

Exploring Expatriate Adjustment from Expatriate's Intelligence and Family Adaptability: A Meta-Analytic Approach

By

¹*Lee, L.Y. and* ²*Qomariyah, A.*

¹Department of Business Administration, Kun Shan University, No.195, Kunda Rd.
Yongkang Dist., Tainan City 710, Taiwan

²Department of International Business, Chinese Culture University, No. 55, Hwa-Kang Rd.,
Yang-Ming Shan, Taipei 111, Taiwan

Abstract

As the globalization of business activities become more and more prevalent, a lot of expatriates have to be dispatched to the overseas market places. Previous studies have found that expatriate failure is a serious issue which not only could incur the loss of company sales and profits, but also may result in expatriate loss of confidence, self-esteem, and reputation. A lot of studies have focused on the adjustment of expatriate. This study extends the adjustment issues by integrating expatriate intelligence and family adaptability to develop a more comprehensive framework. Ten research hypotheses were developed and validated through a Meta-analysis by collecting 341 studies of previous literature during 1988-2013. The results indicate that, expatriates emotional and cultural intelligence can motivate their adaptation to new culture surrounding with better human relations. Expatriates who get better support from their family and parents with lower work-family conflict will inhibit stress and promote the capability for better adjustment. Finally, expatriates with better social capital will enhance them to adjust in the new environment because of social support, organizational support and affective commitment.

Keywords: *expatriate-related perspective, family-related perspective, expatriate adjustment, expatriate stress, expatriate performance*

I. Introduction

Research Background

International assignments usually play a central role in building global international skills. Expatriate experience could be one of the most important criteria for an employee to be promoted to the “executive suites” (Daily, Certo, & Dalton, 2000). Therefore, it is important to understand why some expatriates adjust well to foreign environments while others do not.

Despite abundant interest, a large gap remains in our understanding of which factors can determine the success of expatriation. Most of previous expatriate studies have dominated on “stressor-stress-strain paradigm” that are “expatriate-centrics” without considering the effects of other stakeholder (Black, Mendehall, & Oddou, 1999; Hechanova, Beehr, & Christansen, 2003; Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005; Takeuchi, 2010).

The second concerned dimension is expatriate intelligence. Although the important role of intelligence to predict job performance in the domestic setting is well established, only few studies have been conducted by using intelligence as predictors of expatriate success (Mol, Born, Willemsen, & Van Der Molen, 2005). Among others, cognitive intelligence (IQ), emotional intelligence (EQ), and cultural intelligence (CQ) deserve particular attention.

The third major dimension related to “expatriate-centric” studies is learning. Bhaskar-Shrinivas, Harrison, Shaffer, and Luk (2005) contented that expatriates’ proficiency in a host country language can be very helpful to obtain necessary information, and to facilitate interaction and adjustment. Lee and Croker

(2006) and Selmer (2005) all suggested that expatriate training can facilitate better communication with locals, which will be very helpful for adjustment.

The influences of spouses and family support on expatriate adjustment is significant (Herleman, Britt, & Hashima, 2008; Kraimer, Wayne, & Jaworski, 2001). Parental demand has also significant effects on expatriate adjustment (Waxin, 2004). Finally, according to Takeuchi (2010), the influence of family-to-work conflict on expatriate adjustment has not been really examined (Shaffer, Harrison, Gilley, & Luk, 2001). However, from the viewpoint of time-based, strain-based, and behavior-based conflict, it may be considered that family-work conflict has a negative effect on expatriate adjustment and performance.

Another perspective that needs to be considered is social capital. Based on social exchange theory (Guzzo, Noonan, & Elron, 1994; Takeuchi, Wang, Marinova, & Yao, 2009) and social capital theory (Adler & Kwon, 2002), the social capital perspective argued that, overtime, if the relationship prove mutually satisfying, each party is expected to contribute more toward the maintenance and development of the relationship. Recent studies have emphasized that leader member exchange (LMX, Kraimer et al., 2001), perceived organizational support (POS, Kupka & Cathro, 2007), organizational citizenship behavior (OCB, Organ, Podsakoff, & Mackenzie, 2006) and expatriate's affective commitment (Blau, 2003; Lee, Carswell, & Allen, 2000) as some of the most influential factors for social capital. Higher social capital may have significant implications for the effectiveness or success in terms of expatriate adjustment and performance.

As previous expatriate research has been predominant at the "expatriate centric" topic, other research issues were largely ignored. Recently, Takeuchi (2010) called for the attention of expatriate research from the perspective of the "stakeholder", which may include the influences of spouses/family members, parent company and host country nationals on expatriate adjustment. Takeuchi (2010) has identified nine research questions without empirical validation. This study intends to integrate these two streams of research and develop a more comprehensive expatriate effectiveness model based on expatriate-related perspective, family-related perspective and social exchange perspective. The proposed multiple interfaces of expatriate adjustment are shown in figure 1.

2. Literature Review

Emotional Intelligence (EQ)

The notion of "emotional intelligence" originally appeared in two 1990 academic journal articles (Mayer, Dipaolo, & Salovey, 1990; Salovey & Mayer, 1990). Salovey and Mayer (1990, pp. 189) gave their first definition of EQ as "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions". Based on this, a widely adopted definition is "the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth" (Mayer & Salovey, 1997, p. 10).

This study adopts the integrated four-dimensional definition of EQ as proposed by Davies, Stankov, and Roberts (1998). First, appraisal and expression of emotion in one's self, which relates to an individual's ability to understand his/her deep emotions and to be able to express emotions naturally. People who have good ability in this area will have sense and acknowledge their emotions better than others will (Wong, Law, & Wong, 2004). Second, appraisal and recognition of emotion in others which relates to an individual's ability to perceive and understand the emotions of the people around them. People who rate highly in this ability are very sensitive to the emotions of others as well as able to predict others' emotional responses (Wong & Law, 2002). Third, regulation of emotion in one's self, which relates to the ability of a person to control his/her emotions, enabling a more rapid recovery from psychological

distress. A person with high ability in this area would be able to return quickly to normal psychological states after rejoicing or being upset. Such a person would also have better control of his/her emotions, and would be less likely to lose his/her temper (Law, Wong, & Song, 2004). Finally, the use of emotion to facilitate performance, which relates to the ability of a person to make use of emotions by directing them towards constructive activities and personal performance. A person who is competent in this EI dimension would be able to encourage him/herself to do better continuously and to direct his/her emotions in positive and productive directions (Cote & Miners, 2006).

Expatriates Intelligences

Expatriate intelligence has been recognized as an important determinant for expatriate adjustment and performance. In particular, expatriate's emotional intelligence (EQ) can enhance social capital, while cultural intelligence can promote adaptation. Recently, many studies have attempted to improve cultural understanding at an individual level. The reasons why people from different backgrounds act as they do can be related to a primary part of human thinking – intelligence – seen as the capability to solve problems and adapt to changing situations. In 2003, Earley and Ang proposed the Cultural Intelligence (CQ) approach to capture the ability to adapt across cultures, and it reflects a person's capability to gather, interpret, and act upon radically different cues to function effectively across cultural settings or in multicultural situations. There are three core elements of CQ: cognition (thinking, learning, and strategizing); motivation (efficacy and confidence, persistence, value congruence and affect for the new culture); and behavior (social mimicry, and behavioral repertoire) (Ng & Earley, 2006).

The cognitive facet of CQ refers to the information-processing aspects of intelligence, and it can be conceptualized by the self-concept theory (Earley, 2003). The second facet of CQ refers to its motivational aspect. Cultural intelligence reflects self-concept and directs and motivates adaptation to new cultural surroundings (Earley & Peterson, 2004). The behavioral aspect of CQ suggests that adaptation is not only knowing what to do and how to do it (i.e., the cognitive element) and having the related motivation, but also having the response needed for a given situation in one's behavioral repertoire. Thus, CQ reflects a person's ability to acquire or adapt behaviors appropriate for a new culture (Earley & Peterson, 2004). In this study, the three dimensions of CQ serve as the main independent variables in order to identify their effects on cross-cultural adjustment, effectiveness, and performance.

Expatriate International Experience

International experience is a multidimensional concept that varies along several dimensions. This study follows Takeuchi et al.'s (2005) categorization of international experience, which includes work and non-work related experiences. Moreover, this study recognizes that experiences have a time component (e.g., Goodman, Lawrence, Ancona, & Tushman, 2001; Shaffer et al., 1999). At any given time, an experience can be conceptualized as one that has occurred in the past, is currently occurring, or will occur in the future (e.g., Goodman et al., 2001). This study will focus on past and present experiences because they are more likely to influence employees' current attitudes and behaviors (Takeuchi et al., 2005). Furthermore, individuals differ in the extent of their country-specific experience (Hofstede, 1980). Prior international experience in the same culture as the one where an expatriate is currently assigned is likely to influence the level of adjustment.

Expatriate Cultural Values

Based on the results of previous studies (Hofstede, 1980, 1994), there are five cultural factors, or values, that are universal for a nation. These values include power distance, uncertainty avoidance, individualism, masculinity, and Confucian dynamic (Lee & Croker, 2006). Power distance is the extent to which less powerful members of institutions and organizations accept that power is distributed unequally (Hodgetts & Luthans, 2000). Countries with people that obey the orders of their superiors are regarded as having high power distance. Previous studies have found that organizations in lower power-distance countries (such as Japan) will be more decentralized and have flatter organizational structures. By contrast,

organizations in higher power-distance countries (such as USA) will be more centralized and have taller organizational structures (Hodgetts & Luthans, 2000).

Family/Spouse Support

Among the most prominent stress factors that expatriates struggle with is the 'loss of social support provided by organization family and friends' (Harvey, 1995, p. 226). Yet, it is not only the loss of close family and friends, but also the deprivation of the entire community at their home base many expatriated families have to cope with. Copeland and Norell (2002, p. 255) identified social support as a 'buffer against stress and a positive associate of emotional well-being'. Social support has been defined by Shumaker and Brownell (1984, p. 13) as 'an exchange of resources between at least two individuals perceived by the provider or the recipient to be intended to enhance the well-being of the recipient'. While Leavy (1983, p. 5) defined social support as "the availability of helping relationships and the quality of those relationships." Family support in particular has been identified as a critical source of support for expatriates (Guzzo, 1996; Tung, 1981) due to the spill-over effect that family support can have on work outcomes (Brett & Werbel, 1980; Caplan & Killilea, 1976).

Family Adaptability

Olson et al. (1979, p.12) defined family adaptability as "the ability of a marital / family system to change its power structure, role relationships, and relationship rules in response to situational and developmental stress." This definition can be extended to the dimension of family behavior as "flexibility", which represents a family is easily changed to response the environmental demands. Ali et al. (2003) further indicated that the adaptive ability of a family is essential to response the changes within the family and the external environment. According to family system theory, if the family is able to handle the changing internal relations for responding the external demands, such family will be better to adapt itself to new circumstances than others (Olson et al., 1984).

Parental Demand

Takeuchi, Lepak, Marinova, and Yun (2007) examined the family-related issues and concluded that parental or family demands (e.g., Osherson & Dill, 1983; Bedeian et al., 1988; Parasuraman & Simmers, 2001) are an important stressor relevant for families to adjust to fit the external environment changes. From work-family conflict perspective, parental demands are generally expected to exhibit a negative relationship with general adjustment. Shaffer and Harrison (1998) found that family responsibilities (marital status and number of children) of expatriates and expatriate's job satisfaction were negatively related. Increasing the amount of parental demands is likely to induce stress in spouses and expatriates (Takeuchi, 2010).

Work-to-family Conflict

In organizational behavior research, the work and family interface (e.g., work-family conflict) has been an increasingly popular topic (see meta-analysis by Ford, Heinen, & Langkamer, 2007; Kossek & Ozeki, 1998). Existing research in this area has established the existence of work-to-family conflict and family-to-work conflict as distinguishable constructs that should both be considered (Netemeyer, Boles, & McMurrian, 1996). Work-to-family conflict occurs when work activities interfere with family responsibilities, and family-to-work conflict occurs when family activities interfere with work responsibilities (Netemeyer et al., 1996).

Leader-Member Exchange (LMX)

In a review of the Leader-member exchange (LMX) literature, Liden et al. (1997) stated that "LMX has been found to be related to an impressive set of important individual and organizational outcomes [and] for the most part, LMX is positively associated with favorable attitudes such as job satisfaction and behaviors such as organizational citizenship". However, a gap exists in the relationship between LMX and employee adjustment of a job transfer, which can be viewed from social support perspectives (Kraimer et al., 2001).

According to Kahn and Quinn (1970), social support can be evaluated by three elements: support-aid, affect and affirmation. In term of suport-aid, supervisors will provide certain employees with information that goes beyond the employment contract, so expatriates in a high-quality LMX relationship can obtain information and assistance, serving as supportive aid. Empirical research has confirmed that LMX is positively related to information and assistance (Kraimer et al., 2001; Major et al., 1995). Moreover, affect, is captured within the dimensionality of LMX, which can be examined by interpersonal attraction. Academic research has found that interpersonal attraction can be considered as an element and predictor of a high-quality exchange relationship (Dienesch & Liden, 1986; Liden et al., 1993; Liden et al., 1997; Wayne et al., 1997). Affirmation is normally concerned about professional respect (Liden et al., 1993).

Organizational Support

Research on social support has acknowledged that individuals may obtain support from various sources such as organizations, coworkers, supervisors, friends, and families (e.g., Kupka & Cathro, 2007; Seeman et al., 1985). This study adopts that social support from the organization and supervisor will be important for expatriates. Organizational support theory (e.g., Eisenberger et al., 1986; Rhoades & Eisenberger, 2002) assumes that employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being. The theory further posits that perceived organizational support (POS) is encouraged by the tendency of employees to assign the organization humanlike characteristics (Eisenberger et al., 1986). Levinson (1965) noted that actions taken by agents of the organization are often viewed as indications of the organization's intent, rather than attributed solely to the agents' personal motives.

On the basis of this personification, individuals develop general views concerning the degree to which supervisors value their contributions and care about their well-being (perceived supervisor support, or PSS; Kottke & Sharafinski, 1988). Because supervisors act as agents of the organization, who have responsibility for directing and evaluating subordinates' performance, employees would view their supervisor's favorable or unfavorable orientation toward them as an indication of the organization's support (Eisenberger et al., 1986; Levinson, 1965; Rhoades, Eisenberger, & Armeli, 2001). This study asserts this view and defines perceived organizational support as individuals' care about their well-being (Kottke & Sharafinski, 1988).

Aycan's (1997) model of expatriate acculturation highlighted the important role that organizations play in the acculturation of expatriates. Other scholars also argued that organizational support may be an important determinant of employees' adjustment following a transfer (Payne, 1980). A second source of support that can occur on the job is that from the supervisor. Research has examined supervisor support as an important source of support for dealing with stress at work (e.g., Fisher, 1985; Ganster, Fusilier, & Mayes, 1986).

Organizational Citizenship Behavior (OCB)

Organ (1988, p.4) defined organizational citizenship behavior (OCB) as "behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient functioning of the organization". Organizational citizenship behaviors are usually performed by employees who are willing to work beyond their obligations and duties for supporting the interests of the organization (Bambale, 2011). Although such interests may not directly benefit individual employees, OCB could have a beneficial cumulative effect for individual employees in the long term.

OCBs can be exhibited in various situations. For instances, employees can help fellow workers, when they have difficulty in performing their work. Employees also can exhibit OCBs in the following situations: avoiding things that destroy the organization image; avoiding spending extra time in achieving objectives; and performing job beyond requirements (Organ, 1988). In other words, OCB typically refers to the extra role that individual employees behave (Bove et al., 2009). LePine et al. (2002) claimed that the exact dimensionality of the OCB construct is unclear, however empirical research has used Organ's

(1988) taxonomy and operationalized by the dimensions of Podsakoff et al. (1990): altruism, conscientiousness, sportsmanship (not complaining about trivial matters), courtesy, and civic virtue (maintaining an awareness of matters that effect the organization).

Affective Commitment

There are multiple definitions and conceptualizations of the organizational commitment construct. Porter et al. (1974) defined organizational commitment as the strength of individuals' identification with and involvement in a particular organization. This is substantiated in later works by Steers (1977) and Mowday et al. (1979, 1982). The most widely accepted definition of organizational commitment, according to Tumulty et al. (1995), is 'the relative strength of an individual's linkage to the organization' (Mowday et al., 1979; p.226). This definition is further characterized by three factors which are 'a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization' (Porter et al., 1974, p. 604).

Current research supports the multidimensionality of expatriate commitment (Fields, 2002) and that it has components that can be classified into three themes. Other researchers have further refined these three distinct themes into affective, normative and continuance commitment (Meyer & Allen, 1991, Laschinger et al., 2000; Manion, 2004). Affective commitment is an 'employee's liking for an organization includes identification with involvement in the organization' (Fields, 2002, p. 43). Normative commitment designates 'the feeling of obligation to continue employment', while continuance commitment indicates the awareness the employee that related to the 'costs associated with leaving the organization' (Fields, 2002, p. 43).

Despite the multidimensionality issues, there is a debate among scholars about which level of analysis can be applied: organizational or occupational level. Previous discussion mainly discussed about organizational commitment. However, occupational commitment has become an increasingly important construct for study, particularly on the increasing of recent workplace dynamics, including: organizational restructurings, increased employee job insecurity perceptions and contingency workforce growth (Cappelli et al., 1997; Hall & Moss, 1998; Nollen & Axel, 1996), several scholars (e.g. Handy, 1994; Johnson, 1996; Meyer & Allen, 1997) have suggested that employee commitment may be shifting from the organization to one's occupation (Blau, 2003).

Occupational commitment refers to the "psychological link between an individual and his/her occupation that is based on an affective reaction to that occupation' (Lee, Carswell, & Allen, 2000). This study will adopt the occupational commitment, because expatriation assignment reflects the expertise of particular person. If the expatriates have no commitment to their occupation, they tend to switch to other occupation than fulfill expatriation assignment.

Expatriate Stress

The coping literature helps our understanding of stress on expatriates. Lazarus and Folkman (1984), for example, identified life-changes as a potential source of stress, when they are appraised as life-threatening or challenging. Since an expatriate assignment involves life-changes, at a minimum relocation and separation from family, stress seems likely, and research is confirming this relationship (Ward & Kennedy, 2001). Several other studies confirm that assignments are linked to increased levels of psychosocial stress (Torbiorn, 1982; Furnham, 1990; Ward, Bochner & Furnham, 2001). In one rare study using a control group, Anderzén and Arnetz (1999) found increased levels of stress-related hormones in expatriates that were not present in the non-moving control group. The expatriates also experienced significant deterioration in mental well-being, and decreased work adjustment, when compared to the non-moving group, and to their own pre-departure level, so they concluded that international relocation is associated with an accentuated psycho-physiological stress response.

This study asserts the idea of Jex (1998) that expatriates' stress refers to expatriates collectively feel crisis and anxiety, during their abroad assignment. Crisis indicates a sense of urgency and hinders expatriates to function effectively (Akgun et al., 2006). Specifically, crisis distorts expatriates' sense making and information processing, making them unable to plan, reason and understand the situation accurately, and limiting individuals' prior knowledge on the potential interactions between process and project variables, and their consequences (Pauchant & Mitroff, 1990). Anxiety is a fear of social situations, where expatriates receive themselves to be vulnerable to negative evaluation by others (Verbeke & Bagozzi, 2000). Anxious expatriates selectively focus on threatening information and tend to interpret ambiguous information in a negative manner. This leads to biases in their judgments and recollections of unpleasant social events, recalling negative information (memory biases), incorporating negative self-perception and metaperception (Akgun et al., 2006).

Cultural Adjustment

Cultural adjustment is defined as the degree of psychological comfort an expatriate has with the various aspects of a host culture (Vianen, De Pater, Kristof-Brown, & Johnson, 2004). Three specific areas of cultural adjustment have been distinguished in the literature (Black & Stephens, 1989): adjustment to (1) the general environment (degree of comfort with general living conditions, such as climate, health facilities and food); (2) interaction with host country nationals; and (3) work for performance standards, job and supervisory responsibilities. When an expatriate is adjusted on each of these dimensions, an individual will experience "satisfaction, perceived acceptance from hosts, and ability to function during everyday activities without severe stress" (Brislin, 1981, p. 271).

In an extensive review of the extant domestic and foreign work adjustment literature, Black et al. (1991) proposed a comprehensive integrated model of international adjustment which focuses on several major sets of factors that influence these dimensions as determinants of adjustment. Black et al.'s (1991) three dimensional models (general work, and relationship) has subsequently received much empirical support (e.g., Parker & McEvoy, 1993; Shaffer et al., 1999). For instance, Shaffer et al. (1999) provided evidence of the three dimensions of adjustment, and found that job factors are antecedents of expatriate adjustment, arguing it is the role clarity of the job that facilitates expatriate adjustment. In order to extend the explanatory power of Black et al.'s (1991) model, this study empirically tests the effects of CQ on expatriate adjustment.

Knowledge Transfer Performance

The willingness of a group or individual to work with others and share knowledge to their mutual benefit can facilitate the behavior of knowledge transfer (Syekh-Ikhsan & Rowland, 2004). Davenport and Prusak (1998) indicated that knowledge transfer involves two actions which are "transmission (sending or presenting knowledge to a potential recipient) and absorption by that person or group" (p.101). They further claimed that "transmission and absorption together have no value unless they lead to some change in behavior, or the development of some idea that leads to new behavior" (p.101). Even though knowledge transfer is very important in an organization, the actual transfer of knowledge within organizations is still problematic for managers (Jacob & Ebrahimpur, 2001). Argote (1993) argued that one of the reasons that knowledge is problematic and difficult to transfer is causal from "some of the knowledge acquired thorough learning by doing is idiosyncratic to the particular constellation of people, technology, structures, and environmental conditions" (p.42). Obviously, knowledge transferred to the right person at the right time is extremely important for organizations. Teece (2000, p.38) argued that "knowledge, which is trapped inside the minds of key employees, in the file drawers and databases, is of little value if not supplied to the right people at the right time." Wang, Tong, and Koh (2004) posited that knowledge transfer is a process of systematically organized exchange of information and skills between entities, which can be viewed by two aspects: management knowledge (i.e., managerial skills, marketing/sales skills, HRM skills, corporate culture and values, business strategy thinking and techniques) and technological knowledge (i.e., manufacturing- related knowledge, product-related knowledge). Whether knowledge transfer is successful or not can be judged by whether the recipient units

can accumulate and assimilate new knowledge. Sveiby (1997) suggested that three questions can be used to examine the performance of knowledge transfer: (1) how fast is the knowledge transferred? (2) how accurately is the knowledge transferred? and (3) how reliable is the knowledge?.

Subsidiary-headquarter Relationship

Pisoni, Onetti, and Fratocchi (2010) indicated that headquarter–subsidiary relationships are assumed that local subsidiaries are normally controlled by the headquarters while the subsidiaries are conceptualized as a node within a complex inside and outside the MNC network of relationships (Bartlett & Ghosal, 1989; Forsgren, 1989; Bartlett, Doz, & Hedlund, 1990; Ghoshal & Bartlett, 1990; Forsgren & Johanson, 1992; Snow, Miles, & Coleman, 1992; Holm, Johanson, & Thilenius, 1993; Nohria & Ghoshal, 1994). Company headquarters aim to centralize decision-making activities and maintain a control system on the overall business. Doz (1986) further stated that in some industry, local governments want local subsidiaries to acquire a relevant role within the internationalized company, as it will foster the local economic development (Doz, 1986).

Subsidiary Performance

Previous studies mostly employ financial performance as the consequence of the expatriation success (e.g., McNulty, DeCieri, & Hutchings, 2009). The direct effect of expatriation success is claimed as due to the cost reduction related with foreign operations, so that the organization is able to generate better financial performance. Another perspective, however, is performance related to non-financial measurements. Organizations that send their expatriates can create better customer satisfaction and enhance their business image, and thus potentially improve business reputation in host countries. Good reputations provide the rationale for a cross-sectional relationship between reputation and financial performance (Fombrun, 1996). Specifically, good reputation may enable the organization to charge premium prices, attract better applicants, enhance their access to capital markets, and attract investors (Fombrun & Shanley, 1990). Based on that, this study operationalizes organizational performance as based on expatriates’ perceptions (Eiadat et al., 2008) of their firms’ financial and non-financial performance.

3. Research Design and Methodology: Meta-analysis

Research model

Since previous studies have focused more on “expatriate-centric” studies and very rare studies have integrated expatriate-related perspective, family-related perspective, and social capital perspective into a more comprehensive model of expatriate adjustment and performance, it is expected that the results of this study can provide very important references on promoting expatriate performance.

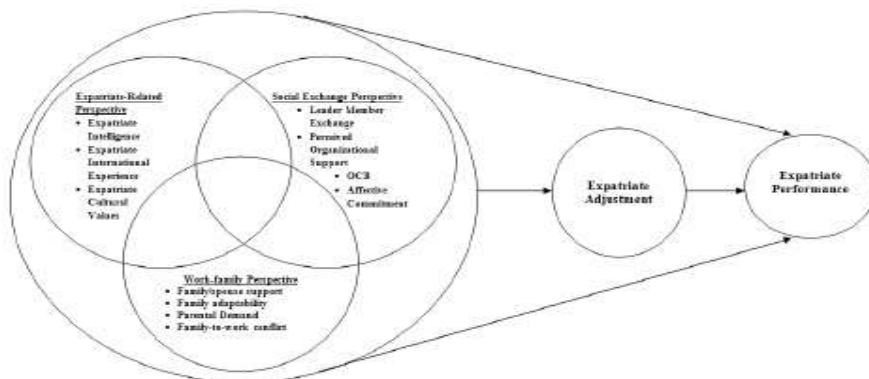


Figure 1 – Research Framework

The research framework of this study is shown in Figure 1. It proposed that both expatriates-related and family-related factors are influential variables for expatriates' stress, adjustment, and performance. As suggested, expatriate intelligence, expatriate capability, expatriate international experience, and expatriate culture values are the key components of expatriate-related factors, while family/spouse support, family adaptability, parent demand, and family-to-work conflict are the key components of family-related factors. Previous studies have treated expatriate-related factors and family-related factors as two independent issues. However, based on the real world situation, this study suggests that expatriate-related factors would have significant impacts on family-related factors. Furthermore, this study also assume that both expatriate-related factors and family-related factors have significant influences on social capital factor, which would also influence the stress, adjustment and performance of expatriates. Based on an integration of recent studies, this study proposed leader-member exchange (LMX), organizational support (POS), organizational citizenship behavior (OCB) and affective commitments as four major factors for social capital.

Procedures

To have a thorough literature review on each of the research hypotheses, meta-analysis is adopted. Meta-analysis is a statistical procedure used to combined data from multiple studies. When the treatment effect (or effect size) is consistent from one study to the next, meta-analysis can be used to identify this common effect (Hunter & Schmidt, 2004). This meta-analysis searched the empirical studies from different scientific database. The data was collected electronically in management, psychology, social science, business, marketing, health, and organizational behavior. First of all, this research looked for the coefficient correlations of three of the most important determinants of expatriate stress, adjustment, and performance, which are expatriate-related factors, family-related factors, and social capital factors by using ProQuest, JSTOR, SAGE, Emerald, ScienceDirect, WileyInterScience, Dissertation Abstract, Thesis Abstract, and Google Scholar. This research used them with multiple keywords to identify relevant journals, thesis, and dissertations. Correlations of each research hypothesis were collected for further analysis. After completing the search process, it obtained 341 studies which were usable for this meta-analysis. These results are showed in the last part of this meta-analysis research. Furthermore, in the references part, the meta-analysis's data sources are showed with star.

Statistical Test

After integrating the correlation coefficient (r) of each study, a confidence interval is presented for each effect size and its significant. Rosenthal (1979) stated that when the mean effect size is significant, a fail N is calculated. Then, it estimates the number of non-significant and unavailable studies that would be necessary to bring the cumulative effect size to a non-significant value (known as the "file drawer problem"). This statistic analysis is an indication of the difficulty of the result. Confidence interval were also be analyzed. The criterion of 95 percent confidence interval was adopted to prove whether the hypothesis is accepted.

Moreover, Lipsey & Wilson (2001) explained about another Q-statistic which is an analysis of homogeneity of the effect size distribution. It is distributed as a chi-square with degree of freedom = $n-1$, where n = number of studies. This test has assumed that all of the effect sizes are estimating the same population mean is a reasonable assumption. The criterion for Q-statistic is Q value should be higher than Chi-square. It means the null hypothesis of homogeneity is accepted. Then, the variability across effect size does not exceed what would be expected based on sampling. If the null hypothesis of homogeneity is rejected, differences in effect size may be attributed to factor other than sampling, therefore, the heterogeneity between the variance is exist.

4. Results of Meta-Analysis

Selected Papers for Meta-Analyses

Table 1. shows the studies included in the meta-analysis. This meta-analysis evaluated each study for measuring the relationship between expatriate stress, cultural adjustment, performance, and their determinants.

Table 1. Studies Included in the Meta-Analytic Review

Studies Alphabetically by Source and Codes for Hypotheses Tests^{a,b}	
Adeyemo, 52, (E-SC; I-SC), 2007	León & Finkelstein, 55, (C-SC), 2011
Ali et. al., 20, (FA-A), 2003	Lepine, et al., 59, (S-P), 2005
Ali, et al., 14, (S-P), 2011	León & Finkelstein, 55, (C-SC), 2011
Ang, Dyne, & Begley, 38, (C-SC; E-SC), 2006	Lepine, et al., 59, (S-P), 2005
Ang, et al., 43, (I-A; I-P; X-P), 2007	Li, 25, (A-P), 2009
Angela & Nguyen, 68, (I-P), 2011	Liu, 18, (E-A), 2005
Balmforth & Gardner, 48, (WF-SC), 2006	Lori & Breadley, 56, (FS-SC), 2007
Bedeian, Burke, & Moffett, 36, (PD-A), 1988	Lu, 45, (FS-P; I-F), 2012
Benson & Pattie, 11, (LM-A), 2009	Lu, et.al., 23, (WF-SC), 2008
Bernardi, 28, (S-P), 1997	Luo, 33, (C-P), 2003
Bhaskar-Shrinivas, et al., 59, (A-P; FA-A; LM-S; FS-A), 2005	Makela, Sumelius, Hoglund, & Ahlvik, 37, E-SC, 2012
BİTMİŞ & ERGENELİ, 32, (LM-S), 2012	Malek, 4, (I-A), 2011
Byron & Khazanchi, 53, (S-P), 2010	Matthews, Conger and Wicrama, 71, (WF-S), 1996
Caligiuri, 44, (E-A; FA-A), 2000	Mol, et al., 31, (A-P), 2005
Caligiuri, 47, (S-A), 1998	Moon, Choi, & Jung, 10, (I-A), 2012
Caligiuri, 62, (FS-A; OS-A; S-A), 1999	Nguyen, 68, (I-A), 2010
Caligiuri, 47, (FS-A; A-P), 1998	Oredein & Alao, 49, (E-S), 2009
Chan & Lam,	Özabaci, 51, (I-F), 2006
Chen, 57, (LM-S; OS-S), 2008	Palthe, 20, (X-F; E-A), 2004
Chen, et al., 59, (A-P), 2010	Parasuraman & Simmer, 38, (PD-S), 2001
Chi, 46, (A-P; OS-A), 2009	Ping & Yue, 9, (I-P; I-SC), 2010
Cohen, 41, (C-SC), 2006	Raffèli, et al., 39, (FS-S), 2012
Dickinson, 65, (OC-S), 2009	Ramalu, et al., 31, (A-P), 2010
Dio & Park, 1, (I-SC), 2012	Ramalu, Rose, Uli, & Kumar, 17, (I-A), 2012
Erdwins, Buffardi, Casper & O'Brien, 7, (FS-SC; WF-SC), 2001	Ramalu, Shamsudin, & Subramaniam, 13, (I-P; X-P), 2012
Feldman & Bolino, 34, (E-SC), 2000	Ramalu, We, & Rose, 17, (I-A), 2011
Flaspöler, 33, (I-A), 2007	Ramalu, Wei, & Rose, 16, (I-P; X-P), 2011
Flaspöler, 67, (E-S), 2007	Ramsey, Leonel, Gomes, & Monteiro, 6, (I-S), 2011
Furuya, et al., 72, (OS-A), 2007	Reisel, Probst, Chia, Maloles, & Kong, 24, (OC-S), 2010
Ginley, 40, (OS-A), 2007	Rose & Ramalu, 15, (I-P), 2010
Goerzen & Beamish, 44, (X-P), 2007	Rose, et al., 15, (X-P), 2010
Hechanova, et al., 3, (FA-A; E-A; A-P), 2003	Semadar, Robins, & Ferris, 74, (I-P), 2006
Holtbrügge & Mohr, 66, (C-P), 2004	Shaffer, 70, (OS-A), 2010
Holtbrügge & Mohr, 8, (X-P), 2004	Shaffer, et al., 20, (E-A; FA-A), 1999
Iordanoglou, 35, (I-SC), 2007	Turcotte, 5, (OS-A), 1996
Jeffrey P. Shay and Sally Baack, 18, (AC-A), 2006	Wallace, 27, (FS-SC; PD-SC), 2008
Jiao & Hardie, 30, (C-P), 2009	Wang & Takeuchi, 73, (OS-A), 2007
Kazme, et al., 26, (S-P), 2008	Wang & Yi, 21, (LM-S), 2011
Kelidbari, Dizgah, & Jourshari, 29, (I-P), 2012	Waxin, 20, (OS-A), 2004
Kim & Slocum, 42, (E-A), 2008	
Kim, 58, (I-P; I-A), 2008	
Kim, 64, (PD-A), XXXX	
Kosseck, Pichler, Bodner, & Hammer, 54, (WF-SC), 2011	
Kraimer & Wayne, 36, (A-P; OS-A), 2004	

Kraimer & Wayne, 40, (S-A), 2004	Westman & Exzion, 38, (FS-S), 1995
Kraimer, et al, 54, (A-P; S-A; S-P; OS-A), 2001	Wilson, et al., 3, (S-P), 2006
Kraimer, Shaffer, & Bolino, 11, (E-SC), 2009	Wu & Ang, 62, (E-A), 2011
Kraimer, Wayne & Jaworski, 54, (FS-SC; FS-P; LM-A), 2011	Yavas, Babakus & Karatepe, 22, (WF-P), 2008
Krikman & Kim, 58, (I-P), 2009	Zin, 60, (FS-SC), 2006
Lam, Schaubroeck, & Aryee, 38, (C-P), 2002	Zin, 60, (FS-SC), 2007
Lawrence & Kacmar, 12, (LM-S), 2012	Zin, 61, (PD-SC; WF-SC), 2006
Lee, Magnini, & Kim, 19, (I-SC), 2011	

^aCodes in parentheses: I = expatriate intelligence, X = expatriate international experience, C = expatriate cultural value, FS = family/spouse support, FA = family adaptability, PD = parental demand, WF = work-family conflict, LM = LMX, OS = organizational support, OC = OCB, AC = Affective Commitment, S = stress, A = Adjustment, P = performance.

^bJournals are footnoted in alphabetical order: 1) *African Journal of Business Management*, 2) *Applied Psychology*, 3) *Applied Psychology: An International Review*, 4) *Aston University*, 5) *Corcordia University*, 6) *Cross Cultural Management: An International Journal*, 7) *Family Relations*, *ProQuest Education Journals*, 8) *Friedrich-Alexander-Universität Erlangen-Nürnberg Betriebswirtschaftliches Institut*, 9) *Hong Kong Baptist University*, 10) *Human Resource Development Quarterly*, 11) *Human Resource Management*, 12) *Institute of Behavioral and Applied Management*, 13) *International Business Management*, 14) *International Journal of Business & Management*, 15) *International Journal of Business and Management*, 16) *International Journal of Business and Social Science*, 17) *International Journal of Business and Society*, 18) *International Journal of Cross Cultural Management*, 19) *International Journal of Hospitality Management*, 20) *International Journal of Intercultural Relations*, 21) *International Journal of Leadership Studies*, 22) *International Journal of Service Industry Management*, 23) *International Journal of Stress Management*, 24) *International Studies of Management and Organization*, 25) *International Journal of Business Research*, 26) *J Ayub Med Coll Abbottabad*, 27) *J Fam Econ Iss*, 28) *Journal of Applied Business Research*, 29) *Journal of Basic and Applied Scientific Research*, 30) *Journal of Comparative International Management*, 31) *Journal of Cross-Cultural Psychology*, 32) *Journal of Global Strategic Management*, 33) *Journal of International Business Studies*, 34) *Journal of International Management*, 35) *Journal Of Leadership Studies*, 36) *Journal of Management*, 37) *Journal of Management Studies*, 38) *Journal of Organizational Behavior*, 39) *Journal Of Research On Adolescence*, 40) *Journal of Social, Evolutionary, and Cultural Psychology*, 41) *Journal of Vocational Behavior*, 42) *Journal of World Business*, 43) *Management and Organization Review*, 44) *Management International*, 45) *Massey University*, 46) *National Cheng Kung University*, 47) *New Approaches to Employee Management*, 48) *New Zealand Journal of Psychology*, 49) *Olabisi Onabanjo University*, 50) *Organization Science*, 51) *Osmangazi University*, 52) *Pakistan Journal of Social Sciences*, 53) *Personality and Social Psychology Bulletin*, 54) *Personnel Psychology*, 55) *Psicothema*, 56) *Public Administration Review*, 57) *Soochow University*, 58) *Texas A&M University*, 59) *The Academy of Management Journal*, 60) *The Business Review Cambridge, USA*, 61) *The Bussiness Review*, 62) *The International Journal of Human Resource Management*, 63) *The International Journal of Organization Analysis*, 64) *The Journal of Social Psychology*, 65) *The University of Tennessee*, 66) *Universität Erlangen*, 67) *Universiteit Maastricht*, 68) *University of California Riverside*, 69) *University of Macau*, 70) *University of South Florida*, 71) *Social Psychology Quarterly*, 72) *Asia Pacific Journal of Human Resources*, 73) *Journal of Applied Psychology*, 74) *Journal of Organizational Behaviour*

The following 10 research hypotheses were identified in this meta-analysis: (1) expatriate intelligence, international experience, and cultural value have positive influence on the factors of family related perspective; (2) *Expatriate's* intelligence, international experiences, and cultural values have positive influences on the factors of expatriate's adjustment and negative influences on the factors of expatriate's stress; (3) *Expatriate's* family/spouse support, family adaptability, and parental demand, and family-to-work conflict have influences on the factors of expatriate's stress and adjustment; (4) *Expatriate's*

intelligence, international experiences, and cultural values have positive influences on the factors of social capital; (5) Expatriate's family/spouse support, family adaptability, and parental demand, and family-to-work conflict have influences on expatriate's social capital; (6) Expatriate with higher LMX, organizational support, OCB, and (d) affective commitment result in lower expatriate stress and higher expatriate adjustment; (7) Expatriate's intelligence, international experiences, and cultural values have positive influences on the factors of expatriate's performance; (8) Expatriate's family/spouse support, family adaptability, and parental demand, and family-to-work conflict have significant influences on the factors of expatriate performance; (9) Expatriate's stress in terms of risk and anxiety has negative influences on the factors of expatriate adjustment; (10) Expatriate's stress has negative influences on expatriate performance; Expatriate adjustment has positive influences on expatriate performance. Two criterions were used for the inclusion of this meta-analysis: (1) correlation studies had to present the correlation coefficient (r) or the standardized regression coefficient for each of the research hypotheses, (2) studies of group contrasts had to present the related statistic (t-test, F-ratio with one df in the numerator) for the above research hypotheses (Matos, et al., 2007). Then, all of the criteria should convert to r coefficients using CMA software. Since Byron & Khazanchi (2010), Shrinivas and Shaffer (2005, and Hechanova (2003) have explained that correlation coefficient r was easier to interpret and most of meta-analytical review user as a criteria, this research used it for the further analysis. All identified studies were then examined in term of following relevant variables: authors, year, journal, total sample size, variables, and effect size. Furthermore, based on Lipsey & Wilson (2001) study, the magnitude of effect size (r) can be categorized as small ($r < 0.1$), medium ($r = 0.25$), and large ($r > 0.40$).

Research Results

There are 10 research hypotheses to be evaluated in 341 studies. The total sample size of this research is 135.063 with various amounts of sample size in each hypothesis: 14,964 samples as the highest number and 279 samples as the smallest among 341 studies. Furthermore, Table 2. shows the results of meta-analysis for result of the relationship among expatriate stress, adjustment, and performance, with their determinants which are expatriate-related factors, family-related factor, and social capital factors. Besides, these hypotheses are also illustrate the relationship among determinants. Then, the results are analyzed to test the hypotheses using meta-analytic technique as explained above.

For the relationship between expatriate-related perspective and family-related perspective (hypothesis 1), the results show that, expatriate intelligence ($r = 0.257$; medium effect) and experience ($r = 0.134$; low effect) have positive influence on family-related perspective. Cultural value ($r = -0.038$; low effect) has negative influence on family-related perspective. For the relationship between expatriate-related perspective and expatriate stress/adjustment (hypothesis 2), the results show that, expatriate intelligence ($r = 0.310$; medium effect) have positive influence on expatriate's adjustment and it also have positive influence on expatriate's stress ($r = 0.028$; low effect). This result was opposite from the hypothesis. International experience ($r = 0.055$; low effect) has positive influence on expatriate's adjustment and negative influence on expatriate's stress ($r = -0.07$; low effect). Lastly, cultural value ($r = -0.173$; low effect) have negative influence on expatriate's adjustment and positive influence on expatriate's stress ($r = 0.028$; low effect). For the relationship between family-related perspective and expatriate stress/adjustment (hypothesis 3), the results show that, family/spouse support ($r = 0.076$; low effect) have positive influence on expatriate's adjustment and negative influence on expatriate's stress ($r = -0.257$; medium effect). Family adaptability ($r = 0.303$; medium effect) has positive influence on expatriate's adjustment. However, for the relationship between family adaptability and stress is not applicable because the number of study did not fulfill the criteria (less than 2 studies). Parental demand ($r = -0.101$; low effect) have negative influence on expatriate's adjustment and positive influence on expatriate's stress ($r = 0.025$; low effect).

Table 2. Results of Meta-Analysis

Hyp.	Variables		k Studies	Total n	Effect Size & 95% Confidence Interval			Heterogeneity			
	Independent	Dependent			r	LCI	UCI	p-value	Chi-square	Q-value	I-squared
H1a	Expatriate Intelligence	Family Related Perspectives	2	500	0.254	0.170	0.335	0.001	6.64	11.819	91.539
H1b	Expatriate Experience	Family Related Perspectives	3	588	0.134	0.053	0.213	0.162	3.640	3.643	45.106
H1c	Expatriate Cultural Values	Family Related Perspectives	9	1371	-0.038	-0.107	0.032	0.000	26.13	33.868	94.095
H2a	Expatriate Intelligence	Adjustment	60	11442	0.310	0.293	0.327	0.000	98.34	314.454	81.237
		Stress	5	1338	0.028	-0.026	0.082	0.000	18.47	31.647	90.521
H2b	Expatriate Experience	Adjustment	19	11752	0.055	0.037	0.073	0.000	43.820	38.329	53.038
		Stress	2	519	-0.007	-0.094	0.079	0.389	0.742	0.741	0.000
H2c	Expatriate Cultural Values	Adjustment	8	2046	-0.173	-0.215	-0.130	0.000	24.32	88.053	92.050
		Stress	9	279	0.028	-0.095	0.151	0.000	26.13	37.130	78.454
H3a	Family/spouse support	Adjustment	3	1534	0.076	0.026	0.125	0.000	16.270	31.950	93.740
		Stress	5	4130	-0.257	-0.285	-0.228	0.000	18.47	144.807	97.238
H3b	Family Adaptability	Adjustment	13	5819	0.303	0.276	0.329	0.000	34.530	163.935	92.680
		Stress	NA	NA	NA	NA	NA	NA	NA	NA	NA
H3c	Family Demand	Adjustment	2	447	-0.101	-0.192	-0.008	0.264	1.248	0.607	0.000
		Stress	3	1118	0.025	-0.069	0.117	0.221	3.01	1.498	33.246
H3d	Work-to-Family Conflict	Adjustment	3	483	-0.165	-0.251	-0.076	0.555	1.176	1.179	0.000
		Stress	4	1348	0.335	0.287	0.382	0.868	0.722	0.721	0.000
H4a	Expatriate Intelligence	Social Capital	11	2863	0.374	0.342	0.405	0.000	29.59	104.757	90.454
H4b	Expatriate Experience	Social Capital	7	5409	-0.072	-0.098	-0.045	0.000	22.46	30.447	80.294
H4c	Expatriate Cultural Values	Social Capital	19	7205	-0.001	-0.025	0.023	0.000	42.31	175.209	93.151
H5a	Family/spouse support	Social Capital	6	1942	0.096	0.051	0.140	0.051	20.52	11.038	54.701
H5b	Family Adaptability	Social Capital	3	691	-0.147	-0.220	-0.073	0.177	3.463	3.461	42.220
H5c	Family Demand	Social Capital	3	1262	0.115	0.040	0.188	0.055	5.99	5.809	65.571
H5d	Work-to-Family Conflict	Social Capital	14	13992	-0.164	-0.180	-0.148	0.006	27.69	29.428	55.825
H6a	LMX	Adjustment	9	1875	0.156	0.111	0.200	0.026	15.51	17.449	54.153
		Stress	8	3279	-0.283	-0.314	-0.251	0.007	18.48	19.390	63.899
H6b	Organizational Support	Adjustment	22	9128	0.173	0.151	0.196	0.000	46.800	88.480	81.917
		Stress	2	621	-0.232	-0.306	-0.156	0.641	0.217	0.889	0.000
H6c	OCB	Adjustment	NA	NA	NA	NA	NA	NA	NA	NA	NA
		Stress	2	589	-0.190	-0.267	-0.111	0.001	6.64	11.382	91.214
H6d	Affective Commitment	Adjustment	3	459	0.017	-0.076	0.108	0.042	4.99	6.324	68.374
		Stress	5	1291	-0.338	-0.386	-0.289	0.632	2.571	2.571	0.000
H7a	Expatriate Intelligence	Expatriate Performance	18	4275	0.194	0.165	0.223	0.000	40.79	62.060	72.607
H7b	Expatriate Experience	Expatriate Performance	8	2636	-0.007	-0.046	0.031	0.000	24.32	34.946	79.969
H7c	Expatriate Cultural Values	Expatriate Performance	8	1331	0.031	-0.023	0.085	0.009	18.48	18.808	62.782
H8a	Family/spouse support	Expatriate Performance	2	439	0.006	-0.088	0.100	0.596	0.281	0.281	0.000
H8b	Family Adaptability	Expatriate Performance	NA	NA	NA	NA	NA	NA	NA	NA	NA
H8c	Family Demand	Expatriate Performance	NA	NA	NA	NA	NA	NA	NA	NA	NA
H8d	Work-to-Family Conflict	Expatriate Performance	3	2169	-0.656	-0.679	-0.631	0.000	13.82	206.964	99.034
H9	Stress	Expatriate Adjustment	3	1847	-0.194	-0.238	-0.150	0.000	13.820	75.792	97.361
H10	Stress	Expatriate Performance	7	14964	-0.186	-0.201	-0.171	0.000	22.460	378.086	98.413
	Expatriate Adjustment	Expatriate Performance	28	12082	0.208	0.191	0.224	0.000	56.890	146.819	81.610

Lastly, work-to-family conflict ($r = -0.165$; low effect) have negative influence on expatriate's adjustment and positive influence on expatriate's stress ($r = 0.335$; medium effect). For the relationship between expatriate-related factors and social capital (hypothesis 4), the results show that, expatriate intelligence ($r = 0.374$; medium effect) have positive influence on social capital. International experience ($r = -0.072$; low effect) and cultural value ($r = -0.001$; low effect) have negative influence on social capital. For the relationship between family-related perspective and social capital (hypothesis 5), the results show that, family/spouse support ($r = 0.096$; low effect) has positive influence and family adaptability negative influence ($r = -0.147$; low effect) on social capital. Then, parental demand ($r = 0.115$; low effect) has positive influence and work-to-family conflict has negative influence ($r = -0.164$; low effect) on social capital.

For the interrelationship between social capital and stress/adjustment (hypothesis 6 and hypothesis 7), the results show that, LMX ($r = 0.156$; low effect) has positive influence on expatriate's adjustment and negative influence ($r = -0.283$; medium effect) on expatriate's stress. Organizational support ($r = 0.173$; low effect) has positive influence on expatriate's adjustment and negative influence ($r = -0.232$; low effect) on expatriate's stress. Hypothesis 6 is not applicable because the number of study did not fulfill the criteria (less than 2 studies). Affective commitment ($r = 0.017$; low effect) has positive influence on expatriate's adjustment and negative influence ($r = -0.386$; medium effect) on expatriate's stress. Furthermore, the results for hypothesis 7 show that, expatriate intelligence ($r = 0.194$; low effect) and cultural value ($r = 0.031$; low effect) have positive influence on expatriate performance. However, international experience ($r = -0.007$; low effect) has negative influence on expatriate performance. For the relationship between family-related factors and expatriate performance (hypothesis 8), the results show that, family/spouse support ($r = 0.006$; low effect) has positive influence on expatriate performance. However, for hypotheses 8b and 8c are not applicable because the number of study did not fulfill the criteria (less than 2 studies). Then, work-to-family conflict ($r = -0.656$; large effect) has negative influence on expatriate performance. For the effects of expatriate stress on expatriate adjustment (hypothesis 9), the results show that, expatriate stress ($r = -0.194$; low effect) has negative influence on expatriate adjustment. For the effects of expatriate stress/adjustment on expatriate performance (hypothesis 10), the results show that, expatriate stress ($r = -0.186$; low effect) has negative influence and expatriate adjustment ($r = 0.208$; low effect) has positive influence on expatriate performance. Furthermore, all of these results are also supported by 95% confidence interval which indicates that the hypotheses are supported. Most of the Q-values are higher than Chi-square which indicates that those hypotheses are significantly heterogeneous from the variance attributed to factors rather than from the sampling errors.

5. Conclusions

From the findings, this study can be concluded as follows: first of all, expatriates who have good intelligence that can be cognitive, emotional, or cultural intelligence, will motivate adaptation to new cultural surroundings (Early & Peterson, 2004). They can manage and act wisely in human relations (Thorndike, 1920). From the study result it also showed that there are interrelationships between expatriate-related factors and family-related factors. It means they will easier and more capable of adjusting themselves into new environment (Early and Ang, 2003). Expatriate cultural value has negative influence on almost all of the variables because cultural value as more like power distance, uncertainty avoidance, individualism, masculinity, and confucian dynamic which cannot be generalized into the same effect (Hofstede, 1980, 1994; Bond, et. al., 1987). It seems to suggest that expatriates with less supportive family-work environment tend to have less family/spouse support and family adaptability.

Secondly, family-related perspective is also an important factor on influencing expatriates' performance. It is because expatriates who can interact with family and get support from family members can improve their performance. Otherwise, expatriates who do not get support from family and higher parental demand or work-family conflict will reduce their performance (Allen, Herst, Bruck & Sutton, 2000). Furthermore, family-related perspective is also needed to enhance adjustment and inhibit stress.

Expatriates with higher capability will make them capable to adopt an appropriate leadership styles for the host environment (Liden, Wayne, & Sparrowe, 2000). In other cases, employee in host country like to develop relationship with expatriates (Takeuchi, 2010). Therefore, it expatriates will not face difficulties with adjusting themselves because they get support from other employee and also organization.

Thirdly, expatriate with good social capital will be easier to adjust themselves in new environment because of social support, such as Leader Member Exchange (LMX), organizational support, OCB, and affective commitment, can reduce uncertainty in novel situations (Kraimer et al., 2001). It is because expatriates, who develop a relationship with host employee will have good networking (Au and Fukuda, 2002). In contrary, if they do not do that, they will face an uncertainty conditions that can increase their level of stress.

Finally, adjustment and stress have an important on expatriate performance. If expatriates can adjust themselves in the new environment, their performance will as good as in their home country. It is consistent with statement of Kraimer and Wayne (2004). Otherwise, expatriates, who have a high level of crisis will make them unable to plan, reason and understand the situation accurately that will impact on their adjustment and performance (Pauchant and Mitroff, 1990). They will be difficult to adjust and cannot perform in their best. Furthermore, anxiety expatriates also have a negative influence on adjustment and performance. It is because they feel less confident with themselves to solve the problem or to face the new environment (Akgun et al., 2006).

There are several limitations in this study. Form the results, there are some not applicable value came out because of limited for meta-analysis. Some hypotheses only have small number of studies (less than two studies) that cannot be calculated and analyze in meta-analysis research. Therefore, future study can solve this problem by extending the study period to a longer period. Furthermore, some other factors that have influence in this expatriation model should be added for future research, such as the friend's support, home country community in host country, cross-culture training, or mentoring behavior. Besides, even though the literature has comprehensively surveyed, it cannot guarantee a full coverage of all available studies. In addition, several studies could not be included due to insufficient information.

Moreover, this meta-analysis contributed the understandings of expatriate performance by developing a comprehensive model that integrate expatriate-related perspective, family-related perspective, and social capital perspective for expatriate assignment and adjustment. Since many of previous studies on expatriate adjustment and expatriate performance have dominated on "stressor-stress-stream paradigm" that are more "expatriate- centrics" without considering the effect of stakeholders, this study integrated the three perspective of concerns into a more comprehensive research model and empirically test the variability of the model. The specific contributions of this research could be described as follows:

1. This research developed a research model by extending the concept from "expatriate-centrics" perspective to family-related perspective and social capital perspective as the influential variables for expatriate adjustment and effectiveness. Since previous studies have rarely discussed about the influences of stakeholders on expatriate adjustment, the results of this study have enhanced the understandings on how expatriate adjustment can be influenced by factors other than expatriate's EQ, CQ, and IQ.
2. This research identified the interrelationship between expatriate-related perspective, family-related perspective and social capital perspective. These interrelationships have never been tested in the context of expatriate adjustment. The results showed that the integrative effects of these three perspectives on expatriate adjustment and effectiveness have offered a new research direction for expatriate adjustment and management.
3. This research simultaneously integrated more variables from expatriate-related perspective, family-related perspective, and social capital perspective to justify their influences on expatriate adjustment and effectiveness. Although these three perspectives are critical for expatriate adjustment, from the best knowledge of the author, none of previous studies have done the same efforts.

Research Contribution

The research contributed our understandings by developing a comprehensive model that integrate expatriate-related perspectives, family-related perspective, and social capital perspective for expatriate assignment and adjustment. Since many of previous studies on expatriate adjustment and expatriate performance have dominated on "stressor-stress-stream paradigm" that are more "expatriate-centrics" without considering the effect of stakeholders, this study aims to integrate the above three perspective of concerns into a more comprehensive research model and empirically test the variability of the model. The specific contributions of this study could be described as follows:

1. This study aims to develop a research model by extending the concept from "expatriate-centrics" perspective to family-related perspective and social capital perspective as the influential variables for expatriate adjustment and effectiveness. Since previous studies have rarely discussed about the influences of stakeholders on expatriate adjustment, the results of this study have enhanced our understandings on how expatriate adjustment can be influenced by factors other than expatriate's personality, intelligence, capability and cultural values.
2. This study aims to identify the interrelationship between expatriate-related perspective, family-related perspective and social capital perspectives. These interrelationship have never been tested in the context of expatriate adjustment. The integrative effects of these three perspectives on expatriate adjustment and effectiveness have been evaluated in this study through meta-analysis. The results have offered a new research direction for expatriate adjustment and management.
3. This study further contribute to expatriation literature by employing expatriate performance, knowledge transfer performance, headquarter-subsidiary relationship, and subsidiary performance as the major factors for expatriate effectiveness. Previous studies mainly emphasize the accomplishment of expatriation tasks and the relationship with local co-workers to measure expatriate performance. This study further extends the constructs of expatriate effectiveness into knowledge transfer, headquarter-subsidiary relationship, and subsidiary performance. Based on that, this study has added additional factors which may contribute more on the expatriation literature.
4. This study adopted qualitative, in which a series of literature review and meta-analysis were included. Since previous studies tend to adopt a piecemeal approach that a multiple perspective concept of expatriate adjustment is still not well established. This study has fill these research gaps and the study results are suggested for further validation.

References

- Adeyemo, D. A. (2007). Emotional Intelligence and the relationship between job satisfaction and organizational commitment of employee in public Parastatals in Oyo State, Nigeria. *Pakistan Journal of Social Sciences*, 4(2), 324-330.
- Aisyah, S., Khadijah, S., Azizah, & Rosman. (2012). Work-family conflict and work-related attitude: The mediating effects of stress reactions. *International Journal Of Social Sciences And Humanity Studies*, 4(1), 377-387.
- Akgun, A. E., Lynn, G. S., & Byrne, J. C. (2006). Antecedents and consequences of unlearning in new product development teams. *Journal of Product Innovation Management*. 23, 73-88.
- Ali, A., Van der Zee, K., & Sanders, G. 2003. Determinants of Intercultural Adjustment Among Expatriate Spouses. *International Journal of Intercultural Relations* 27, 563-580.
- Ali, A.J. et al. (2005). A framework for studying the individual related factors contributing to the in home country adjustment among repatriate spouses and children. *Hawaii International Conference On Education*.
- Anderzén, I. & Arnetz, B. B. (1999). Psychophysiological reactions to international adjustment-results from a controlled longitudinal study. *Psychotherapy Psychosomatics*, 68(2), 67-75.
- Ang, A., Dyne, L. V., Kok-Yee, N., Templer, K. J., Tay-lee, S. L. C., & Chandrasekar, N. A. (2007). Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance. *Management and Organization Review*, 3(3), 335-371.

- Ang, S., Dyne, L. V., & Koh, C. (2006). Personality correlates of the four-factor model of cultural intelligence. *Group and Organization Management, 31*(1), 100-123.
- Argote, A. (1993). Group and organisational learning curves: individual, system and environment components. *British Journal of Social Psychology, 32*, 31-5.
- Aycan, Z. (1997). Acculturation of expatriate managers: A process model of adjustment and performance. In Z. Aycan (Ed.), *New approaches to employee management (expatriate management: Theory and research)*, vol. 4 (pp. 1-40). Greenwich, Connecticut: JAI press.
- Bambale, A. J. (2011). Marketing and organizational citizenship behavior: Review of literature. *Contemporary Marketing Review, 1*, 01-09.
- Bartlett, C. A., & Ghoshal, S. (1989). *Managing across borders. The transnational solution.* Boston: Harvard Business School Press.
- Bartlett, C. A., Doz, Y., & Hedlund, G. (1990). *Managing the global firm.* London: Routledge.
- *Bedeian, A. G., Burke, B. G., & Moffett, R. G. (1988). Outcomes of work-family conflict among married male and female professionals. *Journal of management, 14*(3), 475-491.
- Bedeian, A.G., Burke, B.G. and Moffett, R.G. (1988). Outcomes of work-family conflict among married male and female professionals. *Journal of Management 14*(3), 475-491.
- Benson, G. S. & Pattie, M. (2009). The comparative roles of home and host supervisors in the expatriate experience. *University of Southern California.*
- Bernardi, Richard A. (1997). The relationships among locus of control, perceptions of stress, and performance. *Journal of Applied Business Research, 13*(4).
- Beutell, N. J., & Greenhaus, J. H. (1982). Interrole conflict among married women: The influence of husband and wife characteristics on conflict and coping behavior. *Journal of Vocational Behavior, 21*, 99-110.
- Bhaskar-Shrinivas, P., Harrison, D. A., Shaffer, M. A., & Luk, D. M. (2005). Input-based and time-based models of international adjustment: Meta-analytic evidence and theoretical extensions. *Academy of Management Journal, 48*(2), 257-281.
- Black, J. S. (1988). Work role transitions: A study of American expatriate managers. *Journal of International Business Studies, 19*(2), 277-277.
- Black, J. S., & Porter, L. W. (1991). Managerial behaviors and job performance: A successful manager in Los Angeles may not succeed in Hong Kong. *Journal of International Business Studies, 22*(1), 99-113.
- 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., Mendenhall, M., & Oddou, G. (1991). Toward a comprehensive model of international adjustment: An integration of multiple theoretical perspectives. *Academy of Management Review, 16*, 291-317.
- Blau, P. (1964). *Exchange and Power in Social Life*, New York, Wiley. Blau, G. (2003). Testing for a four-dimensional structure of occupation commitment. *Journal of Occupational and Organizational Psychology, 76*, 469-488.
- Bond, M. H., Akhtar, H., Ball, P., Bhanthumanavin, D., Boski, P., & Carment, W. (1987). Chinese values and the search for culture-free dimensions of culture. *Journal of Cross-Cultural Psychology, 18*, 143-164.
- Bove, L. L., Pervan, S. J., Beatty, S. E., & Shiu, E. (2009). Services worker role in encouraging customer organizational citizenship behaviors. *Journal of Business Research 62*, 698-705.
- Brislin, R. W. (1981). *Cross-Cultural Encounters.* New York: Pergamon Press.
- Burley, K. A. (1995). Family variables as mediators of the relationship between work-family conflict and marital adjustment among dual-career men and women. *The Journal of Social Psychology, 135*(4), 483-483.
- Byron, K. & Khazanchi, S. (2010). A meta-analytic investigation of the relationship of state and trait anxiety to performance on figural and verbal creative tasks. *Personality and Social Psychology Bulletin, 37*(2), 269-283.
- Caligiuri, P. M. (1997). Assessing Expatriate Success: Beyond Just "Being There. In D. M. Sunders & Z. Aycan (Eds.), *New Approaches to Employee Management.* Greenwich, CT: JAI Press.
- Caligiuri, P. M. (2000). The Big Five personality characteristics as predictors of expatriate's desire to terminate the assignment and supervisor-rated performance. *Personnel Psychology, 53*(1), 67-88.
- Caligiuri, P. M., Hyland, M. A. M., Joshi, A., & Bross, A. S. (1998). Testing a theoretical model for examining the relationship between family adjustment and expatriates' work adjustment. *Journal of Applied Psychology, 83*, 598-614.

- Caligiuri, P. M., Philips, J., Lazarova, M., Tarique, I., & Burgi, P. (2001). The theory of met expectations applied to expatriate adjustment: The role of crosscultural training. *International Journal of Human Resource Management*, 12, 357-372.
- Caplan, G. & Killilea, M. (1976). *Support Systems and Mutual Help*. New York: Grunne & Stratton.
- Cappelli, P., Bassi, L., Katz, H., Knoke, D., Osterman, R. & Useem, M. (1997). *Change At Work*. New York: Oxford University Press
- Carroll, J. B. (1993). *Human Cognitive Abilities: A Survey of Factor-analytic Studies*. Cambridge, England: Cambridge University Press.
- Chan, K. W. & Lam, C. S. (2004). Emotional intelligence and decision making styles. *University of Macau*.
- Chaudhuri, K. & Oba, H. (2009). Commitment: An empirical study of employee consciousness in Japanese organizations. *The International Conference on Administration and Business*.
- Chen, H. F. (2008). The impacts of social exchange on expatriate management. *Soochow University*.
- Chi, Hsiu-Chen. (2009). The effect of organizational support and cq on the effectiveness of expatriation: The moderating of mode of adjustment and leadership style. *National Cheng Kung University*
- Ciarrochi, J., Chan, A., & Caputi, P. (2000). A critical evaluation of the emotional intelligence construct. *Personality and Individual Differences*, 28, 539-561.
- Cohen, A. (2006). The relationship between multiple commitments and organizational citizenship behavior in Arab and Jewish culture. *Journal of Vocational Behavior*, 69, 105-118.
- Copeland, A.P. & Norell, S.K. (2002). Spousal Adjustment on International Assignments: The Role of Social Support. *International Journal of Intercultural Relations*, 26(3), 255-72.
- Côté, S. & Miners, C. T. H. (2006). Emotional intelligence, cognitive intelligence, and job performance. *Administrative Science Quarterly*, 51, 1-28.
- Davenport, T.H., & Prusak, L. (1998). *Working Knowledge : How Organizations Manage What They Know*. Boston: Harvard Business School Press.
- Davies, M., Stankov, L., & Roberts, R. D. (1998). Emotional intelligence: In search of an elusive construct. *Journal of Personality and Social Psychology*, 75, 989-1015.
- Dickinson, L. (2009). An examination of the factors affecting organizational citizenship behavior. *The University of Tennessee*.
- Dienesch, R. & Liden, R. (1986), Leader-member exchange model of leadership: A critique and further development. *Academy of Management Review*, 11, 618-634.
- Dio, A. & Park, D. S. (2012). Culturally intelligent for satisfied workers in a multinational organization: Role of intercultural communication motivation. *African Journal of Business Management*, 6(24), 7296-7309.
- Doz, Y. (1986.) *Strategic Management in Multinational Companies*. Oxford: Pergamon Press.
- Earley, P. C. (2003). Redefining interactions across cultures and organizations: Moving forward with cultural intelligence. *Research in Organizational Behavior*, 24, 271-299.
- Earley, P. C., & Ang, S. (2003). *Cultural Intelligence: Individual Interactions Across Cultures*. Stanford, CA: Stanford University Press.
- Earley, P. C., & Peterson, R. S. (2004). The elusive cultural chameleon: Cultural intelligence as a new approach to intercultural training for the global manager. *Academy of Management Learning and Education*, 3(1), 100-115.
- Earley, P. C., Ang, S., & Tan, J. S. (2006). *CQ: Developing Cultural Intelligence at Work*. California: Stanford University Press.
- Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A. 2005. Work and family research in IO/OB: Content analysis and review of the literature (1980-2002). *Journal of Vocational Behavior*, 66, 124-197.
- Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, 25, 178-199.
- Eiadat, Y., Kelly, A., Roche, F., & Eyadat, H. (2008). Green and competitive? An empirical test of the mediating role of environmental innovation strategy. *Journal of World Business*, 43, 131-145.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
- *Feldman, D. C. & Bolino, M. C. (2000). Skill utilization of overseas interns: antecedents and consequences. *Journal of International Management*, 6, 29-47.
- Fields, D. (2002). *Taking the Measure of Work :A Guide to Validated Scales for Organizational Research and Diagnosis*. Thousand Oaks, CA: Sage.

- Fisher, C.D. (1985). Social support and adjustment to work: A longitudinal study. *Journal of Management*, 11, 39-53.
- *Flaspöler, B. (2007). Cultural intelligence and adaptation: The impact of the anticipated tenure of a cross-cultural assignment. *Universiteit Maastricht*.
- Fombrun, C. J. (1996). *Reputation: Realizing value from the corporate image*. Cambridge, MA: Harvard Business School Press.
- Fombrun, C.J. & Shanley, M. (1990). What's in a name? Reputation-building and corporate strategy. *Academy of Management Journal*, 33, 233-258.
- Ford, M. T., Heinen, B. A., & Langkamer, K. L. (2007). Work and family satisfaction and conflict: A meta-analysis of cross-domain relations. *Journal of Applied Psychology*, 92, 57-80
- Forsgren, M. (1989). Managing the internationalization process. The Swedish case. London: Routledge.
- Forsgren, M., & Johanson, J. (1992). Managing in International Multi-Centre Firms. In M. Forsgren, & J. Johanson, Managing networks in international business. Philadelphia: Gordon and Breach.
- Frone, M. R., Russell, M., & Cooper, M. L. (1997). Relation of work-family conflict outcomes: A four-year longitudinal study of employed parents. *Journal of Occupational and Organizational Psychology*, 70, 325-335.
- Furnham, A. (1990) Can people accurately estimate their own personality test scores? *European Journal of Personality*, 4, 319-327.
- *Furuya, N., Stevens, M. J., Bird, A., Oddou, G., and Mendenhall, M. (2009). Managing the learning and transfer of global competence: Antecedents and outcomes of Japanese repatriation effectiveness. *Journal of International Business Studies*, 40(2): 200–215.
- Ganster D, Fusilier M. & Mayes B, (1986). Role of social support in the experience of stress at work. *Journal of Applied Psychology*, 71, 102-110.
- Ghoshal, S., & Bartlett, C.A. (1990). The multinational corporation as an interorganizational network. *Academy of Management Review*, 15, 603–625.
- *Ginley, J. Mc. (2007). Expatriate adjustment within a social context: Examination of a sample in Russia. *Journal of Social, Evolutionary, and Cultural Psychology*, 2(2), 56-68.
- *Goerzen, A. & Beamish, P. W. (2007). The Penrose Effect: "Excess" Expatriates in Multinational Enterprises. *Management international review*, 47, 221-239.
- Goleman, D. (1997). *Emotional Intelligence: Why It Can Matter More Than IQ*. New York: Bantam.
- Goodman, P. S., Lawrence, B. S., Ancona, D. G., & Tushman, M. L. (2001). Introduction. *Academy of Management Review*, 26, 507-511.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10, 76-88.
- Greenhaus, J. H., & Powell, G. N. (2003). When work and family collide: Deciding between competing role demands. *Organizational Behavior & Human Decision Processes*, 90, 291-303.
- *Grinstein, A., & Wathieu, L. (2012). Happily (mal)adjusted: Cosmopolitan identity and expatriate adjustment. *International Journal of Research in Marketing*, 29(4), 337.
- Guzzo RA. (1996). *The expatriate employee*. In Cooper CL, Rousseau DM (Eds.), Trends in organizational behavior, 3, 123-127. Chichester, U.K.: Wiley.
- Hair, J. F., Jr., Black, W. C., Babin, B., Anderson, R., & Tatham, R. (2010). *Multivariate Data Analysis (7/e)*. Upper Saddle River, NJ: Prentice Hall.
- Hall, D. & Moss, J. (1998). The new protean construct: Helping organizations/employees adapt. *Organizational Dynamics*, 26, 22–37.
- Handy, C. (1994). *The Age of Paradox*. Boston: Harvard Business School Press.
- Harrison, D. A., Shaffer, M. A., & Bhaskar-Shrinivas, P. (2004). Going places: Roads more and less traveled in research on expatriate experiences. In J. J. Martocchio (Ed.), *Research in personnel and human resources management*: 203-252. Greenwich, CT: JAI.
- Harvey, M. G. (1995). The impact of dual-career families on international relocations. *Human Resource Management Review*, 5(3), 223–44.
- *Hechanova, R., Beehr, T. A., & Christiansen, N. D. (2003). Antecedents and consequences of employees' adjustment to overseas assignment: A meta-analytic review. *Applied Psychology: An International Review*, 52(2), 213-236.
- Herrnstein, R. J. & Murray, C. (1994). *The Bell Curve: Intelligence and Class Structure in American Life*. New York: Free Press.

- Hodgetts, R., & Luthans, R. (2000). *International Management* (3 ed.). New York: McGraw-Hill.
- Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*. Newbury Park, CA: Sage.
- Hofstede, G. (1994). *Cultures and Organisations: Software of The Mind*. London: Harper-Collins Business.
- Holm, U., Johanson, J. & Thilenius, P. (1995). HQ knowledge of subsidiary network contexts in the MNC. *International Studies of management and organization*, 25(1-2), 97-119.
- *Holtbrügge, D. & Mohr, A. T. (2004). Consequences of transnational strategies for IHRM practices: Evidence from German MNCs. *Friedrich-Alexander-Universität Erlangen-Nürnberg Betriebswirtschaftliches*.
- Hunter, J. E., & Schmidt, F. L. (2004). *Methods of meta-analysis: Correcting error and bias in research findings*. Thousand Oaks, CA: Sage.
- *Iordanoglou, D. (2007). The teacher as leader: The relationship between emotional intelligence and leadership effectiveness, commitment, and satisfaction. *Journal Of Leadership Studies*, 1(3), 57-66.
- Jacob, M. & Ebrahimpur, G. (2001). Experience vs expertise: the role of implicit understanding of knowledge in determining the nature of knowledge transfer in two companies. *Journal of Intellectual Capital*, 2(1), 74-88.
- Jex, S. M. (1998). *Stress and Job Performance*. London: Sage Publications.
- *Jiao, C. & Hardie, T. (2009). Nationality, Cultural Values and the Relative Importance of Task Performance and Organizational Citizenship Behaviour in Performance Evaluation Decisions. *Journal of Comparative International Management*, 12(1), 17-28.
- Johnson, R. (1996). Antecedents and outcomes of corporate refocusing. *Journal of Management*, 22, 439-483.
- Kahn, R.L. & Quinn, R.P. (1970). Role stress: A framework of analysis. In A. McLean (ed.) *Occupational mental health* (pp. 50-115), New York: Rand McNally.
- *Kelidbari, H. R. R., Dizgah, M. R., & Jourshari, P. R. (2012). The relationship between cultural intelligence and job performance of operational staff in ports. *Journal of Basic and Applied Scientific Research*, 2(6), 6133-6138.
- *Kim, K. (2008). An investigation of the relationship between cultural competence and expatriate job performance. *Texas A&M University*.
- Koslosky, M. A. (2000). New perspective on employee lateness. *Applied Psychology: An International Review*, 49, 390-407.
- Kossek, E. E., & Ozeki, C. (1998). Work-family conflict, policies, and job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *Journal of Applied Psychology*, 83, 139-149.
- Kottke, J. L., & Sharafinski, C. E. (1988). Measuring perceived supervisory and organizational support. *Educational and Psychological Measurement*, 48, 1075-1079.
- Kraimer, M. L., & Wayne, S. J. (2004). An examination of POS as a multidimensional construct in the context of an expatriate assignment. *Journal of Management*, 30, 209-237.
- *Kraimer, M. L., Shaffer, M. A., & Bolino, M. C. (2009). The influence of expatriate and repatriate experiences on career advancement and repatriate retention. *Human Resource Management*, 48(1), 27-47.
- *Kraimer, M. L., Wayne, S. J., & Jaworski, R. A. (2001). Sources of support and expatriate performance: The mediating role of expatriate adjustment. *Personnel Psychology*, 54(1), 71-99.
- *Kraimer, M.L. & Wayne, S.J. (2003). An examination of perceived organizational support as a multidimensional construct in the context of an expatriate assignment. *Journal of Management*, 30(2), 209-237.
- *Krikman, B. L. & Kim, K. (2009). An investigation of the relationship between cultural competence and expatriate job performance. *Texas A&M University*.
- Kupka, B. & Cathro, V. (2007). Desperate housewives - social and professional isolation of German expatriated spouses. *International Journal of Human Resources Management*, 18 (6), 951-968.
- *Lam, S. S. K., Schaubroeck, J., & Aryee, S. (2002). Relationship between organizational justice and employee work outcomes: A cross-national study. *Journal of Organizational Behavior*, 23, 1-18.
- Laschinger, H.K., Finegan, J., Shamian, J., & Casier, S. (2000). Organizational trust and empowerment in restructured healthcare settings: Effects on staff nurse commitment. *Journal of Nursing Administration*, 30, 413-425
- Law, K. S., Wong, C. S., & Song, L. J. (2004). The construct and criterion validity of emotional intelligence and its potential utility for management studies. *Journal of Applied Psychology*, 89(3), 483-496.

- Lazarus, R. S., & Folkman, S (1984). *Stress, Appraisal, and Coping*. New York: Springer.
- Leavy, R. L. (1983). Social support and psychological disorder: A review. *Journal of Community Psychology*, 11(1), 3-21.
- *Lee, G., Magnini, V. P., & Kim, B. C. (2011). Employee satisfaction with schedule flexibility: Psychological antecedents and consequences within the workplace. *International Journal of Hospitality Management*, 30, 22–30.
- Lee, K., Carswell, J. J., & Allen, N. J. (2000). A meta-analytic review of occupational commitment: Relations with person- and work-related variables. *Journal of Applied Psychology*, 85(5), 799-811.
- Lee, L. Y., & Croker, R. (2006). A contingency model to promote the effectiveness of expatriate training. *Industrial Management & Data Systems*, 106(8), 1187-1205.
- *León, M. C. D. & Finkelstein, M. A. (2011). Individualism/collectivism and organizational citizenship behavior. *Psicothema*, 23(3), 401-406.
- LePin, J. A., Erez, A., & Johnson, D. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87, 52–65.
- *Lepine, J.A., Podsakoff, N.P. & Lepine, M.A. (2005). A meta-analytic test of the challenge stressor-hindrance stressor framework: An explanation for inconsistent relationships among stressors and performance. *Academy of Management Journal*, 48(5), 764-775.
- Levinson, H. (1965). Reciprocity: The relationship between man and organization. *Administrative Science Quarterly*, 9, 370–390.
- *Li, L.J. 2008. The role of social network on expatriate effectiveness. *International Journal of Business Research*, 9(2).
- Liden R., Wayne, S. & Stilwell, D. (1993). A longitudinal study on the early development of leader-member exchange. *Journal of Applied Psychology*, 78, 87-128.
- Liden, R.C. & Graen, G. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of Management Journal*, 23, 451-465.
- Liden, R.C., Sparrowe, R.T., & Wayne, S.J. (1997). Leader-Member Exchange Theory: The Past and Potential for the Future. *Research in Personnel and Human Resources Management*, 15, 47-119.
- *Lu, S. (2012). The impact of cultural intelligence in facilitating expatriate performance: The mediating role of cultural adjustment and cultural effectiveness. *Massey University*.
- *Luo, Y. (2003). Market-seeking MNEs in an emerging market: How parent-subsidiary links shape overseas success. *Journal of International Business Studies*, 34, 290-309.
- Major, D. A., Kozlowski, S. W., Chao, G. T., & Gardner, P. D. (1995). A longitudinal investigation of newcomer expectations, early socialization outcomes, and the moderating effects of role development factors. *Journal of Applied Psychology*, 80, 418-431.
- *Malek, M. A. (2011). Effect of support and cultural intelligence on the adjustment and performance of expatriates and their family members in Malaysia. *Aston University*.
- Manion, J. (2004). Strengthening organizational commitment: Understanding the concept as a basis for creating effective workforce retention strategies. *Health Care Manager*, 23(2), 167-176.
- *Matthews, L. S., Conger, R. D., & Wickrama, K. A. S. (1996). Work-family conflict and marital quality: Mediating processes*. *Social Psychology Quarterly*, 59(1), 62-79.
- Mayer, J. D., & P. Salovey (1997), What is emotional intelligence? In P. Salovey and D. J. Sluyter (eds.), *Emotional Development and Emotional Intelligence*: 3–31. New York: Basic Books.
- Mayer, J. D., Dipaolo, M. T., & Salovey, P. (1990). Perceiving affective content in ambiguous visual stimuli: A component of emotional intelligence. *Journal of Personality Assessment*, 54, 772–781.
- McNulty, Y., De Cieri, H. & Hutchings, K. (2009). Do global firms measure expatriate return on investment? An empirical examination of measures, barriers and variables influencing global staffing practices. *International Journal of Human Resource Management*, 20 (6), 1306-1323.
- Mendenhall, M. & Oddus, G. R. (1985). The dimensions of expatriate acculturation. *Academy of Management Review*, 10, 39-47.
- Mervosh, E. M., & McClenahan, J. S. (1997). The care and feeding of expats. *Industry Week*, 246(22), 68-72.
- Mesmer-Magnus, J. R. and Viswesvaran, C. (2005). Convergence between measures of work-to-family and family-to-work conflict: A meta-analytic examination. *Journal of Vocational Behavior*, 67, 215-232.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research, and Application*. CA: Sage Publications.

- *Mol, S. T., Born, M. P., Willemsen, M. E., & Van der Molen, H. T. (2005). Predicting expatriate job performance for selection purposes: A quantitative review. *Journal of Cross-Cultural Psychology*, 36(5), 590-620.
- *Moon, H. K., Choi, B. K., & Jung, J. S. (2012). Previous international experience, cross-cultural training, and expatriates' cross-cultural adjustment: Effects of cultural intelligence and goal orientation. *Human Resource Development Quarterly*, 23(3), 285-330.
- Mowday, R T, Porter, L W & Steers, R M (1982). *Employee-organization Linkages: The Psychology of Commitment, Absenteeism and Turnover*. San Diego: Academic Press.
- Mowday, R T, Steers, R M & Porter, L W (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14, 224-247.
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work-family and familywork conflict scales. *Journal of Applied Psychology*, 81, 400-410.
- Ng, K. Y., & Earley, P. C. (2006). Culture and intelligence: Old constructs, new frontiers. *Group & Organization Management*, 31(1), 4-19.
- *Nguyen, A. M. T. D. (2010). Expatriate effectiveness and cultural intelligence among multiculturals and monoculturals abroad. *University Of California Riverside*.
- Nohria, N. & Ghoshal, S. (1994). *The Differentiated Network*. San Francisco, CA: Jossey-Base Publishers.
- O'Driscoll, M. P., Ilgen, D. R., & Hildreth, K. (1992). Time devoted to job and off-job activities, interrole conflict, and affective experiences. *Journal of Applied Psychology*, 77, 272-279.
- Olson, D.H., Russel, C.S. & Sprenkle, D.H. (1984). *Circumflex model of marital and family systems*. In D.H. Olson and B.C. Miller (Eds) Family studies review yearbook 2. pp.59-74.
- *Oredein, A. O. & Alao, F. T. (2009). Work-Family Conflict, Job Satisfaction And Labour Turnover Intentions Among State University Lecturers. *Olabisi Onabanjo University*.
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10, 85-98.
- Organ, D.W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Osherson, S. & Dill, D. (1983). Varying work and family choices: their impact on men's work satisfaction. *Journal of Marriage and the Family* 45(2), 339-346.
- *Osman-Gani, A., & Rockstuhl, T. (2008). Antecedents and consequences of social network characteristics for expatriate adjustment and performance in overseas assignments: Implications for HRD. *Human Resource Development Review*, 7(1), 32-57.
- Özabacı, D. D. N. (2006). Emotional intelligence and family environment. *Osmangazi University*.
- Palthe, J. (2004). The relative importance of antecedents to cross-cultural adjustment: Implications for managing a global workforce. *International Journal of Intercultural Relations*, 28, 37-59.
- Parasuraman, S. & Simmer, C. A. (2001). Type of employment, work-family conflict and well-being: A comparative study. *Journal of Organizational Behavior*, 22, 551-568.
- Parker, B., & McEvoy, G. M. (1993). Initial examination of a model of intercultural adjustment. *International Journal of Intercultural Relations*, 17, 355-379.
- Pauchant, T. C., & Mitroff, I. I. (1990). Crisis management: managing paradox in a chaotic world. *Technological Forecasting and Social Change*. 38, 117-134.
- Payne, R. (1980). Organization stress and social support. In Cooper CL, Payne R. (Eds.), *Current concerns in occupational stress*, 269-298. Chichester, U.K.:Wiley: 269-298.
- Ping, F. S. & Yue, H.K. (2010). The mediating effects of leader-member exchange (LMX) and team-member exchange (TMX) on the relationship between emotional intelligence, job satisfaction and job performance of employees. *Hong Kong Baptist University*.
- Pisoni, A., Onetti, A. & Fratocchi, L. (2010). Internationalization of Italian firms in central and eastern European countries: Headquarters-subsidiary relationship. *Journal of East-West Business*, 16, 89-117.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. & Fetter, R. (1990). The impact of transformational leader behaviors on employee trust, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1, 107-142.
- Poter, L.W. & Steers, R. M. & Mowday, R. T. & Boulian, P. V. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Marketing Research*, 59(5), 603-609.

- Raffeli, M., Andrade, F. C. D., Wiley, A. R., Sanchez-Armas, O., Edwards, L., & Aradillas-Gracia, C. (2012). Stress, Social Support, and Depression: A Test of the Stress-Buffering Hypothesis in a Mexican Sample. *Journal Of Research On Adolescence*, 1-7.
- Ramalu, S. R., Shamsudin, F. M., & Subramaniam, C. (2012). The mediating effect of cultural intelligence on the relationship between openness personality and job performance among expatriate on international assignments. *International Business Management*, 6(5), 601-610.
- Ramalu, S. S., Rose, R. C., Uli, J., & Kumar, N. (2012). Cultural intelligence and expatriate performance in global assignment: The mediating role of adjustment. *International Journal of Business and Society*, 13(1), 19-32.
- Ramalu, S. S., Wei, C. C., & Rose, R. C. (2011). The effects of cultural intelligence on cross-cultural adjustment and job performance amongst expatriates in Malaysia. *International Journal of Business and Social Science*, 2(9), 59-71.
- Ramsey, J. R., Leonel, J. N., Gomes, G. Z., & Monteiro, P. R. R. (2011). Cultural intelligence's influence on international business travelers' stress. *Cross Cultural Management: An International Journal*, 18(1), 21-37.
- Razali bin, M. Z. (2006). The relationships between family and career-related factors and organizational commitment: A Malaysian case. *The Business Review, Cambridge*, 5(2), 117-121.
- *Reisel, W. D., Probst, T. M., Chia, S. L., Maloles, C. M., & Koning, C. J. (2010). The Effects of Job Insecurity on Job Satisfaction, Organizational Citizenship Behavior, Deviant Behavior, and Negative Emotions of Employees. *International Studies of Management and Organization*, 40(1), 74-91.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87, 698-714.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86, 825-836.
- Rose, R. C., Ramalu, S. S., Uli, J., & Kumar, N. (2010). Expatriate performance in international assignments: the role of cultural intelligence as dynamic intercultural competency. *International Journal of Business and Management*, 5(8), 76-85.
- Rubens, B. D. (1989). The study of cross-cultural competence: Traditions and contemporary issues. *International Journal of Intercultural Relations*, 13, 229-240.
- Sackett, P. R., Schmitt, N., Ellingson, J. E. & Kabin, M. B. (2001). High-stakes testing in employment, credentialing and higher education: Prospects in a post-affirmative action world. *American Psychologist*, 56(4), 304 – 318.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition, and Personality*, 9, 185-211.
- Schmidt, F. L. & Hunter, J. E. (1998). The validity and utility of selection methods in personnel research: practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, 124, 262-274.
- Seeman, M., Seeman, T. E., & Sayles, M. (1985). Social networks and health status: A longitudinal analysis. *Social Psychology Quarterly*, 48, 237-248.
- Selmer, J. (2005). Cross-cultural training and expatriate adjustment in China: Western joint venture managers. *Personnel Review*, 34(1), 68-84.
- Semadar, A., Robins, G., & Ferris, G. R. (2006). Comparing the validity of multiple social effectiveness constructs in the prediction of managerial job performance. *Journal of Organizational Behaviour*, 27, 443-461.
- Shaffer, M. A., Harrison, D. A., & Gilley, K. M. (1999). Dimensions, determinants, and differences in the expatriate adjustment process. *Journal of International Business Studies*, 30(3), 557-581.
- Shaffer, M. A., Harrison, D. A., Gilley, K. M., & Luk, D. M. (2001). Struggling for balance amid turbulence on international assignments: Work-family conflict, support and commitment. *Journal of Management*, 27(1), 99-121.
- Shaffer, M.A. & Harrison, D.A. (1998). Expatriates' psychological withdrawal from international assignments: work, nonwork, and family influences. *Personnel Psychology* 51(1), 87–118.
- Shane, S. (1995). Uncertainty avoidance and the preference. *Journal of International Business Studies*, 26(1), 47-68.

- Shay, J. P., & Baack, S. (2006). An empirical investigation of the relationships between modes and degree of expatriate adjustment and multiple measures of performance. *International Journal of Cross Cultural Management : CCM*, 6(3), 275-294.
- Shumaker, S. A., & Brownell, A. (1984). Toward a theory of social support: Closing conceptual gaps. *Journal of Social Issues*, 40(4), 11-36.
- Snow, C. C., Miles, R. E. & Coleman Jr. H. J. (1992). Managing 21st century network organizations. *Organizational Dynamics*, 20, 5-19.
- Snow, R. E. (1996). Aptitude development and education. *Psychology, Public Policy, and Law*, 2, 536-560.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22, 46-56.
- Streich, M., Casper, W. J., & Salvaggio, A. N. (2008). Examining couple agreement about work-family conflict. *Journal of Managerial Psychology*, 23(3), 252-272.
- Stroh, L.K., Dennis, L.E., & Cramer, T. (1994). Predictors of Expatriate Adjustment. *The International of Organizational Analysis*, 2(2), 176-192.
- Sveiby, K. E. (2001). A knowledge-based theory of the firm to guide in strategy formulation. *Journal of Intellectual Capital*, 2(4), 344-58.
- Syekh-Ikhsan, S.O.S & Rowland, F. (2004). Knowledge management in a public organization: A study on the relationship between organizational elements and the performance of knowledge transfer. *Journal of Knowledge Management*, 8(2), 95-111.
- Takeuchi, R. (2010). A critical review of expatriate adjustment research through a multiple stakeholder view: Progress, emerging trends, and prospects. *Journal of Management*, 36(4), 1040-1064.
- Takeuchi, R., Lepak, D. P., Marinova, S. V., & Yun, S. (2007). Nonlinear influence of stressor on general adjustment: The case of Japanese expatriates and their spouses. *Journal of International Business Studies*, 38, 928-943.
- Takeuchi, R., Tesluk, P. E., Yun, S., & Lepak, D. P. (2005). An integrative view of international experience. *Academy of Management Journal*, 48(1), 85-100.
- Takeuchi, R., Wang, M. & Marinova, S. V. (2005). Antecedents and consequences of psychological workplace strain during expatriation: A cross-sectional and longitudinal investigation. *Personnel Psychology*, 58, 925-948.
- Takeuchi, R., Yun, S., & Tesluk, P. E. (2002). An examination of crossover and spillover effects of spousal and expatriate cross-cultural adjustment on expatriate outcomes. *Journal of Applied Psychology*, 87, 655-666.
- Teece, D.J. (2000). Strategies for managing knowledge assets: the role of firm structure and industrial context. *Long Range Planning*, 33, 35-54.
- Toh, S.M. (2003). Host country nationals to the rescue: A social categorization approach to expatriate adjustment. *Texas A&M University*.
- Torbiorn, I. (1982). *Living Abroad*. New York: Wiley.
- Tornikoski, C. (2011). Fostering expatriate affective commitment: A total reward perspective. *Cross Cultural Management*, 18(2), 214-235.
- Tsai, H. (2008). *Work-family conflict, positive spillover, and emotions among asian american working mothers*. University of Michigan). *ProQuest Dissertations and Theses*, , 151-n/a.
- Tumulty G, Jernigan, I. E., & Kobut, G.. (1995). Reconceptualizing organizational commitment. *Journal of Nursing Administration*, 25(1), 61-65.
- Tung, R. (1981). Selection and training of personnel for overseas assignments. *Columbia Journal of World Business*, 16, 68-78.
- Tung, R. L. (1998). American expatriates abroad: from neophytes to cosmopolitans. *Journal of World Business*, 33(2), 125-144.
- Turcotte, C. (1996). Determinants of success in international assignments for quebec expatriates and their spouses. *Corcodia University*.
- Verbeke, W., & Bagozzi, R. P. (2000). Sales call anxiety: exploring what it means when fear rules a sales encounter. *Journal of Marketing*, 64, 88-101.
- Vianen, A. E. M. V., De Pater, I. E., Kristof-Brown, A. L., & Johnson, E. C. (2004). Fitting in: Surface - and deep - level cultural differences and expatriates' adjustment. *Academy of Management Journal*, 47(5), 697-709.
- Vistnes, J. P. (1997). Gender differences in days lost from work due to illness. *Industrial & Labor Relations Review*, 50, 304-323.

- Wadsworth, L. L., & Owens, B. P. (2007). The effects of social support on work-family enhancement and work-family conflict in the public sector. *Public Administration Review*, 67(1), 75-87.
- Wallace, J. E. (2008). Parenthood and commitment to the legal profession: Are mothers less committed than fathers? *Journal of Family and Economic Issues*, 29(3), 478-495.
- Wang, M. & Takeuchi, R. (2007). The role of goal orientation during expatriation: a cross-sectional and longitudinal investigation. *Journal of Applied Psychology*, 92(5), 1437-1445.
- Wang, P., Tong, T.W. & Koh, C.P. (2004). An integrated model of knowledge transfer from MNC parent to China subsidiary. *Journal of World Business*, 39(2), 168-182.
- Wang, X., & Pierre, J. S. (2005). Work adjustment and job satisfaction of filipino immigrant employees in canada. *Canadian Journal of Administrative Sciences*, 22(3), 243-254.
- Ward, C. & Kennedy, A. (2001). Coping with cross-cultural transition. *Journal of Cross-Cultural Psychology*, 32(5), 636-42.
- Ward, C., Bochner, S., & Furnham, A. (2001). *The Psychology of Culture Shock* (2nd ed.). London: Routledge.
- Wasson, R. (1997). Antecedents to expatriate satisfaction, commitment and involvement: A study of ESB international. *IBAR*, 18, 153-163
- Waxin, M. F. & Panaccio, A. (2005). Cross-cultural training to facilitate expatriate adjustment: it works! *Personnel Review*, 34(1), 51-67.
- Waxin, M.F. (2004). Expatriates' interaction adjustment: The direct and moderator effect of culture of origin. *International Journal of Intercultural Relation*, 28(1), 61-79.
- Wayne, S. J., Shore, L. M., & Linden, R. C. (1997), Perceived organizational support and leader-member exchange: A social exchange perspective, *Academy of Management Journal*, 40, 82-112.
- Westman, M & Exzion, D. (1995). crossover of stress, strain and resources from one spouse to another. *Journal of Organizational Behavior*, 16(2), 169-181.
- Wilson, M., Smith, N.C. & Holmes, P.S. (2007). The role of effort in influencing the effect of anxiety on performance: Testing the conflicting predictions of processing efficiency theory and the conscious processing hypothesis. *British Journal of Psychology*, 98, 411-428.
- Wong, C.-S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *Leadership Quarterly*, 13, 243-274.
- Wong, C.-S., Law, K. S., & Wong, P. M. (2004). Development and validation of a forced choice emotional intelligence measure for Chinese respondents in Hong Kong. *Asia Pacific Journal of Management*, 21,535-559.
- Yavas, U., Babakus, E., & Karatepe, O. M. (2008). Attitudinal and behavioral consequences of work-family conflict and family-work conflict. *International Journal of Service Industry Management*, 19(1), 7-31.