



Impact of characteristics of expatriates on their performance in Pakistan

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ABSTRACT

The purpose of this research study is to explore the characteristics of expatriates before they are posted on overseas assignments, and to assess the impacts of characteristics on the performance of expatriates. Multinational organizations need expatriates who can be representatives, ambassadors and have knowledge of coordination, integration of operations, knowledge transfer, and global managerial skills as they are investing in foreign markets to establish some subsidiaries in foreign countries. During this process, many of expatriates are not able to complete their overseas assignments. The rate of failure sometimes can reach to 85 percent. The main reasons of this high rate are culture shock, difficulties in adjustment, and so on. A questionnaire was developed based on the theoretical framework. The samples comprising 100 expatriates were taken from different organizations; education, construction, telecommunication, and press and media were focused in particular. The conclusion of the study has revealed that there are multi-faceted benefits of cross cultural training for expatriates working abroad. Cross cultural training can minimize culture shock, and premature return. Moreover, it can facilitate cultural adjustment, high productivity, and expatriates' performance. The study has been delimited to the global companies operating in Pakistan. However, the majority of the organizations are established in Islamabad.

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Introduction

Progressively more business operations are expanding beyond countries' boundaries. This situation creates challenges for multinational corporations (Selmer, 2000a, p. 269). Investing in foreign markets and to take advantage of opportunities, organizations try to establish some subsidiaries in foreign countries. During this process, multinational organizations need expatriates who are representatives, ambassadors and have knowledge of coordination, integration of operations, are capable of knowledge transfer, and possess global managerial skills. This is critical to the success of multinational organizations as expatriates play pivotal role in managing and coordinating the operations of firms (Morgan, Nie, and Young, 2004, p. 1247; Yavas and Bodur, 1999, p. 267b). For successfully establishing and managing such subsidiaries, some expatriates are sent to manage business operations in foreign countries and bridge up gap between home office and host country office. The other reason why it is needed to send expatriates is to get other alternative resources in undervaluing countries, is because in less developing countries sometimes it is not possible to find enough talented staff (Tung, 1987, p. 118).

Thus, there has been a growing interest in international human resource management because of globally increasing multinational enterprises. Internationally effective human resource management can be a crucial determinant of success in international business, and multinational organizations can face difficulties on fulfilling global strategies successfully if they have shortage of internationally, qualified, skillful managers (Shen, 2005, p. 656). Trained expatriates can help multinational organizations operating abroad to have competitive advantages. Because it will supply these organizations with an exceptional and distinguished position that

can develop not only quality and standard of service but products as well. The constant innovations and increased productivity, and profitability can be provided by the effective and successful training (Zheng, Hyland, and Soosay, 2007, p. 472).

On the other hand, owing to limited size of the local market, many business enterprises also venture in establishing their subsidiaries in the foreign markets (Tung, 1987, p. 122; Qi & Lange, 2005, p. 1). However, operating business in a host country is not only complex but expensive as well due to variety of reasons primarily the variation in cultures (Toh & DeNisi, 2005, p. 132). At the beginning of assignment it may not be possible to engage local employees as they may not have enough managerial experience and technical skills, corporation culture. That is why global organizations require expatriates to be assigned around the world.

Therefore, performance of the foreign subsidiaries heavily depends upon the performance of expatriates, that is, an expatriate manages the foreign offices so as to create and sustain competitive advantages in different countries (Russell, 2006, p. 23). Therefore, it is important for the organizations to select the right expatriate to be posted on overseas assignments as selecting skillful manager, getting the right expatriates are just the first step for an organization to be successful on assignment abroad (Brown, 2006, p. 6, & Black, Gregersen, & Mendenhall, 1992, p.3).

The expatriates' training is a key consideration in any multifaceted organization. Skill and knowledge not only mean power for the global marketplace but there are a lot of other benefits of Cross Cultural Training (CCT) which include gaining of the cultural awareness (Harris, and Moran, 1987), learning

about oneself, developing and encouraging self-confidence, improving confidence, developing and progressing motivation, developing ability to analyze problems from different perspectives, learning the improved ways of leading life, making people good listeners, improving a sense of mutual understanding among society and developing people's skills (Payne, 2004).

Studies show that only 30 percent of expatriates get CCT before being posted on overseas assignments. One of the main reasons why CCT is not provided in some countries is that it is thought that training is not so much effective to be successful on overseas assignments (Black and Mendenhall, 1990, pp. 114.115).

This study provides critical success factors (CSFs) and knowledge areas for CCT on expatriates equally applicable to any firm in pursuit of performance elevation and competitive advantage over rival firms.

Therefore, the main purpose of this study is to highlight the effects of CCT on performance of expatriates in business organizations.

The issues faced by global organizations are selection, training, adjustment difficulties, families, premature, repatriation problems, culture shock experience of expatriates (Russell, 2006, p. 25), and quite high failure rate of expatriates. Majority of expatriates are not successful, and do not have good performance so they return back early. This situation costs heavily on global organizations operating on overseas assignments. For example, high failure rate of American organizations operating on different assignments cause them to lose around US\$2 billion per year (Qi and Lange, 2005, p. 2).

This study explores the practice of the CCT before expatriates are posted on overseas assignments and to assess the impact of CCT factors on expatriates' success and performance by utilizing descriptive analysis.

It is assumed that success or failure of expatriates depends on the fact that how much expatriates know about the culture of host-country. So, this study provides insight into how-well expatriates may oblige with host country.

Methodology

The methodology of this study was based on questionnaire which is conducted in written form. The responses of the sample were screened, analyzed by means of the computer statistical package SPSS and summarized for collective data presentation.

A case study is conducted among 100 expatriates working in different multinational organizations in Pakistan. For the purpose of this study, questionnaire was administered through emails. In total 100 expatriates from global organizations operating in Pakistan were selected for the formation of sample. Mostly education, construction, and telecommunication firms were represented in the sample. All of the expatriates' organizations operated in either joint ventures or representative offices in Pakistan.

Expatriates working in Pakistan are contacted, but because of the security issues, it was impossible to contact every expatriate in Pakistan who has been working in multinational companies. So the authors used non-probability method of sampling. From the total population which is not known, the probability of each case has been selected. That is why this study used purposive sampling that gave them the chance to choose cases which were appropriate for helping them to accomplish the goals.

Mainly, the questionnaires, with a cover letter indicating the purpose and scope of the study, were sent by e-mail and some of them were submitted through personal contacts. After a period of one month, the survey questionnaires (8 pages) were collected from different fields. Based on framework and dependent and independent variables, 68 questions, some of which were additionally subdivided into a number of questions, were prepared and grouped under seven sections: selection process of managers, determinants of Expatriates' Success, CCT Processes of Managers, job position, performance and satisfaction, performance/adjustment evaluation, and personal information.

The authors received more responses than expected. Total responses were 73. A total of 85 questionnaires were sent out to individual expatriates working in Pakistan in different fields; education, telecom, construction, media and others (businessperson, food/restaurant). There were a total of 73 returns, representing a response rate of 86 percent. Representing a response rate of responses could be almost hundred percent but it was during summer vacation. Some of xpatriates have already left to their countries. After receiving all data, they were coded then stored in the data-base compiled by the computer statistical package SPSS for analysis. So the statistical results and interpretation of the survey are presented.

As shown in Table 1 the expatriates are mostly from education (50 percent), followed by construction (7.1 percent), and telecommunication (7.1 percent), press & media (7.1 percent) as all of them have the same percentage, and the others (14.3 percent). All of these organizations are from overseas multinationals.

According to **Error! Reference source not found.2** represented below, the spread of age among the expatriates is towards especially the younger and the middle age brackets. Majority of expatriates (47.2 percent) are less than 30 years old. The percentage of the age between 30 and 35 years old is 18. According to this table, multinational organizations operating in Pakistan prefer to hire young expatriates or young expatriates are more interested in going abroad.

The outcome of the data collection proved that majority of expatriates is male as it is known female candidates are not interested in having work on overseas assignments. On the other hand, multinational organizations also do not want to hire female candidates to send on overseas assignments. As a result of this situation, and as shown in Table 33, the percentage of male expatriates (75.7 percent) is 3 times more than the female staff (24.3). It can also be said that the multinational organizations operating in Pakistan face the same situation.

Majority of expatriates are married and have children (58.9 percent) and greater part of them live with their children. According to Table 44, it can be said that multinational organizations prefer sending the expatriates who are married. Having children or not, it seems that it does not create serious problems for organizations operating overseas.

Table 55 shows that majority of expatriates are from Turkey (53.5 percent), followed by Jordan (21.1 percent), Saudi, others and China. Other countries represented in the sample include Ghana, Japan, Iraq, Egypt, Syrian, Central African Republic, Palestine, and Somalia.

This table represents that the majority of expatriates working in Pakistan have either "university bachelor degree or equivalent (16 years)" or "university master or higher degree (18+years). The total percentage of both is 81.7 (Table 66). For example, majority of the expatriates from education either have

bachelor degree or master degree; the same situation can be said for others. On the other hand, the expatriates from press & media, and construction have the highest qualification (Table 7).

As presented among the expatriates, educators have the highest number (45.8 percent), followed by managers (15.3 percent), engineers (9.7 percent), others (23.6), and so on as shown in Table 8. The reason why educators take the highest number is that there are seven Turkish colleges operating in Pakistan. Majority of their staff are from Turkey. All married expatriates bring their families with themselves.

Most of the expatriates (70.1 percent) receive a salary between US \$1,000 and \$3,000 per month. For expatriates it is not a reasonable salary as being working overseas. The main reason why it is not high is that the expatriates from education field are mostly from Turkey and they are volunteers of a foundation operating abroad. For two years they are paid less salary. But that still is higher than their Pakistani counterparts (Table).

Majority of expatriates (66.7 percent) had worked at least in a foreign country before having been assigned to Pakistan. The percentage of expatriates who have been in 6 to 16 is (28.9 percent). The minority have been more than 17 and above (Table).

According to Table almost half of the expatriates (49.2 percent) stated that they have been employed 1-6 years in Pakistan. The percentage of expatriates who have been in 7 to 25 is 47.6 percent.

All multinational organizations have major desire to keep expatriates on overseas assignments as long as they are successful. And it is one of the predictors of being successful on overseas assignments. As mentioned earlier, sending staff abroad is quite expensive and difficult as well. That is why multinational organizations demand expatriates not to return prematurely. The more spending time on overseas assignments, the more expatriates may have international experiences, and then the more performance and success they may get.

Majority of the expatriates working for multinational organizations operating in Pakistan want to continue their works. The percentage of expatriates who desire to stay or to remain in Pakistan is quite high (Table 2). As it is known from literature review, the expatriates who are not satisfied with their job, culture or environment return early. So it means that expatriates working in Pakistan should be satisfied with their jobs.

According to Table 3, the expatriates working in Pakistan have high international experiences. The percentage of the expatriates from 1 to 6 years is 49.2 including Pakistan. It is accepted that the expatriates who have 3 years international experience and are still demanding to go on overseas assignment is one of the indicators of being successful. The expatriate who cannot complete his/her assignment is a failure.

Majority of the multinational organizations operating in Pakistan are not large in size as 72.7 percent of them have 100 staff and less. The percentage of organizations which have 1201-400 staff is only 10.9 (Table 4).

As the small size of multinational companies operating in Pakistan, the number of expatriates working for them is also not crowded. As shown in Table 15, the percentage of the companies which hired 1 to 50 expatriates is 84.2. That is why it can be said that the majority of multinational organizations are small in size.

Necessities of operating overseas, force multinational organizations to select most appropriate candidates who can go abroad, live and work on subsidiaries effectively. However,

research shows that poor selection processes used to identify candidates is one of the main reasons for expatriates' failures (Dewald & Sell, 2008, p. 6). When multinational organizations do not select the expatriates appropriately, the expatriates can potentially face serious problems such as cultural shock, difficulties in adaptation, adjustment, premature returns, and etc. while operating on overseas assignments.

In view of the importance of the selection criteria in the success of the expatriates, it is useful to gain insights into selection practices. Selection criterion refers to the expatriates' competencies (knowledge, skills and abilities) in order to perform their overseas assignments effectively and it is crucial for multinational organization to have the best employees to perform any business overseas.

In this connection, two questions are of pivotal importance. (1) What is the criterion used by MNCs in the selection of expatriates for performing assignments in Pakistan? And (2) what selection criteria should actually be used? Both questions were asked from expatriates of this study (expatriates working in Pakistan). The following sections of this chapter explore the afore-said questions.

Do the MNCs assign priority to the cross-cultural competencies in the selection of expatriates? In order to explore answer of this question, expatriates were asked in the survey "what criteria are used in your company for selection of expatriates?" They rated frequency of the use of various criteria on scale of 5 (with 1 = never and 5 = mostly).

Results reveal that organizations assign top priority to the special knowledge and skills (technical skills), followed by level of motivation, and personal characteristics. Interestingly, the parameters related with cross-cultural competencies (CCCs) did not emerge among the top three ranked criteria. Table 16 shows CCCs like language, family situation, and cultural awareness were given lesser priority.

The survey results do reveal some variation among the sectors (education, construction, telecommunication, press and media, and others) in the use of selection criteria. The only exception is "the special knowledge and skills required for the job (technical skills)" which emerged as top most and most commonly used criteria. This is understandable, as technical managers have more influence in the selection process.

Proficiency in the language spoken in the destined country emerged as third important factor in only two sectors i.e. education and telecommunication sectors, while in rest of cases language remained at fourth in rank.

Notwithstanding what are the practices being followed, the question arises, what criteria should actually be used in the selection of expatriates? Expatriates were asked to rate the importance of various criteria, based on their own experience.

Results are shown in Table 17. On overall basis, expatriates believed that cross cultural competencies should be given higher priority during the selection process that what is being given. Such divergence, between what is being practiced and what should be adopted, appeared with greater visibility in sectors like telecommunication, and press and media. Expatriates from these two sectors opined that proficiency in language should be considered as second most important selection criterion (after technical skills) as shown in Figure 1. In press and media, language is certainly of paramount importance. The question arises, why even sectors like press and media do not assign higher priority to language and other cultural competencies in the selection process? English is the

official language in Pakistan. While assuming that proficiency in only English would work in Pakistan. That is what appears to be the assumption made by them. Secondly, with the advent of globalization, press and media have been given greater freedom in recent past (current decade). The media firms were not prepared for such opportunities. In this way, required competencies could not be appropriately taken care off in the selection of individuals for foreign assignments. However, expatriates working in Pakistan held different views. They held the opinion that language should be given higher importance in the selection process.

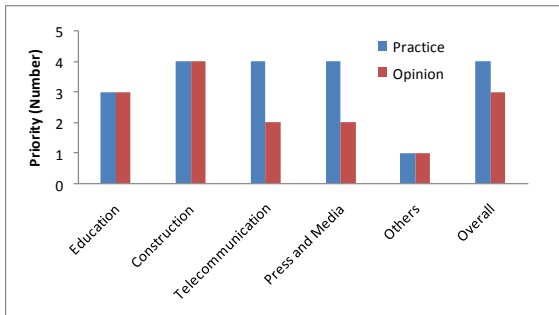


Figure 1: Priority of language as criterion of selection

Results and discussions lead to the conclusion that the MNCs are currently assigning lower priority to the cross cultural competencies than what they should do.

Determinants of Expatriates' Success

Expatriates' success is one of the most critical issues for the overseas companies. Success of expatriates refers to their ability to complete work assignments (Selmer, 2002, p. 42). Hung-Wen (2007) believes that success of expatriates should be measured on whether expatriates achieved objectives or not. However, the parameters used for measuring success differ from company to company and from person to person. Parameters of success could relate with completion of job assignments or the level of growth and profitability of organization (Connelly, Hitt, DeNisi & Ireland, 2007, p. 564).

The success of determinants includes managerial skills, technical ability, adaptability of expatriates' families (Qi & Lange, 2005, p.20), language ability (Sagiadellis & D'netto, 1997 p. 3; Tung, 1987, p. 123), cultural awareness of the host country, adjustment in the host country (Sagiadellis & D'Netto, 1997, p. 4), willingness to go abroad and work up to optimal level of efficiency, and a positive attitude towards work assignment. In short important determinants of the success of training are:

- Personality traits / personal characteristics
- Language ability
- Cultural awareness of the host country
- Adjustment in the host country
- Willingness to go abroad and work up to optimal level of efficiency
- Attitude towards work assignment

Literature review guided in the identification of five personal characteristics which are critical to the success of expatriates (Qi and Lange, 2005):

- Bearing uncertainty and stress (PerChar1)
- Reacting flexibly to new things (PerChar2)
- Being objective and willing to accept recommendation from locals (PerChar3)
- Willingness to accept local thoughts, behaviors and customs (PerChar4)
- Social skills (PerChar5)

All of the above secured significant scores are of importance i.e. exceeding 3.500 on scale of 5.000. The third of above characteristics i.e. "being objective & willing to accept recommendation from local people" has emerged, as shown in Table, as most important determinant factor with mean score of 3.855 on scale of 5.000, followed by "reacting flexibly to new things" (3.841), and "willingness to accept local thoughts, behaviors, and customs" (3.783).

Average of the average scores (AASs) of each of these characteristics reveal interesting factors. For example, for construction and press and media sectors, AAS has exceeded 4.000 on scale of 5.000 while for other two sectors, AASs have lagged behind. Construction and media sectors involve activities which are mostly outdoor in nature. It implies that for assignments which are mostly outdoor in nature, importance of personal characteristics carries high importance.

Ranks of these characteristics, in terms of their importance also vary from sector to sector. Variation is evident in Table. For example, in case of education sector, "to be objective and willing to accept recommendation from local", emerged as leading determinant. "Bearing uncertainty and stress" ranked top in case of expatriates from construction sector. It is understandable as the construction sector has very difficult and risky work environment. Construction workers have, mostly, to work in open environment and face harsh weathers. Vulnerabilities for the construction workers are high. Secondly, security issues further add to the complexity of issue. Such situation creates stress for the construction workers.

"To be objective and willing to accept recommendation from local" has appeared as most important characteristic for the success of expatriates in the press and media sector. It is mainly because getting access to key information on timely basis is a key to their success. Obviously, it is not an easy job, especially when a person is working in any other country. In such situation, the expatriates have to heavily rely on the local recommendations. The same characteristic has also emerged as the leading determinant in case of education sector.

Hypothesis:

Importance of personal characteristics varies significantly among five sectors including education, construction, press and media, telecommunication and others.

ANOVA results presented in Table 3 indicate that there exists a significant difference among sectors, in the following three characteristics:

- Bearing uncertainty and stress (PerChar1)
- Reacting flexibly to new things (PerChar2)
- Being objective and willing to accept recommendation from locals (PerChar3)

While difference in the importance of the following two characteristics is not significant:

- Willingness to accept local thoughts, behaviors and customs (PerChar4)
- Social skills (PerChar5)

Second category of the determinant of success of expatriates relate with language ability. Expatriates need language ability for several reasons:

- It facilitates effective communication which is vital for adjustment in a foreign culture (Walters, 1990);
- It is required to understand and or transfer information about assignments in work environment. An expatriate can have strong technical competence but if he or she is not good at the language to communicate, the performance is likely to be affected

negatively. The expatriates who do not face language barriers are more successful (Andreason, 2008, p. 3; Selmer, 2005, p. 71); and

- It minimizes culture shocks. It can help them to better understand the work surroundings, law, and culture of host country.

That is why language ability is so important determinant that it should not be ignored by multinational organizations.

The present study has surveyed the language ability from three perspectives:

- Overall language ability
- Proficiency in the host country language
- Proficiency in English as an international language

In this survey, as shown in Table , on overall basis, majority of the expatriates (75 percent) believed that “language ability” is an important or most important determinant of expatriates’ success.

Local language skills of host country have positive relationships with their socio-cultural adjustment as well. Because there is strong relation between understanding of local language and high performance. Although most of the expatriates are able to use English, however, it is sometimes difficult to use it in conversations. Therefore, ability to use local language is highly desirable. However, as shown in Table 31, only 48.6 percent thought that understanding of the host country language had any impact on their performance.

The reason behind providing facilities of learning host country language is to help expatriates in order to communicate with local staff of host country. It can not only facilitate them to be successful, but can prevent having culture shock.

As pointed out earlier, it is crucial to be able to understand, speak international language since it is a mean of communication among people. In response to the question, the authors wanted to know how helpful international language is in expatriates’ success. A majority of expatriates (78 percent) held the opinion that international language like English was “important” or “most important” for the expatriates’ success on Pakistani assignments (Table 32). International language (i.e. English) received higher score (4.233 on scale of 5.000) than the local language (3.417 on scale of 5.000). One plausible reason for such phenomenon is that English is the official and business language in Pakistan that is why it is more important than the local language.

Hypothesis:

Importance of the language related dimensions varies significantly among five sectors including education, construction, press and media, telecommunication and others. ANOVA results presented in Table 3 indicate that:

- Importance of the language capability (L1) significantly varies among sectors
- Importance of the proficiency in the host country language (L2) significantly varies among sectors
- Importance of the proficiency in the international language (like English) (L3) do not significantly differ among sectors

Spouse plays a critical role on overseas assignments’ success or failure (Turcotte, 1996, p.38). The importance of family is so crucial that either helps expatriates to be successful or it is one of the major factors which cause expatriates’ failures. Cross-cultural adjustment of family can positively influence the expatriate’s overall success. As spouse adjustment, satisfaction, concern, anxiety, intention, and willingness to return overseas are related to expatriate and vice-versa. The more spouse is

interested in staying abroad, the more expatriate can stay and vice-versa (Turcotte, 1996, pp. 109-110).

In order to study the impact of family issues on the success of expatriates on foreign assignments, three dimensions were explored:

1. Support of family / spouse to live abroad (FamSit1)
2. Adaptation of family / spouse to the new culture (FamSit2)
3. Willingness/liking of spouse to live abroad (FamSit3)

Support of family secured higher score of importance (3.833 on scale of 5.000) as compared to 3.789 score for adaptation of family / spouse to the new culture and 3.643 for willingness/liking of spouse to live abroad (**Error! Reference source not found.**).

Hypothesis:

Importance of the family/spouse related issues varies significantly among five sectors including education, construction, press and media, telecommunication and others.

ANOVA results presented in Table 4 indicate that:

- Difference is not significant among sectors.

Family problems and concerns equally matter in all sectors. Expatriates could be overly influenced by each family member’s problems and concerns (Caligiuri, Hyland, & Joshi, 1998, p.601).

As pointed out earlier, satisfaction of spouse with new environment and culture is crucial for expatriate in order to continue the overseas mission. Hence, CCT should be given not only to expatriates but to spouses as well. It is shown in **Error! Reference source not found.** that how family characteristics impact the employment adjustment (Caligiuri, et al., 1998. p. 600).

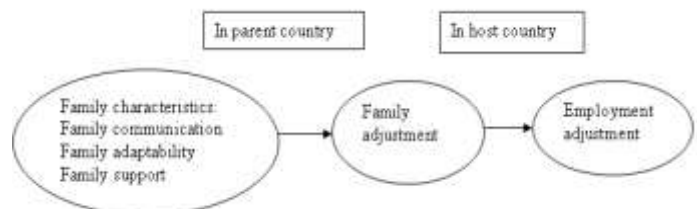


Figure 2: Theoretical Model Of Family Adjustment And Employment Adjustment

Source: Caligiuri, et al., 1998, 600

It is the first experience when expatriates have some difficulties on overseas assignments as they are referred to as culture shock (Russell, 2006, p. 44). According to Qi and Lange (2005), culture shock means feeling lost, confused, and anxious. The most important reason why people feel these feelings is due to unfamiliar situations and different cultural norms and values, work, and non-work environments. When expatriates are sent on overseas assignments, it is natural to take their own values, beliefs, behaviors and whatever they have regarding their culture, they cannot leave them in their home countries, so when they face different culture environment they may experience culture shock. (p. 13).

In order to explore answer of this question, expatriates were asked in the survey “which factor(s) do you think that can cause cultural shock?” They rated frequency of the use of various elements on scale of 5 (with 1 = strongly disagree and 5 = strongly agree).

There are many variables affecting the culture shock of expatriates. Results (Table) reveal that expatriates from construction sector perceived both “family situation” with mean of 4.33, and “personal sensitivity” with mean of 4.33 as the main factors causing culture shock in Pakistan. On the other

hand, expatriates from press and media sector opined that lack of technical competence should be considered as the most important factor cause of culture shock while expatriates from telecommunication opined that “difficulties to adapt to adjust to a new culture” should be considered the main variable causing culture shock. And followed by the expatriates from others rated “family problems” with mean of 3.33, finally expatriates from education assign main reason to the “personal sensitivity with mean of 3.73.

On overall basis, results and discussions lead to the conclusion that the MNCs are currently assigning higher priority to the family situation, personal sensitivity.

Hypothesis:

Causes of cultural shocks vary significantly among all sectors including education, construction, press and media, telecommunication and others.

ANOVA results presented in Table 27 indicate that:

- Difference is not significant among sectors.

It implies that all factors of cultural shock matter in all sectors.

Hypothesis:

Causes of cultural shocks vary significantly with nation of origin.

ANOVA results presented in Table indicate that difference in the following causes of cultural shocks is significant among expatriates from Turkey, China, Jordan and Kingdom of Saudi Arabia.

It implies that all factors of cultural shock matter in all sectors.

The reasons why MNCs provide pre-departure cross-cultural training are to facilitate both expatriates and their spouses to develop their realistic expectations, and also facilitating their adaptabilities (Turcotte, 1996, p. 72). Hence, providing pre-departure training for expatriates is quite significant for overseas missions. The other reasons why it is significant is that before arriving in host country expatriates can get enough information about work environment and new culture. Pre-departure CCT will facilitate the immediate arrival of the expatriate with basic knowledge (Avril & Magnini, 2007, p. 57). Then they can mentally and physically be ready to go there. When they are ready to go to a different place, it will help them to be successful.

Do the MNCs allocate priority to the pre-departure CCT for their expatriates' success? In order to explore answer of this question, expatriates were asked in the survey “what type of pre-departure training is important for his/her success? They rated frequency of the use of various elements on scale of 5 (with 1 = least important and 5 = most important).

The statistical results of the survey related to pre-departure training are presented in **Error! Reference source not found.** The survey results reveal some variation among the sectors (education, construction, telecommunication, press and media, and others) regarding the importance of pre-departure for their success. Expatriates from education, construction, press and media, and others opined that “language training” in pre-departure training should be considered as the most important variable. Interestingly, expatriates from telecommunication sector do not assign higher priority to language training. They rated “cultural orientation” as the most important variable. Cultural orientation is difficult and it is costly for multinational organizations. That is why multinational organizations mostly

do not provide this kind of pre-departure training for expatriates who are sent on overseas assignments.

As a result, as shown in **Error! Reference source not found.**, expatriates assign the highest priority to the language training. So it would be better if multinational organizations increase the rate of pre-departure training. There are various advantages of learning a foreign language. It facilitates expatriates to improve their interrelationship. Language can help expatriates to better understand a new job environment.

With increasing multinational business operations CCT is required for employees sent in overseas assignments. Even the most of the studies of well-known scholars like Berry *et al.*, 1993; Black and Mendenhall, 1990; Deshpande and Viswesvaran, 1992; Gregersen and Black, 1992; Hammer and Martin, 1990; Naumann, 1993; Oddou, 1992) support the use of CCT (Selmer, et al. 1998, pp. 831).

It has been mentioned earlier that post arrival CCT had several effects such as behavioral skills, cross cultural knowledge, essential cognitive structures, habitual behaviors especially on the expatriates' performance while working abroad. Post arrival CCT can facilitate cultural knowledge, and new behavior skills of expatriates on overseas assignment (Selmer, et al. 1998, pp. 831-832). It is suggested that post arrival CCT should be given after expatriates' tries to cope with culture shock. That is why it would be better if it can be provided after arrival of expatriate of three months until six months. Because it would be better if it can be given after first experience of arrival, facing culture shock of expatriate. These kinds of training programs can focus especially on the host country's culture relationships as well as values, and structure of society. During this kind of training, he or she can get information about whatever he/she needs (Selmer, 2000b, p. 52). It would offer an opportunity to the expatriates in sorting out their problems. According to Black, et al., (1992), CCT can facilitate expatriates to better understand new environment, rules, individuals to practice, and develop the behaviors and skills necessary for operating effectively in the host country (p. 127).

In order to gain insight into the practices of post-arrival training of expatriates in the MNCs, expatriates were asked a question “what type of post-arrival training did you receive after arrival in Pakistan?” They rated frequency of the use of various criteria on scale of 5 (with 1 = least important and 5 = most important).

Results reveal that majority of expatriates (70 percent) stated that they received post arrival language training while working in Pakistan and only minority of them (30 percent) acknowledged that they have not received and followed by cultural awareness training with 64.7 percent, executive courses with 51.5 percent. Finally, a great deal of expatriates (61.8 percent) stated that they received environmental briefing.

As a result, MNCs operating in Pakistan are interested in post arrival CCT. Majority of expatriates working in multinational organizations operating in Pakistan think that they should get opportunity to obtain some types of post arrival trainings.

Outcomes and discussions lead to the conclusion that determinants such as personal characteristics, language ability, family situation, pre-departure, and post arrival CCT have vital effects on the success of expatriates. In this survey, it is revealed

that the determinants of success of expatriates and their effects are similar to the determinants mentioned in literature review.

Cross-cultural training not only improves the working ability of the expatriates. Moreover it reduces the cost and increase profitability of the parent company. Expatriates' success depends upon the possession of perception skills, understanding the host country people, having positive aptitude coupled with increased adaptability acclimatize them in the environment of the host country.

As pointed out earlier, almost all multinational organizations pay more attention to technical competence in order to get success of expatriates. It is comprehensible that technical competence of expatriates is a significant factor, but technical competence alone is not enough or effective for being successful on overseas assignments. Additional to technical competence, the variables mentioned earlier, relational abilities such as support of companies, family orientation supports, language, and etc. are also needed.

Conclusion

The results of this study reveal that there are a variety of benefits of CCT as the most expatriates believe that it is likely that CCT will be beneficial to the work adjustment of expatriates in Pakistan. Suitable CCT can aid and lead to expatriates working on overseas missions. For example, this aid and leads can be related to realistic expectations, greater job satisfaction, adjustment, job performance, lower intentions of returning early, cultural interactions, bringing people together, reducing misunderstandings and inappropriate behaviors, and increasing employees confidence, and so on. Hence, it is incredibly valuable if multinational organizations provide appropriate CCT for expatriates who are sent in a foreign country.

There are various beneficial sides of CCT but it was observed that MNCs do not provide enough CCT for their employees.

Although the issues of CCT of expatriates have been studied extensively in Western work environment and culture, it cannot be said the same efforts were done in Pakistan. It is believed that this is the first study done in Pakistan related to this area.

Outcomes and discussions lead to the conclusion that determinants such as pre-departure, and post arrival CCT have vital effects on the success of expatriates. For pre-departure CCT, expatriates assign the highest priority to the language training as there are various advantages of learning a foreign language. It concluded that most of the expatriates have been provided post arrival CCT in Pakistan

The CCT process of managers' part shows the impacts and benefits of CCT on expatriates' performance, the benefits of CCT are discussed along with the duration of the training, and this question was designed in order to find out ideally how long the duration of the training process should be to learn. The majority of expatriates stated that the duration of language should be more than 5 weeks.

The job position part revolves around the issues related to providing on-the-job training, the effects of the size of firm on providing CCT, and etc. It was observed through this group of questions that the size of organizations can cause the level of CCT programs as they have much more financial resources. Satisfaction with job facilitates expatriates' adjustment. Satisfaction and adjustment of expatriates can facilitate them to have high performance. The outcomes of this part reveal that

expatriates working in Pakistan have high performance as they are strongly satisfied with CCT provided by their companies.

The performance and satisfaction part revolves around the issues related with CCT in Pakistan and the most frequent determinants of performance to measure the performance of expatriates, and the reasons for failure of expatriates.

The present investigation was focused on building a framework of CCT and evaluating its validity through a step by step application to the case study of firms operating in Pakistan. The situation existing in Pakistan, getting access to more global companies limited the study.

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Table 1: Types of Organizations Covered by Survey

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Education	42	57.5	58.3	58.3
	Construction	6	8.2	8.3	66.7
	telecommunication	6	8.2	8.3	75.0
	press & media	6	8.2	8.3	83.3
	Others	12	16.4	16.7	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Table 2: Age of Expatriates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30 years	34	46.6	47.2	47.2
	30-35 years	13	17.8	18.1	65.3
	36-40 years	11	15.1	15.3	80.6
	41-45 years	4	5.5	5.6	86.1
	Above 45	10	13.7	13.9	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Table 3: Gender of the expatriates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	53	72.6	75.7	75.7
	female	17	23.3	24.3	100.0
	Total	70	95.9	100.0	
Missing	System	3	4.1		
Total		73	100.0		

Table 4: Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	30	41.1	41.1	41.1
	Married	12	16.4	16.4	57.5
	Married with children	24	32.9	32.9	90.4
	Married without children	7	9.6	9.6	100.0
Total		73	100.0	100.0	

Table 5: Nationality of the Expatriates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Turkish	38	52,1	53,5	53,5
	Chinese	3	4,1	4,2	57,7
	Jordan	15	20,5	21,1	78,9
	Saudi	9	12,3	12,7	91,5
	Others	6	8,2	8,5	100,0
	Total	71	97,3	100,0	
Missing	System	2	2,7		
Total		73	100,0		

Table 6: Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary school	2	2.4	2.8	2.8
	Post-secondary school diploma or certificate	11	13.1	15.5	18.3
	University bachelor degree or equivalent	32	38.1	45.1	63.4
	University master or higher degree	26	31.0	36.6	100.0
	Total	71	84.5	100.0	
Missing	System	13	15.5		
Total		84	100.0		

Table 7: Level of Education

Fields	Mean	N	Std. Deviation
Education	4.3000	40	.68687
Construction	3.6667	6	.51640
Telecommunication	4.3333	6	.81650
Press & Media	4.6667	6	.51640
Others	3.7500	12	.86603
Total	4.1857	70	.74781

Table 8: Occupations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	3	4.1	4.2	4.2
	Manager	11	15.1	15.3	19.4
	Educator	33	45.2	45.8	65.3
	Consultant	1	1.4	1.4	66.7
	Engineer	7	9.6	9.7	76.4
	Others	17	23.3	23.6	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

Table 9: Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	between \$1.000-3.000	48	65.8	71.6	71.6
	between \$3.001-5.000	8	11.0	11.9	83.6
	between \$5.001-7.000	4	5.5	6.0	89.6
	between \$7.001-10.000	7	9.6	10.4	100.0
	Total	67	91.8	100.0	
Missing	System	6	8.2		
Total		73	100.0		

Table 10: Other Countries Experiences Before Coming Pakistan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	30	41.1	66.7	66.7
	6-10	5	6.8	11.1	77.8
	11-16	8	11.0	17.8	95.6
	17-25	1	1.4	2.2	97.8
	30 and above	1	1.4	2.2	100.0
	Total	45	61.6	100.0	
Missing	System	28	38.4		
Total		73	100.0		

Table 11: The Time Employed in Pakistan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-6	30	41.1	49.2	49.2
	7-11	10	13.7	16.4	65.6
	12-18	10	13.7	16.4	82.0
	19-25	9	12.3	14.8	96.7
	26 and above	2	2.7	3.3	100.0
	Total	61	83.6	100.0	
Missing	System	12	16.4		
Total		73	100.0		

Table 12: Expectation of Staying in Pakistan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3	35	47.9	72.9	72.9
	4-7	9	12.3	18.8	91.7
	8-11	3	4.1	6.3	97.9
	16 and above	1	1.4	2.1	100.0
	Total	48	65.8	100.0	
Missing	System	25	34.2		
Total		73	100.0		

Table 13: Spending Life Abroad (Experience)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-6	30	41.1	49.2	49.2
	7-11	10	13.7	16.4	65.6
	12-18	10	13.7	16.4	82.0
	19-25	9	12.3	14.8	96.7
	26 and above	2	2.7	3.3	100.0
	Total	61	83.6	100.0	
Missing	System	12	16.4		
Total		73	100.0		

Table 14: The Number Of Staff Of The Organizations Operating In Pakistan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-100 Staff	40	54.8	72.7	72.7
	101-400 Staff	8	11.0	14.5	87.3
	401-800 Staff	1	1.4	1.8	89.1
	1201-4000 Staff	6	8.2	10.9	100.0
	Total	55	75.3	100.0	
Missing	System	18	24.7		
Total		73	100.0		

Table 15: The Number Of Expatriates Working In Multinational Organizations Operating In Pakistan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-50 Expatriates	48	65.8	84.2	84.2
	51-75 Expatriates	4	5.5	7.0	91.2
	76-100 Expatriates	3	4.1	5.3	96.5
	101-200 Expatriates	1	1.4	1.8	98.2
	201-300 Expatriates	1	1.4	1.8	100.0
	Total	57	78.1	100.0	
Missing	System	16	21.9		
Total		73	100.0		

Table 16: Selection Criteria Used By Organizations

Fields		1	2	3	4	5	6
Education	Mean	4.4762	4.0000	3.9024	3.9512	3.6829	3.3000
	N	42	41	41	41	41	40
	Std. Deviation	.74041	1.20416	1.04415	.83520	1.19246	1.11401
Construction	Mean	4.8333	4.1667	4.3333	3.3333	1.3333	1.3333
	N	6	6	6	6	6	6
	Std. Deviation	.40825	.75277	.81650	.51640	.51640	.51640
Telecommu	Mean	4.3333	3.8333	3.6667	3.8333	3.0000	3.3333
	N	6	6	6	6	6	6
	Std. Deviation	1.63299	.98319	1.75119	.75277	1.67332	1.63299
Press and media	Mean	4.8333	4.0000	4.1667	4.0000	3.5000	3.6667
	N	6	6	6	6	6	6
	Std. Deviation	.40825	.63246	1.16905	1.09545	1.51658	.81650
Others	Mean	3.1667	3.0909	3.2500	3.5000	2.9091	3.4167
	N	12	11	12	10	11	12
	Std. Deviation	1.69670	1.13618	.86603	1.08012	1.04447	.79296
Total	Mean	4.3056	3.8571	3.8310	3.8261	3.2857	3.1857
	N	72	70	71	69	70	70
	Std. Deviation	1.12135	1.13298	1.09526	.87374	1.35286	1.18313

Note:

7. Special knowledge and skills required for the job
8. Motivation (willingness to go abroad etc.)
9. Personal characteristics (ability to adapt in new culture)
10. Language ability
11. Family situation
12. Cultural awareness

Table 17: Selection Criteria For Expatriates

Fields		1	2	3	4	5	6
Education	Mean	4.2857	4.2750	3.8537	4.0976	3.2000	3.2750
	N	42	40	41	41	40	40
	Std. Deviation	.89131	.87669	1.19501	.94353	1.04268	1.15442
Construction	Mean	4.8333	4.6667	4.3333	4.0000	1.3333	1.5000
	N	6	6	6	6	6	6
	Std. Deviation	.40825	.51640	.81650	.89443	.51640	.54772
Telecommunicat	Mean	4.5000	3.1667	3.8333	4.0000	3.3333	3.8333
	N	6	6	6	6	6	6
	Std. Deviation	1.22474	1.16905	1.16905	1.09545	1.50555	.98319
Press and Media	Mean	4.8333	3.8333	3.8333	4.333	3.1667	3.6667
	N	6	6	6	6	6	6
	Std. Deviation	.40825	.98319	1.32916	.51640	1.47196	1.63299
Others	Mean	3.0000	3.4545	3.1667	3.5833	3.1667	3.2500
	N	12	11	12	12	12	12
	Std. Deviation	1.85864	1.03573	.83485	1.24011	.83485	.86603
Total	Mean	4.1806	4.0435	3.7746	4.0141	3.0429	3.2000
	N	72	69	71	71	70	70
	Std. Deviation	1.20242	.99165	1.13637	.97823	1.16016	1.21106

Note:

1. Special knowledge and skills required for the job
2. Motivation (willingness to go abroad etc.)
3. Personal characteristics (ability to adapt in new culture)
4. Language ability
5. Family situation
6. Cultural awareness

Table18: Personal Characteristics

Fields		1	2	3	4	5
Education	Mean	3.5366	3.8750	3.9000	3.7750	3.6667
	N	41	40	40	40	42
	Std. Deviation	1.26684	1.09046	.92819	.89120	.92833
Construction	Mean	4.8333	4.6667	4.5000	3.1667	3.3333
	N	6	6	6	6	6
	Std. Deviation	.40825	.51640	.54772	1.16905	.81650
Telecommunication	Mean	4.0000	3.6000	3.4000	4.0000	3.2000
	N	5	5	5	5	5
	Std. Deviation	.70711	.89443	1.14018	1.41421	.83666
Press & Media	Mean	4.0000	4.3333	4.5000	3.8333	4.1667
	N	6	6	6	6	6
	Std. Deviation	1.09545	.81650	.54772	.75277	.75277
Others	Mean	2.8333	3.1667	3.2500	4.0000	3.7500
	N	12	12	12	12	12
	Std. Deviation	1.74946	1.02986	1.35680	1.12815	1.05529
Total	Mean	3.6000	3.8406	3.8551	3.7826	3.6620
	N	70	69	69	69	71
	Std. Deviation	1.34488	1.06582	1.03292	.98324	.92495

Note:

1. Bearing uncertainty and stress
2. Reacting flexibly to new things
3. To be objective & willing to accept recommendation from local
4. Willingness to accept local thoughts, behaviors and customs
5. Social skills

Table 1: ANOVA – Importance of the Personal Characteristics

		Sum of Squares	df	Mean Square	F	Sig.
PerChar1	Between Groups	18.105	4	4.526	2.757	.035
	Within Groups	106.695	65	1.641		
	Total	124.800	69			
PerChar2	Between Groups	11.338	4	2.835	2.752	.035
	Within Groups	65.908	64	1.030		
	Total	77.246	68			
PerChar3	Between Groups	10.501	4	2.625	2.708	.038
	Within Groups	62.050	64	.970		
	Total	72.551	68			
PerChar4	Between Groups	3.097	4	.774	.791	.535
	Within Groups	62.642	64	.979		
	Total	65.739	68			
PerChar5	Between Groups	3.337	4	.834	.974	.428
	Within Groups	56.550	66	.857		
	Total	59.887	70			

Note:

1. PerChar1= Bearing uncertainty and stress
2. PerChar2= Reacting flexibly to new things
3. PerChar3= To be objective & willing to accept recommendation from locals
4. PerChar4= willingness to accept local thoughts, behaviors and customs
5. PerChar5= Social skills

Table 20: Is Language Ability Important For The Success Of Expatriates?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	least important	6	7.1	8.3	8.3
	less important	4	4.8	5.6	13.9
	Neutral	8	9.5	11.1	25.0
	Important	22	26.2	30.6	55.6
	most important	32	38.1	44.4	100.0
	Total	72	85.7	100.0	
Missing	System	12	14.3		
Total		84	100.0		

Table 21: Relation Between Host Country Language And Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	least important	3	3.6	4.2	4.2
	less important	15	17.9	20.8	25.0
	Neutral	19	22.6	26.4	51.4
	Important	19	22.6	26.4	77.8
	most important	16	19.0	22.2	100.0
	Total	72	85.7	100.0	
Missing	System	12	14.3		
Total		84	100.0		

Table 32: The Impact Of International Language (English) On Expatriates' Success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less important	5	6.0	6.8	6.8
	Neutral	11	13.1	15.1	21.9
	important	19	22.6	26.0	47.9
	most important	38	45.2	52.1	100.0
	Total	73	86.9	100.0	
Missing	System	11	13.1		
Total		84	100.0		

Table 23: ANOVA – Importance Of Language For Expatriates’ Performance

		Sum of Squares	df	Mean Square	F	Sig.
L1	Between Groups	13.128	4	3.282	2.332	.065
	Within Groups	92.872	66	1.407		
	Total	106.000	70			
L2	Between Groups	18.119	4	4.530	3.865	.007
	Within Groups	77.346	66	1.172		
	Total	95.465	70			
L3	Between Groups	5.690	4	1.423	1.649	.172
	Within Groups	57.810	67	.863		
	Total	63.500	71			

Table 24: ANOVA – Importance Of Family Situation For Expatriates’ Performance

		Sum of Squares	df	Mean Square	F	Sig.
FamSit1	Between Groups	8.583	4	2.146	1.246	.300
	Within Groups	115.417	67	1.723		
	Total	124.000	71			
FamSit2	Between Groups	6.276	4	1.569	1.183	.327
	Within Groups	87.555	66	1.327		
	Total	93.831	70			
FamSit3	Between Groups	3.880	4	.970	.767	.551
	Within Groups	82.192	65	1.264		
	Total	86.071	69			

Note:

1. FamSit1= Support your family/spouse to live abroad is necessary for your success.
2. FamSit2= Adaptation of your family/spouse to the new culture
3. FamSit3= Willingness/liking of spouse to live abroad

Table 25: Family situation

Fields		FamSit1	FamSit2	FamSit3
Education	Mean	3.8333	3.8293	3.5750
	N	42	41	40
	Std. Deviation	1.14587	1.11585	1.17424
Construction	Mean	4.6667	4.5000	4.3333
	N	6	6	6
	Std. Deviation	.81650	.83666	.51640
Telecommunication	Mean	4.0000	4.0000	3.6667
	N	6	6	6
	Std. Deviation	1.26491	1.09545	1.03280
Press & Media	Mean	4.0000	3.3333	3.8333
	N	6	6	6
	Std. Deviation	1.09545	1.21106	.98319
Others	Mean	3.2500	3.4167	3.4167
	N	12	12	12
	Std. Deviation	2.00567	1.37895	1.24011
Total	Mean	3.8333	3.7887	3.6429
	N	72	71	70
	Std. Deviation	1.32154	1.15777	1.11688

Note:

1. FamSit1= Support of your family/spouse to live abroad is necessary for your success
2. FamSit2= Adaptation of your family/spouse to the new culture
3. FamSit3= Willingness/liking of spouse to live abroad

Table 26: The Cause(S) Of Culture Shock

Fields		1	2	3	4	5	6	7
Education	Mean	3.1463	3.5476	3.6341	3.7317	3.0000	3.3250	3.1750
	N	41	42	41	41	39	40	40
	Std. Deviat	1.03829	1.06387	1.13481	1.00061	.88852	.97106	1.10680
Construction	Mean	2.6667	4.0000	4.3333	4.3333	3.1667	2.1667	4.1667
	N	6	6	6	6	6	6	6
	Std. Deviat	1.63299	.63246	.81650	.51640	.98319	.98319	1.32916
Telecommu	Mean	3.6667	4.0000	3.1667	3.0000	3.3333	3.3333	2.8333
	N	6	6	6	6	6	6	6
	Std. Deviat	1.21106	1.09545	1.32916	1.26491	1.50555	1.63299	1.47196
Press & Media	Mean	3.3333	3.8333	3.8000	4.0000	4.1667	3.8333	2.3333
	N	6	6	5	6	6	6	6
	Std. Deviat	1.86190	1.60208	1.30384	.89443	.75277	1.16905	1.21106
Others	Mean	2.5833	2.8333	3.0000	3.3333	3.0833	3.0000	3.2500
	N	12	12	12	12	12	11	12
	Std. Deviat	1.56428	1.19342	1.27920	1.15470	1.37895	1.48324	.86603
Total	Mean	3.0704	3.5278	3.5571	3.6761	3.1594	3.2174	3.1714
	N	71	72	70	71	69	69	70
	Std. Deviat	1.27978	1.13798	1.18732	1.03888	1.06582	1.17410	1.16683

Note:

1. Not having CCT
2. Difficulties in adjustment
3. Family problems
4. Personal sensitivity
5. Lack of technical competence
6. Lack of local language
7. Food

Table 27: ANOVA - The Cause(s) Of Culture Shock Among Sectors

		Sum of Squares	df	Mean Square	F	Sig.
CultSH1	Between Groups	6.609	4	1.652	1.009	.409
	Within Groups	108.039	66	1.637		
	Total	114.648	70			
CultSH2	Between Groups	9.040	4	2.260	1.826	.134
	Within Groups	82.905	67	1.237		
	Total	91.944	71			
CultSH3	Between Groups	8.793	4	2.198	1.615	.181
	Within Groups	88.479	65	1.361		
	Total	97.271	69			
CultSH4	Between Groups	7.501	4	1.875	1.819	.136
	Within Groups	68.049	66	1.031		
	Total	75.549	70			
CultSH5	Between Groups	7.330	4	1.832	1.677	.166
	Within Groups	69.917	64	1.092		
	Total	77.246	68			
CultSH6	Between Groups	9.964	4	2.491	1.903	.121
	Within Groups	83.775	64	1.309		
	Total	93.739	68			
CultSH7	Between Groups	10.918	4	2.729	2.137	.086
	Within Groups	83.025	65	1.277		
	Total	93.943	69			

Note:

1. CultSH1= Not having CCT
2. CultSH2= Difficulties to adapt to adjust to a new culture
3. CultSH3= Family problems
4. CultSH4= Personal sensitivity
5. CultSH5= Lack of technical competence
6. CultSH6= Lack of local language
7. CultSH7= Food

Table 28: ANOVA - The Cause(s) Of Culture Shock Among Different Nationals

		Sum of Squares	df	Mean Square	F	Sig.
CultSH1	Between Groups	20.640	4	5.160	3.601	.010
	Within Groups	93.131	65	1.433		
	Total	113.771	69			
CultSH2	Between Groups	19.373	4	4.843	4.828	.002
	Within Groups	66.205	66	1.003		
	Total	85.577	70			
CultSH3	Between Groups	12.667	4	3.167	2.467	.054
	Within Groups	82.144	64	1.284		
	Total	94.812	68			
CultSH4	Between Groups	8.591	4	2.148	2.323	.066
	Within Groups	60.109	65	.925		
	Total	68.700	69			
CultSH5	Between Groups	4.837	4	1.209	1.082	.373
	Within Groups	70.383	63	1.117		
	Total	75.221	67			
CultSH6	Between Groups	11.283	4	2.821	2.157	.084
	Within Groups	82.408	63	1.308		
	Total	93.691	67			
CultSH7	Between Groups	9.562	4	2.391	1.828	.134
	Within Groups	83.684	64	1.308		
	Total	93.246	68			

Table 29: What Type Of Pre-Departure Training Is Important For Expatriates' Success?

Fields		1	2	3	4
Education	Mean	3.8293	3.2857	3.2750	3.4878
	N	41	42	40	41
	Std. Deviation	1.04648	1.08843	1.03744	1.09822
Construction	Mean	4.0000	2.6667	2.6667	3.1667
	N	6	6	6	6
	Std. Deviation	.89443	1.21106	1.03280	.75277
Telecommunication	Mean	3.6667	3.8333	3.0000	3.3333
	N	6	6	6	6
	Std. Deviation	1.21106	1.16905	1.09545	1.21106
Press & Media	Mean	4.6667	3.8333	3.5000	3.6667
	N	6	6	6	6
	Std. Deviation	.81650	1.47196	1.51658	1.03280
Others	Mean	2.3333	3.2500	3.1667	3.7500
	N	12	12	12	12
	Std. Deviation	1.55700	1.42223	1.11464	1.05529
Total	Mean	3.6479	3.3194	3.2000	3.5070
	N	71	72	70	71
	Std. Deviation	1.27726	1.19655	1.08481	1.05388

Note:

- 1= Language training
- 2= ½ to 1 day cultural orientation (cultural information, value system etc.)
- 3= Intensive cultural orientation (i.e. several days or more)
- 4= Environmental briefing (e.g. information about geography, climate, housing, schools etc.)