MALE & FEMALE EXPATRIATES:
PARTNER ACCOMPANIMENT AND ITS IMPORTANCE FOR ACCULTURATION TO A HOST COUNTRY

UPPSALA UNIVERSITY
DEPARTMENT OF BUSINESS STUDIES
BUSINESS STUDIES D, MANAGEMENT OF INTERNATIONAL BUSINESS
D-UPPSATS, SPRING 2007
TUTOR: RIAN DROGENDIJK
2007-06-04

LEONARD MÜNZ (LEMU3485@STUDENT.UU.SE);
CHRISTOFFER-MAURITZ RATAJCZAK (CHRA6181@STUDENT.UU.SE)
ABSTRACT

In a world where the economies of more countries interact with each other, many companies are depending on production, sales and R&D outside their national boundaries. In line with this, the performance of expatriates has become crucial. Foreign postings for executives are, however, costly undertakings for multinational corporations, especially when they fail. Hence the acculturation of an expatriate to the host country is a highly relevant topic. The research on expatriate acculturation to a host country has changed substantially over the past few years. Yet to date, the majority of research has been focusing on male expatriates. The purpose of this paper is to examine whether there are any differences between male and female expatriates, and the impact of partner accompaniment on their adjustment to the host country. An exploratory multiple-case study has been made and data has been collected through a survey of the expatriates of three major multinational corporations. Five propositions have been formulated and verified. The contribution of this paper is to illuminate the presumptive differences between male and female expatriation.

KEYWORDS

Expatriation; Partner Accompaniment, Expatriate Failure

ACKNOWLEDGEMENTS

We would like to gratefully acknowledge AstraZeneca’s financial support for the literature used in this paper. Further on, we thank the employees of the companies that participated in our study.
TABLE OF CONTENTS

1 INTRODUCTION ---------------------------------------------------------5

2 LITERATURE REVIEW -----------------------------------------------------7
   2.1 Expatriation --------------------------------------------------------7
      2.1.1 Different Functions of Expatriates --------------------------- 8
   2.2 Expatriate failure ----------------------------------------------- 8
   2.3 The Process by which Work and Family are linked -----------------10
   2.4 Expatriates’ Adjustment to New Work Assignments and Localization to a
       Foreign Country---------------------------------------------------12

3 METHODS----------------------------------------------------------------- 15
   3.1 Procedure ----------------------------------------------------------15
   3.2 Research Strategy: A Multiple-Case Study --------------------------17
   3.3 Collection of Primary Data ----------------------------------------18
      3.3.1 Quantitative E-mail Survey ----------------------------------20
   3.4 Collection of Secondary Data --------------------------------------24
   3.5 Cross-Case Analysis and Conclusions -------------------------------24

4 FINDINGS AND ANALYSIS OF THE EXPATRIATE SURVEY -------------------26
   4.1 Report – Case Study I ---------------------------------------------26
   4.2 Report – Case Study II --------------------------------------------28
   4.3 Report – Case Study III -------------------------------------------30

5 CROSS-CASE CONCLUSIONS -----------------------------------------------33
6 LIMITATIONS OF THE STUDY AND SUGGESTIONS FOR FUTURE RESEARCH

7 REFERENCES

7.1 Published

7.2 Internet

7.2.1 Web Pages

7.2.2 E-Mails

7.3 Telephone Conferences

8 APPENDICES

8.1 Survey

8.2 Survey Results – MNC I

8.3 Survey Results - MNC II

8.4 Survey Results – MNC III

8.5 Survey Results – Cross-Case Data
1 INTRODUCTION

In a world where the economies of more countries interact with each other (Hill 2004) and more companies are depending on production, sales and R&D in other countries, the performance of expatriates has become crucial (Birdseye & Hill 1995). There are, however, several aspects that might complicate an effective expatriate program and impede the efficiency of an expatriate. For example, that international job changers experience high levels of stress; expatriates and their partners might experience difficulties of adjusting to new cultures and their customs (Birdseye & Hill 1995; Feldman & Tompson 1993). Employee motivation and job satisfaction are two factors that have a fundamental impact on worker productivity (Herzberg 2003). In line with this, a happy expatriate will be a more productive worker than an unhappy one.

Foreign postings for executives are costly undertakings for multinational corporations (MNC), especially when they fail (Birdseye & Hill 1995). Scholars have underlined the importance of taking not only the direct cost of expatriation into account, but also to include pre-assignment training and preparations, when speaking of the total costs of sending a person from the headquarter (HQ) abroad. Moreover, the cost of maintaining expatriates is high (Lubin & Smith 1994). The main sources of problems in an expatriation process are, according to Tung (1982), unfamiliar transportation, housing, food and work conditions. As shown here, it can be of a significant value to understand the importance of all factors that can influence an expatriate in his/her personal and professional adjustment to the new reality in the host country.

The research on expatriate acculturation to the host country has changed substantially over the past few years. Yet to date, the majority of research on international job changers including expatriates has been focusing on male expatriates. (Feldman & Tompson 1993) In 2005, a total number of 123 MNCs with a global expatriate population of 155,000 participated in a vast survey on global expatriation (www.gmacglobalrelocation.com). It was found that women accounted for more than
20 percent of the total number of expatriates; this was an all-time-high. According to this survey, the amount of female expatriates has increased with more than 10 percent units in the last ten years, showing that a change is definitely occurring.

We have not found any suggestion for an investigation of the differences between male and female expatriation. Since it has been stated that the topic of increasing female presence on managerial positions within MNCs is relevant to today’s international business (e.g. www.wombri.se; www.gmacglobalrelocation.com; Harvey 1997; Tsang 1999), we find it important to examine whether there might exist any differences between male and female expatriates in regard to adaptation to the host country’s culture, and what role the accompaniment of an expatriate’s partner has on this.

Rosenzweig & Singh (1991) and Boyacigiller & Adler (1991) state that due to the development of the international business literature and the small percentage of international human resource management (IHRM) articles appearing in leading business journals, the different variables that influence expatriates’ behavior are still largely unknown. The purpose of this paper is to examine whether there are any differences between male and female expatriates, and the impact of partner accompaniment on their adjustment to the host country. The contribution will hence be to illuminate the (presumptive) differences between male and female expatriation.

The paper is organized in the following order: the next section presents a literature review on the topic together with the five propositions that are to be verified. This is followed by the methodology part. The results of the study are presented and analyzed in three case study reports followed by the cross-case analysis/conclusions. The paper ends with a discussion of the limitations of this paper and suggestions for future research.
2 LITERATURE REVIEW

2.1 Expatriation

In the past, the migration of labor mainly consisted of a low-skilled manpower. In contrast to such migration, the MNCs of today’s global economies show a different pattern. The prevailing trend in regard to IHRM is to transfer competent personnel from one market to another; an MNC’s competitive advantage is gained through the allocation of resources, such as personnel (but also goods, capital and information), across national boundaries. This involves the movement of a high-level workforce, e.g. managers, people with technical expertise, et cetera. (Tzeng 1995)

Why is it necessary for an MNC to relocate its employees across national boundaries? To give a clear example, an MNC setting up a subsidiary abroad may have a problem with recruiting locals with sufficient skills (e.g. knowledge about the company). Hence, the firm will have to relocate professionals from the home country (or possibly other subunits) to fill the knowledge gap at the new focal subsidiary (Tzeng 1995). Using the words of Hill (2004) an expatriate can be defined as a citizen of one country working in another country. In a study from 2005, it was stated that women accounted for more than 20 percent of an expatriate population of 155,000 in 123 MNCs, this was a new record (www.gmacglobalrelocation.com).

Harvey (1995) discusses expatriates’ willingness to relocate internationally from three theoretical perspectives: the human capital, the role, and the family power theories. According to the role theory, women are socialized and rewarded for subordinating their careers for the family. Markham & Pleck (1986) argue that this is one of the reasons to why women are underrepresented on expatriate positions. Despite substantial liberalization, there is evidence that such norms are still widely held (Harvey 1997).

From the topics discussed above, we conclude that there will be fewer female managers participating in expatriation programs. Thus we pose the following:
PROPOSITION 1A: The percentage of female expatriates will be low compared to the percentage of male expatriates.

PROPOSITION 1B: The percentage of female expatriates will be low compared to the percentage of female managers in the firm.

2.1.1 Different Functions of Expatriates

In most cases, expatriates are to been seen as tools for transferring HQ routines within the MNC and to teach local work force how things are done at the HQ (Boyacigiller 1990). Moreover, a HQ can use expatriates in order to directly monitor foreign subsidiaries. This is related to the agency theory and the delegation of decision making on any level in any organization where an “agent” is assigned to act in the interest/maximize the welfare of the “principal” (Jensen & Meckling 1976). In an MNC for instance, an agency problem would exist if a local manager (“agent”) at a foreign subsidiary would be making decisions based on self-interest, not congruent with the strategy formulated by the HQ (“principal”). When monitoring foreign subsidiaries the HQ can use expatriates to directly resolve such agency problems. The expatriate can monitor host country managers and thus align the goals of the principal and the agent (O’Donnell 2000).

Tsang (1999) argues that expatriates can function as agents of knowledge transfer from a two-way perspective. Not solely should expatriates be used to transfer knowledge from the HQ the foreign subsidiary, but learn from the time abroad and absorb knowledge to make use of by the HQ when he/she returns. Further on, Tsang (1999) claims that this learning process needs to be connected to incentives in order for the expatriate to take the aspect of learning seriously.

2.2 Expatriate failure

Expatriate failure is the premature return of an expatriate to the home country (Hill 2004). Although MNCs spend billions on successful expatriate programs, the
turnover of expatriates is generally at least twice the turnover of domestic employees (Naumann 1992). This extreme expatriate turnover rate results in high direct and indirect costs. The direct costs, mainly coming from training, housing and feeding abroad, associated with each expatriate turnover are by Harvey (1985), is estimated to range from $55,000 to $150,000, whereas Jun et al. (2001) claim the annual costs for global expatriate failure to reach between $2 and 2.5 billion. Further on, indirect costs, such as reduced productivity, lost sales, unstable corporate image, et cetera, are estimated to be even higher (Naumann 1992). Black & Stephens (1989) argue that the turnover of expatriates within U.S. MNCs can top as much as 70 percent. The authors, however, draw attention to the fact that those figures are much higher in U.S. MNCs than among European or Asian ones.

As stated above, there is a high risk for an MNC that its expatriates will return in advance, even though they have cost the company virtually a fortune to train and maintain abroad. Jun et al. (2001) states failure to adjust to the host country to be one of the most common reasons for high expatriate turnover. Berry et al. (1987) declares that a failure to adjust successfully to the host country may lead to negative consequences, such as lowered mental health and identity confusion. This negative acculturation is one of the causes to what Naumann (1992) refers to as expatriate failure. In his article, he claims this failure to be rooted in experiences in the host country, not depending on the motivation the expatriate had before going abroad:

“Since the expatriate turnover rate appears to be roughly twice the domestic rate, a variety of unique international factors apparently contribute to a gradual deterioration of worker attitudes over a period of time for many expatriates. Many expatriates may have positive attitudes initially but gradually develop more negative attitudes.”
2.3 The Process by which Work and Family are linked

Harvey (1997) claims that there has not been any theoretical model of international relocation in the business literature; the research field of expatriation has mostly focused on how to train the candidate, not making him/her come home in pre-time, in order to avoid the high costs, as mentioned above. The author outlines four different theoretical perspectives to characterize the process by which work and family life can be considered as related.

The segmentation theory sees domains of work and family as independent. Therefore, the expatriates are assumed to separate these two domains in terms of time, physical location, emotions and attitudes (Lambert 1990). Compensation theory highlights the possibility that expatriates who do not find their work satisfying will attempt to maximize satisfaction in their family life, and vice versa. According to Chi-Ching (1995) this may be one of the main explanations to why expatriates generally return home before their contract with the foreign subsidiary has ended. An expatriate who is not satisfied with his/her work assignment may focus more on his/her personal life satisfaction, which can result in expatriate failure.

The third theoretical perspective on the dynamics between work and the family is the spillover theory; the existence of a spillover effect is assumed from one set of roles (work or family) to the other, making the two inseparable. Not being able to separate them one from another can, together with time commitments and stress with fulfillment of roles in both arenas, create negative spillovers and lead to expatriate failure. (Harvey 1997)

Finally, the so called development perspective is stated to be well suited to analyze the international relocation of expatriates/dual-career couples (Lambert 1990). A fundamental assumption is that the pattern of adult development for men and women differs. Men and women are said to have different family and career demands depending on their age. Moreover, female expatriates choose between career and family to a larger extent than male expatriates. This can be related to the fact that
women usually reach managerial positions at a later stage in life when their children have grown up (Ohlott et al. 1994). This is said to depend on the stage of family and career life-cycle of both partners. The couple may link work and family roles differently at different stages of their life (Chi-Ching 1995). The development perspective leads us to the next propositions when it comes to expatriates and their family life:

**PROPOSITION 2A:** Female expatriates will have a partner to a lesser extent than male expatriates.

**PROPOSITION 2B:** Female expatriates will have children to a lesser extent than male expatriates.

**PROPOSITION 2C:** The children of female expatriates will be older than the children of male expatriates.

Having outlined the four essential theories correlating work with family life of expatriates, we have found that there might be differences between male and female expatriates depending on the predicted family roles of both sexes; i.e. men devoting more time to professional development and women sharing more of their time between work and family. As argued in an article by Lambert (1990), men devote more time to their own careers than their family life. From these theories, we argue that men are more concerned than women when it comes to their professional careers and hence they are generally less attracted by the opportunity to move to a new country as a partner of an expatriate. In line with this we post the following proposition:

**PROPOSITION 3:** Female expatriates will be accompanied by their partners to a less extent than male expatriates.
2.4 Expatriates’ Adjustment to New Work Assignments and Localization to a Foreign Country

Feldman & Tompson (1993) argue that positive job satisfaction is an important indicator of adjustment to new jobs. Especially satisfactions with pay, coworkers, supervision and job security are salient to expatriates. Secondly, the above stated high rate of expatriate turnover and the high cost of expatriates to their employers have caused a growing curiosity for this phenomenon, which has become more important for international business scholars (Zeira & Banai 1987). Furthermore, researchers (e.g. Feldman & Thomas 1991 and 1992) have highlighted the fact that expatriates usually are evaluated on different criteria compared to those used in the home country, and more often face barriers to effective performance in international assignments, which can make it more difficult for them to adapt to a new culture. Jun et al. (2001) studied cultural adaptation to the host country among South Korean expatriates and found that failure to adjust successfully may lead to negative work satisfaction ending in expatriate failure. Moreover, Harvey (1997) highlights the fact that stress associated with a transfer to an international assignment without the accompaniment of the partner may increase the possibility of an adverse relocation experience and may end in an intention to leave the firm. From the facts mentioned above we formulate our fourth proposition:

**PROPOSITION 4:** Expatriates that are accompanied by their partner will show a higher intention to stay in the host country for the whole expatriation program.

Feldman & Tompson (1991 and 1992) continue to describe six potential factors that can have a direct influence on the adjustment to new job/localization assignments:
1. **International characteristics of the job change**: Moving to a foreign country can lead to certain challenges and frustration but rewards as well. These kinds of challenges/rewards are totally different from those in the home market.

2. **Coping strategies**: Attempts to change the work environment, training and to actively seek out information, are positively correlated to success in regard to expatriate assignments.

3. **Job characteristics variables**: The main attention in business literature has been drawn to three job factors when discussing geographical relocation. These factors are whether the new job is a promotion, the organizational level at which the expatriate enters the new position, and finally, whether this job is the first job out of school for the expatriate.

4. **Corporate career development programs**: There are seven different aspects that MNCs should take into consideration in order to reach a positive outcome of their expatriation programs. These aspects are: free choice for the presumptive expatriate to accept/reject a foreign assignment, providing mentors back home, ensuring that the expatriate assignment not slows down the expatriate’s career development at the HQ, ensuring the expatriate that he/she has a definite job assignment to return to, providing opportunities while the expatriate is working abroad to learn new skills, give employees realistic job previews, and finally, ensure that the expatriate assignment matches the employee’s overall career plan.

5. **Degree of difference between job assignments**: The most common perspective taken in the research on expatriation has been the topic that job changes create uncertainty and loss of daily routines. How well an expatriate will adjust to an
international transfer is said to be closely related to e.g. change in terms of corporate structure, the economic fortune of the business unit and organizational culture.

6. **Demographic variables: age, gender, and marital status.** Having a partner can be seen as both a problem and an advantage; being married, or in a relationship, can provide “social” help in foreign assignments. The negative aspect is that problems related to a partner usually results in expatriate failure.

As outlined above, there are several factors that might influence an expatriate’s adjustment to a new organization/localization. Parker & McEvoy (1993) argue that familial and spousal problems are among the most important factors when it comes to the level of adjustment of the internationally relocated manager. The authors highlight the possible correlation between the inability of expatriate managers’ and their spouses’ successful adjustment to a new host culture and their level of satisfaction, performance and fulfillment of job obligations. Further on, Mendenhall & Oddou (1985) and Reynolds & Bennett (1991) explicitly conclude family and spouse to be among the major factors when assessing the ability of expatriate managers to their international relocation. Since this paper examines the importance of presence of an expatriate’s partner, we posit the following:

**PROPOSITION 5:** The presence of a partner is the most important factor supporting the expatriate when adjusting to the host country.

In sum, we expect our research to confirm the conclusions of e.g. Harvey (1985, 1995 and 1997), Chi-Chang (1995) and Markham & Pleck (1986), which all stated female expatriation to be less frequent.
3 METHODS

3.1 Procedure

The methodology has been chosen with an intention to match the purpose of the study and the propositions that are to be examined. An exploratory multiple-case study on the topic of expatriation based on three MNCs has been undertaken; there has been limited research in regard to the topic (Yin 1981); neither is the gender approach to the subject very common. We were, however, not able to do an explanatory analysis by statistically testing our propositions. This is a result of the fact that more than 70 of the contacted MNCs either declined to participate in the study or did not respond at all.

Eisenhardt (1989) claims, that the researcher needs profound statistical sampling, collected though randomly selecting a population for the study, in order to be able to statistically test hypotheses/propositions. Since we have not reached a sufficient statistical sample we have done an exploratory study.

Even though we have chosen not to test our propositions statistically, they can be verified and examined through case studies (Flyvbjerg 2006), which is the procedure in this paper. By collecting quantitative data through a survey, it has been possible to grasp a large amount of information in order to verify several propositions in regard to a certain topic, and then present it explicitly (Holme & Solvang 1997).

We are aware of one important disadvantage linked to the research strategy we have chosen; when doing a survey, the respondents may complete a survey in a way, which favors the research purpose but does not correspond to the reality (Yin 1981). Several statements of scholars have been taken into consideration when deciding on a quantitative methodology over qualitative one:

“(…) qualitative analysis, being inevitably subjective, can not ascertain the accuracy and validity of its findings in the manner of an exact science. One and the same topic may invite different qualitative appraisals of almost equal plausibility; and no accumulation
of evidence will determine, in an objective way, which is closer to truth.” (Kracauer 1952-53)

When embarking on an academic study, the objectivity of the researcher is a crucial factor concerning the reliability of the investigation. This is the main reason for why this study is built on quantitative data. Such a data base will increase the possibility to verify our propositions in a non-subjective manner. Further, it has been argued that:

“(…) qualitative research on organizations can not be expected to transcend storytelling.” (Miles 1979)

A quantitative method can hence control for this problem and increase the validity of the study by looking for specific facts linked to the research topic. Due to its quantifications and counts, quantitative analysis may be the only possible objective/reliable analysis of data. (Kracauer 1952-53) In our case study of three MNCs, we have done this by solely asking questions directly connected to the propositions as well as the subject as a whole. Moreover, the respondents did not need to elaborate on their answers since the alternatives already were explicitly stated.

A pre-study was made by going through business articles on the topic of expatriation, expatriate failure, acculturation, and so forth. This provided us with an overview of the subject and the current state of the research. Propositions, in line with adequate theories, were than formulated. The overall goal of the methodology was to identify, whether there is a difference in the extent to which male and female expatriates are accompanied by their partners, and the impact of this presumptive difference. In figure 1 we outline the methodological procedure to give the reader a clear overview of the different research steps and thus strengthen the reliability of the study. The headings presented in figure 1 are the same as in the methodology chapter.
3.2 Research Strategy: A Multiple-Case Study

The research strategy used in this thesis is an exploratory multiple-case study based on quantitative data. The data has been collected through a survey of the expatriates of three of the world’s major MNCs in their respective business fields. The MNCs required strict anonymity and hence the figures in table 1 have been rounded.

A case study can be defined as a research strategy that attempts to examine a contemporary phenomenon in its real-life context (Yin 1981). This type of research does not imply the use of a certain type of data collection; it can be done by using a quantitative or a qualitative data collection method (Yin 1994, p. 78; Saunders et al. 2003).

“Although certain types of inquiry, data, and data collection methods have traditionally been used together, clearly this does not have to be the case.” (Lynch 1983)

A multiple-case study is the method of testing the robustness of theory/propositions through replication across more than one case. Hence, the evi-
dence from multiple-cases is often considered more compelling than single-case studies. We predict similar results for each case (i.e. literal replication); this is an essential criterion when doing a multiple-case study. If the cases, however, would turn out to be contradictory, the initial propositions would have to be revised (and tested on another set of cases). At the end of the methodology chapter the procedure of the cross-case analysis is presented in figure 2 (Yin 1994).

3.3 Collection of Primary Data

The initial step in the collection of primary data was to put together certain criteria in order to decide, which MNCs to approach with the proposal to participate in the survey of the expatriates. The data collection was limited by four criteria that were formulated in regard to the target group of the survey (i.e. the expatriates) and in line with the research question of the study (Holme & Solvang 1997; Yin 1994). The following conditions were considered before e-mails were sent to HR-departments of approximately twenty different MNCs:

- possibility to collect public information
- listing on the large-cap index in the respective country
- an European home country (making the sample relatively homogenous geographically)
- more than 51 percent of total revenue coming from activities abroad

The population of expatriates was also essential in order to be able to protect the expatriates’ identities in regard to the company per se, yet we were not able to find the exact numbers of expatriates for all of the MNCs that were contacted. One of the companies declined to take part in the survey due to a small number of expatriates, stating that it would have been too personal.

After having contacted a number of companies, the final choice of the three MNCs that were to participate in the case study was dependent upon access (Tsang
1999) and the fact that they showed a particular interest in the study (Ohlott et al. 1994). The main reasons for why some firms choose not to participate in the survey can be seen in the table 1. Further on, it should be acknowledged that table 1 only shows the replies from the MNCs that actually responded to our proposal; no reply was received from approximately ten MNCs mainly active in the service sector. As mentioned before, a larger response would have increased the amount of data and thus the reliability of the study and made it possible to statistically test the propositions (Eisenhardt 1989).

### Table 1

**Replies from contacted MNCs**

<table>
<thead>
<tr>
<th>Type of Business</th>
<th>Participation</th>
<th>Reason Not to Participate</th>
<th>Employees ‘000(^1)</th>
<th>Turnover € ‘000(^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive</td>
<td>NO</td>
<td>Not enough time</td>
<td>30</td>
<td>7,900,000</td>
</tr>
<tr>
<td>Banking</td>
<td>NO</td>
<td>Going through structural changes</td>
<td>20</td>
<td>210,100,000</td>
</tr>
<tr>
<td>Banking</td>
<td>NO</td>
<td>Too small expatriate population</td>
<td>30</td>
<td>126,500,000</td>
</tr>
<tr>
<td>Banking</td>
<td>YES</td>
<td></td>
<td>10</td>
<td>257,600,000</td>
</tr>
<tr>
<td>Energy</td>
<td>YES</td>
<td></td>
<td>25</td>
<td>52,100,000</td>
</tr>
<tr>
<td>Exchange Industry</td>
<td>YES</td>
<td></td>
<td>5</td>
<td>400,000</td>
</tr>
<tr>
<td>Media</td>
<td>NO</td>
<td>Policy not to participate in surveys</td>
<td>5</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Property Develop-</td>
<td>NO</td>
<td>Too small expatriate population</td>
<td>55</td>
<td>13,600,000</td>
</tr>
<tr>
<td>Telecom</td>
<td>NO</td>
<td>Policy not to participate in surveys</td>
<td>30</td>
<td>10,000,000</td>
</tr>
</tbody>
</table>

\(^1\) The figures on both employees and turnover have been found in annual reports for 2006 and have been rounded up to the nearest 5'. They were found on the web page of each MNC.

\(^2\) The turnover of the MNCs (client assets when banking) has been calculated with exchange rates posted on www.bloomberg.com, 2007-05-20. The figures were rounded to the nearest € 100,000."
The intention of the study was to collect data from MNCs varying in size (both in terms of employees and turnover), operating in different business fields. Also, we made sure that none of the MNCs had their HQ situated in the same country. By not being too specific when deciding on the criteria for the MNCs to be contacted, we chose to investigate different kinds of MNCs: both global and regional.

3.3.1 Quantitative E-mail Survey

Inspired by the methodological procedure as done by Harvey (1997), the development of the questionnaire was made in the following steps before finally being distributed to the expatriates:

1) Research articles from mainly business journals were reviewed

2) 23 questions were put together (in line with the propositions formulated in the literature review)

3) The questionnaire was e-mailed to our tutor and the HR-managers of the three MNCs

4) Comments on the first version were given by our tutor and from peers during the half-way defense of the thesis. In addition, we had two phone conversations with an HR-manager of one of the MNCs taking part in the survey

5) After revising the survey numerous times the questionnaire was cut down to 19 questions and the cover letter was extended with a confidentiality agreement and a more professional design

3 In order to protect the identity of the MNCs in this multiple-case study, we were asked to keep the nationality of the respective companies confidential.
6) One of the MNCs required the survey to be sent back by mail, in order to protect the anonymity of the participating expatriates.

Holme & Solvang (1997, pp. 164 and 175) state that the researcher can use different types of questions in the survey depending on what is more suitable for the study. The e-mail questionnaire that was distributed to the expatriates contained an explanation on how to answer the different questions in order to control for misinterpretation. All questions were, however, standardized and thus it made it easier to analyze the primary data (both within-case evidence, as well as when doing the cross-case comparison) and also less complicated for the respondents to complete the questionnaires (Saunders et al. 2003).

From the articles of Markham & Pleck (1986) and Harvey (1997) we developed five questions to identify the expatriate’s gender, background and family situation. These are essential aspects since this study is gender oriented as well as concerned with the expatriates’ civil status and other personal aspects.

Ten questions measured job related issues, such as business experience, previous expatriation experience, duration of the expatriate assignment so far, as well as the overall work satisfaction of the expatriate. These were based on the research by Jun et al. (2001), Berry at al. (1987), Naumann (1992) and Harvey (1997), as presented in the literature review.

Three questions adapted from the articles by Feldman & Tompson (1991 and 1992), Parker & McEvoy (1993), Mendenhall & Oddou (1985), and Reynolds & Bennett (1991) investigated the acculturation process of the expatriate to the host country. The expatriate was asked to rate the difference between the host country and home country, the most difficult factors when adjusting to the host country and finally what he/she found most supportive in the acculturation process.
In general, the adequate target group of an electronic survey is an organization with access to and familiarity with computers (Kiesler & Sproull 1986). But even though a survey may be relatively simple to implement, this research design has one downside: not all people are willing to respond to a survey request (Bickart & Schmittlein 1999). In order to increase the reliability and minimize the non-response of the quantitative study, different actions were taken to increase the overall response rate. The questionnaire used in this study was, as stated above, firstly sent by e-mail to the HR-department of the three MNCs, since this part of an MNC mainly controls expatriate programs (Hill 2004). The questionnaires were then distributed by the respective HR-department with the purpose to make the expatriate questionnaire seem more legitimate in the eyes of the responders. The HR-managers all attached a personal e-mail message, encouraging the expatriates to participate in the survey. In addition, we asked the respective HR-managers to send a reminder to the expatriates five working days before dead-line. To insure cooperation, the MNCs will be given access to aggregated data collected in this survey.

As stated above, the HR-department of one of the MNCs actively helped us through two telephone conversations (HR-manager of MNC II), with the main reason to discuss ways to reach a satisfactory response rate. In addition, the HR-manager expressed a will to have the age question removed from the questionnaire in order to protect the identity of the respondents. We chose to keep the question, but since many expatriates did not respond to this question it was necessary to ignore it when analyzing the final collection of data.

Holme & Solvang (1997) state that if a questionnaire seems too extensive, un-structured or simply unprofessional, the respondent will most likely not have the motivation to complete it. These aspects were controlled for by explicitly stating the approximate time needed to complete the questionnaire and by clearly presenting ourselves, an introduction to the topic, and the purpose of the study in the cover letter.
Moreover, confidentiality and protection of identities was explicitly assured.

Table 2
Participation and Response Rates

<table>
<thead>
<tr>
<th>MNC</th>
<th>Participation</th>
<th>Response Rate</th>
<th>Used Questionnaires</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Men 89%</td>
<td>50% (n=9)</td>
<td>n=9</td>
</tr>
<tr>
<td></td>
<td>Women 11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>II</td>
<td>Men 74%</td>
<td>34% (n=34)</td>
<td>n=27</td>
</tr>
<tr>
<td></td>
<td>Women 26%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>Men 86%</td>
<td>62% (n=8)</td>
<td>n=7</td>
</tr>
<tr>
<td></td>
<td>Women 14%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The sample comprised 128 expatriates in three MNCs and 43 usable questionnaires were returned within a three-week time period. This represents a response rate of 34 percent. In addition, three questionnaires, two from MNC II and one from MNC III, were received after the deadline and could thus not be used in the survey. Altogether 34 men and 9 women took part in the survey (table 2 outlines information for each company). The non-response, defined as the number of expatriates that did not respond to the e-mail questionnaire when distributed by the HR-department of the three MNCs, added up to 60 percent.\(^4\)

---

\(^4\) The sum of the response and the non-response rate does not add up to 100 percent, since we have excluded 8 questionnaires corresponding to 6 percent of the total questionnaires.
3.4 Collection of Secondary Data

Secondary data is information that has been collected for some other purposes than the research project at hand (Alvin & Farid 2006). These can be text books, research articles, annual reports, web pages, et cetera (Robhan 2007). The secondary data in this paper primarily comes from articles in the research field of international business. As mentioned in the beginning of this chapter, the academic articles were used for the pre-study and to under build the theory section and the propositions. These articles have all been reviewed before by several scholars and are published in well-known business journals, which reinforces the reliability of the literature used for this paper. In addition, documents from the MNCs were obtained in order to find adequate information, such as total number of employee, for our study.

3.5 Cross-Case Analysis and Conclusions

The final step when analyzing and interpreting data from cases is to search for patterns and draw cross-case conclusions (Eisenhardt 1989). As stated by Yin (1981), quantitative data that focus on the same topic should be assembled together when finally integrating the evidence in the multiple-case study.

Thus, the full amount of collected data from our study were put together separately for each MNC in order to thereafter conduct a cross-case analysis. As done by Tsang (1999), we wanted to become familiar with the data obtained from each case (i.e. MNC) before trying to generalize across the three cases in search for common patterns.

One of the most common approaches to cross-case analysis is the case comparison approach; the procedure is to go step by step, from the first case to the second case, and so on, when analyzing (Kennedy 1979). The replication approach for the multiple-case study is outlined in figure 2.
It is important that the researcher makes sure that an unambiguous chain of evidence is presented for each step of the analysis. By explicitly citing relevant pieces of data when shifting from analysis of each case to overall findings, it is ensured that the reader can follow/question how the conclusions of the cross-case analysis have been drawn (Yin 1981). We have controlled for this by citing specific finding in our study when analyzing.
4 Findings and Analysis of the Expatriate Survey

4.1 Report – Case Study I

The HR-department of the MNC in this case study, distributed the questionnaire to 18 expatriates in the home country of the HQ. Altogether, we reached a response rate of 50 percent. The questionnaires were sent back by e-mail and were all completed correctly. Hence they could all be used in the study. The results are presented and discussed below.

Among the nine respondents to the survey only one was female, which equals a rate of 11 percent female expatriates among the respondents (appendix 8.2 figure 1). This can be compared to the total amount of female employees in the company, which was 62 percent\(^5\). These are facts that support proposition 1A and 1B:

Moreover, the female expatriate was single. In contrast to this, no more than 13 percent of the male expatriates did not have a partner (appendix 8.2 figure 2). Furthermore, the expatriates who had a partner all stated to have a relationship that had been lasting for seven years or longer (appendix 8.2 figure 3). Altogether, 75 percent

\(^5\) It was not possible to get information about women on managerial positions in this MNC. Therefore we have used the ratio of total female employees in the firm.
of the male expatriates were parents, whereas the female expatriate was not (appendix 8.2 figure 4), and the average age of the children was 7.5 years (appendix 8.2 figure 5). In line with the above, proposition 2A and 2B was supported. Proposition 2C could not be verified since the female expatriate did not have any children.

All of the expatriates in this firm, who were not single, were accompanied by their partner to the host country for the expatriation program. The importance of a partner (family member if single) during the acculturation process was, however, rated surprisingly low: 2 out of 5 (1 being least important; 5 being most important), making it least important for the male expatriates in this MNC (appendix 8.2 figure 13). Appendix 8.2 figure 13, also illustrates, that the most important factor for male expatriates, as support when adjusting to the host country, was their knowledge about the new country. On the contrary, the female expatriate, who was single, rated the support of partner/family members to be most important (5 out of 5). Moreover, she rated previous expatriation experience as being least important even though she had prior experience from working as an expatriate (this figure was 38 percent for the men). Further on, when rating what the expatriates found most difficult when trying to adapt to the host country, both male and female expatriates found solitude to be neither difficult nor easy to cope with (overall rated 3 out of 5) as seen in appendix 8.2 figure 12.

The majority of all the expatriates were asked by the firm to participate in the expatriation programs (56 percent); 33 percent applied themselves while 11 percent became expatriates because of other reasons (appendix 8.2 figure 6). The company did not offer any pre-assignment training.

The female expatriate rated her overall motivation for expatriation to be 4 out of 7. On the other hand, men stated their motivation to be 5.38 (appendix 8.2 figure 7). We have identified that there is a significant difference, among the male expatriates, when it comes to the extent of motivation between those who were assigned by the firm to work in a foreign country (4), and those who applied themselves (6.67).
Proposition 4 was not supported since there was no difference between male and female expatriates in regard to their intentions to stay for the whole expatriation period; all the expatriates answered YES to this question (appendix 8.2 figure 8). This can be linked to the findings regarding the level of overall work satisfaction of the expatriates (appendix 8.2 figure 11), even though there was a relatively high level of stress related to the work situation abroad. Further on, the expatriates found themselves to be well adjusted to the new environment and showed a low degree of homesickness (appendix 8.2 figure 12), which also could have an impact on their intentions to fulfill their expatriation program.

Proposition 5, stating that the presence of a partner (other family members if single) is the most important factor when supporting an expatriate’s acculturation process, was not notably supported. The female expatriate stated a partner (other family members if single) to be the most important factor and rated it 5 out of 5, whereas this was no the case for the male expatriates. They rated it 2 out of 5, making it the least important factor for them. Instead, knowledge about the host country was said to be most supportive for the male expatriates during their acculturation process (appendix 8.2 figure 13).

4.2 Report – Case Study II

This case study of MNC II has the largest number of participating expatriates. Our contact at the HR-department sent the questionnaire to 100 expatriates working for the firm in the home country of the HQ. The questionnaires were sent back by regular mail in this case, since the firm wanted to control for total anonymity for their workers by not having them responding to us by e-mail. The response rate was 31 percent and this is notable lower than in the other two cases, something that may be linked to the fact that it is more complicated to print, fill out and than post a questionnaire, than simply replying via e-mail. Due to uncompleted relevant questions for this study, five questionnaires had to be removed from the study.
The data collected from this MNC shows that 74 percent of the expatriates were male (appendix 8.3 figure 1). This supports proposition 1A:

![FIGURE 1: GENDER OF THE EXPATRIATES (%)](image)

Proposition 1B was, however, not supported in this case; since there are 26 percent female managers in the company (HR-manager of MNC II 2007-05-20) which is the same as the percentage of female expatriates.

In total, the majority of the male (84%) and female (86%) expatriates were not single (appendix 8.3 figure 2). There was, however, a major difference in regard to partner accompaniment: 4 out of 5 men were accompanied by their partner, this was only the case for 50 percent of the women. With regard to the duration of the relationship, a majority of the male expatriates (88%) has been seeing their partner for seven years or longer, while only 33 percent of non-single female expatriates accounted for the same duration of their relationships (appendix 8.3 figure 3).

As argued by Harvey (1997), the stress associated with a transfer to an international assignment without the accompaniment of a partner may increase the possibility of an expatriate failure. The data collected from this case shows no strong support for this statement. When asking the expatriates about their intentions to stay for the whole period, 100 percent of the expatriates who were not accompanied by their part-
ners showed an intention to fulfill their expatriate programs, whereas the same figure for the accompanied expatriates was only 80 percent (appendix 8.3 figure 8). There was a remarkable difference in terms of stress related to work between the two groups: the expatriates who were accompanied by their partners found that their work was neither extremely stressful nor completely free from stress (3.93 out of 7). On the other hand, the number of expatriates that were not accompanied by their partners showed a higher rate of work related stress (4.8 out of 7).

In sum, 65 percent of the expatriates in this MNC had children. In addition, 74 percent of the men were parents with the average age of the child being 10.4 years. Conversely, only 43 percent of female expatriates had children. Among the female parents the average age of the child was 21.3 years (appendix 8.3 figure 4 and 5). From this we can conclude that female expatriates have children to a less extent than men. Also, the children tend to be more than double the age of the children of the male expatriates.

The data collected from this MNC also shows that both male (3.95 out of 7) and female (4.86 out of 7) expatriates found the language to most difficult to deal with when adjusting to the host country (appendix 8.3 figure 12). In addition, both men (3.74 out of 7) and women (3.71 out of 7) shared the same opinion in regard to the importance of the support of a partner in regard to acculturation to the new environment (appendix 8.3 figure 13).

4.3 Report – Case Study III

The third and last firm in this multiple-case study can be said to a more regional, yet multinational company. This MNC is mainly operating in neighboring countries, an aspect, which is relevant to underline because the proximity of the countries can decrease the accompaniment of a partners since it is more convenient/less costly to visit one another. Moreover, the acculturation process might be less complicated.
The questionnaires were distributed by e-mail to 13 expatriates from the HR-department, of which six replied within one week’s time. All of the questionnaires were completed correctly, giving us a total response rate of 54 percent.

In this firm the male expatriates accounted for 86 percent of the respondents, a figure above both the total amount of male employees in the firm (65%) and male managers (69%) (HR-manager of MNC III, e-mail 2007-05-21). This is a notable difference between male and female expatriates, which supports proposition 1A:

<table>
<thead>
<tr>
<th>TABLE 1: GENDER OF THE EXPATRIATES (%)</th>
<th>86,00</th>
<th>14,00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>14,00</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td></td>
<td>86,00</td>
</tr>
</tbody>
</table>

Moreover, proposition 1B is supported as well; the amount of female managers in the company is 31 percent, which is more than double the percentage of female expatriates, as found in this case study (14%).

Surprisingly, all of the expatriates of both sexes, were not single, hence proposition 3 could not be supported in the case. Further, the majority of the respondents (86%) embarked on their respective expatriate programs after being asked by the firm. This could be a reason to expect a low rate of motivation to become an expatriate. The data obtained through the survey showed other wise: all of the respondents from this company (regardless of gender, how they became expatriates, the accompa-
niment of a partner, or whether or not they received pre-assignment training from the firm) claimed their motivation to be the highest possible (7 out of 7). As a result of such a high degree of motivation, throughout the whole sample from this MNC, proposition 4 is not verified. One explanation to this can be connected to the fact that this was the only MNC providing the majority of their expatriates to be (71%) with pre-assignment training, before leaving to work in a foreign country.

One third of the men had children, compared to 100 percent on the woman side. The average age of the children of the male expatriates was 2 years. In contrast to this, the children of the female expatriate were 14.5 years old in average. This is a significant difference in age, which supports proposition 2C. Evidence supporting proposition 2A and 2B was not found in this case.

In appendix 8.4 figure 13, it is shown that partner accompaniment was the most important factor supporting the acculturation of the female expatriate to the host country (5 out of 5). Proposition 5 is, however, not strongly supported in MNC III. The male expatriates in this case rated the accompaniment of a partner to be the most important factor (3.3 out of 5) but knowledge about the host country was only 0.1 lower in regard to adjustment to the foreign country (3.2 out of 5). In regard to the least important factor, the female expatriate rated prior experience as an expatriate to be 1 out of 5. On the other hand, men found pre-assignment training to be least important (1.8 out of 5). It should be mentioned that the female expatriate did not have any previous expatriation experience. If excluding this, the least important factor was pre-assignment training, which was the same in the men’s case, as seen above.

As mentioned before, one of the MNCs in this study was of a more regional character compared to the other two. This description corresponds to this firm since its activities are carried out in geographically proximate countries. We have noticed several difference between this company and the more global ones from case I and II:

- It was the only firm who provided pre-assignment training for the expatriates
- It was the only firm in which the motivation of the expatriates was rated 7 out of 7 in all cases
- It was the only firm in which the expatriates rated the language to be one of the least difficult factors when adjusting to the host country

The last bullet-point is not very surprising, since the neighboring countries to the home country of the HQ of this MNC are linguistically similar. Unexpectedly, we identified a well above average rate of difficulties when adjusting to the host country in regard to cultural habits; this is an aspect that would be interesting to investigate in regard to the psychic distance paradox as presented by O’Grady & Lane (1996).

5 CROSS-CASE CONCLUSIONS

By having analyzed and interpreted the collected survey data from the three different MNCs, it has been possible to present and discuss the results from each case. The final step is to search for cross-case conclusions by looking at the overall results from the survey. The five propositions that were presented in the literature review are to be verified and discussed.

![Figure 1: Gender of the Expatriates (%)](image)

<table>
<thead>
<tr>
<th>Female</th>
<th>MNC I</th>
<th>MNC II</th>
<th>MNC III</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.00</td>
<td>14.00</td>
<td>21.00</td>
<td>19.00</td>
<td>15.33</td>
</tr>
<tr>
<td>26.00</td>
<td>4.00</td>
<td>2.00</td>
<td>6.67</td>
<td>8.00</td>
</tr>
<tr>
<td>89.00</td>
<td>86.00</td>
<td>79.00</td>
<td>82.67</td>
<td>81.33</td>
</tr>
</tbody>
</table>

**FIGURE 1: GENDER OF THE EXPATRIATES (%)**
From all the three cases presented above, we conclude that proposition 1A was strongly supported, since there is evidence for this both in aggregated data and in each company separately. On average, 21 percent of the expatriates were women, a figure well below the number of male expatriates in the MNCs (appendix 8.5 figure 1). Further on, the percentage of the female expatriates was far below the number of female workers/managers in the three MNCs; this verifies proposition 1B. This can be linked to the fact that women apply to expatriate programs to a less extent. More than three out of four women were asked by their respective employer to take part in an expatriation program, whereas this was the case for only every second male. Moreover, no more than 11 percent, compared to 33 percent of the men (appendix 8.5 figure 7) applied to an expatriate position. From this we conclude that women are less active in the initial steps of becoming an expatriate.

One reason for why proposition 1A and 1B were supported can be found in the research of Lambert (1990), in which he argues that female expatriates choose between career and family to a larger extent, compared to their male counterparts.

Markham & Pleck (1986), state that women are socialized and rewarded for subordinating their careers for their family. In our study we found support for such an argument with the help of proposition 2A, 2B and 2C. Also, Ohlott et al. (1994) claim that women usually reach managerial positions/become expatriates at a later stage in life when the children have grown up, a statement directly related to the same propositions. The percentage of single female expatriates was almost double the percentage of single male expatriates in the three MNCs, which supports proposition 2A (appendix 8.5 figure 2). There was also support for proposition 2B; 44 percent of female expatriates were parents, compared to 67 percent of the men (appendix 8.5 figure 5). At last, proposition 2C was verified since the average age of men’s children was 9 years and 20 years for women’s. It would have been of great interest to investigate whether female expatriates are older than their male counterpart, which could have been the major reason to why women’s children are more than double the age of men’s child-
Further on, this shows the validity of Lambert’s (1990) statements as mentioned before. The data collected from the three MNCs demonstrate that women did not become expatriates when their children were still young, which is in line with the reasoning of Chi-Ching (1995), who argued that men and women will link work and family roles differently at different stages in life.

In proposition 3 we claimed that female expatriates would be accompanied by their partner to a less extent than male expatriates. In figure 4 (appendix 8.5) it is explicitly shown that women were only accompanied by their partner in 57 percent of the cases, while almost eight out of ten men had a partner moving with them to the host country:

The statements of Lambert (1990), saying that men choose to devote more time to their own career compared to their family life, claiming that men are generally less attracted to move to a new country as a partner of an expatriate, have hence been supported through this study.

When looking at the expatriates’ intentions for staying the whole expatriation period, we do not see any significant support for proposition 4. The expatriates (accompanied by their partner) showed more or less the same intentions to complete
their assignments abroad, as those who where not. Overall, more than 85 percent of all of the expatriates claimed to have an intention to fulfill their assignment (appendix 8.5 figure 9). The most common reason for why some of the expatriates did not know whether they would complete the expatriation program was stress, lack of support at work, as well as a low degree of motivation. Even though a majority of all the expatriates showed an intention to fulfill their expatriate assignment, the percentage of women who answered that they did not know, was almost double the amount for the men (appendix 8.5 figure 9).

The fifth and final proposition was on the topic of the expatriates’ adjustment to the host country, saying that a partner is the most important factor for acculturation. On a scale from 1 to 5 (1 being least important; 5 being most important), the average rate for both sexes, turned out to be 3.4 for partner accompaniment. This was the highest number, however, proposition 5 was not strongly supported since partner accompaniment was not the only variable rated this high. Many of the expatriates found support at work to be important as well in their acculturation process; men did even rate it almost as important as partner accompaniment. The women in the study rated the accompaniment of a partner as most important, but the difference between the accompaniment of a partner and knowledge about the host country was only 0.1 (appendix 8.5 figure 14).

Having discussed each proposition and analyzed whether they were supported or not, we have found that the percentage of female expatriates was low, both compared to the percentage of male expatriates as well as the percentage of female managers in the firm. Moreover, the data collected from the survey verified that female expatriates will have a partner to a less extent than their male counterparts, they will have children less frequently, and the children will be older. The female expatriates, who had a partner, will be accompanied by him/her to less extent than the male expatriates. This does not have to influence the expatriates’ work satisfaction and acculturation to the host country. The intentions to fulfill the expatriation program were al-
most the same for both the expatriates that were accompanied by their partner and those who were not. Finally, the presence of a partner was not found to be the only important factor for an expatriate when adjusting to the host country. The results from the survey demonstrate that knowledge about the host country and support at work were equally important.

6 LIMITATIONS OF THE STUDY AND SUGGESTIONS FOR FUTURE RESEARCH

This study has managed to highlight the difference between male and female expatriates and to show that there are fewer women on expatriate positions and they are accompanied by their partner to a less extent. Moreover, female expatriates seem to be older than their male colleagues. We draw this conclusion from the fact that the average age of their children was more than double the age of the male expatriates’ children. It would be interesting to investigate whether women become expatriates at a later stage in life, and to draw further conclusions on why this may be the case and how this could have an impact on the expatriation assignment. Might it be so that a female expatriate is less likely to return home before the planned end of the assignment abroad, since having older children gives her the possibility to devote more time to her professional career?

The results of this study might have been influenced by the low number of female respondents. In MNC I and MNC III, there was only one woman in each case who completed the questionnaire. Yet, we did not exclude those firms from the study since we aimed to build a solid data base, even though it would have increased the reliability if doing so. This, however, opens the door for future contribution by examining companies with a larger number of female expatriates.

The propositions were not tested statistically in this paper since the amount of companies/expatriates that participated in the survey were not enough, though one can draw conclusions from case studies (Eisenhardt 1989), as done in this paper. By
using statistical measures, our propositions could have been support more solidly and made the results more reliable. A next step in this field of international business could be to look at our propositions from a statistical point of view.
7 REFERENCES

7.1 Published


7.2 Internet

7.2.1 Web Pages


http://www.(WEB PAGE OF MNCs IN TABLE 1).com, 2007-05-20

http://www.wombri.se, 2007-04-01

7.2.2 E-Mails

HR-manager of MNC II, 2007-05-20. RE: (NAME OF MNC) male/female statistics. E-mail to Leonard Münz (leonardmunz@hotmail.com).

HR-manager of MNC III, 2007-05-20. RE: Expatriate Survey. E-mail to Leonard Münz (leonardmunz@hotmail.com).

Senior Executive Manager of MNC I, 2007-05-20. RE: Expatriate Survey. E-mail to Christoffer-Mauritz Ratajczak (krzysiu@hotmail.com).
7.3 Telephone Conferences

HR-manager of MNC II, 2007-03-29.

8 APPENDICES

8.1 Survey

EXPATRIATION SURVEY

CONFIDENTIALITY POLICY:
We appreciate that the data we are collecting is of a sensitive nature. It is very important for us that your information is treated with utmost confidentiality. We have taken the following steps in order to ensure confidentiality both for you and for (NAME OF THE MNC):

- the data will be collected anonymously. We will not have access to your names; (NAME OF THE MNC) will distribute the questionnaires to expatriates.

- the completed questionnaires will be collected through postal returns directly from the expatriates to us. We request that no names are included in the returned questionnaires. The questionnaires should not be returned by the expatriate to (NAME OF THE MNC).

- the completed surveys will be analysed solely by us. No other person will have access to the completed questionnaires. (NAME OF THE MNC) will at no time have access to the individual data collected

- the collected data will be presented with total anonymity in the final paper.

- (NAME OF THE MNC)’s name will not be mentioned in the final paper that will be submitted and published. Note that there is two other multinational organisations whose expatriate population we are also including.

- though we will share our research conclusions with (NAME OF THE MNC), we will present to (NAME OF THE MNC) only our overall analysis and conclusions, in order that (NAME OF THE MNC) may benefit form our study. We will not share individual questionnaires or present information in a way that individuals may be identified.
To Whom It May Concern,

We are two business students from Sweden who are writing our Master thesis in the field of international business at Uppsala University. Our major is management of international business and we have a strong interest in expatriation – this is why we have chosen to study this topic. Your contribution would be immensely meaningful for our thesis.

Being an expatriate can be a valuable experience but also a great challenge. In a world where more and more economies in the world interact with each other, the mobility of workers has become essential. Adjusting to a host country and culture is not easily done. In most cases, the acculturation of an expatriate is linked to his/her family life. Many scholars argue that family is an essential variable in regard to whether the expatriate will be able to adjust to a host country and fulfil his/her assignment.

With our thesis, we are to investigate whether there are any differences in the proportion of partner accompaniment to male expatriates contra partner accompaniment to female expatriates; can they be linked to successful adaptation to the host country by an expatriate? Hence, we would deeply appreciate if you would participate in our study by completing this survey. Also, your participation will lead to a Master thesis in Management of International Business, which report and conclusions could give (NAME OF THE MNC) a deeper in-sight of their expatriation programs. It will take less than 15 minutes to accomplish.

CONFIDENTIALTY STATEMENT: In order to ensure confidentiality, the completed surveys will be analyzed solely by the two researchers; the collected data will then be presented with total anonymity in the final paper. The answered questionnaires will never be showed to any representative of (name of the MNC). Moreover, we will discuss the thesis with (NAME OF THE MNC) before handing it in, in order to make sure that an objective and sound position is taken. (NAME OF THE MNC) will have access to the final compilation of the data but, as stated above, the surveys will not be viewed by (NAME OF THE MNC). It is very important for us that you feel comfortable in answering the questions.

THANK YOU FOR YOUR TIME!
FEEL FREE TO CONTACT US IF YOU HAVE ANY QUESTIONS/COMMENTS.

Yours sincerely,

Leonard Münz
(+46 702 533 053)

Christoffer-Mauritz Ratajczak
(+46 708 345 768)
SHORT INTRODUCTION

ALL ANSWERS WILL BE HANDLED WITH STRICT CONFIDENTIALITY AND WILL THUS SOLELY BE VIEWED BY THE RESEARCHERS. PLEASE REPLY TO THE FOLLOWING E-MAIL ADDRESS:

chra6181@student.uu.se

THE PAPER HAS A TIGHT DEADLINE (DUE AT THE END OF MAY), THUS WE WOULD APPRICIATE THE ANSWERED QUESTIONAIRES TO BE POSTED BY THE 11TH OF MAY THE LATEST.

THANK YOU!
INSTRUCTIONS

This survey consists of THREE types of questions:

1.) There are questions to which you are to type your answers:
   Example:
   1) **Year of birth:**
      Please fill in your answer: 1969

2.) Further on, there are questions to which we kindly ask you to ring in the box corresponding to your answer.
   Example:
   2) **Sex:**

   [ ] Male  [ ] Female

3.) Finally, there are questions in which you are asked to rate the variables from 1 - 5.
   Example:
   18) Please rate what was **most difficult when trying to adjust to the host country?** (1 = least challenging, 5 = most challenging)

   _3_ Language
   _1_ Work conditions
   _5_ Cultural habits (e.g. food, leisure activities)
   _2_ Solitude (absence of e.g. partner, friends, family)
   _4_ Homesickness
SURVEY

PERSONAL DATA

1) **YEAR OF BIRTH:**
PLEASE FILL IN YOUR ANSWER:

2) **GENDER:**

- MALE
- FEMALE

3A) **CIVIL STATUS:**

- SINGLE
- NOT SINGLE

(If single, please go directly to question 4)

3B) **MARITAL STATUS:**

- MARRIED
- NOT MARRIED

3C) **Please state the DURATION OF THE RELATIONSHIP:**

- < 1 YEAR
- 1 - 2 YEARS
- 3 - 4 YEARS
- 5 - 6 YEARS
- >7 YEARS
3E) Are you **accompanied by your partner** to host country?

- YES
- NO

*(If “YES”, please ignore question 3F)*

3F) How many times a year, on average, do you **see your partner** for more than two days?

- <10
- 10 - 20
- > 20
- DIFFICULT TO ESTIMATE

3G) Does **your partner work in the same company** as you?

- YES
- NO

3G) Please rate the **impact of your partner’s career** on your expatriation satisfaction:

(1 – negative, 7 – positive)

- 1
- 2
- 3
- 4
- 5
- 6
- 7

4A) Do you have any **children**? *(If NO, please go to question 5)*

- YES
- NO
4b) Please mark how many children you have in each box showing different ages of children:

___ 0-4
___ 5 - 9
___ 10 - 14
___ 15 - 19
___ 20 – 24
___ ≥ 25

5) Educational background:

| Secondary School | College | Other |

Job related

6) Time in the company before expatriation:

| < 2 year | 2 - 3 years | 4 - 5 years | 6 - 7 years | 8 - 9 years | > 10 years |

7) How did you become an expatriate?

| Asked by the firm | Applied | Other |
8) **Your Motivation for Expatriation** before moving to the host country to work for your company? (1 = No Motivation, 7 = Fully Motivated)

<p>| | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td></td>
</tr>
</tbody>
</table>

9) **Planned Duration of Assignment:**

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 6 Months</td>
<td>6 - 11 Months</td>
<td>12 - 17 Months</td>
<td>18 - 23 Months</td>
<td></td>
</tr>
<tr>
<td>24 - 29 Months</td>
<td>30 - 35 Months</td>
<td>≥36 Months</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10) Do you think you will **stay for the whole period**?

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>No</td>
<td>Don’t Know</td>
</tr>
</tbody>
</table>

11) **Duration of Assignment so far:**

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 6 Months</td>
<td>6 - 11 Months</td>
<td>12 - 17 Months</td>
<td>17 - 23 Months</td>
</tr>
<tr>
<td>24 - 29 Months</td>
<td>30 - 35 Months</td>
<td>≥36 Months</td>
<td></td>
</tr>
</tbody>
</table>
12) **HAVE YOU WORKED AS AN EXPATRIATE BEFORE?**

- YES
- NO

13) **DID YOU GET ANY SPECIFIC PRE-ASSIGNMENT TRAINING FROM THE COMPANY BEFORE YOUR EXPATRIATION PERIOD?**

- YES
- NO

14) **PLEASE GRADE HOW YOU EXPERIENCE THE STRESS RELATED TO YOUR WORK?**

(1 = NO STRESS, 7 = EXTREME STRESS)

- 1
- 2
- 3
- 4
- 5
- 6
- 7

15) **PLEASE GRADE YOUR OVERALL WORK SATISFACTION AS AN EXPATRIATE (1 = NOT SATISFYING, 7 = EXCEPTIONALLY SATISFYING)**

- 1
- 2
- 3
- 4
- 5
- 6
- 7

16) **TO WHAT EXTENT WOULD YOU CLAIM THAT YOU HAVE ADJUSTED TO THE HOST COUNTRY?** (1 = NOT ADJUSTED, 7 = FULLY ADJUSTED)

- 1
- 2
- 3
- 4
- 5
- 6
- 7
17) Do you **see the host country as different from your home country?** (1 = not different at all, 7 = very different)

1 2 3 4 5 6 7

18) Please rate what was **most difficult while trying to adjust** to the host country? (1 = least challenging, 5 = most challenging)

__ Language

__ Work conditions

__ Cultural habits (e.g. food, leisure activities)

__ Solitude (absence of e.g. partner, friends, family)

__ Homesickness

19) Please rate the **most important factors that supported / supported** your acculturation process (1 = least important, 5 = most important)

__ Partner (other family members if single)

__ Pre-assignment training

__ Your knowledge about the country

__ Support at work

__ Previous expatriation experience
8.2 Survey Results – MNC I

FIGURE 1: GENDER OF THE EXPATRIATES (%)

FIGURE 2: CIVIL STATUS (%)
FIGURE 3: DURATION OF RELATIONSHIP among the expatriates with a partner (%)

FIGURE 4: DO EXPATRIATES HAVE CHILDREN? (%)
FIGURE 5: AGE OF CHILDREN (n)

FIGURE 6: HOW THE RESPONDENTS BECAME EXPATRIATES (%)
FIGURE 7: MOTIVATION FOR EXPATRIATION

![Bar chart showing motivation for expatriation by gender. Male: 5.38, Female: 4.00.](image)

FIGURE 8: EXPATRIATES' INTENTION TO FULFILL THE ASSIGNMENT (%)

![Bar chart showing intention to fulfill the assignment by gender. Male: 100.00, Female: 100.00.](image)
FIGURE 9: PREASSIGNMENT TRAINING (%)

FIGURE 10: EXPATRIATION EXPERIENCE (%)

Leonard Münz
Christoffer-Mauritz Ratajczak
FIGURE 11: WORK CONDITIONS

![Bar chart showing stress at work and overall work satisfaction for males and females.](chart)

FIGURE 12: DIFFICULT WHEN TRYING TO ADAPT TO THE HOST COUNTRY

![Bar chart showing the difficulty of adapting to the host country for males and females.](chart)
8.3 Survey Results - MNC II

FIGURE 1: GENDER OF THE EXPATRIATES (%)

FIGURE 13: FACTORS THAT SUPPORTED THE EXPATRIATES' ACCULTURATION

1 - LEAST IMPORTANT; 5 - MOST IMPORTANT

- PREVIOUS EXPATRIATION EXPERIENCE
- SUPPORT AT WORK
- KNOWLEDGE ABOUT THE COUNTRY
- PRE-ASSIGNMENT TRAINING
- PARTNER

- Female: 26.00%
- Male: 74.00%
FIGURE 2: CIVIL STATUS (%)

![Civil Status Chart](image)

FIGURE 3: DURATION OF RELATIONSHIP among the expatriates with a partner (%)

![Duration of Relationship Chart](image)
FIGURE 4: DO THE EXPATRIATES HAVE CHILDREN? (%)

MALE

FEMALE

FIGURE 5: AGE OF CHILDREN (n)
FIGURE 6: HOW THE RESPONDENTS BECAME EXPATRIATES (%)

FIGURE 7: MOTIVATION FOR EXPATRIATION

MALE

FEMALE

1 - LOW; 7 - HIGH

6,05

6,29
FIGURE 8: EXPATRIATES’ INTENTION TO FULLFILL THE ASSIGNMENT (%)

FIGURE 9: PREASSIGNMENT TRAINING (%)

Leonard Münz
Christoffer-Mauritz Ratajczak
FIGURE 10: EXPATRIATION EXPERIENCE (%)

FIGURE 11: WORK CONDITIONS
FIGURE 12: DIFFICULT WHEN TRYING TO ADAPT TO THE HOST COUNTRY

- Home Sickness
- Solitude
- Cultural Habits
- Work Conditions
- Language

1 - Least difficult; 5 - Most difficult

FEMALE
MALE

FIGURE 13: IMPORTANT FACTORS THAT SUPPORTED THE EXPATRIATES' ACCULTURATION

- Previous Expatriation Experience
- Support at Work
- Knowledge About the Country
- Pre-Assignment Training
- Partner

1 - Least important; 5 - Most important

FEMALE
MALE
8.4 Survey Results – MNC III

TABLE 1: GENDER OF THE EXPATRIATES (%)

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>14,00</td>
<td>86,00</td>
</tr>
</tbody>
</table>

FIGURE 2: CIVIL STATUS (%)

MALE  | FEMALE
---|---
Single | Not single
FIGURE 3: DURATION OF RELATIONSHIP among the expatriates with a partner (%)

FIGURE 4: DO EXPATRIATES HAVE CHILDREN? (%)
FIGURE 5: AGE OF CHILDREN (n)

FIGURE 6: HOW THE RESPONDENTS BECAME EXPATRIATES (%)

[Diagram showing the age distribution of children and the reasons for becoming expatriates]
FIGURE 7: MOTIVATION FOR EXPATRIATION

FIGURE 8: EXPATRIATES' INTENTION TO FULFILL THE ASSIGNMENT (%)
**FIGURE 9: PREASSIGNMENT TRAINING (%)**

![Bar chart showing preassignment training percentages for males and females.]

**FIGURE 10: EXPATRIATION EXPERIENCE (%)**

![Bar chart showing expatriation experience percentages for males and females.]

---

Leonard Münz
Christoffer-Mauritz Ratajczak
FIGURE 11: WORK CONDITIONS

FIGURE 12: DIFFICULT WHEN TRYING TO ADAPT TO THE HOST COUNTRY
8.5 Survey Results – Cross-Case Data
FIGURE 4: ARE THE EXPATRIATES ACCOMPANIED BY THEIR PARTNER? among those that have a partner (%)

FIGURE 5: DO EXPATRIATES HAVE CHILDREN? (%)
FIGURE 6: AGE OF CHILDREN (n)

FIGURE 7: HOW THE RESPONDENTS BECAME EXPATRIATES (%)
FIGURE 8: MOTIVATION FOR EXPATRIATION

FIGURE 9: EXPATRIATES’ INTENTION TO FULFILL THE ASSIGNMENT (%)
FIGURE 10: PREASSIGNMENT TRAINING (%)

FIGURE 11: EXPATRIATION EXPERIENCE (%)

Leonard Münz
Christoffer-Mauritz Ratajczak

Uppsala University
Department of Business Studies
D-uptsats in Management of International Business
Tutor: Rian Drogendijk
2007-06-04
FIGURE 12: WORK CONDITIONS

- Stress at Work
  - Average: 4.19
  - Male: 3.06
  - Female: 4.56

- Overall Work Satisfaction
  - Average: 5.26
  - Male: 3.94
  - Female: 5.89

FIGURE 13: DIFFICULT WHEN TRYING TO ADAPT TO THE HOST COUNTRY

- Home Sickness
  - Average: 1.33
  - Male: 2.21
  - Female: 2.02

- Solitude
  - Average: 2.22
  - Male: 2.98
  - Female: 3.18

- Cultural Habits
  - Average: 2.91
  - Male: 3.07
  - Female: 3.67

- Work Conditions
  - Average: 2.62
  - Male: 2.81
  - Female: 3.56

- Language
  - Average: 3.74
  - Male: 3.74
  - Female: 3.84

1 - Least Difficult; 5 - Most Difficult
FIGURE 14: FACTORS THAT SUPPORTED THE EXPATRIATES’ ACCULTURATION

1 - LEAST IMPORTANT; 5 - MOST IMPORTANT

- PREVIOUS EXPATRIATION EXPERIENCE
- SUPPORT AT WORK
- KNOWLEDGE ABOUT THE COUNTRY
- PRE-ASSIGNMENT TRAINING
- PARTNER

FEMALE
MALE
AVERAGE