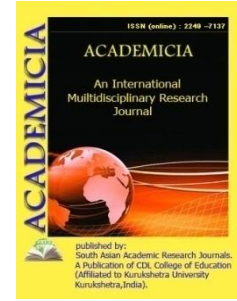




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IMPORTANCE OF PERFORMANCE OF EXPATRIATES IN PAKISTAN

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ABSTRACT

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

KEYWORDS: *Expatriates, Performance, and Cross Cultural Training, JEL Classification: M12, M16 and M19*

INTRODUCTION

There has been a growing interest in international human resource management because of globally increasing multinational enterprises. Internationally effective human resource management can be a crucial determinant of success in international business, and multinational organizations can face difficulties in fulfilling global strategies successfully if they have a shortage of internationally, qualified, skillful managers (Shen, 2005, p. 656). Trained expatriates can help multinational organizations operating abroad to have competitive advantages. Because it will supply these organizations with an exceptional and distinguished position that can develop not only quality and standard of service but products as well. The constant innovations and increased productivity, and profitability can be provided by the effective and successful training (Zheng, Hyland, and Soosay, 2007, p. 472).

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

The issues faced by global organizations are selecting, training, adjustment difficulties, families, premature, repatriation problems, culture shock experience of expatriates (Russell, 2006, p. 25), and quite high failure rate of expatriates. Majority of expatriates are not successful, and do not have good performance so they return back early. With the proposed study, the authors wanted to explore the practice of the CCT before expatriates are posted on overseas assignments and the authors wanted to assess the impact of CCT factors on expatriates' success and performance by utilizing integrated theoretical framework. The significance of this research about Pakistan was to examine and to find out as to what extent the companies furnish CCT, which criteria they could take care of while selecting expatriates before the deportation to Pakistan, and also to find out the resolution to the dilemma whether there is any gap between theory and practice.

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

For the research, the authors contacted expatriates working in Pakistan, but because of the security issues, it was impossible to contact every expatriate in Pakistan who has been working in multinational companies. So the authors used non-probability method of sampling. From the total population which is not known, the probability of each case has been selected. That is why the authors used purposive sampling that gave him the chance to choose courses which were appropriate for helping him to accomplish the goals. The questionnaire used for this study was developed by Selmer (2006). The authors got help from the questionnaire of Qi and Lange (2005) related to the selection of expatriates and some questions regarding the expatriates' training (p. 40). The independent variables were: 1. Cross Cultural Training, 2. Selection of the

expatriates for foreign assignments, 3. pre-departure CCT, 4. Culture shock, 5. Language ability, 6. Personal characteristics, 7. Family related issues, 8. Post arrival CCT, and 9. Dependent variable; performance of expatriates.

Factor analysis is a multivariate analysis involving complex algebraic method to discover patterns in several variables (Babbie, 2004) or to identify underlying variables, or factors. Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity are used to examine the suitability of the data for factor analysis through assessing patterns of correlations in the data. KMO is used to measure sampling adequacy. The value of KMO ranges from 0 to 1. If it is 0.60 or higher, factor analysis is appropriate. In this case the KMO is 0.809 (which is greater than 0.6) therefore, sampling adequacy is confirmed.

Bartlett's Test of Sphericity tests the hypothesis that correlation matrix is an identity matrix. Bartlett's statistics are significant [$\chi^2 (55) = 351, p < 0.000$] and therefore the hypothesis is accepted that correlation matrix is an identity matrix. So this data set is suitable for factor analysis (TABLE 11).

TABLE 1: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.809
Bartlett's Test of Sphericity	Approx. Chi-Square	351.460
	Df	55
	Sig.	.000

Error! Reference source not found. 1A presents the communalities for each of the variables that have been included in the analysis. The communality reflects the proportion of shared variance for each variable. There are seven methods of data extraction:

1. Principal Component Analysis (PCA)
2. Unweighted Least-Squares Method
3. Generalized Least-Squares Method
4. Maximum-Likelihood Method
5. Principal Axis Factoring
6. Alpha
7. Image Factoring

If there is a likelihood of the issue of multicollinearity, then PCA is used. Because in the present analysis, the issue of multicollinearity was very likely, therefore, PCA was used. Communalities extracted are given in **Error! Reference source not found.**

Components with Eigenvalues greater than one were found to be only three with cumulative variance of 69 percent (**Error! Reference source not found.**). In order to have optimal levels of variance, "number of components" was used as a criterion for selection of components. As a

result, five components were extracted which yielded cumulative variance of about 82 percent (**Error! Reference source not found.**).

As mentioned earlier that PCA was used for extraction of components. Components Matrix showing five components extracted is given in **Error! Reference source not found.A**. In order to derive meanings, Rotated Component Matrix was generated which is given at 4A. Component Plots in Rotated Matrix can be seen in **Error! Reference source not found..** For this purpose, Varimax with Kaiser Normalization method was used to minimize the number of variables with high loadings on a component. The resultant Component Transformation Matrix is at **Error! Reference source not found.5A**.

The CCT process of managers is crucial for multinational organizations. The reason(s) why the CCT process of managers is significant for them is that; it can facilitate managers to receive both knowledge and skills to fulfill their duties better. Thus companies include different types of factors while providing CCT. The interests can differ from company to company. For example, while some of them pay more attention to cultural awareness, the others can pay more interest to technical competence or interpersonal ability, and etc. In order to find out which variables should include in CCT according to international experiences of the expatriates working in Pakistan, the question “which of the following factors should CCT include?” was asked to respondents. The respondents rated frequency of the use of various variables on a scale of 5 (with 1= least important and 5= most important).

CCT of expatriates is vital for multinational organizations, as it facilitates them in fulfilling their duties in effective ways (Haile and Jones, 2007). Thus agile companies remain more responsive to the CCT needs of their employees working on assignments in foreign countries. However, the focus of CCT varies from company to company, which includes cultural awareness, technical competence, and interpersonal ability, confidence and cross cultural skill development. Following sections present survey results related to the importance of these factors in Pakistan.

Confidence building has emerged as the most important factor with the mean score of 3.59 (SD=0.941) on a scale of 5.00 followed by cross cultural skills development (3.576)

When the authors wanted to observe which variables such as cultural awareness, technical competence, interpersonal ability, confidence, and cross cultural skill development, CCT should be in, it has been found out that the respondents from all sectors assessed that all factors were crucial. The importance of factors differs from sector to sector. For example, for education, the most important factor is confidence with the mean of 4.00. Cultural awareness, technical competence, and confidence with the same mean of 3.83 are the most important factors for construction. Then cultural awareness is for telecommunication and confidence are for press and media and others (TABLE 2). On the other hand, the highest support is coming from confidence for press and media with the highest mean of 4.83.

The results presented in TABLE 2 indicate that:

- The importance of variables differs from sector to sector
- All the variables are highly important
- The most important variable is confidence

It is believed that emotions affect behaviors, attitudes, and positive imitations develop performance. Hence, confidence is strongly beneficial for expatriates while accepting overseas missions, and while working fulfilling their duties. Because psychological states of expatriates can affect their performance, and when expatriates feel confident they are able to perform more effectively (Compte and Postlewaite, 2004, p. 1536).

TABLE 2: THE FACTOR(S) CCT SHOULD INCLUDE

Fields		1	2	3	4	5
Education	Mean	3.5714	3.6098	3.5854	4.0000	3.7500
	N	42	41	41	41	40
	Std. Deviation	.96633	.83301	.86532	.86603	.86972
Construction	Mean	3.8333	3.8333	3.6667	3.8333	3.3333
	N	6	6	6	6	6
	Std. Deviation	.75277	.75277	.51640	.98319	.51640
Telecommunicat	Mean	4.1667	2.3333	3.3333	3.5000	4.0000
	N	6	6	6	6	6
	Std. Deviation	1.16905	1.63299	1.21106	1.37840	1.09545
Press & Media	Mean	4.3333	4.0000	4.5000	4.8333	4.1667
	N	6	6	6	6	6
	Std. Deviation	.51640	1.54919	.54772	.40825	.40825
Others	Mean	2.7500	2.8333	3.2500	3.7500	3.6667
	N	12	12	12	12	12
	Std. Deviation	1.65831	1.02986	.86603	.96531	1.15470
Total	Mean	3.5694	3.4225	3.5915	3.9718	3.7571
	N	72	71	71	71	70
	Std. Deviation	1.14850	1.09103	.88765	.94070	.89176

Note: 1= Cultural awareness, 2= Technical competence, 3= Interpersonal ability, 4= Confidence, 5= Cross cultural skill development

CCT programs significantly improve the performance of managers in MNCs. Research reveals five different CCT; 1) didactic training, 2) culture assimilation, 3) language training, 4) sensitivity training, and 5) field experience (Waxin & Panaccio, 2005 p.53 cited Tung, 1981). Many European, American, and Canadian MNCs provide at least the language training to the would-be expatriates, and also to the staff who aspires to increase their competence. But according to the respondents some training areas are much more important than the others.

The respondents working in different sectors in Pakistan declared that they had received some kinds of CCT programs before coming to Pakistan. But the majority of have not received cross cultural programs. The number of respondents who got some kinds of CCT is less than the number of the respondents who have not received any kinds of CCT programs. For example, the respondents who had special knowledge training were 43.1 percent, and who had not been 56.9 percent. For the other kinds of CCT the situation was almost similar, such as for language the percentage of respondents who received CCT was 45.8 and who have not been 54.2.

The situation for the number of respondents who have pre-departure training is similar to previous variable as percentage of it is 32.4 for respondents who have and it is 67.6 percent for the respondents who have not. Results depict (see **Error! Reference source not found.**) that similar

to pre-departure CCT program the majority of the respondents (62 percent) did not receive the technical training, and a technical CCT program respondents could get technical CCT program before coming to Pakistan. Finally, 43.1 percent of the respondents acknowledged that they received the cultural awareness cross-cultural training program, and the rest (56.9 percent) has not received such type of cultural awareness training program before coming to Pakistan. Generally multinational organizations provide some kinds of training to the staff who are sent on overseas assignments. But it would be better if they increase the number of expatriates who received the cross-cultural training.

This study reveals that the majority of the respondents could not get the opportunity to receive more CCT programs. Therefore, the results depict that the organizations should provide trainings focusing the cultural aspect. For example, more than half of the respondents stated that they have not received any kinds of CCT.

The results dictate that:

- The MNCs which sent expatriates to Pakistan mostly provided language and cultural awareness training CCT
- MNCs are not much interested in providing Pre-departure CCT as percentage of expatriates who received CCT is less than 50.

The responses show the trend that the CCT programs mentioned above are relevant (42.4 percent), and very much relevant (22.7 percent). CCT programs play a crucial role in their success when they are working on overseas assignments. The expatriates, working abroad, demand and support the cross cultural aspect to be included in their training. That is why the majority of them favored and chose the degree of preference; relevant and very much relevant. The moderately significant support comes from others with the mean of 4.18 following press and media with a mean of 3.66 (TABLE 1).

TABLE 1: SECTORIAL RATING RELEVANCE TO USE CC

Fields	Mean	N	Std. Deviation
Education	3.5526	38	1.05772
Construction	2.8000	5	1.09545
Telecommunication	3.6000	5	1.14018
Press & Media	3.6667	6	1.36626
Others	4.1818	11	.75076
Total	3.6154	65	1.07081

The more multinational organizations expand their operations into different countries, the more they interact with various cultures and local people. These kinds of organizations need to send their own employees. The sooner the expatriates make adjustments and develop contacts with the host country people and become aware of their cultural values the quicker they achieve success in their careers. The prior experience with a staff of host country can improve both cross cultural adjustment and success (Caligiuri, et al., 1998, p. 610).

In this survey, expatriates also favored the similar aspects as expatriates working in multinational organizations operating in Pakistan consider the training processes suitable for MNC's managers

that consider exposure to new cultures, new environment, new job requirements and interactions with local people. The results of this part indicate that a significant number of respondents consider it inevitable preparing managers for on overseas assignments. For example, with 53.6 percent, they were considered suitable of special knowledge training. For other training processes, expatriates stated as follows: language training 61.8 percent, pre-departure training 59.4 percent, post arrival training 55.9 percent, and the highest percentage is cultural awareness & sensitivity training 70 percent.

Most of the respondents assessed the second training process; language training as the highest training process. According to TABLE 44, the respondents from education sector chose the second a meaning process “language training” with mean of 4.07; the respondents from construction sectora meano assessed the language training with mean of 4.00. Respondents from telecommunication with a mean of 4.16 and others with a mean of 3.83, both sectors rated “cultural awareness and sensitivity training” relatively high.

Moreover, the respondents working in press and media sector equally rated both “special knowledge training” and “language training” with a mean of 4.33. The reason of high rating of language training process appeals because the training programs of expatriates aimed at increasing the awareness about new culture and especially the new job requirements should necessarily consider language training. Without the capability of foreign language expatriates (managers) cannot be successful and would not interact with host country staff and local people in a convenient way minimizing cultural and language barriers as well. That is why respondents believe that language training preferably is ultimately needed for expatriates as an intimate vehicle of communication to interact with local people.

TABLE 4: PREPARING MANAGERS

Fields		1	2	3	4	5
Education	Mean	3.9231	4.0789	3.6316	3.6316	3.7500
	N	39	38	38	38	40
	Std. Deviation	1.01007	.94101	.81940	.97040	1.19293
Construction	Mean	2.6667	4.0000	3.5000	2.6667	3.0000
	N	6	6	6	6	6
	Std. Deviation	1.03280	.89443	.83666	1.03280	.63246
Telecommunication	Mean	2.6000	2.8000	3.8333	3.6667	4.1667
	N	5	5	6	6	6
	Std. Deviation	1.67332	1.48324	1.16905	1.50555	1.60208
Press & Media	Mean	4.3333	4.3333	4.0000	4.0000	4.2000
	N	6	6	6	5	5
	Std. Deviation	1.03280	.81650	1.54919	.70711	.83666
Others	Mean	2.5000	2.5000	3.1667	3.6667	3.8333
	N	12	12	12	12	12
	Std. Deviation	1.67874	1.16775	1.02986	1.07309	1.19342
Total	Mean	3.5000	3.7164	3.5882	3.5821	3.7681
	N	68	67	68	67	69
	Std. Deviation	1.35492	1.19095	.96561	1.04663	1.17755

Note: 1= Special knowledge training, 2= Language training, 3= Pre-departure training, 4= Post arrival training, 5= Cultural awareness & sensitive training

The significant number of responses from expatriates working in multinational organizations operating in Pakistan revealed that the exact and relevant time for providing CCT one-to-two weeks prior to landing and starting the new job and not after arrival and starting the new job in the host country. A smaller proportion of the expatriates stated the other options regarding timing CCT. These results indicate that the cross-cultural training should be provided to expatriates just before they are expected to leave for the ex-destination.

A significant number of expatriates from all sectors rated the host country language ability as high because it affects them a lot. Exposure to special knowledge and learning language enable them to communicate with the host country people and facilitate the cultural awareness. This training also reduces any chance of confusion because of language and communication barrier protects expatriates (managers) from having any culture shock.

Host countries language abilities could affect elements such as facilitating communication with locals, attempting to learn about the host culture, enabling one to be polite, cultural awareness, permitting cultural understanding, and ability to choose appropriate words on different occasions of happiness and otherwise. The respondents (expatriates) emphasized these above mentioned elements with the following statistics; expatriates rated facilitating communication with locals with a percentage of 64.8, the percentage of attempting to learn about the host culture is 59.2, enabling one to be polite percentage is 52.1, cultural awareness have 66.2 percent, and finally they rated permitting cultural understanding with 53.9 percentages. So as it can be understood by giving information above regarding the effects of the language of the host countries that it is needed to let, provide and facilitate learning local staff languages for expatriates.

According to TABLE 5, the effectiveness of host country language ability differed from sector to sector though majority of them rated them moderately high. But the highest, most important and crucial element is “cultural awareness” by the press and media. The next important element “facilitate communication with local” was rated high by the construction sector. The mean values of the other sectors were found similar to each other. In education sector, the main result is 3.82 which shows the third highest rating among other variables. Here three elements share the same rates. These first three elements are: facilitating communication with the locals; attempt to learn about the host culture; and enabling one to be polite. Other sector mean (3.75) is also in accordance with these results permitting cultural understanding. This highlights the great significance of this element. Lastly, respondents from telecommunication sector rate two elements: facilitate communication with the locals; and cultural awareness with a mean of 3.33 with the same rate. The above discussion shows the significance of language training to multinational employees.

All respondents emphasized the importance of interactions with local people and the success of expatriates sometimes depends on the extent of expatriate’s communication with local people. Therefore, opportunities and capabilities of interactions with local people may help expatriates not having culture shock and enable them to adjust to new environment much more easily. It also helps them understand customs, norms, culture, and communication of the host country. Host country language ability can help expatriates to increase their job performance. The best interactions with local people can be by learning the language of local staff. This is the

responsibility of organizations to teach their managers and make them aware of the local staff language if they want to be successful on their overseas assignments. So this question was designed in order to find out the importance of dimensions according to expatriates' experiences abroad. They know successful interaction with local staff can facilitate in improving work performance of expatriates. Finally, learning, and understanding of host country's local language can help expatriates to understand their living styles, local myths, and cults. Understanding their cultures significantly can improve international relationships and can create much more favorable conditions of working.

TABLE 5: THE EFFECTIVENESS OF HOST COUNTRY LANGUAGE ABILITY

Fields		1	2	3	4	5
Education	Mean	3.8250	3.8250	3.8250	3.7317	3.8049
	N	40	40	40	41	41
	Std. Deviation	1.27877	1.03497	.87376	1.07295	.92789
Construction	Mean	4.1667	3.8333	2.6667	3.0000	2.6667
	N	6	6	6	5	6
	Std. Deviation	.75277	.98319	.81650	.70711	.81650
Telecommunication	Mean	3.3333	3.1667	3.0000	3.3333	3.0000
	N	6	6	6	6	6
	Std. Deviation	1.50555	1.47196	1.41421	1.63299	1.41421
Press & Media	Mean	3.8333	4.3333	3.8333	4.5000	4.0000
	N	6	6	6	6	6
	Std. Deviation	1.16905	.81650	.75277	.54772	.00000
Others	Mean	2.7500	3.0833	3.0000	3.4167	3.7500
	N	12	12	12	12	12
	Std. Deviation	1.86474	1.24011	.95346	.90034	1.05529
Total	Mean	3.6286	3.6857	3.5143	3.6571	3.6479
	N	70	70	70	70	71
	Std. Deviation	1.40570	1.12344	1.00351	1.07522	1.00141

Note: 1= Facilitate communication with locals, 2= Attempt to learn about the host culture, 3= Enabling one to be polite, 4= Cultural awareness, 5= Permitting cultural understanding

CCT helps develop awareness about the host country people, promoting clear lines of communication, developing better relationships, helping people to learn about themselves, encouraging confidence, building trust, motivation, developing listening skills, and etc. (Payne, 2004). Although there are various benefits of CCT, only 30 percent of expatriates get CCT before being posted on overseas assignments. The reason why CCT is not provided to the expatriates before their departure is that some previous authors believe that CCT is not so much effective for the expatriates to be successful on overseas assignments (Black & Mendenhall, 1990, pp. 114.115).

The results of the present study indicate that the majority of the respondents rated the importance and benefits of CCT relatively high. For example, 56.2 percent of expatriates stated that CCT is useful as it provides environmental briefings including information essential for practical arrangement, such as information about geography, climate, housing school, and etc. The percentage of the respondents who favored the statement; "through CCT expatriates can adjust to

work” is 50 percent. According to the expatriates working for multinational organizations operating in Pakistan rated the statement; “through CCT expatriates can adjust to interacting with host national” very high with the percentage of 69.5 as the highest usefulness of the CCT. Through detailed literature review, it has been found out that expatriates could adjust to the general non-work environment as well. This is supported and rated moderately with a score of 48.5 percent.

Except press and media expatriates from all other sectors rated the statement: “through CCT expatriates could adjust to interacting with host national” high and think that it is the ultimate benefit of CCT. The expatriates from other sectors rated the highest mean (3.83). The expatriates working for press and media field selected “CCT was useful as it provides environmental briefings including information essentially for practical arrangement, such as information about geography, climate, housing school, etc.” as benefits of CCT with the highest mean of 4.50 among all the respondents (

TABLE6).

The results of this part can be concluded as follows:

Figure 1: The benefits of CCT

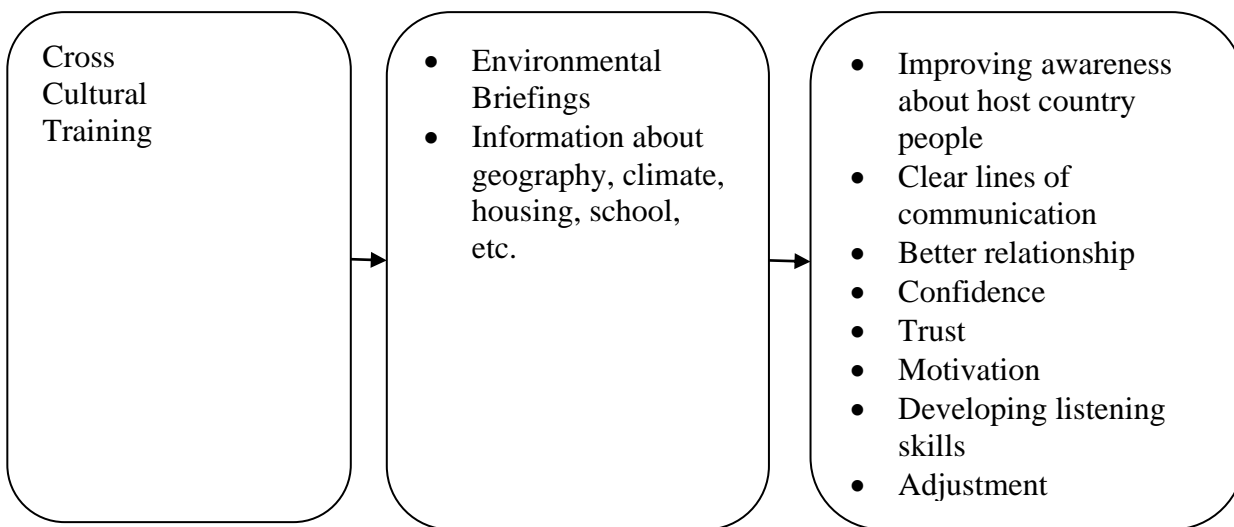


TABLE 6: BENEFITS OF CCT

Fields		1	2	3	4
Education	Mean	3.5952	3.4872	3.7179	3.3590
	N	42	39	39	39
	Std. Deviation	1.16994	.72081	.79302	1.01274
Construction	Mean	3.5000	3.0000	3.6667	3.0000
	N	6	6	6	6
	Std. Deviation	.83666	1.41421	.51640	.89443
Telecommunication	Mean	4.0000	3.3333	4.3333	3.5000
	N	6	6	6	6

Press & Media	Std. Deviation	1.26491	.81650	.81650	.54772
	Mean	4.5000	3.5000	4.4000	3.8333
	N	6	6	5	6
Others	Std. Deviation	.54772	1.04881	.54772	.98319
	Mean	2.3333	3.0000	3.8333	3.5833
	N	12	12	12	12
Total	Std. Deviation	1.49747	1.12815	.93744	.90034
	Mean	3.4861	3.3478	3.8382	3.4203
	N	72	69	68	69
	Std. Deviation	1.28910	.90466	.80317	.94567

Note: 1= CCT is useful as it provides environmental briefings including information essential for practical arrangement, such as, information about geography, climate, housing school, and etc., 2= Through CCT expatriates can adjust to work, 3= Through CCT expatriates can adjust to interacting with host nationals, 4= Through CCT expatriates can adjust to the general non-work environment.

This section highlights the results of responses regarding the duration of the training process. The expatriates working in Pakistan mentioned different duration of the training process of expatriates. Few of the respondents, with 26.4 percent, stated that training process of special knowledge training should be less than 5 days. The majority of the respondents stated that the duration of a language should be more than 5 weeks. But this response of training time duration varies from sector to sector. It is evident from the results that the respondents from all sectors had the strongest interests of language training. A great number of respondents mark language training significant and it is worthy to a better ability of language. Without having a good ability of foreign language it would be difficult to communicate with host country staff successfully. Learning a foreign language is not so easy within a few weeks. Hence, it would be better if language training could be provided for more than 5 weeks.

The other significant element is pre-departure training. Results reveal that the majority of the respondents (27.9 percent) rated 1-2 weeks training. Duration of post arrival should be 1-2 weeks (27.1 percent). Duration suggested for training in cultural awareness and sensitivity training is 3-5 weeks with 33 percentages.

The purpose of this part is to find out the job position of the expatriates working for various multinational organizations operating in Pakistan. It is useful to understand the position of the expatriates in order to explore the strengths and weakness of the MNCs whether they provide on-the-job training for their staff on overseas assignments, whether expatriates are satisfied with the CCT programs. Do they mainly perform technical or managerial responsibilities; do they have a need of local colleagues, etc. in Pakistan? These all factors can affect the performance of expatriates. So as to explore answers to the questions, respondents were asked in survey of following questions. They rated frequency of the use of a scale of 2 (with 1= yes and 2= no).

On-the-job training (OJT) refers to the training that is provided in the work place. During this process the new arriving expatriate learns job better while working. Most expatriates face problems in adapting to a new environment, which makes it difficult for them to operate successfully (Shih, et al., 2004, p. 168). Hence, multinational organizations provide on-the-job training in order to get the skills within the work environment. Getting general skills by on-the-

job training, expatriates can use them in different jobs as well. Interestingly, some MNCs do not provide regular on-the-job training for their expatriates. One of the reasons is that some expatriates mainly have managerial responsibilities so they do not need to be provided on-the-job training by their firms. The other reason is that; sometimes these organizations do not have strategies related to providing on-the-job training during their overseas assignments (Shih, et al., 2004, p. 172).

The statistics of results:

- Companies provide on-the-job training (72.2 percent) for expatriates working in Pakistan.
- The number of respondents who had some CCT programs (72.2 percent) is much more than others who had not any kinds of CCT 27.8 percent (TABLE 77).
- It is not known whether MNCs operating in Pakistan offer systematic on-the-job training or not.
- If not, it would be better if multinational organizations can provide systematic on-the-job training for their expatriates.

TABLE 7: PROVIDING ON-THE-JOB TRAINING ON OVERSEAS MISSIONS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	52	71.2	72.2	72.2
	No	20	27.4	27.8	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

This section focuses on whether the size of firms affects the level of training undertaken by multinational companies or not. The level of providing CCT varies from firms to firms. One of the significant factors is firm size. Firm size is considered as a significant source of strategic advantage. Larger firms have more financial resources than small firms since they have more planning and more alternative development (Mansour, 2010, p. 1).

The big firms have a positive influence on providing more CCT for their employees. Small multinational organizations support less CCT. So big firms benefit more from the continuous training they provide than the smaller companies. By providing relevant CCT, MNCs can get high productivity as well (De Kok, 2000 p. 3). It is confirmed that there is a positive relation between firm size and the amount of training (De Kok, 2000 p. 20). One of the main reasons why small firms face difficulties about providing continuous CCT for their employees is due to their technological activity. The other reason is that small firms invest less in training than large firms that invest more heavily in training (Castany, 2010, p. 564).

The larger the multinational organizations are in size, the more they can provide CCT for their expatriates. And the size of multinational organizations can affect the types of CCT as Zheng, et al. (2007) stated that the size of multinational organizations affects the types of CCT that they provide. The larger organizations provide CCT that may be different than the smaller organizations. For example, larger organizations provide more work-related training. But on the

other hand, smaller organizations do not want to take the risk. The money they spend is less in terms of larger organizations (pp. 477-478).

Size of firms affects the level of training undertaken by multinational companies was designed with the aim of finding out the level differences between small and large organizations related to providing on-the-job training by MNCs. According to TABLE8, there is a positive relationship between corporate size and the extent to which expatriates receive CCT. As a great number of respondents (57.5 percent) stated that the size of firms could affect the level of on-the-job training. It is concluded that the size of firms affects the level of on-the-job training

TABLE 8: THE SIZE OF FIRMS AND THE LEVEL OF TRAINING

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	42	57.5	57.5	57.5
no	31	42.5	42.5	100.0
Total	73	100.0	100.0	

The question “are you satisfied with the training programs offered at this company” is related to satisfaction with CCT MNCs provided for their employees. In order to explore this question, respondents were asked this question in the survey. They rated frequency of the use of close-ended questions on a scale of 2 (with 1=yes and 2= no).

CCT is positively related to expatriate’s job adjustment. CCT is very significant for satisfaction as expatriate adjustment is strongly connected with job satisfaction. Hence, it is necessary to provide suitable CCT to increase job satisfaction of expatriates (Qin and Baruch, 2010, pp. 297-308). Moreover, CCT can be effective for satisfaction on the condition that expatriates are satisfied with. Otherwise, MNCs cannot get effective results from the CCT which they provide by spending a great deal of time and money.

Briefly, many MNCs does not provide comprehensive CCT for their expatriates; though CCT is positively related to expatriate job adjustment and job satisfaction i.e. CCT improves the adjustment and performance (Qin and Baruch, 2010, pp. 297-312).

“Are expatriates working in different multinational organizations operating in Pakistan satisfied with CCT?” The majority of the expatriates working in Pakistan is satisfied with the training programs offered by their companies. The results in TABLE 9 reveal that the numbers of respondents who are satisfied (72.6 percent), and who are not satisfied with it are (27.4 percent). It is significant for MNCs to increase the level of satisfaction as satisfaction can affect the performance and success of expatriates. The more satisfaction the expatriates have, the more they can be successful, and the less failure they can face (Figure 2).

Figure 2: The effect of expatriate satisfaction on expatriate success

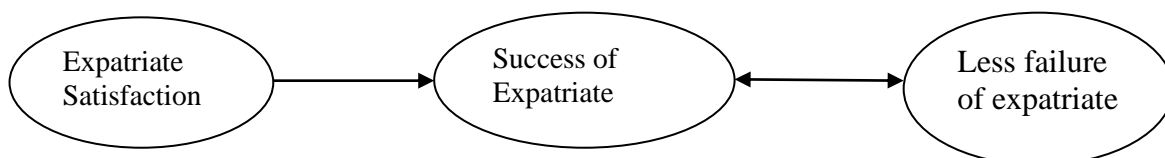


TABLE 9: SATISFACTION WITH CCT

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Yes	53	72.6	72.6	72.6
	No	20	27.4	27.4	100.0
	Total	73	100.0	100.0	

Abrams (2003) opines that “Technical work is the work that requires a fair amount of expertise to carry out, and whose results are inherently unpredictable”. Sometimes, expatriates are sent on overseas missions with the objective of specific aim in order to perform technical skills, and technical responsibilities at the MNCs subsidiaries (Downes and Thomas, 1999; Van Aswegen, 2008, p. 38). Before sending expatriates, MNCs selects them frequently in terms of their technical competences (**Michael, 1996**). For example, the results of one study revealed that the majority of the respondents (87%) placed tremendous importance on the personal characteristic of technical competence of the expatriates (Chew, 2004). It is also believed by MNCs that technical competence is the first important personal characteristic that can affect both female and male expatriates’ success (Caligiuri and Cascio, 1998, p. 396).

Similar results were revealed while conducting a survey in Pakistan. According to TABLE10, a great deal of the respondents (58.3 percent) working in different fields in Pakistan declared that they mainly performed technical work, and the others (41.7 percent) did not. To some extent, to prefer sending expatriates who have technical competence by MNCs is necessary but not sufficient for expatriates’ performance.

TABLE10: PERFORMING TECHNICAL WORK

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	42	57.5	58.3	58.3
	no	30	41.1	41.7	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

With the advent of globalization, the challenges for MNCs are also increasing. As mentioned earlier, they need to have more and more subsidiaries and to compete with each other. Hence, many MNCs have realized that having only technical competence is not enough to struggle in foreign markets. Beside technical knowledge, they need to have other personal characteristics such as intercultural skills and international managerial abilities. The expatriate who has such personal characteristics can be successful and come up to the challenges of foreign mission (Gözl, 2003).

The expatriates, who are familiar with the culture, language, and customs of headquarters, can facilitate the transfer of corporate culture between headquarters and the subsidiaries. They are able to enhance communication and coordination as well. They can also provide technical and managerial skills that may not be immediately available at the local level (Downes and Thomas, 1999; Van Aswegen, 2008, p. 38).

Successful MNCs operating overseas generally prefers sending expatriates who have both technical competence and managerial competence as well. It would be better if MNCs could

prepare the expatriates for different job environments. As shown in **Error! Reference source not found.11**, majority of the expatriates (63 percent) working in Pakistan acknowledged that they performed managerial responsibility. And just only (37 percent) stated that they had not any managerial responsibility. It can be concluded that multinational organizations operating in Pakistan can take care to send expatriates who have also managerial competencies.

TABLE 11 : PERFORMING MANAGERIAL RESPONSIBILITY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	46	63.0	63.0	63.0
	no	27	37.0	37.0	100.0
Total		73	100.0	100.0	

In the view of the significance of the need of local colleagues helps, it is believed that it can be useful to gain approach to this part. As pointed out earlier, it is so difficult to be successful on overseas assignments without the support of local staff. The main reason is that expatriates may face many problems such as culture shock, not knowing new environment, culture, laws, rules, and etc. But local colleagues or employees who have a wide variety of types of knowledge, know the culture of the host country better (Ball, et al. 2002, pp. 625-626) and have cultural awareness and local sensitivity (Antal, 2001, p. 2). Hence, without the help of local staff it can be difficult to adjust to the host country environment easily. They will also face some other significant problems such as understanding customs, norms, culture, and communication. Finally those problems may affect expatriates to be a failure on their overseas assignments. It will affect the performance of the expatriates (Toh & DeNisi, 2005, p. 132).

It is aimed to observe whether expatriates working in Pakistan really need local colleagues' helps or not. The analysis of this survey revealed that numerous of respondents from different fields of MNCs operating in Pakistan stated that they really needed the help of local colleagues. More than fifty respondents (56.2 percent) confirmed that local staff helped them; only (43.8 percent) reported that there was no need of local staff (TABLE 1212). As a result, expatriates from parent country need help from their host country staff.

TABLE 12: NEED OF LOCAL COLLEAGUES HELPS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	41	56.2	56.2	56.2
	no	32	43.8	43.8	100.0
Total		73	100.0	100.0	

This section focuses on how international experience helps expatriates to find a better job in the parent country. As mentioned earlier, there are various reasons why people accept the responsibility of working on assignments abroad. One of the main reasons why expatriates accept to be assigned overseas is getting better international work experiences. They believe that after returning from abroad, they will be able to find better job opportunities (Toh & DeNisi, 2005, p. 138).

Expatriates play a vital role in foreign missions. Van Asvegen (2008) stated that the managers who have international experience can make strategic decisions. These strategic decisions reflect important knowledge, information relating to foreign customers and social, political, legal, and economic systems in the markets of the company. According to the authors, there is only one way that these expatriates can get such knowledge and information on the foreign markets by working on overseas assignments (p. 41).

The expatriates who have not international experiences can make poor strategic decisions. The lack of international experience can lead mismanagement. The mismanagement of expatriates can cause failure of them on overseas assignments because they cannot formulate and implement global strategy precisely (Van Asvegen, 2008, p. 53).

Results related to this section reveal that expatriates with international experiences can get benefits of finding jobs in their parent countries. As shown in TABLE 13 the respondents working in Pakistan stated that they believed that the experience they gained in Pakistan would help them to find a job in their home countries. The rate of respondents who believed that it would help them to find the job is quite high (64.3 percent), and who did not believe was 35.7 percent.

TABLE 13: BENEFITS OF INTERNATIONAL EXPERIENCES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	45	61.6	64.3	64.3
	no	25	34.2	35.7	100.0
	Total	70	95.9	100.0	
Missing	System	3	4.1		
Total		73	100.0		

CONCLUSION

With this part of the survey, it is aimed that whether the MNCs operation in Pakistan is providing some CCT such as post arrival training (on-the-job training) in order to increase the level of expatriates' performance. These subtitles were carried out with the purpose if expatriates need local colleagues' helps, the effects of the size of firms in providing CCT and the impacts of satisfaction on expatriates' performance. Why MNCs sent expatriates to Pakistan and to what extent expatriates are performing technical work, and performing managerial responsibilities. Finally, what the benefits of international experiences are.

It has been observed through this question that the larger organizations can provide more CCT programs as they have more financial resources. Satisfaction with job facilitates expatriate adjustment. Satisfaction and adjustment of expatriates can help them to have high performance. The results of this study reveal that expatriates working in Pakistan have extremely high performance as they are strongly satisfied with CCT provided by their companies.

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Appendix A:

TABLE 2A: COMMUNALITIES

	Initial	Extraction
PerChar1	1.000	.712
PerChar2	1.000	.788
PerChar3	1.000	.820
PerChar4	1.000	.829
PerChar5	1.000	.863
LA1	1.000	.887
LA2	1.000	.809
LA3	1.000	.909
FamSit1	1.000	.806
FamSit2	1.000	.745
FamSit3	1.000	.808

Extraction Method: Principal Component Analysis.

TABLE 2A: TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings	Sums of Rotation Squared Loadings

	% of Cumulative			% of Cumulative			% of Cumulative		
	Total	Variance	ve %	Total	Variance	ve %	Total	Variance	ve %
1	5.003	45.483	45.483	5.003	45.483	45.483	2.099	19.083	19.083
2	1.377	12.522	58.006	1.377	12.522	58.006	2.006	18.233	37.316
3	1.176	10.687	68.692	1.176	10.687	68.692	1.712	15.561	52.878
4	.800	7.271	75.964	.800	7.271	75.964	1.705	15.496	68.374
5	.622	5.651	81.615	.622	5.651	81.615	1.456	13.240	81.615
6	.557	5.060	86.674						
7	.390	3.541	90.216						
8	.368	3.341	93.557						
9	.316	2.873	96.430						
10	.251	2.278	98.708						
11	.142	1.292	100.000						

Extraction Method: Principal Component Analysis.

TABLE 3A: COMPONENT MATRIX^A

	Component				
	1	2	3	4	5
PerChar1	.729	-.189	.236	-.009	-.299
PerChar2	.792	-.127	.192	-.281	-.168
PerChar3	.681	.171	-.190	.083	-.533
PerChar4	.532	.623	.348	-.179	.074
PerChar5	.438	.797	.067	-.015	.176
LA1	.806	-.229	-.344	-.232	.116
LA2	.605	.211	-.510	.368	-.055
LA3	.687	-.160	-.354	-.481	.234
FamSit1	.784	-.065	-.012	.373	.221
FamSit2	.695	-.274	.097	.343	.244
FamSit3	.567	-.267	.638	.068	.059

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

TABLE 4A: ROTATED COMPONENT MATRIX^A

	Component				
	1	2	3	4	5
PerChar1	.668	.241	.186	.067	.410

PerChar2	.642	.488	.079	.198	.306
PerChar3	.231	.202	.139	.199	.817
PerChar4	.304	.104	.021	.845	.105
PerChar5	-.055	.063	.164	.898	.154
LA1	.213	.801	.349	.037	.278
LA2	-.188	.239	.575	.194	.590
LA3	.120	.919	.160	.117	.102
FamSit1	.320	.242	.751	.191	.211
FamSit2	.432	.222	.709	.015	.073
FamSit3	.842	.040	.280	.109	-.087

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 19 iterations.

TABLE 5A: COMPONENT TRANSFORMATION MATRIX

Component	1	2	3	4	5
1	.491	.514	.471	.326	.407
2	-.358	-.236	-.130	.876	.179
3	.761	-.448	-.154	.243	-.371
4	-.090	-.641	.722	-.143	.197
5	-.207	.261	.465	.216	-.791

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Bearing uncertainty and stress	71	1.00	5.00	3.5775	1.34867
Reacting flexibly to new things	70	1.00	5.00	3.8286	1.06283
To be objective & willing to accept recommendation from locals	70	1.00	5.00	3.8286	1.04910
Willingness to accept local thoughts, behaviors and customs	70	1.00	5.00	3.7714	.98056
Social skills	72	2.00	5.00	3.6389	.93907
understanding the host country language	72	1.00	5.00	3.4167	1.17185

Support of your family / spouse	73	1.00	5.00	3.7945	1.35358
Valid N (listwise)	68				

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