Factors Influencing Expatriates Adaptation in Host Site at Intel

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Factors Influencing Expatriates Adaptation in Host Site at Intel

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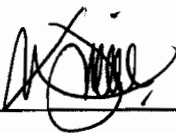
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ABSTRAK

Tugasan-tugasan antarabangsa semakin penting untuk syarikat-syarikat Multinational, Intel menghantar pekerja ke penempatan semula untuk pemindahan produk dan untuk tujuan latihan. Ia penting untuk pihak pengurusan faham bagaimana pekerja tersebut dapat disesuaikan kepada persekitaran yang baru. .Penyelidikan ini menyasarkan untuk meneroka hubungan antara pembolehubah bebas yang melarasan silang budaya dan pembolehubah-pembolehubah tanggungan ialah kepuasan kerja, faktor keluarga dan latihan budaya. Penyelidikan ini meliputi pekerja-pekerja Penang Design Centre, kebanyakan daripada soalan kaji selidik dihantar melalui surat dalaman, e-mel dan faks. Sejumlah 130 soalan kaji selidik telah diagihkan kepada responden-responden. Hanya 104 kumpulan soal selidik telah diterima. Kaedah ujian hipotesis telah diambil bekerja dan soal selidik dengan lima titik skala Likert digunakan bagi mengumpul data. Data telah dianalisis melalui Pearson korelasi dan analisis regresi pelbagai. Keputusan ditunjukkan yang tiga hipotesis yang telah dibangunkan dalam penyelidikan ini diterima. Keputusan dari analisis regresi pelbagai mencadangkan yang lebih mengikut potongan badan dan berkaitan kebudayaan latihan lebih jangkaan telah dipenuhi. Cadangan-cadangan, had-had dan penyelidikan masa depan telah ditawarkan dalam penyelidikan ini. Keputusan dari kajian ini menggalakkan pihak pengurusan untuk membangunkan program-program yang akan memastikan ekspatriat mempunyai harapan yang realistik sebelum tugasan-tugasan global mereka.

ABSTRACT

International assignments are increasingly important for Multinational companies, Intel sending employees on relocation for product transfer and for training purpose. It is important for the management to understand how the employees being adapting to the host environment.

This research aim to explore the relationship between the independent variable that is cross cultural adjustment and dependent variables are job satisfaction, family factor and cultural training. The research involved Penang Design Centre employees, most of the survey questions being sent through internal mail, email and fax. A total of 130 survey questions were distributed to respondents. Only 104 sets of questionnaires had been received. Hypotheses testing method were employed and questionnaire with five point Likert scale was used to collect the data. Data were analyzed through Pearson correlation and multiple regression analysis. The results shown those three hypotheses that were developed in this research are accepted. The results from multiple regression analysis suggest that the more tailored and relevant cultural training the more expectation were met. Recommendations, limitations and future research were offered in this research.

The results from this study encourage management to develop programmes that will ensure expatriate have realistic expectations prior to their global assignments

ACKNOWLEDGEMENTS

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CHAPTER 1

INTRODUCTION

1.1 Introduction to the study

An expatriate is a person who lives or works outside of his or her own home country on a non-permanent basis (Andreason, 2003; Ward, Bochner & Furnham, 2001).While a wide range of research findings support expatriate adjustment as a multi-faceted phenomenon (Bhaskar-Shrinivas, Harrison, Shaffer, & Luck, 2004), research on coping and expatriate adjustment may be hampered by an inadequate examination of social support (Ong & Ward, 2005). As international travelers, expatriate workers must adapt to new living and working conditions and research continues to explore the factors associated with their successful, or failed, adjustment. Employees who are sent to another country with a specific purpose to accomplish a job-related assignment are generally referred to as expatriates (Sinangil & Ones, 2001).

Business has become more increasingly international; expatriates play a significant role in the global strategies of many organizations by filling a skill gap in a foreign business operation, transferring management expertise or corporate culture, starting new operations and coordinating global activities (Black, Brown and Hazing 2004). Global mobility is a reality and a necessity in today's international business environment (punnet, 1997). To be able to effectively compete against major global competitors, international firms need world class managers in the international market place (Harvey, 1997). When going for abroad assignment means of meeting a different way of life then in own country, assignees needs to perform in an unfamiliar work. It could be a

stressful situation to try to adjust to the new cultural environment and not everyone success when accepting the relocation assignment.

Many organizations only focusing on the benefits, training, durations of the relocation only few organizations pay attention on how the expatriate adjust themselves once they are at the host site. Adjustment of the expatriate at the host site seen to be important elements because when expatriate adapted well to host site culture benefits of the relocation objectives can be attain effectively.

The purpose of this research was to explore expatriate adjustment by examining the relationship between dependent variable cross cultural adjustment and independent variable job satisfaction, family support, expatriate selection & training, and cultural training. The goal was to achieve a more complete understanding of expatriate cross-cultural adjustment by examining adjustment in social context.

1.2 Background of the problem

In today's global economy, the number of multinational businesses and organization are constantly growing. To stay competitive in an international market, multinational companies often must send their employees overseas on temporary assignments. In order to gain global competencies and new cultural and business perspectives, it is important for one to be absorbed in a new culture for an extended period of time (Webb, 1996).

Although globalization has opened opportunities for businesses to increase their revenue base by selling around the world and reducing costs by producing in countries where cheap, going are global is not without problems. Doing

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business in foreign countries has challenges as well. One of the most challenging aspects is international human resource management. According to Briscoe (1995) international human resource management is increasingly seen as important factor in determining success or failure in international assignment. Organizations may see expatriation assignment as an important strategy in order to bring over business to next stage.

Harzing (1995) argues that expatriate failure is more complicated than merely returning home before an international assignment contracts has expired. He states that high labor turnover during or shortly after international assignments and expatriates who fail to perform adequately, are those assignees seen to bring more loss to the organization then those who return prematurely. Happy workers produce more, if an employee is not satisfy in his work that is where the productive level will go down and this will have serious impact to the organization.

Literature indicates that major cause of expatriate failure is related to adjustment problems experienced by the expatriates and or spouse and family (Briscoe, 1995:54; Hill 2003:613; Tung, 1982:51).

At Intel we send our employees for overseas training and product transfer but we have not conducted research to measure how these employees adapting to the host site environment. Background of this research is to gain more comprehensive understanding of the adjustment of expatriates on international assignment.

1.3 Research Problem Statement

Since businesses is shifting from national border to global era and international assignments seen as important in this fast globalizing world. It is important to make resources available in each organization to attend or enhance their knowledge in foreign country. Recently one of the greatest challenges is how to manage human resources in global level. Human resource management needs to understand expatriate issue in holistic manner in order to maximize the potential of each employee...

Many company is concern on the budget, return on investment, length of assignment, benefits and assignment objectives, only few organizations is paying attention on how expatriate adjusting themselves when there are at host site.

Thousand of Intel employees relocate every year, they move from country to country, state to state, region to region, one way, two ways, short term and long term. Total number of employees relocated as of year 2005 -8, 317 employees. Intel provide good support to our assignees, the following supports rendered by our relocation department such as immigration, tax assistance and each assignees will be connected to relocation consultant to assist on their move but did not focus on how the employee being adjust or adapt at the host site during the assignment period. Thus this research will serve a proposed model for Intel expatriate on factors influencing the expatriate adaptation at host site.

Birdseye and Hills (1995) state that expatriates working in host site often face both job related and personal problems, especially with different political, cultural and economic conditions. This research base will further enhance our

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understanding of the process of cultural adjustment for successful international assignment and it will contribute to the well being of expatriates. This research will also examine the relationship between independent variables (job satisfaction, family factor, and cross cultural training) and the dependent variable (cross cultural adjustment).

1.4 Research Question

This research addresses the following research questions:

RQ1 – Is there any relationship between job satisfactions with cultural adjustment at host site in Intel?

RQ2 – Is there any relationship between family factors with cultural adjustment at host site in Intel?

RQ3 – Is there any relationship between cultural training with cultural adjustment at host site Intel?

1.5 Research Objectives

The main objective of this research is to examine which among the independent variables (job satisfaction, family factor and cultural training) significantly contribute to the cross cultural adjustment at Intel.

The following are the specific objectives for this research.

1. To investigate the relationship between job satisfaction and cross cultural adjustment at host site.

2. To examine the relationship between family factor and cross cultural adjustment at host site.

3. To investigate the relationship between cultural training and cross cultural adjustment in host site.

1.6 Significant of the Study

This research also addresses important gaps and finding in the current understanding if cross cultural adjustment for successful expatriate on international assignment. In the past, many papers (Black and Gregerson 1991; Feldman and Thomas 1992; Hackman and Oldham 1976; Tung 1981) have appeared which provided potentially useful theoretical insights into processes of cross cultural adjustment in international assignments, but most of them not been substantiated by empirical research evidence.

In general this research aims to promote the understanding of expatriate adjustment and it causes job satisfaction, family support, and cross cultural training and the importance of cross cultural understanding. The study of these factors provides a significant analysis for expatriate adjustment. This research also highlights an important aspect of expatriate cross cultural adjustment issues. It highlights the processes and attributes which seems to be helpful in explaining cross cultural adaptability and how expatriate can be successful in their international assignment.

1.7 Scope of the Study

This research will be carried out on Penang Design Centre department, this research focus on the assignees that had been on relocation before, even employees who has been repatriated will be included in this study as well. Relocate's names will be obtained from Intel relocation department. The

Penang Design Centre sends most of their employees on relocation, thus focusing on this department for this research will add value on the outcome. There is dependent variable and independent variables used in this research, the independent variables are job satisfaction, family factor and cultural training and independent variable is expatriate adjustment.

1.8 Definition of key terms

Expatriate: An expatriate is any person living in a different country from where he or she is a citizen. In common usage, the term is often used in the context of professionals sent abroad by their companies, as opposed to locally hired staff (who can also be foreigners). The differentiation found in common usage usually comes down to socio-economic factors, so skilled professionals working in another country are described as expatriates

An expatriate is an employee who is sent by a multinational parent company on a work assignment to a foreign nation (Aycan & Kanungo 1997). However, due to cultural differences and barriers, it may be even more difficult for expatriates to rely on current organizational members and native citizens in making sense of their new environment.

Cross Cultural Adjustment: Cross-cultural adjustment is generally defined as the process of adaptation to living and working in a foreign culture. It is the perceived degree of psychological comfort and familiarity a person has with the new host culture (Black, 1988; Black, Mendenhall, & Oddou, 1991).

Expatriate Adjustment: Gregersen and Black view expatriate adjustment as the degree of psychological comfort, the expatriate feels regarding the new

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situation (1990:463). Others define expatriate adjustment as the degree of fit between the expatriate manager and the new environment in both work and non work domains (Aycan, 1997). Adjustment in the expatriation context has also been used interchangeably with socialization (Feldman & Bolino, 1999) and adaptation (Florkowski & Fogel 1999).

Socialization has been defined simply as learning the ropes or as the process by which an individual comes to learn the values, abilities, expected behavior and social knowledge needed to for assuming an organizational role and for participating effectively as an organizational member (Louis, 1980).

1.9 Structure of the Study

The first chapter out of the five chapters, chapter one outlined these following items, Introduction to the study, background of the problem, research problem statement, research questions, research objectives, significant of the study, scope of the study, definitions of terms and structure of the study.

Chapter two will discuss about review of related literature, research model framework, conceptual definitions, and operational definitions.

Chapter three presents, research design, type of study, sources of data, unit of analysis, sample and sampling technique, research instrument, measurement instrument, data collection administration and data analysis technique.

Chapter four, discuss about overview data collection, profile respondents, reliability test, descriptive analysis, major findings, correlations analysis of variables, multiple regression and summary of findings.

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Chapter five, the final chapter presents about the discussion about the research, provide some recommendation for future research, limitation about this research and conclusion.

Chapter 2

LITERATURE REVIEW

2.1 Introduction

Chapter two includes the research framework and the relevant literature on current issues in expatriate adjustment. This research focuses on identifying dependent variable cross cultural adjustment and independent variable job satisfaction, family support, and cultural training.

2.1 Review of Related Literature

Past research has been fairly extensive in generating and testing factors that contribute to cross cultural adjustment (Bhaskar-Shrinivas et al. 2005; Beehr and Christiansen 2003). Factors of adjustment involve the manner in which the individual adjusts to the new role. Dawis and Lofquist (1984), Feldman and Brett (1983), Nicholson (1984) and Van Maanen and Schein (1979) have argued that the individuals either they can adjust by altering the new role to match themselves better or by altering their own characteristics, attitudes and behaviors to suit the new role.

Shaffer, et al, (1999), Acyan (1997), Parker & McEvoy (1993), Black, et al (1991) and Mendenhall & Oddou (1985) suggest that the related variables for adjustment can be divided to individual, job, organizational and contextual factors. Fincham and Rhodes (1988) states that an employee role in organization is being taken to function as what role he or she occupies.

Many studies also examine how adjustment will influence the expatriate's job satisfaction and commitment to the organization and how these influence the expatriates intention or desire to turnover (Gregersen 1992; Gregersen & Black, 1992; Naumann, 1993; Shaffer & Harrison, 1998).

2.1.1 Culture

Scholars have provided us with several definitions of culture. Among the most popular definition is the definition by Hofstede (1986, 1991) defined culture as "the collective mental programming distinguishing people in one group from people in other groups", and describes it as "the software of the mind". Reviewing 164 definitions of culture Kroeber and Kluckhohn (1963) concluded that culture "consists of patterns that are either explicit or implicit and of behavior that is either acquired or transmitted by symbols. Culture also expresses distinctive achievements of human groups, the essential core of culture consists of traditional ideas and especially their attached values. Terpstra and David (1985) defined culture as a learned, shared, compelling, interrelated set of symbols whose meaning provides a set of orientations for members of society. According to the authors, taken together, these orientations provide solutions to problems that all societies must solve in order to remain viable.

2.1.2 Cross Cultural Factor

The literature review presented thus far reinforces that how well expatriates understand their target environment and how well they adjust their behavior to

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the host culture is important to expatriate adjustment. Expatriate adjustment research has been primarily concerned with minimizing expatriate turnover and poor performance (Tung, 1987). There is much evidence that notes the substantial losses to company incur if an expatriate terminates an assignment early (Birdseye & Hill, 1995; Gregersen & Black, 1990; Naumann, 1992). Many studies also examine how adjustment will influence the expatriate's job satisfaction and commitment to the organization and how these, in turn, influence the expatriates intention or desire to turnover (Gregersen, 1992, Gregersen & Black, 1992; Naumann, 1993; Shaffer & Harrison, 1998)

Louis (1980) studied work transitions and discussed the changes and surprises within the organization which newcomers to organization experience and attempt to be part of the organization. The host site environment will give different aspects on political, economic, monetary system, different language, different norms and standard of behavior compared to the expatriate's home country, which results in expatriates having to overcome culture shock (Oberg, 1960).

Expatriate job assignments require adaptation to multiple environments, furthermore current organization members have been identified as playing a key role in helping newcomers in adaptation process (Louis, 1980; Reichers, 1985). Due to cultural differences and language barriers, it may be even more difficult for expatriates to rely on current organizational members and native citizen in the process of adaptation in host site.

2.1.2 Expatriation Adjustment

Expatriation adjustment has been variously defined. It has been widely researched issue in the international management literature as a criterion that interests most multinational companies as it denotes a form of expatriate success (Aycan, 1997a)

Gregersen and Black, for example, view expatriate adjustment as the "degree of psychological comfort" the expatriate feels regarding the new situation (1990:463).

Others define expatriate adjustment as the degree of fit between the expatriate manager and the new environment in both work and non work domains (Aycan 1997a:436).

Adjustment in the expatriation context has also been used interchangeably with socialization (Feldman & Bolino, 1999) and adaptation (Florkowski & Fogel, 1999).

Many expatriate adjustment studies have adopted the view that adjustment is multifaceted (Black, 1988; Black & Stephens, 1989, Gregersen and Black, 1990; Kraimer et, al, 2001; Shaffer et al, 1999). Black (1988) proposes, based on Torbion's (1982) measure of adjustment to everyday life that expatriate adjustment comprises of three facets-

1) Work Role
2) Interacting with host site employees
3) The general culture and day to day activities

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Work adjustment- is the degree of adjustment an expatriate feels about the job and responsibilities.

2.1.3 Culture Shock

Most of the researches on expatriate adjustment will touch base on the culture shock."U-curve theory adjustment" is one of the most popular adjustment theory is being used by the researches in their study. Culture shock is an important concept in understanding cross cultural adjustment. According to Oberg (1960), culture shock is caused by the anxiety that results from losing all our familiar signs and symbols of social intercourse while recognizing seven symptoms: strain, loss and deprivation, rejection and confusion. Culture shock in an expatriate context as described by Adler (1997) is the reaction of expatriates to entering a new, unpredictable, and therefore uncertain environment. Harris and Moran (2000) argued that culture shock can be positive force for change if one can handle it, but it can also lead to anxiety, depression and ineffectiveness. Mendenhall et al (1995) explained culture shock as a process that usually follows the general shape of a "U-curve as shown in figure below:

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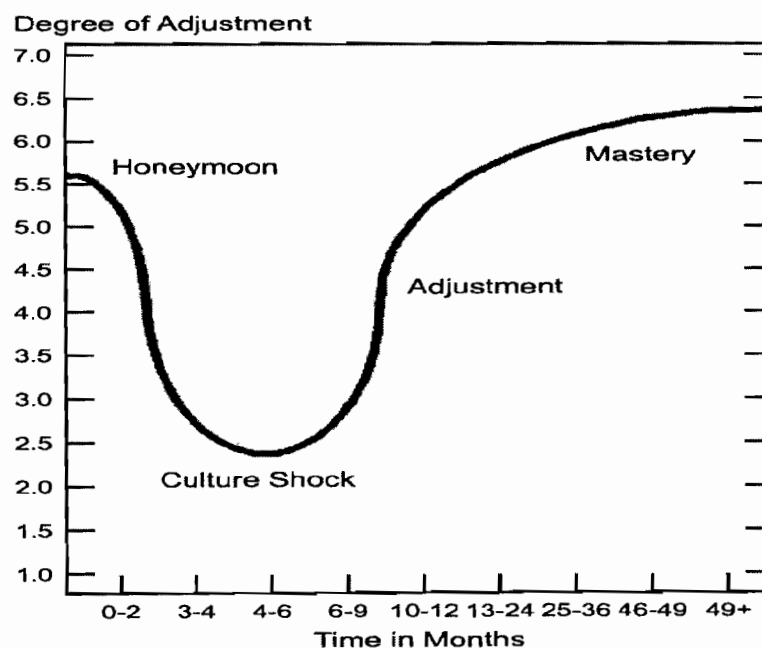
The culture shock curve includes for different stages of adjustment: honeymoon, culture shock, adjustment and mastery stages.

In the honeymoon period, expatriates feel that everything is exciting and interesting as if they were tourists in a foreign country. During the culture shock period, they tend to get frustrated and confused in the unfamiliar environments. Then at the adjustment stage, they gradually begin to understand cultural differences, learn how to do things and feel settled into the rhythm of daily living and finally, they enter the mastery stage, where they are able to function appropriately in the new environment almost as well as at home (Thomas 1996).

2.2 Research Model / Framework

Based on the literature review and research problem, the following research frame work has been developed, this study suggest a primary research model by combining the dependent variable cross cultural adjustment and the independent variable will be job satisfaction, family factor and cross cultural training.T he relationship of the mention variables are shown in table below.

2.3 Research Framework

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┌─────────────────────┐
│  Job Satisfaction   │ ╲
└─────────────────────┘   ╲
                            ╲        ┌──────────────────────────┐
┌─────────────────────┐      ────────│  Cross Cultural Adjustment │
│   Family Factor     │ ───────────  └──────────────────────────┘
└─────────────────────┘      ╱
                            ╱
┌─────────────────────┐   ╱
│  Cultural Training  │ ╱
└─────────────────────┘
```
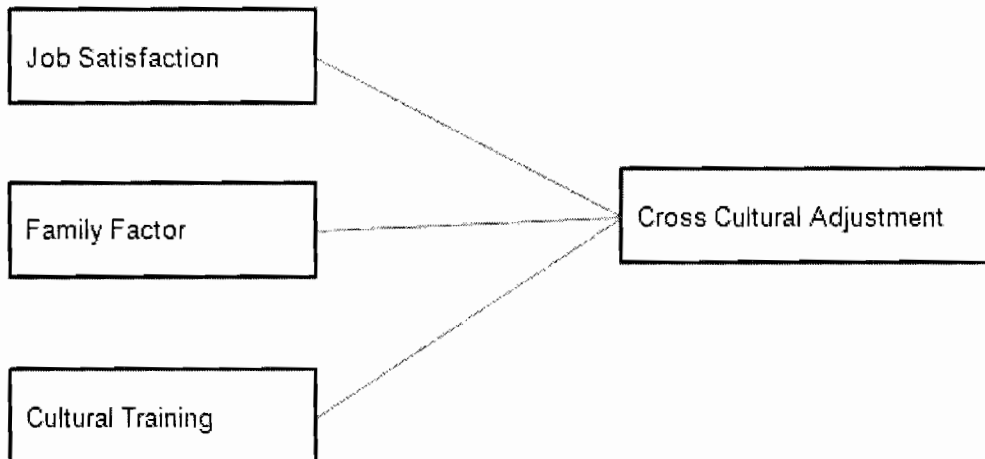
Figure 2.4: Research Framework for independent variables and dependent variable.

2.4 Conceptual Definitions

Cross cultural adjustment is conceptualized as the degree of psychological comfort with various aspects of a host country (Black, 1988; Oberg, 1960; Nicholson, 1984). Understanding the culture and the mindset that determine one's values and behaviors is a vast challenge for international expatriate and those responsible for their performance and wellbeing. The closer the cultural back grounds, the easier and faster the adjustment occurs and the less likely the expatriates would want to return home early. Stone (1991) suggested that discovering the capacity for cultural adjustment should be the most important criteria in expatriate selection, since expatriates will not perform effectively and need to extend the relocation duration if they are unable to adjust to the host site culture.

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It is not just culture of origin or culture that is important, but also how different the cultures are that influence the level of cross cultural adjustment. Palthe (2004) conducted field study on cross cultural adjustment of 196 American business executives on assignment in Japan, the Netherlands and South Korea, which investigated work, interaction and general adjustments, by analyzing factors such as learning orientation, self efficacy, parent and host company socialization, work and non work variables. He reported that it is the host company socialization that is the strongest facto of cross cultural adjustment.

2.3.1 Operational Definitions

Operationally defining, a concept to render it measurable is achieved by looking the dimension or variables. These variables are then translated into measureable elements so as to form an index of measurement of the concept.

2.3.3 Job Satisfaction

Job satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Schermerhom et al, 1997:98). Job satisfaction can be viewed as an overall attitude or it can be viewed as multidimensional.

The most commonly known five facets of job satisfaction as measured by the job descriptive index are:

(1) The job itself- responsibility, interest and growth

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(2) Quality of supervision – technical help and social support

(3) Relationships with co-workers- social harmony and respect

(4) Promotion opportunities-chances for further advancement

(5) Pay – adequacy of pay   (Schermerhorn et al, 1997:99)

With adjustment to their new role at the host site, expatriates may view themselves as functioning members of their organization (Lance, Vandenberg, & Self, 2000) and may derive satisfaction from the work experience. Consistent with existing expatriate adjustment studies (Aryee & Stone, 1996), if the expatriate becomes psychologically comfortable in the new role and therefore adjusted to the job's role requirement is more likely to experience job satisfaction. Therefore it is hypothesized that:

Hypothesis 1: There will be a positive relationship between job satisfaction and cross cultural adjustment.

2.3.3 Family Factor

Research on expatriate management has looked at organization and cross cultural issues, but in recent times, the cognitive dimension of expatriate adjustment have been gaining more attention to how work patterns are interfering with expatriate personal lives, for example, spouse employment and schooling for children. With respect to work adjustment, the spouse can provide support to the expatriate by assisting him or her with logistical issues

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associated with the relocation, this will help the expatriate freeing up his time to focus on work.

There are many reasons why expatriates fail in their assignment, but more famous reason is personal and family related issue. For example, Harris and Moran (2000) reported that expatriates were not happy with their international assignments, because of reason related spouse and family. In these situations usually assignment will end early and expatriate can't be productive at host site.

Family and spouse issues are major concerns as also reported by Harvey (1995) for U.S multinationals in their international operations. The family factor was included in an extensive conceptual framework made by black et al (1991), as non work variable that could explain the importance of assessing the cross cultural adjustment. It is importance of spouse and family adjustment to expatriate assignment success may be moderated by cultural factors. Tung (1998a) for example emphasized the ability to interact effectively with host country as a prime factor in determining expatriate adjustment success or failure. Therefore the following hypothesis is proposed:

Hypothesis 2: There will be a positive relationship between family factor and cross cultural adjustment.

2.3.4 Cultural Training

The first individual factor identified by Hodgetts and Luthans (2003) as being of value in assisting the expatriate develop accurate expectations is pre-departure training prior to the expatriate pre-departure to the host site. In order to avoid unnecessary confusion in the categorization of pre-departure training, Hodgetts and Luthans assert that individual can provide pre-departure training for them

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or can receive it from their company. Pre-departure training is compulsory training for the expatriate in order to prepare the assignees on the mental adjustments as well as remove unnecessary stress.

Pre-departure training provides the future expatriate with specific information on the international assignment as well as the culture within which the person will be required to live and work. Cross cultural training can also assist the future expatriate in forming accurate expectations of the new positions and work environment (Cascio & Aguinis, 2005). Cultural training will guide the expatriate on how they will behave before they arrive at host site, thus effective cross cultural training attempts to provide the future expatriates with the mental road maps to reestablish routines in the host site.

According to Selmer (2001) has found that in certain instances expatriate may prefer post arrival cross cultural training to pre-departure cross cultural training. Expatriate can't expect too much from the pre-departure training, an expatriate probably need the most help when they are actually un the new country, looking for house and schools, setting up bank accounts and getting oriented as such pre departure and post departure training needs to be provided to expatriate so that expatriates can adjust effectively in new environment. As a result the following hypothesis is suggested:

Hypotheses 3: There will be positive relationship between cultural training and cross cultural adjustment.

Chapter 3

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter underlines the methodology to collect the empirical evidence and information's needed to achieve the research objectives. Topics that these chapters cover as follow, research design, sampling procedure, measurement of variables and instrument design, data collection method, questionnaire design and data analysis.

3.2 Research Design

Research design offers critical choice points to carry out the research. It outlines the details or the necessary procedures in carrying out the research. This research intends to investigate the relationship between variables; this research is considered hypotheses testing. According to Sekaran (2006) studies engage in hypotheses testing usually explain the nature of certain relationship.

3.2.1 Type of Study

This study is classified as correlation. This research will use quantitative method whereby questionnaire will be delivered to the targeted group. Data gathered from respondents will be analyzed using Statistical Software Package for Social Science (SPSS) software version 12. Research is conducted through questionnaire because questionnaire is an efficient collection data (Sekaran,

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2000) and the researches know what is required for the research and how to measure such variables. Hypothesis testing being applied in order to get the variance in the dependent and independent variable, therefore applying Pearson Correlation Analysis enables researcher to explain the relationship between the variables.

3.2.2 Sources of Data

In this research, the researcher has based on two resources to collect data required. There are primary data and secondary data collection. The primary data research was done by conducting a survey. The survey distributed by hand to the targeted group of people in Intel Penang Design Centre whereby the secondary data were obtained through articles in journals, books and magazine and information from internet being used in this research as well.

3.2.3 Unit of Analysis

This research will focus on Intel employees particularly on Penang Design Centre group; this department is sending most of their employees on relocation for short or long term assignment. The unit of analysis of this study focuses on individual.

3.3 Sample and Sampling technique

The samples for the Penang Design Centre at Intel were selected using the simple random sampling technique. The simple random sampling method is chosen because every element in the population has a known and equal

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chance of being selected as the sample. According to Sekaran (2003), simple random sampling has the lease bias and offered the most generalization. In order this research become more reliable it is important right sample size is chosen, thus from the population 220, sample size 104 has been selected for this research.

3.4 Research Instrument

The researcher has decided to use a questionnaire as an important instrument to obtain the data Remenyi et al. (2000), stated the main purpose of questionnaire research is to obtain information that cannot be easily observed or that is not already available in written or computerized form. The questionnaire contained questions that are related to the dependent and independent variables. The first was related to independent variables: job satisfaction, family factor and cultural training and dependent variable cross cultural adjustment. Measurement scale used in the questionnaire was predominantly likert scale, mostly with 5 steps, but 6 steps were also use for cross cultural adjustment. Details measurement items outline in below table 3.1.

Table 3.1: Measurement Items

Variable	Items	Scale	Sources
Job Satisfaction	5	five point likert	Hackman and Oldman's (1975)
Family Factor	5	five point likert	Shaffer and Harison's (1989)
Cultural Training	5	five point likert	Caliugiuri (2001)
Cross Cultural Adjustment	6	five point likert	Black and Stephens (1989)

The questionnaire consists of 5 sections (refer to table 3.2). Section A, B, C & D measures items that are related to cross cultural adjustment. Section E consists of the questions to gather the information about the profile of the respondent. Two scales were applied in this research, section a, b, c and d likert scale and section E nominal scale has been used

Table 3.2: Layout of the questionnaires

Section	Variable	Number Of Items
A	Job Satisfaction	5
B	Family Factor	5
C	Cultural Training	5
D	Cross Cultural Adjustment	6
E	Demographic Profile	5

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The scale below show the measure used in the likert scale, designated instrument using likert scale with score from 1 to 5 (Sekaran, 2003).Every score shown as follow.

1	2	3	4	5
Very Dissatisfied	**Dissatisfied**	**Neutral**	**Satisfied**	**Very Satisfied**

3.4.1 Data Collection Administration

The major approach in generating data for this study is through questionnaires. The survey is conducted at Intel Penang Design Centre. According to Sekaran (2006) simple random sampling is the best when generalizability of the findings to the whole population is the main objective of the study. The questionnaire was distributed to 130 employees, the respondents given two weeks to answer the survey and return the survey to the researcher by hand. This study use self administered survey method. According to Sekaran (2006) stated that the main advantage of a personally administering questionnaire is able to collect all completed questionnaires immediately after the respondents completed it.

3.5 Data Analysis Technique

The first step in statistical analysis involved physically going through all the completed questionnaires page by page and browsing through them in order to understand the responses and to identify if there are any problems. Raw data, as written on the questionnaire forms, was put into a computer. Numeric figures were put in as they were, and multiple choices and scales were coded into numeric figures for statistical analysis.

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The analysis of data begins with reliability test for the scales through Cronbach's alpha. The Cronbach alpha testing was used as it is the most well accepted reliability test tools applied by social researcher (Sekaran, 2005). In Cronbach's alpha reliability analysis, the closer Cronbach's alpha to 1.0, the higher the internal consistency reliability (Cronbach's Alpha; Cronbach, 1946). Cronbach measures as follow:

1. Reliability less than 0.6 considered poor

2. Reliability in the range 0.7 is considered to be acceptable.

3. Reliability more than 0.8 are considered to be good.

Pearson correlations are statistical procedures for analyzing associative relationship between a dependent variable and one or more independent variables. The scale suggested by Cohen and Manion (1994) used to describe the relationship between the independent variables and the dependent variables are as follow:

1. 0.7 and above – very strong relationship

2. 0.50 to 0.69 - strong relationship

3. 0.30 to 4.49 – moderate relationship

4. 0.10 – 0.29 – low relationship

5. 0.01 to 0.09 – very low relationship.

Multiple regression analysis was conducted to examine which among the three independent variables are the most important variables in explaining cross cultural adjustment for expatriate. According to Sekaran (2005), the correlation coefficient, R, will indicate the strength of relationship between

two variables and it will also show how much of the variance in the dependent variable will explain when several independent variables are theorized to simultaneously influence it.

Chapter 4

FINDINGS

4.1 Introduction

The previous chapter explained how the research was planned, organized and conducted. This chapter describes the result of the data analysis obtained from the data collected from respondents. The main purpose of this study is to study the relationship between independent variable that is job satisfaction, family factor, cultural training and dependent variable cross cultural adjustment. The objective of this research is to achieve the research question highlighted in chapter one as well as to verify the hypotheses developed in chapter two.

The statistical method of Pearson Correlation is used to determine the existence of the relationship between independent and dependent variable. By using appropriate menus from the software programs (SPSS) each hypothesis is tested using relevant statistical test. This chapter also illustrates the reliability test made to the instruments used using Cronbach Alpha. Reliability of a measure is an indication of the stability and consistency with which the instruments measures the concept and helps to assess the goodness of the measure (Sekaran, 2003; p.203). Descriptive analysis was conducted to describe the profile of respondents. Finally this chapter includes overview of data collection, profile of respondents, goodness of measure, descriptive analysis, major findings, summary of findings and conclusion.

4.2 Overview of Data Collection

Most of the survey questions being sent through internal mail, email and fax. A total of 130 survey questions were distributed to respondents. Only 104 sets of questionnaires had been received.

Table 4.1: Response Rate

Item	Total	Percentage
Questionnaires distributed	130	100%
Collected questionnaires	104	80%
Usable questionnaires	104	80%
Received questionnaires after due date	26	25%

4.3 Profile of Respondents

Most of the survey questions were distributed to employee, who is on relocation assignment and assignees who had returned from assignment. Total of 130 survey questions were distributed to Penang Design Centre, this department holds the biggest population of employee on relocation assignment.

Table 4.2 : Profile of Respondents

Demographic	Categories	Frequency	Percentage %
Gender	Female	46	44.23
	Male	58	55.76
Age	27-29	6	5.76
	30-35	36	34.61
	36-39	26	25.00
	40-45	24	23.07
	46-60	12	11.53
Marital Status	Divorced	10	9.6
	Married	66	63.5
	Single	28	26.9
Spouse accompany	Yes	44	42.3
	Sometimes	10	9.6
	No	50	48.1
Children accompany	Yes	47	45.2
	No	57	54.8

The research indicates that 46% of the survey respondents are female and 58% is male. Majority of the respondents are between the age group of 30-45 with the overall percentage is 85%. Status analysis outlined that married category contribute 64%, single 28% and divorced is 9%, according to the status married employee contributed to the largest population on relocation assignment. 48% of the spouses not accompany the employee during the relocation assignment, 42% accompany the employee during the relocation assignment and spouse is on sometimes visit is 9.6%. As for the children 55%

are not accompany the relocates on assignment and 45% company the relocates on assignment.

4.4 Instrument

4.4.1 Reliability Test

Reliability test was conducted to determine the stability and consistency of an instrument, reliability analysis was performed in this study to test whether all the items used to measure the research variables are reliable and can be used to achieve the objectives of the study.

According to Sekaran (2006) Cronabch's alpha can be considered a perfectly adequate index of the interim consistency reliability. It is considered that above 0.70 is acceptable.

In this research Cronbach Alpha tests being applied to test the reliability of the instruments used. The Cronbach Alpha values of each variable are illustrated in table below:

Table 4.3 Cronbach Alpha Values

Variables	No of items	Cronbach's Alpha
Job satisfaction	5	0.871
Family Factor	5	0.840
Cultural Training	5	0.872
Cross Cultural Adjustment	6	0.839

As indicated in table 4.3, the reliability analysis being done to dependent variable cross cultural adjustment and independent variable job satisfaction,

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family factor and cultural training, the Cronbach value indicates more than 0.8 this result considered to be very good, according to (Sekaran, 2006).

4.5 Descriptive Analysis

Descriptive analysis which includes the mean and standard deviation for the independent and dependent variables are obtained and outline in Table 4.4.

Table 4.4 Descriptive Statistics of the dependent and independent variables

Variables	Mean	Standard Deviation
Job satisfaction	3.59	0.788
Family Factor	3.61	0.719
Cultural Training	3.65	0.774
Cross Cultural Adjustment	3.92	0.586

Mean and standard deviation are techniques used to describe characteristic of a data set and to compare the results. The mean is the best known measures of central tendency that reveals what sets of measure are like on average, in this research all the variables evaluated based on the 5 point scale. The results show that the mean for job satisfaction is (3.59), family factor is (3.61) cultural training (3.65) and cultural adjustment is (3.92).

4.6 Major Findings

The result of Pearson Correlation Analysis is outlined in the following section.

4.6.1 Pearson Correlation Coefficient

A correlation test is conducted to determine the relationship between cross cultural adjustment as the dependent variable and independent variable is job satisfaction, family factor and cultural training. The correlation matrix between dependent and independent variable is exhibited in table below. The finding from this analysis is then compared against the hypotheses develop in this research.

Table 4.5 Correlations analysis of variables

	Job Satisfaction	Family Factor	Cultural Training	Cultural Adjustment
Job Satisfaction	1			
Family Factor	.746**	1		
Cultural Training	.692**	.647**	1	
Cultural Adjustment	.447**	.419**	.522**	1

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

Hypothesis 1: There will be positive relationship between job satisfaction and cross cultural adjustment.

Job satisfaction play a significant role towards the expatriate cultural adjustment, the results show that there is a positive relationship between these two variables (r=.447, n=104, p<.01). The relationship is significant with strong correlation, thus hypothesis 1 is accepted.

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Hypothesis 2: There will be a positive relationship between family factor and cross cultural adjustment.

Family factor found to be significantly and positively correlated (r=.419, n=104, p<.01) with family factor. The relationship is significant thus hypothesis 2 is accepted.

Hypothesis 3 There will be positive relationship between cultural training and cross cultural adjustment.

Cultural training, was found significantly & positively correlated with cultural adjustment (r=.692, n=104, p<.01) this is proven that if expatriate given adequate cultural training, expatriate can speed up the cultural adjustment at the host site.

4.6.2 Multiple Regressions

Multiple Regression analysis is conducted to learn more about the relationship between several independent and dependent variable. Regression analysis is used to measure the linear relationship between two or more variables. Hair et. al., (2007) explained that with multiple regression analysis, several independent variables, are entered into the same type of regression equitation and predict a single dependent variable. The coefficients enable the researcher to evaluate the relative influence of several independent variables on the dependent variables. The model sufficiently explained the variance or coefficient of determination or the R squared in the effect of control variables relations. Three independent variables that are recognized in this research are; job satisfaction,

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family factor and cultural training and the dependent variable are cultural adjustment. The result of multiple regressions is outlined in table 4.6.

Table 4.6: Results of Regression Analysis

Variables	Dependent variables Cross Cultural adjustment (Beta Standardization	Sig
Job Satisfaction	0.122	0.384
Family Factor	0.076	0.563
Cultural Training	0.389	0.002
F Value	13.567	–
R	0.538	–
R Square	0.289	–
Adjusted R Square	0.268	–

Table 4.6 shows the correlation of all the independent variables with dependent variables- cultural adjustment is R=.538, it is also evidence that all the independent variables account for 28.9% variance for the dependent variable. The regression is significant between independent variables are 0 (F3, 104 = 13.567, p<.01)

The table above generally explained the independent variables are measured using the standardized coefficients, or Betas, are an attempt to make the regression coefficients more comparable. The beta value for job satisfaction

(Beta=.122), family factor (Beta =. 076) and cultural training (Beta=.389) by looking at all the beta values in this research, we can conclude that the cultural training variable contribute the most in explaining the variation for the dependent variable.

4.7 Summary of Findings

Table 4.7: Summary of Findings

	Hypothesis	Results
H1	There will be positive relationship between job satisfaction and cross cultural adjustment.	Accepted
H2	There will be a positive relationship between family factor and cross cultural adjustment.	Accepted
H3	There will be positive relationship between cultural training and cross cultural adjustment.	Accepted

Chapter four has presented an extensive analysis on wide variety of topics and questions, which are introduce as important variables within the framework of cultural adjustment, in summary the PDC (Penang Design Centre) employees performed much better on the assignment when they are satisfied on the work assignment as well as cultural training was given promptly before arriving to the host site. All the three variables tested in this research are accepted, and the most significant variable for the cross cultural adjustment is cultural training.

Chapter 5

Discussion, Recommendation and Conclusion

5.1 Introduction

In this chapter, the findings of the study will be discussed and recommendations for future research will also be share. Finally is discusses the limitations of this research followed by concluding remarks.

5.2 Discussion

The objectives of this research are to examine the factors that influencing the Penang Design Centre expatriates adaptation in host site. Three independent variables they are job satisfaction, family factor and cultural training with one dependent variable cross cultural adjustment. In the following discussion, results of each objective are reviewed and compared with previous literature.

Objective 1: To investigate the relationship between job satisfaction and cross cultural adjustment at host site.

The results of this study indicate that job satisfaction is the secondly acceptable variable for the expatriate cultural adjustment. Employee needs to be satisfied with the job assignment being assigned to them. The most important element for employee is individual job satisfaction almost everyone will agree that interesting and rewarding job will greatly contribute in increasing job satisfactions for expatriate. Researchers have repeatedly share that job or accepting overseas assignment strongly influence employee's job satisfaction and commitment (Miller and Monge, 1986; Cotton and Tuttle, 1986). Previous

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researcher (Aryee & Stone, 1996) also shared that if the expatriates becomes psychologically comfortable in the new role, therefore adjusted to the job is more likely to experience job satisfaction.

Objective 2: To examine the relationship between family factor and cross cultural adjustment at host site.

Surprisingly gather from the analysis that family factor is the 3rd variable that contribute to the expatriate cultural adjustment. Management should focus or support like interviewing the spouses after the expatriate one month on assignment, this will help the management to understand what difficulty the family going through while the employee on assignment. The findings of this research in relation to the importance of family relationship on the expatriate adjustments are well supported by many previous researches (Adler 1997; Black 1988; Copeland; Tung 1981)

Objective 3: To investigate the relationship between cultural training and cross cultural adjustment in host site.

Not surprisingly cultural training factors had a strongest relationship to expatriate cultural adjustment. Cross cultural training was strongly and significantly correlated to expatriate cultural adjustment. This support the previous research that crosses cultural training is positively correlated to adjustment and performance (Black and Mendenhall 1990).

Providing adequate cultural training is molding expatriate from unfamiliar environment to familiar environment, this will speed up the process of adjustment in host site.

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5.3 Limitation of the research

Employees who went for assignments located in different building. This reflects the difficulty of collecting data once the surveyed had been distribute. Even though two weeks were given to the respondents to complete the survey, yet multiple follow up need to be done in order to obtained the survey. The study only focus on one of the Intel department, so it will be difficult to know if similar research carry out in other department the same results will show again or not. In order to obtain more robust result, this research should have carried out across all the Intel in other site. Also felt that more independent variables should have included in this research instead of limiting it to three.

Completing chapter four was the main challenging as knowledge on the statistic was very poor. A lot of time spends on reading the statistic in order to interpret the data, this slow down in completing chapter four on time.

5.4 Recommendation for Future Study

It is rather difficult to clearly define expatriate adaptation at host site. In future it will be useful to present clearer guidelines to respondents in terms of cultural adjustment criteria on which they could measure the study effectively. At Intel destination services being supported by vendor, but this research did not includes the destination services as part of this study.

The research should have focus on the expatriate from Kulim and Penang plant rather than only focus on solely on Penang Design Centre. Comparing data

between two plants would be able to help the management to improve the expatriate assignment as a whole.

It would be better in addressing family factor issue in two stages, before departure and after repatriate so that the results could be objectively clear to the management. This study should have also done on the relocation consultants who are being point of contact to the expatriate.

Finally conducting multiple statistical analyses for each variable is a challenging and stressful, therefore it would be necessary to conduct only one or two analysis which will fit or achieve the objective of the research.

5.5 Conclusion

The objectives of this research have been achieved. The three independent variable (job satisfaction, family factor and cultural training are related to expatriate cross cultural adjustment. Among the three variables cultural training found to be the strongest and significantly correlate to the cross cultural adjustment. Cultural training is important because it determining the degree of comfort an employee feels in interacting in the new working context. If the there is a huge gap in cultural training, expatriates are more likely to be uncertain about how to behave and interact in the host site environment (Aycan 1997).

According to O'Brien (1998), he believes that the development of specific cross cultural skills and competencies are also important. He also added that the two most important cross cultural competencies are firstly, mindset that observes

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successful people and secondly, the ability to modify one's own behavior to work with the successful person in their culture. In addition to that previous research also support that cross cultural adjustment only occurs when expatriate have the cultural empathy to be open to the different norms and fully accepted of their host cultures (Cui & Van den Berg, 1991)

As a closing note all the three variables that tested in this research are significantly contribute to expatriate cultural adjustment. Overall the model is explained 28.9% (R square) this value is weak for this research. Hope that more research will be carry on the international assignment at Intel so that a clearer picture can be achieved as a whole. Expatriate often face policy and procedural conflicts (Black and Gregersen , 1992) so management should always look at all the relocation aspects before sending and expatriate for an assignment.

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APPENDIX A

SURVEY INSTRUMENT

Dear Participant

I would like to express my sincere appreciation to you for the precious time taken to complete this survey. All your answers will be treated with strict confidentiality and will be used solely for the purpose of this research.

Your help will be greatly appreciated.

Yours Sincerely,

Chandrakala Ramu
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University Utara Malaysia
Sintok 06010 Kedah.
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SECTION A:

Job Satisfaction- These questions are addressed to understand how satisfied the expatriate was during the relocation assignment. Read each of the following items carefully and indicate the extent to which you agree or disagree with the statements.

		Very dissastisfied	Dissatisfied	Neutral	Satisfied	Verᵢ satisfi
1.	How satisfied were you with your supervisor's care and responses to the issues of great importance to you.	1	2	3	4	5
2.	How satisfied were you with the professionalism of your colleagues.	1	2	3	4	5
3.	How satisfied were you with the duration of your assignment.	1	2	3	4	5
4.	How satisfied were you with the learning opportunities available during your assignment.	1	2	3	4	5
5.	How satisfied were you with the respect you received from the people you worked with during the assignment	1	2	3	4	5

SECTION B:

These questions are about your experiences in relation to family perceptions towards the international assignment. Read each of the following items carefully and indicate how satisfied you were with each of the following aspects of your relocation.

		Very dissastisfied	Dissatisfied	Neutral	Satisfied	Very satisfie
1.	How satisfied were you with your current assignment?	1	2	3	4	5
2.	How satisfied were your partner and children with your assignment?	1	2	3	4	5
3.	How satisfied were your family with the unfamiliar experiences during the assignment?	1	2	3	4	5
4.	How satisfied were you with your job and responsibilities during your assignment?	1	2	3	4	5
5.	How satisfied were you with the chances you had to participate in decision making processes?	1	2	3	4	5

SECTION C:

These questions are designed to examine the effectiveness of the training provided to the expatriate.

Read each of the following items carefully and indicate the extent to which you agree or disagree with the statement.

		Very dissastisfied	Dissatisfied	Neutral	Satisfied	Very satisfi
1.	How satisfied were you with the cultural training provided?	1	2	3	4	5
2.	How satisfied were you with the duties of the job during the assignment?	1	2	3	4	5
3.	How satisfied were you interacting with foreigners?	1	2	3	4	5
4.	How satisfied were you with your participation in many local community events?	1	2	3	4	5
5.	How satisfied were you living in a host site?	1	2	3	4	5

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SECTION D:

These questions address the expatriates' abilities in adapting to a different culture during relocation assignments. **Read each of the following items carefully and indicate the extent to which you agree or disagree with the statements.**

		Very dissastisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1.	I am constantly trying to understand myself better; I feel that I know my strengths & weaknesses.	1	2	3	4	5
2.	I re spect the opinions of others; though I may not always agree with them.	1	2	3	4	5
3.	I am always asking questions, reading, and/or exploring. I am curious about new things, people and places.	1	2	3	4	5
4.	In unfamiliar situations, I watch (or observe) and listen before reacting.	1	2	3	4	5
5.	I am able to change courses quickly; I readily change my plans or expectations to adapt to a new situation.	1	2	3	4	5
6.	I like people and I accept them as they are.	1	2	3	4	5

Section E

1. Age _____

2. Gender :

   ○ Male   ○ Female

3. What is your current marital status?

   ○ Single   ○ Married   ○ Divorced

4. Was your spouse / partner staying with you during the assignment?

   ○ Yes   ○ No   ○ Sometimes

5. Do you have any dependent children?

   ○ Yes   ○ No

APPENDIX B

SPSS RESULT

Appendix B-1 Respondents profile

Frequencies

Statistics

		Age	Gender	Status	Spouse	Dependent
N	Valid	104	104	104	104	104
	Missing	0	0	0	0	0

Frequency Table

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	27	2	1.9	1.9	1.9
	29	4	3.8	3.8	5.8
	30	6	5.8	5.8	11.5
	32	1	1.0	1.0	12.5
	33	8	7.7	7.7	20.2
	34	8	7.7	7.7	27.9
	35	13	12.5	12.5	40.4
	36	4	3.8	3.8	44.2
	37	9	8.7	8.7	52.9
	38	3	2.9	2.9	55.8
	39	10	9.6	9.6	65.4
	40	7	6.7	6.7	72.1
	41	5	4.8	4.8	76.9
	42	3	2.9	2.9	79.8
	43	3	2.9	2.9	82.7
	44	3	2.9	2.9	85.6
	45	3	2.9	2.9	88.5
	46	3	2.9	2.9	91.3
	47	4	3.8	3.8	95.2
	48	2	1.9	1.9	97.1
	52	1	1.0	1.0	98.1
	53	1	1.0	1.0	99.0
	60	1	1.0	1.0	100.0
	Total	104	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	46	44.2	44.2	44.2
	Male	57	54.8	54.8	99.0
	S	1	1.0	1.0	100.0
	Total	104	100.0	100.0	

Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Divorced	10	9.6	9.6	9.6
	Married	66	63.5	63.5	73.1
	Single	28	26.9	26.9	100.0
	Total	104	100.0	100.0	

Spouse

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	50	48.1	48.1	48.1
	Sometimes	10	9.6	9.6	57.7
	Yes	44	42.3	42.3	100.0
	Total	104	100.0	100.0	

Dependent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	57	54.8	54.8	54.8
	Yes	47	45.2	45.2	100.0
	Total	104	100.0	100.0	

Appendix B-2 Descriptive & Reliability statistics

Descriptive

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
VARJS	104	1.00	5.00	3.5923	.78823
VARFF	104	1.60	5.00	3.6173	.71982
VARCT	104	1.20	5.00	3.6596	.77429
DVCAdj	104	2.17	5.00	3.9263	.58654
Valid N (listwise)	104				

Reliability analysis

Reliability

Case Processing Summary

		N	%
Cases	Valid	104	100.0
	Excluded (a)	0	.0
	Total	104	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.871	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	14.47	9.902	.721	.837
JS2	14.35	10.287	.726	.836
JS3	14.50	10.602	.618	.862
JS4	14.20	10.648	.685	.846
JS5	14.33	9.873	.736	.833

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
17.96	15.532	3.941	5

Reliability

Case Processing Summary

		N	%
Cases	Valid	104	100.0
	Excluded (a)	0	.0
	Total	104	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.840	5

Item Statistics

	Mean	Std. Deviation	N
FF1	3.66	.910	104
FF2	3.58	.972	104
FF3	3.52	.870	104
FF4	3.75	.879	104
FF5	3.58	.972	104

Scale Statistics

Mean	Variance	Std. Deviation	N of Items

18.09	12.954	3.599	5

Reliability

Warnings

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis.

Case Processing Summary

		N	%
Cases	Valid	104	100.0
	Excluded (a)	0	.0
	Total	104	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.840	5

Item Statistics

	Mean	Std. Deviation	N
FF1	3.66	.910	104
FF2	3.58	.972	104
FF3	3.52	.870	104
FF4	3.75	.879	104
FF5	3.58	.972	104

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.09	12.954	3.599	5

Reliability

Case Processing Summary

	N	%

Cases	Valid	104	100.0
	Excluded (a)	0	.0
	Total	104	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.872	5

Item Statistics

	Mean	Std. Deviation	N
CT1	3.45	.923	104
CT2	3.54	.965	104
CT3	4.00	.903	104
CT4	3.63	.937	104
CT5	3.68	1.026	104

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.30	14.988	3.871	5

Reliability

Case Processing Summary

		N	%
Cases	Valid	104	100.0
	Excluded (a)	0	.0
	Total	104	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.839	6

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Item Statistics

	Mean	Std. Deviation	N
CA1	3.96	.696	104
CA2	4.02	.696	104
CA3	3.92	.733	104
CA4	3.90	.865	104
CA5	3.69	.976	104
CA6	4.06	.722	104

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.56	12.385	3.519	6

Correlations

Correlations

Correlations

		VARJS	VARFF	VARCT	DVCAdj
VARJS	Pearson Correlation	1	.746(**)	.692(**)	.447(**)
	Sig. (2-tailed)	.	.000	.000	.000
	N	104	104	104	104
VARFF	Pearson Correlation	.746(**)	1	.647(**)	.419(**)
	Sig. (2-tailed)	.000	.	.000	.000
	N	104	104	104	104
VARCT	Pearson Correlation	.692(**)	.647(**)	1	.522(**)
	Sig. (2-tailed)	.000	.000	.	.000
	N	104	104	104	104
DVCAdj	Pearson Correlation	.447(**)	.419(**)	.522(**)	1
	Sig. (2-tailed)	.000	.000	.000	.
	N	104	104	104	104

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

Regression

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	VARCT, VARFF, VARJS(a)	.	Enter

a All requested variables entered.
b Dependent Variable: DVCAdj

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538(a)	.289	.268	.50184

a Predictors: (Constant), VARCT, VARFF, VARJS

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ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.251	3	3.417	13.567	.000(a)
	Residual	25.184	100	.252		
	Total	35.435	103			

a Predictors: (Constant), VARCT, VARFF, VARJS
b Dependent Variable: DVCAdj

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.299	.272		8.460	.000
	VARJS	.091	.103	.122	.875	.384
	VARFF	.062	.107	.076	.580	.563
	VARCT	.294	.092	.389	3.203	.002

a Dependent Variable: DVCAdj