



DETERMINATION OF RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE OF AN EXPATRIATE BEFORE, DURING AND AFTER AN INTERNATIONAL ASSIGNMENT

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ABSTRACT

The study aims at establishing a relationship between job satisfaction and job performance of an expatriate before, during and after an international assignment. Using a questionnaire, data was collected from employees from companies in the IT sector who have been on an international project (s). Correlation was done on the data collected which showed the various correlation between the various variables. The study was able to prove the positive relation between job satisfaction and job performance among various variables.

Keywords: Expatriation, Job Performance, Job Satisfaction, Compensation Benefits.

INTRODUCTION

Job satisfaction is a critical element for any employee's active engagement in the company. Employees who are satisfied with their jobs bear less stress, work efficiently and produce desired results. Job satisfaction comes from various factors like the social environment at workplace, travel time (to and fro from workplace to home) Job appreciation, Job performance etc. This research is focused on Job performance influence on job satisfaction. In the Indian private sector context, this factor bears great importance due to the high level of competition involved among peers. There is always a target to achieve for these companies to remain sustainable whereas in the public ltd or government companies, job performance is often ignored due to the fact of security and sops which the government provides irrespective whether the company is performing well in the market or not. This puts the government employees at ease, who for the lack of incentive do not show progress in the job activity as well.

The role of an expatriate is very important from a company's perspective and will reap huge benefits for the company if successful but at the same time the company bears a huge risk on every employee it send outside to operate. The risk of time and capital. An excess amount of money is taken from the company's reserves to fund the expatriate project which in turn puts great pressure on the expat to improve job performance and achieve results. This can be a considerable factor to strive for better results but as we have seen this alone cannot guarantee job satisfaction, the social setting is imperative and cannot be ignored in case of an expat who is miles away from his home. Therefore, expats need to deal with social issues and stay focused on improving job performance at the same time. A collective effort in both these directions might lead to greater job satisfaction.

LITERATURE REVIEW

Sarkiuanaite and Rocke (2015) conducted a research on the topic “the expatriate experience: the factors of international assignment success”. It was published in transformation in

business and economics. This article looks at the success rate of the expatriate international assignments. The objective was to find the success rate and the main outcome has come to the conclusion it mostly depends on the individual motivation, ability to adjust to change, wish to improve, ability to adjust to a new environment, effectively act in order to achieve goals, the situation of an employee's family. The results of this research carried out showed that one of most complex stages of the expatriation process is the adjustment of expatriates during the international assignment which has significant impact on the international assignment success and satisfaction of individual expectations or various failures and emergence of individual problems. It is also found that the international employees who adjust to change fast to the local work culture and how fast they learned the language helped to analyse the success rate of the expatriates.

Hai-Ming Chen, & Che-Cheng Chang (2016) in their study titled Contingent Expatriate Training Strategies with example of Taiwan MNE'S is written with the objective to understand the importance of pre-departure training of expatriates in order for them to accomplish their organisations goals. Pre departure training can be classified as factual, analytical and experiential. Factual training includes briefings and lectures on the host country. Analytics training includes films and case studies whereas experiential learning includes short term trips to host countries and interactive language training. If these trainings are imparted within the expatriates, they will be more likely to absorb the cultural shock with ease and localise themselves with the host country.

ShahzadGhafoor, Uzair Farooq Khan, FahmeedIdrees, Bilal Javed and Farhan Ahmed (September, 2011) in their study titled “Evaluation of expatriate's performance and their training on International Assignments” aims to study the knowledge process of the selected organisation, find problems in cross cultural adjustment and to give suggestion for improving them. Data collection was done through secondary sources like articles and journals and also through qualitative primary data collection. The findings showed that expatriate managers have

excellent understand of head quarter rules to implement control mechanisms and operating procedures and they have great commitment to corporate goals, hence they are better than home country managers and will help the company have competitive advantages over other companies as globalizations rises. Expatriates also play an important role in developing an organisation through knowledge transfer, coordination and control, and global managers. The study also reveals that the main reason for expatriation failure in cross cultural adjustment and that using experimental training is more effective in term of pre-departure training. It also shows that post-departure training is more important and can be more effective than pre-departure training. The study concludes by suggesting the fact of implementing pre-departure training with host culture requirements, pre-departure visit, post arrival or on-site training for expatriates and their families and also assist in providing a career for the expatriate's spouse.

Dr. Govind Dave and KirtiMakwana (2016) carried out a study titled as "A Study on Assessing Expatriates Challenges During An International Assignment: International Human Resource Management Perspective". It aims to understand the challenges and expectations of expatriates during their international assignment from the perspective of International Human Resource Management. Primary data collection was done through semi-structured interviews were conducted with Indian expatriates. Challenges faced were Relation with Superior Authority, Change/Ambiguity in Responsibility, Performance Appraisal, Training Programme etc. Coping Strategies used were cultural changes, learning the language in respective countries, building relationships with HCNs and working hard to adjust with new work process and systems. The study concluded that the most challenging factor for adjustment was adapting to the weather, local language, food etc. of the host country. The most important factor for success of international assignment was the compensation related with it and Offering challenging work helped in the performance appraisal of the expatriates. The limitation of the study was that it was conducted with only a few expatriates. Future research can be conducted with more respondents.

Chris Brewster and Juana Pickard (December, 2011) wrote an article "evaluating expatriate training". The article talks about how the cross-cultural training facilitates the expatriates. They found that the training is closely related to the expatriate's performance and skills. Their study revealed that the expatriates and the partners respond differently to the training. There hypothesis revealed that the younger expatriates find the training program more useful than older expatriates. This review endeavored to test these theories by dissecting member reactions to an entrenched and all around upheld exile program being keep running in the United Kingdom. The courses were controlled by the Centre for Universal Briefing at Famham Castle in southern England. The inside is an autonomous, charitable association that basically runs one-week concentrated, private instructions courses for individuals who will live and work abroad. The courses are intended to offer assistance individuals who are setting off to an extensive variety of assignments; a substantial dominant part originated from multinational enterprises however courses likewise incorporate those from taxpayer supported organisation, those working in help programs, and volunteers from foundations.

OBJECTIVE

To establish a relationship between job satisfaction and job performance of an expatriate before, during and after an international assignment.

RESEARCH METHODOLOGY

The Title of the study is "Determination of relationship between Job Satisfaction and Job Performance of an Expatriate before, during and after an international assignment"

The objective of the study is to establish a relationship between job satisfaction and job performance of an expatriate before, during and after an international assignment. This research is carried to determine a relationship between job satisfaction and job performance of an expatriate. This relationship between job satisfaction and job performance will be of utmost help to the companies so as to prepare and take care of their expatriates.

The hypothesis is that there is a positive relation between job satisfaction and job performance on expatriates before, during and after an international assignment.

The Scope of the research is the IT sector of India. The research aims to establish a relationship between job satisfaction and job performance of an expatriate before, during and after an international assignment. The limitations of the study are that Age, gender, social background is not taken into consideration. Moreover, Gender and Time Constraint is not considered

The study on determining a relationship between job satisfaction and job performance of an expatriate gives us insights into the various factors that was used to measure job performance and job satisfaction of an expatriate. This relation helps companies to create new strategies and change existing ones in order to achieve a successful expatriation process.

The study uses the process of primary data collection. Primary data collection was done through the help of a questionnaire. The questionnaire contained a set of closed questions. A total of 20 questions was asked of which 6 measured the job performance and 13 questions measured job satisfaction and 1 question was asked to know current status of the respondent. A 5 point Likert scale was adopted to ask the questions measuring job satisfaction and job performance. The questionnaire was administered to employees working in companies within the IT industry in India. These respondents were employees how have been to another country for a particular assignment either for a long term or short term period. A sample size of 30 was considered, of which 23 responses were received and selected for the study. The process of convenience sampling was adopted for the same.

ANALYSIS & INTERPRETATION

Descriptive Statistics

The descriptive statistics of the data collected is shown in Table No. 4.1. It shows the Number of responses (N), Mean, Standard Deviation and Skewness. The total number of responses for this study was 23 responses.

Table No 1 Descriptive Statistics

Descriptive Statistics

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>
	<i>Statistic</i>	<i>Statistic</i>	<i>Statistic</i>
<i>Job satisfaction in general before the assignment</i>	23	3.35	1.112
<i>Job satisfaction in general during the assignment</i>	23	3.78	.951
<i>Job satisfaction in general after the assignment.</i>	23	3.57	.896
<i>Amount of pay received before the assignment</i>	23	3.13	.968
<i>Amount of pay received during the assignment</i>	23	3.61	.941
<i>Amount of pay received assignment</i>	23	3.30	1.063
<i>Support received from host country in terms of SUPERVISION</i>	23	3.83	.887
<i>Support received from host country in terms of HUMAN RESOURCE</i>	23	3.39	1.270
<i>Support received from host country in terms of CO-WORKERS</i>	23	3.96	1.022

<i>Support received from host country's: Upper management team</i>	23	3.78	1.166
<i>Support received from host country: Human Resources Foreign Service Assignments</i>	23	3.43	1.308
<i>Support received from host country: Human Resources Talent Management</i>	23	3.26	1.251
<i>Support received from the relocation vendor</i>	23	3.39	1.196
<i>Performance in general before the assignment</i>	23	3.83	.717
<i>Technical performance before the assignment]</i>	23	3.83	.887
<i>Performance in general as an expatriate during the assignment.</i>	23	4.00	.674
<i>Technical performance during the assignment</i>	23	3.96	.638
<i>Performance in general after the assignment</i>	23	3.70	.974

<i>Technical performance after the assignment</i>	23	3.70	.974
<i>Valid N (listwise)</i>	23		

The mean of job satisfaction in general before the assignment, the amount of pay received before the assignment, the amount of pay received after the assignment, the support received from host country's human resource, the support received from host country Human Resource Foreign Service Assignments, the support received from country's human resource talent management and the support received from the relocation vendor have a value less than 3.5, which shows that all the respondents together have more of a neutral opinion for these factors. Whereas mean of job satisfaction in general during the assignment, job satisfaction after the assignment, the amount of pay received during the assignment, support received from host country's supervision, the support received from host country's co-workers, the support received from host country's upper management team, the performance in general before the assignment, the technical performance before the assignment, technical performance during the assignment, the performance in general after the assignment and the technical performance after the assignment have a value more than 3.5, which shows that all the respondents together, the average response is towards satisfied/ very good. The mean of performance in general during the assignment has a value of 4 which shows that the average response is satisfied/ very good.

The standard deviation of job satisfaction in general during the assignment, performance in general before the assignment, the performance in general during the assignment, the technical performance on the expatriate assignment have values less than 0.800 which shows that the dispersion of the responses for these factors are close to the average response. The standard deviation of job satisfaction in general after the assignment, the amount of pay received before the assignment, the amount of pay received during the assignment, the support received from host country in terms of Supervision, the technical performance before the assignment have values less than 1 which shows that the responses are dispersed from the average response by values less than 1 that is it is dispersed even more than the previous set of factors. The standard deviation of job satisfaction in general before the assignment, the support received from host country in terms of Human Resource, the support received from host country in terms of CO-WORKERS, the support received from host country's Upper management team, the support received from host country's Human Resources Foreign Service Assignments, the support received from host country's Human Resources Talent Management and the support you received from the relocation vendor has values more than 1 which shows that the dispersion is even more than the previous 2 segments.

CORRELATION

Table No. 2 CORRELATION
Correlations

		<i>Performance (General) : Before Assignment</i>	<i>Performance (Technical): Before Assignment</i>	<i>Performance (General) : During Assignment</i>	<i>Performance (Technical): During Assignment</i>	<i>Performance (General) : After Assignment</i>	<i>Performance (Technical): After Assignment</i>
Job in general: Before Assignment	<i>Pearson Correlation</i>	.535**	.295	.364	.278	.312	.312
	<i>Sig. (2-tailed)</i>	.008	.173	.088	.198	.147	.147
	<i>N</i>	23	23	23	23	23	23
Job in general: During Assignment	<i>Pearson Correlation</i>	.475*	.546**	.496*	.508*	.514*	.514*
	<i>Sig. (2-tailed)</i>	.022	.007	.016	.013	.012	.012
	<i>N</i>	23	23	23	23	23	23
Job in general: After Assignment	<i>Pearson Correlation</i>	.372	.244	.376	.363	.415*	.415*
	<i>Sig. (2-tailed)</i>	.080	.262	.077	.089	.049	.049
	<i>N</i>	23	23	23	23	23	23
Amount of pay: Before Assignment	<i>Pearson Correlation</i>	.493*	.292	.279	.304	.285	.285
	<i>Sig. (2-tailed)</i>	.017	.176	.198	.158	.187	.187
	<i>N</i>	23	23	23	23	23	23

Amount of pay: Before Assignment	<i>Person Correlation</i>	.366	.350	.287	.273	.608**	.608**
	<i>Sig. (2-tailed)</i>	.086	.101	.185	.207	.002	.002
	<i>N</i>	23	23	23	23	23	23
Amount of pay: After Assignment	<i>Person Correlation</i>	.371	.203	.380	.355	.357	.357
	<i>Sig. (2-tailed)</i>	.082	.352	.073	.096	.095	.095
	<i>N</i>	23	23	23	23	23	23
Support received from host country's Supervision	<i>Person Correlation</i>	.236	.191	.380	.227	.357	.357
	<i>Sig. (2-tailed)</i>	.278	.383	.074	.298	.095	.095
	<i>N</i>	23	23	23	23	23	23
Support you received from host country's Human Resource	<i>Person Correlation</i>	.228	.386	.265	.302	.284	.284
	<i>Sig. (2-tailed)</i>	.295	.069	.221	.161	.188	.188
	<i>N</i>	23	23	23	23	23	23
Support you received	<i>Person Correlation</i>	.300	.242	.264	.276	.397	.397

from host country's : Co-Workers	<i>Sig. (2-tailed)</i>	.165	.266	.224	.203	.061	.061
	<i>N</i>	23	23	23	23	23	23
Support you received from host country's : Upper management team	<i>Person Correlation</i>	.333	.445*	.347	.353	.419*	.419*
	<i>Sig. (2-tailed)</i>	.120	.033	.105	.098	.046	.046
Support you received from host country's : Human Resource Foreign Service Assignments	<i>Person Correlation</i>	.278	.421*	.155	.241	.394	.394
	<i>Sig. (2-tailed)</i>	.199	.046	.481	.267	.063	.063
Support you received from host country's	<i>Person Correlation</i>	.256	.330	.108	.186	.367	.367
	<i>Sig. (2-tailed)</i>	.239	.125	.624	.396	.085	.085

Human Resource Talent Management	<i>N</i>	23	23	23	23	23	23
Support you received from Relocation Vendor	<i>Person Correlation</i>	.189	.238	.338	.321	.419*	.419*
	<i>Sig. (2-tailed)</i>	.388	.273	.114	.135	.047	.047
	<i>N</i>	23	23	23	23	23	23

BEFORE THE ASSIGNMENT

The correlation between Technical performance before and after the assignment with the 14 factors that measure job satisfaction is shown in Table No. 4.2.

The analysis shows that performance in general is highly correlated with job satisfaction in general before the assignment with a 0.008 significance. It is also correlated with job satisfaction in general during the assignment with a 0.022 level of significance. The analysis also shows that technical performance before the assignment is highly correlated with job satisfaction in general during the assignment with a 0.007 level of significance. It is also correlated with the support received from host country’s upper management team with 0.033 level of significance and it is also correlated with the support received from host country’s human resource’s Foreign Service assignment with 0.046 level of significance.

DURING THE ASSIGNMENT

The correlation between performance during the assignment and technical performance during the assignment with the 14 factors that measure job satisfaction is shown in Table No. 4.3.

The analysis shows that performance during the assignment is correlated with job satisfaction in general during the assignment with 0.016 level of significance. The analysis also shows that technical performance during the assignment is also correlated with job satisfaction in general during the assignment.

AFTER THE ASSIGNMENT

The correlation between performance in general after the assignment and technical performance after the assignment with the 14 factors that measure job satisfaction is shown in Table No. 4.4.

The analysis shows that performance in general after the

assignment is highly correlated with the amount of pay received during the assignment with a 0.002 level of significance. It is also correlated with job satisfaction during the assignment (0.012 significance), job satisfaction after the assignment (0.049 significance), the support received from host country’s upper management team (0.046 significance) and with support received from relocation vendor (0.047 significance). The analysis also shows that technical performance after the assignment is highly correlated with amount of pay received during the assignment with a 0.002 level of significance. It is also correlated with job satisfaction in general during the assignment (0.012 significance), job satisfaction in general after the assignment (0.049 significance), the support received from host country’s upper management team (0.046 significance) and also with support received form relocation vendor (0.047 significance).

DISCUSSION

The study was conducted to show the relationship between job satisfaction and job performance for expatriates before, during and after an assignment. The study was conducted among employees who are working in the companies in the IT industry. Responses received were from employees who have gone for an assignment as an expat to another country from India.

The study was able to analyze descriptive statistics like mean and standard deviation which showed that majority of responses was between neutral and satisfied/very good. This shows that whole expatriation process has still a lot of scope for improvement especially in terms of management of expats by Indian firms which when improved can improve job satisfaction and job performance. The analysis was able to establish a positive correlation between job satisfaction and job performance. This means that the variables influencing job satisfaction and job performance move in the same direction when exposed to change. The direct positive correlation of performance in general before the assignment with job satisfaction before the assignment and the amount of pay received before the assignment establishes for a fact what the general trend is. The performance in general and technical performance before the assignment is correlated with job satisfaction in general during the assignment, this shows for a fact that because of your performance in general and technical performance, you were selected as an expat which in turn has improved job satisfaction during the assignment. The correlation between technical performance before the assignment with support from host country in terms of upper management team and Human Resource Foreign Service Assignments shows that because of the technical performance before the assignment which helped the selection for a specific foreign assignment has resulted in improved support from upper management team due to their need for your technical performance and hence you have been assigned to specific foreign assignments. The correlation between job performance in general and technical performance during the assignment with job satisfaction during the assignment shows that the variables that influence both job performance and job satisfaction moves in the same direction as stated above. The high correlation between performance in general and technical performance after the assignment with amount of pay received

during the assignment shows that employee is happy with the salary that is given to him/her during the assignment which in turn improves job performance during the assignment which continues to exist after the assignment. Correlation of performance in general and technical performance after the assignment with job satisfaction after the assignment, support received from upper management team from host country and support received from relocation vendor shows that expats are usually given better option after the assignment where they are able to use the performance attained during the assignment which in turn helps the employee to be satisfied with his/her job after the assignment. It also shows that due to the support from the upper management team the performance of the employee has improved completely. Finally, it also shows that the support received from the relocation vendor has enabled the employee to settle in the new environment easily and also come back to home country and cope up with the changes as well.

Overall, the study has indeed shown the different relations that job satisfaction and job performance has on an expatriate before, during and after an assignment.

RECOMMENDATIONS & SUGGESTIONS

Cosmopolitan Orientation - Expatriate with a cosmopolitan outlook naturally comprehend that change the social standards they have esteem and intending to the individuals. A Collaborative Negotiation Style. When expatriate negotiate with people from the home country, the area for conflict/argument is much higher than it is when they are dealing with compatriots the main reason is because the people at times don't accept people from another country in to their country. Thus, a collaborative negotiation style, which can be important enough in business at home, becomes absolutely critical abroad. Second, Sending the Right People. It is a very crucial factor when sending the right people to a new country because this could be one of the main cause for the company to face problems because the nature of a person is important as to adjust with new country and new working conditions and the language is also very crucial. Third, Sending People for the Right Reasons. For whatever length of time that organizations have been sending individuals to another country, many have been doing as such for the wrong reasons—that is, for reasons that bode well. Outside assignments in glitzy regions, for example, Paris and London have been utilized to remunerate favored workers; presents on far off terrains have been utilized as dumping reason for the unremarkable. Be that as it may, by and large, organizations send individuals to another country to fill a smoldering business international assignments, they focus on knowledge creation and global leadership require: When making development. Many organizations send individuals to another country to reward them, to get them off the beaten path, or to fill a quick business require. At organizations that deal with the worldwide task handle well, in any case, individuals are given outside posts for two related reasons: to create and exchange learning, to build up their worldwide authority aptitudes, or to do both.

CONCLUSION

The organisation should understand that the employee engagement is a process but not a day job. The process includes planning, strong communication and understanding what

motivates the employee most which may not be economic incentives all the time. Communication and the commitment should be two way between staff and management. Organisation which are successful are the ones which actually understands the importance of happy and committed employees. Whenever they put pressure on the employees to achieve their short-term goals they have to account for the long term consequences. Understanding these above-mentioned concepts can be the difference between failure and success.

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