International Special Lecture

国際学術講演

New Developments in Research on International Assignments: A European Perspective

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はじめに

2007年度は、2回の国際学術講演会を開催させていただいた。第2回は、2008年1月25日（金）16:30～18:30、東京工業大学大岡山キャンパス西9号館3階コラボレーションルームで開催された。講師として Professor Chris Brewster（Department of Management, University of Reading Business School（U.K.））をお招きし、“New Developments in Research on International Assignments: A European Perspective”と題した基調講演をいただいた。指定討論は、本学会理事で経営国際化研究部会長の大阪誠中大学教授、長年海外勤務者の調査に携わってこられた永井裕之筑波大学教授のお二人にお願いした。

基調講演に先立ち星野会長から開催のご挨拶をいただいた後、座長の江川から Brewster 先生のご略歴を紹介させていただいた。本報告にあたり、Brewster 先生、星野先生にはテーブルおおし原稿に加筆修正をいただいた。

Brewster 先生のご講演の詳細は後述の通りである。Brewster 先生は、ヨーロッパを含む西欧の海外派遣勤務者の多くにそのような多様な海外勤務者が出現していることを指摘された。こうした対象の多様性は、研究方法そのものを問うものであり、このことが先生のご関心を migration research へ向かわせた一因とも思わされ、さらに先生は、knowledge transfer の視点や、時系列的に海外勤務者のキャリアを研究する重要性を指摘された。筆者が日本人・欧米人海外勤務者を対象に実施してきた調査では、派遣先から存在する帰国後のキャリア不安が、日本人の現地での適応に有意に関連していた。Brewster 先生の指摘を踏まえて、研究対象選択からも、海外勤務者のキャリアに関する本格的時系列調査の実施が求められている。

Brewster 先生は最後に、海外勤務者の適応とワークライフバランスを考慮したモデルを紹介された。米国発の J.S.Black のモデルは、ワークライフバランスをはじめとした海外勤務者の進化した多面的な状況と適応のダイナミズムを理解するには不十分であり、migration researcher との共同研究などから、新たな包括的モデルを構築中とのことであった。

指定討論者の大津先生は、この Brewster 先生が開発中の Multiple Static View of Outcomes のモデルに着目され、ご自身が調査された海外勤務者の事例紹介を通じて、モデルの有効性にコメントされた。先生は組織文化の項目を取り込むことを提案するとともに、モデルの将来性を高く評価された。永井先生は、海外勤務者の適応とワークライフバランスに焦点をあててながら、Brewster 先生のご講演を補足するかたちで、現在分析中の豊富な調査データをご紹介くださった。

続けて質疑応答では、多くの方々から質問を頂けた。特に、講師の方法論、海外勤務者との関係性、国情、言語、文化などの理解について深い関心を示された。この中でも、数フレーズでの質問が多く、講師からの回答でも学びを深めた。

本年度開催の2回の国際学術講演会を通じて、お二人の先生方が共通の研究スタンスを示されたことは注目された。その一つは、これまでにそのような限界を超越してきた米国発の研究モデルでの、多様な社会の実態を読み解くにあたって、各国独自のモデルを提案していく必要性を強調されたこと、もう一つは、学際的アプローチの重要性であった。国際的に活躍されているお二人が、学際性と各国独自のモデル発信に言及されたことは、研究の時代性を問うという意味でも興味深くうかがえた。

国際学術講演会の開催が、会員諸氏の研究や日常業務にいやすくても新しい視点を提供し、本学会での国際学術交流のさらなる推進にも結びつくことを祈念したい。

講演会

Welcome Address by Professor Egawa

Good afternoon everyone, my name is Mi-dori Egawa and today, I am serving as coordinator of this international lecture. First of all, I would like to extend a hearty welcome to all of you here.

Today, we have a wonderful guest speaker, Professor Chris Brewster from the United Kingdom, whom you probably know quite well, as he is an extremely esteemed authority in the field of international and comparative human resource management. We have two commentators, Professors Ohtsu and Nagai, both of them have broad international experiences in this field.

Now, we would like to have an opening address from our president Professor Hoshino of this association.
Opening Address by Professor Hoshino, President of JAAS

Hello everybody. My name is Yasuo Hoshino. Aichi University and the University of Tsukuba and president of JAAS, Japanese Association of Administrative Science. Today we have a very good opportunity to listen to a special international talk by Professor Chris Brewster from England—University of Reading. University of Reading reminds me a very famous professor, Professor John H.Dunning who proposed so-called "eclectic theory" which suggests that direct capital stock is determined by three sets of factors, such as ownership-specific advantages, internalizing advantages and location-specific advantages. By using this theory, I could publish at least several papers with my doctor students in international journals, and several in our journal, Japanese Journal of Administrative Science (JJAS). Professor Brewster is a very famous scholar in international human resource management and he is going to have a joint research by interview with my colleague Professor Nagai, University of Tsukuba. I hope their work would develop well.

Finally, I would like to thank Professor Egawa, Tokyo Institute of Technology, who organized this second international meeting this year. Thank you very much.

Introduction of the Speaker by Professor Egawa

Now, I would like to introduce Professor Brewster. Most of you might know Professor Brewster quite well, so I'll just introduce him very briefly.

Doctor Brewster is a Professor of International Human Resource Management at Henley Management College and at the same time the University of Reading.

He gained substantial experiences in trade unions, government, specialist journals, personnel management in construction and air transport and consultancy, before becoming an academic twenty years ago. He has published over twenty books and more than a hundred articles. In 2002, Prof. Brewster was awarded by the World Federation of Personnel Management Associations, in recognition of his outstanding contribution to international human resource management. In 2005, a University of Chicago survey found that Prof. Brewster was one of the most published authors in the international business journals. In 2006, Prof. Brewster was awarded an Honorary Doctorate by the University of Vaasa in Finland.

Keynote Speech by Professor Brewster

Thank you very much for these very kind introductions. I have to say two things, I think, as a preliminary to my presentation. First of all, that I'm extremely honored to have been invited to talk to this group. I've had a very good time in the nearly a month that I've been in Japan so far, but this is the most important event that I'm doing while and here, and I'm very pleased to be here.

The second thing I want to say is that I'm
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sorry that I have to speak in English because I don’t know any Japanese at all. So, I’m very restricted in that way and I apologize for that. But, I’m afraid if we want to have a discussion it’s going to have to be in English ‘cause that’s all I know.

I do research in international and comparative human resource management, as you’ve heard, and when I came to think about this presentation, I thought I’d do some work on international assignments and expatriation, but I found out very quickly that, of course, there are a lot of well known Japanese researchers in this area who know more than I do about the subject. So, what I decided to do was to present a European perspective, on the grounds that no Japanese researcher would be able to present a European perspective, so I would be relatively safe in addressing things from that point of view.

What I’m going to do is to tell you a little bit about the issues that are being raised in the research into expatriation and international assignments in Europe and then spend a bit of time towards the end on one of the projects that we’re working on at the moment. As I go through this, or as you look at the notes, you’ll see that in some of these areas I’ve indicated a paper that myself, usually with colleagues, have been working on. That’s not to suggest that I’m the only person who’s doing work in this area. That’s just the subjects that I feel more able to discuss and debate, so if we want to talk about those things towards the end, ones that I’ve actually got the research articles on are the ones that I’d be happiest to talk about, although I can talk about any of the other things.

I’m going to talk about a number of things I’m going to say that a lot of research has been done on the expatriate cycle—the problems of selecting people for international assignments, training them for international assignments, sending them out there, making sure they get paid the right amount of money, and arranging for them to come back at the end, and then sending someone else again, hence the idea of the “cycle”.

I think, interestingly, if you look at the history of research in this area, it’s tended to follow that cycle. So, the early research was on things like selection, and then later research was on preparation for expatriate assignments, and then more on pay and conditions, and then, finally, more recently, on repatriation—bringing people back and the problems that that can have in it. But, it seems to me that although work is still being done in those areas, we’re not really discovering that much more. We’re finding out that the same things apply to different countries, and different industries, and different organizations, but we’re not really learning very much more about that, despite the fact that, I guess, most of the research is still being done in those areas going round the cycle.

I think the more interesting material that’s coming through is some of the research that’s looking at some of the different things that are happening. And I’ll say a few words about each of these things as I go through the presentation. So, looking at the people who are a little bit different from those sent by the standard multinationals that we all tend to research. I’ll say a few words about the new players in the game: the people, the organizations mostly, who are different from the organizations that we’ve been researching up to now.

I’ll say a few words about the new locations that people are going to. Most of our research has tended to concentrate on the United States, Europe and Japan, because traditionally those have been the three most developed parts of the world, and those have been the places where more people have been sent from, and of course, they’ve also been the places where more people have gone to. So, what we’ve got is North Americans being sent to Japan and to Europe, Europeans been sent to North America and Japan, and Japanese people being sent to Europe and North America. But it seems to me that there are other places that are becoming increasingly important and it’s worth saying a few words about them, because there is research developing in that area as well.

And then, I think that some of the most interesting things that are going on are in new ap-
proaches to the study of expatriates. So, not just looking at selection, training, pay and rewards and so on, any-
more, but taking a different view of the way that re-
search is being done. And for us, certainly, these are
the areas that we’re working on. I’m not sure whether
these things are new, whether any of these things are
new to Japanese researchers, but they’re certainly new
to European researchers. So, that’s what I want to de-
bate with you.

So, starting with the new expatriates. By
the “new expatriates”, we mean a couple of things.
First of all, the sort of expatriates that we’re getting
now are, even from the traditional multinationals going
to the traditional places, are tending to be a little bit dif-
ferent. They’re tending to be better educated, often
with MBAs now. They’re much more prepared to ne-
gotiate with their employer rather than just accept
whatever the employer gives them. They therefore
have different demands of what’s going on. They have
different demands from their employers. They’re be-
ing prepared to ask their employers for things, rather
than just accepting what they’re given. They have dif-
ferent expectations so they’re more challenging people
for the multinationals to manage. They will complain a
lot more—expatriates tend to complain quite a lot—and
these new expatriates perhaps complain even more.

And their backgrounds are beginning to
change as well. For many expatriates, perhaps 20 or 30
years ago, the expatriation was really their first serious
international exposure. In the United States I think it’s
still true that 95% of the people don’t have a passport
because they’ve never been outside the United States
and they have no intention of going outside of the Unit-
ed States. That’s not the case for Europeans. For most
Europeans they’ve had holidays in other countries,
they’ve spent time in other countries, they may have
had student experiences, student exchanges with other
countries, on our news programs they get a lot of ex-
périence of what’s happening in other countries.
They’re much more aware of the international envi-
ronment than they were before.

And many of them, now, and increasingly,
have parents who may have come from different coun-
tries anyway. So, if your parents are from two coun-
tries and maybe you’ve been brought up in a third
country, then traveling somewhere, being sent to
another country, is not a particularly new experience.
You’re used to speaking different languages, you’re
used as living in different cultural environments, you’re
used to accept the fact that things change when you
move from country to country. And therefore, you’re
probably better prepared for the experience that are
going to, that you’re going to get. Probably, therefore,
less stress.

So, to differences in the expatriates them-
selves, - a particularly interesting area for me. I’ve
been working with a Finnish colleague, Professor Sau-
tari, on this and we’ve been researching expatriates
through a different mechanism. Most expatriate
research in Europe is carrying out by going to organiza-
tions and asking them who they have working around
the world. What we were able to do in Finland is we
went to a trade union, a trade union for highly qualified
economics graduates. Now, in Finland, almost every-
body is a member of the trade union, something like
90% of the population belongs to the trade unions.
So when you go and talk to the trade union and say,
“Could we send a survey to your members?”, then
you’re probably going to get more and less 100% of all
the qualified economics graduates in that area. And,
with that group, we found over a thousand people who
were members of the trade union, but who were work-
ing outside Finland. So, these were expatriates. We
sent them the questionnaire, and we asked, “How did
you get to work outside Finland?”

About half of them found their own way to
to these jobs in other countries. In other words, they
weren’t sent by their company—that’s what we call
the assigned expatriates, —expatriates who were as-
signed by their company and sent out there. Half of
them, though, were self-initiated expatriates. And they
came into a number of different categories. Some of these were people who had applied for jobs in other countries deliberately because they wanted the experience of going and working in other country. Some of them were working for things like the United Nations and the European Union, and I’ll say a few more words about that in a minute. But the way you get a job with United Nations or the European Union is you apply, you go through a competitive exam, and then you get offered a chance for the job. So you’ve initiated it yourself.

Some of them were Finnish people who had married people from other countries, gone to live in those other countries, and then looked for a job when they got there. And some of them were students, and some of them were teachers and so on. About half of all the expatriates in this group were not people who had been sent by their company. And certainly in Europe, most of our research, maybe all of our research, has simply missed that group of expatriates. Because our research method is to go to the companies and ask them what they’re doing. So that’s an interesting area, and we found some interesting differences in knowledge management, in their career paths, and so on and so forth, which we can talk about later.

Obviously, some of those self-initiated expatriates are probably going to end up living more or less permanently in the country that they’re sent to. And at that point we started getting interested in the overlap between migration studies, which in Europe tend to go on in economics and geography departments, and international human resource management studies, which tend to go on in the business schools. These two fields are pretty much operated separately and independently, but clearly there is a lot of overlap between them. We used to think if people went for a short time they were expatriates, so they would come into the study of international human resource management. If they went permanently, they would be migrants. But, of course, what we find is some expatriates decide to stay on in the country that they’re in—they don’t come back. And, of course, some migrants come back very quickly—they don’t like the experience and they come back in a very short time. So, we’re now trying to organize some meetings and so on, seminars, so that we can learn from the people who have been doing migration studies, and I’ll show you an example of how that’s worked in a minute.

We’ve also got new players in the game. Of course, there’s still the multinational corporations, the companies that we all study and we all know and most of the research is about, but now there are also, in Europe anyway, privatized multinational corporations. These are the companies who for many years were only allowed to service their own country, because they were owned by the government. So, we have our British telecommunications company doing the phones within the UK. We have our British gas company, our water companies, our electricity companies, and so on. These companies have now all been sold by the British government onto the market. They’re now privately owned. And like all good management teams, what the new private owners do is they look for other opportunities. And of course, many of those opportunities are in other countries. So these are organizations that look like, and try very hard to look like, the traditional multinationals, with the interesting exception that they have no real experience of operating in other countries. So they are having to learn this international HR and expatriation process very, very quickly, if they’re not going to make some terrible errors.

There are also organizations, increasingly, that are born global. They start off as multinational corporations, even when they’re very small. They may have only 30 employees, but they’ll have them in ten countries already. Because, if you’re operating a business that runs through the Internet, then it doesn’t particularly make sense to have all your people located in one country. So, very often many of these organizations have started internationally. So, there are organizations now, not the giant multinationals, but very small organizations, who are transferring people around the world without the backup of large human resource management departments and the kind of expertise that goes with that. So, they have another set of problems. There are very small organizations which didn’t start globally, but, particularly in Europe, have found that’s the way forward. In Europe now, as you know, it’s very easy to trade across the borders of the 27 countries that make up the European Union. And many companies in Europe have taken advantage of that. They can move people without bothering about
work permits. They can set up new businesses without getting permission to do that. It’s very easy to open up within Europe. Many organizations are doing that too. Again, like these others, very little experience of international human resource management, very little back-up for the people that do it.

And then, a different kind of approach, there are now a lot of international organizations. There have always been international organizations, but we are now beginning to understand that they are there. So, some of us are looking at studying the United Nations and the European Union, and the World Intellectual Property Organization, and the World Bank, and the IMF and all of these other bodies, which have people located in lots and lots of different countries, and are perhaps the most international organizations there are. People working in those companies almost certainly are reporting to someone who’s from a different country than themselves, and are supervising people who are from different countries than themselves, and are probably living in a different country than the one that they’re used to. So, they have some very specific problems in terms of international transfers and some advantages too.

Well, that’s another interesting group, and then alongside that, of course, there are the not-for-profit organizations—the religious bodies, the churches, the charities, the foundations, the trusts that are trying to do work around the world—and they have a very interesting set of expatriates. The expatriates working for these charity organizations almost certainly do not live in places like Tokyo, in the big capital cities of the world. They live in really probably rather rough conditions out in the country a long way away from an expatriate community or the kind of services and shops and restaurants that people are familiar with in every big city in the world. Their problems are really quite different, and they’re in often dangerous places but certainly not the pleasant conditions that many other expatriates are in. And again, it’s an interesting group of people that’s been there for a long time, but we’re just learning to study.

There are new locations. The developed north: North America, Europe, Japan of course, are still where most expatriates go, because that’s where most multinationals make their profits. So that’s where most expatriates are.

But now, we’ve got what we call in Europe the BRIC countries: Brazil, Russia, India and China. These are the fastest growing economies that are now beginning to challenge the triad from the north. And so we need to think about those organizations. More and more people going to Brazil, Russia, India and China, and more and more people coming from those countries to the north—the northern countries of the world.

There are more people in Eastern Europe, more people in Central and South America, more people in Africa, but not very many more. Eastern Europe has been opened up quite a lot and there’s a lot of transfer of business there. Fast growing economies, a lot of businesses moving in there, and that means moving a lot of people there. Not so many, but still quite a lot, in Central and South America. And very few indeed in Africa, but there are some countries there. And of course many people going to these other countries—BRIC: Eastern Europe; Central, South America—are not living in the kind of comfortable northern cities that most of us are familiar with. They’re living out in the country, upcountry, far away from the groups of people that they’re familiar with.

British people coming to Tokyo, for example, it’s very easy to find lots of other British people here, and areas of the city where British people live, and British restaurants, British pubs and so on. Japanese people coming to London find it very easy to connect with the Japanese community in London, and so on. But when you’re going to Central or South America or Africa there probably aren’t those communities that you can connect to and therefore, you’re going to have to get out much more and talk with the locals, and the adjustment is going to be much more difficult.
OK, so those are some of the things in terms of new kinds of expatriates, new types of players, new types of locations. I think the most interesting things that are happening for us in Europe are new approaches to the study of expatriation. Until now we've looked at expatriation from a management point of view as providing competitive advantage. Things like the resource-based view, which says that international knowledge, international experience, international thinking is one of the key resources that organizations are going to have that's going to help them to compete. It's very easy to copy products, to copy services. It's much more difficult to copy the experience and the knowledge and the understanding of the international world that one can gain through expatriation.

And people are trying to look at expatriation and international assignments through a different mechanism. So, increasingly now, people are looking at the issues of knowledge management and knowledge transfer. In other words, "How, when the expatriate goes to another country, do they transfer what they know into a local environment?"

Just yesterday, I was talking to some managers from a British company based here in Tokyo as part of my research and one of the questions for them is, "If you leave here, will all your knowledge and expertise that you were put here for—your knowledge of the company and its products and what it's trying to do—will that all go back to the UK with you, or will some of that have been transferred to the local people? Will they be able to manage, perhaps, without your presence here? Will we be able, perhaps, in the future to replace the British manager with a Japanese manager? Is the knowledge getting spread around the organization?"

And, of course, there's quite a lot of research on knowledge management, knowledge transfer and we know that it's not an easy thing. There's a lot of evidence that sharing knowledge is not easy. Most of the important knowledge is the knowledge that cannot be written down. Its knowledge about how things are done, what networks are important, who is important, which really can't be written down because much of it is different from what the formal company structures are and requires different kinds of work. We have to have the right kind of attitudes on behalf of people to accepting the knowledge as well as attitudes on behalf of the people giving the knowledge. And, our experience, in the UK at least, is that most managers are simply not very good transferring knowledge to their subordinates, even within one country. So, when you get subordinates from a different country, different culture, speaking a different language, then the problems become very significant. And it's not unheard of for expatriates to come to a country, do a very good job there, go away again, and nobody else in the organization has really learned anything else from what they knew before.

So, there's a whole stream of research increasingly going on. There are a lot of other people in Denmark, and the Netherlands and elsewhere doing work on knowledge management. So, it's a significant issue in international transfers at the moment.

There's a very interesting kind of development, I think, in terms of expatriation, which is looking at expatriation through the lens of career management. We tend to study the three or five years that people are away from home. We, maybe, study a couple of weeks before to see how they got selected. We, maybe, study twelve months after they got back, through our repatriation studies. But that's pretty much the end of it. And, an interesting question becomes, "What happens to these people?" These are people who've got a whole range of experience which is not shared by many of their colleagues in their management team. Does that give them an advantage? Do they progress through the company faster? Is it a disadvantage, because they've been out of the political mechanisms of the company for three or five years while their colleagues have been moving forward? And, the fact is that we know very little about what happens to these people's careers.

And so, obviously it's more of a long-term study to see what happens to people's careers, but we're beginning to start doing research now into the career management of expatriates, looking at them from the time they leave their college or university right through to the time that they retire, and seeing their expatriation as being one small part of that. It will be very interesting, I think, fascinating, to be able to go to companies and say, "Do you realize that if you give people international experience, it will accelerate their
career?” Or, “Do you realize that it will actually ruin their career?” Because at the moment, we don’t know which it is. So, there’s a whole research area there that people are beginning to look at.

We do know for example from the repatriation studies that something like, in Europe anyway, something like about a quarter, 25%, of all expatriates leave the organization that sent them within about twelve months of returning, because they feel that they’re not treated very well or because there’s no real position for them. Companies no longer have spare positions in the management team—if there’s a job to be done there is somebody doing it—so when the expatriate comes back, where do they go? There are all sorts of stresses and tensions for the expatriate. Their living standards go down usually. There are family pressures, family tensions, and so on. All of these things contribute to the fact that about one in four expatriates leaves their organization. Now that’s—from the point of view of the organization—that’s really terrible. I mean, they’ve invested very heavily in these expatriates. Not only are they now losing those people that they’ve invested very heavily in, but those people don’t usually change industry. If they’re bankers they go and work another bank. If they’re engineers they go and work in another engineering company. So not only are you losing these people, but you’re losing them to the competition. You’ve invested in them, the competition gets the benefit. It will be very interesting to research people’s careers overall and see what happens to them. So, we’re starting down that road at the moment.

We are trying to look much more holistically at the transferee. And that means not just looking at them as someone in the workplace, but also looking at them as someone who also lives and has to take part in the society that they go to. We’re looking at them as someone who has a partner, someone who has family, children. Most expatriates in Europe, the vast majority—the research numbers vary a little bit—but something between about 60 and 85%, depending on which particular sample you look at, of expatriates go with their family from Europe. So, looking just at the expatriate is missing a really important part of what’s happening and what they are experiencing. We really need to think about family now as well. There’s been some work done looking at the problems of dual-career couples where both partners have good careers, but the research being done mostly looks at that as a problem for companies in trying to persuade one of the career partners to stop their career so the other one can go away. It hasn’t really looked at how that works in practice for the two partners when they get over there. And looking at the effects on children and families, it’s mentioned in a lot of research, but we really haven’t
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looked at that in the round, to try to establish what this means for the family and for the wife—the family or friends.

So, there’s more and more work being done on that, and I’ll just say a little bit more about that in a minute. And, particularly, and this is where I want to spend the last ten minutes or so, we have a broader view of adjustment—how expatriates adjust to the environment that they go to.

The more holistic view, as we say—looking at the assignment as part of the career, the development of career capital, the expatriate investing in themselves and becoming more valuable as a person, and, as we said, the expatriate as a family member and working, thinking, about how the family transfers, rather than just the expatriate themselves.

So for the next few minutes I would like to talk about a broader view of adjustment.

As we said we want to see the expatriation as one part of their career, and the expatriate as one member of a family. So finally I’d like to present the model that we have developed. There is a very famous professor, Stewart Black, who developed a very influential model of expatriate adjustment, dividing into work adjustment, interaction adjustment, and general adjustment. And much research has been based on this model. However, I’ve never felt this model was quite right, since these are not independent elements. Most people don’t adjust this way, work, interaction or general adjustment. So we tried to look at adjustment as a process.

The 3 dimensions of the process are cognitive – how much we know about the situation?– , emotional – how do we feel being part of the situation? and, finally, behavioral – can we actually behave in a suitable way? It can be the case that we know very well about the situation and even how to behave, but we don’t feel at ease in the situation. Or maybe we feel at ease, but we don’t know much about the situation. We feel these dimensions are more useful to look at adjustment.

However our social activity develops in a number of situations, or domains, as we call them, that have different cultural impact. We drew these ideas from migration studies. At the first level, we have the “systems of social order”, that is the most basic rules and legislation of the country, such as the side of the road on which to drive, and so on. On the next level we find the “Economics” that is a bit harder to get used to, for example buying or selling food, or renting an apartment. Such things change widely from country to country and imply a higher level of complexity. Then we have the work domain, in which the impact of culture is even more manifest, and that very directly affects expatriate adjustment. Professor Ohtsu has pointed out to me that the culture of the company may be a particularly powerful factor here and we will incorporate that thought in the next version of the model. An even more complex domain though concerns family relations, the roles that women are allowed to take in different countries are different, the relationship of parents and children are also different. That is very complicated for expatriate families, so many have a dual system, at home they behave one way, and when they go out they behave in another. Research on expatriates’ families is limited but migration research suggest it as an important issue. And at the higher level we have Weltanschauung. Here I apologize - we used a German word, but we didn’t find any appropriate translation for the meaning of a way to see the world, what is our stance versus the world. This kind of adjustment is most difficult; it changes from culture to culture and is the deepest level. Most expatriates will never change their weltanschauung.

If all these dimensions and domains were not enough, between them there is Spill-over from domain to domain, adjustment of the family will help adjustment at work and so on, and Cross-over between family members, the good or bad adjustment of different family members will affect the adjustment of other family members. Migration studies also suggest these spillover and cross-over are important.

Here in the last slide we tried to put it all together, but it is so complex we didn’t draw the spillover and cross-over effects. As we see for each domain we have a different adjustment, which in turn feeds back and changes over time. Private life is important for the reality of adjustment. We’re now preparing a paper on this model and I hope we will manage to put it in a maybe clearer way than this.

I thank you very much for your attention.
Multiple Static View of Outcomes

<table>
<thead>
<tr>
<th>Work</th>
<th>MACRO-ENVIR.</th>
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<tbody>
<tr>
<td>Clarity of objectives</td>
<td>Style of adjustment (expected)</td>
</tr>
<tr>
<td>Reporting lines</td>
<td>Culture</td>
</tr>
<tr>
<td>Role discretion</td>
<td>Business practices</td>
</tr>
<tr>
<td>Role novelty</td>
<td>Openness</td>
</tr>
<tr>
<td>Role conflict</td>
<td>Security</td>
</tr>
<tr>
<td>Level of difficulty</td>
<td>Religious/ political systems</td>
</tr>
<tr>
<td>Supervisor/co-worker support</td>
<td>Medical system</td>
</tr>
<tr>
<td>Logistical support</td>
<td>Socio-economic development</td>
</tr>
<tr>
<td>Mentor or coach</td>
<td>Pollution</td>
</tr>
<tr>
<td>...</td>
<td>Climate/weather</td>
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</tbody>
</table>

- Varying influence on domains - variables may hinder or foster adjustment
- Interactions among variables e.g. style of adjustment

<table>
<thead>
<tr>
<th>Institutional Influence</th>
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</thead>
<tbody>
<tr>
<td>Systems of social order</td>
</tr>
<tr>
<td>Economics</td>
</tr>
<tr>
<td>Work</td>
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<tr>
<td>Social relations</td>
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<tr>
<td>Family relations</td>
</tr>
<tr>
<td>Weltanschauung</td>
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</tbody>
</table>

- Behaviors, cognitions and emotions feed back on each other in each domain
- Domains feed back on each other in each dimension

<table>
<thead>
<tr>
<th>Adjustment Outcome - t_1</th>
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</thead>
<tbody>
<tr>
<td>DIMENSIONS</td>
</tr>
<tr>
<td>Behaviors - high/low</td>
</tr>
<tr>
<td>Cognitions - high/low</td>
</tr>
<tr>
<td>Emotions - high/low</td>
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<tr>
<td>Proficiency Performance</td>
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<table>
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<tr>
<th>Adjustment Outcome - t_2</th>
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<tr>
<th>Adjustment Outcome - t_3</th>
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Outcomes feed back on some input variables

indicates feedback