

“THE MEDIATING EFFECT OF CROSS-CULTURAL
ADJUSTMENT ON THE RELATIONSHIP BETWEEN SPOUSE
AND JOB SATISFACTION AMONG THE SELF-INITIATED
ACADEMIC EXPATRIATES IN MALAYSIA”.

by
SHERZOD GULAMOV

Dissertation Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia, in Fulfillment of the Requirement for the
Degree of Master of Science (Management)

January, 2014.

Permission to Use

In presenting this project paper in partial fulfillment of the requirements for a postgraduate degree from Universities Utara Malaysia, I agree that the University Library make it freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this project paper or parts thereof for financial gain shall not be given to me and to University Utara Malaysia for any scholarly use which may be made of any material from my project paper. Request for permission to copy or make other use of materials in this project paper, in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

College of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

Disclaimer

The author is responsible for the accuracy of all opinion, technical comment, factual report, data figures, illustrations and photographs in this dissertation. The author bears full responsibility for the checking whether material submitted is subject to copyright or ownership right. University Utara Malaysia (UUM) does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership rights claims.

The author declares that this dissertation is original and his own except those literatures, quotations, explanations and summarization which are duly identified and recognized. The author hereby granted the copyright of this dissertation to College of Business, Universiti Utara Malaysia (UUM) for publishing if necessary.

ABSTRACT

This study contributed to the field of the Human Resource Development by focusing on the following non-work factors. First, this topic focused on community of academics which has not been much studied in job satisfaction, specifically in Malaysia. Second, through this study we have found out that family factor of spousal cross-cultural adjustment abroad has an important relationship with job satisfaction.

This study enriched a vanguard topic of expatriate management literature by investigating the sociocultural adjustment experiences of a little-researched subpopulation of expatriates; those that self-initiate their own foreign work experiences. This study employed a quantitative web survey to generate data about the sociocultural adjustment experiences of academic expatriates teaching at colleges and universities in Malaysia. Three hypotheses were generated and tested regarding the relationship of the antecedent factors of previous overseas work experience and foreign language ability and the in-country factor of culture novelty with cultural adjustment, interaction adjustment, and work adjustment.

Hypotheses regarding foreign language ability were not supported. Hypotheses regarding previous overseas work experience were partially supported. Hypotheses regarding culture novelty were fully supported. Evidence was produced to warrant further examination of the factors of age, education level, and degree of satisfaction with previous overseas work experience, length of employment in current job. Finally, the results of this analysis provided original knowledge about the job satisfaction of self-initiating expatriates, contributed to the understanding of the validity of prior research conducted on traditional expatriates and prompted a reexamination of the dominant

theoretical model of expatriate job satisfaction upon which much of the expatriate job satisfaction research is based.

The key findings of the current study indicated that if spousal adjustment was achieved then it would lead to expatriate's adjustment and job satisfaction eventually. In particular, spousal cross-cultural adjustment had the strongest effect on the general environment of expatriates, followed by host national interaction, and finally, work adjustment. This finding was noteworthy in that it confirmed the findings of previous research and showed that the role of family was stable in changing times.

Key Words: Spouse Cross-Cultural Adjustment, Expatriate Job Satisfaction, and Expatriate Cross-Cultural Adjustment.

DEDICATION

To my mother, wife and children whose patience and understanding have only been surpassed by their love and support throughout this process. It would have been impossible without you. And to my dad, who will never know the man he made me into or how often he is in my thoughts when it comes time to simply get down to work.

ACKNOWLEDGEMENTS

This dissertation would not have been possible without the guidance and the help of many individuals extended their valuable support in completion of this study.

First and foremost, I owe my deepest gratitude to Dr. Subramaniam A/L Sri Ramalu, my academic advisor whose inspiration and encouragement I will never forget. Dr. Subramaniam has been providing me with great insight and motivation as I proceeded with my study for two semesters at the University Utara Malaysia. Without him I would not have hurdled all the obstacles to the completion of this research work.

It is a pleasure to thank those who helped me to conduct surveys for my research in Malaysia. And, finally, 124 anonymous participants who responded my survey questions deserve recognition for their input and their time.

Last but not least, I thank my family and, the one above all of us, the omnipresent God. I am grateful to my mother, Rano Toychiyeva, who has shown me her unfailing love and support for all my life, my sisters, Iroda Qosimova and Sadoqat Irgasheva and wife Mukhlisa Gulamova who have been patient during my long months of study, and my children, Osiyo, Mubina, Abduaziz who even at a young ages have been understanding and encouraged me as I struggled to overcome the obstacles in my life.

Especially, I give my respect and love to my father, Shamurat Gulyamov, who helped me on everything.

Finally, God responded to my prayers when I asked for strength to carry on life and study and God gave me hope to live for good. I give a glory to you Lord.

TABLE OF CONTENTS

Permission to Use.....	ii
Disclaimer	iii
Abstract.....	iv
Dedication.....	vi
Acknowledgements.....	vii
Table of Contents.....	viii
List of Tables.....	xii
List of Figures.....	xiii
CHAPTER 1 INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Problem Statement	3
1.3 Purpose of Study.....	5
1.4 Research Objective	5
1.5 Research Questions.....	6
1.6 Significance of the Study	6
1.7 Scope of Study.....	7
1.8 Definition of Key Terms	7
1.9 The Study's and Remainder's Organization.....	8
CHAPTER 2 LITERATURE REVIEW.....	9
2.1 Introduction.....	9
2.2 Expatriate Job Satisfaction.....	9
2.3 Expatriate Cross-Cultural Adjustment.....	13

2.3.1 General Adjustment.....	14
2.3.2 Interaction Adjustment.....	15
2.3.3 Work Adjustment.....	15
2.4 Spouse Cross-Cultural Adjustment.....	16
2.4.1 General Adjustment.....	16
2.4.2 Interaction Adjustment.....	16
2.5 Theoretical Framework	17
2.6 Research Hypothesis.....	18
CHAPTER 3 METHODOLOGY.....	19
3.1 Study Population.....	19
3.2 Sample.....	19
3.3 Sample Size.....	19
3.4 Unit of Analyses.....	20
3.5 Research Design.....	20
3.6 Instrument.....	20
3.6.1 Adjustment.....	21
3.6.2 Job Satisfaction.....	21
3.7 Data Collection.....	21
3.8 Data Analysis.....	22
3.8.1 Descriptive Analyses.....	22
3.8.2 Bivariate Analyses.....	22
3.8.3 Regression Analyses.....	23
3.9 Conclusion	23

CHAPTER 4 RESULTS	25
4.1 Introduction	25
4.2 Response rate	25
4.3 Demographic profile of the respondents	25
4.4 Reliability Analysis	28
4.5 Correlation Analysis	29
4.6 Testing the Hypotheses	30
CHAPTER 5 DISCUSSION, RECOMMENDATION AND CONCLUSION	36
5.1 Introduction	36
5.1.1 Research question 1: Does spouse cross-cultural adjustment related to expatriate job satisfaction?	36
5.1.2 Research question 2: Does spouse cross-cultural adjustment related to expatriate cross-cultural adjustment?	37
5.1.3 Research question 3: Does expatriate cross-cultural adjustment related to expatriate job satisfaction?	37
5.1.4 Research question 4: Does expatriate cross-cultural adjustment mediate relationship between spouse cross-cultural adjustment and expatriate job satisfaction?	38
5.2 Assumptions and Limitations	38
5.3 Recommendations	39
5.3.1 Recommendations for Organizations and Lecturers	40
5.3.2 Recommendations for Future Research	40
5.4 Conclusion	41
REFERENCES	42

APPENDIX A. Framework of International Adjustment	53
APPENDIX B. Questionnaire.....	54
APPENDIX C. SPSS Results.....	60

LIST OF TABLES

Table 4-1: Demographic Profile of the Respondents.....	26
Table 4-2: Reliability Analysis.....	29
Table 4-3: Correlations between the variables.....	30
Table 4.4: Regression analysis to examine the relationship between spouse adjustment and expatriate job satisfaction.....	31
Table 4.5: Regression analysis to examine the relationship between spouse adjustment and expatriate adjustment.....	31
Table 4.6: Regression analysis to examine the relationship between expatriate adjustment and expatriate job satisfaction.....	32
Table 4.7: Results of Mediation Effects of Expatriate Cross-Cultural Adjustment on the Relationship between Spouse Adjustment and Expatriate Job Satisfaction.....	34

LIST OF FIGURES

Figure 2-1: Theoretical Framework.....17

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Globalization has changed the way businesses are conducted. Many Multinational Corporations (MNCs) have expanded their business across nations, regions and continents. It is evident that the use of expatriates has become important component of international human resource management practices among MNCs. As a result of this development, the number of expatriates working around the world also has increased, and the demand for people who can live and work successfully in foreign environments regardless of difficulties is growing rapidly (Caligiuri, 2000a). However, not all the expatriates can effectively navigate in the new cultural environment and successfully complete their assignment. Low rates of success in international assignments can result in monetary losses, damaged company reputation, and the potential loss of business. In order to overcome these issues, multinational organizations that employ expatriates are continuously trying to increase expatriate success and understand how best to predict which individuals will be able to function successfully in different countries.

With the aim to become high income nation by year 2020, Malaysia has recognized the need for knowledgeable human capital to become the catalyst to speed up the process. In the area where local expertise is limited, the country aggressively recruits foreign talents to settle down in the country (Harper, 2012). For this reason, the country has set up the Expatriate Division to devise plans and strategies to attract foreign talents in critical areas. The target groups are those highly

The contents of
the thesis is for
internal user
only

REFERENCES

- Adler, N. J. (1997). *International dimensions of organizational behavior* (3rd ed.). Boston: MA: PWS-KENT.
- Ali, A., Van der Zee, K., & Sanders, G. (2003). Determinants of intercultural adjustment among expatriate spouses. *International Journal of Intercultural Relations*, 27(4), 563-580. doi: 10.1016/S0147-1767(03)00054-3
- Andreason, A. W. (2008). Expatriate adjustment of spouses and expatriate managers: An integrative research review. *International Journal of Management*, 25(2), 382-395. Retrieved May 2013, from Business Source Complete database
- Arieli, D. (2007). The task of being content. Expatriate wives in Beijing, emotional work and patriarchal bargain. *Journal of International Women's Studies*, 8, 18-31.
- Aycan, Z., & Kanungo, R., N.(1997). Current issues and future challenges in expatriation research. In Z. Aycan (Ed.), *New approaches to employee management* (Vol. 4, pp. 245-260). Greenwich, CT: JAI Press.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- Barratt, A. (2001). Doing business in a different culture. *Journal of European Industrial Training*, 13(4), 28-31. Retrieved May 26, 2013, from EBSCO Host, Academic Search Premier.
- Baruch, Y., & Altman, Y. (2002). Expatriation and repatriation in MNCs: A taxonomy. *Human Resource Management*, 41(2), 239-259. Retrieved November 20, 2006, From EBSCO host database.
- Benson, S.W. (1998). A study of the perceptions of American expatriate educators and their socialization and acculturation to American schools in South America. Tuscaloosa: Alabama. Retrieved May 2013 from ProQuest
- Bhaskar-Shrinivas, p., Harrison, D., & Luk, D. (2005). Input-based and time-based models of international adjustment: Meta-analytic evidence and theoretical extensions. *Academy of Management Journal*, 48, 25-281.
- Bird, A., & Dunbar, R. (1991). Getting the job done over there: Improving expatriate productivity. *National Productivity Review*, 10(2), 145-156. Retrieved April

- 11, 2013, from Thomson Gale Power Search database.
- Black, J. S., & Gregersen, H. B. (1991b). The other half of the picture: Antecedents of spouse cross-cultural adjustment. *Journal of International Business Studies*, 22, 461-477.
- Black, J. S., Gregersen, H. B., Mendenhall, M. E., & Stroh, L. K. (1999). *Globalizing people through international assignments*. New York: Addison-Wesley.
- Black, J. S., Mendenhall, M., & Oddou, G. (1991). Toward a comprehensive model of international adjustment: An integration of multiple theoretical perspectives. *Academy of Management Review*, 16(2), 291-317. Retrieved February 27, 2013, From EBSCO host database.
- Black, J. S., & Stephens, G. K. (1989). The influence of the spouse on American expatriate adjustment and intent to stay in Pacific Rim overseas assignments. *Journal of Management*, 15, 529-544.
- Black, J.S. (1990a). Factors related to the adjustment of Japanese expatriate managers in America. *Research in Personnel and Human Resources Management*, Suppl. 2, 109-125. Retrieved April 26, 2013, from EBSCO Host, Academic Search Premier.
- Black, J.S. (1990b). Locus of control, social support, stress and adjustment in international transfers. *Asia Pacific Journal of Management*, 7 (1), 1-29. Retrieved April 26, 2013, from EBSCO Host, Academic Search Premier.
- Braseby, A. M. (2010). *Adaptation of trailing spouses: Does gender matter?* (Doctoral dissertation). Available from ProQuest Dissertations and Theses. (UMI 3470210).
- Brookfield Global Relocation Services. (2012). *Survey report*. Woodridge, IL: Author. Retrieved from http://www.brookfieldgrs.com/insights_ideas/grts/
- Brookfield Global Relocation Services. (2010). *Global relocation trends: 2010 survey report*. Retrieved from Brookfield Relocation Services: http://www.brookfieldgrs.com/knowledge/grts_research/grts_media/2010_GRTS.Pdf
- Business dictionary. Retrieved from <http://www.businessdictionary.com/definition/multinational-corporation-MNC.html>
- Cherry, J. (2010). International adjustment, met expectations and cultural novelty: The family dimension of promoting IFDI in South Korea. *Asian Business & Management*, 9(1), 127-147. doi:10.1057/abm.2009.25
- Church, A.T. & Katigbak, M.S. (1989). Internal, external and self-report structure of

- personality in a non-Western culture: An investigation of cross-language and cross-cultural generalizability. *Journal of Personality and Social Psychology*, 57, 857-872.
- Cole, N. D. (2011). Managing global talent. *International Journal of Human resources Management*, 22, 1504-1530.
- Copeland, A. P. (2004). Many women, many voices: *A study of accompanying spouses around the world*. Newark, NJ: Prudential Financial.
- Copeland, A. P., & Norell, S. K. (2002). Spousal adjustment on international assignment: The role of social support. *International Journal of Intercultural Relations*, 26, 255-272.
- De Cieri, H., Dowling, P., J., & Taylor, K., F. (1991). The psychological impact of expatriate relocation of partners. *International Journal of Human Resource Management*, 2, 357-394.
- Dhinakaran Dhakshenya, (2012), retrieved March 14 2013, from <http://www.internationaleducationmalaysia.com/article-detail/30/Proud-to-be-an-Expat-Kid>
- Diener, E., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The Satisfaction with Life Scale. *Journal of Personality Assessment*, 79(1), 71-75.
doi:10.1207/s15327752jpa4901_13.
- Domenici-Lake, P. L. (2002). Biopsychosocial influences on female accompanying expatriate spouses' psychological well-being in Tokyo, Japan. *University of Maryland, College Park*. Retrieved March 8, 2013, from ProQuest Dissertations and Theses database. (AAT 3070530)
- Edmonds, S. (2002). Exploring the success of expatriates of U.S. multinational firms in Mexico. *The International Trade Journal*, 16, 233-255.
- Edwards, J.R., R.D. Caplan, and R. Van Harrison, *Person-environment fit theory*. Theories of organizational stress, 1998. 28: p. 67.
- Erez, A. & Judge, T.A. (1994). Dispositional source of job satisfaction: The role of self-deception. Cornell University. Retrieved April, 2013 from ProQuest.
- Expatriate. (n.d.). *The American heritage dictionary of the English language (4th ed.)*. Retrieved April 5, 2013, from Dictionary.com website:

<http://dictionary.reference.com/browse/Expatriate>

- Fabian, J. F. (2011). Cultural distance and expatriate job satisfaction. *The International Journal of Intercultural Relations*. Volume 35. Issue 1
- Fenner, C. R. (2005). Turnover activities and international adjustment of defence administrators. *Touro University International*. Retrieved April 8, 2013, from ProQuest Dissertations and Theses database. (AAT 3179450)
- Garson, B. (2005). Teaching abroad: A cross-cultural journey. *Journal of Education for Business*, 80(6), 322-326. Retrieved April 13, 2013, from Thomson Gale Power Search database.
- Garson, G.D. (2005). Multiple Regression. Retrieved May, 2013 from <http://faculty.chass.ncsu.edu/garson/PA765/regress.htm>
- GMAC GRS/Windham International, N., SHRM Global. (2000). *Global relocation trends 2000 survey report*. New York: GMAC GRS/Windham International.
- Harper, J. (2012). Malaysia seeks to attract foreign talent. *The Telegraph*. Retrieved in august 2013 from <http://www.telegraph.co.uk/finance/personalfinance/expat-money/9721094/Malaysia-seeks-to-attract-foreign-talent.html>
- Harrison, D. A., Shaffer, M. A., & Bhaskar-Shrinivas, P. 2004. Going places: Roads more and less travelled in research on expatriate experiences. *Research in Personnel and Human Resource Management*, 23: 199-247.
- Harrison, J. K., Chadwick, M. & Scales, M. (1996). The relationship between cross-cultural adjustment and the personality variables of self-efficacy and self-monitoring. *International Journal of Intercultural Relations*, 20 (2), 167-188. Retrieved April 17, 2013, from EBSCO Host, Academic Search Premier.
- Harvey, M. (1996). Addressing the dual-career expatriation dilemma. *Human Resources Planning*, 19(4), 18-39.
- Harvey, M. G. (1985). The executive family: an overlooked variable in international assignments. *Columbia Journal of World Business*, 20 (1), 84-92.
- Hays, R. D. (1974). Expatriate selection: Insuring success and avoiding failure. *Journal of International Business Studies*, 5(1), 25-37. Retrieved March 19 2013, from ABI/INFORM Global database.

- Hee, Y., Matsumoto, D., & LeRoux, J. (2006). The influence of emotion recognition and emotion regulation on intercultural adjustment. *International Journal of Intercultural Relations*, 30, 345-363.
- Hippler, T. (2000). European assignments: International or quasi-domestic? *Journal of European Industrial Training*, 9(24), 491-505. Retrieved April 15, 2013, from EBSCO host database.
- HSBC Expat. Expat Explorer Survey (2012)
- Johnson, J. P., Lenartowicz, T., & Apud, S. (2006). Cross-cultural competence in international business: Toward a definition and a model. *Journal of International Business Studies*, 37(4), 525-543. Retrieved May 24, 2013, from Thomson Gale Power Search database.
- Johnson, L. (2009, May). In defence of the expat wife. *Mobility Magazine*. Retrieved April 2013, from <http://www.worldwideerc.org/Resources/MOBILITYarticles/pages/0509-johnson.aspx>
- Jokinen, T., Brewster, C., & Suutari, V. 2008. Career capital during international work experience. *International Journal of Human Resource Management*, 19: 979-998.
- Kenny, D.A. (2009). Moderator Variables. Retrieved April 2013 from <http://davidakenny.net/cm/mediation.htm>
- Kohonen, E. (2005). Developing global leaders through international assignments: An identity construction perspective. *Personnel Review*. Farnborough: 1(34), 22-37. Retrieved February 28, 2013, from ProQuest database.
- Koretz, G. (1999, September 13). A woman's place is...Men frown on female execs abroad. *Business Week*, p. 28.
- Kristoff-Brown, A., Zimmerman, R.D., and Johnson, E.C. (2005). Consequences of individuals' fit at work: A Meta-Analysis of Person-Job, Person Organization, Person-Group, and Person-Supervisor Fit. *Personnel Psychology*; Summer 2005; 58, 2. Retrieved March 2013 from ProQuest.
- Kupka, B., & Cathro, V. (2007). Desperate housewives - social and professional isolation of German expatriated spouses. *The International Journal of Human Resource Management*, 18(6), 951-968. doi: 10.1080/09585190701320908

- Lance, C. E., Vandenberg, R. J., & Self, R. M. 2000. Latent growth models of individual change: The case of newcomer adjustment. *Organizational Behavior & Human Decision Processes*, 83(1): 107-140.
- Lauring, J., & Selmer, J. (2010). The supportive expatriate spouse: An ethnographic study of spouse involvement in expatriate careers. *International Business Review*, 1, 59-69. doi:0.1016/j.ibusrev.2009.09.006
- Lee, C. (2006). Job satisfaction affecting cross-cultural adjustment in Taiwanese expatriates. *Journal of Business, Government, and Ethics*, 41-47.
- Lee, H. W., & Liu, C. H. (2006a). Determinants of the adjustment of expatriate managers to foreign countries: An empirical study. *International Journal of Management*, 2(23), 302-311. Retrieved May 8, 2013, from EBSCO host database.
- Liu, Edward (2005). Hiring, Job Satisfaction, and the Fit between New Teachers and their Schools. Retrieved February 2013 from http://www.gse.harvard.edu/~ngt/Liu_AERA_2005_Hiring_and_Job_Satisfaction.pdf
- Locke, E. A. 1976. The nature and causes of job satisfaction. In M. C. Dunnette (Ed.), *Handbook of industrial and organizational psychology*: 1297-1349. Chicago, IL: Rand McNally College Pub.
- Matsumoto, D. (2009). Proceedings from the 7th Biennial DEOMI Equal Opportunity, Diversity, and Culture Research Symposium: *Cultural Adaptation*. Patrick Air Force Base, FL.
- Matsumoto, D., Hirayama, S., LeRoux, J. A. (in press). Framework model for intercultural competence.
- Mayerhofer, H., Hartmann, L. C., Michelitsch-Riedl, G., & Kollinger, I. (2004). FI expatriate assignments: A neglected issue in global staffing. *International Journal of Human Resource Management*, 15, 1371-1389. Retrieved March 20, 2013, from ProQuest database.
- McFarland, J. (2006). Culture shock. *Benefits Canada*, 1(30), 31-31. Retrieved October 8, 2006, from EBSCO host database.
- McGinley, J. E. (2007). Expatriate adjustment: Resources, responses, and outcomes. *Northcentral University*. Retrieved February 27, 2013, from ProQuest

Dissertations and Theses database. (AAT 3269820)

- McNulty, Y. (2005). *The trailing spouse survey: findings of a four-year study of accompanying spouse issues on international assignments*. Retrieved April 29, from www.trailingsspouse.com
- Mezias, J. M., & Scandura, T. A. (2005). A needs-driven approach to expatriate adjustment and career development: A multiple mentoring perspective. *Journal of International Business Studies*, 26(5), 519-538. Retrieved April 8, 2013, from Thomson Gale Power Search database.
- Moorman, R. H. (1993). The influence of cognitive based and affective based job satisfaction measures on the relationship between and organizational citizenship behaviors. *Human Relations* 46(6), 759- 111.
- Myers, B., & Pringle, J. 2005. Self-initiated foreign experience as accelerated development: Influences of gender. *Journal of World Business*, 40: 421-431.
- Naumann, E. (1993a), "Organizational predictors of expatriate job satisfaction", *Journal of International Business Studies*, 1, 61-80.
- Naumann, E. (1993b), "Antecedents and consequences of satisfaction and commitment among expatriate managers", *Group & Organization Management*, 18 (2), 153-87.
- No author, no date, Retrieved March 14 2013, from <http://www.expatgomalaysia.com/article/545/expat-kids-in-literary-form#.UPQLu96ls4w>
- No author, no date, *Malaysia - Education and Schools*. Retrieved March 14 2013, from <http://www.expatfocus.com/expatriate-malaysia-education-schools>
- Oberg, K. (1960). Culture shock: Adjustment to new cultural environments. *Practical Antropology*, 7, 170-179.
- Ortega de Pamich, M. (2006). *Cross-cultural adjustment and the expatriate spouse* (Doctoral dissertation). ProQuest Dissertations and Thesis Database. (UMI No. 3251338)
- Pearson Prentice Hall Publishing (2013). Basic Stats: A supplement to multivariate data analysis. Retrieved March 2013 from

http://www.mvstats.com/Downloads/Supplements/Basic_Stats.pdf

Ramalu, S., Rose, R. C., Uli, J. (2010) Personality and Cross-Cultural Adjustment among Expatriate Assignees in Malaysia. *International Business Research*. Vol. 3, No. 4;

Roberts, B.W. and R.i.W. Robins, Person-Environment Fit and Its Implications for Personality Development: A Longitudinal Study. *Journal of Personality and Social Psychology*, 2004. Vol.72 (1): pp.89-110.

Robie, C., & Ryan, A. M. (1996). Structural equivalence of a measure of cross-cultural adjustment. *Educational and Psychological Measurement*, 56 (3), 514-521. Retrieved April, 2013, from EBSCO Host, Academic Search Premier.

Rushing, K., & Kleiner, B. H. (2003). New developments in executive relocation Practices. *Management Research News*, 26, 12-19. Retrieved May 10, 2013, From ProQuest Database.

Scroggins, W.A. (2008). The relationship between employee fit perceptions, job performance, and retention: Implications of perceived fit. Retrieved May 2013 from ProQuest.

Shaffer, M. A., & Harrison, D. A. (1998). Expatriates' psychological withdrawal from international assignments: Work, nonwork and family influences. *Personnel Psychology*, 51, 87-117.

Shaffer, M. A., & Harrison, D. A. (2001). Forgotten partners of international assignments: Development and test of a model of spouse adjustment. *Journal of Applied Psychology*, 86, 238-254.

Shaffer, M. A., Harrison, D. A., Gilley, K. M., & Lik, D. M. (2001). Struggling for balance amid turbulence on international assignments: work-family conflict, support, and commitment. *Journal of Management*, 27, 99-121.

Shay, J. P., & Baack, S. A. (2004). Expatriate assignment, adjustment and effectiveness: An empirical examination of the big picture. *Journal of International Business Studies*, 35(3), 216-233. Retrieved March 9, 2013, from Thomson Gale Power Search database.

Sims, R., & Schraeder, M. (2004). An examination of salient factors affecting expatriate culture shock. *Journal of Business and Management*, 1(10), 73-87. Retrieved March 9, 2013, from EBSCO host database.

- Sizoo, S. & Serrie, H. (2004). Developing cross-cultural skills of international business students: an experiment. *Journal of Instructional Psychology*, 31(2), 160-167. Retrieved April 10, 2013, from EBSCO Host, Academic Search Premier.
- Solomon, C. M. (1996). CEO mom: The tie that binds a global family. *Personnel Journal*, 75(3), 80-93.
- Solomon, M. C. (1994). Success abroad depends on more than job skills. *Personnel Journal*, 4(51-59). Retrieved May 7, 2013, from ProQuest database.
- StatSoft (2010). Statistics Methods and Applications: Electronic Statistics Textbook. Accessed March 2013 at www.statsoft.com/textbook.
- Stebbins, L.H. (2008). An investigation of individual job satisfaction as an outcome of individual perception of organizational culture. Retrieved May 2013 from ProQuest
- Tahir, A.H.M., & Ismail, M. (2007). Cross-cultural Challenges and Adjustment of Expatriates: A Case Study in Malaysia. *Turkish Journal of International Relations*, 6 (3&4), 72-99.
- Takeuchi R., Seokhwa, Y. & Russell, Joyce E.A. (2002). Antecedents and consequences of the perceived adjustment of Japanese expatriates in the USA. *International Journal of Human Resource Management*, 13 (8), 1224-1244. Retrieved on May 24, 2013 from ProQuest database.
- Tung, R. (1981). Selection and training of personnel for overseas assignments. *Columbia Journal of World Business*, 16(1), 68-78. Retrieved from Business Source Complete Database.
- Tung, R. L. (1987). Expatriate assignments: Enhancing success and minimizing failure. *Academy of Management Executive*, 1, 118-125.
- Tung, R., L. (1988). *The new expatriates: Managing human resources abroad*. Cambridge, MA: Ballinger.
- Van Oudenhoven, J. P., Mol, S., & Van der Zee, K. I. (2003). Study of adjustment of Western expatriates in Taiwan ROC with the Multicultural Personality Questionnaire. *Journal of Social Psychology* 6, 159-170.
- Vanderbroeck, P. (1992). Long-term human resource development in multinational

- organizations. *Sloan Management Review*, 34(1), 95-99. Retrieved from ABI/INFORM Global database.
- Varner, I. I., & Palmer, T. M. (2005). Role of cultural self-knowledge in successful expatriation. *Singapore Management Review*, 27(1), 1-24. Retrieved April 8, 2013, from Thomson Gale Power Search database.
- Wang, X., & Kanugo, R. N. (2004). Nationality, social network and psychological wellbeing: Expatriates in China. *International Journal of Human Resource Management*, 4(5), 775-793. Retrieved April 8, 2013, from EBSCO host database.
- Ward, C., Bochner, S., Furnham, A. (2001). *The psychology of culture shock* Routledge, Sussex
- Weiss, H., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes, and consequences of affective experiences at work. *Research in Organizational Behaviour*, 18, 1-74.
- Wiese, D. L. (2004). Psychological well-being and social engagement of expatriate spouses during international relocation. *The University of Wisconsin – Madison*. Retrieved April 15, 2013, from ProQuest Dissertations and Theses database. (AAT 3143177)
- Zakaria, N. (2000). The effects of cross-cultural training on the acculturation process of the global workforce. *International Journal of Manpower*, 21(6), 492-511.