

DISSERTATION

SELECTION OF EXPATRIATES: A STUDY OF DECISION-MAKING MODELS

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In partial fulfillment of the requirements

For the Degree of Doctor of Philosophy

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ABSTRACT OF DISSERTATION

SELECTION OF EXPATRIATES: A STUDY OF DECISION-MAKING MODELS

Many organizations now find it essential to operate on a global level to maintain a competitive advantage. Expanding into international-level business presents many challenges to an organization, one of which is the difficulty of selection of expatriate employees. The purpose of this study was to explore the decision-making processes of HR professionals when selecting expatriates. Specifically, the policy capturing method and hierarchical linear modeling (HLM) were used to examine how expatriates' characteristics, including gender, domestic performance/technical competence, extraversion, stress tolerance, and previous international experience, were incorporated in decision-making. When deciding whether to send a hypothetical candidate abroad, HR professionals considered previous international experience and stress tolerance as important factors. In determining the likelihood of adjustment to a foreign culture, HR professionals considered the following factors: previous international experience, stress tolerance, and extraversion. Decisions regarding the likelihood of adequate job performance in the international assignment relied only on stress tolerance, and judgments regarding likelihood of early termination of the expatriate assignment seemed to be determined by previous international experience and stress tolerance. While comparing HR professionals' decisions to those of actual expatriates regarding whether to send a hypothetical candidate abroad, likelihood of adjustment, or likelihood of early return from the assignment, HR professionals tended to favor candidates if qualitative information about previous international experience was provided. In contrast, expatriate

respondents were more optimistic about candidates for whom quantitative information was provided. It was also determined that decisions regarding likelihood of adjustment and adequate job performance were related to the overall decision of whether to send a hypothetical candidate abroad. The findings also revealed that likelihood of adequate job performance was more important to the overall decisions for HR professionals than for actual expatriates. Overall, these findings are similar to those reported in the current meta-analytic findings.

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DEDICATION

To my sisters: I hope I can grow up to be just like them.

They are beautiful, smart, fun, giving, daring, and kind.

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CHAPTER I INTRODUCTION

Many organizations now find it essential to operate on a global level to maintain a competitive advantage (Adler, 1984; Cascio, 2003; Hansen & Kelly, 1991; Jelinek & Adler, 1988; Kealey, 1996). About 80% of midsize and large companies have personnel working abroad, and 45% anticipate increasing their expatriate workforce in the future (Black & Gregersen, 1999). While some firms utilize members of the local population, or host country nationals, in their overseas sites, many firms fill some positions, particularly at the management level or in positions requiring technical expertise, with expatriates, or employees from the organization's nation of origin.

Expanding into international-level business presents many challenges to an organization, one of which is the difficulty of selecting these expatriate employees (Arthur & Bennett, 1995; Ones & Viswesvaran, 1999). Roughly 10-20% of personnel sent on expatriate assignments return early, and about a third of those who remain do not perform up to their supervisor's expectations while in these assignments, both of which are extremely costly for the organization (Black & Gregersen, 1999). It has been proposed that a primary reason for the high rate of expatriate failure is utilization of poor selection methods (Harvey, 1996).

Statement of Purpose

Despite concerns about use of poor selection methods for expatriate assignments, thorough assessment of actual practices and decision-making of human resources (HR) professionals for selecting expatriates has not been undertaken. One study considered

how the traits included in the Big Five personality structure influenced the decision-making of HR managers in selecting expatriates (Ones & Viswesvaran, 1999). However, these traits are broader than some characteristics suggested by the literature that might be considered by HR professionals, and the study did not compare the relative importance among these traits as well as other important characteristics such as domestic performance/technical competence. A more complete assessment of decision-making of HR professionals would allow greater understanding of whether loss in expatriate effectiveness may be partially due to inadequate consideration of important characteristics. The primary purpose of this study, then, was to explore the decision-making processes of HR professionals when selecting expatriates.

Specifically, I examined how expatriates' characteristics, including gender, domestic performance/technical competence, extraversion, stress tolerance, and international experience, are incorporated in selection decisions. As part of this exploration, I also determined the degree to which these professionals use various dimensions of expatriate success in making their selection decisions.

Toward these goals, the literature relating to expatriate selection is reviewed below. First, what is currently reported in the literature regarding current practices in expatriate selection is detailed. A discussion of the nature and facets of expatriate success that companies should be endeavoring to predict in their selection process follows, along with meta-analytic findings regarding the interrelationships of these criteria. Finally, some predictors of expatriate effectiveness that companies might utilize are reviewed, including meta-analytic findings regarding their relationships to various criteria of expatriate success.

Expatriate Selection

Personnel selection is the decision-making process involved in determining who will perform in a work role effectively. With careful consideration of how effectiveness is defined and prudent choice of characteristics related to aspects of effectiveness as predictors, employees selected based on those characteristics are more likely to achieve success in the work role than employees chosen at random (Guion, 1990). One possible reason for the current high failure rate among expatriates might be that poor decisions are resulting in selection of individuals not ideally fitted to the role (Nicholls, Rothstein, & Bourne, 2002). The decision outcomes may be failing due to faulty definition of the success domain in the decision making process, poor choice of predictors, or some combination of the two.

At this point, research on personnel selection of expatriates is limited. While studies exist that link various predictors to outcomes of importance (Abe & Wiseman, 1983; Black, 1990; Culpan & Wright, 2002; Harrison, Chadwick, & Scales, 1996; Parker & McEvoy, 1993; Searle & Ward, 1990; Sinangil & Ones, 1997), the literature tells us that actual practice does not appear to have been informed by these studies. Most selection of expatriates appears to be done on the basis of successful records of domestic performance rather than using characteristics that have been shown useful in predicting effectiveness in research contexts (Black & Gregersen, 1999; Culpan & Wright, 2002; Harvey & Novicevic, 2002; Kealey, 1996; Westwood & Leung, 1994). In a study asking 24 HR managers what they saw as important predictors for expatriate success, technical and managerial competence were considered most important by 23 raters, while no other characteristic was rated first by more than two individuals (Haslberger & Stroh, 1992). Even when HR managers do rate characteristics like interpersonal skill as important for

expatriate selection, it is believed that they are rarely assessed in personnel selection (Kealey, 1996; Tung, 1981).

While technical as well as managerial competence, as reflected in domestic performance records, are important to the success of expatriates, arguably, the cross-cultural aspects of the environment make other competencies that aid in adjustment to the new culture equally essential for success (Schneider, 1997; Stone, 1991). Expatriates themselves consider job knowledge and skill necessary but insufficient for international success (Arthur & Bennett, 1995). In concordance with the opinions expressed by expatriates in Arthur and Bennett's study, many researchers have suggested that the reliance on domestic performance/technical competence to the exclusion of other characteristics in selection decision-making are likely major contributing factors to high expatriate failure rates (Black & Gregersen, 1999; Culpan & Wright, 2002; Harvey & Novicevic, 2002; Kealey, 1996; Westwood & Leung, 1994). Omission of other relevant predictors is likely related, in part, to a lack of understanding about the criteria of importance to expatriate success.

Dimensions of Expatriate Success

From the description of personnel selection above, it is clear that a definition of effectiveness is essential before choosing predictors. However, less attention is usually given to appropriately defining criteria to aid in choice of optimal predictors for selection than is given to the development of predictors themselves (Campbell, 1990). Despite a lack of attention to definitions of effectiveness in the selection context, it is easy to identify a couple of the most common criteria for selection used across employment settings. Turnover, due to its high costs and relationship with organizational goals, has been and remains an important criterion for employers to predict in selection (Borofsky,

Wagner, & Turner, 1995; Dalessio, 1994; Joy, 1991; McEvoy & Cascio, 1985; Smith, 1976; Villanova, Bernardin, Johnson, & Dahmus, 1994). Supervisor ratings of job performance, though, have been the most popular criterion as many employers are primarily interested in predicting how well the employee will perform important job tasks. However, interest has been increasing in predicting other aspects of job performance not strictly related to the task, such as how well the employee gets along with and helps others (Borman & Motowidlo, 1997; Campbell, 1990; Organ, 1988).

Criteria of expatriate success ought to be developed based on similar concerns to those discussed above, with alterations for the aspects of effectiveness unique to international contexts. However, as in the domestic selection context, too little attention is given to development of effectiveness criteria that companies want to predict for expatriate workers. The speed with which most companies send someone abroad leaves little time for analysis of the work, making it difficult to develop appropriate criteria for use in selection (Harvey, 1996). Some organizations recognize their lack of a definition of expatriate success and use this to explain why they have not developed better selection systems (Arthur & Bennett, 1995). The expatriate literature, though, has suggested some criteria similar to those used in the domestic context that can be used in validating selection predictors.

Examination of the studies of expatriate success reveals that many researchers use adjustment as their criterion of interest, usually using Black and Stephens' (1989) three-dimensional conceptualization, consisting of work, interaction, and general adjustment. Work adjustment involves comfort with performing job tasks, interaction adjustment involves ease with which the individual interacts with host country nationals, and general adjustment involves acceptance of general living conditions and the culture in the new

environment. These adjustment variables seem important to the non-task performance elements such as being able to work with others effectively. Adjustment to the new culture is a unique performance criterion for expatriates when compared to work in domestic environments.

Other researchers (Black & Stephens, 1989; Bolino & Feldman, 2000; Caliguiri, 1996, 1997; Gregersen & Black, 1990) consider turnover or turnover intentions as criteria for expatriate success. Still others, especially in more recent research (Caliguiri, 2000; Kraimer, Wayne, & Jaworski, 2001; Stierle, van Dick, & Wagner, 2002; Tsang, 2001), use ratings of expatriate job performance in the international assignment from supervisors, peers, or the employees themselves as another criterion. The above two common criteria from the expatriate research exactly parallel those used in domestic selection contexts.

Each of these criteria is likely to be of importance to the overall success of the expatriate. If employees are unable to adjust to their new surroundings, it is possible that they may be unable to perform their job activities proficiently (Ones & Viswesvaran, 1997), or that they might terminate the assignment early (Aycan & Kanungo, 1997). For example, an expatriate who does not adjust to interacting with host nationals may not be able to obtain the information needed to perform effectively or to adjust to daily life in the new culture (Black & Gregersen, 1991a; Kraimer et al., 2001). As another example, an expatriate who fails to adjust to living and working in the new culture is more likely to perform ineffectively (Kraimer et al., 2001), experience stress or negative emotions, and desire an early return to the home country (Black & Gregersen, 1990; Daniels & Insch, 1998; Gregersen & Black, 1990; Shaffer & Harrison, 1998).

In Table 1 below, the meta-analytic findings for relationships between the criteria of expatriate success are presented. These data represent relationships estimated through a meta-analysis of 65 studies, the details of which will be presented later. In most cases, measures of job performance included supervisor ratings of how well the employee performed the essential tasks of the job, although occasionally the ratings of performance were provided by peers or by the expatriates themselves. Turnover intentions and the facets of adjustment were almost always measured by asking the expatriate how likely they were to return from their assignment prematurely and how adjusted they felt to various aspects of the assignment and the new culture.

Although all criteria in Table 1 are interrelated, the meta-analytical findings seem to suggest that the criteria represent different constructs due to the unique patterns of relationships for each criterion with the other criteria. If all of these criteria are uniquely important for expatriate success, companies would do well to try to predict each of them through selection processes. Therefore, using only one of the variables as a criterion will not allow a company to predict all that is important to expatriate success.

Predictors of Expatriate Success

Like the expatriate success criteria reviewed earlier, predictors potentially relevant for expatriate selection are similar to those used in the domestic context. Some of the most common predictors used to select employees in the domestic context include general cognitive ability (g), personality, and biographical data (biodata), which is information about the individual and their past experiences gathered through applications, resumes, or interviews.

At this point, it seems that g has been indirectly assessed in the expatriate context. General cognitive ability is commonly found to be the best predictor of job performance

	General Adjustment	Interaction Adjustment	Work Adjustment	Job Performance
Interaction Adjustment	.59 (20; 3,457; .47-.52)			
Work Adjustment	.52 (18; 3,198; .40-.46)	.48 (16; 2,937; .37-.43)		
Job Performance	.28 (6; 813; .16-.29)	.25 (6; 813; .14-.27)	.45 (4; 512; .30-.45)	
Turnover Intent	-.36 (7; 1,573; -.33 - -.24)	-.33 (6; 1,358; -.31 - -.21)	-.27 (6; 1,501; -.31 - -.10)	-.26 (8; 1,095; -.32 - -.09)

*All relationships corrected for measurement error in the predictor and criterion

**Following each estimated corrected correlation (ρ) in parentheses is the number of correlations upon which the estimate is based (k), the total combined sample size (N), and the 95% confidence interval (CI) so ρ (k, N, CI). When the credibility interval included zero, the confidence interval for heterogeneous studies is reported. When the credibility interval does not include zero, the confidence interval for homogenous studies is reported. The confidence interval estimates the extent to which sampling error remains in the sample-size-weighted mean correlation before the correlation is corrected for statistical artifacts; the credibility interval is calculated after correction for artifacts and indicates whether moderators are likely to be present (i.e., whether correlations included in the average come from a homogenous population).

across contexts and types of performance (Schmit & Hunter, 1998), and the relationship is likely, in part, mediated by job knowledge (Hough & Oswald, 2000). Hence, job knowledge, as reflected in domestic job performance, seems a reasonable predictor.

Because most employees sent abroad are already a rather homogenous group in terms of professional competence, other factors are likely to play a large role in predicting success (Arthur & Bennett, 1995). Since the early 1990s, personality variables have been increasingly used in domestic selection. Some reasons for this increase include the wide acceptance of the Big Five taxonomy of traits as an organizing framework, as well as meta-analytic findings suggesting the relevance of some of those

five traits for predicting work outcomes (Barrick & Mount, 1991; Salgado, 1997; Tett, Jackson, & Rothstein, 1991). The five traits of the taxonomy include conscientiousness (i.e., being dependable, achievement-oriented, and persevering), agreeableness (i.e., being courteous, compliant, cooperative), extraversion (i.e., being sociable, assertive, active), neuroticism (i.e., being anxious, emotional, and insecure), and openness to experience (i.e., being imaginative, curious, and broad-minded).

Meta-analytic findings based on domestic employees have suggested the importance of conscientiousness as a predictor of job performance across position type, while extraversion and openness predict job performance for some types of workers, such as managers and salespeople. Researchers have suggested that these traits should also be important for expatriate employees (Caligiuri, 1996, 2000; Harvey & Novicevic, 2002; Ones & Viswesvaran, 1999).

However, some have questioned whether these broad traits are optimal for personnel selection. These researchers have generally suggested the use of more narrow personality traits when trying to predict specific facets of effectiveness (Schneider, Hough, & Dunnette, 1996; Stewart, 1999). Recently, suggestions have been increasing to use these types of narrow traits to predict specific criteria of success like adjustment or turnover intent in expatriate selection. For example, researchers have suggested using narrow traits like curiosity (Sargent, 2002), patience (Selmer, 2001a; Schneider, 1997), tolerance for ambiguity (Ang, VanDyne, & Begley, 2003; Caligiuri, 1996; Deller, 1997; Nicholls, Rothstein, & Bourne, 2002), or stress tolerance (Navara & James, 2002; Rehany, 1994; Vanderwielen, 2001) for expatriate selection based on the relationships of these traits with specific criteria of expatriate success in their studies.

Aside from intelligence and personality traits, there are other individual characteristics that organizations may be wise to consider in expatriate selection. For instance, biodata assesses potential employees' background and past experiences such as experience working or living in another country, or an ability to speak the host country language. These characteristics might be useful for companies to consider in expatriate selection.

Due to the large number of potential predictors, some of which have been discussed above, the first step toward determining appropriate selection tools (i.e., predictors) for HR professionals was to empirically identify which predictors are and are not related to expatriate success. To accomplish this goal, I conducted a meta-analysis of 65 studies to estimate associations among various potential predictors and expatriate success.

Summary details of the meta-analysis are below (a full report of the meta-analysis procedures appears in Appendix A), followed by a discussion of some commonly studied predictors of expatriate success and the meta-analytic findings regarding these variables.

Summary of Meta-Analysis Procedures

To identify studies examining the relationship of various predictors potentially of use in expatriate selection, a search was completed using the PsycINFO database. One hundred twelve studies were identified from this search, 65 of which remained after removing studies not fitting within the inclusion criteria (see Appendix A for details). The results of these remaining studies were summarized using the meta-analytic procedures suggested by Schmit and Hunter (1998), and the findings of these analyses are reported below for each group of predictors.

Review of Specific Predictors of Expatriate Success

Below, some characteristics that have been suggested as important for selecting expatriates are reviewed. Both biodata and personality trait predictors will be discussed. For each predictor, relationships with criteria of expatriate success will be outlined based on the existing literature and meta-analytic results. Biodata predictors of interest include skill in the host country's language and previous international experience, while personality trait predictors include conscientiousness, extraversion, openness to experience, flexibility, and stress tolerance

Biodata Predictors

Skill in Host Language.

One characteristic that might be used to select expatriates is their skill in speaking and writing the host country's language. One theory suggests that exposure to host nationals should aid in adjustment. If the host national does not speak the expatriate's native tongue, some host country language skills on the part of the expatriate will be required for this exposure to meaningfully aid adjustment (Caliguiri, 1996). However, others suggest that mere contact is insufficient toward improving adjustment if the expatriate is not open to the norms of the host culture (Cui & van den Berg, 1991). Therefore, skill in the host country language may be necessary but not sufficient for success in countries where the expatriate's native tongue is not spoken by most host nationals. In countries where the home country language is spoken by many, skill in the host language may be of little importance.

Host country language skills may also aid in performing job tasks. Expatriates in positions requiring communication or cooperation with their host national coworkers will be better able to do so with some host country language skills. Skill in the host language

may also foster effective performance by creating the perception that the expatriate is part of the work group rather than an outsider (Takeuchi, Yun, & Russell, 2002). Expatriates lacking host country language skills may also experience difficulty adjusting to their new assignment or cultural environment and may be more anxious to return to the home country.

Skill in the host language, usually measured by self-ratings of fluency on a numerical scale, shares a favorable relationship with expatriate success variables in the meta-analytic results described in Table 2. As one might expect, skill in the host language shares its strongest relationship with adjustment to interacting with host nationals ($\rho=.42$). Host language ability shares positive relationships with the other facets of adjustment ($\rho=.25$ for general and $.22$ for work adjustment) and a somewhat smaller relationship with ratings of job performance ($\rho=.18$). Overall, then, it seems that an ability to speak the host country language might be a useful predictor for expatriate selection in contexts where extensive interaction with host nationals not speaking the home country language is anticipated.

Experience Working Internationally.

Prior international experience, measured by asking potential expatriates about the number and/or length of previous foreign assignments, is one commonly used predictor to select expatriates (Kealey, 1996). This is similar to the use of quantitative measures of work experience as a predictor in domestic selection. Previous meta-analytic results have found that such measures of experience performing similar tasks or in similar jobs share a moderate relationship with ratings of job performance ($\rho=.27$) (Quinones, Ford, & Teachout, 1995). Basically, having done something in the past is expected to influence one's ability to perform similar tasks in the future.

Researchers expect international experience to be of importance to expatriates because past international work experience should provide strategies that assist in future adaptation (Black & Gregersen, 1991a; Tsang, 2001). Therefore, a relationship of international work experience to adjustment variables would be anticipated. Additionally, realistic expectations for the new expatriate assignment based on prior experiences may increase the expatriate's satisfaction with and commitment to the assignment (Gregersen & Black, 1992). Thus, previous international experience may also share a relationship with turnover intentions.

However, the relationship between past experience working in another country and expatriate success variables is not large in the current meta-analytic results, although the predictor does show some positive relationships with adjustment criteria ($\rho=.10$, $.12$, and $.14$ for general, interaction, and work adjustment respectively) as shown in Table 2. Perhaps past experiences are often not similar enough to the current expatriate assignment to aid as much in adjustment and performance as hoped (Black & Gregersen, 1991a). Alternatively, being abroad may not be enough if one did not adjust or perform particularly well while there (Black & Stephens, 1989). Maybe a minimum amount of international experience is necessary before it becomes a useful predictor, or perhaps experience beyond a certain threshold does not increase its predictive utility.

It should be emphasized that exclusively quantitative descriptions of experience may not be sufficient for prediction of performance in complex positions like those of expatriates (Tesluk & Jacobs, 1998). Instead of considering such aspects of the previous international experience as those outlined above, companies usually rely on measures of number of previous foreign assignments or time spent abroad as predictors. These types of measures may not provide the needed information, or they may not yield sufficient

variation within the pool of potential expatriates to allow for significant relationships. Therefore, international experience may be failing as an effective predictor of expatriate success as a result of how questions regarding this variable are asked or due to a lack of variation in potential expatriates' international experience. However, what is known is that the current popular measurements of international experience do not predict success well in the expatriate assignment and thus should not be weighted heavily in making selection decisions.

Table 2.
Relationships between demographic/experience predictors and criteria of expatriate success

	General Adjustment	Interaction Adjustment	Work Adjustment	Job Perf	Turnover Intent
Skill in host language	.25 6; 927; .15-.28)	.42 (6; 927; .24-.52)	.22 (4; 626; .05-.33)	.18 (7; 1,113; .06-.25)	-.11 (6; 945; -.17- -.01)
Experience working internationally	.10 (12; 2,543; .04-.14)	.12 (11; 2,249; .05-.17)	.14 (9; 2,008; .09-.16)	.00 (7; 930; -.09-.10)	-.03 (9; 1,735; -.10-.05)

*All relationships corrected for measurement error in the predictor and criterion
 **Following each estimated corrected correlation (ρ) in parentheses is the number of correlations upon which the estimate is based (k), the total combined sample size (N), and the 95% confidence interval (CI) so ρ (k, N, CI). When the credibility interval included zero, the confidence interval for heterogeneous studies is reported. When the credibility interval does not include zero, the confidence interval for homogenous studies is reported. The confidence interval estimates the extent to which sampling error remains in the sample-size-weighted mean correlation before the correlation is corrected for statistical artifacts; the credibility interval is calculated after correction for artifacts and indicates whether moderators are likely to be present (i.e., whether correlations included in the average come from a homogenous population).

Personality Predictors

Similar to the review of the conceptual and meta-analytic relationships between biodata predictors and criteria of expatriate success above, I now present prior empirical evidence as well as the current meta-analytic findings (Table 3) pertaining to important

personality predictors for expatriate selection, namely extraversion, openness, flexibility, conscientiousness, and stress tolerance.

Extraversion.

A person displaying high levels of the trait extraversion is generally sociable, assertive, and talkative (Barrick & Mount, 1991), has an ability to be outgoing with others, and has a desire to establish interpersonal relationships (Caligiuri, 1996). The basis for a link between extraversion and expatriate success lies in this enhanced ability and motivation of extraverted individuals to communicate with others and form relationships (Caligiuri, 2000). Being able to form and maintain relationships with others has been shown to help expatriates to adjust to working with people in their new environment (Takeuchi, Yun, & Russell, 2002), and the people with whom extraverted expatriates form relationships may provide important sources of information about how to behave in the new culture or information vital to performance of the new job (Cathcart, 1996). The relationships extraverts are better able to form should also provide social interaction and support, which have been suggested as important to expatriate adjustment (Caligiuri & Lazarova, 2002). As an indirect link, stress is an inherent part of expatriate work, and strong interpersonal relationships may reduce the negative effects of stress on performance (Kallapur & Anantharaman, 1988; Kraimer et al., 2001; Porter, 1996). Therefore, extraverted expatriates should be expected to experience greater adjustment and perform well in the foreign countries.

The meta-analytic results in Table 3 support the above expectations, showing a favorable relationship between extraversion and the criteria of expatriate success. Extraversion is positively related to adjustment, particularly interaction adjustment ($r=.41$), and negatively related ($r=-.25$) to a desire to terminate the assignment

prematurely. Extraversion shares a smaller relationship with job performance ratings ($\rho=.17$). Overall, it appears that extraversion might be a useful predictor in expatriate selection, particularly if the work will involve interaction with others.

Openness.

People high in openness to new experiences are likely to be imaginative, curious, and broad-minded (Barrick & Mount, 1991). Expatriates who are open tend to be more genuinely interested in learning about and from the new culture (Caliguiri, 1996). This genuine interest in learning about and from the new culture, as well as their broad-minded nature, may help expatriates accurately assess host national behavior within its cultural context rather than through the lens of their own beliefs (Mendenhall & Oddou, 1986) and to learn and adopt new behaviors or ideas (Bing & Lounsbury, 2000). Hence, expatriates high in openness might adjust better and more rapidly to the new culture.

According to the definition above, openness to experience is also expected to be positively associated with job performance. Previous meta-analytic findings have revealed that domestic employees' openness to experience does not share a significant relationship with performance ratings ($\rho=-.03$, Barrick & Mount, 1991), but researchers have suggested that the relationship might be stronger in jobs with high levels of autonomy because employees may need to be open to a broad array of potential work strategies (Barrick & Mount, 1991, 1993; Tett et al., 1991). Because international workers are far from their home offices, their positions often entail more autonomy than in the domestic setting (Black, 1988; Gregersen & Black, 1992; Tung, 1981), leading us to expect a stronger relationship between openness and performance ratings for expatriate than for domestic employees.

However, the current meta-analytic results suggest that the relationships between openness and expatriate job performance and turnover are not large ($\rho=.12$ for job performance; $\rho=.00$ for turnover). Perhaps some expatriate positions do not have the high degrees of autonomy expected, or maybe the openness required for expatriate positions is more specific than the general openness measures. For example, it may be very important for expatriates to be open to other cultural values. Although openness exhibited stronger relationship with performance ratings in this meta analysis than in the prior meta-analysis based on domestic samples (Barrick & Mount, 1991), the relationship remains small. A null relationship was also found between openness and intention to terminate the assignment in the current meta-analytic findings. Finally, the relationship between openness and adjustment cannot be estimated because there were no studies available in the literature. In sum, the available evidence suggests that openness is likely to be of limited use as a predictor in expatriate selection, unless it shares a significant relationship with adjustment variables.

Flexibility.

Flexible individuals are those who adapt easily to new ways of doing things, tolerate ambiguity well, are open to change, and are willing to experiment with new behaviors (Schneider, 1997). Flexibility (also called adaptability) might be important to the expatriate in order to be open to and adjust to different cultural norms, perspectives, and business practices (Black & Gregersen, 1999), perhaps through experimentation using different behaviors appropriate to the local culture (Caligiuri & Cascio, 2000). Specifically, expatriates are likely to be called upon to adapt to different communication styles, to fulfill new roles, or to use new strategies to interact with people in host countries (Hannigan, 1990). As described by Van Oudenhoven, Van der Zee, and Van

Kooten (2001), flexible expatriates tend to report a desire to take up new challenges, approach new situations, and adopt new strategies dependent on their assessment of requirements of new situations.

However, like openness, flexibility did not share a strong relationship with the expatriate success criteria in the current meta-analytic findings. The strongest relationship was with intention to terminate the assignment early ($\rho = -.20$). Also similar to openness, relationships of flexibility with the adjustment variables were not available. Overall, the meta-analytic evidence suggests that flexibility/adaptability is most likely to be useful as a predictor of expatriate success when the cost or likelihood of turnover is high.

Conscientiousness.

Individuals who are conscientious are generally dependable, motivated to achieve success, hardworking, and persevering in the face of adversity (Barrick & Mount, 1991). Highly conscientious individuals are also skilled in structuring and organizing their work environments, and tend to be methodical and practice effective time management (Stewart, 1999). In their meta-analysis, Barrick and Mount (1991) found that conscientiousness was significantly related to job performance ratings across myriad jobs ($\rho = .23$), and it is reasonable to expect that these characteristics might be related to job performance in expatriate positions (Caliguiri, 1996). Because conscientious employees desire to be dependable, Ones and Viswesvaran (1997) speculated that they might also feel obligated to complete the full assignment, contributing to reduced turnover. Finally, the persevering aspect of conscientiousness might aid expatriates in adjustment by allowing them continue trying to learn new norms and roles even though initial attempts are sometimes unsuccessful.

As seen in Table 3, conscientiousness shared a positive relationship with expatriate job performance ($\rho=.30$). Conscientiousness also shared a relatively smaller relationship with expatriate turnover intentions ($\rho=-.10$). No information is available pertaining to the relationship between conscientiousness and adjustment facets. From the available information, it appears that conscientiousness would be useful in selection decisions as a predictor of expatriate job performance.

Stress Tolerance.

Stress tolerance is the ability to engage in goal-oriented activities despite the existence of pressure such as a demanding workload or time pressures (Brezezinska & Kofta, 1974). A number of stressors have shown negative relationships with job performance and positive relationships with turnover intentions, although those relationships have not always been strong or consistent (Jex, 1998; Kallapur & Anantharaman, 1988). Meta-analytic results suggest that stress tolerance is an effective predictor for use in domestic personnel selection (Ones & Viswesvaran, 2001), sharing positive relationships with job performance ($\rho=.41$). Stress tolerance has also been suggested as an important predictor for expatriate selection (Haslberger & Stroh, 1992), and competently dealing with stress has been implicated by expatriates themselves as one of the characteristics best able to distinguish average from excellent international workers (Hammer, Gudykunst, & Wiseman, 1978; Ratiu, 1983).

Kealey (1996) offers the most thorough explanation of the importance of stress tolerance for expatriates. He suggests that adapting to a new culture and a new job is very stressful. Individuals with an ability to tolerate stress might be more likely to be able to maintain a sense of well-being in the face of such changes. This sense of well-

being likely assists in the adjustment process, as well as leaving cognitive resources available for completing work tasks.

Overall, the current meta-analytic findings suggest favorable relationships of stress tolerance with expatriate adjustment ($\rho=.26$ and $.16$ for general and interaction adjustment respectively) and turnover ($\rho=-.35$). Of the variables investigated in this meta-analysis, stress tolerance shared the strongest, negative relationship with turnover intentions. Together, the domestic and expatriate literature suggest that stress tolerance might be an important predictor for use in selection decision making.

	General Adjustment	Interaction Adjustment	Work Adjustment	Job Performance	Turnover Intent
Extraversion	.29 (3; 357; .15-.34)	.41 (3; 357; .26-.44)	.07 (1; 56; -.22-.36)	.17 (7; 680; .04-.24)	-.25 (2; 269; -.31- -.08)
Openness	n/a**	n/a**	n/a**	.12 (9;749; -.01-.21)	-.00 (4; 632; -.10-.09)
Flexibility	n/a**	n/a**	n/a**	.02 (4; 293; -.10-.13)	-.20 (2; 404; -.25- -.06)
Conscientiousness	n/a**	n/a**	n/a**	.30 (5; 361; .15-.34)	-.10 (2; 269; -.20-.04)
Stress tolerance	.26 (3; 410; .13-.31)	.16 (3; 410; .02-.25)	n/a**	n/a**	-.35 (1; 123; -.51- -.19)

*All relationships corrected for measurement error in the predictor and criterion
 **No studies available for these cells
 ***Following each estimated corrected correlation (ρ) in parentheses is the number of correlations upon which the estimate is based (k), the total combined sample size (N), and the 95% confidence interval (CI) so ρ (k, N, CI). When the credibility interval included zero, the confidence interval for heterogeneous studies is reported. When the credibility interval does not include zero, the confidence interval for homogenous studies is reported. The confidence interval estimates the extent to which sampling error remains in the sample-size-weighted mean correlation before the correlation is corrected for statistical artifacts; the credibility interval is calculated after correction for artifacts and indicates whether moderators are likely to be present (i.e., whether correlations included in the average come from a homogenous population).

Variables of Interest

According to the review of previous literature, as well as the meta-analysis regarding expatriate success and various selection factors which may be useful in predicting expatriate success, I chose to investigate how HR professionals make expatriate selection decisions based on the following predictors: domestic performance/technical competence, international experience, extraversion, and stress tolerance. In addition, I attempted to investigate how important these predictors are relative to each other in their decisions. The inclusion of domestic performance/technical competence is due to the suggestion that it is currently reported to be the primary characteristic considered in expatriate selection. International experience was chosen because the literature reports that many HR professionals may be utilizing this characteristic in making selection decisions, although it is unclear whether appropriate means of assessing this variable are currently being used. Specifically, I investigated whether use of qualitative versus quantitative conceptualizations of international experience influence the decision-making process. Extraversion and stress tolerance were chosen because it appeared that they would be good predictors of expatriate success, and it was unknown whether these characteristics are considered by HR managers in making expatriate selection decisions.

In addition to examination of the literature and meta-analytic findings, a small pilot study was conducted to confirm the use of these cues. Interviews were conducted with professionals working for companies based in several countries who were familiar with the expatriate selection practices of their organizations. Interviewees ranged from consultants involved in expatriate selection for a number of client companies to the CEO of the organization. Their companies were anything from a large multinational firm

employing 800-1,000 expatriates at any given time to a smaller organization that occasionally sends a handful of workers abroad to complete specific projects.

These interviews generally reaffirmed the suggestions in the literature that most expatriate selection decisions involve consideration of domestic performance/technical competence. Table 4 summarizes the characteristics that professionals working in these companies cited as important in their selection decision making for potential expatriates. It became clear that these companies are also utilizing some of the biodata and personality characteristics that were discussed above. However, in many cases, these characteristics are assessed informally through perceptions during interviews or simulations rather than by utilizing more psychometrically sound, objective methods.

Table 4.
Summary of characteristics indicated as important for expatriate selection

	Organization			
	1	2	3	4
Domestic Performance/Technical Competence	X	X	X	X
Previous International Experience	X			X
Host Language Skills	X			X
Extraversion or Interpersonal Skills		X	X	X
Openness		X	X	
Flexibility/Adaptability		X	X	X
Other (i.e., cultural sensitivity, family situation, long-term orientation)	X	X		X

One other characteristic that will be examined is gender. While females have been increasingly embraced in domestic employment, making up 47% of the U.S. workforce (Bureau of Labor Statistics, 2002), they only represent about 14% of the expatriate workforce (Solomon, 1998; Tung, 1998). Many hypothetical reasons exist that might explain this difference, such as a lack of interest of women in international positions, underrepresentation of females in positions that usually require international assignments, or romantic partners who are unwilling to follow them abroad. However, another potential explanation is that HR professionals believe that women will be

unsuccessful as expatriates or do not possess important competencies for expatriate success and thus do not select them for these positions. However, gender has been found unrelated to expatriate performance ratings (Selmer, 2001a) and turnover intentions, while the level of adjustment only differs by gender in countries with masculine values (Caligiuri & Tung, 1999). Surprisingly, even in countries that do not accept their own women in the workplace, such as Japan, Western women are welcomed in the workplace. The only real barriers to women in the workplace have been in the Middle East (Adler, 1984). In the current meta-analysis, gender shared no significant relationship with adjustment (ρ ranged from $-.03$ to $.05$ for the three facets) or turnover intent ($\rho = .00$). Based on the above null findings, it is important to examine if gender is informally included in the selection decision.

Ideally, the study would examine to what extent all of the predictors reviewed above are used by HR managers in expatriate selection decisions. However, to remain feasible and to allow the best information to be revealed for the included variables, the total number of variables had to be kept to a minimum. Skill in the host language and conscientiousness were excluded because it was assumed that HR professionals would correctly surmise the importance of these variables. Openness and flexibility were eliminated due to their smaller correlations with variables of interest than those that were selected for inclusion in the study. At this point, little is known about the actual decision-making among HR professionals. Note that the current study does not propose hypotheses about how the cues, in general, predict decision makings. Rather, this study focuses on investigating how the cues utilized in the decision process between and within HR professionals.

CHAPTER II

METHOD

Participants

Two groups of subjects, HR professionals and expatriates, participated in the current study. HR professionals were recruited from several sources. First, 338 HR Directors and Vice Presidents from Fortune 1000 companies were contacted via email using addresses provided by a paid database (Lead 411). Of them, 109 had incorrect addresses, 27 individuals declined participation, and 10 agreed to take part in the study. Reasons for declining participation were primarily that their companies lack international operations or they were not personally involved in expatriate management. Second, 53 non-academic alumni of the Colorado State University (CSU) Industrial/Organizational Psychology (I/O) program were contacted, as well as 10 HR professionals in Colorado who have been associated with the CSU I/O program in the past. Of these, 6 alumni and one local professional chose to participate. Finally, 255 members of the Society for Industrial/Organizational Psychology (SIOP) were contacted via email as long as (1) they were involved in presentations relating to expatriate research at the last annual meeting, (2) their Member Directory biography indicated interest in expatriates or cross-cultural/international issues, or (3) they worked for a major international firm. Of these 255, 27 addresses failed, and 19 SIOP members completed surveys.

In sum, from the 520 emails sent to Fortune 1000 executives, alumni, local HR professionals, and SIOP members that were not returned for bad addresses, 36 HR professionals agreed to take part in this study. These professionals were from a wide

variety of organizations, including Merck, Best Buy, Bell South, United Airlines, Boeing, the National Foreign Trade Council, Disney, IBM, Dell, the Federal Aviation Administration, and Pepsi. (While respondents were not asked to provide their organization's name on their survey to avoid linking responses to a specific participant, databases from which email addresses were taken did provide company affiliation.) Out of the 36 HR professionals, 14 were male, with an average age of 42 years (ranging from 25 to 63 years). Most of these respondents (32) listed the United States as their home country, while 2 were from Asia, and 1 each were from Europe and Latin America. Thirteen of them held a job title of Vice President or Director, while 5 were consultants and 18 listed only a general job title, such as HR Manager. The participants had an average of 16 years (ranging from 1 to 40 years) of experience working in the HR field. Seventeen of them had spent time working in another country, with an average of 3 years 9 months (ranging from 1 month to 12 years) international work experience. Thirty participants indicated that their companies have international operations, and 21 indicated direct involvement in expatriate selection.

In addition, nine expatriates were recruited using the personal networks of the researcher to participate in the study. Of the 9 expatriate respondents, 3 were males, with an average age of 38 years (ranging from 27 to 52 years) and an average of 9 years 6 months (ranging from 5 to 15 years) experience working abroad. Five of the expatriates were from Europe and 4 were from Latin America.

Overall, then, the sample was comprised of 45 respondents, 36 HR professionals and 9 expatriates. Data from three HR professionals was not used in the analyses, however, as they provided identical ratings for each hypothetical candidate. This rating pattern provided no variation in the dependent variable, eliminating the capability to

perform multiple regression, of which HLM is a form. However, the ranking data and open-ended responses from these individuals were included in the results.

Although small, this sample is of sufficient size to provide adequate power for the HLM analyses. In general, 30 groups of 30 individuals each are required for HLM analyses (Bassiri, 1988; van der Leeden & Busing, 1994). In policy capturing, each respondent acts as a group in the analyses, with each hypothetical candidate acting as an individual. Therefore, the analyses were essentially performed on 42 groups of 34 individuals each.

Design

In this study, the policy-capturing technique was used to study how HR professionals make selection decisions about expatriate candidates. Decision making of actual expatriates was also studied as they should have some understanding of what individual characteristics are important for success in an international position. Further, they may inform their organization's expatriate selection practices upon return to the home country. Besides the meta-analytic results, judgments of current expatriates can serve as another basis for comparison for HR professionals' judgments.

The policy-capturing technique asks respondents to indicate their decisions pertaining to a list of profiles. In the current study, these profiles described hypothetical candidates who possessed varied levels of the characteristics described above. The strength of this method lies in its ability to empirically derive decision weights given to various characteristics *within* individuals as well as *between* individuals.

Further, policy capturing is able to directly assess the relative importance given to different characteristics rather than asking the HR professionals for insight into how they would make ratings, such as by asking them to rate the importance of characteristics.

Previous work has suggested that raters lack in-depth understanding of their own decision-making processes needed to provide this sort of insight (Hobson & Gibson, 1983). In addition, the indirect nature of ratings in policy capturing minimizes social desirability (Ones & Viswesvaran, 1999). For example, a respondent asked to directly rate the importance of gender in making selection-decisions might be less likely to respond honestly if they perceived that their perspective would be negatively perceived. Asking the HR professionals to respond to a series of hypothetical candidates also more closely mirrors the actual process of skimming through qualifications of actual candidates.

The policy capturing technique has been used in the past to model the decision-making processes of managers regarding personnel selection and the job interview (Dougherty, Ebert, & Callender, 1986; Graves & Karren, 1992), distribution of rewards (Sherer, Schwab, & Heneman, 1987; Zhou & Martocchio, 2001), employee discipline (Klaas & Wheeler, 1990), the importance of personality characteristics and intelligence among domestic workers (Dunn, Mount, Barrick, & Ones, 1995), and the relative importance of personality characteristics among expatriates (Ones & Viswesvaran, 1999). In the latter example, HR managers' ratings were used to determine the importance given to each of the Big Five personality traits (i.e., agreeableness, conscientiousness, emotional stability, extraversion, openness) in selecting hypothetical candidates on their likelihood of overseas adjustment (β ranged from .18 to .32 for the five traits), ability to develop and maintain relationships with host nationals (β ranged from .18 to .31), expected job performance (β ranged from .17 to .38), and likelihood of completing the assignment (β ranged from .17 to .40). With five traits and two levels of each trait, each respondent was asked to make the above four judgments for each of 32 hypothetical

candidates. The current study asked for somewhat similar types of decisions to be made by respondents.

In the current study, respondents were asked to provide ratings of likelihood of sending the hypothetical candidate abroad, likelihood of that candidate adjusting in a foreign culture, likelihood of that candidate performing adequately on the job while abroad, and likelihood of that candidate returning early from the international assignment. In addition to assessing how each cue was used in the decision-making process, how ratings of likelihood of adjustment, likelihood of performing job adequately, and likelihood of returning early from the assignment predicted the rating of likelihood of sending the hypothetical candidate abroad was also explored.

Profile Development

In policy capturing, each characteristic that is used to describe the hypothetical candidate is referred to as a cue. As described above, the cues chosen for use in this study include domestic performance/technical competence, gender, international experience, extraversion, and stress tolerance. With the cues of interest identified, the next step was to create profiles with combinations of these cues. To create these profiles, descriptions of two levels each of extraversion, domestic performance/technical competence, and stress tolerance were created. Two different types of international experience descriptions, focusing on either qualitative or quantitative information about the candidates, were alternated between the profiles. The quantitative description was generated by finding the mean years of international experience across studies reported in the current meta-analysis, weighted by each study's sample size. The qualitative description simply indicates that the individual has worked internationally before and performed up to the company's standards while there. Both of these are intended to

represent an individual with an average degree of international experience, differing only in whether the description is qualitative or quantitative. Gender was also alternated between the profiles by using the 16 most common English male and female names, provided by the U.S. Census Bureau (1990).

Examination of the inter-correlations between the cues, found by meta-analyzing the relationship between each pair of cues, suggested that profiles could not realistically include some extreme combinations of cues. Specifically, an individual very low in stress tolerance would not be likely to have high levels of domestic performance as tolerating stress is strongly correlated with job performance ($\rho = .28$ and $.41$ respectively based on meta-analytic findings conducted by the current researcher in the first case and by Ones & Viswesvaran, 2001 in the latter case). Therefore, average and superior levels of extraversion, stress tolerance, and domestic performance/technical competence were used rather than poor and superior.

The easiest way to create descriptions of different levels of these characteristics is to simply say that hypothetical job candidates are either high or low in each attribute. However, this is likely to be more transparent to the raters than using more elaborated descriptions. For example, if a hypothetical candidate is described as “above average in stress tolerance,” this contrived message tells the rater that the candidate is desirable. However, a more detailed description of the hypothetical candidate, like “handles unexpected problems well and is not easily discouraged by difficult tasks” allows a clearer as well as more realistic picture of the individual and thus a more realistic rating.

To determine what specific descriptions of extraversion, stress tolerance, and domestic performance/technical competence qualify as average or superior, a pilot test was conducted using 108 undergraduate students from Colorado State University enrolled

in a course focusing on testing and measurement. Students read a list of descriptions and were asked to rate the degree to which each description would be characteristic of someone either average or superior in the given characteristic. Each of these descriptions was derived from previously published scales of the characteristic (Appendix C includes a full list of scales, by cue, used to generate descriptions used in the pilot). Descriptions whose mean ratings fell nearest to the desired anchor, had the smallest coefficients of variation (e.g., standard deviation divided by the mean), and seemed logically at the appropriate level were utilized in creating the profiles. Two descriptions were used for each level of each characteristic, and these descriptions were always ranked in the top three in terms of both the mean and the coefficient of variation. The full pilot materials appear in Appendix D.

Each possible combination of the gender, domestic performance/technical competence, extraversion, and international experience, and stress tolerance cues was generated (2X2X2X2X2), to create 32 total profiles. An example of a profile would be:

Amy (*gender*) performed well in her last international assignment (*international experience, qualitative*). She handles unexpected problems well, and sets goals and works toward them to ensure success when the workload is high (*stress tolerance, superior*). She comes to work on time and has the knowledge, skills, and abilities necessary to complete required job tasks (*job performance, average*). She is skilled in handling social situations and is outgoing with others (*extraversion, superior*).

Two of the profiles, randomly chosen for each respondent, were repeated for each participant to provide some means for assessing intra-rater reliability (Kristof-Brown, Jansen, & Colbert, 2002; Viswesvaran & Barrick, 1992). Within each profile, the order

of the cues was randomly assigned, and the order of the profiles was also randomly assigned to control for any order effects (Kristof-Brown et al., 2002; Rotundo & Sackett, 2002). Therefore, each survey included 34 randomly ordered profiles for which respondents were asked to provide decisions.

Data Collection

An initial, brief email was sent to each potential participant explaining the general purpose of the project and soliciting interest in participation. When interest was expressed, the official letter explaining more about the project and a copy of the survey were sent via email to the potential participant. The accompanying email message asked them to complete the rating process, save the survey, and return it via email to the researcher. When initial interest was expressed but no completed survey was returned to the researcher, reminders to complete and return the survey were sent every week during the data collection period (about 8 weeks total).

At the beginning of the survey, before the profiles were presented, respondents were provided with a basic description of what an expatriate position is and told that their ratings would lead to greater understanding of what characteristics might be most frequently used to select expatriates. They were reminded to respond honestly to provide the most useful information and to take breaks as needed to avoid fatigue. Participants were then asked to respond to the demographic items. For the HR professionals, demographic items asked the respondent to indicate whether their company has international operations and whether they are directly involved in selection of expatriates themselves. HR respondents were also asked to indicate their gender, age, home country, whether they have ever worked in another country, years of experience in the HR field, current position title, and tenure in that job position. The materials provided to the

expatriates were identical to those provided to the HR professionals, except that the demographic items were more limited. Expatriate respondents were only asked to provide information regarding gender, age, home country, and years of international experience.

Participants then began the rating process. For each of 34 profiles, respondents were asked to rate the hypothetical candidate on likelihood of being sent abroad, likelihood of adjusting in the foreign assignment, likelihood of performing adequately while abroad, and likelihood of early return from the assignment, for a total of 136 ratings. Ratings were made on a 5-point scale (1=Somewhat Likely to 5=Almost Certain). The scale was focused toward the positive end of the scale (i.e., no point on the scale corresponded to “Not At All Likely”; Dobbins, Fahr, & Lin, 1992) because each of the profiles was meant to present a hypothetical candidate that was fairly attractive.

Following presentation of the profiles, respondents were asked to rank order the cues in terms of importance for expatriate selection. Finally, an open-ended question asked them to describe the practices their company uses to select expatriates, if they were interested in doing so. They were not asked to provide their company’s name, and the materials indicated that the researcher could contact them for a personal discussion of their company's practices if that was preferable. Eighteen HR professionals chose to complete this open-ended item or to have follow-up interviews with the researcher. A full example of a survey, including the introductory letter, appears in Appendix E, and a verbatim copy of written responses and interview notes resulting from the open-ended item with identifying information removed appears in Appendix F.

Analyses

Hierarchical linear modeling (HLM; using HLM 6.0) was used to analyze the data resulting from the policy capturing portion of the study. The HLM software allows simultaneous analysis at the within and between participants levels. At Level 1, or within participants, HLM provides the average weight placed on each cue for the given criterion. This looks very much like a traditional multiple regression equation, where Y is the decision being made (e.g., likelihood of sending the hypothetical candidate overseas, likelihood of the candidate adjusting, likelihood of adequate job performance while abroad, or likelihood of early return from the assignment) and each cue is a predictor. An example for one criterion (Y) appears below, where each β represents the regression coefficient associated with the variable (except in the case of β_{00} , which is the intercept), each cue is within parentheses as a predictor (IE=international experience, 1=quantitative and 2=qualitative; DP=domestic performance, 1=average and 2=superior; EX=extraversion, 1=average and 2=superior; ST=stress tolerance, 1=average and 2=superior; and GN=gender, 1=female and 2=male), and ϵ refers to the residual component:

$$Y = \beta_{00} + \beta_{10}(\text{IE}) + \beta_{20}(\text{DP}) + \beta_{30}(\text{EX}) + \beta_{40}(\text{ST}) + \beta_{50}(\text{GN}) + \epsilon$$

At Level 2, or between participants, HLM provides a comparison of the intercept and slope terms from Level 1 across groups given some group-level variable. The group-level variable in the current study is respondent category, or whether the respondent is an HR professional or expatriate (HR professional=1, Expatriate=2). A sample set of Level 2 equations for one criterion appears below, where each coefficient from the Level 1 equation above appears as a criterion, each γ represents the regression coefficient

associated with the variable (except in the case of γ_{x0} , which are intercepts), and each μ represents the residual component:

$$\beta_{00} = \gamma_{00} + \gamma_{01}(\text{category}) + \mu_{00}$$

$$\beta_{10} = \gamma_{10} + \gamma_{11}(\text{category}) + \mu_{10}$$

$$\beta_{20} = \gamma_{20} + \gamma_{21}(\text{category}) + \mu_{20}$$

$$\beta_{30} = \gamma_{30} + \gamma_{31}(\text{category}) + \mu_{30}$$

$$\beta_{40} = \gamma_{40} + \gamma_{41}(\text{category}) + \mu_{40}$$

$$\beta_{50} = \gamma_{50} + \gamma_{51}(\text{category}) + \mu_{50}$$

Since HLM performs Level 1 and Level 2 analyses simultaneously, it makes sense to combine the Level 1 and Level 2 equations through substitution into one equation, like the one that appears below:

$$Y = (\gamma_{00} + \gamma_{01}(\text{category}) + \mu_{00}) + (\gamma_{10} + \gamma_{11}(\text{category}) + \mu_{10})(\text{IE}) + (\gamma_{20} + \gamma_{21}(\text{category}) + \mu_{20})(\text{DP}) + (\gamma_{30} + \gamma_{31}(\text{category}) + \mu_{30})(\text{EX}) + (\gamma_{40} + \gamma_{41}(\text{category}) + \mu_{40})(\text{ST}) + (\gamma_{50} + \gamma_{51}(\text{category}) + \mu_{50})(\text{GN}) + \epsilon$$

This mixed Level 1 and Level 2 equation makes one of the major strengths of HLM apparent: HLM partitions error into within and between group (in this case, participant, as each participant is a group) components. Using traditional multiple regression for multi-level analyses does not offer this separation of error components, which is a problem given that errors of individuals within groups (in this case, profiles within individual) are likely to be related, violating the basic assumptions of multiple regression that errors are uncorrelated. By simplifying the above equation, we arrive at the final equation, which appears below:

$$Y = \gamma_{00} + \gamma_{01}(\text{category}) + \gamma_{10}(\text{IE}) + \gamma_{11}(\text{category})(\text{IE}) + \gamma_{20}(\text{DP}) + \gamma_{21}(\text{category})(\text{DP}) + \gamma_{30}(\text{EX}) + \gamma_{31}(\text{category})(\text{EX}) + \gamma_{40}(\text{ST}) + \gamma_{41}(\text{category})(\text{ST}) + \gamma_{50}(\text{GN}) + \gamma_{51}(\text{category})(\text{GN}) + \mu_{00} + \mu_{10}(\text{IE}) + \mu_{20}(\text{DP}) + \mu_{30}(\text{EX}) + \mu_{40}(\text{ST}) + \mu_{50}(\text{GN}) + \varepsilon$$

Main effect terms, such as γ_{10} , γ_{20} , γ_{30} , γ_{40} , and γ_{50} , provide us with the weight being given to each cue in making that decision, and γ_{01} indicates if the decision is different between HR professionals and expatriates. Cross-level interaction terms, such as γ_{11} , γ_{21} , γ_{31} , γ_{41} , and γ_{51} , tell us if the group level variable, whether the respondent is an HR professional or expatriate, moderates the weight placed on that cue for that decision. An equation similar to this one will be created for each criterion (likelihood of being sent abroad, likelihood of adjustment, likelihood of adequate performance, likelihood of early return). Finally, the criterion (i.e., decision of likelihood of being sent abroad) will be predicted by other likelihood ratings pertaining to adjustment, adequate performance, and early return, as well as the group level variable (HR professionals vs. expatriates).

CHAPTER III

RESULTS

This section contains four main components. First, information about intra-rater reliability is presented. Second, descriptive statistics regarding the respondent ratings are provided. Next, HLM results are presented for each of the four criteria (likelihood of sending abroad, likelihood of adjustment, likelihood of adequate performance, and likelihood of early return) using the cues (international experience, domestic performance, extraversion, stress tolerance, and gender) as Level 1 predictors and group category (HR professional vs. expatriate) as the Level 2 predictor. Finally, HLM results are provided using the likelihood of sending abroad decision as the criterion, the other decisions as Level 1 predictors, and the group category as the Level 2 predictor.

Intra-rater reliability

For each respondent, two profiles were randomly repeated to assess consistency of ratings (e.g., overall selection decision, likelihood of adjustment, likelihood of performance, and likelihood of early return) within respondent. The correlation between the ratings from the original administration of the profiles and the ratings from the repeated administration of the profiles was .83 across ratings and participants. This is essentially an assessment of test-retest reliability across participants. However, in this case, the correlation is across four different types of ratings (e.g., overall selection decision, likelihood of adjustment, likelihood of performance, and likelihood of early return), which differs from the traditional test-retest paradigm in which all of the responses are of an identical nature. Another way of assessing the consistency of ratings

is to look at the average difference score (D) between ratings provided during the original administration of the profile and ratings provided during the later administration. In this case, the average difference score across respondents and ratings was .04 (standard deviation=.71). Across all of the respondents, 66% of ratings were identical between administrations, and 31% differed only by one point on a five point scale. Therefore, only 3% of ratings differed by more than one point between the two administrations. The maximum difference between any two ratings was three points. Within individual, then, respondents appear fairly consistent in their ratings. In the HLM analyses, ratings from the repeated profiles were averaged to offer the best estimate.

Descriptive Statistics

Across respondents, the average ratings for each criterion indicate that the profiles were viewed fairly positively. The average response for likelihood of sending the hypothetical candidate abroad, likelihood of the candidate adjusting, and likelihood of acceptable performance on the part of the candidate lie between 3 (Rather Likely) and 4 (Very Likely). Likelihood early return from the assignment, which is undesirable, lay between 1 (Somewhat Likely) and 2 (Fairly Likely). This generally positive view of the hypothetical candidates was induced by the researcher to make the candidates seem more realistic; poor candidates are almost never considered for international assignments.

Table 5.
Descriptive Statistics for Respondent Ratings(n=45, 36 HR professionals, 9 expatriates)

	Mean	SD	Observed Range
Likelihood of sending abroad	3.5	1.1	1.0-5.0
Likelihood of adjusting	3.4	1.0	1.0-5.0
Likelihood of acceptable performance	3.5	1.0	1.0-5.0
Likelihood of early return	1.8	0.9	1.0-5.0

Likelihood of Sending Abroad

Overall, the results suggest that respondents considered hypothetical candidates' previous international experience and stress tolerance when deciding whether or not to send them abroad. The positive coefficients for these cues ($\gamma_{10}=.40$ and $\gamma_{40}=.83$ $p<.05$), shown in Table 6, tell us that respondents weighted qualitative information about international experience more heavily than quantitative information and that respondents preferred hypothetical candidates with higher rather than lower stress tolerance. The importance placed on stress tolerance coincides with the meta-analysis results reported above; however, comparisons to the meta-analysis results cannot be made for international experience as the measures of this variable in the meta-analysis were strictly quantitative. The significance of the variance in residuals (τ_{10} through τ_{50}) suggests that further variation exists to be explained by additional cues or group-level variables.

The results also suggest that HR professionals and expatriates use the cues similarly in making decisions about which hypothetical candidates to send abroad, except in the case of international experience. The weight given to different types of information about international experience was moderated by category (HR vs expatriate), as can be seen in Figure 1 below. In this case, it appears that HR professionals are more likely to send abroad hypothetical candidates for whom qualitative rather than quantitative information about previous international experience is provided, while expatriates are more likely to send hypothetical candidates abroad when quantitative rather than qualitative information is provided ($\gamma_{11}=-.23$, $p<.05$).

Table 6.
Hierarchical Linear Modeling Results for Likelihood of Sending Abroad^a

	Intcpt ^b	γ_{00}	1.50*
Level 2 Predictor	C	γ_{01}	0.39
	IE	γ_{10}	.40*
	DP	γ_{20}	-0.09
Level 1 Predictors	EX	γ_{30}	0.21
	ST	γ_{40}	.83*
	GN	γ_{50}	-0.15
	IE*C	γ_{11}	-.23*
	DP*C	γ_{21}	0.08
Cross-Level Interactions	EX*C	γ_{31}	-0.03
	ST*C	γ_{41}	-0.02
	GN*C	γ_{51}	0.06
Variance in Residuals	μ_{00}	τ_{00} ^b	2.14*
	μ_{10}	τ_{10}	.14*
	μ_{20}	τ_{20}	.25*
	μ_{30}	τ_{30}	.06*
	μ_{40}	τ_{40}	.30*
	μ_{50}	τ_{50}	.07*
	ε	σ^2 ^c	0.29

^aThe combined Level 1 and Level 2 equation is: Likelihood of Sending Abroad = $\gamma_{00} + \gamma_{01}(C) + \gamma_{10}(IE) + \gamma_{11}(C)(IE) + \gamma_{20}(DP) + \gamma_{21}(C)(DP) + \gamma_{30}(EX) + \gamma_{31}(C)(EX) + \gamma_{40}(ST) + \gamma_{41}(C)(ST) + \gamma_{50}(GN) + \gamma_{51}(C)(GN) + \mu_{00} + \mu_{10}(IE) + \mu_{20}(DP) + \mu_{30}(EX) + \mu_{40}(ST) + \mu_{50}(GN) + \varepsilon$; ^b τ parameter estimates (i.e., τ_{00} through τ_{50}) represent the variance in the Level 2 residuals (μ term with the same subscript in the equation above) across participants; ^c σ^2 represents the variance in the Level 1 residuals (ε in the equation above) across participants;

^bIntcpt=Intercept; IE=International Experience; DP=Domestic Performance; EX=Extraversion; ST=Stress Tolerance; GN=Gender; C=HR professional vs. Expatriate

* $p < .05$ (Coefficients' significance determined by t-test, variance in residuals' significance determined by χ^2)

n=42

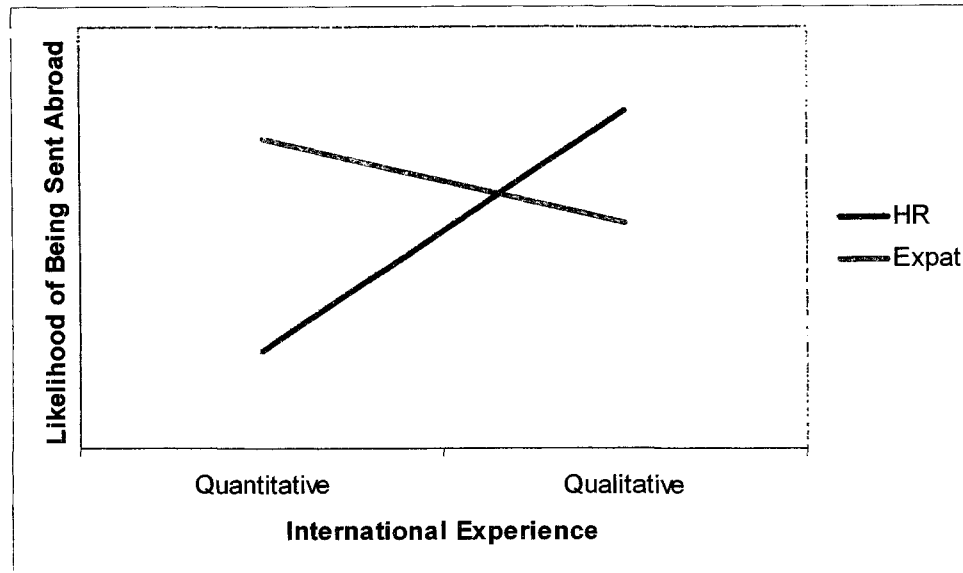


Figure 1.
Moderation of Relationship Between International Experience and Likelihood of Being Sent Abroad Decision by Respondent Category

Cue Importance Ranking

The final question on the survey asked respondents to rank order the cues in terms of importance for making expatriate selection decisions. The responses to that question, reported in Table 7 below, coincide closely with the Level 1 analysis reported above. In general, stress tolerance and international experience were seen as most important, while the other characteristics, particularly gender, were seen to be of less importance.

Table 7.

Percentage of respondents who ranked each cue first or second in terms of importance (n=40: 36 HR professionals, 4 expatriates)

Stress Tolerance	56%
Previous International Experience	51%
Extraversion	41%
Domestic Job Performance	44%
Gender	8%

Likelihood of Adjustment to the Foreign Culture

For the likelihood of adjustment criterion, respondents considered international experience, extraversion, and stress tolerance in making their decisions. The positive signs of each coefficient ($\gamma_{10}=.35$, $\gamma_{30}=.42$, and $\gamma_{40}=.68$, $p<.05$; see Table 8) suggest that respondents weighted qualitative more heavily than quantitative information regarding international experience and that respondents felt that hypothetical candidates with superior rather than average extraversion and stress tolerance would be more likely to adjust to the new culture. The meta-analysis results reported above confirm that stress tolerance and extraversion were important to adjustment to new cultures in a number of empirical studies. The significance of the variance in residuals (τ_{10} through τ_{50}) suggests that further variation exists to be explained by additional cues or group-level variables.

As with the overall selection decision, when deciding how likely the hypothetical candidates would be to adjust to the new culture, HR professionals and expatriates used the cues in similar ways, except in the case of international experience. The weight given to different types of information provided about international experience was moderated by category (HR vs expatriate), as can be seen in Figure 2 below. HR professionals felt that hypothetical applicants for whom qualitative information was provided were more likely to adjust well, while expatriates were more optimistic when quantitative information was provided ($\gamma_{11} = -.23$, $p<.05$).

Table 8.
Hierarchical Linear Modeling Results for Likelihood of Sending Adjustment^a

	Intcpt ^b	γ_{00}	1.43*
Level 2 Predictor	C	γ_{01}	0.55
	IE	γ_{10}	.35*
	DP	γ_{20}	-0.17
Level 1 Predictors	EX	γ_{30}	.42*
	ST	γ_{40}	.68*
	GN	γ_{50}	-0.07
	IE*C	γ_{11}	-.23*
	DP*C	γ_{21}	0.15
Cross-Level Interactions	EX*C	γ_{31}	-0.17
	ST*C	γ_{41}	-0.01
	GN*C	γ_{51}	-0.01
Variance in Residuals	μ_{00}	τ_{00} ^b	1.32*
	μ_{10}	τ_{10}	.06*
	μ_{20}	τ_{20}	.05*
	μ_{30}	τ_{30}	.19*
	μ_{40}	τ_{40}	.38*
	μ_{50}	τ_{50}	.05*
	ε	σ^2 ^c	0.27

^aThe combined Level 1 and Level 2 equation is: Likelihood of Sending Abroad= $\gamma_{00} + \gamma_{01}(C) + \gamma_{10}(IE) + \gamma_{11}(C)(IE) + \gamma_{20}(DP) + \gamma_{21}(C)(DP) + \gamma_{30}(EX) + \gamma_{31}(C)(EX) + \gamma_{40}(ST) + \gamma_{41}(C)(ST) + \gamma_{50}(GN) + \gamma_{51}(C)(GN) + \mu_{00} + \mu_{10}(IE) + \mu_{20}(DP) + \mu_{30}(EX) + \mu_{40}(ST) + \mu_{50}(GN) + \varepsilon$; ^b τ parameter estimates (i.e., τ_{00} through τ_{50}) represent the variance in the Level 2 residuals (μ term with the same subscript in the equation above) across participants; ^c σ^2 represents the variance in the Level 1 residuals (ε in the equation above) across participants;

^bIntcpt=Intercept; IE=International Experience; DP=Domestic Performance; EX=Extraversion; ST=Stress Tolerance; GN=Gender; C=HR professional vs. Expatriate

* $p < .05$ (Coefficients' significance determined by t-test, variance in residuals' significance determined by χ^2)

n=42

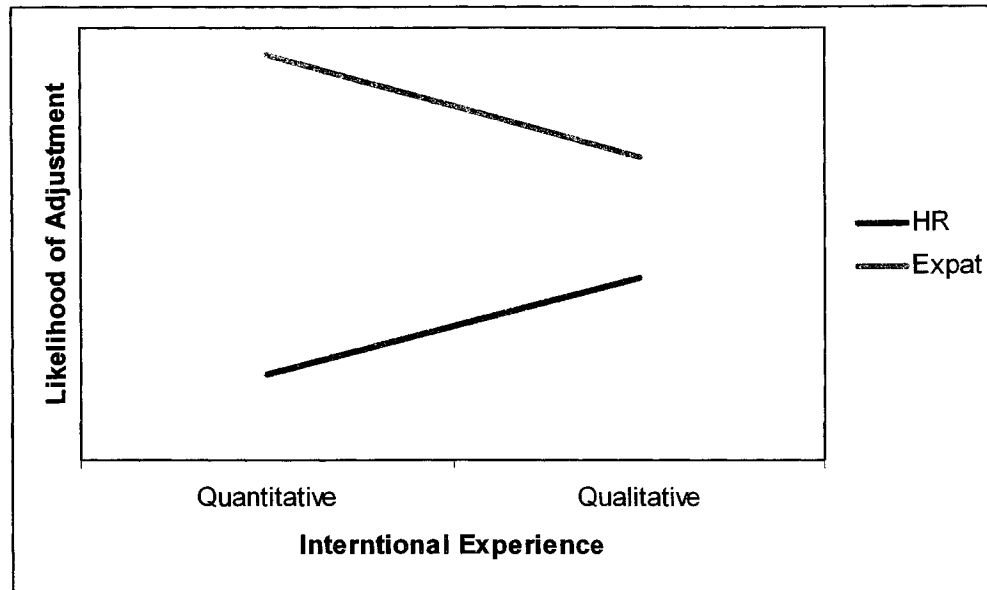


Figure 2.
Moderation of Relationship Between International Experience and Likelihood of Adjustment Decision by Respondent Category

Likelihood of Adequate Expatriate Job Performance

When making decisions about whether hypothetical candidates are likely to perform adequately in their jobs while overseas, respondents seemed to be considering only stress tolerance ($\gamma_{40}=1.05, p<.05$; see Table 9). The positive coefficient indicates that respondents felt that hypothetical candidates superior rather than average in stress tolerance were more likely to perform their jobs adequately during the assignment. No studies using samples of expatriates looked at the relationship between stress tolerance and job performance; therefore there are no meta-analysis results to which this result can be compared. For this decision, HR professionals and expatriates used all of the cues in similar ways. The significance of the variance in residuals (τ_{10} through τ_{50}) suggests that further variation exists to be explained by additional cues or group-level variables.

Table 9.
Hierarchical Linear Modeling Results for Likelihood of Adequate Job Performance^a

	Intcpt ^b	γ_{00}	1.52*
Level 2 Predictor	C	γ_{01}	0.65
	IE	γ_{10}	.04
	DP	γ_{20}	0.07
Level 1 Predictors	EX	γ_{30}	0.07
	ST	γ_{40}	1.05*
	GN	γ_{50}	-0.12
	IE*C	γ_{11}	-0.03
	DP*C	γ_{21}	0.09
Cross-Level Interactions	EX*C	γ_{31}	-0.02
	ST*C	γ_{41}	-0.27
	GN*C	γ_{51}	0.09
Variance in Residuals	μ_{00}	τ_{00}^b	2.13*
	μ_{10}	τ_{10}	.05*
	μ_{20}	τ_{20}	.41*
	μ_{30}	τ_{30}	0.01
	μ_{40}	τ_{40}	.35*
	μ_{50}	τ_{50}	.03*
	ε	σ^2^c	0.26

^aThe combined Level 1 and Level 2 equation is: Likelihood of Sending Abroad = $\gamma_{00} + \gamma_{01}(C) + \gamma_{10}(IE) + \gamma_{11}(C)(IE) + \gamma_{20}(DP) + \gamma_{21}(C)(DP) + \gamma_{30}(EX) + \gamma_{31}(C)(EX) + \gamma_{40}(ST) + \gamma_{41}(C)(ST) + \gamma_{50}(GN) + \gamma_{51}(C)(GN) + \mu_{00} + \mu_{10}(IE) + \mu_{20}(DP) + \mu_{30}(EX) + \mu_{40}(ST) + \mu_{50}(GN) + \varepsilon$; ^b τ parameter estimates (i.e., τ_{00} through τ_{50}) represent the variance in the Level 2 residuals (μ term with the same subscript in the equation above) across participants; ^c σ^2 represents the variance in the Level 1 residuals (ε in the equation above) across participants;

^bIntcpt=Intercept; IE=International Experience; DP=Domestic Performance; EX=Extraversion; ST=Stress Tolerance; GN=Gender; C=HR professional vs. Expatriate

* $p < .05$ (Coefficients' significance determined by t-test, variance in residuals' significance determined by χ^2)

n=42

Likelihood of Early Return from the Assignment

Decisions regarding how likely hypothetical candidates were to return early from the assignment were based on international experience and stress tolerance. Both coefficients were negative ($\gamma_{10} = -.29$ and $\gamma_{40} = -.56$, $p < .05$; see Table 10), suggesting that respondents weighted qualitative information regarding previous international experience more heavily than quantitative information when considering hypothetical candidates' likelihood of early return and that respondents felt hypothetical candidates with superior rather than average stress tolerance were more likely to complete the assignment. No studies examined the relationship between stress tolerance and turnover intentions among expatriates; thus, there are no meta-analysis results to which comparisons can be made. The significance of the variance in residuals (τ_{10} through τ_{50}) suggests that further variation exists to be explained by additional cues or group-level variables.

As with the overall selection decision and the likelihood of adjustment decision, HR professionals and expatriates used all of the cues in similar ways except international experience. The weight given to different types of information provided about international experience was moderated by category (HR vs expatriate), as can be seen in Figure 3 below (remember when looking at this figure that returning early is a negative outcome). Consistent with likelihood of sending abroad and likelihood of adjustment decisions, HR professionals predicted lower turnover for hypothetical candidates for whom qualitative information was provided, while expatriates were more optimistic about assignment completion for hypothetical candidates for whom quantitative information was provided ($\gamma_{11} = .17$, $p < .05$).

Table 10.
Hierarchical Linear Modeling Results for Likelihood of Early Return^a

	Intcpt ^b	γ_{00}	3.00*
Level 2 Predictor	C	γ_{01}	-0.20
	IE	γ_{10}	-.29*
	DP	γ_{20}	-0.02
Level 1 Predictors	EX	γ_{30}	-0.16
	ST	γ_{40}	-.56*
	GN	γ_{50}	0.24
	IE*C	γ_{11}	.17*
	DP*C	γ_{21}	0.02
Cross-Level Interactions	EX*C	γ_{31}	0.05
	ST*C	γ_{41}	0.06
	GN*C	γ_{51}	-0.14
Variance in Residuals	μ_{00}	τ_{00} ^b	2.10*
	μ_{10}	τ_{10}	.06*
	μ_{20}	τ_{20}	.11*
	μ_{30}	τ_{30}	.02*
	μ_{40}	τ_{40}	.30*
	μ_{50}	τ_{50}	.13*
	ε	σ^2 ^c	.29*

^aThe combined Level 1 and Level 2 equation is: Likelihood of Sending Abroad = $\gamma_{00} + \gamma_{01}(C) + \gamma_{10}(IE) + \gamma_{11}(C)(IE) + \gamma_{20}(DP) + \gamma_{21}(C)(DP) + \gamma_{30}(EX) + \gamma_{31}(C)(EX) + \gamma_{40}(ST) + \gamma_{41}(C)(ST) + \gamma_{50}(GN) + \gamma_{51}(C)(GN) + \mu_{00} + \mu_{10}(IE) + \mu_{20}(DP) + \mu_{30}(EX) + \mu_{40}(ST) + \mu_{50}(GN) + \varepsilon$; ^b τ parameter estimates (i.e., τ_{00} through τ_{50}) represent the variance in the Level 2 residuals (μ term with the same subscript in the equation above) across participants; ^c σ^2 represents the variance in the Level 1 residuals (ε in the equation above) across participants;

^bIntcpt=Intercept; IE=International Experience; DP=Domestic Performance; EX=Extraversion; ST=Stress Tolerance; GN=Gender; C=HR professional vs. Expatriate

* $p < .05$ (Coefficients' significance determined by t-test, variance in residuals' significance determined by χ^2)

n=42

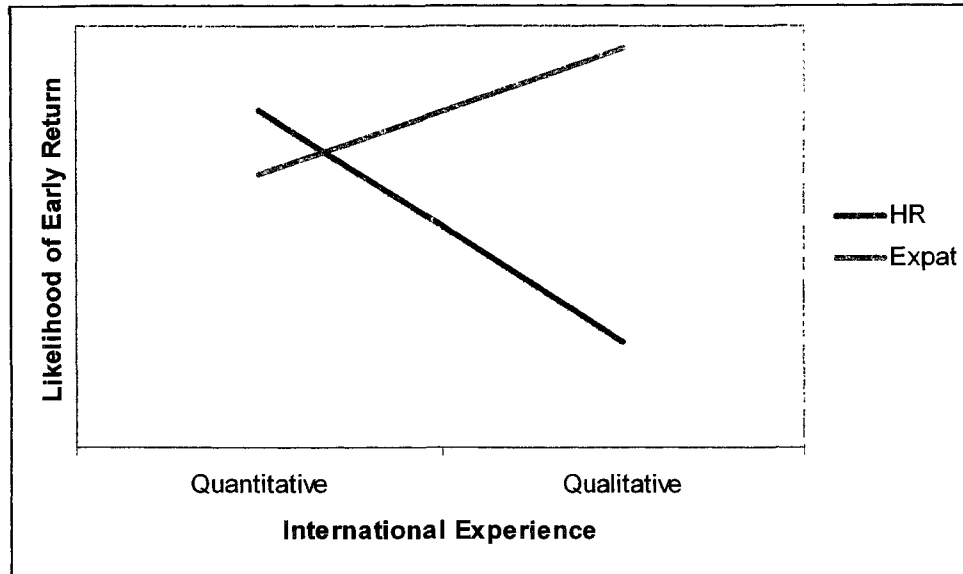


Figure 3.

Moderation of Relationship Between International Experience and Likelihood of Early Return Decision by Respondent Category

Prediction of Overall Decision to Send Abroad by Likelihood of Adjustment, Adequate Job Performance, and Assignment Completion Decisions

One other question was how the decisions regarding likelihood of adjustment, adequate performance, and early return would predict the overall selection decision, likelihood of sending abroad. As can be seen below in Table 11, respondents' decisions about likely adjustment to the foreign culture and likely adequate performance of the job while overseas were related to their overall selection decision ($\gamma_{10}=.40$ and $\gamma_{20}=.64$, $p<.05$). The positive coefficients indicate that respondents are more likely to select hypothetical candidates who they expect to adjust well and perform their jobs well while abroad. The significance of the variance in residuals (τ_{10} through τ_{30}) suggests that further variation exists to be explained by additional decisions or group-level variables.

Table 11.

Hierarchical Linear Modeling Results for Likelihood of Sending Abroad^a

	Intcpt ^b	γ_{00}	-0.30*
Level 2 Predictor	C	γ_{01}	1.16*
	ADJ	γ_{10}	.40*
Level 1 Predictors	PERF	γ_{20}	.64*
	TO	γ_{30}	0.05
	ADJ*C	γ_{11}	0.02
Cross-Level Interactions	PERF*C	γ_{21}	-.20*
	TO*C	γ_{31}	-0.22*
	μ_{00}	τ_{00}^b	1.08*
	μ_{10}	τ_{10}	.05*
Variance in Residuals	μ_{20}	τ_{20}	.05*
	μ_{30}	τ_{30}	.07*
	ε	σ^2^c	.11*

^aThe combined Level 1 and Level 2 equation is: Likelihood of Sending Abroad = $\gamma_{00} + \gamma_{01}(C) + \gamma_{10}(IE) + \gamma_{11}(C)(IE) + \gamma_{20}(DP) + \gamma_{21}(C)(DP) + \gamma_{30}(EX) + \gamma_{31}(C)(EX) + \gamma_{40}(ST) + \gamma_{41}(C)(ST) + \gamma_{50}(GN) + \gamma_{51}(C)(GN) + \mu_{00} + \mu_{10}(IE) + \mu_{20}(DP) + \mu_{30}(EX) + \mu_{40}(ST) + \mu_{50}(GN) + \varepsilon$; ^b τ parameter estimates (i.e., τ_{00} through τ_{50}) represent the variance in the Level 2 residuals (μ term with the same subscript in the equation above) across participants; ^c σ^2 represents the variance in the Level 1 residuals (ε in the equation above) across participants;

^bIntcpt=Intercept; IE=International Experience; DP=Domestic Performance; EX=Extraversion; ST=Stress Tolerance; GN=Gender; C=HR professional vs. Expatriate

* $p < .05$ (Coefficients' significance determined by t-test, variance in residuals' significance determined by χ^2)

n=42

HR professionals and expatriates differed, though, in how they considered job performance when making overall selection decisions ($\gamma_{21}=-.20, p<.05$). The use of job performance as a predictor in the overall selection decision was moderated by category (HR vs expatriate), as can be seen in Figure 4 below. Both groups of respondents preferred to send hypothetical candidates who were likely to perform well while abroad overseas; however, the slope of the line for HR professionals is steeper, indicating that likely adequate job performance is more important to HR professionals' than expatriates' decisions of whether to send hypothetical candidates abroad.

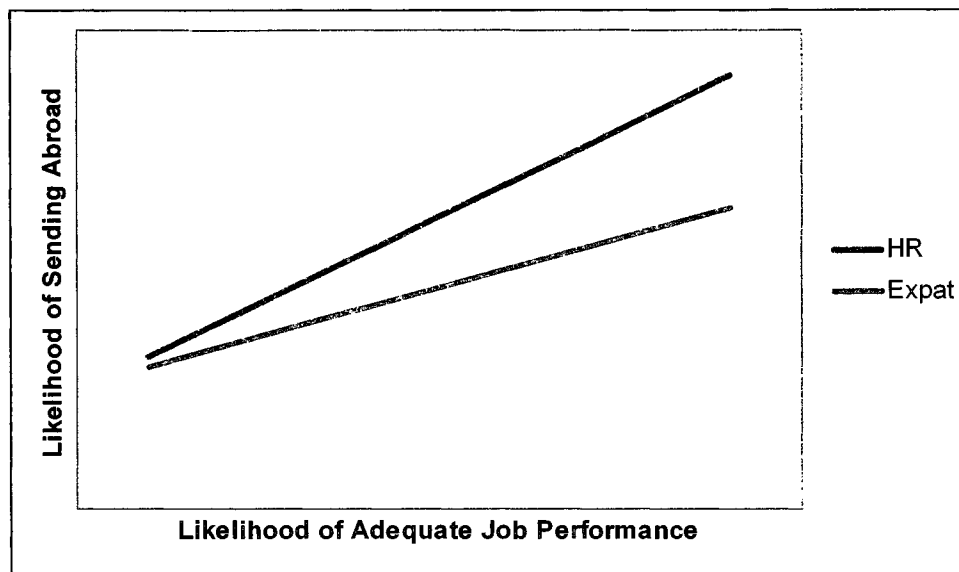


Figure 4.
Moderation of Relationship Between Likelihood of Adequate Performance and Likelihood of Being Sent Abroad Decision by Respondent Category

HR professionals and expatriates also differed in their use of likelihood of early return from the assignment in making selection decisions ($\gamma_{31}=-.22$, Figure 5). While both groups preferred to send hypothetical candidates abroad who they felt were less

likely to return from the assignment early, expatriates seem more concerned about sending candidates abroad who might return early.

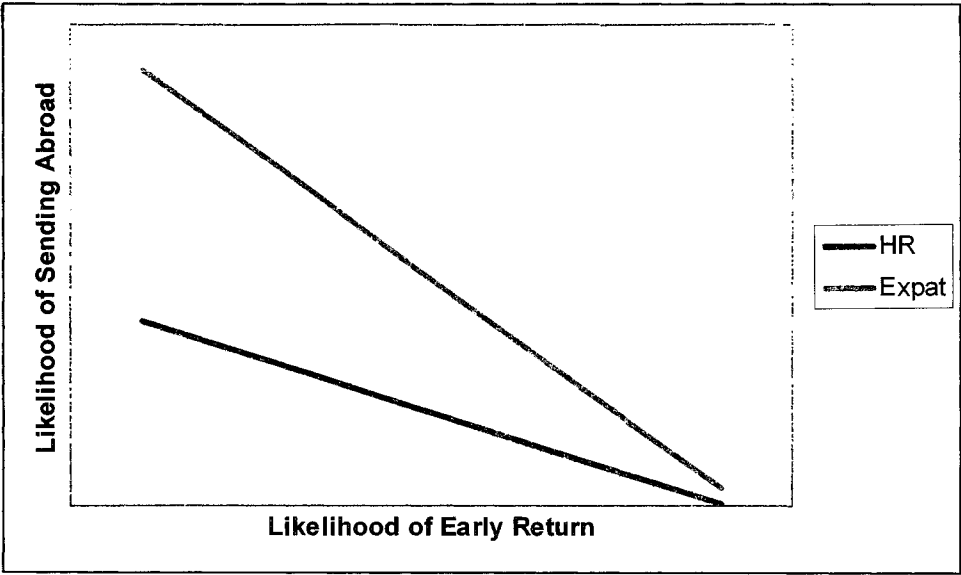


Figure 5.
Moderation of Relationship Between Likelihood of Early Return from the Assignment and Likelihood of Being Sent Abroad Decision by Respondent Category

CHAPTER IV

DISCUSSION

A number of characteristics have been suggested as potentially useful predictors for expatriate selection. This study was conducted to determine to what degree HR professionals used some of these characteristics (e.g., previous international experience, domestic job performance, extraversion, stress tolerance, and gender) in making hypothetical expatriate selection decisions. Overall, HR professionals' decisions seemed consistent with previous empirical findings regarding the usefulness of these characteristics as predictors. In making their decisions, respondents consistently placed emphasis on the hypothetical candidates' levels of stress tolerance, which shared one of the strongest relationships with expatriate success in the quantitative review reported above, while giving less weight to characteristics like gender and domestic job performance. Gender has not shown strong relationships with expatriate success criteria in the past, and domestic job performance is generally not an effective predictor on its own because all candidates considered for international assignments are high performers as a prerequisite (Arthur & Bennett, 1995; Schneider, 1997). Further, HR professionals' use of the characteristics in making decisions was generally consistent with that of current expatriates. It seems likely based on these findings that HR professionals' are considering more characteristics than domestic job performance in making selection decisions, contrary to what has been commonly suggested in the literature (Black &

Gregersen, 1999; Culpan & Wright, 2002; Harvey & Novicevic, 2002; Haslberger & Stroh, 1992; Kealey, 1996; Tung, 1981; Westwood & Leung, 1994).

Previous International Experience

One area in which HR professionals demonstrated what seemed to be a more savvy approach to expatriate selection than is reported in most studies was in how they considered previous international experience when making decisions. While previous international experience has not shown much of a relationship with expatriate success in previous studies (Black & Gregersen, 1991; Black & Stephens, 1989), this may have been because those studies only included quantitative uses of this variable. In this study, hypothetical candidates for whom qualitative information regarding international experience was provided were preferred over those for whom quantitative information was provided. This was confirmed in follow-up interviews with HR professionals who stated that they no longer trusted quantitative measures of previous international experience due to past failures using them but might consider using qualitative measures if they were available. Qualitative descriptions of previous international experience may offer richer information, improving the ability of this variable to predict expatriate success.

The preference for qualitative information regarding previous international experience suggests that further work needs to be done to establish the actual relationship between this type of data and expatriate success criteria. Work may also need to be done to determine what types of qualitative information are most useful in making selection decisions. For example, information about how well the expatriate adjusted or performed his or her work in a previous international assignment, or how quickly the expatriate adjusted or reached sufficient performance levels, might be more useful than simply

knowing whether the assignment overall was a success. As suggested by Black and Stephens (1989), future studies should investigate the relationship between how positive or negative previous international experiences were and success in subsequent international assignments. They also suggested that future studies examine how similar the cultures of international assignments need to be for previous international experience to positively influence subsequent expatriate success. Although it has been over 15 years since these suggestions were made, little research has been completed toward answering these questions. The current study moved a step forward and empirically confirmed the importance of considering qualitative information about previous international experience. Future studies should take comprehensive and systematic approaches to examine the types of qualitative information that can successfully predict subsequent expatriate performance

Stress Tolerance

Similar to the need to develop and determine the validity of various measures of previous international experience, how stress tolerance of expatriate candidates might best be assessed is another area that needs to be addressed. Some paper-and-pencil measures of stress tolerance, such as the Employee Attitude Inventory Job Burnout Scale (London House Management Consultants, 1980) and the PEOPLE Survey Wellness Scale (Hartnett, 1989) have been recommended for use in personnel selection (Ones & Viswesvaran, 2001), and one measure designed specifically for the purpose of personnel selection, the Key-Point Job Fit Assessment by Avert, Inc., includes a stress tolerance scale (Piotrowski & Armstrong, 2002). However, Ones and Viswesvaran (2001) noted the paucity of literature regarding the psychometric properties of measures of stress tolerance and encouraged future research in this area, particularly as they believe that measures of

stress tolerance can provide incremental validity for predicting job performance over use of general mental ability.

Even with valid measures of stress tolerance, the potential that applicants can perceive what the desirable response to paper-and-pencil personality items and “fake” accordingly has lead some to question the use of personality measures like those for stress tolerance in personnel selection. While the debate has been mixed, with some seeing the effects of “faking” as more serious than others (Mueller-Hanson, Heggstad, & Thornton, 2003; Smith & Ellingson, 2002), one way around this might be to use testing methods in which it is more difficult to manipulate one's response, like simulations. Stress tolerance could be one dimension assessed in an assessment center exercise inducing high stress, such as the in-box exercise. A checklist of behaviors for assessing stress tolerance within assessment center exercises has been developed, and raters were able to use it effectively to score assesses on this characteristic (Lankford, 1983). However, simulations are costly and time-intensive to develop and administer; this investment might be worthwhile, though, given the expense of failed expatriate assignments.

Gender

In addition to determining how to most effectively measure the characteristics that were used by HR professionals in making their decisions, it is also interesting to consider what respondents' tendency not to use other characteristics tells us. For example, the finding that gender was not a commonly considered characteristic when making decisions tells us that women should not have greater difficulty than men obtaining international assignments. However, women make up only about 14% of the expatriate workforce

(Solomon, 1998; Tung, 1998). Given the results of this study, how can we explain this low representation of females in the expatriate workforce?

One explanation for this low involvement of females in expatriate positions might be a lack of desire on their part to work internationally. Yurkiewicz and Rosen (1995) found that men are generally more willing to relocate to international assignments than women, perhaps in part because females may experience greater difficulty convincing their male partners to accompany them than do men with their female partners (Fischlmayr, 2002). However, in other previous studies there appear to be no gender differences in desire to work internationally, and most women who are working overseas are there at their own request (Adler, 1987; Culpan & Wright, 2002).

Another explanation might be that women remain underrepresented in expatriate positions because they are not in the pool of candidates from which expatriates are chosen. Most expatriates work overseas in managerial or technical positions, and if women are not serving in those positions domestically, they are not likely to be chosen to do that work abroad. Women comprise less of the managerial and technical (science, computer, and engineering) workforce than do men, with women contributing only about 35% of the high-tech workforce (Prokos & Pradavic, 2005) and 13% of corporate officers in Fortune 500 companies (projected to reach 15% by 2005; Catalyst, 2000).

Women might also be underrepresented in the expatriate workforce due to stereotyping. Both women and men have been found to attribute the characteristics of a good manager, like emotional stability, self-confidence, ambition, and leadership, more to males than to females, although women appear to be letting go of these stereotypes (De Armond, Tye, Chen, Krauss, Rogers, & Sintek, in press). If men who are responsible for selection decisions continue to hold these stereotypes, they may limit female

opportunities in the expatriate workforce (Linehan, 2000). In fact, Linehan (2002) found that many female expatriates believed that a primary barrier to their selection was stereotypical views of managers as male. However, in a series of post hoc analyses (see Appendix G) comparing the decision making of male and female respondents, neither group considered candidate gender in their ratings.

A final explanation might be that the willingness to send females abroad expressed by respondents in this study represents a change in practice. Previous studies found that HR professionals were reluctant to send females abroad, either because they did not feel that women would perform well internationally or because they did not feel that women would be accepted as colleagues in other countries (Adler, 1987; Vance & Paik, 2001). However, several HR professional interviewees in this study stated, consistent with their decisions regarding hypothetical candidates, that companies were beginning to realize the error of considering gender in expatriate selection decisions and trying to correct past mistakes in this area. Over time, hopefully this lack of consideration of gender in making selection decisions will lead to increased gender equality in access to expatriate positions, particularly as these assignments are generally considered desirable and important for future promotability (Caligiuri & Cascio, 2000).

Regardless of the specific reason, if women who are qualified to fill expatriate positions and have a desire to work internationally are being denied access to international positions, this creates dual concerns. First, the women themselves may be being denied equal treatment, which is illegal under Title VII of the Civil Rights Act, except in cases where explicit laws exist forbidding women in the workplace in the foreign country. The other concern created by limiting the female role in the expatriate workforce is that organizations may be forgoing a valuable resource (Selmer, 2001). By

failing to consider females for international positions, companies are effectively reducing the population from which they may draw qualified applicants and therefore decreasing their odds of filling these positions with the most capable individuals (Adler, 2002).

Domestic Job Performance

Like gender, it is also interesting to ponder why domestic job performance was not considered by HR professionals when making decisions. These findings are in sharp contrast to repeated suggestions in the literature that HR professionals are not aware of or using characteristics other than domestic job performance when making their expatriate selection decisions (Culpan & Wright, 2002; Harvey & Novicevic, 2002; Nicholls, Rothstein, & Bourne, 2002; Westwood & Leung, 1994). What might be causing HR professionals to use characteristics other than domestic job performance when making decisions in this study?

To try to understand why HR professionals in this study did not utilize domestic performance information in making their decisions, it is helpful to consider why HR professionals seemed to be relying so heavily on domestic job performance to make decisions in the past. Tung (1981) outlined several reasons why HR professionals might turn to domestic job performance to make expatriate selection decisions: it is easier to identify elements of the work to use in selection than elements of the cross-cultural situation, cross-cultural competency is believed to be achievable through training alone, and technical ability usually allows at least a minimal level of expatriate success, although many expatriates chosen on this basis fail to perform up to standard and return early from the assignment.

While Tung admits the weakness of this last reason for exclusively using domestic performance for expatriate selection, the first two reasons can also be refuted

given current understanding. The analysis of work has expanded beyond the identification of tasks or concrete elements of the work; procedures now exist to delineate more worker-oriented characteristics necessary for adequate job performance (Sackett & Laczó, 2003). One such procedure, competency modeling, can be used to determine the personal characteristics or core competencies necessary for adequate performance across a number of related jobs (Schippmann, Ash, Battista, Carr, Eyde, Hesketh, Kehoe, Pearlman, Prien, & Sanchez, 2000). Schneider (1997) used this procedure to develop and validate seven core competencies for expatriate success: leadership, openmindedness, patience, ability to learn, interpersonal relations, flexibility, and cultural sensitivity. This is not to say that adequate domestic job performance should not be considered when selecting expatriates, only that consideration of additional core competencies might improve prediction.

As for Tung's second reason, using training to achieve cross-cultural competency is not generally sufficient on its own. While use of cross-cultural training has been on the rise in major international organizations and, in the right circumstances, cultural training has shown positive outcomes for both expatriate adjustment and performance (Black & Mendenhall, 1990), cross-cultural training is generally most effective for individuals who have been selected based on characteristics that predict international success. Such training is not as effective with the general population (Lievens, Harris, Van Keer, & Bisqueret, 2003). When cross-cultural training is delivered to appropriately selected individuals, expatriate adjustment can be aided by helping international workers to know correct behaviors given the norms of the local culture, and expatriate job performance can be enhanced by suggesting appropriate management and interaction styles for the workplace (Selmer, 2000).

Another suggestion for why domestic job performance was so heavily weighted in past expatriate selection decisions was that because only about 11% of HR managers, to whom selection, training, and support of expatriates is often relegated, have actually served in international assignments, it was very difficult for them to understand the intricacies of overseas life (Black & Gregersen, 1999). Further, the HR professionals who perform expatriate selection were believed to rarely receive any special training or instruction on how to do so (Haslberger & Stroh, 1992). As business becomes more global, it is possible that an increasing number of HR personnel have worked abroad or at least traveled in other countries extensively. HR personnel may also have been exposed to more literature and training regarding expatriate success than in the past due to the extensive use of expatriates and noted high failure rates in these assignments.

HR Professionals' versus Expatriates' Decisions

In addition to their consideration of appropriate characteristics when making decisions, the consistency of decisions made by HR professionals compared with those made by expatriates might also suggest increased sophistication by HR professionals in selecting expatriates. The assumption behind this argument is that current expatriates should know what characteristics helped or hindered their own success or that of their colleagues through firsthand experience or observation. In other words, the decisions of expatriates could be viewed as a referent against which HR professionals' decisions could be compared, and these two groups seem fairly consistent in their decisions in this study.

Use of Likelihood of Adjustment and Adequate Job Performance in Decision Making

HR professionals' decisions regarding likely adjustment and likely job performance of hypothetical candidates were related to the overall decision of whether to send them abroad. Perhaps this understanding of the complexity of expatriate success

contributes to understanding that a variety of characteristics are necessary to predict success. A next step companies could take from this understanding of the complexity of expatriate success is to begin collecting data on these outcomes for their expatriates. This might give them additional information about why expatriates who did not succeed in expatriate assignments failed and how similar failures might be avoided in the future.

Implications and Future Directions

The findings of this study have important implications. It becomes clear that a shift in focus in the expatriate literature may be in order for several reasons. First, HR professionals seem to be doing a good job of using appropriate characteristics in making expatriate selection decisions with the cues and hypothetical candidates in this study. In several follow-up interviews, HR professionals suggested that expatriate selection practices have grown much more sophisticated in recent years, and the area in which HR professionals would now like more guidance is repatriation.

Although work on repatriation has been conducted in the past (Baruch & Altman, 2003; Cox, 2004; Sussman, 2001; Suutari & Brewster, 2003), it may be time to focus more effort here. One third to one half of expatriates leave the company within two years of their return to the home country. Returning expatriates have gained valuable global experience, and their high rate of turnover upon return to the home country constitutes a great loss for the company (Bossard & Peterson, 2005). One suggestion has been to assign home-country mentors to expatriates while they are abroad to keep them apprised of the situation back home and to help them to find competitive positions upon reentry (Harvey, 1989; Solomon, 1995). In the meta-analysis conducted for this study, having a home country mentor was significantly related ($r = -.34$) to decreases in expatriate turnover intentions. Companies should also ensure that expatriates are included in relevant

communication while they are abroad, and they should be brought home regularly to maintain personal contact with their home network (Lazarova & Caligiuri, 2001). Other studies have focused on the adjustment problems repatriates have upon return to the home country (Black & Gregersen, 1991b). Cross-cultural training similar to what they experience at the beginning of the assignment might help to ease this transition by preparing them for what to expect (Sussman, 2001). At this point, most companies do not even have policies in place for repatriation, increasing the ambiguity and anxiety that returning expatriates experience (Bossard & Peterson, 2005).

A second reason a shift in expatriate literature may be in order is that the meta-analytic findings presented above provide a succinct summary of the previous literature regarding predictors of expatriate success, suggesting that further extensive research regarding the utility of these predictors may not be necessary. New predictors, like qualitative descriptions of previous international experience, might be a better focus for continuing expatriate selection research. As more of the domestic workforce is required to exhibit characteristics similar to expatriates, like adaptability and interpersonal skills, new predictors may be developed that apply well to the expatriate domain.

Finally, some follow-up discussions with respondents suggested that the use of expatriates is declining. Particularly as levels of and access to education in host nations rise, hiring host national employees is increasingly attractive for a couple of good reasons. First, providing employment opportunities for host nationals improves relations with the host nation. Some host nations and their residents are beginning to resent the influx of foreign workers to do jobs that they feel should be theirs, and employing host nationals can help to curb that resentment. Second, some companies feel that employing host nationals is simply the right thing to do, particularly in growing economies where

good jobs might be scarce. Third, and most practically, using host national employees saves companies the risk and expense of training and sending expatriate employees and their families abroad who might ultimately fail in the assignment. Host national employees already speak the language and know the cultural norms of the society, and if they fail, costly international reassignment is not required.

However, even if some companies are trying to limit the use of expatriates, the characteristics discussed in this study might still be relevant to selection of members for global teams, whose members are dispersed across national boundaries and spend time working with individuals from other cultures. Use of these teams is increasing in global companies to facilitate cooperation between subsidiaries and to increase efficiency (DeSanctis, Staudemeyer, & Wong, 1999; Mohrman, 1999). Members of these teams have to be able to adjust to working within other cultural contexts and norms with minimal conflict to achieve their objectives (Joshi, Labianca, & Caligiuri, 2002), and characteristics important to expatriates might also be helpful for these team members.

In addition to these proposed shifts in expatriate literature, the study suggests a couple of other interesting avenues for future research. First, it would be helpful to determine to what extent characteristics like stress tolerance are formally included in expatriate selection decisions. Several interviewees, including those involved in the cue pilot and study respondents, suggested that characteristics like stress tolerance were considered in selection but were not formally measured. For example, a manager's or interviewer's informal assessment of these characteristics through acquaintance or discussion with the candidate might be sufficient evidence in some companies to classify a person as high in stress tolerance. In turn, this informal perception of stress tolerance might or might not be used in the selection decision depending on other types of

information available or whether that particular characteristic seemed salient. Instead, it would be interesting to know how often these characteristics are included in some consistently (across time and candidates) measured and utilized way in the selection decision. If characteristics are being considered, but only informally rather than in an objective, consistent way, they may not be offering as much to the improvement of expatriate selection as they might.

Also, it would be interesting to determine what the expatriate failure and early return rates are now. If expatriate selection really is now based on appropriate predictors beyond domestic job performance, this might be reflected in higher success rates in these assignments. One interviewee indicated that he felt that the commonly cited failure rates were inflated given advances in expatriate selection. Recent research (Harzing, 2002) has also suggested that expatriate failure rates are heavily inflated, due in part to irresponsible use of citations.

Limitations

Some limitations keep the study from offering as much as it might. First, a larger sample of HR professionals would have been desirable for more generalizable results, although the sample size was adequate to provide the power needed for the HLM analyses. In general, 30 groups of 30 individuals each are required for HLM analyses (Bassiri, 1988; van der Leeden & Busing, 1994). In policy capturing, each respondent acts as a group in the analyses, with each hypothetical candidate acting as an individual. Therefore, the analyses were essentially performed on 42 groups of 34 individuals each. A larger sample of current expatriates would also have been desirable to make the comparisons between the groups more meaningful.

Every effort was made to obtain as large a sample as possible, though. Potential participants were told to do the task in bits and pieces over time if that was helpful, the number of ratings required was kept to a minimum by using only a few cues of the greatest interest, and use of email communication allowed contact to be made with a larger group of potential participants than would have been possible using paper and pencil formats given funding constraints. The use of email also allowed respondents the flexibility of printing the survey and filling it out or completing the survey electronically, whichever was most comfortable for them.

However, the sample may have been limited by some potential respondents' reaction to the materials. Many HR professionals not involved in expatriate selection felt that they were not appropriate respondents, and those who were involved in expatriate selection often found the variables included insufficient to make even hypothetical decisions. In cases where the information provided was seen as insufficient to make decisions, how the variables were chosen and why they were limited to the cues provided was explained, but some HR professionals still felt unable to complete the survey. Other HR professionals began working on the survey but found it too repetitive or boring to complete. In these cases, the repetitive nature of policy capturing and its potential benefits were explained, but some HR professionals still felt unable to complete the survey. A related concern is that the boring, repetitive nature of the task may have made it difficult for some individuals to maintain full attention while completing the survey. However, since many respondents who struggled with the format declined participation, it is hoped that those who persevered had sufficient motivation to consider each profile carefully.

another limitation is that the HR professionals may not have responded consistently with their company's actual practices. This study asked only that respondents provide subjective ratings, not information regarding the actual practices in their company. Respondents may have responded according to what they believe are appropriate selection criteria despite contrary practices by their organization. They may also have been kept from responding according to the actual practices of their companies by the limited cues under consideration in this study. The fact that variation in the decisions remained to be explained after consideration of the cues suggests that other characteristics are considered in decision making. Being able to include more characteristics would have been desirable, but the time required for participation would have been increased. As with most self-report measures, there is also potential that participants were responding according to what they felt was socially desirable or the intent of the researcher. The anonymity of the responses was intended to reduce this potential. In addition, the nature of policy capturing designs minimizes social desirability (Ones & Viswesvaran, 1999). To sort out one cue from the several that are varying within each profile would be a highly cognitively complex task and would require extreme effort on the part of the participant.

Conclusion

When considering hypothetical candidates, HR professionals appear to be using characteristics to make decisions in ways similar to what would be suggested by previous literature and decisions made by current expatriates. However, while some questions appear to be answered, other questions are offered by this study. For example, if qualitative descriptions of previous international experience provide useful predictors for use in selection, what types of qualitative information are most useful needs to be

investigated. Also, the best means for measuring and using stress tolerance in expatriate selection needs to be determined. Regardless of the future of the specific practice of expatriation, the increasingly global context of business suggests that work in the realm of choosing individuals to work cross-nationally will remain vital.

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Appendix A

Meta-Analysis Procedures

Literature Search

To identify studies examining the relationship of various individual and assignment characteristics to expatriate success, searches were completed using the PsycINFO database and the keywords “expatriate,” “sojourner,” and “international” crossed with “job performance,” “adjustment,” and “turnover.” One hundred twelve studies were identified using this method, 30 of which were unpublished theses or dissertations, seven of which were book chapters, and the remainder of which were published in peer-reviewed journals. Because only two studies were published in this area before the late-1980s, those being in 1979 and 1981, studies prior to the genesis of PsycINFO in 1967 were not sought. During the coding process, no citations were encountered within the articles for additional empirical studies of expatriate success that met our decision rules.

Inclusion Criteria

The only criteria of interest in this study were general adjustment, interaction adjustment, work adjustment, job performance, and turnover intentions of the expatriate. Studies utilizing other criteria, such as satisfaction, spouse/family adjustment, expected adjustment/performance measured before expatriation, commitment, training performance, or others were not included. When multiple sources of criterion data were available, self reports of adjustment and turnover intent and supervisor reports of

performance were preferred, the assumption being that internal processes such as adjustment and behavior intentions are best known by the individual, while objective reports of performance can best be provided by some other person familiar with the individual's work.

The only samples of interest were non-military expatriates for whom data was collected during the expatriate assignment; studies of repatriates and spouses/family members were excluded. Expatriates included any worker from one country working in another country; for example, German natives working in the US as well as US workers in Japan, etc were included. Lab studies were excluded. Military members were excluded because their stay and work in a foreign country largely occurs within enclaves of people from their home country. International students, on the other hand, were included because their time in a foreign country is spent working almost exclusively within the host national system. When multiple samples within one study were utilized, the relationships within each sample were coded. However, when the same sample was used in multiple studies, the relationships were coded only for the first study encountered.

Any predictor of expatriate success included in a study was coded; later it was determined which predictors were commonly used. Some predictors were measured in only one or two studies, such as pay or job knowledge. When measures of various facets of a predictor were used (e.g., multiple dimensions of self efficacy or interpersonal relations), the relationships of these facets with the criterion of interest were averaged to find an overall relationship. International experience was only included if measured as time spent living/working abroad *prior* to the current assignment. Time in country was measured in several studies, but this current international experience was not included within the international experience variable. Application of these decision rules resulted

in 65 coded studies. The coding sheet used to gather the information from each study appears in Appendix B.

Meta-Analysis Procedures

For each predictor, the meta-analytic relationship with an overall criterion of expatriate success, as well the meta-analytic relationship with general adjustment, interaction adjustment, work adjustment, job performance, and turnover intent were determined where data was available. Schmit and Hunter's (1998) methods for meta-analysis were utilized in to find these meta-analytic relationships.

First, a mean correlation between each predictor and criterion was figured adjusting for sample size. Next, correlations were adjusted for measurement error in the predictor and criterion. Because there were so many combinations of predictors and criteria (e.g., each predictor's relationship with the six criteria resulted in six separate meta-analyses), many cells included only a few studies. Therefore, reliabilities for each variable were averaged across all relevant studies, adjusted for sample size, to obtain the most stable figure. The average reliability for each variable was used within each meta-analysis. Corrections for range restriction were not possible due to a lack of information on range restriction within the articles.

The influence of studies contributing outlier correlations was examined using the SAMD method introduced by Huffcutt and Arthur (1995). Beal, Corey, & Dunlap (2002) explains that the SAMD method is more likely to identify outliers at the high end of the effect size distribution than at the low end, particularly as rho gets larger, the sample size in each study gets smaller, or as k decreases. He suggested transforming the correlations to Fisher's z to alleviate this concern, and our outlier analyses were conducted accordingly. Beal et al.'s suggested cutoff of 2.0 was also utilized. Each meta-analysis

was refigured after removing the outliers identified using this method, and it was found that removal of outliers resulted in little change in the average relationships between predictors and criteria. Therefore, outliers were not considered to present a major challenge to the findings of the meta-analyses.

Although the primary interest in this study was to determine the average relationship between each predictor and criterion, the homogeneity of the studies included in each meta-analysis was also examined. In the tables below, when the credibility interval includes zero, it is reasonable to suspect that moderators are influencing the relationship between the variables. While removal of outliers in some cases decreased the heterogeneity of the studies, in other cases moderators were still suggested.

Appendix B

Coding Sheet for Each Predictor-Criterion Relationship Within a Study

Study #: _____

Author(s): _____ Year: _____

1. N: _____
 2. % sample male: _____
 3. avg age: _____
 4. gender coded: _____
 5. Mgrs (1), otr level (2), or mixed (3) sample: _____
 6. If mixed, % mgrs: _____
 7. Type of study: (1=survey, 2=intvw, 3=combo) _____
 8. Predictor: _____
 9. Predictor defn and specific title: _____
-

10. Adjustment (1=overall, 2=general, 3=interaction, 4=work, 5=sociocultural, 6=psychological): _____
11. Adjustment measure: _____

OR

12. Performance (1=job performance, 2=turnover intent, 3=turnover, 4=any interpersonal criterion): _____
13. Defn and specific title if 4: _____

-
14. Performance measure (1=supervisory rating, 2=self report, 3=perf data, 4=other): _____

15. r predictor-criterion: _____

(1=alpha, 2=test-retest, 3=interrater, 4=parallel forms)

16. reliability type for predictor: _____
17. predictor reliability: _____
18. reliability type for criterion: _____
19. criterion reliability: _____
20. range restriction: _____

Appendix C
Scales Used to Develop Pilot Descriptions

<i>Cue</i>	<i>Scale</i>	<i>Reference</i>
Stress Tolerance	Coping Scales	Folkman, Lazarus, Dunkel-Schetter, DeLongis, & Gruen (1986)
	Cross-Cultural Adaptability Inventory (CCAI) Emotional Resilience Scale	Kelley & Meyers (1995)
	Coping Strategies	Vanderwielen (2001)
	Coping Strategy Indicator Scale	Amirkhan (1990)
	Definition of Stress Tolerance	Brezezinska & Kofta (1974)
	Definition of Patience	Schneider (1997)
Job Performance	8 Dimensions of Job Performance	Campbell (1990)
Extraversion	IPIP Extraversion Scales	International Personality Item Pool (2001)
	Cross-Cultural Adaptability Inventory (CCAI) Perceptual Acuity Scale	Kelley & Meyers (1995)
	Extraversion Scale (created for study)	Tsang (2001)

Appendix D

Characteristic Description Pilot Materials

Different forms of these materials ask respondents to rate characteristics for individuals average, above average, and superior in stress tolerance and interpersonal skill and average and superior for domestic performance.

For each section below, please read the instructions, and place an “X” in the column next to the description that indicates your rating. There are no right or wrong answers; we are only looking for your opinion. However, careful consideration of each response is essential to gather high-quality information.

Section I. Stress Tolerance

Stress tolerance is defined as the ability to tolerate stress or to engage in goal-oriented activities despite the existence of pressure, such as a demanding workload or time pressure. Below, rate how frequently you think a person who is **average** in stress tolerance would display the listed behaviors.

- 1=almost never
- 2=rarely
- 3=sometimes
- 4=frequently
- 5=almost always

	1	2	3	4	5
Meets work demands during all but the most stressful times					
Does not get easily discouraged by difficult tasks					
Panics in only the most stressful situations					
Continues working proficiently even when experiencing stress					
Handles unexpected problems well					
Copes with stress with only slight disturbance of work activities					
Works very well under stress					
Becomes flustered in highly stressful situations					
Does not become easily flustered					
Copes well with new situations					
Is able to engage in problem solving to deal with stressful situations					
Maintains a positive attitude during stressful situations					
Is self-confident in the face of stress					
Remains calm in most stressful situations					
Encounters challenging situations with a positive attitude					
Blames self for stressful situations					
Uses effective coping strategies during stressful events					
Puts off working on difficult tasks but eventually completes them					
Is able to increase effort as necessary in times of increased workload					
Occasionally loses composure in stressful situations					

Sets goals and works toward them to ensure success when the workload is high					
Can easily handle a low to moderate workload but not a heavy workload					
Attempts to cope with stressful events but is not always successful					
Is able to concentrate in stressful situations					
Thrives in stressful work situations					
Sometimes takes frustration out on others					
Is not overwhelmed by fear					
Perceives most situations to be very stressful					

Section II: Establishing and Maintaining Relationships with Others

For many jobs, being able to establish and maintain relationships with others is very important. Below, rate how frequently you think a person who is **average** in this ability would display the listed behaviors.

- 1=almost never
- 2=rarely
- 3=sometimes
- 4=frequently
- 5=almost always

	1	2	3	4	5
Enjoys meeting new people					
Asks questions to draw people out in conversation					
Makes friends easily					
Is skilled in handling social situations					
Shares a lot about himself/herself only with close friends					
Doesn't talk a lot					
Starts conversations easily					
Warms up quickly to others					
Feels comfortable around people					
Talks mostly around people he/she knows					
Makes other people feel at ease					
Stays in the background at social gatherings					
Makes appropriate eye contact					
In an unfamiliar situation has some difficulty opening up to others					
Is easy to get to know					
Can express opinion if necessary					
Finds it difficult to approach others					
Is motivated to establish a few closer interpersonal relationships					
Keeps others at a distance					
Doesn't like to draw attention to him/herself					
Is quiet around strangers					
Feels at ease with people					
Takes charge					

Is a very private person					
Makes an effort to include people in the conversation					
Smiles at appropriate times					
Is never at a loss for words					
Is a good listener					
Expresses opinions well					
Has a natural talent for influencing people					
Is good at making impromptu speeches					
Is persuasive					
Expresses his/herself easily					
Is good at getting people to like him/her					
Is mostly quiet when with other people					
Takes the initiative in making new contacts					
Is very sociable					
Is outgoing with others					
Is motivated to establish many interpersonal relationships					
Enjoys new types of social interactions					
Is easy to work with					

Section III: Job Performance

A person's job performance is how well they perform the tasks that comprise their daily work. Below, rate how frequently you think a person who is **average** in job performance would display the listed behaviors.

- 1=almost never
- 2=rarely
- 3=sometimes
- 4=frequently
- 5=almost always

	1	2	3	4	5
Performs job tasks up to established standards					
Prefers to perform only required job tasks					
Sometimes requires a little coaching on how to perform job tasks better					
Is sometimes used as a role model of task performance for other employees					
Receives adequate performance ratings from supervisors					
Is able to help other employees learn to do job tasks better					
Has time to help other employees with their tasks when finished with his/her own					
Is very persistent to ensure completion of all job tasks					
Comes to work on time					
Has the knowledge, skills, and abilities necessary to complete job tasks					
Has never been formally reprimanded					
Sets goals as needed to complete job tasks					
Work is rated highly by supervisors					
Is considered highly competent by his/her peers					

Has been promoted quickly due to high performance					
Has a good attendance record					
Has mastered most of the requirements of the job					
Wins awards for work/productivity					
Is looked up to by other employees					
Completes work assignments on time					
Learns new aspects of the job quickly					
Occasionally stays late at work					

Appendix E

Interview Notes and Written Responses to Open-Ended Item

- As far as expat selection goes, only high performers are even considered so stellar performance is a given. The differentiating factors come down to ability to handle stress, workload and cultural sensitivity/intellectual curiosity. We do have to take support system factors into consideration. For example, how will their spouse adjust, how culturally open and curious are they? We do all of this relatively informally since (*company name*) has a bunch of well qualified I/O psychologists in its employ who assess this type of info.
- In truth, there are relatively few companies that tie manpower planning together with relocation management. The logic speaks to a holistic approach but the general reality is that most cross-border assignments are filled by candidates that have requisite skill sets and proven performance in home country (the latter is not always a good predictor of an individual's success once they are assigned to another country).
- My responses were affected by facts that individuals all had previous assignments. To me the failure (overt or subtle) is more likely to occur in the first assignment).
- My factors are as follows:
empathic, aware, satisfactory job performance in the home country (determines return ticket), ability to tolerate stress, curiosity, adventurous, self-reliant, self-motivated, good teacher, sensitive and tough, eats anything, loves travel, seeks diversity, adaptive out of comfort zone, strong connections and sponsorship in home country to ensure repatriation placement.
We don't have fancy processes, just get to know the folks - spouses and kids also critical. Realistic preview (look-see) essential.
- Just to give you some additional information, our selection process is very thorough. We engage an organization from Boulder, Colorado called Tucker International, to administer a preliminary questionnaire for both the employee and spouse. Following their analysis of this information (usually 3-5 days), a face to face interview is then conducted with one of Tucker's counselors and the employee and spouse. This takes about 3 hours. We are then provided with Tucker's recommendation and rating. They also provide the employee and spouse with feedback regarding the areas they should work on prior to and during their international

assignment. We have used Tucker for over 10 years and are very pleased with their feedback and guidance.

- This Company hires staff from around the world that have experience in the oil & gas industry, medical professionals plus administration. In addition to that, (*company name*) has a number of Joint Ventures in various countries. I know that we have a high success rate in terms of the Saudi nationals who are selected for overseas assignment. This Company also enjoys great success in terms of the expatriates they employ to work here in Saudi Arabia. I expect that the (*company name*) recruiters look at a person's experience and overall ability to do the job and they would give consideration to how they think the person would adapt and cope living here.

For Saudis working out of Kingdom I would expect that some of the following points would need to be considered:

(a) the employee's ability to live in a totally different culture where he will experience different corporate culture, religion(s), clothing styles, food;

(b) the employee's ability to work and adapt in an environment very different to the work culture in (*company name*) ie perhaps working closely with women, perhaps even having a female boss.

(c) the employee's qualifications and ability to perform in the assigned job;

(d) whether the employee will be a good ambassador or representative of this Company.

- ****Note on gender-the importance of this variable is highly dependent on the country in which the expatriate is to be placed.**
- Our assessments of readiness for International assignments are linked in with our annual Talent review process. In addition we have allocated certain roles as key Development roles and work towards filling those with high potentials .The placement is based around our model called the Broad Business leader model which identified experiences that need to be accumulated in order to develop leaders that succeed within our system. A leader is matched vs the model which then spits out experience gaps they show including international assignment work. At that point a range of questions are asked around the likelihood of success of the candidate in the given role in the given country as that creates a huge variable.
- In running HR at (*company names*), factors that were weighted included language skills (not an issue in your Hong Kong hypotheticals), economics (cost to place one person versus another), succession planning status (give expat assignments to those who will potentially have multi-country responsibility in the future), '3rd party expat inclination (the people that fared the best did not think of themselves as from a given

country, they were 'international' professionals), ability to retain the parent company perspective (they wouldn't 'go native').

The most important criteria are the same for both domestic and international assignments – does the individual have a demonstrated ability to perform the functions of the job for which they are being considered.

Not to be ignored is some type of relationship to an important executive at the parent company. If the chairman's nephew, or one of the EVP's favorite managers, is in consideration for a job, it is usually less harmful to put them somewhere than to go through the gyrations of explaining why you don't.

- Advertisement of vacancies, short list based on CVs, telephone and face-to-face interviews (technical and behavioural) by technical and HR officers, written analytical test (in-box exercise), final decision by a selection committee
- We typically use structured interviews for selection into expatriate positions. The characteristics include their development goals, career path, match between KSAs and those required by the job, and interest in an expatriate assignment.
- Our selection process is handled at the business unit level. This means that a candidate is selected by both a home and host country manager. It is based on the needs of the business. Our assignment category types are: Client Engagements, Technical Skills, Executive Appointments and Project based. Technical Resource candidates are tracked and are identified early on as high potential for an international assignment. This assists with ensuring that the assignment is successful and is part of a long term career plan for the individual.
- I'd be careful generalizing much from this survey. In real life, we know a whole lot more about people and other important issues to make sure are considered in the expat selection, eg.: Spouse & Family Readiness; and what is sometimes now called Learning Agility.
- ***I Before the Interview***
 - A Screen the applicants**
 - 1 1st and 2nd interviews are conducted by the recruiter and hiring manager.
 - 2-4 candidates are selected to participate in the panel interview.
 - B Prepare the candidates for the interview**
 - 1 Recruiter explains the format of the interview
 - a A walk-through of the resume*
 - b A few resume/ technical questions*
 - c 3 - 4 competency questions*
 - 2 Recruiter provides a list of competencies and definitions to all candidates in advance of the interviews along with an outline of the expectations regarding the structure of the candidate's answer (SBO).
 - 3 Further explain the format of the panel interview
 - a There are specific competencies for specific jobs*

- b Competencies are skillsets needed to perform the job functions*
- c Competencies are related to the job for which the candidates are applying (not their current jobs)*
- d Answers to the competency questions should describe the candidate's specific behaviors, actions, and words in the situation being related*

C Prepare the panel members for the interviews

- 1 Panel members must have participated in behavioral interviewing training
- 2 The ideal Panel team consists of:
 - a. Hiring Manager*
 - b. Hiring Manager's Supervisor*
 - c. Hiring Manager's Peer*
 - d. One Key Internal Customer*
- 2 The panel must consist of at least one member who is experienced in panel interviewing. If not, it is recommended that a recruiter or other HR representative be present to lead the interview.
- 3 The following information should be distributed to the panel members:
 - a Candidates' resumes*
 - b Panel Interview Packet*
 - Level Specific Competency Questions*
 - Anchors and Ratings for each Competency*

*****The same exact questions must be used for all candidates for a specific job*

II The Interview

A The interview should be a positive experience

- 1 Professional, efficient, organized
- 2 Smooth/friendly
- 3 With timely follow-up

B The lead panel member assumes responsibility for the flow

Note: Typically, the lead member of the panel is the Hiring Manager

- 1 Builds rapport with the candidates
- 2 Explains the interview format to the candidates (again)
 - a Resume walk-through by the candidate*
 - b Resume/ technical questions by any of the panel members*
 - c Competency questions by all panel members (each panel member will ask one or more of the questions)*
 - d Candidate's time to add anything pertinent, but not yet discussed*
 - e Panel lead member's time to further describe the job*
 - f Candidate's time to ask job related questions*
- 3 Explains the panel's note-taking
- 4 Starts the interview
- 5 Facilitates the interview

6 Closes the interview, including an expected timeframe for the decision/next steps

C Panel members question and take notes

- 1 Probe for specific information about the candidate's behaviors (related to work outcomes)
- 2 Begin questions with "describe a time when" or "tell me about" or "what exactly did you do or say"...if you begin a question with a "do" or "did", you are probably leading the candidate's answer
- 3 Don't try to analyze notes during the interview
- 4 Do scribe main points and quotes when necessary
- 5 Do not note opinions or impressions

III After the Interview

A The assessment/ calibration process takes place immediately following each interview

- 1 Panel members rate each competency answer individually
- 2 One panel member prepares rating grid (on flip chart or grease board)
 - a *Include each competency across the top of the grid*
 - b *Include each panel member's name along the left side of the grid*
- 3 On the first competency, each panel member states his or her rating, followed by discussion
- 4 Panel members come to agreement on a rating
- 5 Process continues for each competency (steps 3,4,5)
- 6 Lead panel member makes a copy of the ratings grid (to be used in the decision process)
- 7 Panel members should debrief the panel process during discussion/assessment process
 - a *What went well*
 - b *What could be improved*
- 8 Hiring manager makes the decision with consideration to input/ratings from the panel members

IV After the Decision

Recruiter notifies candidates (internal and external) that another candidate was selected.

- Behavioral based (structured interviews) are primarily used. For some groups, they also do work sample tests, problem solving exercises, and provide realistic job previews. Psychological evaluations are also done with the selected candidates and family members.

I did a job analysis and these were the critical KSAOs. Some subset of these are included in the selection process.

- **Reading Comprehension:** The ability to read, understand, and apply standard written text, that may or may not be written in traditional sentences such as letters, memos, or manuals to complete job tasks.
- **Written Communication:** The ability to prepare clear, accurate, and understandable written text. Able to draft accurate, complex, and specialized documents using specified formats, elements, and technical language required by the job. Able to provide accurate information following the appropriate guidelines when completing forms and submitting reports.
- **Oral Communication:** The ability to listen effectively; demonstrate understanding; clarify meaning for others; speak with clarity and precision; communicate with a diverse audience. The ability to convey accurate information at the appropriate level by adjusting the amount, form, depth and level of detail, and content of information to the needs of audience.
- **Listening Skills:** The ability to pay attention and understand information provided orally; to understand spoken information, ideas, or instructions; to listen to what others say and respond appropriately.
- **Social Intelligence:** The ability to use common sense in your interactions with others. Able to demonstrate an in-depth understanding of customer's organization and the personalities within it and use this knowledge appropriately. Ability to be politically clever, sensitive, and capable in interactions with customers.
- **Interpersonal Skills:** The ability to understand and interact effectively with a variety of people and to be tactful and diplomatic.
- **Dependability:** Being reliable, trusted, and accountable for completing work activities accurately, efficiently, and in a timely manner.
- **Integrity:** Fair, honest, trustworthy and straightforward in dealing with others. Ability to honor commitments; take responsibility for failures and share credit for successes. Able to demonstrate high ethical standards.
- **Adaptability/Flexibility:** The ability to appropriately respond to changing environments, priorities, or procedures. Ability to adjust priorities to multiple demands and unanticipated events as well as adjust decisions and actions to new information. Ability to be flexible in response to changing circumstances or conditions, priorities, work procedures, or technology. This includes the ability to adapt to and assimilate different cultures as work assignments change.
- **Objectivity:** The ability to be open-minded about alternatives, other points of view, or criticism and to be free of bias.
- **Work Motivation:** Able to be highly productive and persist at a task or problem despite interruptions, obstacles, or setbacks.
- **Stress Tolerance:** The ability to work effectively under time or other environmental stressors.
- **Emotional Stability:** The ability to be calm, even-tempered, and in control of emotions at work; to accept suggestions or constructive criticism from others without becoming defensive or angry.
- **Accountability:** The ability to accept responsibility for one's own actions and words; to take responsibility for accomplishing work goals and deadlines.
- **Customer Satisfaction:** Actively seek ways to help customer; build long-term relationships with internal and external customers by understanding their current and future needs; meeting commitments to customers on time and keeping them informed; seek and use customer feedback. Able to develop and maintain good relations with customers.

- **Initiative:** The ability and willingness to take independent action and seek out additional assignments or tasks. Able to complete tasks with little supervision and to direct one's own efforts.
- **Troubleshooting:** The ability to use established physical, mechanical, or scientific principles and perform appropriate tests to identify and solve problems encountered on the job.
- **Technical Comprehension:** The ability to communicate with technical personnel, assimilate technical information to gain an understanding of problems and issues, and identify possible solutions. Able to understand the way machines, tools, and equipment operate; understand relationships between physical forces and mechanical operations. Able to understand how an entire system works and how an action, change, or malfunction affects the entire system.
- **Problem Solving:** The ability to gather, examine, and interpret information from different sources to generate effective solutions to problems and make sound business decisions; generate alternate approaches to solving problems when needed; demonstrate awareness of the likely consequences or implications of judgments. Able to obtain essential information quickly and efficiently. Able to generate and implement new and useful ideas and explore alternatives. This includes the ability to assess risks associated with alternatives.
- **Reasoning Ability:** The ability to draw conclusions from a set of facts, to recognize patterns or trends, and to determine the consequences of specific events.
- **Multi-Tasking:** The ability to quickly and accurately process multiple types of information and/or perform multiple tasks simultaneously.
- **(Company Name) Technical Knowledge:** Knowledge of (*company name*) products, and services. Able to apply this knowledge appropriately. Expertise is recognized and sought by customers; continuously develops and advances own knowledge.
- **Information Technology Fluency/Computer Skills:** The ability to utilize technological tools (e.g., PC's, web sites) and business system applications to manage, synthesize, and interpret data relevant to workloads, responsibilities, problem identification and resolution. Ability to operate relevant personal computing hardware (e.g., personal computers, printers, LANs) and standard software (e.g., word processing, graphics packages, spreadsheets/databases). This includes the ability to type accurately.
- I have worked in a number of international companies and all too often, those individuals who are sent on expat assignments are those individuals that people want to get rid of, so "out of sight – out of mind" – then when they return to the US, they do not know what to do with them. So they end up in less satisfying jobs and are not able to use the international experience they just gained. I just had this experience with one of my team members that I inherited. It is an enormous waste of money and effort for all involved and is very deflating for the expat.

Regarding the survey, I found myself getting into a rating pattern because the items were too similar. I think if someone were going to Hong Kong, ability to deal with stress and interpersonal skill specific to that culture is key (e.g., smiling at appropriate times, rather than just "being outgoing" is important).

- I spent several years selecting engineers from the U.S. to work in Japan. We generally selected engineers working in the domestic facility or recent graduates. I have also been involved in sending expatriates to work in Mexico, Puerto Rico, Saudi

Arabia, and Iraq. To do this, we use a broad spectrum of psychological tests: some ability, mostly personality, some interest. We also do extensive interviewing. One thing we really look for is an ability to learn and benefit from the assignment on the part of the expat. Of course, we are also looking for cultural adaptability, flexibility, conscientiousness, sociability, language ability, willingness to interact with others, dutifulness, self-possession, and some international experience, although we don't pay too much attention to this last variable since it hasn't been very helpful. Once individuals are selected for expatriate assignments, they are enrolled in an intensive language program, given ideas of what to expect during the adaptation process, and provided a support structure back home and in-country to provide help with logistics, etc.

- Part of being sent abroad at (*company name*) is networking to make sure people know you are interested. Our Talent Management department is an attempt to standardize that networking process. People interested in working overseas can indicate such in their profiles, even indicating which regions/countries in which they are interested. Then Talent Management can look at these profiles to see if someone with the requisite job skills is interested in working in the country where someone is needed. Basically, it is a process of self-nomination. This, of course, is followed by a discussion with the manager about the candidate's future potential with the company, or whether they are promotable. This is also assessed through annual or quarterly Success in Management discussions in which managers assess themselves and are then evaluated by their bosses (i.e., People Planning process). Once candidates are identified, the process of choosing who to send is pretty informal. Strong candidates are sent in-country to assess fit, and they participate in in-country interviews. We also encourage candidates to complete a self-assessment, which their families can also use, that takes about 15 minutes. We really encourage self-selection, or self-elimination. Once selected, expatriates undergo country/region-specific cross cultural training.

(*Company name*) has always tried to look in-country for workers, and this trend is increasing. However, expatriate experience is still considered valuable.

The problems with selection have largely been fixed; the process is now broken when it comes to repatriation. We attempt to maintain expats' visibility in the home country by requiring that they visit at least once a year during the overseas assignment. We also have software that flags expats returning in the next 6 months so we can begin finding places for them.

A recent study of our expatriate workforce showed that about 12% of our current expatriates are female.

Appendix F
Sample Survey Form

An expatriate worker is one who works in a nation other than his or her own native country. The purpose of this study is to understand what kind of characteristics might be used to choose people to work in these international assignments. First, you will be asked a few questions about yourself. Then, you will be asked to make decisions regarding 34 hypothetical candidates from the United States for an expatriate position in Hong Kong. Many of these candidates may sound very similar; please consider each one carefully. Also, please take breaks if you feel fatigued.

Please answer the following questions about yourself:

Gender:

Age:

Home country:

How long have you worked in the Human Resources field?:

What is your current job title?:

How long have you worked in that position?:

Have you ever worked in another country?:

If so, for how long (total time in all assignments)?:

Does your company have operations in multiple countries?:

If your company is international, are you involved in expatriate selection?:

Now you will begin the decision making task. Carefully consider each hypothetical applicant, and then make your ratings using the scale provided at the top of each page.

(The first page of the survey presented above was for HR professionals. The only difference between the HR professional and expatriate versions of the survey is the first page, where demographic information is gathered. Below, the first page for expatriates is presented.)

An expatriate worker is one who works in a nation other than his or her own native country. The purpose of this study is to understand what kind of characteristics might be used to choose people to work in these international assignments. First, you will be asked a few questions about yourself. Then, you will be asked to make decisions regarding 34 hypothetical candidates from the United States for an expatriate position in Hong Kong. Many of these candidates may sound very similar; please consider each one carefully. Also, please take breaks if you feel fatigued.

Please answer the following questions about yourself:

Gender:

Age:

Home country:

How much time have you spent working in a country other than your home country?:

Now you will begin the decision making task. Carefully consider each hypothetical applicant, and then make your ratings using the scale provided at the top of each page.

Kimberly meets work demands during all but the most stressful times and copes well with new situations. She is skilled in handling social situations and is outgoing with others. Her work is rated highly by her supervisors, and she has mastered most of the requirements of the job. She has served 4 years in previous international assignments.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

William has worked internationally before and performed up to the company's standards while there. He meets work demands during all but the most stressful times and copes well with new situations. His work is rated highly by his supervisors, and he has mastered most of the requirements of the job. He is skilled in handling social situations and is outgoing with others.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Melissa is skilled in handling social situations and is outgoing with others. Her work is rated highly by her supervisors, and she has mastered most of the requirements of the job. She has worked internationally before and performed up to the company's standards while there. She handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Susan enjoys meeting new people and smiles at appropriate times. She has served 4 years in previous international assignments. Her work is rated highly by her supervisors, and she has mastered most of the requirements of the job. She meets work demands during all but the most stressful times and copes well with new situations.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

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1 = Somewhat likely 2 = Fairly likely 3 = Rather likely 4 = Very likely 5 = Almost certain

Jessica handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high. She is skilled in handling social situations and is outgoing with others. She comes to work on time and has the knowledge, skills, and abilities necessary to complete her job tasks. She has worked internationally before and performed up to the company's standards while there.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

David meets work demands during all but the most stressful times and copes well with new situations. His work is rated highly by his supervisors, and he has mastered most of the requirements of the job. He is skilled in handling social situations and is outgoing with others. He has served 4 years in previous international assignments.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

Betty's work is rated highly by her supervisors, and she has mastered most of the requirements of the job. She has worked internationally before and performed up to the company's standards while there. She enjoys meeting new people and smiles at appropriate times. She handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

James has worked internationally before and performed up to the company's standards while there. He handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high. He is skilled in handling social situations and is outgoing with others. His work is rated highly by his supervisors, and he has mastered most of the requirements of the job.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

Dorothy handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high. She has worked internationally before and performed up to the company's standards while there. She enjoys meeting new people and smiles at appropriate times. She comes to work on time and has the knowledge, skills, and abilities necessary to complete her job tasks.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Carol meets work demands during all but the most stressful times and copes well with new situations. She is skilled in handling social situations and is outgoing with others. She comes to work on time and has the knowledge, skills, and abilities necessary to complete her job tasks. She has worked internationally before and performed up to the company's standards while there.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Joseph enjoys meeting new people and smiles at appropriate times. His work is rated highly by his supervisors, and he has mastered most of the requirements of the job. He has worked internationally before and performed up to the company's standards while there. He handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

←-----●-----●-----●-----→

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Robert handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high. He has worked internationally before and performed up to the company's standards while there. He comes to work on time and has the knowledge, skills, and abilities necessary to complete his job tasks. He is skilled in handling social situations and is outgoing with others.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Sharon is skilled in handling social situations and is outgoing with others. She has served 4 years in previous international assignments. She meets work demands during all but the most stressful times and copes well with new situations. She comes to work on time and has the knowledge, skills, and abilities necessary to complete her job tasks.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Nancy handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high. She comes to work on time and has the knowledge, skills, and abilities necessary to complete her job tasks. She has served 4 years in previous international assignments. She enjoys meeting new people and smiles at appropriate times.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Cynthia handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high. She comes to work on time and has the knowledge, skills, and abilities necessary to complete her job tasks. She is skilled in handling social situations and is outgoing with others. She has served 4 years in previous international assignments.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

Christopher has worked internationally before and performed up to the company's standards while there. He handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high. He comes to work on time and has the knowledge, skills, and abilities necessary to complete his job tasks. He enjoys meeting new people and smiles at appropriate times.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Amy handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high. She is skilled in handling social situations and is outgoing with others. She has served 4 years in previous international assignments. Her work is rated highly by her supervisors, and she has mastered most of the requirements of the job.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Richard is skilled in handling social situations and is outgoing with others. He meets work demands during all but the most stressful times and copes well with new situations. He has worked internationally before and performed up to the company's standards while there. He comes to work on time and has the knowledge, skills, and abilities necessary to complete his job tasks.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-



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Daniel handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high. He comes to work on time and has the knowledge, skills, and abilities necessary to complete his job tasks. He enjoys meeting new people and smiles at appropriate times. He has served 4 years in previous international assignments.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Laura has worked internationally before and performed up to the company's standards while there. She meets work demands during all but the most stressful times and copes well with new situations. She is skilled in handling social situations and is outgoing with others. Her work is rated highly by her supervisors, and she has mastered most of the requirements of the job.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Mark meets work demands during all but the most stressful times and copes well with new situations. He enjoys meeting new people and smiles at appropriate times. He has served 4 years in previous international assignments. His work is rated highly by his supervisors, and he has mastered most of the requirements of the job.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

Jennifer meets work demands during all but the most stressful times and copes well with new situations. She has worked internationally before and performed up to the company's standards while there. She enjoys meeting new people and smiles at appropriate times. Her work is rated highly by her supervisors, and she has mastered most of the requirements of the job.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Thomas' work is rated highly by his supervisors, and he has mastered most of the requirements of the job. He handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high. He enjoys meeting new people and smiles at appropriate times. He has served 4 years in previous international assignments.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

George comes to work on time and has the knowledge, skills, and abilities necessary to complete his job tasks. He meets work demands during all but the most stressful times and copes well with new situations. He enjoys meeting new people and smiles at appropriate times. He has served 4 years in previous international assignments.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Michael comes to work on time and has the knowledge, skills, and abilities necessary to complete his job tasks. He has served 4 years in previous international assignments. He handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high. He is skilled in handling social situations and is outgoing with others.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

Patricia has worked internationally before and performed up to the company's standards while there. She meets work demands during all but the most stressful times and copes well with new situations. She comes to work on time and has the knowledge, skills, and abilities necessary to complete her job tasks. She enjoys meeting new people and smiles at appropriate times.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

Barbara comes to work on time and has the knowledge, skills, and abilities necessary to complete her job tasks. She enjoys meeting new people and smiles at appropriate times. She meets work demands during all but the most stressful times and copes well with new situations. She has served 4 years in previous international assignments.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

John is skilled in handling social situations and is outgoing with others. He handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high. He has served 4 years in previous international assignments. His work is rated highly by his supervisors, and he has mastered most of the requirements of the job.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

Sandra has served 4 years in previous international assignments. She enjoys meeting new people and smiles at appropriate times. Her work is rated highly by her supervisors, and she has mastered most of the requirements of the job. She handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

Paul's work is rated highly by his supervisors, and he has mastered most of the requirements of the job. He meets work demands during all but the most stressful times and copes well with new situations. He enjoys meeting new people and smiles at appropriate times. He has worked internationally before and performed up to the company's standards while there.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Charles is skilled in handling social situations and is outgoing with others. He comes to work on time and has the knowledge, skills, and abilities necessary to complete his job tasks. He meets work demands during all but the most stressful times and copes well with new situations. He has served 4 years in previous international assignments.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Donald meets work demands during all but the most stressful times and copes well with new situations. He comes to work on time and has the knowledge, skills, and abilities necessary to complete his job tasks. He enjoys meeting new people and smiles at appropriate times. He has worked internationally before and performed up to the company's standards while there.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

Sandra has served 4 years in previous international assignments. She enjoys meeting new people and smiles at appropriate times. Her work is rated highly by her supervisors, and she has mastered most of the requirements of the job. She handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
 - How likely would this person be to **adjust** well to life in Hong Kong?
 - How likely would this person be to **perform job tasks** effectively while abroad?
 - How likely would this person be to **return early** from the international assignment?
-

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1 = Somewhat likely 2 = Fairly likely 3 = Rather likely 4 = Very likely 5 = Almost certain

Melissa is skilled in handling social situations and is outgoing with others. Her work is rated highly by her supervisors, and she has mastered most of the requirements of the job. She has worked internationally before and performed up to the company's standards while there. She handles unexpected problems well and sets goals and works toward them to ensure success when the workload is high.

- How likely would you be to send this person on an **international assignment** to Hong Kong?
- How likely would this person be to **adjust** well to life in Hong Kong?
- How likely would this person be to **perform job tasks** effectively while abroad?
- How likely would this person be to **return early** from the international assignment?

The rating portion of this survey is now complete. Thank you so much for your help! Just a couple more questions...

First, please rank the following characteristics from 1-5 in order of importance for international workers:

- Gender
- Previous international work experience
- Interpersonal ability
- Satisfactory job performance in the home country
- Ability to tolerate stress

Finally, we are interested in the expatriate selection practices of *real* companies, including characteristics considered and assessment format (i.e., interview, simulation). If you would prefer to discuss this over the telephone, please email Mary Tye (mary.tye@colostate.edu) your telephone number. Of course, all information gathered will **NOT** include identifying information about the company to protect the confidentiality of organization practices.

Appendix G

Tables Showing HLM Results with Respondent Gender as the Level 2 Variable

Table 12. Hierarchical Linear Modeling Results for Likelihood of Sending Abroad

	Intcpt ^b	γ_{00}	1.53*
	G	γ_{01}	0.32
	IE	γ_{10}	0.01
	DP	γ_{20}	0.00
Level 1 Coefficients	EX	γ_{30}	0.17
	ST	γ_{40}	.93*
	GN	γ_{50}	0.14
	IE*G	γ_{11}	0.08
	DP*G	γ_{21}	0.01
Cross-Level Interactions	EX*G	γ_{31}	0.00
	ST*G	γ_{41}	-0.09
	GN*G	γ_{51}	0.15
	μ_{00}	τ_{00}	2.14*
	μ_{10}	τ_{10}	.14*
	μ_{20}	τ_{20}	.25*
Variance in Residuals	μ_{30}	τ_{30}	.06*
	μ_{40}	τ_{40}	.30*
	μ_{50}	τ_{50}	.07*
	ε	σ^2	0.29

Table 13.

Hierarchical Linear Modeling Results for Likelihood of Adjustment

	Intcpt ^b	γ_{00}	1.35*
	G	γ_{01}	0.54
	IE	γ_{10}	0.00
	DP	γ_{20}	-0.03
Level 1 Coefficients	EX	γ_{30}	0.22
	ST	γ_{40}	1.00*
	GN	γ_{50}	0.01
	IE*G	γ_{11}	0.05
	DP*G	γ_{21}	0.02
Cross-Level Interactions	EX*G	γ_{31}	-0.01
	ST*G	γ_{41}	-0.25
	GN*G	γ_{51}	-0.07
	μ_{00}	τ_{00}	1.30*
	μ_{10}	τ_{10}	.07*
	μ_{20}	τ_{20}	.05*
Variance in Residuals	μ_{30}	τ_{30}	.19*
	μ_{40}	τ_{40}	.36*
	μ_{50}	τ_{50}	.05*
	ε	σ^2	0.27

Table 14.

Hierarchical Linear Modeling Results for Likelihood of Adequate Job Performance

	Intcpt ^b	γ_{00}	2.02*
	G	γ_{01}	0.21
	IE	γ_{10}	0.01
	DP	γ_{20}	0.01
Level 1 Coefficients	EX	γ_{30}	0.05
	ST	γ_{40}	.83*
	GN	γ_{50}	0.1
	IE*G	γ_{11}	0.00
	DP*G	γ_{21}	0.02
Cross-Level Interactions	EX*G	γ_{31}	0.00
	ST*G	γ_{41}	-0.08
	GN*G	γ_{51}	-0.09
	μ_{00}	τ_{00}	2.19*
	μ_{10}	τ_{10}	.05*
	μ_{20}	τ_{20}	.41*
Variance in Residuals	μ_{30}	τ_{30}	.01*
	μ_{40}	τ_{40}	.36*
	μ_{50}	τ_{50}	.03*
	ε	σ^2	0.26

Table 15.

Hierarchical Linear Modeling Results for Likelihood of Early Return from Assignment

	Intcpt ^b	γ_{00}	2.50*
	G	γ_{01}	0.19
	IE	γ_{10}	0.26
	DP	γ_{20}	0.12
Level 1 Coefficients	EX	γ_{30}	-0.12
	ST	γ_{40}	-.77*
	GN	γ_{50}	-0.17
	IE*G	γ_{11}	-.25*
	DP*G	γ_{21}	-0.08
Cross-Level Interactions	EX*G	γ_{31}	0.02
	ST*G	γ_{41}	0.2
	GN*G	γ_{51}	0.17
	μ_{00}	τ_{00}	2.09*
	μ_{10}	τ_{10}	0.05*
	μ_{20}	τ_{20}	0.11*
Variance in Residuals	μ_{30}	τ_{30}	.02*
	μ_{40}	τ_{40}	.29*
	μ_{50}	τ_{50}	.13*
	ε	σ^2	0.29