

# **Understanding Expatriate Assignments: Location, Promotion, and Individual Difference Characteristics**

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[August 2009]

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## ACKNOWLEDGEMENTS

I would like to thank Dr. Pamela Miles Homer for introducing me to empirical research and guiding me through the steps in learning and understanding the importance of research in our lives. From learning to executing, Dr. Homer has been there to support me with her great knowledge and expertise. This thesis would not have been completed if it were not for Dr. Homer's motivation and assistance. In addition, I would like to thank Dr. Judy Strauss for her insight in International Human Resources and for helping me to develop the concept of my study and encouraging me along the way.

I would also like to express my gratitude to the professors who allowed me to utilize their students as a source for my sample: Professor Daniel Ham, Dr. Alex Wu, Dr. Tianjiao Qiu, and Dr. David Horne.

Finally, I would like to thank my family and friends for assisting me throughout this process. Whether it was through their motivation and encouragement, or giving of their time to help me in any way needed, their support did not go unnoticed. Special thanks to Shaun Bernard, Ahmed Buholaiqah, Cara Conley, and Clif Bachmeier.

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### **ABSTRACT**

In the current era of globalization, products swell across borders. Will employees be next? This study extends the international human resources literature. Specifically, it looks at the effects of location attractiveness and promotion opportunity on expatriate assignment acceptance. In addition, this study explores the potential moderating effects of gender and individual difference characteristics: cultural intelligence, universal-diverse orientation, openness to experience, and agreeableness. Results indicate that location attractiveness and promotion opportunity play an important role in candidates' willingness to accept expatriate assignments. Tests of moderation of individual difference characteristics vary. While gender, universal-diverse orientation, agreeableness, and openness to experience predictions are largely unsupported, three of the effects for cultural intelligence find support. Meta-cognitive, cognitive, and behavioral cultural intelligence motivate individuals to accept assignments in attractive locations, whereas motivational cultural intelligence has no measurable effect.

## INTRODUCTION

With the rise of technology, we can utilize Google, YouTube, Twitter, and other means to connect to the world at the tips of our fingers. This pattern of globalization opens new ways for human interaction and learning. It also provides a large window of opportunity for trade and international business. As multinational companies have thrived during the past century, important job tasks have evolved. These tasks require the creation and use of expatriate assignments (aka international assignments).

There are many reasons to send an employee on an expatriate assignment. Expatriate assignments are common in the early stages of establishing a new subsidiary in a foreign location, especially for the transfer of technical and managerial skills. They also serve to control overseas operations; many on the basis that expatriate assignees are more familiar with the parent organization's culture, values, and control systems (Scullion 1994).

These assignments are becoming increasingly important due to the rapid growth of business globalization. More small and medium-size enterprises (SMEs) are expanding their operations internationally which means that expatriate management is no longer limited to the traditional giant multinational corporations (Brewster and Scullion 1997). As the number of multinational corporations increase, the role of expatriates also increases in significance.

Multinationals need to consider the employees' willingness to accept expatriate assignments as part of their selection criteria. Predicting employees' willingness in advance may help avoid potential problems that can arise when expatriate candidates are needed: e.g., if managers refuse to serve as expatriate agents, it may be difficult to implement effective foreign operations that match the standards of the mother country's facilities. The literature is limited on how various contingency factors motivate employees to accept expatriate assignments. This study uses an

experimental design to examine the effects of the expatriate assignment location and perceived promotion possibilities on an employee's willingness to accept an expatriate assignment. In addition, it explores the effects of moderating individual difference variables, including gender, cultural intelligence, universal-diverse orientation, openness to experience, and agreeableness.

## **BACKGROUND**

### ***Location Attractiveness***

Cultural difference plays an important role in the nature of global trade. Well-prepared global managers study the cultures where they wish to conduct business. Every culture has its set of cultural protocols that is not limited to day-to-day life, but is also applicable in the interaction with foreigners conducting business. Utilizing Hofstede's (1980) dimensions of cultural difference, Gowan (2004) argues that cultural differences influence how job and work characteristics are perceived and thus, determines whether or not they are attractive to potential candidates for expatriate assignments.

Harris and Brewster (1999) note a shift in host location patterns with a decline in the proportion of expatriates going from the developed to the developing world, and an increase in assignments and cross-border developments between developed countries. Lowe, Downes, and Kroeck (1999) explore the effects of gender and location on the willingness of accepting an expatriate assignment. Utilizing Hofstede's (1980) dimensions of cultural difference along with other dimensions about the destination country (i.e., political risk and level of development), the authors estimate country attractiveness of various expatriate assignments and employee willingness to work in those specific countries. Their findings show that more U.S. workers are willing to take an expatriate assignment if it is located in a more attractive work destination: e.g., Canada has four times the acceptance rate as that of Saudi Arabia. Similarly, I expect that

respondents are more willing to accept an expatriate assignment in the United Kingdom (UK) rather than Saudi Arabia:

H1: Individuals are more willing to accept expatriate assignments in attractive work locations (UK) rather than less attractive locations (Saudi Arabia).

### ***The Role of Promotional Opportunity***

The prospects of not having a job, loss of authority, and lack of promotional opportunities upon return are some factors that affect an employees' decision to accept (not accept) an expatriate assignment (Haines and Saba 1999). Repatriation is a critical concern for expatriates (Kopp 1994). Employees are afraid of the "out of sight, out of mind" effect. This is also important for managers because long absences from headquarters can lead them out of the corporate fast track and the organization's long-term plans (PricewaterhouseCoopers 1999; Konopaske and Werner 2005). Konopaske (2005) show support for nine of twelve hypotheses linking benefits to willingness to accept expatriate assignments. For example, health care, temporary living allowance, and frequent flier miles all have a positive effect on assignment acceptance.

Van der Velde, Bossink, and Jansen (2004) explore several aspects of the psychological contract (e.g., organizational commitment, career satisfaction) and their effect on accepting expatriate assignments. Some of their findings are surprising: there is a positive link between psychological contract and willingness to accept expatriate assignments for women, but the effect is opposite for men. For example, career satisfaction is linked to accepting expatriate assignments for women; the opposite is true for males. The current study suggests that promotional opportunity, another factor that affects the psychological contract, has an impact on employee's willingness to relocate. I expect a similar pattern of behavior:

H2: Individuals are more willing to accept an expatriate assignment if it is linked to a promotion.

### ***The Interaction Between Location Attractiveness and Promotion Opportunity***

In addition to the above main effects, I argue that location attractiveness and promotion opportunity interact. Haines, Saba, and Choquette (2008) use self-determination theory to investigate the effects of intrinsic motivation versus extrinsic motivation on an employees' willingness to accept expatriate assignments. Their findings suggest that people who are driven by extrinsic motivation for an expatriate assignment are associated with having the perception that the expatriate assignment will be more difficult. In the situation where the location work attractiveness is low (Saudi Arabia), I suggest that extrinsic motivators such as promotion have more significance. Expatriate assignments are challenging, especially in less attractive locations, which might lead some employees to avoid them. A promotion opportunity helps to counter the effect of perceived difficulty associated with such assignments. In contrast, I argue that when an assignment is located in the UK (a country that is attractive for expatriate assignments), perceptions of assignment difficulty are reduced and thus, promotion has less impact on respondents' decisions.

H2A: Location attractiveness and promotion opportunity interact to impact likelihood to accept an expatriate assignment such that the effects of promotion are greater for assignments located in Saudi Arabia (a less attractive location) than in the UK (a more attractive location).

### ***Moderating Effects of Individual Difference Variables***

Individual difference characteristics may moderate the effects of *location attractiveness* (UK versus Saudi Arabia) and *promotion opportunity* (promotion versus no promotion) proposed above. It is natural to expect that some personal tendencies and traits may play a critical role in terms of how individuals perceive expatriate assignments. This study explores five such factors:

gender, cultural intelligence (CQ), universal-diverse orientation (UDO), agreeableness (AG), and openness to experience (OTE).

**Gender.** In a study of the effects of gender and location on the willingness to accept an expatriate assignment, Lowe et al. (1999) find, in contrast with Adler's findings (1984), that gender is a significant predictor when different countries with different characteristics have been identified. The greatest difference in the willingness rate between males and females is found in less attractive countries for expatriate assignments such as Indonesia, Vietnam, and Saudi Arabia (see Figure 1). These findings suggest that females are less willing to accept expatriate assignments in countries that score low in expatriate attractiveness. Similarly, I predict that females are less willing to accept an expatriate assignment in a country with low expatriate attractiveness.

H3: Females are less willing than males to accept an expatriate assignment in an unattractive work location (i.e., Saudi Arabia), whereas there is no difference between men and women in acceptance of an expatriate assignment in an attractive work environment (i.e., the UK).

[Insert Figure 1 about here.]

**Cultural Intelligence.** Cultural intelligence (CQ) is the ability to interact effectively in multiple cultures (Crowne 2008). The concept of cultural intelligence and its multifactor measurement is developed and verified by Earley and Ang (2003). Cultural intelligence exhibits a four-factor structural pattern: meta-cognition, cognition, motivation, and behavior. Earley and Ang (2003) define these components as: (1) Meta-cognitive CQ reflects the processes individuals use to acquire and understand cultural knowledge, (2) Cognitive CQ is general knowledge and knowledge structures about a culture, (3) Motivational CQ is the magnitude and direction of energy applied toward learning about and functioning in cross-cultural situations, and (4)

Behavioral CQ is the capability to exhibit appropriate verbal and nonverbal actions when interacting with people from different cultures.

Crowne (2008) suggests that examining employees' CQ prior to an expatriate assignment is helpful to minimize some of the common cultural issues that often occur during these assignments. For example, a U.S. employee upon assignment to Japan may insult a Japanese partner by his/her direct approach, not understanding that saving face is an important protocol in the Japanese culture (low cognitive CQ). Alternatively, an expatriate who is not interested or motivated to learn about other cultures (low motivational CQ), may be perceived as aloof or disengaged compared to a person with high CQ. Research shows that motivational CQ relates positively to cross-cultural adjustment (Templer 2006); employees who are interested and motivated to explore other cultures adjust better to work and social life in expatriate assignments. To my knowledge, no empirical research has investigated the relationship between cultural intelligence and the willingness to accept expatriate assignments. I suggest that:

H4A: Meta-cognitive CQ and location attractiveness interact. The effect of meta-cognitive CQ is greater if the expatriate assignment is located in an attractive expatriate location, i.e., the UK.

H4B: Cognitive CQ and location attractiveness interact. The effect of cognitive CQ is greater if the expatriate assignment is located in an attractive expatriate location, i.e., the UK.

H4C: Motivational CQ and location attractiveness do not interact. Individuals who score high in motivational CQ are equally interested in any foreign assignment regardless of location attractiveness.

H4D: Behavioral CQ and location attractiveness do not interact. Individuals who score high in behavioral CQ are equally interested in any foreign assignment regardless of location attractiveness.

***Universal-Diverse Orientation.*** Next, we look at the measure of Universal-Diversity Orientation (UDO) in terms of how it influences the likelihood to accept an expatriate assignment. UDO is an attitude of awareness and acceptance of both the similarities and

differences among people (Miville et al. 1999). Similarities are the common characteristics between an individual and others. Differences (i.e., diversity) refer to aspects that are unique or different among people, as based on cultural factors (e.g., race, ethnicity, gender, and sexual orientation) as well as individual factors (e.g., family of origin and personality functioning) (Miville et al. 1999). To my knowledge, the relationship between universal-diverse orientation and willingness to accept an expatriate assignment has not been examined empirically. However, there is evidence that UDO relates positively to openness to change (e.g., those who are independently minded, favor change, are unconventional, and more open to others who are different from themselves; see Sawyerr, Strauss, and Yan 2005). This suggests that unique experiences (e.g., expatriate assignments in less attractive locations) would appeal to those who score high on this dimension. By extension, this study argues that people who score high in UDO, identified by their acceptance of both the similarities and differences among people, are more willing to accept expatriate assignments. In addition, the person's confidence in ability to accomplish a task, influences behavioral intentions, which predict actual behaviors (Pajares 1996). Thus, I predict that people who are accepting of others will be encouraged to accept assignments located in culturally distant locations.

H5: Individuals who score high in UDO are more willing to accept an expatriate assignment.

H5A: UDO and location attractiveness interact to impact one's likelihood to accept an expatriate assignment such that the effects of UDO are greater for assignments located in Saudi Arabia (a less attractive location) than in the UK (a more attractive location).

***Agreeableness.*** We now look at the agreeableness, one of the *Big Five* personality traits, and its effect on the likelihood to accept expatriate assignments. The Big Five identify five underlying factors that assess personality: extroversion, agreeableness, conscientiousness, neuroticism and openness to experience (Goldberg 1993). While there is overwhelming evidence

supporting the relationship between conscientiousness and performance across jobs, other personality traits show a relationship with specific occupations or criteria (Barrick, Mount, and Judge, 2001). Agreeableness is identified by Graziano and Eisenberg (1997) as the tendency to be pleasant and accommodating in social situations, and is associated with empathy, consideration, friendliness, generosity, and helpfulness. Caligiuri (2000) suggests that agreeable individuals tend to establish social alliances more easily. She also identifies agreeableness as a factor that impacts expatriate success. Past research finds that agreeableness relates with UDO attitudes specifically (Strauss and Connerley 2003) and attitudes toward diversity in general (e.g., Riemann, Grubich, Hempel, Mergl, and Richter 1993; Silvestri and Richardson 2001; Strauss, Connerley and Ammermann 2003). Again, by extension, I argue that more agreeable people are more willing to accept expatriate assignments than less agreeable people. Since agreeable persons are accommodating to others' needs, a trait positively related to altruism, I suggest an individual is more willing to accept assignments located in less attractive locations if asked by their employer.

H6: Individuals who score higher in agreeableness are more willing to accept an expatriate assignment.

H6A: Agreeableness and location attractiveness interact; agreeable people tend to be more accepting of assignments located in unattractive work locations.

***Openness to Experience.*** Finally, I examine the effects of the openness to experience (OTE) trait of the Big Five on the likelihood of expatriate assignment acceptance. OTE refers to the extent to which a person is aesthetically sensitive and aware of inner feelings and has an active imagination (Goldberg 1993) and involves aesthetic sensitivity, preference for variety, and intellectual curiosity (Costa and McCrae 1987). Caligiuri (2000) suggests, "greater contact with host nationals positively relates to cross-cultural adjustment when an individual possesses the personality trait of openness." Huang, Chi, and Lawler (2005) proceed to suggest that U.S.

expatriate work adjustment, one of the expatriate assignments success determinants, is related to OTE. In addition, an open-minded expatriate has fewer stereotypes and false expectations of other countries (Huang et al. 2005). In general, past research finds OTE relates to a variety of diversity measures (e.g., Riemann et al. 1993; Silvestri and Richardson, 2001; Strauss and Connerley 2003; Thompson et al. 2002). Based on the definition of OTE (e.g., preference for variety) as well as empirical evidence relating openness to acceptance of difference and work adjustment, this study extends past research by suggesting that OTE impacts employees' willingness to engage in expatriate assignments. I predict an interaction between openness to experience and location attractiveness such that individuals high in openness to experience are more willing to accept assignments in unattractive work locations.

H7: Individuals who score higher in openness to experience are more willing to accept an expatriate assignment.

H7A: Openness to experience interacts with location attractiveness; i.e., individuals high in openness to experience are more willing to accept assignments in unattractive work locations.

## **METHODOLOGY**

### ***Overview, Subjects, and Procedure***

The sample consists of 192 undergraduate business administration students from California State University, Long Beach (53% female, 47% male). Participants were told that the survey was being used in a research study about international human resources. Each respondent was asked to read a scenario that included the experimental manipulations (described below). Afterwards, all were instructed to complete the questionnaire (with the dependent variables) at their own pace. All respondents were randomly assigned to treatments and the administrator was blind to those assignments.

### ***Stimuli Development***

Four scenarios were created (manipulations embedded within each) in the 2 (*location attractiveness*: U.K./Saudi Arabia) x 2 (*promotion opportunity*: promotion/no promotion guarantee) factorial design. Respondents were placed in a hypothetical situation in which the respondent makes a decision on whether to accept an expatriate assignment. Each scenario is one paragraph long, all versions are of equal length, and all provide an equal amount of information. [See the Appendix for complete scenarios.]

The first manipulation is attractiveness of the location of the expatriate assignment (*location attractiveness*). Half of the scenarios indicate an attractive destination for work based on Lowe's ratings (1999). The respondent is to assume if the assignment is located in the UK. To control some external factors, the respondent was asked to assume that he/she is single with no family constraints. The remaining half of the scenarios indicates a country with low attractiveness destination ratings for expatriate assignments: i.e., the respondent is to assume that the assignment is located in Saudi Arabia. The second manipulation is the likelihood of promotion (*promotion opportunity*). In half of the situations, promotion is guaranteed upon accepting the expatriate assignment. In the other half, promotion is not guaranteed as a result of accepting the assignment. A control for external factors is also included at the end of the scenarios.

### ***Measures***

After reading one scenario, respondents were asked a number of questions about their attitude about the assignment, and some general beliefs (all 9-point scales unless indicated otherwise). The first three questions assess the likelihood that an individual would accept/not accept the expatriate assignment in the scenario ( $\alpha = .87$ ). The next seven questions measure the overall impressions of the expatriate assignment (overall attitude: "positive/negative",

“favorable/unfavorable”, “dislike/like a lot”, “good/bad”, “pleasant/not pleasant”;  $\alpha = .95$ ). Two items captured impressions of the assignment in terms of enjoyment (“exciting/boring” and “fun/not fun”; Spearman-Brown Reliability Coefficient = .91). The next group of items includes potential descriptive statements about the expatriate assignment (9-point disagree/agree scales). These measures are collapsed into three (summed and averaged) construct scales: fun perceptions (“will be fun”, “will be exciting”; Spearman-Brown Reliability Coefficient = .81), reward perceptions (“will boost my esteem”, “will be fulfilling”, “will be rewarding”, “will be interesting”, “will be good for my career”;  $\alpha = .80$ ), and perceived task difficulty (“will be difficult” and “will be challenging”; Spearman-Brown Reliability Coefficient = .80).

The next 15 questions are taken directly from the short form of the Miville-Guzman Universality-Diversity Scale survey first administered by Miville et al. (1999), used to assess awareness and acceptance of both the similarities and differences that exist among people. The instrument contains three subscales: Diversity of Contact, Relativistic Appreciation, and Comfort with Differences. Not in specific order, five questions are designed to measure diversity of contact, the interest in participating in diverse social and cultural activities. The second set of five questions aims to measure relativistic appreciation or the extent to which one values the impact of diversity on self-understanding and personal growth. The last set of questions measures comfort with differences, i.e. the degree of comfort with diverse individuals. The instrument essentially assesses a person’s awareness and acceptance of diversity. It includes items such as “I am interested in learning about the many cultures that have existed in this world”, or reverse-scaled items like “I am only at ease with people of my race” ( $\alpha = .78$ ). The next 20 questions are from the cultural intelligence scale developed by Earley and Ang (2003), assessing the capability to function effectively in culturally diverse settings. The scale is

composed of four factors: meta-cognitive, cognitive, motivational, and behavioral (overall  $\alpha = .90$ ). Exploratory factor analysis (Varimax rotation) supports the predicted four-factor solution (68.48% variance explained); i.e., all individual items load on their predicted factor (loadings range from 0.67 to 0.86). Meta-cognitive CQ reflects the processes individuals use to acquire and understand cultural knowledge ( $\alpha = .85$ ); e.g., “I am conscious of the cultural knowledge I use when interacting with people from different cultures.” Cognitive CQ assesses a person’s understanding of how cultures are similar and how cultures are different ( $\alpha = .91$ ); e.g., “I know the cultural values and religious beliefs of other cultures.” Motivational CQ examines a person’s interest in experiencing other cultures and interacting with people from different cultures ( $\alpha = .82$ ); e.g., “I enjoy interacting with people from different cultures.” Behavioral CQ reflects a person’s ability to adapt verbal and nonverbal behavior so it is appropriate for different cultures ( $\alpha = .87$ ); e.g., “I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it.”

The final 19 items are adapted from the Big Five Inventory first developed Oliver and Srivastava (1993). The items cover two personality traits: openness to experience (e.g., “Tends to find fault with others”; 10 items;  $\alpha = .71$ ) and agreeableness (e.g., “Likes to cooperate with others”; 9 items;  $\alpha = .77$ ). [Note: Not all measured constructs described above are relevant to the hypotheses being tested here. Thus, some are not discussed further.]

## **RESULTS**

### ***H1-H2A***

In order to test H1-H2, the effects of the two experimental manipulations on the key dependent construct scales (intent to accept the assignment and overall attitude toward the assignment) are analyzed via ANCOVA. In each of the tests, four individual difference

moderators (cultural intelligence, universal-diverse orientation, openness to experience, agreeableness) are included as covariates. [See Table 1 for summary of treatment means.]

[Insert Table 1 about here.]

The first hypothesis tests the likelihood to accept an expatriate assignment based on the location of the assignment. Location does have a noteworthy effect on likelihood to accept the assignment ( $F(1,186)=20.54, p=.000$ ). Respondents presented with an attractive location (represented by the UK,  $M=7.30$ ) have a greater acceptance rate than respondents presented with a location that ranks low in attractiveness (represented by Saudi Arabia,  $M=6.10$ ). Therefore, H1 is supported as respondents react more favorably toward assignments in the UK.

The next set of hypotheses (H2, H2A) tests the effects of a promotion opportunity on the likelihood of accepting an expatriate assignment. The impact of promotion opportunities on job acceptance is also explored comparing attractive versus less attractive locations: i.e., promotion has a higher effect on the likelihood to accept an expatriate assignment if the job is located in a less attractive location such as Saudi Arabia, but has less of an impact if the assignment is located in an attractive location such as the UK. ANCOVA analysis for expatriate job acceptance likelihood identifies a main effect for *promotion opportunity* ( $F(1,186)=4.97, p=.03$ ), but no significant interaction between location attractiveness and promotion opportunity is apparent ( $F(1,186)=0.001, ns$ ). Examination of treatment means supports H2:  $M=7.00$  for promotion opportunity and  $M=6.40$  for no promotion opportunity. There is no difference in the magnitude of the effect for location, indicating a similar increase in acceptance for the UK ( $M=7.60$  vs.  $7.01$ ) and Saudi Arabia ( $M=6.39$  vs.  $5.80$ ). Thus, there is no support for H2A. It is noteworthy that the impact of promotional opportunity ( $F(1,186)=4.97, p=.03$ ) is significantly less than that for the location attractiveness ( $F(1,186)=20.54, p=.000$ ).

**H3-H7**

The remaining hypotheses measure the effects of gender and the moderating variables of cultural intelligence, universal-diverse orientation, openness to experiences, and agreeableness and how they impact a person's willingness to accept an expatriate assignment. For a more powerful test of H4-H7, median split variables are created for each of the four individual difference characteristics (summed continuous scales). These and gender are then included as a third fixed factor in a series of ANOVA analyses.

**Gender.** H3 tests the effect of gender on willingness to take an assignment in a location that ranks low in attractiveness. Gender does not have a significant impact on acceptance rates ( $F(1,191)=0.56, ns$ ). Examination of cell means indicate directional support of H3; women ( $M=5.98$ ) are less likely to accept an expatriate assignment when it is located in a country with low attractiveness compared to men ( $M=6.25$ ).

[Insert Table 2 about here.]

**Cultural Intelligence.** H4A proposes an interaction between meta-cognitive CQ and location attractiveness. The hypothesis predicts the impact of meta-cognitive CQ on accepting expatriate assignments is higher when the assignment is located in the UK. ANOVA results for the predicted interaction's effect on the likelihood to accept expatriate assignments is marginally significant ( $F(1,193)=3.28, p=.072$ , for the *meta-cognitive CQ x location attractiveness*). Cell means support H4A (see Table 3A), i.e., the impact of meta-cognitive CQ on accepting expatriate assignments is higher when the assignment is located in the UK ( $M= 7.89$  versus  $M=6.73$  for high versus low meta-cognitive CQ, respectively) compared to Saudi Arabia ( $M=6.24$  and  $M=6.08$  for high versus low meta-cognitive CQ, respectively). H4B predicts the impact of cognitive CQ on accepting expatriate assignments is greater when the assignment is

located in the UK. Results indicate an interaction between cognitive CQ and location attractiveness ( $F(1,193)=3.83, p=.05$ ). Cell means are supportive of H4B (See Table 3B), i.e., the impact of cognitive CQ on accepting expatriate assignments is greater when the assignment is located in the UK ( $M= 7.86$  versus  $M=6.55$  for high versus low cognitive CQ, respectively) compared to Saudi Arabia ( $M=6.28$  and  $M=6.01$  for high versus low cognitive CQ, respectively).

[Insert Tables 3A and 3B about here.]

H4C proposes no interaction between motivational CQ and location attractiveness. Results show that individuals who score high in motivational CQ are equally interested in any foreign assignment regardless of location attractiveness ( $F(1,191)=0.078, p=.78$ ). Cell means are supportive of H4C (See Table 3C). That is, motivational CQ has the same relative impact on accepting expatriate assignments when the assignment is located in the UK ( $M= 7.83$  versus  $M=6.61$  for high versus low motivational CQ, respectively) or Saudi Arabia ( $M=6.73$  and  $M=5.65$  for high versus low motivational CQ, respectively).

[Insert Table 3C about here.]

H4D proposes no interaction between behavioral CQ and location attractiveness. Analyses of H4D show unexpected results. The interaction between behavioral CQ and location attractiveness is significant ( $F(1,193)=11.73, p=.001$ ) (See Table 3D). The impact of behavioral CQ on accepting expatriate assignments is greater when the assignment is located in the UK ( $M= 7.91$  versus  $M=6.59$  for high versus low behavioral CQ, respectively), but behavioral CQ does not impact acceptance for an assignment in Saudi Arabia ( $M=5.92$  and  $M=6.42$  for high versus low behavioral CQ, respectively).

[Insert Table 3D about here.]

***Universal-Diverse Orientation:*** H5 proposes that people who score high in UDO are more willing to accept expatriate assignments. This hypothesis also predicts an interaction between UDO and location attractiveness: the impact of UDO is more powerful if the assignment is located in a less attractive location. ANOVA results identify a main effect for UDO ( $F(1,191)=6.89, p=.009$ ), but no statistically significant interaction between UDO and location ( $F(1,191)=1.27, ns$ ). Cell means do not support H5A. They show that people who score high in UDO tend to be more accepting of an assignment in an attractive location (UK;  $M=7.78$  and  $M=6.76$  for high and low UDO, respectively), but show no difference if the assignment is located in a less attractive location (Saudi Arabia;  $M=6.33$  and  $M=5.92$  for high and low UDO, respectively).

[Insert Table 4 about here.]

***Agreeableness:*** H6 proposes that agreeable people are more willing to accept an expatriate assignment while suggesting that agreeableness and location also interact. For example, agreeable individuals are more accepting of assignments in less attractive locations. The location main effect is not significant for assignment acceptance ( $F(1,191)=0.09, p=ns$ ) and cell means do not support H6, H6A. Higher agreeableness does not influence accepting an assignment in the UK ( $M_s= 7.10$  vs.  $7.36$ ) or Saudi Arabia ( $M_s= 6.21$  vs.  $6.02$ ). However, additional analyses reveal that agreeableness impacts overall attitude toward the assignment ( $F(1,191)=6.11, p=.014$ ). This difference between attitude and intention is discussed further in the Discussion section.

[Insert Table 5 about here.]

***Openness to Experience:*** H7 proposes that individuals high in openness to experience (OTE) are more willing to accept expatriate assignments and that openness to experience interacts with

location attractiveness: i.e., individuals who are more open to experience are more willing to accept an expatriate assignment in Saudi Arabia. Again, the OTE main effect is not significant for assignment acceptance ( $F(1,190)=2.51, ns$ ). In addition, there is no interaction between OTE and location ( $F(1,190)=0.04, ns$ ) (see Table 6A). Interestingly and similar to above results for AG, the main effect for OTE on overall attitude towards the assignment is marginally significant ( $F(1,190)=3.41, p=.067$ ;  $M_s= 6.94$  vs.  $6.48$  for high and low OTE, respectively).

[Insert Tables 6A and 6B about here.]

### ***Results Summary***

In summary, results show support for the first hypothesis. Respondents are more willing to accept assignments in attractive expatriate locations. H2 receives support as well, indicating clear evidence that a promotion along with its potential benefits is a great motivator to gaining assignment acceptance. However, promotion opportunity does not interact with location attractiveness.

ANOVA analyses show only directional support for H3 that women are less likely to accept an assignment when it is located in a country with low attractiveness compared to men. There is notable evidence supporting H4A and H4B: respondents who score high in meta-cognitive CQ and cognitive CQ are more willing to accept expatriate assignments located in attractive expatriate locations. Those high in motivational CQ indicate no preference for a particular expatriate location (H4C). Unexpectedly, the behavioral CQ and location attractiveness interaction is significant (H4D), and cell means show that respondents who score high in behavioral CQ prefer assignments in attractive expatriate locations, i.e., the UK.

While there is a significant main effect for UDO that supports H5, the interaction between UDO and location is insignificant. Agreeableness and OTE main effects on overall attitude

towards the assignment are significant, but the main effect is not significant for assignment acceptance, resulting in no support for H6 and H7. The location x agreeableness and location x OTE interactions are also not significant, and cell means show the same pattern of effects for both locations (H6A and H7A).

## DISCUSSION

When an employee is offered an expatriate assignment, he/she is offered an opportunity of lifestyle change. According to the US Bureau of Labor Statistics 2009, the typical American employee (ages 25 to 54 with children 18 or younger) spends 8.7 hours working or in work-related activities, 7.6 hours sleeping, 2.6 hours doing leisure and sports activities, and 1.2 hours caring for others, including children, on an average workday (see Figure 2).

[Insert Figure 2 about here.]

Looking at this data, we note that work is an essential part of people's lifestyle. Location, benefits, personality, and personal responsibilities are important factors in a person's decision to accept an expatriate assignment. It is a simple example of cost/benefit analysis. If the expatriate assignment benefits outweigh its costs, an individual may consider accepting the assignment. An expatriate assignment means a new culture, new work routine, and new compensation system. It also means living in a new place with a different level of development and political risk. As global companies attempt to select the most qualified candidates, they should consider employees' willingness to take expatriate assignments.

The purpose of this article is to explore some of the factors that affect an employee's willingness to accept expatriate assignments. Past academic research has identified several key factors that influence employees' willingness to engage in expatriate assignments: e.g., gender and location (Lowe et al. 1999), length and benefits (Konopaske and Werner 2005). I seek to

further expand that literature and additionally to examine how specific individual difference characteristics/traits affect a person's willingness to accept expatriate assignments. Analyses test the impact of (1) whether one was given an attractive versus less attractive expatriate location, (2) whether the employee is given or not given a promotion opportunity, and (3) personal characteristics, on an individual's willingness to accept expatriate assignments. It is easier to adapt to a country that is similar to one's own culture. A person may even find it as an opportunity for enjoyment or leisure. Nonetheless, how does culture unfamiliarity and unattractiveness affect your own willingness accept a particular expatriate assignment? How does a desired promotion offer impact an employee's willingness to accept an assignment despite its unattractiveness?

Analysis of hypothesis one shows that location is a significant factor in predicting an employee's acceptance of an expatriate assignment. Not surprising and consistent with past research (Harris and Brewster 1999; Lowe et al. 1999; and Gowan 2004), when the location is attractive, in the case of the UK, respondents are more willing to accept the assignment, in contrast with less attractive locations (e.g., Saudi Arabia). Another factor that impacts expatriate willingness is cultural similarity. Employees are more willing to accept expatriate assignments in culturally similar (e.g., the UK) versus culturally dissimilar countries (e.g., Saudi Arabia) (Aryee, Chay, and Chew 1996; Noe and Barber 1993). Aryee et al. (1996) suggest that this effect is attributed to a lower uncertainty in culturally similar countries. Respondents are also affected by cultural novelty (country toughness) and cultural distance (Black, Mendenhall, and Oddou 1991). Other location factors such as language, climate, religion, and race may contribute to the location effect. For example, the fact that Saudis are mostly Muslims and their official language is Arabic, most likely influences how respondents view Saudi Arabia. On the other hand, for the

most part, the UK mirrors the U.S. along these dimensions. Unfortunately, I am unable to account for such preexisting beliefs and attitudes for the respondents, as these data are not available.

Nonetheless, the results show that sampled respondents view Saudi Arabia less favorably compared to the UK. This has implications for multinationals seeking to expand to less favorable locations. Research suggests that impression judgments are disproportionately influenced by negative attributes, traits, and behaviors (i.e., a “negativity bias”) (Skowronski and Carlston 1989). Thus, perceptions about Saudi Arabia, for example, are more influenced by the negative information or beliefs/attitudes respondents have about the country. Rothbart and Park (1986) suggest that positive traits are difficult to confirm and easy to disconfirm, whereas negative traits are difficult to confirm and hard to disconfirm. In the case of Saudi Arabia, some of these negative perceptions or stereotypes may be lack of women rights, terrorism, and extremism. Fewer people are affected by the positive information such as the strong alliance between the US and Saudi Arabia, the joint-efforts in countering terrorism, and the progress made towards increasing women’s rights. The power of negative information (in the case of expatriate assignment acceptance) is likely based more on the image of the country and less on the characteristics of the assignment itself (held constant across treatments, except for the promotion manipulation).

Efforts to expand to an unattractive international location should be accompanied with careful planning to counter a potential negativity effect. The recruitment phase for international assignments should include positive and more realistic images of the assignment destination to control for some of the negativity that may be associated with some countries. Meanwhile, multinationals should not neglect this strategy when it comes to attractive locations. People get

their information from different resources. For example, an employee might get his information from a friend who has a negative experience visiting a certain part of the UK. As a result, this employee may have a negative attitude towards assignments in the UK, even though it tends to be an attractive location for expatriate assignments. Thus, multinationals need a comprehensive plan to present all expatriate locations in a positive light to counter any pre-existing negative attitudes towards specific expatriate locations.

As expected, analysis shows that promises of a promotion have a significant effect on employee's acceptance of expatriate assignments. Benefits are an important factor in encouraging managers to accept expatriate assignments (Konopaske and Werner 2005). It was assumed that when the assignment is located in a less attractive location, promotion impacts acceptance more than for a more attractive location, where likelihood of acceptance is high regardless of promotion opportunity. However, further analysis does not support predictions of a location attractiveness and promotion opportunity interaction: i.e., these variables appear to operate independently. Observed power tests show that the impact of location attractiveness is stronger (observed power=.989;  $\eta^2=.103$ ) than that of promotion opportunity (observed power=.602;  $\eta^2=.027$ ).

It is important to understand that the promotion opportunity is a future-based motivation at the end of an expatriate assignment. The promotion has no immediate impact on the assignment itself or the benefits while working as an expatriate. Expectancy theory offers insight into the interaction, suggesting that individuals' motivation is a product of three factors: expectancy, instrumentality, and valence (Vroom 1964). In the case of promotions upon return, the theory suggests that respondents will ask the following questions: (1) Will I be promoted if I accept and complete the expatriate assignment? (2) Can I complete the expatriate assignment? (3) How

much do I value the promotion upon completing the assignment? Perhaps respondents did not value the promotion as much because of the ambiguity about the ability to finish the assignment and the time distance between accepting the assignment and attaining the promotion. Thus, it is not surprising that promotion has less of an effect than country on acceptance and furthermore, that promotion does not lead to an increased acceptance in culturally distant versus culturally similar countries. This is different from other benefits that are offered during the assignment as motivational factors. Konopaske and Werner (2005) have indicated several benefits that are linked to assignment acceptance such as frequent mile flier miles, rest and relaxation leave, and child education allowance.

To my knowledge, there is no empirical research that explores the different effects of benefits given during and upon finishing expatriate assignments assignment. It is generally accepted that immediate incentives are more effective at generating responses than future-based incentives (see, e.g., Belch and Belch 2009). While the location effect reported here appears to be robust, the relative impact of other untested “immediate” incentives remains inconclusive. Future research into the distinct effects of different benefits may help multinationals seeking to create a balanced benefits package that is appealing to expatriate candidates.

Women are less likely than men to accept an expatriate assignment when it is located in a country with low attractiveness, consistent with Lowe et al. (1999). Less attractive locations present more challenges for women. According to Bozionelos (2009), women expatriates are more likely to decline expatriate assignments in countries with lower perceived social status, or where it is rare for females to participate in management (e.g., the Middle East). According to Aryee et al. (1996), women’s unwillingness to accept expatriate assignments in certain countries can be attributed to differences in prescribed gender behavior. For example, a non-Muslim

woman may be uncertain about her ability to re-establish her routines in a Muslim country, and thus, she is more willing to accept assignments in a culturally similar location. In the case of Saudi Arabia, there is a pre-existing low female participation rate in the workplace and a negative social view of women working outside the home, and thus, US females may shy away from such locations. On the other hand, there is no difference between men and women in the willingness to accept an assignment that is located in an attractive country such as the UK. It may be that an attractive location offers fewer obstacles for men and women alike.

Individuals who score high in meta-cognitive CQ (awareness of using knowledge when interacting with people in other cultures) and high in cognitive CQ (knowledge about other cultures) are more motivated to accept an assignment located in the UK (attractive location) than those who score low on these forms of cultural intelligence. However, individuals who score high in motivational CQ (interest and curiosity of other cultures) do not show location preference for foreign assignments. Interest in other cultures motivates individuals to accept an expatriate assignment in general, across numerous foreign countries. This finding is particularly interesting because it suggests that curiosity, and not knowledge or awareness, may motivate acceptance of expatriate assignments in cultural distant countries. An expatriate assignment is generally considered an experience filled with novelty and challenge (Adler 2002). Perhaps, this is a twist on the “novelty effect,” i.e., that individuals tend to like things that are perceived as novel and unique. Data suggest that both the UK and Saudi Arabia may be regarded as “new” by this sample. One implication of motivational CQ is that it can be used to predict employees’ willingness to accept expatriate assignments overall.

The significant interaction between behavioral CQ (self-confidence in ability to adapt to new cultures) and location attractiveness is unexpected. Individuals who score high on behavioral CQ

prefer to work in locations that are easier to adapt to (i.e., the UK) and are no more likely than those who score low in behavioral CQ to accept a position in a culturally distant country. This unexpected result may be, at least in part, a methodological bias. Recall that the study begins with exposure to a randomly assigned scenario that includes Saudi Arabia or the UK as the work destination. Then, the scenario is followed by questions about the likelihood of acceptance and perception of the assignment. Lastly, the respondents are asked to answer the instruments measuring UDO, CQ, AG, and OTE (in that order). Ideally, the individual difference instruments should have been collected at a separate time and the order of the instruments should have been randomized. In addition, the lack of data about respondents' specific cultural knowledge of the locations tested in this study makes it difficult to confirm some of the above rationalizations. Thus, future research should investigate the impact of cultural intelligence further.

It is clear that people with high diversity awareness are more willing to accept expatriate assignments. An individual who is more accepting of diversity is less negatively affected by the idea of entering a new culture and dealing with a new population. However, there is no support backing an interaction between UDO and location attractiveness. Instead, individuals who score high in UDO respond similarly, in terms of acceptance, to assignments in attractive and less attractive locations, suggesting that both locations tested resemble a new place of diversity for U.S. respondents. When an individual is offered an expatriate assignment, a candidate is offered work in a foreign location with partners from different cultural backgrounds. Similar to the effect for high motivational CQ, novelty of foreign locations may motivate acceptance of expatriate assignments in cultural distant countries.

There is little support for hypotheses that people high in agreeableness and OTE are more likely to accept an expatriate assignment. However, individuals who score high in agreeableness

and OTE tend to show more positive attitudes towards expatriate assignments. This contradiction between acceptance and overall attitude is unexpected. Although attitude theory suggests that attitude leads to intent (Ajzen and Fishbein 1980), this is not the case in this study. We did explore the notion that the effects of promotion and location attractiveness on intent are mediated by attitudes, utilizing Baron and Kenny's (1986) approach. To establish mediation, independent variable X (e.g., location, promotion) affects dependent variable Z (e.g., intent) via mediating variable Y (e.g., overall attitude) requires that (1) X significantly influences Y; (2) Y significantly affects Z; (3) X significantly influences Z; and (4) this effect of X on Z becomes partially or totally non-significant when Y is added to equation 3. Findings indicate that the overall attitude towards the assignment serves as a mediator between promotion and intent. However, the overall attitude does not mediate the country effect (it is reduced only very slightly when attitude is added to equation 3): i.e., country shows a direct effect on acceptance intent.

While a person may have a favorable overall attitude towards an assignment, this does not mean that he/she is going to accept it. Assignment acceptance is a function of numerous factors, including many that are unique to individuals. The current study manipulates only two primary factors (country and promotion), accounts for only a few individual characteristics, and provides little additional assignment-related information. Thus, subjects may be less willing to commit to a life-changing experience: expressing a moderate attitude has few consequences. This is consistent with the notion of bounded rationality in game theory that states that rationality of individuals is limited by the information they have (Simon 1991). Extended information about the expatriate experience helps clear more uncertainty and make the decision making process easier.

Even though past research shows a link between personality and cross-cultural adjustment (Caligiuri 2000), both of the personality traits tested in this study, agreeableness and OTE, are not as strong in explaining the willingness to accept expatriate assignments. This finding suggests that while personality plays an important factor in the adjustment phase, it is not as important in the acceptance phase.

### ***Limitations and Future Research***

One limitation of this study is the sample of respondents. A sample of students, especially at these times of economic hardship, might perceive an expatriate assignment as a better alternative than working at home overall. As is common amongst student population, this sample exhibits low variation for the individual difference scales tested, i.e., CQ, MGUDS-S, OTE, and AG. Most students do not have as much experience and career stability as the average manager in a full-time position, both of which may affect how a person views an expatriate assignment. In addition, manipulation checks were not administered in this study and thus, the success of the manipulated factors/levels are assumed (unknown). The experimental design varies two locations and two promotion possibilities, but respondents were asked to assume that they are “single with no family constraints,” which may not be the case for a lot of expatriate candidates.

Future study may consider incorporating individuals’ perceptions and knowledge of the specific countries being examined. In reality, any intelligent applicant would “do their homework” before accepting any assignment. The length of an assignment is also apt to impact an employee’s final decision. Another idea to explore is how language, race and religion relate to accepting an assignment located in countries with specific spoken language, racial majority, and religious practices and restrictions. Since not all expatriates are offered a guarantee for re-employment at the end of their assignment, future research should consider this factor and its

effects on accepting expatriate assignments. Would a person accept an expatriate assignment if there is no guarantee for re-employment back home at the end of the assignment? After all of this, I am still left wondering where globalization is taking us. Is it possible that a college graduate would consider accepting a job regardless of location? Will there be a job search process without boundaries one day?

## APPENDIX

### Experimental Scenarios

#### **UK, No Promotion**

You are currently working as a Human Resource (HR) training specialist in a multinational company. You have been with the company for three years after receiving your MBA from California State University, Long Beach with a concentration in HRM. Your supervisor recently approached you about a three-year expatriate assignment as Vice President of HR in a newly opened subsidiary in the UNITED KINGDOM. Your supervisor also told you that if you take the position, **there is no guarantee of a promotion** upon return to headquarters. It is a great learning experience regardless of the outcome. You are still single with no family constraints to prevent you from taking the assignment.

#### **UK, Promotion**

You are currently working as a Human Resource (HR) training specialist in a multinational company. You have been with the company for three years after receiving your MBA from California State University, Long Beach with a concentration in HRM. Your supervisor recently approached you about a three-year expatriate assignment as Vice President of HR in a newly opened subsidiary in the UNITED KINGDOM. Your supervisor also told you that if you take the position, **would lead to a promotion** upon return to headquarters. It is a great learning experience regardless of the outcome. You are still single with no family constraints to prevent you from taking the assignment.

#### **Saudi Arabia, No Promotion**

You are currently working as a Human Resource (HR) training specialist in a multinational company. You have been with the company for three years after receiving your MBA from California State University, Long Beach with a concentration in HRM. Your supervisor recently approached you about a three-year expatriate assignment as Vice President of HR in a newly opened subsidiary in SAUDI ARABIA. Your supervisor also told you that if you take the position, **there is no guarantee of a promotion** upon return to headquarters. It is a great learning experience regardless of the outcome. You are still single with no family constraints to prevent you from taking the assignment.

#### **Saudi Arabia, Promotion**

You are currently working as a Human Resource (HR) training specialist in a multinational company. You have been with the company for three years after receiving your MBA from California State University, Long Beach with a concentration in HRM. Your supervisor recently approached you about a three-year expatriate assignment as Vice President of HR in a newly opened subsidiary in SAUDI ARABIA. Your supervisor also told you that if you take the position, **would lead to a promotion** upon return to headquarters. It is a great learning experience regardless of the outcome. You are still single with no family constraints to prevent you from taking the assignment.

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FIGURE 1\*

Table 1 Proportional test for gender differences in willingness to work overseas

	Percentage of total willing to work overseas (n=217)	Percentage of males willing to work overseas (n=106)	Percentage of females willing to work overseas (n=111)	z-test for gender difference <sup>3</sup>
Argentina	48.90	63.20	36.00	4.11***
Australia	66.20	77.40	56.80	2.29*
Brazil	42.00	57.50	27.00	5.43***
Canada	79.90	77.40	82.00	-0.43
Chile	33.80	45.30	23.40	4.80***
China	26.50	31.10	22.50	2.42*
Columbia	26.40	33.00	20.50 <sup>2</sup>	3.54***
Costa Rica	46.60	57.50	36.90	3.26**
Denmark	49.30	63.20	36.90	3.93***
Finland	42.90	57.60	29.70	4.79***
France	68.50	73.60	64.90	0.93
Germany	54.30	63.20	46.80	2.22*
Great Britain	75.80	77.40	74.80	0.25
Greece	49.30	57.50	41.40	2.43*
Hong Kong	42.00	49.10	36.00	2.30*
India	11.90	16.00	8.10	5.08***
Indonesia	13.20	19.80	7.20	7.22***
Israel	21.90	27.40	17.10	3.51***
Italy	64.40	67.90	62.20	0.65
Japan	59.40	70.80	48.60	2.77**
Jordan	11.90	14.20	9.90	2.76**
Kenya	13.70	16.00	11.70	2.38*
Korea	17.40	23.60	11.70	5.15***
Mexico	46.30	55.20	38.70	2.63**
New Zealand	48.40	59.40	38.70	3.16**
Nigeria	16.40	20.80	12.60	3.75***
Norway	46.90	55.70	37.80	2.86**
Peru	31.50	38.70	25.20	3.18**
Portugal	36.10	44.30	28.80	3.18**
Romania	16.40	19.80	13.50	2.89**
Saudi Arabia	16.40	26.40	7.20	8.80***
Scotland	49.80	59.40	41.40	2.67**
South Africa	24.20	29.20	19.80	2.90**
Sweden	59.80	74.50	46.80	3.41***
Taiwan	23.70	30.20	18.00	3.83***
Tanzania	11.00	15.10	7.20	5.52***
Thailand	27.40	33.00	22.50	2.85**
Turkey	14.60	20.80	9.00	6.10***
Venezuela	47.50	52.80	42.30	1.65
Vietnam	7.30	12.30	2.70	10.29***
Zaire	14.30	18.10 <sup>1</sup>	10.90 <sup>2</sup>	3.79***

## Notes

1 n=105.

2 n=112 (Columbia) n=110 (Zaire).

3 z-test for the equality of two proportions (Kanji, 1993: 25). Negative z-values indicate a greater percentage of willingness to work overseas for females.

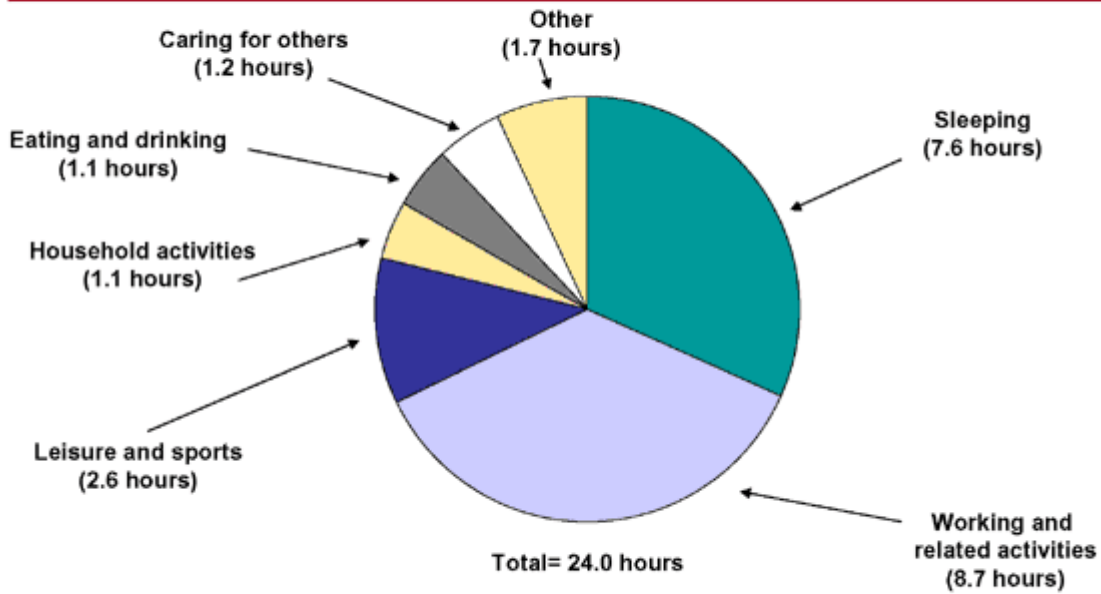
\* p&lt;.05; \*\* p&lt;.01; \*\*\* p&lt;.001.

\* Source: Lowe, Downes, and Kroeck (1999)

**FIGURE 2**

## Time use on an average work day for employed persons ages 25 to 54 with children

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NOTE: Data include employed persons on days they worked, ages 25 to 54, who lived in households with children under 18. Data include non-holiday weekdays and are annual averages for 2007.

SOURCE: Bureau of Labor Statistics

**TABLE 1**  
**Summary of Overall Treatment Means**

	<i>UK, Promo</i>	<i>UK, No Promo</i>	<i>SA, Promo</i>	<i>SA, No Promo</i>
<i>Measures</i>				
Acceptance	7.60 (1.61)	7.01 (2.10)	6.39 (1.97)	5.80 (1.83)
Overall Attitude	7.56 (1.28)	6.71 (1.89)	6.86 (1.59)	5.73 (1.78)

**TABLE 2**  
**Summary of Treatment Means for Gender x Location Interaction**

	<i>UK, Males</i>	<i>UK, Females</i>	<i>SA, Males</i>	<i>SA, Females</i>
<i>Measures</i>				
Acceptance	7.28 (1.83)	7.13 (1.86)	6.25 (1.99)	5.98 (1.83)
Overall Attitude	7.12 (1.71)	7.09 (1.57)	6.30 (1.91)	6.29 (1.73)

**TABLE 3A****Summary of Treatment Means for Meta-Cognitive CI x Location Interaction**

	<i>UK, High MCCI</i>	<i>UK, Low MCCI</i>	<i>SA, High MCCI</i>	<i>SA, Low MCCI</i>
<i>Measures</i>				
Acceptance	7.89 (1.44)	6.73 (1.95)	6.24 (2.12)	6.07 (1.73)
Overall Attitude	7.63 (1.55)	6.74 (1.59)	6.35 (2.06)	6.33 (1.59)

**TABLE 3B****Summary of Treatment Means for Cognitive CI x Location Interaction**

	<i>UK, High CCI</i>	<i>UK, Low CCI</i>	<i>SA, High CCI</i>	<i>SA, Low CCI</i>
<i>Measures</i>				
Acceptance	7.86 (1.27)	6.55 (2.11)	6.28 (1.86)	6.01 (1.96)
Overall Attitude	7.20 (1.60)	6.96 (1.64)	6.45 (1.84)	6.20 (1.80)

**TABLE 3C****Summary of Treatment Means for Motivational CI x Location Interaction**

	<i>UK, High MCI</i>	<i>UK, Low MCI</i>	<i>SA, High MCI</i>	<i>SA, Low MCI</i>
<i>Measures</i>				
Acceptance	7.83 (1.52)	6.61 (1.97)	6.73 (1.82)	5.65 (1.85)
Overall Attitude	7.65 (1.36)	6.58 (1.67)	6.68 (2.03)	6.03 (1.58)

**TABLE 3D****Summary of Treatment Means for Behavioral CI x Location Interaction**

	<i>UK, High BCI</i>	<i>UK, Low BCI</i>	<i>SA, High BCI</i>	<i>SA, Low BCI</i>
<i>Measures</i>				
Acceptance	7.91 (1.38)	6.59 (1.98)	5.92 (2.11)	6.42 (1.75)
Overall Attitude	7.32 (1.77)	6.88 (1.44)	6.31 (1.99)	6.36 (1.68)

**TABLE 4**  
**Summary of Treatment Means for UDO x Location Interaction**

	<i>UK, High UDO</i>	<i>UK, Low UDO</i>	<i>SA, High UDO</i>	<i>SA, Low UDO</i>
<i>Measures</i>				
Acceptance	7.78 (1.51)	6.76 (2.01)	6.33 (1.88)	5.92 (19.2)
Overall Attitude	7.25 (1.68)	6.96 (1.60)	6.52 (1.87)	6.11 (1.75)

**TABLE 5**  
**Summary of Treatment Means for AG x Location Interaction**

	<i>UK, High AG</i>	<i>UK, Low AG</i>	<i>SA, High AG</i>	<i>SA, Low AG</i>
<i>Measures</i>				
Acceptance	7.10 (1.89)	7.36 (1.80)	6.21 (1.85)	6.02 (1.97)
Overall Attitude	7.36 (1.49)	6.84 (1.72)	6.60 (1.55)	5.90 (2.00)

**TABLE 6A**  
**Summary of Treatment Means for OTE x Location Interaction**

	<i>UK, High OTE</i>	<i>UK, Low OTE</i>	<i>SA, High OTE</i>	<i>SA, Low OTE</i>
<i>Measures</i>				
Acceptance	7.47 (1.97)	7.00 (1.71)	6.39 (1.93)	5.98 (1.85)
Overall Attitude	7.27 (1.72)	6.94 (1.56)	6.61 (1.81)	6.02 (1.74)

**TABLE 6B**  
**Summary of Treatment Means for OTE x Promotion Interaction**

	<i>No Promo, High OTE</i>	<i>No Promo, Low OTE</i>	<i>Promo, High OTE</i>	<i>Promo, Low OTE</i>
<i>Measures</i>				
Acceptance	6.83 (2.10)	5.98 (1.82)	7.02(1.94)	7.00 (1.76)
Overall Attitude	6.43 (1.93)	5.96 (1.81)	7.45 (1.47)	6.99 (1.41)