MANAGING EXPATRIATE ADJUSTMENT THROUGH META-ANALYSIS: AN INTEGRATION OF EXPATRIATE-RELATED, FAMILY-RELATED, AND SOCIAL CAPITAL PERSPECTIVE

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ABSTRACT
Research on the determinants of expatriate stress, adjustment, and performance have been evaluated extensively, however, a comprehensive research model is yet to be developed. This study integrates the antecedents and mediators of expatriate adjustments and performance. Ten research hypotheses were developed and then tested using a meta-analysis with a total of previous 341 studies during 1988-2013 were included. The results can provide an important reference for human resource managers and academic scholars.

Keywords: expatriate-related perspective, family-related perspective, social capital, expatriate adjustment, expatriate stress, expatriate performance

INTRODUCTION
Despite abundant interest, a large gap remains in our understanding of which factors can determine the success of expatriation. Koteswari and Bhattacharya (2007) explained that there are potential stressor that influence on expatriates’ effectiveness during their assignment, including cultural shock, language barriers, and separation from the family. Besides, expatriates can manage their stress through several perspectives including personality, intelligence, and learning (Mendehall, et al., 2001). Takeuchi, Tesluk, Yun, & Lepak (2005) argued that expatriates’ previous working and non-working experience can enhance his/her adjustment. Takeuchi (2010) took a stakeholder perspective and argued that the family-related perspective should be taken into serious consideration. 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 (Takeuchi, Wang, Marinova, & Yao, 2009). 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) as some of the most influential factors for social capital.

As previous studies have discussed the individuals’ effect of each perspective on the adjustment, the more comprehensive view has not done yet. Therefore, 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.
Based on the research background and motivations as stipulated above, the purpose of this study is to investigate the interrelationship among those perspectives.

LITERATURE REVIEW

The relationship among expatriate-related perspective, family-related perspective, and expatriate adjustment/stress

According to the self-concept theory (Earley, 2003), CQ reflects self-concept and to motivate adaptations to new cultural surroundings (Earley & Peterson, 2004). Thorndike (1920) defined social intelligence as the ability to understand and manage men and women, boys and girls to act wisely in human relations (emotional intelligence is defined as a subset of social intelligence). Snow (1996) divided cognitive intelligence into three categories including quantitative/numerical, spatial/mechanical, and verbal/linguistic domains. These three categories are also very helpful for family adjustment, such as for the promotion of spouse support, the increase of family adaptability, the reduction of parental demand, and the lower of family-to-work conflict. Earley and Ang (2003) stated that expatriates, with higher levels of CQ are more capable of adapting to a host environment. Based on self-concept theory, the degree of adjustment could be led by the efforts of expatriates to conceptualize their assignment through their self-concept. Expatriates with higher level of CQ will have greater ability to adjust in the host environment, which will reduce the stress and increase the adjustment in the completion of expatriate assignment. Previous international experiences will provide an expatriate with the means of predicting what a foreign assignment involves, which will increases the probability of realistic expectations, reducing uncertainty (stress) and easing adjustment (Black, Gregersen & Mendenhall, 1992; Kahle, 1984; Kupa & Cathro, 2007). According to social adaptation theory (Kahle, 1984; Kupa & Cathro, 2007), if expatriate’s cultural values are compatible with the values of the host country, expatriate will be much easy to adjust themselves in the host country and work stress will also be able to be minimized.

Takeuchi (2010) claimed that family members, including spouse, parents, and children, are very important stakeholders that can impact and be influenced by expatriates. At a broad level, the presence or absence of children and number of children and their ages are important indicators of parental demands (Buetell & Greenhaus, 1982). Parental demands are generally expected to exhibit a negative relationship with general adjustment. Besides, Shaffer et al. (2001) found that family responsibilities (marital status and number of children) of expatriates were negatively related to expatriate’s job satisfaction for the matched sample. All potential conflicts could be a positive influential factor of expatriate stress and a negative factor of adjustment. On the other hand, all possible supports from the family members could be regarded as good indicators that would enhance adjustment and inhibit stress.

The relationship among expatriate-related factors, family-related factors, and social capital

Emotionally intelligent expatriates tend to operate in ways that build social capital, thus, they are more likely to develop appropriate performance strategies and engage resources, which lead to greater effectiveness (Druskat & Wolff, 1999). Furthermore, expatriates with higher IQ can enable better understanding of the management environment and better obtaining necessary information for business and human resources development (Lubinski, 2004). Social exchange theory (Homans, 1961) proposes that two parties (e.g., employer-employee, supervisor-subordinate, or team-individual member), enter into an exchange relationship where one party perceives that the other party possesses something of value that is not merely monetary.
Expatriates who have a good interaction with family members are more likely that the degree of family adaptability will be increased and the degree of family-to-work conflict will be reduced (Takeuchi et al., 2009). Therefore, if expatriate has a good family-expatriate relationship, he/she can develop a better social capital in terms of LMX, POS, OCB and family-to-work conflict.

**Interrelationship between social capital and stress/adjustment**

Kraimer (2001) used LMX as a support variable and provided empirical evidence of direct links between LMX and expatriate performance. Stress management scholars (e.g. Ashford & Taylor, 1990) have noted the role of social support in reducing uncertainties in novel situations (Kraimer et al., 2001). As cultural adjustment is highly related to psychological wellbeing (Wang, 2002), it is logical to assume that social support will facilitate cultural adjustment. Expatriates who perceive with higher levels of organizational support tend to have more favorable organizational citizenships behaviors and more affective commitment, which will further result in lower expatriate stress and higher adjustment.

**The relationship among expatriate-related factors, family-related factors, and expatriate performance**

Cognitive intelligence (IQ) has proved to be significantly related to academic performance (Neisser et al., 1996), job performance (Schmidt & Hunter, 1998), and various other important social outcomes (Hernstein & Murray, 1994). Besides, when the expatriates have higher capability to adapt across cultures, they tend to have higher performance (Lee & Sukoco, 2008). When the expatriate has enough international experiences and has good language fluency, it is expected that they can obtain necessary work and non-work information more effectively. They can also get more comprehensive comments from different aspects before making decision (Bhashar-Shrinivas et al., 2005; Nicholson & Imaiizumi, 1993). Furthermore, the communication between expatriates and host employees will be significantly improved (Stahl & Caliguri, 2005). Expatriates who get full support from the family and spouse, will facilitate better family adaptability, lower parental demand, then the family-to-work conflict may be reduced which further improve their performance. In contrary, family-work conflict may negatively affect expatriate job performance (Allen, Herst, Bruck & Sutton, 2000; Gilboa, Shirom, Fried & Cooper, 2008)).

**The relationship among expatriate adjustment, expatriate stress, and expatriate performance**

According to Drazin, Glynn, and Kazanjian (1999), when individuals experience a crisis, they can shift, alter, or discard their common beliefs to establish a new collective order to resolve the crisis. Therefore, expatriates will change their beliefs and routines to adapt and resolve the crisis since they realize that their existing memory is inadequate to meet current project challenges (Akgun et al., 2006).

In many expatriate studies, it is argued that expatriate adjustment is positively relates to performance on international assignment and expatriate’s intent to stay in the host county (Caliguri, 1997; Stahl & Caliguri, 2005) and negatively relates to early termination of the international assignment (Gregerson & Black, 1990; Stahl & Caliguri, 2005). Moreover, when they are easily get into new relationship with local employees or other social components of host country, it facilitates their performance as headquarters’ expectations.
METHODOLOGY
To have a thorough literature review on each of the research hypotheses, meta-analysis is adopted. This meta-analysis tried to find the empirical studies from different scientific database. This study tried to find the coefficient correlations of three of the most important determinants of expatriate stress, adjustment, and performance, including expatriate-related factors, family-related factors, and social capital factors by using JSTOR, SAGE, Emerald, ScienceDirect, and WileyInterScience. Those scientific database are used in this study with various keywords to identify relevant previous studies. Correlations coefficients of each research hypothesis were collected for further analysis. After collecting the relevant previous studies, 341 studies were obtained and further used for this meta-analysis.

RESULTS
This study conducted 341 studies to evaluate 10 research hypotheses. From those studies, 135,063 sample size is gathered with various amounts of sample size in each hypothesis. The results illustrates the relationships (effect sizes) of each hypothesis. Specifically, expatriate intelligence (r= 0.254) and expatriate experience (r= 0.134) have positive influence on family related perspectives, but expatriate cultural values (r= -0.38) has negative influence on family related perspectives. There are various results for hypotheses 2, 3, and 6 because it has positive relationships (to adjustment) and negative relationships (to stress). For the influence of independent variables on social capital, expatriate intelligence and family/spouse support have positive influence on social capital, whereas expatriate experience, expatriate cultural values, family adaptability, and work-to-family conflict have negative influence on social capital. Finally, all of variables have positive influence on expatriate performance, except family demand, work-to family conflict, and stress.

CONCLUSIONS
The results of this study can be concluded as follows. First of all, the results indicate that expatriate related factors have significant impact on family related factors. In addition, expatriate related factors have also significant impact on social capital perspectives. Family related factors have significant impact on social capital perspectives. For the effect of expatriate related factors on expatriate stress, adjustment, and performance, the results indicates that expatriate related factors have significant influence on expatriate stress, expatriate adjustment, and expatriate performance. Thirdly, for the effect of family related factors on expatriate stress, adjustment, and performance, the results indicates that family related factors have significant positive influence on expatriate adjustment and expatriate performance, but have significant negative effect on expatriate stress. Fourthly, for the effect of social capital perspectives on expatriate stress, adjustment, and performance, the results indicates that social capital perspectives have negative impact on expatriate stress, have no significant impact on expatriate adjustment. Finally, expatriate adjustment has significant effect on expatriate performance. However, expatriate stress has significantly negative effect on expatriate adjustment and expatriate performance.

REFERENCES

(Additional of the references available upon request to the first author)