; Takeuchi, Seokhwa, & Telusk, 2002).

The perceived organizational support, defined as the employees' global beliefs that the organization values their contributions and cares about their well-being, is expected to influence the employees' loyalty (commitment) and performance (Rhoades & Eisenberger, 2002). In this direction, Shaffer et al. (2001) found that perceived organizational support had a direct negative effect on turnover intentions among expatriate workers. Also, Kraimer and Wayne (2004) found that perceived organizational support was a positive predictor of task and contextual job performances and commitment.

Since expatriation represents a significant change in the employees' lives, having to adapt to a whole new situation, the extent they are committed to the organization is expected to play an important role in determining performance and intention to stay (Kraimer & Wayne, 2004). In fact, Shafer and Harrison (1998) found that organizational commitment, especially normative commitment, had a negative impact on turnover intentions, and Kraimer and Wayne (2004) found that the commitment to the host facility was a positive predictor of contextual performance.

Repatriation Effectiveness

The use of international assignments as a training and career development tool to build a global-oriented workforce is critical for a company to succeed globally as they

provide employees with an opportunity to improve not only their management skills, but to develop a global mind-set and build a cross-cultural professional network (Stahl, Chua, Caligiuri, Cerdin & Taniguchi, 2009). If the ultimate goal of an expatriate program strategy is to develop talent, it is important that companies observe not only the factors associated with the success of expatriates overseas, but also the factors associated with the success of the repatriated employees. Besides making sure to support the expatriation success, companies should also attempt to foster the repatriation process to ensure that the investments made in sending employees on international assignments are not being wasted by underutilization of repatriated employees' skills or by high turnover rates due to unsatisfied placement expectations (Jassawalla & Sashittal, 2009).

Research suggests that lack of succession planning strategies is associated with dissatisfaction among repatriates that felt their reentry positions do not meet their expectation regarding the level of responsibility and the utilization of the skills and knowledge acquired overseas (Bolino, 2007). As a result of the unpleasant repatriation experience and/or limited career advancement opportunities, a significant percentage (20% to 50%) of the expatriates leave the company within the first two years of returning to their home countries (GMAC Global Relocation Services, 2004; Jassawalla & Sashittal, 2009; Stahl et al., 2009).

Predictors of Repatriation Effectiveness

Adjustment. Although the issue of adjustment mainly concerns the adaptation to work and life in the host country, Black (1992) points out the fact that being away from

the expatriate's host country for several years coupled with infrequent contact with the host company, in addition to the fact that changes in the expatriates and in the host company occur over time, can lead to adjustment problems upon repatriation. In fact, Black (1992) found that individuals whose expectations were met upon repatriation reported higher levels of repatriation adjustment and job performance.

Because expatriates often receive a pay premium for accepting an international assignment in addition to several other benefits paid for by the company, such as transportation, housing, and schooling expenses, many repatriated employees experience some reverse cultural shock after repatriation as they must adapt to a lower standard of living than the one they experienced abroad (Hurn, 2007).

Perception of Career Support and Advancement. The expatriate's prospects of fitting in upon return are a known as a cause of stress (Jassawalla, Asgary & Sashittal, 2006). One of the major concerns of expatriates is whether they will have a job back in the home country and whether this job will allow them to utilize their newly learned skills (Parker &McEvoy, 1993). Turnover intentions seem to be negatively correlated to whether the company has a formal or informal organizational career support for expatriated employees getting ready to come back to the home country, and to the perceived organizational career support during repatriation (Kraimer, Shaffer & Bolino, 2009).

Since there is a widespread idea that having international experience is the path to advancement in multinational companies (Stahl et al., 2009), repatriated employees are likely to expect getting a job back home that both recognizes their newly acquired skills

and represents a promotion. Kraimer, Shaffer, and Bolino (2009) found that repatriated employees that received job placements they considered as demotions or even lateral moves, experienced underemployment. The ones that perceived this discrepancy between the expected and the received position, were more likely to report turnover intentions.

As the reader can observe, studies in the expatriate literature focus on the examination of success criteria of expatriate programs as a function of either expatriation or repatriation successes. The main idea the previous review tried to convey is that the success of expatriation programs can only be fully captured when success criteria are met on both expatriation and repatriation experiences. In face of the lack of studies that investigate this dual objective of expatriate programs, the present study will replicate and extend the current body of research on expatriate human resources strategies by collecting measures of expatriation and repatriation experiences and expectations from a group of current expatriated employees and a group of repatriated employees.

Based on several models of expatriate success (expatriation and repatriation) proposed in the literature, the purpose of this paper is to investigate, in one comprehensive model, the influence of individual attributes, abilities, adjustment, job factors, and social support in predicting expatriate effectiveness measures of turnover intentions, performance, and satisfaction. This model was created for the purpose of this study. It contains elements that were investigated in several previous studies (see Figure 1). The intent is to capture in one comprehensive model, predictors of expatriate success from pre-departure, expatriation and repatriation experiences and characteristics.

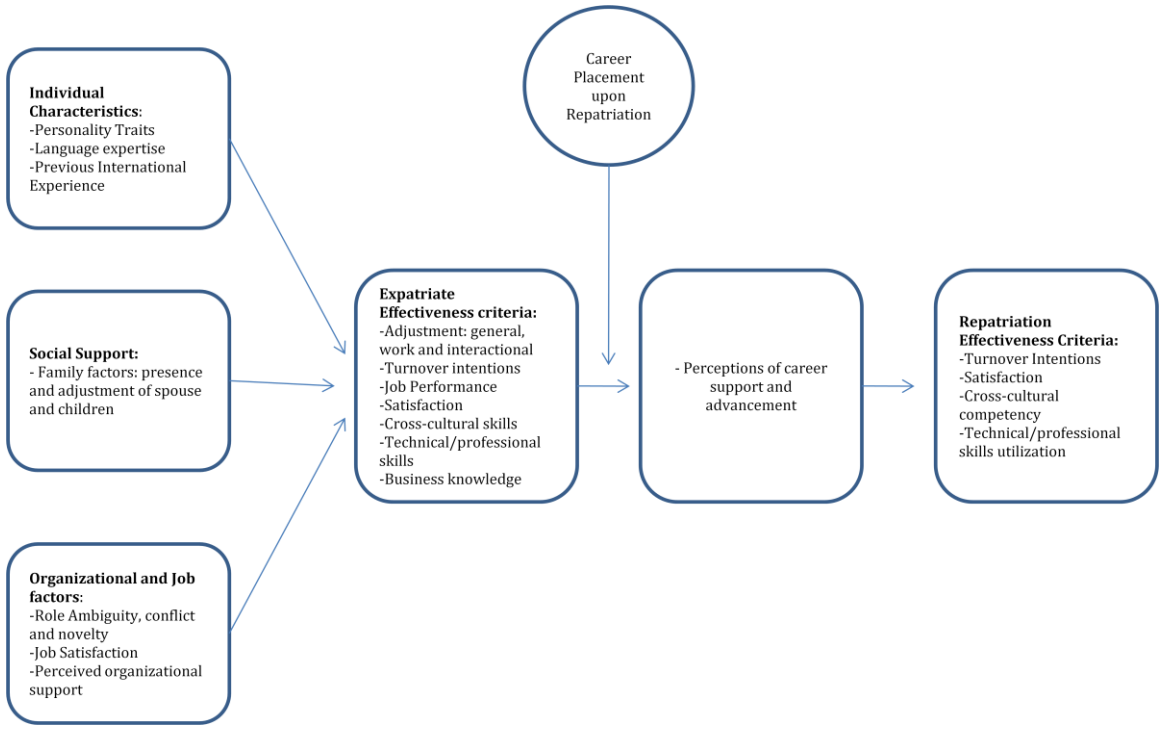

Figure 1: Proposed Model of Expatriate and Repatriate Effectiveness

Hypotheses

Based on the idea that some individual characteristics will impact the effectiveness of expatriate assignments, we propose that personality factors, language expertise, and previous international experience will influence the employee's adjustment, turnover intentions and job performance while on assignment. We expect that these relationships, that will be tested in both expatriated and repatriated samples, will occur in the following ways:

Hypotheses 1a-c: The five factors of personality are positive predictors of adjustment (H1a), negative predictors of turnover intentions (H1b) and positive predictors of performance (H1c).

Hypothesis 2a-c: Language expertise is a positive predictor of adjustment (H2a), negative predictor of turnover intentions (H2b) and positive predictor of performance (H2c).

Hypothesis 3a-c: Previous international experience is a positive predictor of adjustment (H3a), negative predictor of turnover intentions (H3b) and positive predictor of performance (H3c).

Social support factors associated to the social network and to the family factors are also expected to have effects on expatriate effectiveness measures in both samples. We expect that the presence of spouse and children and the adjustment of the spouse will affect the employee's adjustment, turnover intentions, and performance in the following ways:

Hypothesis 4a-c: The presence of spouse and children accompanying the expatriate is a positive predictor of adjustment (H4a), negative predictor of turnover intentions (H4b) and positive predictor of performance (H4c).

Hypothesis 5a-c: The adjustment of the spouse accompanying the expatriate is a positive predictor of adjustment (H5a), negative predictor of turnover intentions (H5b) and positive predictor of performance (H5c).

Organizational and job factors are also expected to influence the success of international assignments in both samples. Thus we hypothesize that role ambiguity, role conflict, role novelty, job satisfaction, and perceived career support will affect adjustment, turnover intentions, and performance on assignment in the following ways:

Hypothesis 6a-c: Role ambiguity, conflict and novelty of the new job are negative predictors of adjustment (H6a), positive predictors of turnover intentions (H6b) and negative predictors of performance (H6c).

Hypothesis 7a-c: Job satisfaction with the new assignment is a positive predictor of adjustment (H7a), negative predictor of turnover intentions (H7b) and positive predictor of performance (H7c).

Hypothesis 8a-b: Perceived career support is a positive predictor of job satisfaction (H8a) and negative predictor of turnover intentions (H8b).

Upon repatriation and career placement we expect that perceived career support and advancement, and perceived skills utilization will affect job satisfaction, and turnover intentions in the following ways in the repatriated sample:

Hypothesis 9a-b: Upon repatriation, perceived career support and advancement is a positive predictor of job satisfaction (H9a) and negative predictor of turnover intentions (H9b).

Hypothesis 10: Upon repatriation, subject's evaluation of their cross-cultural competency is significantly higher than before they went on an assignment.

Hypothesis 11a-c: Upon repatriation, perceived skill utilization (professional, technical and cross-cultural) is a positive predictor of job satisfaction (H11a), a positive predictor of perceived career advancement (H11b), and a negative predictor of turnover intentions (H11c).

CHAPTER II: METHOD

Participants

To test those hypotheses we sent online questionnaires to a large manufacturing company's employees that are either currently on an expatriate assignment or that have been on an expatriate assignment for the company in the past 10 years. This includes one sample of expatriated employees and one sample of repatriated employees. The participants that composed the sample are employees from the United States subsidiary that are or have been on an international assignment and employees from other countries' subsidiaries that are currently on an assignment in the U.S. subsidiary.

An online questionnaire was sent to 158 employees. Among those, 79 were currently on assignment and 79 were past expatriates. A one time questionnaire, with slightly different versions to accommodate questions about current (to expatriates) and past experiences (to repatriated employees), was send to all subjects in the same time window.

Participation in the study was voluntary and anonymous. The researchers did not have access to the participants' personal information, and their responses were kept confidential as stated in a consent form that was presented for acknowledgment before the participants could access the questionnaire. We expected to get a response rate close to 50% (a close average of the response rates among expatriate literature). The consent for and introduction e-mail from the organization leadership that was send to the participants prior to receiving the questionnaire (see Appendix D).

Measures

To measure the five factors of personality we utilized a 20-item questionnaire developed by Donnellan and his colleagues (Donnellan, Oswald, Baird & Lucas, 2006). The Mini-IPIP utilizes items from the International Personality Item Pool (Goldberg et al., 2006). This measure was designed to provide a very short assessment of the Big Five traits for instances when longer measures are not feasible, which is the case in this study that has several other measures of interest to be included in the questionnaire. To develop this measure the authors utilized data from five different studies and found internal consistency indicators of .60 or above for all five factors (Donnellan et al., 2006). This instrument is included in the Appendix B, and it has a response scale of 5 points from very inaccurate (1) to very accurate (5). Some items in this scale were reversed scored. One minor change was made in this assessment to better suit the international sample of employees that answered the questionnaire: the item "seldom feel blue" was changed to "seldom feel sad". This decision was made based on the assumption that non-American respondents might have problems understanding this item.

The measures of expatriate adjustment were collected using the three dimensional instrument developed by Black and colleagues (Black, 1988; Black & Stephens, 1989). This instrument contains 14 questions to be answered in a 7-point Likert scale that assess how adjusted expatriates are/were to the new environment in general, to the job (work adjustment) and to the interactions they established with host country nationals (interactional adjustment). Black, in 1988 when he first developed the questionnaire measures for general adjustment, found internal Cronbach's alpha internal consistency measures of .80. Black and Stephens (1989) reported interscale reliability measures of .82

for general adjustment, .89 for interaction adjustment, and .91 for work adjustment. Finally, recently Ramalu and his colleagues (Ramalu, S. S., Rose, R.C., Kumar, N. & Uli, J., 2010) reported Conbrach's alphas for general adjustment, interaction adjustment, and work adjustment of .91, .82, and .86 respectively.

To measure spouse adjustment we utilized a 9-item scale developed by Black and Stephens (Black &Stephens, 1989) in which the expatriates rate how adjusted their spouses are (or were in the case of repatriated employees). Black and Stephens (1989) reported reliability coefficients for the spouse questionnaire of .86 for general adjustment and .95 for interaction adjustment. Both versions of the adjustment scales (for the expatriates and for their accompanying spouses) are included in the Appendix B.

Withdrawal cognitions and turnover intentions were measured with 6 items in a 7-point agreement scale. The first item, that measures intent to stay in the assignment location, was created for the purpose of this study and asks the participants to state their agreement with the following statement: "while on assignment, I think (thought) about quitting the assignment early and returning to the home company". The next five items used to assess turnover intentions (or withdrawal cognitions) were published by Bozeman and Perrewé (2001) and they also request the participants to state their agreement with statements such as "at the present time I'm actively looking for another job in a different organization" and "I do not intend to quit my job". The authors reported reliability coefficients of .94 and .90 for these items in two different samples (Bozeman & Perrewé, 2001). The complete list of items is included in the Appendix.

Job performance was measured using expatriate job performance items published by Caligiuri (1997). The participants were asked to rate their performance before, during

and after the assignment in a 5-point scale. The questionnaire items request the participants to rate their “technical performance” and their “performance in general”.

Self-evaluation measures were used to assess language expertise (before and after the assignment) and previous international experience (vacation travel, study abroad, previous short term assignment, previous long term assignment). For the language expertise questions we used a modified version of the Interagency Language Roundtable (ILR) scale, which is a set of descriptions of abilities to communicate in a language. It consists of descriptions of five levels of language proficiency and is the standard grading scale for language proficiency in the Federal Service. The five language expertise items that compose this scale are: elementary proficiency, limited working proficiency, professional working proficiency, full professional proficiency and native or bilingual proficiency. For this study we included two new options to account for the lack of knowledge of the local language, and to situations in which the expatriate moves to a host country where the local language is the same as in the home country local language. These items are included in the Appendix.

Satisfaction measures were collected utilizing a series of affirmatives to which the participants indicated their agreement in a 7-point scale. Satisfaction measures for this study were collected for the following aspects: job and pay satisfaction before, during and after assignment (if applicable) and satisfaction with organizational support (separated for host and home company). These items were created for the purpose of this study and they are included in the Appendix.

Due to limitations of questionnaire length, role factors (ambiguity, novelty and conflict) were measured using 3 items measured in a 7-point scale. The respondents were

asked to indicate the extent to which they agree with statements about their roles while on assignment. These items were created for the purpose of this study and they are included in the Appendix.

Perceived career and repatriation support were measured utilizing a 6-item scale developed by Reiche (Reiche, 2012). This scale was developed to be answered by employees currently on an assignment. Reich (2012) reported a reliability coefficient of .89 for this scale. Some of the items were modified to adapt the scale for the repatriated employees. These items are included in the Appendix.

Other repatriation measures that refer to the acquisition and utilization of skills and abilities learned during the assignment were also included. These 5 items are affirmatives to which the subjects were asked to indicate their agreement with on a 7-point scale. These items were created for the purpose of this study and they are included in the Appendix.

Descriptive and demographic questions were also placed in the questionnaire. These questions refer to the type of assignment (long or short term), type of function (manufacturing or headquarter position), national origin, home company country and host company country, age, gender, whether on current assignment or repatriated employee, how long since last assignment, and if the family accompanied. These items were created for the purpose of this study and they are included in the Appendix B.

CHAPTER III: RESULTS

Measurement Characteristics

Reliability analyses were run for the expatriate adjustment, spouse adjustment, turnover intentions, career support, and personality scales. For the expatriate sample (see Table 1), the adjustment scale overall presented a .88 Cronbach's alpha, with dimensional scale reliability of .81 for general adjustment, .89 for interactional adjustment, and .89 for work adjustment. These findings were consistent with the ones in the literature (Black, 1988; Black & Stephens, 1989; Ramalu et al., 2010). Similarly, spouse adjustment scales presented high reliability coefficients, both general and interactional of above .90, consistent with Black and Stephen's (1989) report.

Turnover intentions scale reliability in the expatriate sample was .91, consistent with the coefficients above .90 reported by Bozeman and Perrewé (2001). The career support reliability coefficient for the expatriate sample was even greater (.91) than the one reported by Reich (2012) of .89.

Table 1

Expatriate Sample Scales Reliability		
Scale name	Cronbach's Alpha	Number of Items
Adjustment (all)	.88	14
General Adjustment	.81	7
Interactional Adjustment	.89	4
Work Adjustment	.89	3
Spouse Adjustment	.88	9
Spouse General Adjustment	.90	7
Spouse Interactional Adjustment	.99	2
Turnover Intentions	.91	5
Career Support	.91	6

Similar reliability measures were found for the repatriated sample, following what has been presented in the literature, with all reliability coefficients of expatriate adjustment, spouse adjustment, turnover intentions, and perceived career support greater than .85 (see Table 2).

Table 2

Repatriate Sample Scales Reliability		
Scale name	Cronbach's Alpha	Number of Items
General Adjustment	.87	7
Interactional Adjustment	.94	4
Work Adjustment	.94	3
Spouse Adjustment	.95	9
Spouse General Adjustment	.92	7
Spouse Interactional Adjustment	.94	2
Turnover Intentions	.88	5
Career Support	.87	6

Since the personality items were the same for both samples, we present the reliability analysis combined for the two samples. The reliability measures for the personality constructs were smaller than the coefficients found for the other scales, but they were similar to the findings of Donnellan et al. (2006) that reported alphas of .60 and above. We found coefficient alphas greater than .60 for most of the factors, except conscientiousness and openness, which presented alphas of .58 and .58 respectively. These fairly smaller reliability coefficients can be attributed to the fact that a short personality scale was used, with only 4 items representing each construct (see Table 3).

Table 3

Five Factors of Personality Scales Reliability

Scale name	Cronbach's Alpha	Number of Items
Extroversion	.67	4
Agreeableness	.64	4
Conscientiousness	.58	4
Neuroticism	.61	4
Openness	.58	4

Descriptives

For the expatriate sample we obtained 53 responses (67% response rate). The demographic information related to gender, national origin, and home and host countries were optional in the questionnaire. For the expatriate sample, 37.7% reported being males, 11.3% reported being females, and 23% preferred not to provide this information. The majority of respondents were married (87%) and 68% have children. More than 50% of the respondents reported the United States as their country of birth. The remaining were from India, Japan, France, and Mexico, or did not provide the information. More than 75% of the expatriates reported home company location as US, and the others that responded were distributed in Canada, France, Mexico, and Brazil. The host company locations mentioned were Japan (36%), Mexico, USA, France, Canada, Brazil, Australia, India, and Switzerland (see Table 20 in the Appendix A). Other descriptive information on the expatriate sample, are displayed in Tables 20 and 22.

We obtained 44 responses from the repatriated employees (56% response rate). In this sample, 73% reported being males, 11% reported being females, and 16% preferred not to provide this information. The majority of respondents were married (92%) and 87% have children. Of the respondents, 43% reported the United States as their country of birth and another 43% did not provide this information. The remaining were China, France, Mexico and UK. A majority of the expatriates reported home company location as US (75%), and the others that responded were distributed in France, Mexico, Brazil, and Thailand. The host company locations mentioned were Japan (34%), Mexico, USA, France, Canada, Brazil, and Switzerland (see Table 21 in the Appendix

A). Other descriptive information on the repatriate sample is displayed in Tables 21 and 23.

Hypothesis testing

Next, correlation matrixes, mean difference tests, ANOVA, and regression analyses are presented for both expatriate and repatriate samples. Table 4 displays correlations among the dependent variables and the independent variables for the expatriate sample.

Hypotheses 1a-c: **The five factors of personality (openness, conscientiousness, extraversion, agreeableness, and neuroticism) are positive predictors of adjustment (general, interactional, and work) (H1a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H1b) and positive predictors of performance (H1c).** Among the personality factors, only conscientiousness was significantly negatively correlated with turnover intentions, offering support for hypothesis 1b. The personality factors were not related to measures of adjustment or job performance. Although not hypothesized, neuroticism was significantly negatively correlated with job satisfaction among expatriates.

Hypothesis 2a-c: **Language expertise is a positive predictor of adjustment (general, interactional, and work) (H2a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H2b) and positive predictors of performance (H2c).** Language expertise was significantly correlated with

interactional and work adjustments (H2a), job performance (H2c), and job satisfaction. Language expertise, however, was not found related to turnover intentions.

Hypothesis 3a-c: **Previous international experience (never traveled abroad before, traveled abroad for a short period of time for business or vacation purposes, studied abroad, have been on a short term assignment before, and have been on a long term assignment before) is a positive predictor of adjustment (general, interactional, and work) (H3a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H3b) and positive predictors of performance (H3c).** Among items to determine previous international experience, t tests of mean difference showed that expatriates that never traveled abroad before were significantly less adjusted in terms of interaction ($t(52) = 3.21$, $p = .002$) and in the workplace ($t(52) = 2.76$, $p = .008$) given support to H3a. Surprisingly, the expatriates that reported being on an international assignment before are significantly more likely to report turnover intentions ($t(51) = -3.63$, $p < .001$), opposed to the relationship as hypothesized on H3b. Previous international experience variables were not related to measures of job performance.

Hypothesis 4a-c: **The presence of spouse and children accompanying the expatriate is a positive predictor of adjustment (general, interactional, and work) (H4a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H4b) and positive predictors of performance (H4c).** Support for H4a and H4b were found related to whether the assignees have children and if they accompanied them on assignment. Employees that have their children accompanying them on assignment are significantly less likely to quit the assignment (*t*

(42) = 2.43, p = .01) and are generally more adjusted (t (50)= -2.28, p = .026) as found in mean difference tests performed. The presence of children, however, was not found related to job performance.

Hypothesis 5a-c: **The adjustment (adjustment, adjustment general, and adjustment interactional) of the spouse accompanying the expatriate is a positive predictor of adjustment (general, interactional, and work) (H5a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H5b) and positive predictors of performance (H5c).**

Spouse adjustments were found correlated with all types of expatriate adjustments (H5a) and with job satisfaction (H5c). The adjustment of spouse was not related to measures of turnover intentions or job performance.

Hypothesis 6a-c: **Role ambiguity, conflict and novelty of the new job are negative predictors of adjustment (general, interactional, and work) (H6a), positive predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H6b) and negative predictors of performance (H6c).** Among the job factors, role ambiguity was found negatively correlated with all types of expatriate adjustment (H6a) and with job satisfaction. Role similarity was found related with work adjustment (H6a) and intentions to quit the assignment (H6b). Role factors were not related to measures of job performance.

Hypothesis 7a-c: **Job satisfaction with the new assignment is a positive predictor of adjustment (general, interactional, and work) (H7a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H7b) and positive predictors of performance (H7c).** H7a and H7c

were supported by positive correlations between job satisfaction and expatriate interactional adjustment, work adjustment, and technical job performance. Job satisfaction, however, was not found related to turnover intentions measures.

Hypothesis 8a-b: **Perceived career support (perceived career support, satisfaction with the support received from host supervision, host HR, host co-workers, home upper management, home HR Talent Management, home HR Foreign Services) is a positive predictor of job satisfaction (H8a) and negative predictor of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H8b).** Great support was found for hypothesis H8a and H8b with significant correlations between the various types of support and turnover intentions (quit assignment and leave the company) and job satisfaction among expatriates. Hypothesis H8b was also supported by negative significant correlations between perceived career support and turnover intentions (quit job).

Finally, although not hypothesized, the mean difference analysis showed that women tend to be significantly less adjusted in terms of interactions (t (40) = -2.26, p = .029), and cultural training received is significantly related to interactional adjustment (t (51) = 3.65, $p < .001$) and work adjustment (t (51) = 2.47, p = .017).

Table 4

Correlation Matrix – Dependent Variables and Independent Variables - Expatriate Sample

	General Adjustment	Interactional Adjustment	Work Adjustment	Turnover - Quit Assignment	Turnover Intentions	Job Performance Assignment	Technical Performance Assignment	Job Satisfaction Assignment
Personality								
Extroversion	-.063	-.083	-.122	-.077	-.232	-.046	.102	.065
Agreeableness	.130	.094	.139	-.130	-.037	.057	-.038	.103
Conscientiousness	.069	-.078	-.009	-.189	-.352*	.168	.174	.122
Neuroticism	-.014	-.123	-.112	-.055	.116	-.110	-.163	-.365**
Openness	.181	.146	.050	-.188	.032	.141	.140	.070
Language Proficiency								
Language Proficiency before	-.192	.447**	.363**	.216	.064	.290*	.211	.284*
Language Proficiency After	-.154	.474**	.420**	.184	.130	.327*	.207	.271
Spousal Adjustments								
Spouse Adjustment	.778**	.548**	.413**	-.089	-.123	.093	.174	.354*
Spouse General Adjustment	.849**	.352*	.324*	-.187	-.159	.050	.130	.295
Spouse Interactional Adjustment	.255	.743**	.426**	.177	.015	.147	.193	.325*
Role Factors								
Role Ambiguity	-.416**	-.316*	-.527**	.091	.175	-.259	-.263	-.329*
Role Similarity	.127	.011	.289*	-.277*	-.220	.002	-.046	.161
Role Conflict	-.228	-.050	-.158	.265	.190	-.002	-.086	-.227
Satisfaction								
Pay Satisfaction during assignment	.208	.071	-.127	-.056	-.370**	-.068	-.143	.049

Table 4 continues

Table 4 continued

Correlation Matrix – Dependent Variables and Independent Variables - Expatriate Sample

	General Adjustment	Interactional Adjustment	Work Adjustment	Turnover - Quit Assignment	Turnover Intentions	Job Performance Assignment	Technical Performance Assignment	Job Satisfaction Assignment
Support Satisfaction: Host Supervision	.127	.092	.271	-.259	-.367**	.071	.126	.400**
Support Satisfaction: Host Human Resources	.289*	-.068	-.013	-.334*	-.477**	-.174	-.056	.220
Support Satisfaction: Host Co-workers	-.004	.178	.443**	-.239	.090	-.009	.154	.357**
Support Satisfaction: Home Upper Management'	-.030	.003	.031	-.080	-.338*	-.139	-.106	.141
Support Satisfaction: Home HR Foreign Services	.231	.083	-.001	.072	-.328*	-.059	-.011	-.169
Support Satisfaction: Home HR Talent Management	-.041	-.073	-.172	.050	-.316*	-.293*	-.225	-.118
Support Satisfaction: Relocation Vendor	-.072	-.147	.033	-.134	-.366**	.081	.112	.099
Perceptions of career support	.166	-.077	.014	.000	-.356**	-.034	-.164	-.041
Skills Acquired								
Technical/professional skills acquired	.157	.067	.153	-.164	-.186	-.102	-.112	.366**
Management skills acquired	.076	.142	.193	-.236	-.221	-.109	.031	.403**
Cross-cultural skills acquired	-.187	-.054	-.045	-.166	.082	-.031	-.115	.065
Understand/deal with people from a different cultural backgrounds	-.065	.081	-.042	-.246	-.128	.087	-.061	.156

Table 4 continues

Table 4 continued

Correlation Matrix – Dependent Variables and Independent Variables - Expatriate Sample

	General Adjustment	Interactional Adjustment	Work Adjustment	Turnover - Quit Assignment	Turnover Intentions	Job Performance Assignment	Technical Performance Assignment	Job Satisfaction Assignment
Business knowledge acquired	-.207	.101	.058	-.192	-.220	.270	.144	.338*
Culture Similarity	.054	.211	.196	.288*	.160	.217	.259	.026

** Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Table 5 describes the correlations among dependent variables on the expatriate sample. As expected, we found high correlations between the types of adjustments and the two measures of turnover intentions, intentions to quit the assignment and intentions to quit the job and leave the company. Job performance in general and technical performance were significantly correlated with interactional, and work adjustment, and with each other. Job satisfaction was significantly correlated with interactional, and work adjustment, and with technical performance.

Table 5

Correlation Matrix – Dependent Variables and Dependent Variables - Expatriate Sample

	General Adjustment	Interactional Adjustment	Work Adjustment	Turnover - Quit Assignment	Turnover Intentions	Job Performance Assignment	Technical Performance Assignment
Interactional Adjustment	.409**						
Work Adjustment	.397**	.651**					
Turnover - Quit Assignment	-.030	.135	-.096				
Turnover Intentions	-.081	.004	.094	.364**			
Job Performance Assignment	.165	.378**	.444**	-.059	-.027		
Technical Performance Assign.	.192	.350*	.311*	-.129	-.149	.701**	
Job Satisfaction Assignment	.184	.507**	.605**	-.221	-.215	.262	.388**

** Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

Table 6 displays correlations among the main dependent variables and the independent variables for the repatriate sample.

Hypotheses 1a-c: **The five factors of personality (openness, conscientiousness, extraversion, agreeableness, and neuroticism) are positive predictors of adjustment (general, interactional, and work) (H1a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H1b) and positive predictors of performance (H1c).** Among the personality factors, agreeableness, conscientiousness, and openness were significantly negatively correlated with turnover intentions, offering support for H1b. Although not hypothesized, openness was significantly correlated with job satisfaction during the assignment among repatriates. Personality factors were not related to measures of adjustment or job performance in the repatriate sample.

Hypothesis 2a-c: **Language expertise is a positive predictor of adjustment (general, interactional, and work) (H2a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H2b) and positive predictors of performance (H2c).** Language expertise was significantly correlated with general and interactional adjustments (H2a). Language expertise, however, was not found related to measures of turnover intentions and job performance.

Hypothesis 3a-c: **Previous international experience (never traveled abroad before, traveled abroad for a short period of time for business or vacation purposes, studied abroad, have been on a short term assignment before, and have been on a long term assignment before) is a positive predictor of adjustment (general, interactional, and work) (H3a), negative predictors of turnover intentions**

(intentions to quit the assignment, and intentions to quit the job) (H3b) and positive predictors of performance (H3c). We did not find support for H3 with the repatriate sample results.

Hypothesis 4a-c: **The presence of spouse and children accompanying the expatriate is a positive predictor of adjustment (general, interactional, and work) (H4a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H4b) and positive predictors of performance (H4c).** Support for H4b was found related to whether the assignees have children and if they accompanied them on assignment. When children are present, we observe lower intentions of quitting the assignment (t (42) = 2.43, p =.019) as evidenced by a mean difference test. The presence of children, however, was not related to measures of adjustment or job performance.

Hypothesis 5a-c: **The adjustment (adjustment, adjustment general, and adjustment interactional) of the spouse accompanying the expatriate is a positive predictor of adjustment (general, interactional, and work) (H5a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H5b) and positive predictors of performance (H5c).** Spouse adjustments were found correlated with all types of expatriate adjustments (H5a), with job performance (H5c), and spouse interactional adjustment was found negatively correlated with intentions to quit the assignment (H5b).

Hypothesis 6a-c: **Role ambiguity, conflict and novelty of the new job are negative predictors of adjustment (general, interactional, and work) (H6a), positive predictors of turnover intentions (intentions to quit the assignment, and intentions**

to quit the job) (H6b) and negative predictors of performance (H6c). Among the job factors, role ambiguity was found negatively correlated with all types of expatriate adjustment (H6a), positively with intentions to quit the assignment (H6b), negatively with job performance during the assignment (H6c), and with job satisfaction. Role conflict was also found positively related with intentions to quit the assignment (H6b) and negatively related to job satisfaction.

Hypothesis 7a-c: **Job satisfaction with the new assignment is a positive predictor of adjustment (general, interactional, and work) (H7a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H7b) and positive predictors of performance (H7c).** Hypothesis H7b was supported by negative correlations between job satisfaction during the assignment and intentions to quit the assignment, and between job satisfaction after the assignment and turnover intentions. Hypothesis H7c was supported by positive correlations between job satisfaction, both during and after the assignment, and job performance. Job satisfaction was not found related to measures of adjustment in the expatriate sample.

Hypothesis 8a-b: **Perceived career support (perceived career support, satisfaction with the support received from host supervision, host HR, host co-workers, home upper management, home HR Talent Management, home HR Foreign Services) is a positive predictor of job satisfaction (H8a) and negative predictor of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H8b); and *Hypothesis 9a-b:* Upon repatriation, perceived career support (same variables noted on the last hypothesis) and advancement (career placement satisfaction) is a positive predictor of job satisfaction (H9a) and negative

predictor of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H9b). Support was found for H8 and H9a and H9b with significant correlations between co-workers support and turnover intentions (quit assignment and leave the company), and job satisfaction during the assignment; between expatriate department support and turnover intentions, and current job satisfaction; and between upper management support and talent management support and current job satisfaction. Additional support for H9b was found in the positive correlation between job satisfaction and perceived career support. Although not hypothesized, the support received from the expatriate department, upper management, talent management, and the perceived career support were positively related to career placement satisfaction.

Hypothesis 10: **Upon repatriation, subject's evaluation of their cross-cultural competency is significantly higher than before they went on an assignment.** Hypothesis 10 could not be tested directly because self-reported measures of cross-cultural competencies before the assignment were not collected. However, the items that accessed cross-cultural competencies acquired presented means of 6.37 (with standard deviation of .85) and 6.35 (with standard deviation of .90) in a 7-point scale, and we could consider these high means as preliminary evidence. In order to actually test this hypothesis we would have to assess the participants' evaluation of their cross-cultural competencies before the assignment.

Hypothesis 11a-c: **Upon repatriation, perceived skill utilization (professional, technical and cross-cultural) is a positive predictor of job satisfaction (H11a), a positive predictor of perceived career advancement (career placement satisfaction) (H11b), and a negative predictor of turnover intentions (intentions to quit the job)**

(H11c). Finally, H11a was supported by positive correlations between technical, professional, and cultural skills utilization and job satisfaction. And H11b was supported also by positive correlations between technical, professional, and cultural skills utilization and career placement satisfaction. Measures of perceived skill utilization, however, were not related to turnover intentions measures (Table 6).

Table 6

Correlation Matrix – Dependent Variables and Independent Variables - Repatriate Sample

	General Adjustment	Interactional Adjustment	Work Adjustment	Turnover Intentions - Quit Assignment	Turnover Intentions	Performance in general as an expatriate	Technical performance as an expatriate	Performance in general after the assignment	Technical performance after the assignment	Job Satisfaction during the assignment	Job Satisfaction after the assignment	Career Placement Satisfaction
Personality												
Extroversion	.072	-.027	.063	-.112	-.216	.307	.219	.287	.212	.276	.147	.141
Agreeableness	-.007	.094	.076	-.263	-.406**	.175	.154	-.053	-.002	.270	.107	.122
Conscientiousness	.016	-.020	.034	-.403**	-.485**	.169	-.100	.063	-.104	.317*	.183	.201
Neuroticism	.063	.108	-.114	.113	.217	-.035	-.043	.095	.003	-.131	.136	.013
Openness	-.039	.090	.306	-.123	-.317*	.091	.163	.037	.037	.409**	.248	.276
Language Proficiency												
Language Proficiency Before	.334*	.417**	.227	-.127	-.083	.029	.028	-.133	-.078	.000	.036	.075
Language Proficiency Now	.352*	.466**	.192	-.145	-.182	.096	.079	-.026	-.004	.091	.121	.126
Spousal Adjustment												
Spouse Adjustment	.841**	.572**	.385*	-.296	-.266	.396*	.175	.375*	.148	.008	-.002	.089

Table 6 continues

Table 6 continued

Correlation Matrix – Dependent Variables and Independent Variables - Repatriate Sample

	General Adjustment	Interactional Adjustment	Work Adjustment	Turnover Intentions - Quit Assignment	Turnover Intentions	Performance in general as an expatriate	Technical performance as an expatriate	Performance in general after the assignment	Technical performance after the assignment	Job Satisfaction during the assignment	Job Satisfaction after the assignment	Career Placement Satisfaction
Spouse General Adjustment	.848**	.538**	.341	-.265	-.253	.392*	.172	.368*	.158	-.025	-.005	.090
Spouse Interactional Adjustment	.750**	.616**	.471**	-.354*	-.280	.376*	.172	.363*	.112	.095	.007	.080
Role Factors												
Role Ambiguity	-.308*	-.210	-.450**	.567**	.111	-.392**	-.236	-.196	-.092	-.433**	-.072	-.145
Role Similarity	-.118	-.054	-.241	.052	.075	-.053	.008	.136	.178	-.053	-.039	-.048
Role Conflict	-.163	.007	-.097	.328*	.270	-.234	-.028	-.039	.048	-.321*	-.011	-.060
Satisfaction												
Pay Satisfaction during assignment	.029	-.069	.009	-.034	-.141	-.082	-.218	-.091	-.054	.050	.235	.256
Pay Satisfaction after assignment	-.018	.072	.110	.115	-.262	-.126	-.145	-.005	.023	.023	.592**	.563**
Support Satisfaction: Host Supervision	.025	-.007	.027	-.171	-.248	-.112	-.156	-.042	.039	.086	.231	.244
Support Satisfaction: Host Human Resources	.184	-.142	.057	-.180	-.219	.105	.049	.143	.097	.241	-.031	-.070

Table 6 continues

Table 6 continued

Correlation Matrix – Dependent Variables and Independent Variables - Repatriate Sample

	General Adjustment	Interactional Adjustment	Work Adjustment	Turnover Intentions - Quit Assignment	Turnover Intentions	Performance in general as an expatriate	Technical performance as an expatriate	Performance in general after the assignment	Technical performance after the assignment	Job Satisfaction during the assignment	Job Satisfaction after the assignment	Career Placement Satisfaction
Support Satisfaction: Host Co-workers	.227	.267	.226	-.446**	-.398**	.088	.177	.130	.174	.481**	.102	.052
Support Satisfaction: Home Upper Management'	-.008	.160	-.202	.173	-.250	-.149	-.124	.116	.052	-.014	.430**	.434**
Support Satisfaction: Home HR Foreign Services	.253	.148	.042	-.070	-.349*	-.020	-.151	.128	.039	.103	.335*	.318*
Support Satisfaction: Home HR Talent Management	.127	.196	-.046	.101	-.180	-.075	-.095	.141	.040	-.044	.341*	.415**
Support Satisfaction: Relocation Vendor	.236	.250	.111	-.233	-.292	.133	.011	-.064	-.162	.097	-.120	.027
Perceptions of career support	.217	.140	-.018	-.001	-.279	.021	.078	.363*	.288	.066	.446**	.587**
Skills Acquired												
Technical/professional skills acquired	.144	.083	.248	-.229	-.165	.280	.400**	.338*	.478**	.491**	.310*	.192
Management skills acquired	.099	.267	.285	-.169	-.222	.482**	.572**	.283	.192	.381*	-.016	.069
Cross-cultural skills acquired	.168	.171	.314*	-.202	-.268	.374*	.371*	.364*	.364*	.604**	.216	.090
Understand/deal with people from a different cultural backgrounds	.061	.095	.280	-.259	-.205	.401**	.494**	.499**	.499**	.586**	.185	.044

Table 6 continues

Table 6 continued

Correlation Matrix – Dependent Variables and Independent Variables - Repatriate Sample

	General Adjustment	Interactional Adjustment	Work Adjustment	Turnover Intentions - Quit Assignment	Turnover Intentions	Performance in general as an expatriate	Technical performance as an expatriate	Performance in general after the assignment	Technical performance after the assignment	Job Satisfaction during the assignment	Job Satisfaction after the assignment	Career Placement Satisfaction
Business knowledge acquired	.224	.403**	.455**	-.187	-.427**	.379*	.328*	.252	.159	.398**	.105	.240
Skill Utilization												
Skill utilization: Technical and Professional	-.174	-.192	-.088	.017	-.125	.028	.191	.180	.292	.430**	.432**	.396**
Skill utilization: Cultural	-.247	-.144	-.011	-.032	.011	.026	.089	.136	.160	.291	.411**	.409**
How long have been since your last assignment ended?	.127	.147	-.018	-.039	-.040	.174	.109	.209	.209	.028	.140	-.102
Culture Similarity	.230	.174	.051	-.064	-.100	.173	.188	.098	.073	-.093	-.203	-.115

** Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Table 7 describes the correlations between the dependent variables for the repatriated sample. As expected, the measures of adjustment were correlated with each other. The same occurred for the measures of performance and turnover intentions. Performance in general during the assignment was significantly correlated with work adjustment and intentions to quit the assignment. Job satisfaction was related to the types of performance, and career placement satisfaction was related to job performance and job satisfaction after the assignment.

Table 7

Correlation Matrix – Dependent Variables and Dependent Variables - Repatriate Sample

	General Adjustment	Interactional Adjustment	Work Adjustment	Turnover Intentions - Quit Assignment	Turnover Intentions	Performance in general as an expatriate	Technical performance as an expatriate	Performance in general after the assignment	Technical performance after the assignment	Job Satisfaction during the assignment	Job Satisfaction after the assignment
Interactional Adjustment	.700**										
Work Adjustment	.494**	.564**									
Withdraw cognitions - Quit Assignment	-.180	-.143	-.244								
Turnover Intentions	-.258	-.267	-.184	.362*							
Performance in general as an expatriate	.312*	.180	.422**	-.394**	-.284						
Technical performance as an expatriate	.192	.122	.275	-.121	-.101	.685**					
Performance in general after the assignment	.396*	.225	.139	-.204	-.189	.414**	.575**				
Technical performance after the assignment	.274	.097	.036	-.009	-.109	.282	.643**	.872**			
Job Satisfaction during the assignment	-.046	.015	.242	-.452**	-.256	.426**	.456**	.270	.305*		
Job Satisfaction after the assignment	.072	.028	-.037	-.115	-.337*	-.131	-.151	.352*	.352*	.188	
Career Placement Satisfaction	.109	.121	.016	-.193	-.353*	-.049	-.088	.310*	.253	.110	.806**

** Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

The hypotheses were also tested in a multivariate fashion utilizing linear regressions. In these analyses we wanted to verify the relative contribution of groups of variables (individual characteristics, family factors, organizational factors, and repatriation factors of career support and skills utilization) in the prediction of the main dependent variables.

Individual Characteristics and Expatriation Success Criteria. We hypothesized that the five factors of personality would predict adjustment, turnover intentions and job performance of employees during the assignment [*Hypotheses 1a-c:* The five factors of personality (openness, conscientiousness, extraversion, agreeableness, and neuroticism) are positive predictors of adjustment (general, interactional, and work) (H1a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H1b) and positive predictors of performance (H1c)].

The following Tables 8 and 9 display linear regressions with the five personality factors being analyzed as predictors of the some of main dependent variables. The tables display only regression models in which one or more of the personality factors were found significant. To test these hypotheses we utilized data from both samples. The expatriates answered the questions about their current experience and the repatriates answered the questions about their past experience as expatriates.

Conscientiousness was found as a significant negative predictor of intentions to quit the assignment on both samples. This factor was also found as a negative predictor of

turnover intentions among repatriates. Openness to experience was found to predict work adjustment at a .10 level of significance in the repatriate sample.

Table 8

Linear Regressions - The Influence of Personality Measures on the Expatriate Success Criteria

	Turnover Intentions
Independent Variables	Coefficient (Std Error)
Constant	4.993**
	(2.033)
Extroversion	-.323
	(.258)
Agreeableness	.196
	(.326)
Conscientiousness	-.853**
	(.347)
Neuroticism	.154
	(.221)
Openness	.278
	(.290)
N	52
Adjusted R^2	.090
F statistic	2.008*

*** Statistically Significant at .01

** Statistically Significant at .05

*Statistically Significant at .10

Table 9

Linear Regressions - The Influence of Personality Measures on the Repatriate Success Criteria

	Adjust Work	Quit Assign	Turnover Intentions
Independent Variables	Coefficient (Std Error)	Coefficient (Std Error)	Coefficient (Std Error)
Constant	4.683	6.700**	8.595***
	(1.981)	(2.711)	(2.088)
Extroversion	.059	-.071	-.217
	(.294)	(.402)	(.310)
Agreeableness	-.138	-.494	-.531
	(.373)	(.503)	(.388)
Conscientiousness	-.139	-.932**	-.745**
	(.313)	(.426)	(.328)
Neuroticism	-.146	.009	.203
	(.382)	(.504)	(.388)
Openness	.666*	.278	-.101
	(.373)	(.511)	(.394)
N	40	41	41
Adjusted R^2	-.026	.189	.221
F statistic	.806	1.632	3.274**

*** Statistically Significant at .01

** Statistically Significant at .05

*Statistically Significant at .10

We also hypothesized that language fluency in the host country national language and previous international experience would be positive predictors of adjustment and job performance, and negative predictors of turnover intentions [*Hypothesis 2a-c:* Language expertise is a positive predictor of adjustment (general, interactional, and work) (H2a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H2b) and positive predictors of performance (H2c); and *Hypothesis 3a-c:* Previous international experience (never traveled abroad before, traveled abroad for a short period of time for business or vacation purposes, studied abroad, have been on a short term assignment before, and have been on a long term assignment before) is a positive predictor of adjustment (general, interactional, and work) (H3a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H3b) and positive predictors of performance (H3c)].

Tables 10 and 11 display linear regressions that analyze the influence of previous international experience and language training as predictors of main dependent variables. Language fluency was found as a significant predictor of interactional adjustment in both samples; a significant predictor of work adjustment in the expatriates sample; and a significant predictor of adjustment and general adjustment in the repatriates sample. Language fluency was also found significant predictor of job performance during the assignment in the repatriates sample. These findings give support for H2a and H2c.

The lack of previous international experience was a significant predictor of interactional adjustment in both samples (H3a). Again the surprising positive relationship between being on a long-term assignment before and turnover intentions, found in the

correlation analysis, repeats in the regression analysis among expatriates. This last finding is contrary to what was hypothesized. We expected that the more past international experience an employee has, the less she/he will present turnover intentions.

Table 10

Linear Regressions - The Influence of Language Fluency and Past International Experience on the Expatriate Success Criteria

	Adj Interaction	Adjust Work	Turnover Intentions	Perform. General
Independent Variables	Coefficient (Std Error)	Coefficient (Std Error)	Coefficient (Std Error)	Coefficient (Std Error)
Constant	4.940***	5.381***	1.575***	3.725***
	(.516)	(.382)	(.554)	(.316)
Language Fluency Before	.196***	.108**	.021	.085**
	(.065)	(.048)	(.068)	(.039)
Never traveled abroad	-2.011**	-.989	.530	.190
	(.935)	(.692)	(.979)	(.559)
Business/Vacation travel	.066	.379	.303	.204
	(.459)	(.340)	(.489)	(.279)
Studied Abroad	.105	.024	.159	-.255
	(.345)	(.256)	(.358)	(.204)
Short term assignment	.490	.021	-.164	-.109
	(.674)	(.499)	(.700)	(.399)
Long term Assignment	.261	.268	1.295***	.147
	(.364)	(.269)	(.378)	(.216)
N	53	53	52	52
Adjusted R^2	.235	.147	.123	.008
F statistic	3.658**	2.489**	2.191	1.069

*** Statistically Significant at .01

** Statistically Significant at .05

*Statistically Significant at .10

Table 11

Linear Regressions - The Influence of Language Fluency and Past International Experience on the Repatriate Success Criteria

	Adj General	Adj Interaction	Perform. General
	Coefficient	Coefficient	Coefficient
Independent Variables	(Std Error)	(Std Error)	(Std Error)
Constant	5.404***	4.960***	3.642***
	(.574)	(.767)	(.293)
Language Fluency Before	.175**	.301**	.012
	(.085)	(.113)	(.047)
Never traveled abroad	-2.342**	-.122	-.186
	(1.108)	(1.480)	(.615)
Business/Vacation	-.380	-.389	.531*
	(.552)	(.738)	(.279)
Studied Abroad	-.155	-.048	-.091
	(.447)	(.597)	(.238)
Short term assign.	.041	.456	-.466
	(.538)	(.718)	(.297)
Long term assign.	-.406	-.549	.153
	(.470)	(.628)	(.249)
N	43	43	43
Adjusted R^2	.097	.063	-.011
F statistic	1.749	1.468	.925

*** Statistically Significant at .01

** Statistically Significant at .05

*Statistically Significant at .10

Family Factors and Expatriation Success Criteria. The following analysis tests the hypotheses that the presence of spouse and children and the spouse adjustment are positive predictors of the expatriate's adjustment and job performance, and negative predictors of turnover intentions [Hypothesis 4a-c: The presence of spouse and children accompanying the expatriate is a positive predictor of adjustment (general, interactional, and work) (H4a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H4b) and positive predictors of performance (H4c); and Hypothesis 5a-c: The adjustment (adjustment, adjustment general, and adjustment interactional) of the spouse accompanying the expatriate is a positive predictor of adjustment (general, interactional, and work) (H5a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H5b) and positive predictors of performance (H5c)].

Tables 12 and 13 display linear regressions that analyze the influence of spouse adjustment predicting main dependent variables. In support of H5a, the adjustment of spouse is systematically associated with expatriate adjustment in both expatriate and repatriate samples. Also, in support of H5c, the spouse general adjustment is a significant negative predictor of intentions to quit the assignment. An interesting finding, however, was that the spouse interactional adjustment contributes to the expatriate's intentions to quit the assignment.

ANOVA analysis showed that among expatriates, the presence of children is a positive predictor of expatriate general adjustment ($F(2, 50) = 2.86$, $p<.05$). More specifically, expatriates that have children who accompanied them on assignment tend to tend to present greater general adjustment than those expatriates that do not have children

(*TK test* = 3.85, $p<.05$). No significant differences on adjustment measures were found between the group of expatriates that have children and they accompanied them on assignment and the group of assignees that have children, but they did not accompany them on assignment. Similar results were found for intentions to quit the assignment. Expatriates that have their children with them on assignment tend to express less intentions to quit the assignment when compared to the ones that left the children at the home country ($F(1,49) = 5.59$ $p<.05$).

Table 12

Linear Regressions - The Influence of Family Factors on the Expatriate Success Criteria

Independent Variables	Adj General Coefficient (Std Error)	Adj Interaction Coefficient (Std Error)	Adjust Work Coefficient (Std Error)	Quit Assign Coefficient (Std Error)
Constant	2.257***	2.723***	4.337***	2.610***
	(.3574)	(.639)	(.622)	(.875)
Spouse Adjustment General	.673***	.087	.149	-.302**
	(.066)	(.119)	(.116)	(.107)
Spouse Adjustment Interactional	-.039	.502***	.182**	.194**
	(.043)	(.078)	(.076)	(.107)
N	51	51	52	50
Adjusted R^2	.712	.537	.174	.063
F statistic	55.54***	26.5***	5.65**	2.45***

*** Statistically Significant at .01

** Statistically Significant at .05

*Statistically Significant at .10

Table 13

Linear Regressions - The Influence of Family Factors on the Repatriate Success Criteria

Independent Variables	Adj General Coefficient (Std Error)	Adj Interaction Coefficient (Std Error)	Adjust Work Coefficient (Std Error)
Constant	1.873***	2.991**	5.016***
	(.444)	(.885)	(.772)
Spouse Adjustment General	.698***	-.039	-.304
	(.172)	(.343)	(.300)
Spouse Adjustment Interactional	-.006	.537**	.515**
	(.131)	(.262)	(.228)
N	43	43	43
Adjusted R^2	.701	.336	.196
F statistic	37.28***	8.86***	4.79**

*** Statistically Significant at .01

** Statistically Significant at .05

*Statistically Significant at .10

Organizational Factors and Expatriation Success Criteria. In this section we test hypotheses related to the influence of both role factors and job satisfaction dimensions on the expatriate effectiveness criteria. First, we hypothesized that the role factors of ambiguity, conflict, and novelty (represented in these samples by its opposite, role similarity) would be negative predictors of adjustment and performance, and positive predictors of turnover intentions [*Hypothesis 6a-c:* Role ambiguity, conflict and novelty of the new job are negative predictors of adjustment (general, interactional, and work) (H6a), positive predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H6b) and negative predictors of performance (H6c)].

The following Tables 14 and 15 show regression models for both samples that analyze the influence of job factors in predicting the dependent variables of adjustment, intentions to quit the assignment, and job performance. Role ambiguity was found a significantly negative predictor of all types of adjustment and job performance on both samples (H6a and H6c). Role similarity was found a negative predictor of intentions to quit the assignment on the expatriate sample (H6b); and role conflict was found a positive predictor of intentions to quit the assignment (H6b). See Tables 14 and 15.

Table 14

Linear Regressions - The Influence of Role Factors on the Expatriate Success Criteria

Independent Variables	Adj General Coefficient (Std Error)	Adj Interaction Coefficient (Std Error)	Adjust Work Coefficient (Std Error)	Quit Assign Coefficient (Std Error)	Perform. General Coefficient (Std Error)
Constant	6.702***	6.869***	6.823***	1.930***	4.576***
	(.471)	(.710)	(.450)	(.648)	(.378)
Role Similarity	-.025	-.104	.041	-.193**	-.047
	(.068)	(.102)	(.065)	(.094)	(.055)
Role Ambiguity	-.396***	-.569**	-.496***	-.156	-.252**
	(.146)	(.221)	(.140)	(.201)	(.117)
Role Conflict	-.079	.072	.009	.283*	.054
	(.105)	(.158)	(.100)	(.144)	(.084)
N	53	53	53	53	53
Adjusted R^2	.135	.068	.240	.093	.031
F statistic	3.702**	2.258*	6.474***	2.736*	1.548

*** Statistically Significant at .01

** Statistically Significant at .05

*Statistically Significant at .10

Table 15

Linear Regressions - The Influence of Role Factors on the Repatriate Success Criteria

Independent Variables	Adj General Coefficient (Std Error)	Adj Interaction Coefficient (Std Error)	Adjust Work Coefficient (Std Error)	Quit Assign Coefficient (Std Error)	Perform. General Coefficient (Std Error)
Constant	6.281***	5.874***	7.136***	.130	4.550***
	(.543)	(.714)	(.514)	(.652)	(.275)
Role Similarity	-.043	-.016	-.114	-.038	.006
	(.094)	(.124)	(.089)	(.113)	(.048)
Role Ambiguity	-.207*	-.225	-.347***	.546***	-.137**
	(.122)	(.160)	(.115)	(.146)	(.062)
Role Conflict	-.031	.078	.064	.130	-.036
	(.104)	(.137)	(.098)	(.126)	(.053)
N	42	42	42	42	42
Adjusted R^2	.033	-.024	.180	.296	.098
F statistic	1.470	.684	3.997***	6.740***	2.480*

*** Statistically Significant at .01

** Statistically Significant at .05

*Statistically Significant at .10

Although hypothesis 7 [*Hypothesis 7a-c:* Job satisfaction with the new assignment is a positive predictor of adjustment (general, interactional, and work) (H7a), negative predictors of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H7b) and positive predictors of performance (H7c)] refers only to job satisfaction as a predictor of adjustment, turnover and performance, we had several measures of satisfaction and included them in a comprehensive model that analyzes the influences of satisfaction facets on the expatriate success criteria. We found support for job satisfaction as a positive predictor of performance during the assignment in both samples (H7c and H9c). Job satisfaction was also a positive predictor of adjustment, interactional adjustment and work adjustment on the expatriate sample (H7a); and negative predictor of turnover and intentions to quit the assignment on the expatriate and repatriate samples respectively (H7b and H9b).

Other positive predictors of expatriate adjustment facets were the support received from co-workers (in both samples), and the support received from the expatriate department (expatriate sample). Finally, the support received from the relocation vendor was found a negative predictor of turnover intentions among current expatriates (Tables 16 and 17).

Table 16

Linear Regressions - The Influence of Facets of Satisfaction on the Expatriate Success Criteria

Independent Variables	Adjustment Coefficient (Std Error)	Adj General Coefficient (Std Error)	Adj Interaction Coefficient (Std Error)	Adjust Work Coefficient (Std Error)	Quit Assign Coefficient (Std Error)	Turnover Intentions Coefficient (Std Error)	Perform. General Coefficient (Std Error)
Constant	2.794***	4.089***	1.075	2.062**	3.685**	6.058***	3.386***
	(.942)	(1.112)	(1.470)	(.893)	(1.558)	(1.380)	(.859)
Sat Job	.362***	.166	.666***	.418***	-.068	-.288*	.176*
	(.105)	(.125)	(.165)	(.100)	(.174)	(.155)	(.096)
Sat Pay	.017	.022	.088	-.093	.045	-.110	-.007
	(.083)	(.098)	(.129)	(.079)	(.137)	(.121)	(.076)
Sat Host Supervision	-.001	-.065	.015	.126	-.007	-.014	.057
	(.094)	(.111)	(.147)	(.089)	(.156)	(.138)	(.086)
Sat Host HR	.025	.217	-.200	-.122	-.289**	-.149	-.121
	(.085)	(.100)	(.133)	(.080)	(.140)	(.124)	(.077)
Sat Host Co-Workers	.082	.000	.103	.241**	-.189	.340**	-.087
	(.111)	(.131)	(.174)	(.105)	(.184)	(.163)	(.101)
Sat Home Upper Mgt	-.049	-.112	.014	.011	.087	-.034	.037
	(.085)	(.101)	(.133)	(.081)	(.141)	(.125)	(.078)
Sat Home Expat Dep.	.225**	.212*	.266*	.204**	.066	-.137	.096
	(.091)	(.108)	(.142)	(.086)	(.151)	(.133)	(.083)
Sat Home Talent Mgt	-.077	-.089	-.045	-.092	.048	-.065	-.127*
	(.080)	(.095)	(.125)	(.076)	(.133)	(.118)	(.073)
Sat Relocation Vendor	-.103	-.088	-.162	-.057	-.004	-.239**	.066
	(.080)	(.095)	(.125)	(.076)	(.133)	(.118)	(.073)
N	52	52	52	52	52	52	52
Adjusted R^2	.229	.097	.259	.444	.022	.304	.064
F statistic	2.680**	1.606	2.984***	5.528***	1.125	3.476***	1.385

*** Statistically Significant at .01; ** Statistically Significant at .05; *Statistically Significant at .10

Table 17

Linear Regressions - The Influence of Facets of Satisfaction on the Repatriate Success Criteria

Independent Variables	Adjustment Coefficient (Std Error)	Adj General Coefficient (Std Error)	Adj Interaction Coefficient (Std Error)	Adjust Work Coefficient (Std Error)	Quit Assign Coefficient (Std Error)	Perform. General Coefficient (Std Error)
Constant	3.444**	3.916**	2.583**	3.834**	7.711***	3.475***
	(1.482)	(1.527)	(2.026)	(1.668)	(2.026)	(.803)
Sat Job	-.170	-.283	-.211	.162	-.466*	.276***
	(.176)	(.181)	(.240)	(.198)	(.234)	(.093)
Sat Pay	-.024	-.049	-.062	.061	.023	-.048
	(.184)	(.190)	(.252)	(.207)	(.249)	(.099)
Sat Supervision	.008	-.010	.014	.028	-.182	-.019
	(.130v	(.134)	(.178)	(.146)	(.178)	(.070)
Sat Host HR	-.111	-.004	-.273	-.127	.074	-.004
	(.124)	(.128)	(.169)	(.140)	(.155)	(.061)
Sat Host Co-Workers	.443*	.444*	.608*	.215	-.343	-.131
	(.222)	(.228)	(.303)	(.249)	(.300)	(.119)
Sat Home Upper Mgt	-.305*	-.321*	-.185	-.428**	.371	-.064
	(.170)	(.175)	(.233)	(.192)	(.228)	(.090)
Sat Home Expat Dep.	.177	.228	.101	.135	-.109	-.001
	(.140)	(.145)	(.192)	(.158)	(.188)	(.074)
Sat Home Talent Mgt	.346*	.326	.397	.330	-.219	.012
	(.194)	(.200)	(.265)	(.218)	(.263)	(.104)
Sat Relocation Vendor	.067	.012	.176	.032	-.199	.085
	(.151)	(.156)	(.207)	(.170)	(.206)	(.082)
N	42	42	42	42	43	43
Adjusted R^2	.034	.053	.051	-.023	.184	.069
F statistic	1.158	1.254	1.244	.896	2.052*	1.343

*** Statistically Significant at .01; ** Statistically Significant at .05; *Statistically Significant at .10

Repatriation Success Criteria. Finally, we hypothesized that perceived career support would be a positive predictor of repatriated employees' job satisfaction and a negative predictor of turnover intentions [*Hypothesis 9a-b:* Perceived career support (perceived career support, satisfaction with the support received from host supervision, host HR, host co-workers, home upper management, home HR Talent Management, home HR Foreign Services) is a positive predictor of job satisfaction (H9a) and negative predictor of turnover intentions (intentions to quit the assignment, and intentions to quit the job) (H9b)]. We also hypothesized that perceived utilization of the skills acquired while on assignment would be a positive predictor of job and career placement satisfaction, and a negative predictor of turnover intentions [*Hypothesis 11a-c:* Upon repatriation, perceived skill utilization (professional, technical and cross-cultural) is a positive predictor of job satisfaction (H11a), a positive predictor of perceived career advancement (career placement satisfaction) (H11b), and a negative predictor of turnover intentions (intentions to quit the job) (H11c)].

Table 18 presents regression analysis with the items utilized to compose the perceived career support scale. The model was a statistically significant predictor of both turnover intentions and job satisfaction (H9a and H9b). Among the coefficients, however, only the items "I believe the company handles repatriation of employees well" and "I'm aware of a long term career plan the company has for me" were statistically significant predictors of turnover intentions. This phenomenon can be attributed to the high correlation between items in the scale, evidenced by the reliability coefficient of .87. Colinearity issues might have occurred in this analysis (see Table 18).

Similarly, the regression models presented in Table 19 support H11a and H11b as the models were statistically significant for turnover intentions and job satisfaction. The items that inform of repatriate professional/technical and cultural skill utilization were not found significant predictors as coefficients. These items have a correlation of .815 and colinearity issues might explain why the regression model was found them to be significant predictors of the targeted dependent variables, but the individual predictors were not (see Table 19).

Table 18

Linear Regressions - The Influence of Perceived Career Support on the Repatriate Success Criteria

Independent Variables	Turnover Intentions Coefficient (Std Error)	Job Sat Coefficient (Std Error)
Constant	4.233***	2.564***
	(.501)	(.741)
Transparent repatriation system	.098	-.287
	(.175)	(.259)
Transparent career management system	-.291	.261
	(.209)	(.309)
Handles repatriation well	-.394**	.245
	(.174)	(.258)
Informed about subsequent positions	.017	-.034
	(.139)	(.206)
Not have problems with repatriation	-.056	.319
	(.137)	(.203)
Aware of a long term career plan	.364**	.060
	(.138)	(.204)
N	43	43
Adjusted R^2	.300	.174
F statistic	4.002***	2.474**

*** Statistically Significant at .01
** Statistically Significant at .05
*Statistically Significant at .10

Table 19

Linear Regressions - The Influence of Skill Utilization on the Repatriate Success Criteria

Independent Variables	Job Sat Coefficient (Std Error)	Career Placement Sat Coefficient (Std Error)	Turnover Intentions Coefficient (Std Error)
Constant	1.924***	.820	2.968***
	(.961)	(1.082)	(.766)
Skill Utilization: technical/professional	.306	.221	-.309
	(.259)	(.292)	(.206)
Skill Utilization: cultural	.203	.328	.284
	(.282)	(.318)	(.225)
N	43	43	43
Adjusted R^2	.157	.138	.006
F statistic	4.906***	4.351**	1.124

*** Statistically Significant at .01
** Statistically Significant at .05
*Statistically Significant at .10

CHAPTER IV: DISCUSSION

The research findings presented in this study are in accordance with what has been found in the literature on expatriation and repatriation effectiveness. We were able to find at least partial support for all the hypothesized relationships. Conscientiousness, openness, neuroticism, and agreeableness are among the personality factors found related to some type of success criteria. We emphasize that conscientiousness was consistently found to be an important predictor of turnover intentions (to quit the assignment and to leave the company).

Language expertise and previous international experience were found as important predictors of the different types of adjustment in the assignment location. The various types of assignee adjustment were also found dependant on the adjustment of the spouse and the presence of children. Assignees with adjusted spouses and with children accompanying them tend to be more adjusted and less likely to think about quitting the assignment.

The role factors of conflict, similarity and ambiguity, and job satisfaction were found important predictors of adjustment, intentions to quit (assignment and company), and job performance. In the same direction, the support received from co-workers, host supervision, human resources department, home country upper management, relocation vendor, and the perceived career support were also found associated to the expatriate success criteria.

On the repatriation side of the equation, the support received from the organization, the perceived career support, and perceived skill acquirement and utilization were found related to the expatriate success criteria of perceived career placement satisfaction, turnover intentions and job satisfaction.

We found that among current expatriates, women presented lower adjustment and interactional adjustment. The number of woman in the sample was small, therefore, we could not include this variable in the analysis. Future research should focus on the influences of gender in the expatriate success criteria.

This study offered support or partial support to all the discussed literature on expatriate and repatriate effectiveness. It was clear that individual factors such as personality, language proficiency, and previous international experience are important to the success of an expatriation program, a result that corroborates propositions from Shaffer et al. (2006). Regarding personality, we only found support for conscientiousness and openness as predictors of expatriate effectiveness (also found in Downes, Varner & Hemmasi, 2010, and Mol et al., 2009). Additional study utilizing larger personality scales should clarify the relationships between other personality factors and expatriate success criteria.

According to what is suggested in previous studies (e.g. Shaffer et al., 2001; Shaffer & Harrison, 1998; Takeuchi, Sekhwa & Tesluk, 2002), family factors were found important predictors of a successful expatriation experience. The same holds true for organizational factors related to the employee's role while on assignment and the support they received from either host and home companies, consistent with what was found by Kraimer and Wayne (2004), and by Takeuchi, Seokhwa, and Telusk (2002). The

repatriation literature (e.g., Reiche, 2012) was also supported by evidence that both perceived career support and skill utilization are important predictors of repatriation success criteria such as career placement satisfaction and turnover intentions.

The main limitation of this study is that it cannot examine causality because it was not done utilizing an experimental design, as the independent variables were not manipulated. This study is also subject to selection threat to internal validity because employees that go on international assignment are not chosen randomly. They can have specific pre-existing characteristics that can account for differences observed on the dependent variable.

Because this study also does not have a control group design, the results cannot drive comparisons of the impact of an expatriate assignment as opposed to other programs or to no international program at all.

Although the study had a cross-sectional design, it asked the participants to answer questions about their knowledge, abilities, beliefs, feelings and opinions before, during, and after the assignment experience. There is a chance that the changes observed in the dependent variable are a result of a maturation process and not of the international assignment itself. The absence of a control group makes this internal validity threat even more influential.

Since an international assignment has a long duration as opposed to an experiment done in a specific point of time, this study is subject to the threat of history events that can affect the internal validity of the conclusions. External events such as an economic downturn or environmental disasters can affect how effective the international assignment experience will be.

Due to the fact that the questionnaire was send to employees from a certain company, demand characteristics can affect internal validity of the study conclusions. Employees might have had an expectation of what was being investigated and could be motivated to give certain answers even though they do not exactly represent their opinions. Specifically, the fear for retaliation can be a powerful motivation for employees to report having a good expatriation experience. To avoid this threat, specific and clear information about the confidentiality of the information was given to the participants. Since this study was based on a sample of expatriates from a single company, there is a chance that the results cannot be generalized for other contexts. Only results from future studies that include partial replications or extensions, or meta analysis can contribute to the establishment of the external validity of the present study.

Finally, the relatively small number of participants in each sample compromised the statistical power of the research findings. Had we had greater sample sizes, we may have found greater support for the hypothesized relationships. Also, the multiple significance tests performed increased the probability of chance findings.

Future research with longitudinal design, greater samples and represented by employees of several companies should be conducted to further evaluate the various predictors of expatriate and repatriate success discussed in this study. In addition, future research should focus on investigating specific predictors of expatriation success among women to guide best practices to increase women's representativeness among the worldwide expatriate community.

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APPENDICES

Appendix A: Descriptive Statistics Tables

Table 20

Frequencies Expatriate Sample

		Frequency	Percent
Function	Manufacturing environment	4	7.5
	Headquarters environment	32	60.4
	Other corporate environment (e.g. technical center, sales, etc)	16	30.2
	Missing data	1	1.9
How long since assignment end	Less than 6 months	8	15.1
	6 months to 12 months	14	26.4
	More than 12 months	53	58.5
Country of birth	France	3	5.7
	India	1	1.9
	Japan	2	3.8
	Mexico	3	5.7
	USA	27	50.9
	Missing data	17	32.1
Home Company Location	USA	40	75.5
	Mexico	6	11.3
	Brazil	1	1.9
	Canada	1	1.9
	France	2	3.8
	Other	1	1.9
	Missing data	2	3.8

Table 20 continues

Table 20 continued

Frequencies Expatriate Sample

		Frequency	Percent
Host Company Location	Japan	19	35.8
	Mexico	3	5.7
	USA	6	11.3
	France	3	5.7
	Canada	9	17.0
	Brazil	1	1.9
	India	1	1.9
	Switzerland	1	1.9
	Australia	2	3.8
	Missing data	6	11.3
Cultural Training	No	32	60.4
Received	Yes	20	37.7
	Missing data	1	1.9
Gender	Female	6	11.3
	Male	20	37.7
	Missing data	12	22.6
Marital Status	Married with spouse during assignment	45	84.9
	Married without spouse during assignment	1	1.9
	Single	6	11.3
Children	Children with employee during assignment	34	64.2
	Children not with employee during assignment	2	3.8
	Employee does not have children	15	28.3
Previous International	Never traveled abroad	2	3.8
Experience	Short period: Business/ vacation	41	77.4
	Studied Abroad	18	34.0
	Short term assignment	3	5.7
	Long term assignment	19	35.8

Table 21

Frequencies Repatriate Sample

		Frequency	Percent
Function	Manufacturing environment	11	25.0
	Headquarters environment	18	40.9
	Other corporate environment (e.g. technical center, sales, etc)	14	31.8
	Missing data	1	2.3
How long since assignment end	Less than a year	8	18.2
	1 to 5 years	32	72.7
	More than 5 years	4	9.1
Country of birth	China	1	2.3
	France	1	2.3
	Mexico	3	6.8
	UK	1	2.3
	USA	19	43.2
	Missing data	19	43.2
Home Company Location	USA	33	75.0
	Mexico	5	11.4
	Brazil	1	2.3
	Thailand	1	2.3
	France	2	4.6
	Other	1	2.3
	Missing data	1	2.3
Host Company Location	Japan	15	34.1
	Mexico	8	18.2
	USA	7	15.9
	France	4	9.0
	Canada	3	6.8
	Brazil	2	4.5
	Switzerland	2	4.5
	Other	2	4.5
	Missing data	1	2.3

Table 21 continues

Table 21 continued

Frequencies Repatriate Sample			
		Frequency	Percent
Cultural Training Received	No	24	54.5
	Yes	19	43.2
	Missing data	1	2.3
Gender	Female	5	11.4
	Male	32	72.7
	Missing data	7	15.9
Marital Status	Married with spouse during assignment	33	75.0
	Married without spouse during assignment	8	18.2
	Single	3	6.8
Children	Children with employee during assignment	29	65.9
	Children not with employee during assignment	9	20.5
	Employee does not have children	6	13.6
Previous International Experience	Never traveled abroad	1	2.3
	Short period: Business/ vacation	35	79.5
	Studied Abroad	9	20.5
	Short term assignment	5	11.4
	Long term assignment	13	29.5

Table 22

Descriptive Statistics - Expatriate Sample

	N	Minimum	Maximum	Mean	Std. Deviation
Adjustments					
General Adjustment	53	3.57	7.00	5.69	0.88
Interactional Adjustment	53	2.75	7.00	5.76	1.29
Work Adjustment	53	3.33	7.00	6.12	0.90
Turnover					
Turnover Intentions	52	1.00	5.75	2.40	1.25
Withdraw cognitions - quit assignment	52	1	5	1.92	1.19
Performance					
General Performance during assignment	52	2	5	4.15	0.67
Technical Performance during assignment	52	2	5	4.10	0.72
Job Satisfaction during assignment	52	2	7	6.00	1.12
Spousal Adjustments					
Spouse Adjustment	45	2.89	7.00	5.41	1.13
Spouse General Adjustment	45	2.00	7.00	5.48	1.18
Spouse Interactional Adjustment	45	1.00	7.00	5.16	1.80

Table 22 continues

Table 22 continued

Descriptive Statistics - Expatriate Sample

	N	Minimum	Maximum	Mean	Std. Deviation
Language Proficiency					
Language Proficiency Before	53	1	7	3.53	2.47
Language Proficiency Now	53	1	7	4.25	2.05
Personality					
Extroversion	52	2.00	5.00	3.60	0.67
Agreeableness	52	3.00	5.00	4.05	0.58
Conscientiousness	52	2.25	5.00	4.31	0.52
Neuroticism	52	1.00	4.50	2.40	0.80
Openness	52	2.75	5.00	3.90	0.63
Perceptions of career support	53	1.00	6.83	3.79	1.42
Culture Similarity	53	1.00	7.00	3.15	2.03
Role Factors					
Expat Role Similarity	53	1	7	3.26	1.85
Expat Role Conflict	53	1	5	3.11	1.15
Expat Role Ambiguity	53	1	5	1.74	0.90

Table 22 continues

Table 22 continued

Descriptive Statistics - Expatriate Sample

	N	Minimum	Maximum	Mean	Std. Deviation
Skills Acquired					
Technical/professional skills acquired	53	2	7	6.06	1.28
Management skills acquired	53	3	7	6.42	0.86
Cross-cultural skills acquired	53	4	7	6.49	0.80
Understand/deal with people from a different cultural backgrounds	53	5	7	6.51	0.67
Business knowledge acquired	53	5	7	6.57	0.60
Satisfaction					
Pay Satisfaction during assignment	52	1	7	5.29	1.42
Support Satisfaction: Host Supervision	52	1	7	5.42	1.49
Support Satisfaction: Host Human Resources	52	1	7	4.92	1.75
Support Satisfaction: Host Co-workers	52	3	7	6.04	1.03
Support Satisfaction: Home Upper Management'	52	1	7	5.15	1.74
Support Satisfaction: Home HR Foreign Services	52	2	7	5.71	1.35
Support Satisfaction: Home HR Talent Management	52	1	7	4.35	1.78
Support Satisfaction: Relocation Vendor	52	1	7	5.63	1.41

Table 23

Descriptive Statistics - Repatriate Sample

	N	Minimum	Maximum	Mean	Std. Deviation
Adjustments					
General Adjustment	43	2.86	7.00	5.44	1.13
Interactional Adjustment	43	1.00	7.00	5.46	1.49
Work Adjustment	43	1.67	7.00	5.97	1.17
Turnover					
Turnover Intentions	43	1.00	6.00	2.95	1.36
Withdraw cognitions - quit assignment	43	1	7	1.91	1.60
Performance					
General Performance during assignment	43	3	5	4.07	0.59
Technical Performance during assignment	43	3	5	4.09	0.57
General Performance after assignment	42	3	5	3.90	0.62
Technical Performance after assignment	42	3	5	3.90	0.62
Job Satisfaction					
Job Satisfaction during assignment	43	2	7	5.67	1.13
Job Satisfaction after assignment	43	1	7	4.67	1.85

Table 23 continues

Table 23 continued

Descriptive Statistics - Expatriate Sample

	N	Minimum	Maximum	Mean	Std. Deviation
Career Placement Satisfaction	43	1	7	3.84	2.06
Spousal Adjustments					
Spouse Adjustment	32	1.67	6.89	4.97	1.52
Spouse General Adjustment	32	1.57	6.86	5.04	1.46
Spouse Interactional Adjustment	32	1.00	7.00	4.73	1.91
Personality					
Extroversion	41	1.25	4.25	3.08	0.67
Agreeableness	41	2.50	5.00	3.89	0.59
Conscientiousness	41	2.00	5.00	4.01	0.66
Neuroticism	41	1.25	3.25	2.07	0.55
Openness	41	2.75	5.00	3.82	0.58
Perceptions of career support	43	1.50	6.50	3.48	1.38
Culture Similarity	43	1.00	7.00	2.67	1.63
Role Factors					
Role Similarity	44	1	7	4.16	1.87
Role Conflict	43	1	7	3.86	1.81
Role Ambiguity	44	1.00	7.00	2.68	1.52

Table 23 continues

Table 23 continued

Descriptive Statistics - Expatriate Sample

	N	Minimum	Maximum	Mean	Std. Deviation
Language Proficiency					
Language Proficiency Before	44	1	7	3.11	2.14
Language Proficiency Now	44	1	7	3.89	1.77
Skills Acquired					
Technical/professional skills acquired	43	3	7	5.86	1.21
Management skills acquired	43	2	7	5.81	1.30
Cross-cultural skills acquired	43	3	7	6.37	0.85
Understand/deal with people from a different cultural backgrounds	43	3	7	6.35	0.90
Business knowledge acquired	43	4	7	6.35	0.84
Skill utilization: Technical and Professional	43	1	7	5.26	1.75
Skill utilization: Cultural	43	1	7	5.65	1.60
Satisfaction					
Pay Satisfaction during assignment	43	3	7	5.40	1.07
Pay Satisfaction after assignment	43	2	6	4.47	1.40
Support Satisfaction: Host Supervision	43	1	7	5.35	1.45
Support Satisfaction: Host Human Resources	43	1	7	4.49	1.74
Support Satisfaction: Host Co-workers	43	2	7	5.93	1.01
Support Satisfaction: Home Upper Management'	43	1	7	4.63	1.85

Table 23 continues

Table 23 continued

Descriptive Statistics - Expatriate Sample

Satisfaction	N	Minimum	Maximum	Mean	Std. Deviation
Support Satisfaction: Home HR Foreign Services	43	1	7	4.63	1.80
Support Satisfaction: Home HR Talent Management	43	1	7	3.63	1.54
Support Satisfaction: Relocation Vendor	43	1	7	5.16	1.36

Appendix B: Expatriate Questionnaire

For employees currently on assignment and for repatriated employees

1. **Employee status**
   - ( ) I am currently on a short term international assignment (6 to 23 months)
     For how long have you been on this assignment?
     a. Less than 6 months
     b. 6 months to 12 months
     c. More than 12 months
   - ( ) I am currently on a long term international assignment (2 years or more)
     For how long have you been on this assignment?
     a. Less than 6 months
     b. 6 months to 12 months
     c. More than 12 months
   - ( ) I have been on an international an assignment in the past.
     i. If past assignment, how long since last assignment:
     ( )less than 1 year
     ( )1-5 years
     ( ) more than 5 years

2. **Employee Adjustment Measures –** (wording adjustment for repatriated employees)

Please indicate how adjusted you are to the following aspects of your international assignment experience:

1. Living conditions in general
   1_____2_____3_____4_____5_____6_____7
   Unadjusted Adjusted
2. Housing conditions
   1_____2_____3_____4_____5_____6_____7
   Unadjusted Adjusted
3. Food
   1_____2_____3_____4_____5_____6_____7
   Unadjusted Adjusted
4. Shopping
   1_____2_____3_____4_____5_____6_____7
   Unadjusted Adjusted
5. Cost of Living
   1_____2_____3_____4_____5_____6_____7
   Unadjusted Adjusted

6. Entertainment/recreation facilities and opportunities

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

7. Health care facilities

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

8. Socializing with host nationals

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

9. Interacting with host nationals on a day-to-day basis

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

10. Interacting with host nationals outside of work

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

11. Speaking with host nationals

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

12. Specific job responsibilities

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

13. Performance standards and expectations

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

14. Supervisory responsibilities

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

3. Family Companion (wording adjustment for repatriated employees)

a. Did your spouse/ partner accompany you during your assignment?

( )Yes ( ) No ( ) Does not apply

* If NO, skip next group of questions on spousal adjustment

b. Did your children accompany you during the assignment?

( )Yes ( ) No ( ) Does not apply

4. Spousal Adjustment Measures – (wording adjustment for repatriated employees)

Please indicate how adjusted your spouse/partner is to the following aspects of your international assignment experience:

1. Living conditions in general

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

2. Housing conditions

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

3. Food

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

4. Shopping

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

5. Cost of Living

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

6. Entertainment/recreation facilities and opportunities

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

7. Health care facilities

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

8. Socializing with host nationals

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

9. Interacting with host nationals on a day-to-day basis

1_____2_____3_____4_____5_____6_____7

Unadjusted Adjusted

5. Language expertise

a. How fluent you were in the host country national language before you went on assignment?

1. Lack of Proficiency
2. Elementary Proficiency
3. Limited Working Proficiency
4. Professional Working Proficiency
5. Full Professional Proficiency
6. Native or Bilingual Proficiency

( ) N/A - The host country has the same national language as my home country

b. How fluent you are now in the host country national language after you went on assignment?

1. Elementary Proficiency
2. Limited Working Proficiency
3. Professional Working Proficiency
4. Full Professional Proficiency
5. Native or Bilingual Proficiency

( ) N/A - The host country has the same national language as my home country

6. Previous international experience

Please indicate your previous international experience. Mark all that apply:

( ) I have traveled to other country(s) for short period(s) of time for vacation/business or other purposes
( ) I have studied abroad
( ) I have been on a short term international assignment (s) before (6 to 12 months)
( ) I have been on a long term international assignment (s) before (more than 1 year)

7. Role Factors

Please indicate the extent to which you agree with the following statements about your role **while on assignment**.

1. It is (was) clear what is (was) expected of me on my job.
   1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

2. My role while on assignment has (had) conflicting demands.
   1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

3. Please indicate how different/similar your roles before and during the assignment are (were)
   1_____2_____3_____4_____5_____6_____7

Very Similar Very Different

8. Perceived career and repatriation support (wording adjustment for repatriated employees)

Please indicate the extent to which you agree with the following statements about repatriation and career support:

1. I believe the company has established a transparent repatriation system
   1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

2. I believe the company has established a transparent career management system
   1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

3. I believe the company handles the repatriation of its returning employees well
   1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

4. Before the assignment started, I was informed about possible subsequent job positions within the company
   1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

5. I don't expect any problems with my own repatriation. (For repatriated employees: I did not have any problems with my repatriation)

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

6. I am aware of a long-term plan for my career within the company.

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

7. (Only for repatriated employees) I am satisfied with the career placement I received upon repatriation

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

9. Knowledge and skills acquired during assignment (only for repatriated employees)

Please indicate the extent to which you agree with the following statements about the knowledge and skills acquired during your assignment:

1. I acquired new technical/professional skills during the assignment

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

2. I acquired new management skills during the assignment

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

( ) Does not apply – Non-managerial role

3. I learned new cross-cultural skills during the assignment

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

4. I learned how to better understand/deal with people from a different cultural backgrounds

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

5. I have a better understanding of the company's business as a consequence of my assignment experience

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

10. Knowledge and skill utilization after assignment (only for repatriated employees)

Please indicate the extent to which you agree with the following statements about the knowledge and skills utilization after your assignment:

1. My current job requires me to utilize the technical/professional skills I learned during my international assignment

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

2. I utilize in my current job the cultural skills that I learned during the assignment.

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

11. Satisfaction

Please indicate how satisfied you are (were) with the following:

1. With your job in general before the assignment

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

2. With your job in general during the assignment

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

3. With your job in general after the assignment (for repatriated employees only)

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

4. With the amount of pay you got before the assignment

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

5. With the amount of pay you get (got) during the assignment

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

6. With the amount of pay you get after the assignment (for repatriated employees only)

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

7. With the support you receive (d) from host country's:
   a. Supervision

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

b. Human resources

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

c. Co-workers

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

8. With the support you receive (d) from home country's
   a. Upper management team

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

b. Human Resources Foreign Service Assignments

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

c. Human Resources Talent Management

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

9. With the support you receive (d) from the relocation vendor:

1_____2_____3_____4_____5_____6_____7

Very Unsatisfied Neither Satisfied or Satisfied Very Satisfied

12. Job performance

Please indicate how you would rate your job performance in the following periods:

Before the Assignment

Your performance in general before the assignment

1_____2_____3_____4_____5

Unsatisfactory or Poor/ Not very good or Bellow average/ Moderate or Average/ Very good or Above Average/ Exceptional or Outstanding

Your technical performance before the assignment

1_____2_____3_____4_____5

Unsatisfactory or Poor/ Not very good or Bellow average/ Moderate or Average/ Very good or Above Average/ Exceptional or Outstanding

During the Assignment

Your performance in general as an expatriate

1_____2_____3_____4_____5

Unsatisfactory or Poor/ Not very good or Bellow average/ Moderate or Average/ Very good or Above Average/ Exceptional or Outstanding

Your technical performance on the expatriate assignment

1_____2_____3_____4_____5

Unsatisfactory or Poor/ Not very good or Bellow average/ Moderate or Average/ Very good or Above Average/ Exceptional or Outstanding

After the assignment (only for repatriated employees)

Your performance in general after the assignment

1_____2_____3_____4_____5

Unsatisfactory or Poor/ Not very good or Bellow average/ Moderate or Average/ Very good or Above Average/ Exceptional or Outstanding

Your technical performance after the assignment

1_____2_____3_____4_____5

Unsatisfactory or Poor/ Not very good or Bellow average/ Moderate or Average/ Very good or Above Average/ Exceptional or Outstanding

1. **Withdraw cognitions and intentions to stay**

Please indicate how often you think (or thought) about doing the following: (wording adaptations for repatriated employees)

1. While on assignment, I think (thought) about quitting the assignment early and returning to the home company

   1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

2. I will probably look for a new job in the near future

   1_____2_____3_____4_____5_____6_____7

   Strongly Disagree Neither Agree or Disagree Strongly Agree

3. At the present time I'm actively looking for another job in a different organization

   1_____2_____3_____4_____5_____6_____7

   Strongly Disagree Neither Agree or Disagree Strongly Agree

4. I do not intend to quit my job

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

5. It is unlikely that I will actively look for a different organization to work for in the next year

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

6. I'm not thinking about quitting my job at the present time

1_____2_____3_____4_____5_____6_____7

Strongly Disagree Neither Agree or Disagree Strongly Agree

2. Filter questions

1. Function:
   a. I hold a position in the Manufacturing environment ( )
   b. I hold a position in the Headquarters environment ( )
   c. I hold a position in other corporate environment (e.g. technical center, sales, etc) ( )
2. Country of birth: (box to fill in information) ( ) I don't want to provide this information
3. Home company: (box to fill in information) ( ) I don't want to provide this information
4. Host company: (box to fill in information) ( ) I don't want to provide this information
5. Did you receive cultural training before going on assignment or at the beginning of your assignment?

   ( ) Yes ( ) No

6. Please indicate how different/similar you think your home country culture and the host country culture are (were)

   1_____2_____3_____4_____5_____6_____7

   Very Similar Very Different

7. Age in years: (box to input number) ( ) I don't want to provide this information

15. Mini-IPIP

Instructions: On the following pages, there are phrases describing people's behaviors. Please use the rating scale below to describe how accurately each statement describes you. Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and roughly your same age. So that you can describe yourself in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then fill in the bubble that corresponds to the number on the scale. Note: Items 6, 7, 8, 9, 10, 15, 16, 17, 18, 19, and 20 are reverse scored.

1=Very Inaccurate; 2=Moderately Inaccurate; 3=Neither Inaccurate nor Accurate; 4=Moderately Accurate; 5=Very Accurate

Am the life of the party (E)

Sympathize with others' feelings (A)

Get chores done right away (C)

Have frequent mood swings (N)

Have a vivid imagination (I)

Don't talk a lot (E)

Am not interested in other people's problems (A)

Often forget to put things back in their proper place (C)

Am relaxed most of the time (N)

Am not interested in abstract ideas (I)

Talk to a lot of different people at parties (E)

Feel others' emotions (A)

Like order (C)

Get upset easily (N)

Have difficulty understanding abstract ideas (I)

Keep in the background (E)

Am not really interested in others (A)

Make a mess of things (C)

Seldom feel sad (N)

Do not have a good imagination (I)

Appendix C: Consent Form

Principal Investigator: Fernanda Lima de Melo
Study Title: The Success of Expatriate Programs: the influences of individual, job and social characteristics
Institution: Middle Tennessee State University

Informed Consent Form
Purpose of the Study:
The purpose of this study is to investigate the effectiveness of expatriate programs by analyzing unique individual, organizational and social characteristics involved on international assignments.

What will be done:
You will complete a survey, which will take about 15 minutes to complete. The survey includes questions about your experiences with an international assignment. We will ask about your opinions and perceptions about environmental, job and personal factors that we understand as important to the success/failure of an expatriate experience. We also will ask for some demographic information (e.g. marital status, number of children, host and home countries) so that we can accurately describe the general traits of the group of employees who participate in the study.

Benefits of this Study:
You will be contributing to knowledge about the role that individual, organizational and social factors play in the effectiveness of expatriate programs.
Also, a report with these studies' findings will be used to inform your organization's future HR expatriate management strategies.

Risks or discomforts:
No risks or discomforts are anticipated from taking part in this study. If you feel uncomfortable with a question, you can skip that question. You can also decide to quit at any time before you have finished the questionnaire.

Confidentiality:
Your responses will be kept completely confidential. We will NOT know your IP address or any personal identifiable information when you respond to the Internet survey (e.g. your name, e-mail, employee ID).
Only the researchers will see the participants individual survey responses. And only them will have access to the database that will be stored electronically in a password-protected folder.

Decision to quit at any time:
Your participation is voluntary; you are free to withdraw your participation from this study at any time. If you do not want to continue, you can simply leave this website. If you do not click on the "submit" button at the end of the survey, your answers and participation will not be recorded. You also may choose to skip any questions that you do

not wish to answer.

How the findings will be used:
A report with the results of this study will be used to inform the researcher's thesis project and your organization's Human Resources Department only.

Contact information:
If you should have any questions about this research study or possible injury, please feel free to contact Fernanda Melo at 615-935-7837 / fm2r@mtmail.com or my Faculty Advisor**,** Dr. Beverly Burke at Beverly.Burke@mtsu.edu.

By beginning the survey, you acknowledge that you have read this information and agree to participate in this research, with the knowledge that you are free to withdraw your participation at any time without penalty.

Appendix D: Introduction e-mail

Dear Company X employee,

We are pleased to inform you that we are conducting an assessment of the Company's expatriate program. This research is being conducted by Fernanda Melo, who is a graduate student. Reports of the survey results will be used for her thesis and shall help design Compay's future strategies to leverage its global workforce development initiatives.

As part of the Copmany's current/past expatriate community, we would like to request your cooperation by filling up the online survey you will be receiving shortly from Fernanda. You will be asked about your experience as an expatriate regarding individual, social and organizational factors particularly involved in an international assignment experience.
Your participation is voluntary and completely anonymous as we will not have any personal information in the survey database.

If you have any questions or concerns, please do not hesitate to contact Fernanda Melo on 615-XXX-XXXX or xxx@xxx.xxx

We look forward to your feedback.

Very truly yours,

Director of Human Resources

Appendix E: IRB Approval

December 7, 2012
Fernando Melo, Dr. Beverly Burke Department of Psychology fm2r@mtmail.mtsu.edu, Beverly.Burke@mtsu.edu
Protocol Title: "Effectiveness of Expatriate Programs: The Influences of Individual, Job and Social Characteristics on the Success of Expatriation and Repatriation Phases"
Dear Investigator(s),
The exemption is pursuant to 45 CFR 46.101(b) (2). This is because the research being conducted involves the use of educational tests, survey procedures, interview procedures or public behavior.
You will need to submit an end-of-project report to the Office of Compliance upon completion of your research. Complete research means that you have finished collecting data and you are ready to submit your thesis and/or publish your findings. Should you not finish your research within the three (3) year period, you must submit a Progress Report and request a continuation prior to the expiration date. Please allow time for review and requested revisions. Your study expires on **December 7, 2015.**
Any change to the protocol must be submitted to the IRB before implementing this change.
According to MTSU Policy, a researcher is defined as anyone who works with data or has contact with participants. Anyone meeting this definition needs to be listed on the protocol and needs to provide a certificate of training to the Office of Compliance. **If you add researchers to an approved project, please forward an updated list of researchers and their certificates of training to the Office of Compliance before they begin to work on the project.**
. This form can be located at www.mtsu.edu/irb on the forms page.
Also, all research materials must be retained by the PI or **faculty advisor (if the PI is a student)** for at least three (3) years after study completion. Should you have any questions or need additional information, please do not hesitate to contact me.
Sincerely,
Andrew W. Jones
Andrew W. Jones Graduate Assistant Compliance Office 615-494-8918 Compliance@mtsu.edu
Protocol Number: 13-147
Once your research is completed, please send us a copy of the final report questionnaire to the Office of Compliance