

**EXPATRIATE VS LOCALS – CAREER MANAGEMENT
PROCESSES AND RELEVANT FACTORS IN
MULTINATIONALS**

Tiago Manuel Gaspar Veríssimo

Dissertation submitted as partial requirement for the conferral of
Master in Business

Supervisor:
Ph. D. Henrique Duarte, Auxiliary Teacher ISCTE Business School,
Business Department

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Abstract

The aim of this investigation is to determine in what extent the individual and organizational factors are liable for the motivation intensity and for the expected success of an international assignment. Therefore, we also cleared the variables that can influence these behaviours and create a higher perception of success in which concerns employees on an international assignment.

Survey data were collected from 130 non-expatriates and from 32 expatriates (from which only 18 were still on an international assignment) through survey questionnaires.

The results show that the individual and organizational factors influence the motivation intensity and the expected success of an international assignment. Additionally, both individual and organizational factors are influenced by individual and organizational characteristics (respectively). In the individual characteristics the factors with more relevance are the highest educational level, the marital status (married or living with someone) and the foreign language – English. All organizational characteristics showed a significant impact on organizational policies, being the latter presented as good predictors of motivation intensity and expected success.

The implications of our findings intend to enhance and alert multinationals of their practices regarding the expatriates, since the latter are an important part of the organization's intellectual assets. Thus, it is important not only to support employees during an international assignment, but also to assure that all activities are well communicated inside the organization.

Finally, companies should also understand the assignee motivation, the motivation related to family support and international adjustment on international assignments, since as we shall see this can provide companies' benefits.

Key-words: Career Support; International Assignment Success; International Adjustment; Individual and Organizational Characteristics

JEL Classification System: J61 – Geographic Labour Mobility; Immigrant Workers; O15 – Human Resources; Human Development; Income Distribution; Migration

Resumo

Esta investigação tem como objectivo determinar em que medida os factores individuais e organizacionais impactam na intensidade da motivação e no sucesso esperado de um destacamento internacional. Foram igualmente apuradas as variáveis que podem influenciar estes comportamentos e criar uma maior percepção de sucesso nos colaboradores no que toca ao destacamento internacional.

Foram criados questionários online onde foram operacionalizadas estas questões. O questionário foi aplicado a 130 não expatriados e a 32 expatriados (sendo que destes apenas 18 continuam em destacamento internacional).

Os resultados demonstram que os factores individuais e organizacionais influenciam a intensidade da motivação e a o sucesso expectável num destacamento. Adicionalmente, tanto os factores individuais como organizacionais são influenciados por características individuais ou organizacionais consoante o caso. Dentro das características individuais, os factores mais importantes são as habilitações literárias, o estado civil (casado ou em união de facto) e a língua inglesa. As características organizacionais mostraram um significativo impacto nas políticas organizacionais, sendo estas preditas da intensidade da motivação e do sucesso expectável.

Com estes resultados pretende-se melhorar e alertar para as práticas que são desenvolvidas nas multinacionais relativamente aos cuidados a ter com os colaboradores expatriados, uma vez que estes são parte importante do activo intelectual da organização, bem como perceber se as práticas implementadas pela empresa, para apoiar o colaborador durante um destacamento internacional, são bem comunicadas na organização.

Por último, as empresas devem ainda ter em conta a motivação do expatriado, a motivação relacionada com o apoio da família e o ajustamento em contexto de expatriação, uma vez que tais acções, como veremos adiante, poderão trazer benefícios à própria empresa.

Palavras-chave: Apoio na Carreira; Sucesso no Destacamento Internacional; Ajustamento Internacional; Características Individuais e Organizacionais

JEL Classification System: J61 – Geographic Labour Mobility; Immigrant Workers; O15 – Human Resources; Human Development; Income Distribution; Migration

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1. Executive Summary

The current study fits on the scope of the Master thesis in Management. The investigation proposed has as theme “Expatriate vs locals” – career management process and relevant factor in multinationals.

This study focus on the perception of the expatriates towards multinationals and in what extent organizational characteristics (success and support) and individual characteristics (success, motivation and adjustment) can contribute to the success of international assignments. Starting from this idea, we will try to understand in what extent individual and organizational factors may influence motivation intensity and expected success of expatriates on an international assignment, and in what extent these factors are influenced by individual and organizational characteristics referred before.

The referred items have been studied in vast literature, namely the one related to perceived organizational support (Kraimer and Wayne, 2004 and van der Heijden, van Engen and Paauwe, 2009), expatriated success (Cerdin and Le Pargneux, 2009), international adjustment (Selmer, 2001; 2006) and motivation from organizations and individuals to go abroad (Antal, 2001; Bonache, Brewster and Suutari, 2001; Howe-Walsh and Schyns, 2010).

Thus, the main goal of this study is to understand the link of all these dimensions among them, but mainly to understand how these items are perceived by expatriates and non-expatriates and how they contribute to the motivation intensity and expected success on international assignments.

So, we propose a model which is based on the literature review that follows, and that states that individual and organizational characteristics shall influence the final result of an international assignment. The innovator character holds precisely with the attempt of linking all these items among them in order to achieve a final result that is the motivation intensity and expected success of an international assignment.

To background this model, it is presented a literature review that focuses all the items separately as well as tries to link them.

In order to validate the model we used an online survey, applied to 130 non-expatriates and 32 expatriates.

The results point that Socio-Demographic dimensions (individual characteristics) shall influence the level of adjustment, assignee motivation and motivation intensity. Still in the field of the individual characteristics we have work characteristics that shall influence beyond the dimensions referred before the expected success.

Regarding the organizational characteristics the latter influence the organizational factors (i.e. perceived organizational support) and motivation intensity.

We have also the assignee motivation that shall influence the motivation intensity and the expected success, whereas the organizational factors only influence the expected success.

In this context, we obtained an integrated model of motivation intensity and expected success, which brings us also a set of key information regarding perceived organizational support, assignee motivation, motivation related to family support and international adjustment.

Following, we present the literature review that supports the current study.

2. Introduction

2.1. Reasons of the problem

According to the “*2004 Global Relocation Trends Report*”, 44% of the expatriates, at the time of the end of their international assignment and consequent repatriation to the home company, decide to abandon the same in the following two years, being the above mentioned rate superior when we only refer to companies, whose process of expatriation is a recent one (Baruch, Steele and Quantrill, 2002, quoted by Kraimer, Shaffer and Bolino, 2009). In addition, it is still shown that from the expatriates that are still busy in companies of their home country, about 30-50% are considered by the latter inefficient or only partially efficient (Black *et al*, 1991, quoted by Bolino and Feldman, 2000).

So, and in spite of the high turnover in multinationals, of the expatriates after their repatriation, as well as of the associated costs (in average, about 1 million dollars/a year, approximately Euro 748,390.96¹, per expatriate) to their assignments, usually with the duration of 3/4 years (Bolino and Feldman, 2000 and Lazarova and Caligiuri, 2001, quoted by Kraimer, Schaffer and Bolino, 2009), a survey done in 2004 has revealed that in that year about 60,000 multinationals employed more than 45 million people all over the world, being more or less the double of 1990, being still foreseen that in the present year the number may rise to 75 millions.

So, this research has as its **main issue** to know what the perception of the expatriates towards multinationals is and in what extent organizational characteristics (success and support) and individual characteristics (success, motivation and adjustment) can contribute to the motivation intensity and expected success of international assignments.

In this context, according to Edström and Galbraith (1997, quoted by Harzing and Ruysseveldt, 1995 and by Stahl and Björkman, 2006) some of the main reasons that explain the fact of some multinationals risking on the sending of employees in international assignments, even knowing about all the trouble that may be provoked if the process isn't well led, as well as the costs in which the company may incur are:

¹ 1 Euro = 1,3362USD (exchange rate on 31st December 2010).

(i) the necessity of performing tasks implying high knowledge, when there is a deficit of internal offering or difficulty in giving training in the required area; (ii) the necessity of improving business capacities in employees with potential, added to the fact of the same acquiring an overview of the company in its totality, as well as international experience to improve their knowledge in a certain area and (iii) necessity of improving the company, sending to certain branch offices some of its best employees (of the parent company) as a way of these ones giving training to local employees and of keeping the high quality in the services that are provided by the company.

However, and in spite of the described before, there are many multinationals that don't give enough support to the expatriates during their international assignment (Stroh et al., 2005; Stroh, Gregersen, & Black, 1998, quoted by Harris, 2008), being this one of the factors that leads to the situation of one fifth of the expatriates intending to leave the company when they go back (Hammer, Hart and Rogan, 1998, quoted by Harris, 2008). So the **first goal** is to analyse the perception of expatriates and non-expatriates regarding the type of support that is given by the home and host company and also if the perceived support may contribute to the success of organizational development.

Furthermore, and in order to fight against the main issues related to the failure of an international assignment, namely: (i) matrimonial stress, (ii) employees and children, (iii) loss of privacy and identity, (iv) children's bringing up, (v) new culture, (vi) local atmosphere, (vii) safety requirements and (viii) unknown structures (Anderson, 2005), it is necessary to give a permanent attendance to the expatriate and to his/her family during his/her international assignment, as well as in the process of repatriation (Black, Gregersen and Mendenhall, 1992). Thus, the **second goal** is to understand the factors that can contribute to the success of an international assignment from an organizational and individual point of view.

Additionally, and besides the motivations of the company when sending an employee to an international assignment, it is also necessary to understand the ones of the employee himself/herself, being these ones quite often connected to his/her career progression. So, the expectations of the expatriate after the end of the assignment will always be bigger in contraposition to his/her mobility, that's to say, in the case of not having done the international assignment (Bolino and Feldman, 2000). However, a

study conducted by Black, Gregersen and Mendenhall (1992) shows that only 11% of the Americans, 10% of the Japanese and 25% of the Finnish got a promotion after the end of their international assignment. What is more surprising is that 77% of the Americans, 43% of the Japanese and 54% of the Finnish have performed inferior tasks and even with less authority (Harvey, 1989; Feldman and Thomas, 1992; Welch, 1994; Gregersen and Black, 1996; Kamoche, 1997; Selmer, 1999; quoted by Bonache, Brewster and Suutari, 2001) comparing with the ones they were entitled to during the international assignment. So, the **third goal** of this study is to understand the main motivations of the employee in terms of beginning an international.

Furthermore, and for Feldman and Tompson (1993, quoted by Cerdin and Le Pargneux, 2009: 7), “*a positive general job satisfaction is an important indicator of adjustment to new jobs.*” In this context, individuals must adjust to new jobs during expatriation as well as during repatriation. The success of the latter may be very important for the success of the international assignment. So, the **fourth and final goal** is to understand if the expatriates and non expatriates are aware of their adjustment necessities in the places which they go to an international assignment.

3. Expatriates vs locals

3.1. Organizational characteristics

3.1.1. Organizational Perceived Support

“More and more companies look at globalization today as the answer to increase their value and become competitive on the global market.” This is even truer in the countries where the international market is a small one as it is the Portuguese case (Hay Group, 2010: 2).

Furthermore, and as referred by Kraimer and Wayne (2004: 209) *“organizational scholars have addressed the challenges of expatriate assignments by theoretical and empirical examination of the predictors of various expatriate success measures”* (e.g., Aycan, 1997, Black & Gregersen, 1991a; Black and Mendenhall & Oddou, 1991; Caligiuri, 1997; Caligiuri, Joshi & Lazarova, 1999; Kraimer, Wayne & Jaworski, 2001; Shaffer, Harrison & Gilley, 1999). From this stress perspective, expatriate research has examined various role stressors, situational and social support of expatriate success. A handful of studies have begun to examine the role of perceived organizational support, a particular source of social support, in prediction of expatriate success with promising results (Guzzo, Noonam & Elron, 1994, Kraimer et al., 2001; Shaffer, Harrison, Gilley & Luk, 2001, quoted by Kraimer and Wayne, 2004).

Much of this research has adopted the perceived organizational support, since the latter has been defined as the employee’s global beliefs that the organization values their contributions and cares about their well-being (Eisenberger, Huntington, Hutchinson and Sowa, 1986, quoted by Kraimer and Wayne, 2004).

Additionally, several studies point out that corporate support with the aim of the retention of expatriates has become a significant determinant of international business success (Selmer, Ebrahimi and Mingtao, 2000; Tung, 1998, quoted by van der Heijden, van Engen and Paauwe, 2009).

Thus, corporate support has earned great importance to the day-to-day of a multinational organization, since companies are having their branch companies more and more geographically spread being these, however, more integrated in a global strategy as the necessity of an international circulation is becoming greater and greater

(Stahl and Björkman, 2006), because “*more than an individual evaluation of the economic benefits of different geographical sites, it is an organizational logic that prevails*” (Peixoto, 1999: 69). Therefore, “*internationalization will only fulfil its promise of growth if it is sustainable in the long term*” (Hay Group, 2010: 2).

Furthermore, and in line with the referred previously, many multinationals have been betting more and more on the expatriation of top managers, being the purpose of these ones the fulfilment of necessities of the branch company, as well as the management of key projects, the transference and the implementation of the corporate culture (Stahl and Björkman, 2006) through their acquired experience (Earley and Erez, 1997).

In Portugal, for example, there are lots of companies that, in spite of the recent economic crisis, which has been affecting the world markets, have been following that way, namely, and just as an example:

- Group EDP^{II}

At present the Group EDP is represented in different countries, such as: Portugal, Brazil, Spain and USA, having in 2009 12,009 (in 2008 around 12,166) employees as a whole being these ones allocated, respectively, to each one of the countries that were referred before in the following proportion: 7,331, 2,339, 2,041 and 298 (in 2008 they were 7,652, 2,322, 1,922 and 270).

- Group Portucel Soporcel^{III}

At the end of 2007 the Group Portucel Soporcel had an approximate number of 1,952 (in 2008 and 2009 were respectively 2,175 and 2,297) employees divided into four professional levels: Managers (3%), Top Staff (15%), Middle Office Force (16%) and Executors (66%) (this information was not updated for 2008/2009).

With international presence the staff of the Group is divided by the different countries where the Group is represented, namely, Portugal (96,6%), Germany (0,8%), Austria

II

http://www.edp.pt/pt/aedp/sobreaedp/recursoshumanos/Rel_social/EDPDocuments/RelatorioSocial2008.pdf (2010-04-22);

http://www.edp.pt/pt/investidores/publicacoes/relatorioecontas/2009/Relatrio%20e%20Contas%202009/Inst_Sustentabilidade_PT.pdf (2011-04-18);

^{III} http://backoffice.portucelsoporcel.net/dynamic-media/files/rsustentabilidade_2006_2007__versao_final_pt_-_net.pdf (18-04-2011).

(0,2%), Spain (0,5%), France (0,4%), Holland (0,3%), Italy (0,3%), United Kingdom (0,5%) and USA (0,4%) (this information was not updated for 2008/2009).

- Group CIMPOR^{IV}

At the end of 2008 the Group CIMPOR had 6,432 (in 2008 they were 5,997) employees under the cement activity and central services, being 60 in a transfer system or in a situation of expatriation^V (in 2008 they were 35).

With presence in 13 countries it is in China, Portugal and Brazil that the number of employees is bigger (data referred to 2009), representing respectively 16,34%, 13,56% and 13,23% of the global totality of the Group. Spain with 10,65%, Turkey with 10,28% and India with 8,35% are equally three countries with high importance at this level. The other countries are: Egypt (7,23%), South Africa (6,78%), Mozambique (6,22%), Tunisia (3,25%), Morocco (2,71%), Cape Verde Islands (0,95%) and Peru (0,06%).^{VI}

In this context, the organizational support can serve to alleviate the stress associated with working and living in a foreign country as well as to contribute to the success of the international assignment, since the organizational support is a predictor (as referred before) of the success of the expatriate on international assignments. Thus, larger companies that are investing on internationalization business and with vast presence in other countries should give more support to their expatriates, since the latter shall contribute to their international success and fulfil its promise of growth sustainable in the long term. It is in line with the referred before that we hypothesize the direct link between the company size and the respective perceived support degree.

Hypothesis 1: Companies with a vast presence in other countries and with more employees are the ones that give more support to their expatriates.

http://www.portucelsoporcel.com/emag/relatorio-sustentabilidade-2008-2009/files/rel_sustentabilidade08-09_net.pdf (18-04-2011);

^{IV} <http://www.cimpor.pt/cache/bin/XPQej8wXX2533ZAX6gkNRyMZKU.pdf> (24-04-2010);

<http://www.cimpor.pt/cache/bin/XPQej8wXX5977ZAX6gkNRyMZKU.pdf> (18-04-2011);

^V The employees granted between companies of the same country were considered as belonging to the group of the permanent staff of the country;

^{VI} Total amount equal to 100,01% according to the Report of Sustainability 2008.

As we can observe, international business plays an important role in the global economy as it dominates a major part of global commercial activities. This global economy provides multinational companies with an increasingly, dynamic and interdependent business environment (Cheng and Lin, 2009), being in this context, expatriate assignments an increasingly critical role in the execution of international business strategies and the development of global managers (Stahk et al., 2009).

Thus, and as a way to optimize the investment done, companies must take into account the importance of the pre-departure, of the experience in the host country (while the assignment lasts) and on repatriation. So, and a little before the beginning of the assignment training should be given to the future expatriates and to their families a whole of clear expectations (both positive and negative) on what is waiting for them in the host country contributing in this way to a “pre-adaptation”, which may make the real adaptation easier when arriving at the new country (Vance and Paik, 2006), making the transition of the expatriate and his/her family to the host country much easier “lessening” this way the uncertainty and confusion associated to the change. Such measures will allow and help the expatriate in the process of concentrating himself/herself only on the work that he/she will develop making him/her productive in a shorter period of time (Wilsom and Dalton, 1998).

In line with the referred before, some companies have been launching programmes of mentoring through the person of the mentor. There are still other programmes that may support the expatriate and contribute to the success of the international assignment, namely: planning of the career with the individual before the beginning of the assignment, permanent counselling during the period of the assignment in order to help them keep in mind the career goals, planning of the career for the next international assignment (usually in a period between six and eight months before the end of the present assignment and the keeping of a constant contact between the home company and the expatriate in such a way that it makes the expatriate feel as if he/she hadn't stopped belonging to the home company (Tung, 1988).

So, the existence of a “mentor” in the home company may be a benefit in terms of the expatriate feeling social support, as well as the fact of the mentor being able to protect the expatriate's interests while he/she is away avoiding this way that the expatriate may have a strong desire of returning home due to reasons that are linked with the

home company, since the mentor will be able to inform the expatriate about all the developments that have happened with the company in its daily routine (Kram, 1985, quoted by Feldman and Thomas, 1992).

Besides the support that should be given by the home company, there should be a certain care on the part of the host company, so that the problems connected with cultural adaptation may be solved by the expatriate in a short time. This fact is important for the expatriate's success because many top managers, when they start their international assignments in sites where the local employees belong to a different culture and don't share the same experience and value system, can't get the answer that these ones thought to obtain at a first time (quite often when comparing with the employees of their home country). Therefore, it has been observed by Earley and Erez, (1997: 19) that *"a person's expectations towards others will influence how she or he acts towards them, and this behaviour in turn influences how they respond"*.

Based on the referred, eventual expectations that the expatriate may have about the local employees will influence the way how this one will deal with these employees and so, sometimes he/she will try to rearrange the reality according to his/her previous expectations (this issue is presented by Dov Eden, through the Effect of Pygmalion)^{VII}.

In this context, and based on the referred before, it is necessary to give a permanent attendance (i.e., support) to the expatriate and to his/her family during his/her international assignment (Black, Gregersen and Mendenhall, 1992). Nevertheless, it is important not to forget that an employee is only sent to an international assignment in order to fulfil certain key purposes for the organization (and for the individual), which include control, socialization (Harris and Brewster, 1999), international growth, processes, mergers & acquisitions, among others (Hay Group, 2010). As example, please see the figure I and II that shows the key drivers for international mobility in Portuguese Multinationals and in Multinationals in Portugal.

^{VII} This effect is well seen in the popular theatre play *My Fair Lady* based on Bernard Shaw's play *Pygmalion*, adapted from the Greek mythology.

Figure I - Key Drivers for International Mobility – Portuguese Multinationals Companies (Hay Group, 2010: 5)

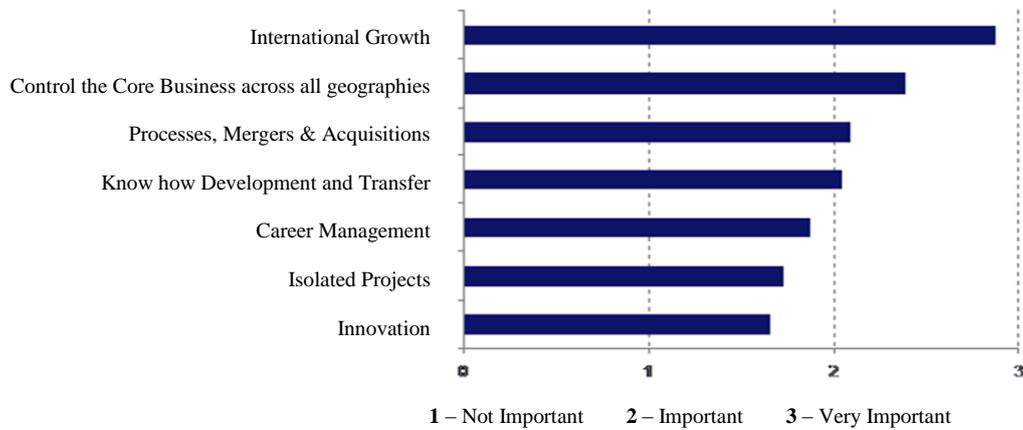


Figure II - Key Drivers for International Mobility – Multinationals in Portugal (Hay Group, 2010: 5)



At this respect we can see that the international growth (i.e. development) is one of the most important factors when a company defines its international assignment policy. Additionally, the multinationals in Portugal also give great importance to career management (Hay Group, 2010).

In this context, and as referred before, expatriate assignments play an increasingly critical role in the execution of international business strategies and on the development of global managers. Thus, the development of companies on an international perspective is accompanied many times by the increase of the international assignments. Therefore, and as a way to optimize the investment done,

companies must give a good support to their expatriates (before, during and after the assignment), as e.g., we have the pre-departure and mentoring programmes. Moreover, Fink, Meierewert and Rohr (2005, quoted by van der Heijde, van Engen and Paauwe, 2009) “*found that the expatriated gain market-specific knowledge, personal skills, job-related management skills, network skills, and general management skills that are vital for competitive advantage*”. Thus, in the line with the referred before we hypothesize the direct link between organizational development and the support degree, since the more a company bets on international business as a key player, the more investment on expatriates (i.e. support) shall be done by the organization, since the latter takes part in a critical role in which concerns the strategy of the company.

Hypothesis 2: Employees that perceive more organizational development belong to companies that give more support.

3.1.2. Effects of Organizational Characteristics on Expected Career Success

In the expatriate literature, success has most commonly been examined using constructs such as expatriate adjustment (Black et al., 1991; Florkowski & Fogel, 1999; McEvoy & Parker, 1995; Shaffer et al., 1999, quoted by Kraimer and Wayne, 2003), withdrawal cognitions (Florkowski & Fogel, 1999; Guzzo et al., 1994; Shaffer & Harrison, 1998; Shaffer et al., 2001, quoted by Kraimer and Wayne, 2003), job performance (Caligiuri, 1997, 2000, quoted by Kraimer and Wayne, 2003), and organizational commitment (Florkowski & Fogel, 1999; Gregersen & Black, 1992, quoted by Kraimer and Wayne, 2003). While most of these success criteria are examined independent of each other, there seems to be general agreement on the fact that international assignment success is evident if expatriates “*(i) remain in the assignment until the end of the term, (ii) adjust to living conditions in the new culture, and (iii) perform well on the job*” (Aycan & Kanungo, 1997, quoted by Kraimer and Wayne, 2003: 211).

Also from a managerial perspective, it is important to understand that not all expatriates take assignments in difficult places. For example, “*an Austrian may take an assignment in Germany or Switzerland, or a Briton in the USA*” (Avril and Magnini, 2007: 61).

Additionally, with the increasing concern over retaining expatriates upon their repatriation to the home-country, companies consider retention of these former expatriate employees as an important success criterion (Black & Gregersen, 1991b, quoted by Kraimer and Wayne, 2003), since and as referred in the last point, the international assignments are a tool of strategic importance aiming at the fomentation of the international net of the organization, being used quite a lot in the “embryonic phases” of the process of implementation of a new subsidiary or to control the operations abroad (Scullion, 1994, quoted by Morley and Heraty, 2004). *“This approach must take into consideration the employee’s internationality mobility, not only as an answer to the present business needs from local operations, such as cost effectiveness and know-how transfer, but also as an opportunity to manage people’s development, motivation and careers, to consolidate the corporate culture and to anticipate the future needs for leadership and talent” (Hay Group, 2010: 2).*

In this context, expatriates act as “conducting wires” between the company’s headquarters and the subsidiaries placed in the assignment countries (Wilson and Dalton, 1998).

So, and confronted with the fact of having to serve two “masters”, many expatriates come to the situation of obeying only in one direction, which may provoke costs and consequences for the expatriates and for the company as a whole. And, if an individual is highly compromised with a foreign policy, it will be difficult for the home company to get a co-ordination with the expatriated because of the fact of this one being highly focused on the local situation. On the other hand, expatriates that are quite compromised with the home company often try to implement its policies or inappropriate procedures in the host-country company.

In this context the multinationals need expatriates that are highly compromised with both companies (the one of the host-country and the one of the home) (Black, Gregersen and Mendenhall, 1992). Thus, one way of characterizing multinational companies is a network of capital, products, knowledge (Bonache, Brewster and Suutari, 2001) and relationship building among branches located in different countries (Cerdin and Le Pargneux, 2009). In line with the referred before, Fink, Meierewert and Rohr (2005, quoted by van der Heijden, van Engen and Paauwe, 2009) found that expatriates gain market-specific knowledge, personal skills, job-related management

skills and general management skills that are vital for competitive advantage. The loss of an expatriate knowledge and skills is thus critically detrimental for companies hoping to develop global competences (Cassiday, 2005, quoted by van der Heijden, van Engen and Paauwe, 2009).

Thus, career support can be essential for companies retaining their repatriates, but the success of expatriates on assignment is equally important (van der Heijden, van Engen and Paauwe, 2009).

Furthermore, a recent meta-analysis found that support is positively related to career satisfaction and salary (Ng et al., 2005, quoted by Kuijpers, Schyns and Scheerens, 2006). Additionally, Forster and Johnsen (1996) argue that it is partly a lack of career support by the parent company that leads expatriates to perceive unfavourable impacts on their career (van der Heijden, van Engen and Paauwe, 2009).

In this context, and as referred before, it seems that there is general agreement on the fact that international assignment success is evident if: (i) expatriates remain in the assignment until the end of the term, (ii) adjust to living conditions in the new culture, and (iii) perform well on the job. Additionally, the retention of expatriates by the organization is also an important success criterion, since the international assignments are strategic tools. Thus, the success of an international assignment is many times measured by the referred three goals. Thus, in order to achieve the referred goals, the company support will be very important, since and as referred before support is positively related to career satisfaction (i.e., success).

So, it is in line with the referred before that we hypothesize the direct link between the perceived organizational support and the career success.

Hypothesis 3: Employees that perceive great organizational support are also the ones that expect more career success.

The costs involved with underperformed are substantial. Moreover, the performance of expatriates is critical to the success of the international assignment. Therefore, Feldman and Thomas (1992), found that career support is a significant predictor of performance.

Furthermore, Lazanova and Caligiuri (2001, quoted by van der Heijden, van Engen and Paauwe, 2009) found that it is the expatriates' perception of their organization's support, rather than an objective assessment of whether such practices exist, that will have the greater influence on career support outcomes. Additionally, Kraimer and Wayne (2003) found that perceived career support has an indirect effect on task performance.

Therefore, *"companies are interested in career development realizing that improved efficiency, profitability, corporate growth and, maybe even the survival of the company, increasingly depend on better use and development of employee talent"* (Walker, 1973, quoted by Selmer and Leung, 2003: 126).

Furthermore, *"the responsibility for the employee's career consequently is more in the hands of the company than the individual."* Hall and Moss (1998) *"call for a relational approach that companies should take towards their employees' careers where employers provide opportunities, rather than manage employees' careers"* (Walsh and Schyns, 2010: 264).

In this context, and since the performance of expatriates is critical to the success of the international assignment and that the career support is a significant predictor of performance, multinational companies should bet on increasing the support that they give to their expatriates, since in the end of the day, the support that they give will be positively correlated to the performance achieved by the expatriate. Additionally, a good performance by the expatriate will also contribute for his/her career development.

Thus, it is in line with the referred before that we hypothesize the direct link between organizational support and career development.

Hypothesis 4: Employees that perceive great organizational support notice that the latter is positively liable to their career development.

3.2. Individual characteristics

3.2.1. Motivations

“Zoha's rationale for moving evolved over time. The younger she was, the fewer environmental factors she considered. In her early twenties, she went on exchange to Lyon because it was the only school that still had space when she applied. She moved to Geneva because she had a job offer there. In essence, she would decide that she wanted to move then look everywhere and take the best opportunity. Now, when making such a decision, she factors in the type of destination she would like and how it fits with her personal objectives. In her latest relocation, she considered whether her destination could accommodate her partner's career as well as her own, whether it was safe and secure, and how it would accommodate her lifestyle preferences. (Malawski, 2005: 10-11).

For many individuals work is a feature that defines their life. In fact, our happiness and self-fulfilment may depend on the way as we are able to control our evolution as professionals and the effect that this one has on our family and personal life (Greenhaus, Callanan and Godshalk, 2000). Furthermore, and in a recent past, only a few number of individuals had an exclusively international career. A more common situation was the one linked to employees that were expatriated for a period of 3 – 5 years and when this period came to an end, they would come back and wouldn't be any more liable to another similar experience (Harris, 2008).

However, this pattern of experiences has been changing for years as a consequence of a fast globalization of business. And so, employees with international competence of business became a critical factor of success for the multinationals being able, as a consequence, to aspire to an international career as an integrating part of the strategy for the formation of talents on the part of the company itself (Kraimer, Shaffer and Bolino, 2009), which may open doors to the development of their careers in the future.

In this context, it is important to understand the main motivations of employees to go abroad. One of the main arguments is that *“the nature of an overseas assignment is filled with challenge and discretion, and the main reason for expatriates to accept foreign assignment is their internal motivation”* (Stahl, Miller, & Tung, 2002; Stahl &

Cerdin, 2004, quoted by Harris, 2008). Osland (1995, quoted by Harris, 2008) “*found that the most successful expatriates felt a sense of calling*”. Inkson, Arthur, Pringle, and Barry (1997, quoted by Harris, 2008: 214) “*note that it is common for many New Zealanders to pursue international experiences as part of their college or immediate post-collegiate lives*”. Thus, the findings of Inkson *et al* (1997) raise the question of whether some cultures may encourage international experiences, thereby fostering internal motivations for accepting international assignments among people reared in those cultures (Harris, 2008).

Furthermore, Stahl, Miller, and Tung, (2002: 216) have observed that “*a survey of U.S. expatriate managers in more than 50 countries, found that managers increasingly view international assignments as enhancing their internal, rather than external, careers. Most expatriates surveyed were seriously concerned about repatriation, yet the overwhelming majority of them perceived an international assignment as essential to their subsequent career advancement*”. Additionally, most of the expatriate surveyed viewed their international assignment as an opportunity to acquire skills and expertise usually not available at the home country. These findings suggest that expatriates value an international assignment primarily for the experience and the opportunities it brings for personal development and career enhancement, even though it may not be with their current company. The positive attitudes that many expatriates have towards their international assignment, support the emerging notion of boundaryless careers.

This paradigm “*faces the career as a continuous process which may be developed between departments, hierarchical levels, companies and even in the development of new competences*” (Rodrigues, 2010: 3).^{VIII} Douglas Hall (quoted by Greenhaus, Callanan and Godshalk, 2000: 12) has observed that “*the new career contract is not a pact with the organization; it is an agreement with one’s self and one’s work*”.

Furthermore, Dalton, Thompson and Price (1977, quoted by Beaumont, 1994) concluded that high performers early in their career performed very different functions from high performers at both the mid and late career stages (please see figure III).

^{VIII} For a better understanding of the topic here described please see: Rodrigues, A. F. (2010), *Atitudes Boundaryless Career nos profissionais de Consultoria em Tecnologia de Informação*, Master thesis in Human Resource Management, ISCTE Business School, ISCTE – IUL.

Figure III – Activities, roles and psychological issues in four career stages (Dalton, Thompson and Price, quoted by Beaumont, 1994: 132).

	I	II	III	IV
Central activity	Helping learning, following directions	Independent contributor	Training, interface	Shaping the direction of the organization
Primary relationship	Apprenticeship	Colleague	Mentor	Sponsor
Major psychological issues	Dependence	Independence	Assuming responsibility for others	Exercising power

Based on the referred before, we defined career development as “*an ongoing process by which individuals progress through a series of stages, each of which characterized by a relatively unique set of issues, themes, or tasks*” (Greenhaus, Callanan and Godshalk, 2000: 117). Figure IV summarizes four of the more frequently cited approaches to career development.

Figure IV – Four Models of Career Development (Greenhaus, Callanan and Godshalk, 2000: 118)^{IX}

Miller and Form		Super	
Age	Stage	Age	Stage
0-15	Preparatory Work Period	0-14	Growth
15-18	Initial Work Period	15-24	Exploration
18-34	Trial	25-44	Establishment
35-65	Stable	45-64	Maintenance
65+	Retirement	65+	Decline

Hall and Nougaim		Schein	
Age	Stage	Age	Stage
0-25	Pre-Work	0-21	Growth, Fantasy, Exploration
25-30	Establishment	16-25	Entry into World of work
30-45	Advancement	16-25	Basic Training
45-65	Maintenance	17-30	Full Membership in Early Career
65+	Decline	25+	Full Membership in Midcareer
		35-45	Midcareer Crisis
		40+	Late Career
		40+	Decline and Disengagement
		?	Retirement

^{IX} In our study we will follow the Hall and Nougaim approach.

Moreover, it has been argued that early career challenge is related to later career success (Beaumont, 1994).

In this context, we can suppose that employees on earlier career's stage will see an international assignment as a tool for their career development, which shall be liable, in future, to greater career success. Therefore, employees on earlier career's stage (i.e., on establishment stage – Hall and Nougaim, quoted by Greenhaus, Callanan and Godshalk, 2000: 118) want to prove their added value to company.

So, it is in line with the referred before that we hypothesize the direct link between earlier career's stage and career success.

Hypothesis 5: Employees that are on earlier career's stage expect greater career success by accepting an international assignment.

On the other hand, and despite the referred before, there are another factor (not related to career development) that sometimes can be crucial in the acceptance or not of the international assignment, which is the family support.

In this context, companies cannot only “look” at the employee that will assume an international assignment, since the expatriate's family plays an important role in the success of the international assignment. A number of authors recognize the importance of the spouse throughout the whole expatriate assignment. Black and Stephens (quoted by Anderson, 2005: 571) *“provide the results of research indicating that the more spouses were in favour of the international assignment, the higher was their adjustment to their general environment and their interaction with host nationals. Indeed, HR professionals rated spouse resistance to expatriation as 4.4 (5 being very critical) as the most critical family challenge faced in respect to family-related expatriate issues”* (Global Relocations Trends 2002 Survey Report, quoted by Anderson, 2005). Mendenhall et al (quoted by Anderson, 2005: 571) *“quoting a number of researchers, observe that the morale of the expatriate can be affected by a spouse or family member who is not coping with the stresses and strains of relocation”*.

In this context, a number of authors recognize the importance of the spouse throughout the whole assignment. Borstorff et al. (quoted by Anderson, 2005: 571) “*indicated that the cross-cultural adjustment and job relocation literature suggest that the motivation of spouses to go abroad impacts significantly on the effort (i.e., motivation) made by expatriates to adjust.*”

Thus, it is expectable that employees have more motivation to go to an international assignment if they feel their family support.

Moreover, and as referred in hypothesis 5, employees on earlier career’s stage will see an international assignment as a tool for their career development. Thus, employees that are no further on earlier career’s stage will have to be a strong reason to accept an international assignment, since many times they are already in top positions.

Furthermore, and despite many times employees that are no further on earlier career’s stage may accept an international assignment because they want continuously improve their skills or only because they are very committed with the company, it is also true that if they are married, family support might be a key item in the acceptance or not of the international assignment.

So, it is in line with the referred before that we hypothesize the direct link between the employees that are no further on earlier career’s stage and the motivation to get career success if they feel their family support.

Hypothesis 6: Married employees that are no further on earlier career’s stage will have more motivation to get career success if they feel their family support.

3.2.2. Adjustment to international assignments

Expatriation is characterized by high levels of stress either for the employer, or for his/her family as a result of the process of dislocation and of the cultural shock they will have to cope with (Furnham, 1990, quoted by Jordan and Cartwright, 1998).

“How long did it take you adjust to living in the Netherlands? About 37 seconds. Unlike other people who came on assignment – we knew where we

were, I already knew enough of the language to get by, we knew quite a bit about the culture, and we had good friends there, so it was a relative easy adjustment. (...) – a well adjusted expatriate

“How long did it take you adjust to living in Italy? I never did. Living there, existing there, is not a problem. It is the level of frustration that you either sublimate or put up with or opt not to put up with. It is a frustrating existence because of the way the society works. (...)” – a poorly adjusted expatriate (Harrison, Shaffer and Bhaskar-Shrinivas (2004: 199-200).

Following the two short experiences related before, a good socio-cultural adaptation will have to take into account the capacity of the expatriated and of his/her family being able to adjust themselves or to interact in an efficient way with the members of the culture of the host country (Ward and Kennedy, 1996, quoted by Selmer, 2006). One of the main barriers to this adaptation is language. This one reflects and affects the perspective of each individual on the world, as language and culture are interconnected and inseparable dimensions. So and according to Hall (1973, quoted by Selmer, 2006: 352) “*culture is communication*”. A good capacity of communication will allow the cultural development through the interaction with other individuals because communication affects and reflects culture, as well as the last one affects and reflects what is codified in the message transmitted through language (Selmer, 2006).

However, we must point out that the cultural factor isn't easy to control. So and firstly we will have to realize what the meaning of culture really is. The concept in itself is “a woollen ball“. Kroeber and Kluckhohn (1952, quoted by Tayeb, 2005) quote 164 different definitions of culture having this one equally two big framings mainly depending on the context it is being discussed. So anthropologically and sociologically speaking culture refers to the values and attitudes visible in certain individuals that belong to a certain society (*being this one the meaning in which this work is inserted*). On the other hand, culture is usually identified as the art and the literature belonging to a certain society (Tayeb, 2005).

Hofstede (1997) refers to culture as a collective programming of the mind which distinguishes the members of a group or category from the other. Tayeb (1988, quoted by Tayeb, 2005) adds that culture is something changeable having historically

improved through values, attitudes and meanings that are learnt and shared among the members of a certain community.

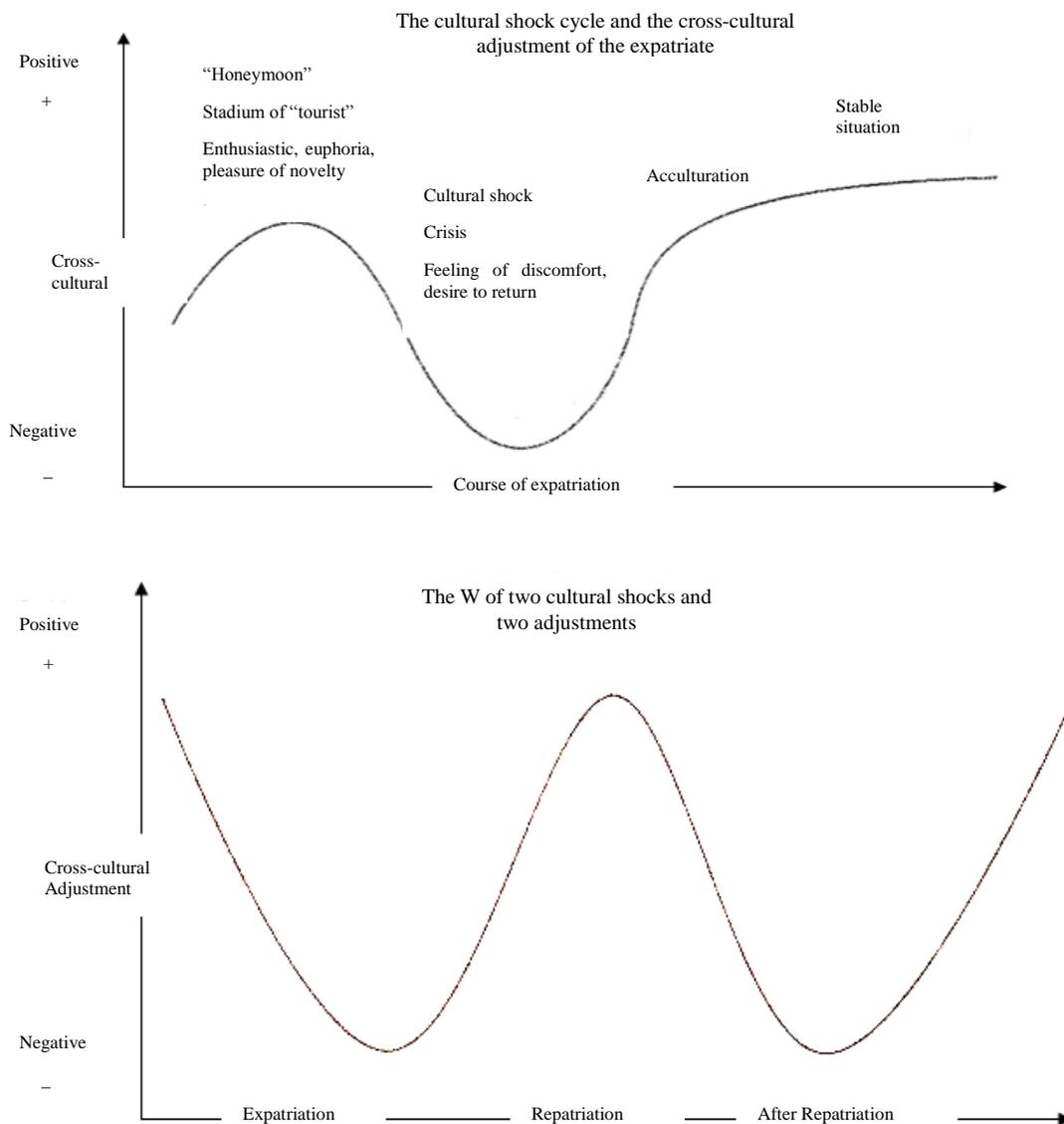
It is in this context that some expatriates find the first barriers to success in their international assignments as many of them, when accepting positions of leadership in companies that receive them, use the same leadership strategy and the same ideologies as if they went on performing the activity in his/her home country, forgetting that success or failure in the implementation of a strategy depends on the way as the same is understood and adequate to the culture in question (Black,1992; Black and Porter, 1991; Lawson and Swain, 1995; Okechuku and Man,1992; Schermerhorn and Bond, 1992; Selmer, in press; Stening and Harmer, 1992: Zeira, Harari and Nundi, 1975; quoted by Selmer, 1996). So at the time of the sending of expatriates these ones should own cross-cultural competences as a way of being able to manage teams constituted by members that do not share their culture. The central pretext is that the manager cannot wait for the moment the members of his/her group may accept attitudes and measures that do not fit his/her way of thinking, being the expatriated manager the only strange element in all this relation of management and being taken for granted that this one is the only one that has to adapt himself/ herself to the new reality (Mead and Andrews 2009). So it is clear that the actions of an individual are only guided and not dictated by the cultural values so a top manager should have a mind opened to new cultural experiences when he/she starts his/her international assignment (Earley and Erez, 1997).

Being so and according to Hofstede (1997), the cross-cultural contacts are generally accompanied by a certain number of typical psychological and social processes. At the time of an international assignment the expatriate is usually prone to suffer an initial *cultural shock*, which may be more or less overcome according to the expatriate's training and prep previous to the assignment (Black, Gregersen and Mendenhal, 1992).

This way the expatriate tends at a first moment to experiment enthusiasm, which is provoked by the novelty of the assignment and of the contacts generated by his/her new reality being the new cultures responsible for a certain admiration and curiosity. After this moment the crisis provoked by the fact of having to cope with the reality, that's to say, the cultural shock becomes quite clear. This shock may be provoked by different factors, such as being far from the family, friends, privation of certain habits,

difficulties of adaptation to the local culture, such as, language, food, among others. As time goes by the expatriate gets a better understanding of the local context starting establishing interpersonal relations. Finally, we are then before the real adjustment (Rego and Cunha, 2009; Hofstede, 1997). So the expatriated employees that are in temporary assignments in a foreign cultural atmosphere will undergo processes of cultural adaptation as the u-curve and w-curve (Black and Gregersen, 1991) of figure V may illustrate.

Figure V – The Cross-cultural adjustment of expatriates: cultural shock and performance (Rego and Cunha, 2009: 297; Hofstede, 1997: 242).



Furthermore, we have to point out that sometimes when the international assignments last long periods at the time of the end of the process of cultural adaptation, when the expatriates come back to their home country, they may try an inverse cultural shock (Hofstede, 1991 and Black, 1992 and Forster, 1994 quoted by Bonache, Brewster and Suutari, 2001).

Due to the above mentioned and in order to smooth the initial cultural shock a recent survey has shown that about two thirds of the multinationals “offer” to their expatriates programmes of cultural development (Fitzgerald – Turner, 1997 quoted by Luthans and Farner, 2002).

Thus, and as the costs associated to the international assignments are considerable and a bad performance or cultural adaptation on the part of the expatriate during an international assignment may create in the future important problems in the company (Gates 1996, quoted by Bolino and Feldman, 2000), many companies award compensations and benefits as an incentive to expatriation (Harris, 2008), such as: allowances, fringe benefits and some tax compensation, which in practice makes the payment package be between 3 and 5 times superior to the base salary got by the expatriated in the home country (CFO magazine, June 1998, quoted by Wilson and Dalton, 1998).

In addition to the many incentives that firms offer their expats, companies also often provide a number of what is referred to as equalization adjustments. These are payments whose purpose is to adjust for differences (generally in a higher direction) in mandated payments that expats have no control over – some of which are paid by the expatriate and some of which are paid to the expatriate. The most common and probably significant of these adjustments is the cost-of-living adjustment (COLA).

“The purpose of the COLA is to enable expatriates to maintain as closely as possible the same standard of living in the foreign assignment that he or she would have had at home (or better, if coming from a low-cost-of-living city or country)” (Briscoe and Schuler, 2004: 318).

In this context, *“we can conclude that any change in a person’s life entails a requirement to adjust”* (Haslberger and Brewster, 2009: 386), being employees with

more experience on international assignments that shall have more facility to adjust or to understand their necessities of adjustment.

Additionally, “*growing older may be associated with increasing maturity*” (Hechhausen and Krueger, 1993; van Lange et al., 1997, quoted by Selmer, 2001: 1222). Thus, it is likely that older expatriates will find it easier to live and work abroad since their suitability will be less in doubt by local people making it easier to adjust than younger expatriates.

Moreover, one of the most important advances in the understanding of cross-cultural adjustments is the realization that people make adjustments in advance of actually transferring abroad. The nature of these anticipatory adjustments is primarily psychological – *that is, people being to adjust their mental maps and rules before actually move abroad. They develop what researchers term anticipatory expectations. For example, if individuals know in advance that the Japanese drive on the left side of road, they can make mental adjustments before actually travelling to Japan, just us, if people know that the Swiss take gifts of flowers or chocolate when invited to dinner at someone’s house, they can mentally adjust to this in advance* (Black, Gregersen and Mendenhall 1992: 123).

In this context, we can conclude that older expatriates will have more adjustment facilities than younger expatriates. Also, it is expectable that expatriates are more aware of their adjustments necessities than non-expatriates, namely, and as referred before, because expatriates start to make adjustments in advance of go on international assignments. So, in line with the referred before we hypothesize the following:

Hypothesis 7: Expatriates are more aware of their adjustment necessities in the places to which they are expatriated than the non-expatriates.

3.2.3. Effects of Individual Characteristics on expected Career Success

“*How should we measure the success of an expatriation in career terms?*” (Harris, 2008: 214). As a proof that there is a support for this worry, a study done to 500 companies of Fortune showed that only between 4 and 7% of the times the international experience is taken into account when the time comes for the executives

being promoted (Black, Gregersen and Mendenhall, 1992), not being still clear how important it may be the positive impact that the international assignment can have on an employee's career progression (Mendenhall, Dunbar and Oddou, 1987, quoted by Shen and Hall, 2009), being necessary to refer that more than a half of the times after returning the assigned employees will perform tasks of minor responsibility when comparing to the ones they have performed during their international assignment being sometimes equally impossible to recover the position acquired before the expatriation, being such a situation seen as "a lowering in the career rank" by the expatriates (Black, Gregersen and Mendenhall, 1992).

This "lowering in the career rank" occurs due to the natural development of the career management cycle of the different employees of a certain company. Such a fact combined with the pattern of traditional linear career (a career that highlights the vertical mobility) leads to the situation that when a certain employee is expatriated someone in the home company will be promoted in order to occupy the open position. So, when the expatriate returns to the home company if no position in the company has been safeguarded for him, the employee won't have any available function compatible with his/her qualifications, which will contribute to the fact of the individual having to perform functions with inferior importance (Greenhaus, Callanan and Godshalk, 2000).

This situation seems to oppose the referred before, where it is referred that it is necessary international experience when we are supposed to improve vertically in a multinational company (in top function), being such experience one of the main motivations for the assignment.

However, as a consequence of an incorrect planning or of a new leadership of the company some expatriated employees may occupy an inferior position compared with the one they had got either in the home company, or in the host company when they return from their international assignment because in spite of having one of the qualifications to get a vertical progression (that's to say, international experience), there is no available task in the new frame of the company.

As a consequence there should be a connection between the international assignment and the employee's career plan in the long term in such a way that his/her expectations wouldn't be defrauded because if the international experience in a multinational may

be an important factor when we think of occupying a top position in a multinational we have, however, to be careful to avoid the situation of the search for this experience becoming a factor of abandonment of the company by the expatriate after his/her repatriation.

In this context, expatriates have always in mind two great issues related to the development of their career when they consider the challenge that is linked with an international assignment: (i) will this international assignment grant me a strategic role in the business?, (ii) will this international assignment allow me a career improvement? As the global managers have in average more than fourteen years of experience in the home company, these ones want to have as guarantee that an international assignment won't let them out of sight and out of mind consequently losing their rank for future strategic actions in the home company.

Thus, a good connection between the international assignment and the employee's career plan may contribute to the fact of this one being more prone to invest his/her time, energy and compromise in such a way that he/she may transform his/her international assignment into a success (Brett and Werbel, 1980, quoted by Feldman and Thomas, 1992). Recent studies have shown that in general the employees are satisfied with the expatriation process not being able, however, to say the same in which concerns his/her repatriation process. So these studies propose that the employees consider the expatriation as a great opportunity of development and career progression even if this may mean his/her organization leaving after repatriation (Stahl and Cerdin, 2004; Suutari and Brewster, 2003; Tung, 1998 quoted by Cerdin and Le Pargneux, 2009).

In addition to this and as a motivating factor for the acceptance of international assignments a study conducted by Suutari and Brewster (2003, quoted by Shen and Hall, 2009) has shown that the repatriated employees are an "appetizing" target for the headhunting enterprises that search employees with international experience, as according to the study 65% of the employees with international experience have the chance of receiving job proposals while they are still in international assignment, being that after ceasing the assignment the rate decreases only 60%.

In this context, and based on the referred before, researches indicate that parent companies are paying too little attention to the career development of their expatriates

and that this lack of career support is one of the main reasons why companies fail to retain expatriates. Thus, if companies want to retain expatriates by developing commitment and loyalty to the parent company, they need to carefully assess their culture and the extent to which it really communicates global experience and perspectives throughout the organization (Black, Gregersen and Mendenhall, 1992).

So, when it comes to bet on the sending of an employee to an international assignment either to occupy a leadership position or to give him/her experience, we should give a constant support to the expatriate and to his/her family before, during and after the assignment as a mean of avoiding in the future the loss of an employee, adding also the negative factor of having training an individual with high management capacities that in the future may be used by opponent companies. This support from the organization shall contribute to the organizational and individual success as well as for a better and quicker adjustment to the host country. It is in line with the referred before that we hypothesize the direct link between the success of an international assignment and the perceived organizational support. This hypothesis is also in line with the hypothesis 3 and 4, but regarding the expatriate point of view.

Hypothesis 8 a) Employees that are expecting to have more success on an international assignment are the ones that perceive more organizational support and development.

Furthermore, many expatriates get a horizontal and not vertical career progression, that's to say, they get a career with specialization (a career that focuses stability within a certain area, not improving enough) (Greenhaus, Callanan and Godshalk, 2000) due to the fact of already having international experience being, as a consequence, the ones that are always chosen for new international assignments, as with the experience and acquired knowledge their cultural adaptation process will be faster allowing, this way, a better performance. So, according to Gregersen (1992, quoted by Kraimer, Shaffer and Bolino, 2009: 30) "*the number of years working in foreign assignments are negatively related to repatriates' commitment to the parent company*", being this way also possible that many international assignments affect negatively the career progression.

Thus, one of many employees' concerns is the negative impact that international assignments can have on their careers. Thus, and as referred in hypothesis 8 a), a good support from the organization shall contribute to the organizational and individual success on international assignments and so, to the decrease of the negative impact that the assignment could have on career.

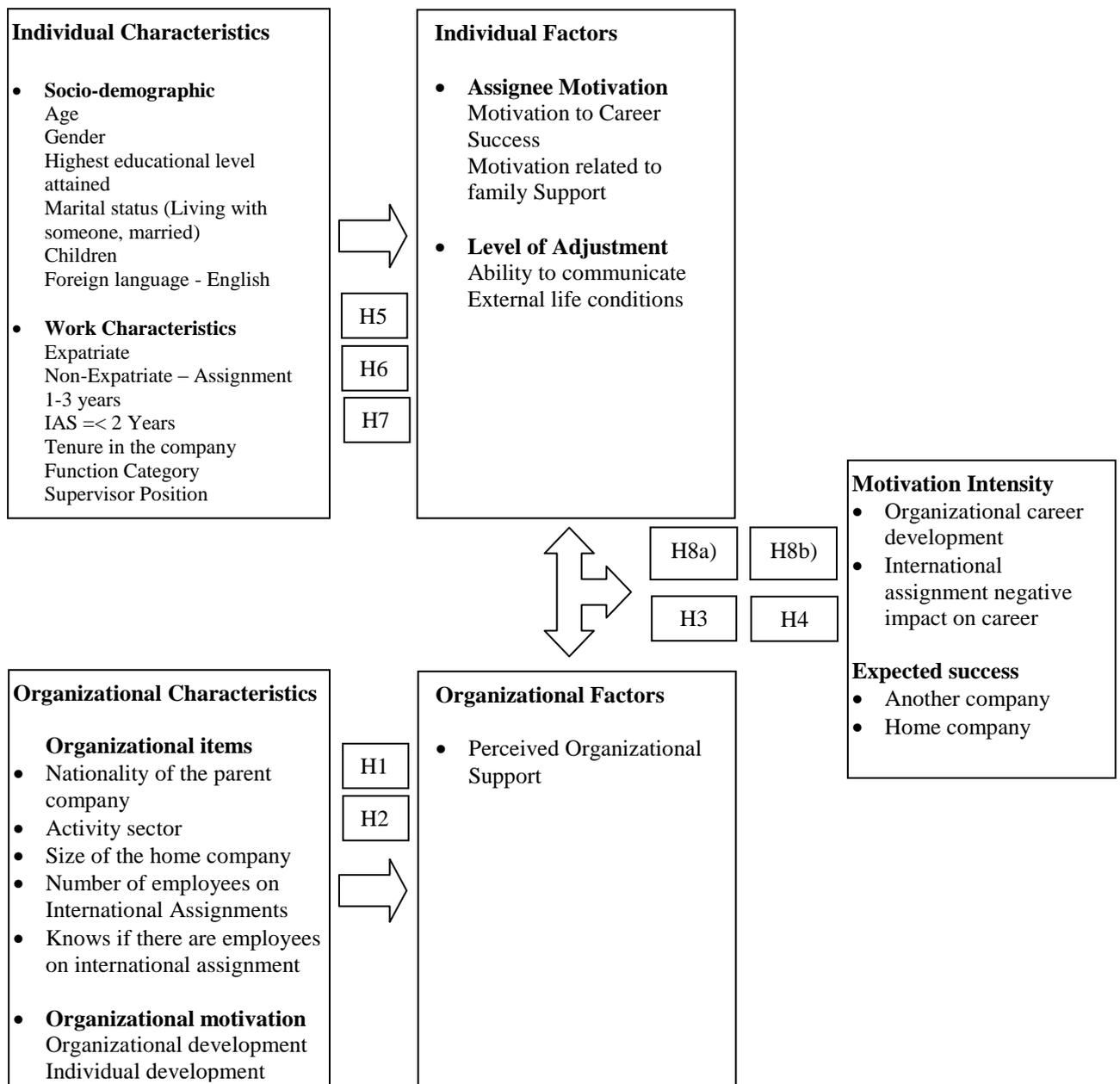
It is in line with the referred before that we hypothesize the direct link between the perception of less negative impacts on career and organizational support.

Hypothesis 8 b) Employees that perceive less negative impacts on their career liable to international assignments are the ones that believe that the more organizational support they have, the less negative impacts they will have on their careers.

3.3. Individual and Organizational Characteristics – Proposed Model

As referred before, the current study has as main goal to know what the perception of the expatriates towards multinationals is and in what extent organizational characteristics (success and support) and individual characteristics (success, motivation and adjustment) can contribute to the motivation intensity and to the expected success on international assignments. Additionally, we will try to validate a theoretical model (figure VI), based on the literature review previously presented.

Figure VI - Theoretical Model on validation



As it was established on the hypothesis in study, we propose a model in which motivation intensity and expected success are influenced by individual and organizational factors, being the latter also respectively influenced by individual and organizational characteristics.

The model proposed, established that socio-demographic and work characteristics in the individual characteristics and the organizational items and organizational motivation in the organizational characteristics are on the model's basis.

4. Method

4.1. Organizational context and sample characteristics

Survey data were collected from 130 employees working on multinationals (and that were not on an international assignment - hereinafter referred to as non-expatriates) and from 32 expatriates, 18 that were on an international assignment and 14 that have been in a recently international assignment – hereinafter referred as expatriates.

Thus, a survey questionnaire was distributed to employees working in multinationals (non-expatriates and expatriates) through the email, having each e-mail a cover letter explaining the purpose of the study and a hyperlink for the correspondent questionnaire online. Respondents were not asked for any specific identifying information or for their names, participation was voluntary.

Companies linked to the employees surveyed in the present study (expatriates and non-expatriates) operate in a variety of activity sectors such as: industry (19,2% and 43,8% respectively for non-expatriates and expatriates), distribution (11,5% and 6,3% respectively for non-expatriates and expatriates), finance (6,9% and 3,1% respectively for non-expatriates and expatriates) and services (60,0% and 31,3% respectively for non-expatriates and expatriates).

Although all non-expatriates were working in Portugal, 30% of them “belong” to a Portuguese Parent Company, 45,4% “belong” to an European Parent Company (i.e., British, Danish, Dutch, French, German, Spanish and Swiss) and 21,5% to a Non-European Parent Company (i.e., American, Brazilian and Japanese). On the other hand, and regarding the expatriates surveyed, the latter “belong” on 46,9% to a Portuguese Parent Company, on 28,1% to an European Parent Company (i.e., Danish, Dutch, French, German, Spanish and Swiss) and on 21,9% to a Non-European Parent Company (i.e., American and Brazilian).

Furthermore, and regarding the size of the non-expatriates’ home company, 14,4% have less than 250 employees, 16,2% between 250 and 1.000 employees and 67,6% more than 1.000 employees. Regarding the expatriates’ home company 6,3% have less than 250 employees, 31,3% between 250 and 1.000 and 59,4 more than 1.000 employees.

Additionally, 13,1% of non-expatriates had a supervisor position, being this percentage superior when liable to expatriates (46,9%).

Moreover, 12,3% of the non-expatriates had been working for their company for less than 1 year, 49,2% between 1 and 3 years, 21,5% between 4 and 10 years old and 16,9% more than 10 years. Regarding the expatriates, 15,6% had been working for their company for less than 1 year, 37,5% between 1 and 3 years, 31,3% between 4 and 10 years and 12,5% more than 10 years.

Furthermore, and regarding the function category, 37,5% of non-expatriates were from top staff, 17,7% from specialist of intellect and scientific professions and 40,0% from technical and professional of middle level. On the other hand, and regarding expatriates, 37,5% were from top staff, 15,6% from specialist of intellect and scientific professions and 40,6% technical and professional of middle level.

In which regards the age of the non-expatriate 29,2% had less than 25 years old, 46,2% between 25 and 30 years old, 14,6% between 31 and 40 years old, 10% with more than 40 years old. Regarding the expatriates 9,4% had less than 25 years old, 43,8% had between 25 and 30 years old; 34,4% between 31 and 40 years old and 12,5% with more than 40 years old. Of the non-expatriates 44,6% were female, being the percentage lower when referring to the expatriates i.e., 12,5%. Regarding family, 43,8% of the non-expatriates were living with someone or married and 31,% had children (off all non-expatriates respondents). In what concerns expatriates 33,1% were living with someone or married and 23,8% had children (off all expatriates respondents). Educationally, and regarding the non-expatriates, 6,9% had an high school graduation, 50,0% a college education, 25,4% a graduate degree and 17,7% a master degree. Concerning expatriates, 6,3% had an high school graduation, 43,8% a college education, 31,3% a graduate degree and 15,9% a master degree.

4.2. Instrument and measures

Based on an extensive review of expatriate literature, two survey questionnaires (one for non expatriates and other for expatriates) were developed to examine the perception of expatriates and colleagues that interact with the latter, on the selection process, management and monitoring of the company for which they work.

The surveys were created through the tool Zoomerang^X - in Portuguese and English - see appendix B). Additionally, the surveys questionnaires comprised 13 sections, being the last two related to the company and to personal informations of the respondent. The first 11 sections of the questionnaires are described below.

4.2.1. Assignee motivation

This section contained questions related to the assignee motivation to accept an international assignment. The latter was measured by using a 12 items scale (sample item: *“Monetary considerations”* and *“Normal career advancement pattern”*) extracted from the survey *“Global study on International Careers: Survey on American Expatriates’ Attitudes and Experiences”* used by Stahl *et al.* (2009). Responses were made on a scale from 1 = “nothing important” to 5 = “very important”, being the items equal for both questionnaires (non-expatriate questionnaire and expatriate questionnaire).

Through a factor analysis (appendix A – table A) of the 12 items scale using varimax rotation (only for the questionnaire applied to non-expatriates), it was extracted two variables: (i) “Motivation to get Career Success”, with 6 items (Cronbach’s alpha = 0,851) and (ii) “Motivation related to Family Support”, with 2 items (Pearson's r = 0,419). The adequacy between the variables is reasonable (Kaiser-Meyer-Olkin = 0,702).

4.2.2. Motivation intensity

This section contained questions related to the motivation intensity. The latter was measured by using a 6 items scale (sample item: *“For personal reasons, I was hoping to put this overseas move off for a while”* and *“I campaigned to get this particular expatriate assignment”*), extracted from the scale *“Organizational Career Development – Free Choice”* used by Feldman and Thomas (1992). Responses were made on a scale from 1 = “strongly disagree” to 5 = “strongly agree”, being the items

^X <http://www.zoomerang.com/>.

adapted for each of the existing questionnaires (non-expatriate questionnaire and expatriate questionnaire).

Through a factor analysis (appendix A – table B) of the 6 items scale using varimax rotation (only for the questionnaire applied to non-expatriates), it was extracted two variables: (i) “Organizational career development”, with 2 items (Pearson's $r = 0,523$) and (ii) “International assignment negative impact on career”, with 3 items (Cronbach's $\alpha = 0,400$). The adequacy between the variables is “border line” (Kaiser-Meyer-Olkin = 0,508).

4.2.3. Adjustment

This section contained questions related to the difficulty of adjusting to work or live in a foreign country by an expatriate. The latter was measured by a combination of two scales: (i) a Sociocultural Adjustment Scale (Black & Stepenhs, 1989, quoted by Selmer, 2006) and (ii) Language Ability Scale (Selmer, 2006).

The original version of the Sociocultural Adjustment Scale consists of 14 items (e.g., “*Performance standards and expectations*” and “*Food*”) and the Language Ability Scale consists of 5 items (e.g., “*I do not understand and speak much of the local language*” and “*I cannot manage a conversation in the local language*”).

In the current study, it was used 10 items from the first scale (the following items were deleted: (i) “*Supervisory responsibilities*”, (ii) “*Interacting with host nationals on a day-to-day basis*”, (iii) “*Speaking with host nationals*” and (iv) “*Specific job responsibilities*”) and 4 for the second scale (was deleted: “*Understand non-verbal communication where I live in the host company*”). Responses were made on a scale from 1 = “very unadjusted” to 5 = “completely adjusted”, being the items equal for both questionnaires (non-expatriate questionnaire and expatriate questionnaire).

Through a factor analysis (appendix A – table C) of the 14 items scale using varimax rotation (only for the questionnaire applied to non-expatriates), it was extracted three variables: (i) “Ability to communicate”, with 4 items (Cronbach's $\alpha = 0,907$); (ii) “External life conditions”, with 3 items (Cronbach's $\alpha = 0,747$) and (iii) “Cultural

life adjustments”, with 4 items (Cronbach’s alpha = 0,681). The adequacy between the variables is good (Kaiser-Meyer-Olkin = 0,771).

4.2.4. Organizational motivation

This section contained questions related to the organizational motivation to send employees on international assignments. The latter was measured by using a 9 items scale (sample item: “*undertaking business management responsibilities*”) extracted from a survey used by Hocking, Brown and Harzing (2007).

In the current study, it was used 8 items of the referred scale referred (the following item was deleted: “*Transferring corporate culture to the Australian organization*”), with the correspondent wording adaptation (e.g., “*For the expatriates can undertake business management responsibilities*” and “*For the expatriate can contribute to organizational coordination through the expansion of personal networks*”). Responses were made on a scale from 1 = “strongly disagree” to 5 = “strongly agree”, being the items equal for both questionnaires (non-expatriate questionnaire and expatriate questionnaire).

Through a factor analysis (appendix A – table D) of the 8 items scale using varimax rotation (only for the questionnaire applied to non-expatriates), it was extracted two variables: (i) “Organizational development”, with 6 items (Cronbach’s alpha = 0,807) and (ii) “Individual development”, with 2 items (Pearson’s $r = 0,300$). The adequacy between the variables is good (Kaiser-Meyer-Olkin = 0,739).

4.2.5. Organizational support

This section contained questions related to the satisfaction with the company support on an international assignment – pre-assignment. The latter was measured by using a 5 items scale (sample item: “*Pre-departure for the preparation of your new job*” and “*Ongoing support during your international assignment*”) extracted from the survey “*Global study on International Careers: Survey on American Expatriates’ Attitudes and Experiences*” used by Stahl *et al.* (2009). Responses were made on a scale from 1

= “highly dissatisfied” to 5 = “highly satisfied”, being the items equal for both questionnaires (non-expatriate questionnaire and expatriate questionnaire).

Through a factor analysis (appendix A – table H) of the 5 items scale using varimax rotation (only for the questionnaire applied to non-expatriates), it was extracted one variable: “Organizational support”, with 5 items (Cronbach’s alpha = 0,905). The adequacy between the variables is good (Kaiser-Meyer-Olkin = 0,859).

4.2.6. Perceived support/integration

This section contained questions related to the integration into the subsidiary. The latter was measured by a combination of two scales: (i) Social Integration (Loneliness) scale with items related to the host company (De Jong-Gierveld & Kamphuis, 1985, provided by Maria Kraimer of University of Iowa, Department of Management and Organizations) and (ii) Mentoring scale with items related to the home company (Feldman, and Thomas, 1992)

The original version of the Social Integration (Loneliness) scale consists of 5 items (e.g., “*There is always someone that can talk too at work about my day-to-day problems*” and “*There are plenty of people at work that I can lean on in case of trouble*”) and the Mentoring scale consists of 6 items (e.g., “*I have kept in close touch with people in the home office, so I think the transition back home will be fairly smooth*” and “*There is someone in management I can count on to keep me visible and under considerations for good assignments while I am away*”).

In the current study, it was used the 5 items from the first scale and 2 from the second scale (the following were deleted: (i) “*I am in contact with my bosses and colleagues back home a lot, and pretty much know what’s happening on the home front*”, (ii) “*I have a mentor back home who is looking out for my best interests while I am overseas*”, (iii) “*I have a friend in management back home whom I can really trust and whom I can talk to honestly about my problems over here*” and (iv) “*My mentor is keeping his/her eyes out for a good repatriate assignment for me*”). Responses were made on a scale from 1 = “strongly disagree” to 5 = “strongly agree”, being the items adapted for each of the existing questionnaires (non-expatriate questionnaire and expatriate questionnaire).

Through a factor analysis (appendix A – table I) of the 7 items scale using varimax rotation (only for the questionnaire applied to non-expatriates), it was extracted two variables: (i) “Home company support”, with 4 items (Cronbach’s alpha = 0,824) and (ii) “Host company support”, with 2 items (Pearson's $r = 0,543$). The adequacy between the variables is good (Kaiser-Meyer-Olkin = 0,792).

4.2.7. Expatriation expectations

This section contained questions related to the level of expectation regarding the international assignment. The latter was measured by a combination of three scales. Two extracted from the survey used by Van der Heijden, Van Engen and Paauwe (2007) plus the Organizational Career Development – Long Term Career Plans scale used by Feldman and Thomas (1992).

Regarding the two scales extracted from the survey used by Van der Heijden, Van Engen and Paauwe (2007), both consist of 4 items (e.g., respectively “*I expect to advance in my parent company when I repatriate*”, “*Working abroad is a step up for me with the parent company*” and “*I expect to be able to advance in another firm when I repatriate*”, “*Working abroad means better career possibilities with another company*”). The Organizational Career Development – Long Term Career Plans scale (Feldman and Thomas, 1992) consisted of 14 items (e.g., I am not sure that accepting this overseas assignment will be good for my career in the long run)

In the current study, it was used the two scales extracted from the survey used by Van der Heijden, Van Engen and Paauwe (2007) and 11 items (the following items were deleted: (i) “*Sometimes I feel like this expatriate assignment might not be very good for my career*” (ii) “*I would probably have a better chance of getting promoted soon if I were not in a foreign assignment*” and (iii) “*This expatriate assignment fits in logically to my career path*”) of the Organizational Career Development – Long Term Career Plans scale (Feldman and Thomas, 1992). Responses were made on a scale from 1 = “strongly disagree” to 5 = “strongly agree”, being the items adapted for each of the existing questionnaires (non-expatriate questionnaire and expatriate questionnaire).

Through a factor analysis (appendix A - J) of the 19 items scale using varimax rotation (only for the questionnaire applied to non-expatriates), it was extracted two variables: (i) "Success in another company", with 4 items (Cronbach's alpha = 0,791) and (ii) "Success in the home company", with 4 items (Cronbach's alpha = 0,746). The adequacy between the variables is good (Kaiser-Meyer-Olkin = 0,733).

The items related to the Organizational Career Development – Long Term Career Plans scale used by Feldman and Thomas, (1992) were removed from the analysis.

4.3. Results

In this section, the findings of descriptive statistical analysis are presented to address the main research questions under investigation. We start by analysing the correlations and answers means, following the hypothesis validation through the application of the Linear Regression Model.

Table 1 presents the means, standard deviations and correlations between the dimensions in study. In fact, we can see that there are significant correlations between the dimensions analysed, mainly the following described below:

- Individual development - we can see that this dimension has a good and significant correlation with the ability to communicate (0,21) and with organizational development (0,22);
- Home company support - the latter has a good and significant correlation with cultural life adjustment (0,31), organizational development (0,16) and individual development (0,22). On the other hand, and regarding the host company support, the latter has a good and significant correlation with motivation related to family support (0,17), organizational development (0,17), individual development (0,16) and home company support (0,41);
- International assignment negative impact on career - we can see that there are good and significant correlations with motivation related to family support (0,27), organizational development (0,20). There are also negative and significant correlations with the external life conditions (-0,19) and with organizational career development (-0,18).

Finally, we would like to note that the respondents surveyed present on average high values of motivation for getting career success ($M=4,30$; $sd=0,55$), motivation related to family support ($M=3,93$; $sd=1,17$) and individual development ($M=3,83$; $sd=0,71$).

Table I – Descriptive statistics and Correlations

	M	Sd	F_A1	F_A2	F_C1	F_C2	F_C3	F_D1	F_D2	F_I1	F_I2	F_H	F_B1	F_B2	F_J1
A1_Motivation to get Career Success _v_A4,v_A7,v_A3,v_A10,v_A5,v_A6	4,30	0,55													
A2_Motivation related to Family Support _v_A2,v_A9	3,93	1,17	0,05												
C1_Ability to Communicate _v_C31,v_C30,v_C32,v_C29	3,17	0,98	-0,06	-0,10											
C2_External Life Conditions _v_C24,v_C28,v_C23	3,47	0,71	0,11	-0,14	,28(**)										
C3_Cultural Life Adjustment _v_C27,v_C25,v_C26,v_C19	3,54	0,65	0,01	-0,07	,31(**)	,41(**)									
D1_Organizational Development _v_D38,v_D39,v_D37,v_D36,v_D40,v_D35	3,57	0,65	0,08	0,05	0,05	0,01	0,11								
D2_Individual Development _v_D34,v_D33	3,83	0,71	-0,05	-0,10	,21(**)	-0,10	0,10	,22(**)							
I1_Home Company Support _v_I69,v_I70,v_I71,v_I72	3,13	0,79	0,13	-0,06	0,03	0,13	,31(**)	,16(*)	,22(**)						
I2_Host Company Support _v_I74,v_I75	3,50	0,77	0,08	,17(*)	-0,02	0,03	0,03	,17(*)	,16(*)	,41(**)					
H_Organizational Support – pré-assignment _v_H67,v_H64,v_H68,v_H65,v_H66	3,47	0,97	0,10	0,02	-0,06	0,13	0,00	0,09	0,03	0,15	,25(**)				
B1_Organizational Career Development _v_B15,v_B16	3,70	0,99	,21(**)	-0,12	0,12	0,11	,25(**)	0,07	0,08	0,12	0,05	0,05			
B2_International Assignment Negative Impact on Career _v_B13,v_B14,v_B18	2,91	1,05	-0,07	,27(**)	0,00	-,19(*)	-0,05	,20(*)	0,02	0,12	0,04	-0,01	-,18(*)		
J1_Success in Another Company v_J92,v_J93,v_J91,v_J94	3,63	0,67	0,15	0,02	0,06	0,13	0,14	-0,02	-0,05	-0,03	-0,02	-0,02	,34(**)	-0,04	
J2_Success in the Home Company v_J78,v_J76,v_J77,v_J79	3,58	0,72	,26(**)	0,06	-0,09	0,00	-0,04	0,09	0,05	,21(**)	,28(**)	,27(**)	0,09	0,04	,18(*)

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

In this context, we are going to know how to seek for the hypothesis validation of the current study. Thus, in order to validate the **first hypothesis**, which stated that “companies with a vast presence in other countries and with more employees are the ones that give more support to their expatriates”, it was performed a linear regression, having as dependent variables the following three dimensions: (i) organizational support, (ii) home company support and (iii) host company support. The results are presented in table II.

Table II – Regression results for organizational factors dimensions

Independent Variable	Organizational support – pre-assignment	Home company support	Host company support
	Model 1	Model 2	Model 3
Intersections			
Nº of Employees on International Assignment	ns	ns	ns
Knows if there are employees on international assignment? (dummy)	,26**	ns	ns
Nationality of the parent company – Portuguese (dummy)	ns	ns	ns
Size of the home company	ns	-,17**	-,22*
D1 – Organizational Development	ns	,16**	,16*
D2 – Individual Development	ns	,19*	,16**
Adjusted R ²	,03	,06	,06

*p <,05; p** <,10

Thus, and in what the three dimensions referred before are concerned, the predictive power is reduced (respectively (i) $R^2_{\text{model 1}}=0,07$; F Change = 1,824 Adjusted $R^2=0,031$); (ii) $R^2_{\text{model 2}}=0,094$; F Change = 2,533 Adjusted $R^2=0,057$ and (iii) $R^2_{\text{model 3}}=0,092$; F Change = 2,473, Adjusted $R^2=0,055$).

In fact, for the model 1 the variables in study (related to organizational characteristics) contributed little. Nevertheless, it is necessary to point the influence of the “knows if there are employees on international assignment” ($\beta= 0,26$; $p<0,10$).

Regarding the other two models, for both the variables that have influence are the same: “size of the home company” (respectively $\beta = -0,17$; $p < 0,10$; $\beta = -0,22$; $p < 0,05$), organizational development” (respectively $\beta = 0,16$; $p < 0,10$; $\beta = 0,16$; $p < 0,05$) and “individual development” (respectively $\beta = 0,19$; $p < 0,05$; $\beta = 0,61$; $p < 0,10$).

Furthermore, and based on the referred before, it is interesting the results obtained in the dimensions home company support and host company support, variable – “size of the home company”, which had negative β 's.

In this context, the hypothesis is not confirmed. Nevertheless, we can observe that employees that belong to small companies perceive more company support when they are on an international assignment than the ones that belong to the larger companies.

The **second hypothesis** is also related to the same three dimensions linked to the first hypothesis. This hypothesis referred that “employees that perceive more organizational development belongs to companies that give more support”.

As referred in hypothesis 1 the predictive power is reduced, nevertheless, we can observe that individuals perceive that a good support of the home and host company will be related to an organizational development (respectively $\beta = 0,16$; $p < 0,10$; $\beta = 0,16$; $p < 0,05$). Only the organizational support – pre-assignment does not show any significant results, which can indicate that individuals think that the pre-assignment support that companies provide to expatriates are more to ease the adjustment of the expatriates to a new reality, and not a reality incorporated in a strategy to provide to the expatriate all the conditions to have a good performance and so, help the organization to achieve its development goals.

In this context, we can observe that the hypothesis stated is partially verified.

Regarding the **third hypothesis**, which stated “employees that perceive great organizational support are also the ones that expect more career success”, it was performed a linear regression, having as dependent variables the following four dimensions: (i) organizational career development, (ii) international assignment negative impact, (iii) success in another company and (iv) success in the home company. The results are presented in table III.

Looking to the eight models related to the dimensions referred before, we can see that the predictive power is reduced (respectively (i) F Change= 1,543; Adjusted R^2 = ,05; (ii) $\Delta R^2_{\text{model } 5}$ = ,00; F Change= ,980; Adjusted R^2 = ,05, (iii) F Change= 2,274; Adjusted R^2 = ,11; (iv) $\Delta R^2_{\text{model } 7}$ = ,03; F Change= 2,515; Adjusted R^2 = ,14); (v) F Change= 1,007; Adjusted R^2 = ,00); (vi) $\Delta R^2_{\text{model } 9}$ = -,02; F Change= ,167; Adjusted R^2 = -,02); (vii) F Change= 2,008; Adjusted R^2 = ,09) and (viii) $\Delta R^2_{\text{model } 11}$ = ,05; F Change= 3,876; Adjusted R^2 = ,14).

Additionally, we can see that when we add the variables related to company support (H; I1 and I2) the latter increases the explained variance.

Furthermore, and regarding the hypothesis we can observe that the variable “H-Organizational Support” affects the expected success in the home company (model 11 = β = ,16) by the expatriate after the end of his/her international assignment. Moreover, we can also observe that the variable “I2 – Host Company Support” affects the expected success in the home company (model 11 - β = ,15) by the expatriate.

In this context, we can observe that the hypothesis stated is verified.

Table III – Regression results for individual expected success dimensions

Independent Variable	Organizational career development		International assignment negative impact on career		Success in another company		Success in the home company	
	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9	Model 10	Model 11
Intersections								
Age	ns	ns	ns	ns	ns	ns	ns	ns
Male (dummy)	ns	ns	ns	ns	ns	ns	ns	ns
Highest educational level attained	,17*	,19*	-,18*	-,19*	ns	ns	ns	ns
Children (dummy)	ns	ns	ns	ns	ns	ns	ns	ns
Living with someone, married (dummy)	ns	ns	,19**	,19**	ns	ns	ns	ns
Tenure in the home company	ns	ns	ns	ns	ns	ns	ns	ns
Supervisor (dummy)	ns	ns	ns	ns	ns	ns	ns	ns
Foreign language – English (dummy)	,20*	,19*	ns	,15**	ns	ns	ns	ns
Expatriate (dummy)	ns	ns	-,31**	-,40*	ns	ns	ns	ns
N. Exp – Assignment < 1 year (dummy)	ns	ns	ns	-,23**	ns	ns	ns	ns
N. Exp – Assignment 1-3 Years (dummy)	ns	ns	ns	ns	ns	ns	,40*	,34*
N. Exp – Assignment > 3 years (dummy)	ns	ns	,25**	,23**	ns	ns	ns	ns
IAS =< 2 Years (dummy)	ns	ns	ns	ns	ns	ns	ns	ns
A1 – Motivation to get Career Success	,19*	,17*	ns	ns	,15**	,16**	,20*	,18*
A2 – Motivation related to Family Support	ns	ns	,17**	,19*	ns	ns	ns	ns
H - Organizational support – pre-assignment		ns		ns		ns		,16**
I1 - Home company support		ns		,21*		ns		ns
I2 - Host company support		ns		ns		ns		,15**
ΔR^2		,00		,03		ns		,05
Adjusted R^2	,05	,05	,11	,14	ns	ns	,09	,14

*p <,05; p** <,10

The **fourth hypothesis** is also related to the same four dimensions linked to the third hypothesis. The latter stated that “employees that perceive great organizational support notice that the latter is positively liable to their career development”.

Looking to the results, the hypothesis was not confirmed since we can observe that the results were not significant.

The **fifth hypothesis** stated that “employees that are on earlier career stage expect greater career success by accepting an international assignment”. Regarding the latter, it was performed an One-Way ANOVA, having as factor the age and as dependent variables the socio-demographic characteristics, as table IV shows.

Looking at the results, we can only observe that there are the employees being aged between 25 and 30 years that perceive more organizational career development. Additionally, we can also observe that there are the employees that are on maturity (between 31 and 40 years old) that perceive more home company support.

In this context, the hypothesis was not confirmed, since for the career success the results were not significant.

Table IV – One-Way Anova related to the earlier career stage

Independent Variable	Age				F
	< 25	[25-30]	[31-40]	>41	
How long are you/have you been in your international assignment	-	2,00	2,45	3,00	4,061*
A1 – Motivation to get Career Success	ns	ns	ns	ns	,824
A2 – Motivation related to Family Support	ns	ns	ns	ns	,784
B1- Organizational Career Development	3,57	3,89	3,67	-	2,470**
B2 - International assignment negative impact on career	ns	ns	ns	ns	,291
J1 – Success in another company	ns	ns	ns	ns	,854
J2 – Success in the home company	ns	ns	ns	ns	,041
H – Organizational support – pre-assignment	ns	ns	ns	ns	1,678
I1 – Home company support	-	3,14	3,45	2,97	2,870*
I2 – Host company support	ns	ns	ns	ns	,138
D1 – Organizational Development	ns	ns	ns	ns	,479
D2 – Individual Development	ns	ns	ns	ns	,806

*p <,05; p** <,10

Regarding the **sixth hypothesis** that stated that “married employees that are no further on earlier career’s stage will have more motivation to get career success if they feel their family support” it was performed an One-Way ANOVA (table V), having as factor the marital status, being the later three items: (i) single, widowed, divorced or separated; (ii) married (or living with someone) employees under 30 years (inclusive) and (iii) married (or living with someone) employees above 30 years.

Looking at the results, the hypothesis was not confirmed since we can observe that the results were not significant. Nevertheless, we can also observe, that the married employees (or that are living with someone) above 30 (inclusive) perceived more international assignment negative impact on career.

Table V – One-Way Anova related to married employees

Independent Variable	Marital Status			F
	Single, widowed, divorced or separated	Married employees with =<30 years old	Married employees with > 30 years old	
Motivation to get Career Success	ns	ns	ns	,974
International assignment negative impact on career	2,80	3,03	3,32	2,773**

*p <,05; p** <,10

Regarding the **seventh hypothesis** which stated “expatriates are more aware of their necessities of adjustment in the places to which they are expatriated than the non-expatriates”, it was performed a linear regression, having as dependent variables the following four dimensions: (i) motivation to get career success, (ii) motivation related to family support, (iii) ability to communicate, (iv) external life conditions and (v) cultural life adjustment. The results are presented in table VI.

Looking at the eight models related to the dimensions referred before, we can observe that the predictive power is reduced. Nevertheless, when we add the variables related to the expatriate (dummy) and to the length of the assignment (the last four variables) the latter increases the explained variance. Therefore, and looking at the variable expatriate, we can observe that the models that contribute to the hypothesis are models 17 and 23, being nevertheless and as referred before their predictive power reduced: (i) $\Delta R^2_{\text{model } 17} = ,08$; F Change= 4,121; Adjusted $R^2 = ,18$; (ii) $\Delta R^2_{\text{model } 23} = ,02$; F Change= 1,513; Adjusted $R^2 = ,09$.

In this context, the model 17 related to external life conditions, in its variable expatriate shows that the hypothesis is verified, since there are the expatriates that are more aware of the necessities of their external life conditions, i.e., the necessities of adjustment.

Table VI – Regression results for individual factors

	Motivation to get Career Success			Motivation related to Family support			Ability to communicate			External life conditions			Cultural life adjustment		
	Model 12	Model 13	Model 14	Model 15	Model 16	Model 17	Model 18	Model 19	Model 20	Model 21	Model 22	Model 23	Model 24	Model 25	Model 26
Intersections															
Age	ns	ns	ns	ns	ns	ns	ns	ns	ns	ns	,26*	,26*	ns	ns	ns
Male (dummy)	ns	ns	ns	-,22*	,20*	ns	,15**	,15**	ns	ns	Ns	ns	,21*	,19*	ns
Highest educational level attained	ns	ns	ns	ns	ns	ns	,14**	ns	ns	ns	Ns	ns	ns	ns	ns
Living with someone, married (dummy)		ns	ns	,26*	,27	,31	ns	ns	ns	-,20*	-,20*	-,22*	ns	ns	ns
Tenure in the home company		ns	ns		ns	ns		-,19**	-,20**		-,20**	-,26*		ns	ns
Supervisor		ns	ns		ns	ns		ns	ns		Ns	ns		ns	ns
Foreign language – English		ns	ns		ns	ns		,24*	,22*		,17*	,16**		,15**	ns
Expatriate (dummy)			ns			-,46*			ns			,32**			ns
N. Exp – Assignment 1-3 Years			ns			-,33*			ns			ns			ns
IAS =< 2 Years			ns			ns			ns			-,25*			ns
ΔR^2		-,01	-,02		,00	,08		,06	-,02		,03	,02		,03	,00
Adjusted R ²	-,01	-,02	-,04	,10	,10	,18	,01	,07	,05	,04	,07	,09	,03	,06	,06

*p <,05; p** <,10

The **eighth hypothesis subheading a)** stated that “employees that are expecting to have more success on an international assignment are the ones that perceive more organizational support and development”.

Thus, and in which concerns the four dimensions “organizational career development”; “international negative impact on career”; “success on another company” and “success on the home company” (please see table VII), the predictive power is reduced, being only in models 33 and 34 that with the introductions of the organizational and company support the predictive power increases (respectively (i) F Change = 1,017; (ii) $\Delta R^2_{\text{model } 34} = 0,13$; F Change = 8,490; Adjusted $R^2 = 0,13$).

Additionally, we can observe that the variables organizational support, home company support and host company support have some significant values related to the success in the home company (respectively $\beta = 0,24$; $p < 0,05$; $\beta = 0,14$; $p < 0,10$ and $\beta = 0,18$; $p < 0,05$).

In this context, we can say that the hypothesis is partially validated (since and regarding the development the results were not significant).

Table VII - Regression results for expected success

Independent Variable	Organizational career development		International assignment negative impact on career		Success in another company		Success in the home company	
	Model 27	Model 28	Model 29	Model 30	Model 31	Model 32	Model 33	Model 34
Intersections								
N° of Employees on International Assignment	ns	ns	ns	ns	ns	ns	ns	-,24**
Knows if there are employees on international assignment?	ns	ns	ns	ns	-,27**	-,27**	ns	-,28*
Nationality of the parent company – Portuguese (dummy)	ns	ns	ns	ns	,14**	,14**	ns	ns
D1 – Org. Development	ns	ns	,20*	,19*	ns	ns	ns	ns
D2 – Indi. Development	ns	ns	ns	ns	ns	ns	ns	ns
H – Organizational support		ns		ns		ns		,24*
I1 - Home company support		ns		ns		ns		,14**
I2 - Host company support		ns		ns		ns		,18*
ΔR^2		-,02		,00		-,02		,13
Adjusted R ²	,01	-,01	,01	,01	,01	-,01	,00	,13

*p <,05; p** <,10

Finally, the **eighth hypothesis subheading b)** that is also related to the same four dimensions linked to the eighth hypothesis subheading a). The latter stated that “employees that perceive less negative impacts on their career liable to international assignments are the ones that believe that the more organizational support they have, the less negative impacts they will have on their career”.

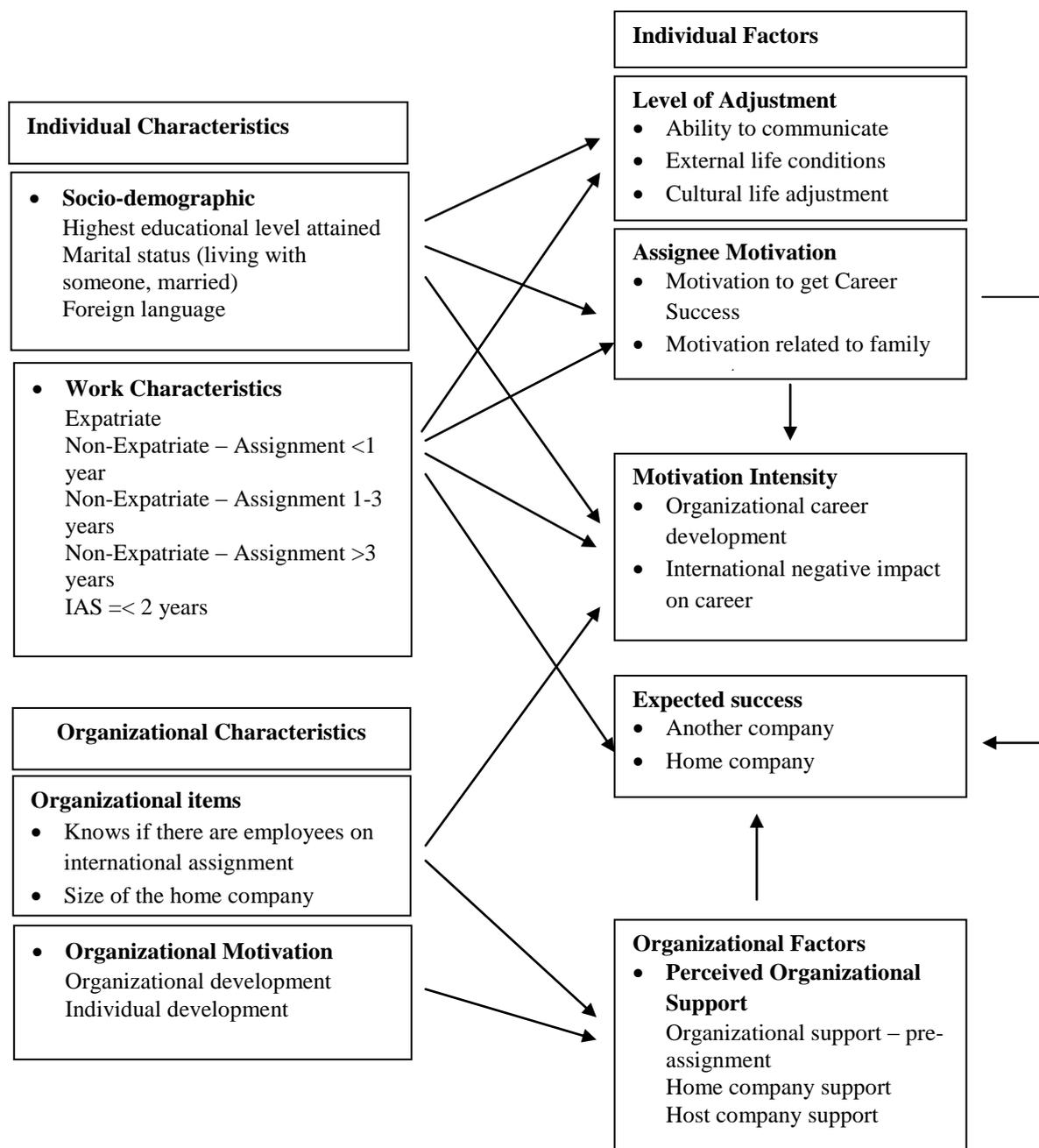
Looking at the results (table VII) the hypothesis was not confirmed since we can observe that the results were not significant.

5. Conclusions and discussion

5.1. General Discussion

Regarding the theoretical model presented previously, the latter was not possible to validate by entire. In accordance with the results obtained we will present below (figure VII) the model that was verified.

Figure VII – Theoretical Model validated



The model now validated was done based on the goals and respective hypothesis previously raised. Thus, and regarding the **first goal**, which proposed to analyse the perception of expatriates and non-expatriates regarding the type of support that is given by the home and host company and also if the perceived support may contribute to the success of organizational development the following hypothesis were raised:

- **Hypothesis 1** – Companies with vast presence in other countries and with more employees are the ones that give more support to their expatriates;
- **Hypothesis 2** – Employees that perceive more organizational development belong to companies that give more support

Regarding **hypothesis 1**, literature refers that organizational support is a predictor of expatriate's success on international assignments and so it is expectable that large companies have more money to invest in their employees, giving them a good and efficient support. This support would contribute to fulfil organizational promise of growth sustainable in the long term.

However, the results do not confirm the stated before either, as they show that employees that belong to small companies perceive more company support when they are on an international assignment than the ones that belong to the larger companies

In our opinion, and in line with which is referred by van der Heijden, van Engen and Paauwe (2009), these results may reflect the lack of care on the communication of the support practices done by the organization. Many times companies put a lot of effort in improving their career support practices, but they fail to inform expatriates of this enhancement being so perceived that organizational support will be unlikely. Moreover, companies should also ensure that career support practices are better adjusted to the demands of different groups of expatriates.

Regarding **hypothesis 2**, literature refers that expatriate assignments play an increasingly critical role in the execution of international business strategies and on the development of global managers. Additionally, and in order to develop companies, the latter should also develop their expatriates, since the expatriates are the ones that will represent the organization, being the expatriates' skills related to market-specific knowledge, personal skills, job-related management skills, network skills, and general

management skills key items to the success of the international business strategy. So, organizational development and perceived support should be linked.

In this context, the results confirm that individuals perceive that a good support of the home and host company will be related to an organizational development. Only the “organizational support – pre-assignment” does not show any significant results. As referred before, this may occur because individuals think that that the pre-assignment support that companies provide to expatriates is more valued in terms of making easier the adjustment of the expatriate to a new reality, and not a reality incorporated in a strategy to provide the expatriate all the conditions to have a good performance and so, help the organization to achieve its development goals.

The **second goal** proposed was to understand the factors that can contribute to the success of an international assignment from an organizational and individual point of view. Regarding the latter, the following hypotheses were raised:

- **Hypothesis 3** – Employees that perceive great organizational support are also the ones that expect more career success;
- **Hypothesis 4** – Employees that perceive great organizational support notice that the latter is positively liable to their career development;
- **Hypothesis 8 a)** – Employees that are expecting to have more success on an international assignment are the ones that perceive more organizational support and development;
- **Hypothesis 8 b)** – Employees that perceive less negative impacts on their career liable to international assignments are the ones that believe that the more organizational support they have, the less negative impacts they will have on their careers.

Regarding **hypothesis 3**, literature refers that international assignment success is evident if: (i) expatriates remain in the assignment until the end of the term, (ii) they adjust to living conditions in the new culture, and (iii) perform well on the job, being the success of an international assignment many times measured by the referred three goals. Thus, and as referred before, company support will be positively liable to career success, since a good support will enable to achieve the referred goals.

Thus, our study is in line with our thoughts, since the variables “Organizational Support” and “Host Company Support” affect the expected success in the home company by the expatriate after the end of his/her international assignment.

Regarding **hypothesis 4**, literature refers that performance of expatriates is critical to the success of the international assignment and career support is a significant predictor of performance. In this context, it was expectable that if expatriates had a good performance, the latter should contribute to his/her career development.

Nevertheless, we can observe that the results obtained were not significant, and so the hypothesis was not confirmed.

In our opinion this may occur because many expatriates are afraid of the negative impacts that an international assignment, if not well planed by the organization, can have on their careers. Thus, as a consequence of an incorrect planning or of a new leadership of the company some expatriated employees may occupy an inferior position compared with the one they had got either in the home company, or in the host company when they return from their international assignment because in spite of having one of the qualifications to get a vertical progression (that's to say, international experience), there is no available task in the new frame of the company.

This “lowering in the career rank” occurs due to the natural development of the career management cycle of the different employees of a certain company. Such a fact combined with the pattern of traditional linear career (a career that highlights the vertical mobility) leads to the situation that when a certain employee is expatriated someone in the home company will be promoted in order to occupy the open position. So, when the expatriate returns to the home company if no position in the company has been safeguarded for him, the employee won't have any available function compatible with his/her qualifications, which will contribute to the fact of the individual having to perform functions with inferior importance (Greenhaus, Callanan and Godshalk, 2000).

Regarding **hypothesis 8 a) and 8 b)**, literature refers that companies should give a constant support to the expatriates and to their family before, during and after the assignment as a means of avoiding in the future the loss of the employee adding the negative factor of having training an individual with high management capacities that in the future may be used by the opponent companies. Therefore, this support from the

organization should contribute to the organizational and individual success, being also taken into account that many international assignments affect negatively the career progression, and so a good career plan shall be done for the development of the expatriate.

Nevertheless, we can observe that only the results obtained in hypothesis 8 a) confirm this hypothesis partially. Since these hypotheses are in line with the hypothesis 3 and 4, only changing the point of view, from the individual characteristics to organizational characteristics. Furthermore, we can also observe that the results of the hypothesis 8 a) and 8 b) are consistent with the results of the hypothesis 3 and 4, since the results only predict that the support is liable to career success. When the question is related to the career development the results are not significant in any hypothesis. Thus, the question regarding the career development may be linked (as referred before) to being afraid of the negative impacts that an international assignment, if not well planed by the organization, can have on expatriate careers, despite during the assignment the organization having given all the necessary support to the expatriate.

The **third goal** proposed was to understand the main motivation of the employee in terms of beginning an international assignment. Regarding the latter the following hypotheses were raised:

- **Hypothesis 5** – Employees that are on earlier career's stage expect greater success by accepting an international assignment;
- **Hypothesis 6** – Married employees that are no further on earlier career's stage will have more motivation to get career success if they feel their family support

Regarding **hypothesis 5**, literature refers that high performers early in their career performed many different functions of high performers at both the mid and late career stages. Thus, it was expectable that employees on earlier career's stage expect greater career success by accepting an international assignment since it should be in the establishment stage that employees bet on accepting challenges to their careers.

Nevertheless, we can observe that the hypothesis was not confirmed. We can also see that the age does not influence career success, since for any age brackets the results are not significant. This may show that both younger and older expect that by accepting an international assignment the latter shall bring them success in their future career.

However, the results show that employees aged between 25 and 30 perceive more organizational career development and that employees with more maturity (between 31 and 40 years old) perceive more home company support.

We suppose that this happens because employees between 25 and 30 years old are in the “*establishment stage*” (Hall and Nougaim quoted by Greenhaus, Callanan and Godshalk, 2000: 118), and expect that by accepting an international assignment this shall provide their hypothesis of reaching the success. Regarding the home company support we suppose that the employees between 31 and 40 years old are the ones that perceive more, due to the age that they are, i.e, in the “*advancement stage*” (Hall and Nougaim quoted by Greenhaus, Callanan and Godshalk, 2000: 118) and so, have already a good position on the organization, and will only accept an international assignment if the organization gives them all assurances of good support.

Regarding **hypothesis 6**, literature refers that the morale of the expatriate can be affected by a spouse or family member who is not coping with the stresses and strains of relocation. Thus, in our opinion, it is expectable that if the spouse does not support the international assignment he/she will have less motivation to go, and so his/her effort to achieve the success on the assignment may not reach the goals previously established to the assignment. On the other hand, if the spouse does not collaborate with this new challenge the expatriate will not focus on the problems and challenges of the organization since he/she will have to pay attention and resolve conflicts that will emerge during the assignment and many times will be related to the latter.

Furthermore, it is also expectable that the married ones are no further on earlier career, because when an expatriate is relatively young and on “*the pre-work stage*” (i.e., from the 0 to 25 years old, according to Hall and Nougaim quoted by Greenhaus, Callanan and Godshalk, 2000: 118) the flexibility between the couple shall be higher, as many times the family is only resumed to the expatriate and spouse.

Nevertheless, we can observe that the hypothesis was not confirmed. This may occur because the sample of individuals corresponding to this situation was too short.

Therefore, we can observe that married employees (or that are living with someone) above 30 years perceive more international assignment negative impact on career. This, may occur because a single person or married employees under 30 years (inclusive)

have more flexibility and autonomy to accept all the challenges, and sometimes do not reflect all the difficulties that could happen during the assignment and since they many times are on the establishment stage (at least for the married employees under 30 years inclusive) the organization will send them to the assignment since they will take advantage of the willingness of the expatriate to show the best of himself, proving that he/she can assume a function with more internal highlight. On the other hand, married employees above 30, since they are already on the advancement stage, they may become careful and with less flexibility when new challenges appear and the impacts on the career are not clarified, or when they are, the employees do not want to take risks.

The **fourth goal** proposed was to understand if the expatriates and non expatriates are aware of their adjustment necessities into the places in which they go on an international assignment. Regarding the latter the following hypothesis was raised:

- **Hypothesis 7** – Expatriates are more aware of their adjustment necessities into the places for which they are expatriated than the non-expatriates.

Regarding **hypothesis 7**, literature often refers expatriated programmes of cultural development or compensations and benefits assigned by companies as an incentive to expatriation. It is not even new the phases of cross-cultural adjustment of expatriates, and so when companies send an employee to an international assignment they know what to do in order to decrease the difficulties of expatriation adjustment.

In this context, it is normal that expatriates have a better notion of the necessities into the places that they go on assignment, since from the beginning of the process of expatriation, i.e., when they are still on the selection process they already know to which country they will go on assignment and can soon start to investigate the external living conditions that they will face. Additionally, many times previously to the beginning of the assignment companies send the expatriates on a short travel to the future local of the assignment in order to start to prepare the expatriate to the new reality.

Looking at the results we can observe that the results confirm our hypothesis, and so it is true that expatriates are aware of their necessities in the places to which they are expatriated when comparing with the non-expatriates.

Finally, and in order to summarize all the referred goals in this investigation we can say that there are the first and second goals that bring more inputs to the investigation related to international assignment.

The first goal reminds us of the importance of a good communication. Since, and as referred before, the lack of care on the communication of the support practices provided by the organization may lead to the ignorance of the reality and so expatriates and non-expatriates may not give much importance to the expatriate policies or even think that the latter are not good, diversified and efficient. As stated before many times companies put a lot of effort in improving their career support practices, but they fail to inform expatriates of this enhancement being so perceived that organizational support will be unlikely (van der Heijden, van Engen and Paauwe, 2009). Thus, companies must have always communication in first plan.

Also in the first goal we have the reference to the fact that employees that perceive more organizational development belong to companies that give more support. In fact, this validated hypothesis is in line with literature. This reference shows that an organization to develop its international business strategy must support their expatriates, because this support will help the expatriate to give the best of him and contribute to the organizational development. This may be a win-win situation since not also the organization can gain with the expatriate, but also the expatriate can see his/her life in the host country improved and with great hypothesis of having an international assignment with success (i.e. to have a good performance), which can be very important for his/her career development. And if a good performance can bring advantages for the expatriate, performance is also an important criterion for international assignment success from the organizational point of view (Caligiuri, 1997; Harzing & Christensen, 2004; Porter and Tansky, 1999, quoted by Cerdin and Le Pargneux, 2009).

The second goals show us, through the four hypotheses stated, that only support is liable to career success. When the question is related to the career development the results are not significant. In this context, this study brings us two different dimensions: (i) career success and (ii) career development. These two dimensions are not linked and so we can conclude that the success of one may not be the success of the other. The referred it is in line with literature, since many times expatriates and their families are waiting for an heroic reception after their return from an international assignment, but what recent

studies show is that expatriates may be “lucky” if at least they are welcomed (Black, Gregersen, Mendenhall, 1992). Additionally, many times and despite the international assignment having been a success, the expatriate when returning from their international assignment may go occupy an inferior position compared with the one he/she had got either in the home company, or in the host company. This is an example of why career success and career development are not linked.

5.2. Contributions and implications of the research

In this study we obtained an integrated model of motivation intensity and expected success, which brings us also a set of key information regarding perceived organizational support, assignee motivation, motivation related to family support and international adjustment.

Regarding organizational perceived support, it is important to state that many times and despite the companies invest on support policies, the latter are not well perceived by expatriates. This may be a problem since the company are many times investing on expatriate policies that do not bring in the end the expected result. Moreover, this can contribute also to an expatriate’s feeling that his/her company is not as committed as he/she.

In this context, studies show that as important as support expatriate policies is the way that expatriates understand the latter. So, it is very important to publish (e.g., in the intranet) and inform all employees of the standard policies that the company offers to all employees that want to go on international assignments.

Additionally, it is also important to inform that case by case standard policies shall be adjusted according to the employee that goes on international assignment. These actions shall improve the expatriate’s perceived organizational support making he/she feels that the company is so committed as he/she.

Furthermore, it is important to companies to have an expatriation ordinance, in order to provide all employees, that want to go on international assignments, a range of information that clarify the majority of employees’ doubts, e.g., application scope,

assignment procedure, wages, fringe benefits, travels, accommodation, cars, training, vacations, transport of goods, end of assignment contract and support services.

Moreover, perceived organizational support is also link to organizational development. In this context, organizational perceived support may be an index to measure the perception of how was the company development during the assignment of the expatriate (i.e., it is possible to analyse the development of the company during the last years if a survey is applied to company's expatriates). This measure is important to show to shareholders that the investment on international assignments is giving good results. Thus, by investing in better support, with the correspondent good communications to all employees of the actions done by the company, the latter is indirectly investing in their development.

Perceived organizational support affects also the expatriate's expected success in the home company after the end of his/her international assignment. Thus, a higher perceived organizational support shall contribute to decrease the turnover of expatriates after their assignment ends. As many researches refer expatriates turnover is one of the problems that companies are facing nowadays. Thus, with a good organizational perceived support this may be a way of decrease the turnover and does not lose the investment done in the expatriates, which includes the knowledge obtained by him and that could go for another companies of the same business sector.

Furthermore, it is also important to refer that companies should ensure that employees are given freedom of choice regarding the acceptance of an international assignment. The motivation to go abroad should also be carefully examined during the selection processes. The latter is important because we find that married employees (or that are living with someone) above 30 years old (inclusive) perceived more international assignment negative impact on career. As many companies when want to invest in another country normally send their top manager to international assignments, many of them can fall in this situation.

In this context, it is important to companies understand how the expatriate motivation is (principally if they are married and with more that 30 years) and how the employee's family motivation regarding the international assignment is. Many times, if companies have this preoccupation they will find ways of motivating the spouse to go and support the international assignment of the expatriate. As example, there are many companies

that are offering allowances to the expatriate's spouse in order he/she goes with the expatriate and left their employment in the home country or in other hand, help the expatriate's spouse to find a new job (that can be also in the host company) on the host country.

Finally, this study confirms also that expatriates are more aware of their necessities of adjustment in the places to which they are expatriated than the non-expatriates. In our point of view this is an opportunity to develop. So, many employees may not volunteer to go to international assignments because they not know how would be their necessities of adjustment. Thus, we suggest companies to post in the intranet or in the annual company review some comments of the most difficulties of adjustment and other curiosities of repatriated employees.

5.3. Limitations

First, a general limitation of the results of this study is that may be valid only for the researched expatriate nationalities. Although several nationalities were represented in the group of expatriates, only the Portuguese nationality was significant. That is why other nationalities were aggregated on European and Non-European categories.

Secondly, the majority of the sample is made up of non-expatriates of multinational companies, which can impact on the results.

Third, cross-sectional nature of this study limits the ability to draw strict casual conclusions. Since the main variables in this research deal with the perceptions of expatriates, caution is advised in drawing conclusions concerning nowadays organizational support, organizational development and expected career success.

Furthermore, and as referred before, it is possible that companies provide outstanding career support practices, but fail in communicating the existence of these practices towards their expatriates. Moreover, it is possible that although companies provide adequate career support practices, these practices are below expectations. As a result, expatriates may report significant lower perceived organizational support (please see the results of hypothesis 1).

5.4. Directions for future research

The contributions and limitations of the research lead to a number of potentially fertile opportunities for future research. Now that a conceptual model related to motivation intensity and expected success has been presented, it should be interesting to integrate in this model, on the organizational factors the selection policies and on the expected success the repatriation, in order to have the “drawing” of an international assignment process.

In addition to future studies which research these issues, it would be interesting to explore the relationship among perceived organizational support and turnover intentions. It would be helpful in future work to examine the specific policies and practices that lead to high perceptions of organizational career during and after the international assignment.

Furthermore, future research should also explore what characteristics are predictors of boundaryless attitudes towards careers amongst expatriates. It is also important to understand how the concept of boundaryless career shall influence the turnover and possible organizational responses for coping with it.

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Appendix

Tiago Manuel Gaspar Veríssimo

Dissertation submitted as partial requirement for the conferral of
Master in Business

Supervisor:
Ph. D. Henrique Duarte, Auxiliary Teacher ISCTE Business School,
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May 2011

Appendix A

Table A - Factor Analysis of the assignee motivation scale (Stahl *et al.*, 2009)

Dimensions	Factor	
	1	2
1 - Motivation to get Career Success		
Professional development	,912	,066
Normal career advancement pattern	,806	,033
Future opportunities for advancement (related to professional value and market projection)	,805	-,189
Personal challenge	,752	,141
Anticipated job success	,750	-,228
Importance of the job itself	,616	,145
Cronbach's alpha = 0,851		
2 - Motivation related to Family Support		
Family considerations (non-job related)	-,224	,856
Encouragement from spouse or partner	,254	,805
Pearson's r = 0,419		

Note: N = 130; Kaiser-Meyer-Olkin measure of sample adequacy (KMO) = 0,702 (related to non-expatriates questionnaire).

The first factor, “motivation to get career success” explains 46,9% of the total variance. The second factor, “motivation related to family support” explains 18,9% of the total variance.

To obtain the inter-correlation matrix previously identified – “identity matrix” – was used the “varimax rotation” method.

Table B - Factor Analysis of motivation intensity scale (Feldman and Thomas, 1992)

Dimensions	Factor	
	1	2
1 – Organizational career development		
I would campaign to get a specific international assignment.	,852	,170
I would volunteer to go on an international assignment.	,838	-,218
Pearson's r = 0,523		
2 – International assignment negative impact on career		
For personal reasons, I would prefer to put an overseas move off for a while.	-,329	,723
I would not accept an international assignment, if I felt that my career in my company would be affected.	-,016	,699
I would not accept an international assignment, if I felt that it would not really an ideal time in my career for me to be sent overseas.	,311	,583
Cronbach's alpha = 0,400		

Note: N = 130; Kaiser-Meyer-Olkin measure of sample adequacy (KMO) = 0,508 (related to non-expatriates questionnaire).

The first factor, “organizational career development” explains 32,7% of the total variance. The second factor, “international assignment negative impact on career” explains 28,5% of the total variance.

To obtain the inter-correlation matrix previously identified – “identity matrix” – was used the “varimax rotation” method.

Table C - Factor Analysis of adjustment scale (Selmer, 2006)

Dimensions	Factor		
	1	2	3
1 – Ability to communicate			
Manage a conversation in the local language	,937	,163	,042
Understand or speak much of the local dialect	,911	,043	-,006
Write the local language	,907	,171	,027
Oral and writing communication on other languages	,697	,167	,330
Cronbach's alpha = 0,907			
2 – External life conditions			
Cost of living	,079	,794	,090
Housing conditions	,135	,791	,109
Living conditions in general	,202	,747	,167
Cronbach's alpha = 0,747			
3 – Cultural life adjustment			
Socializing with host nationals	,050	,276	,779
Interacting with host nationals outside of work	,298	,299	,685
Shopping	-,115	,178	,650
Performance standards and expectations	,144	-,208	,634
Cronbach's alpha = 0,681			

Note: N = 130; Kaiser-Meyer-Olkin measure of sample adequacy (KMO) = 0,771 (related to non-expatriates questionnaire).

The first factor, “ability to communicate” explains 29,1% of the total variance. The second factor, “external life conditions” explains 19,5% of the total variance. Finally, the third factor, “cultural life adjustment” explains 18,7% of the total variance.

To obtain the inter-correlation matrix previously identified – “identity matrix” – was used the “varimax rotation” method.

Table D - Factor Analysis of the organizational motivation scale (Hocking, Brown and Harzing, 2007)

Dimensions	Factor	
	1	2
1 – Organizational development		
For the expatriate can contribute to organizational coordination through the expansion of personal networks.	,773	-,197
For the expatriate can help on the transferring of the corporate culture from the home company to the host company.	,767	,107
For the expatriate can develop key business relationships with third parties (e.g., government, partners).	,745	,101
For the expatriates can aid on the transfer of business-related technology.	,704	,188
For the expatriates can help on the transferring of the best practice systems from the home company to the host company.	,655	,037
For the expatriates can train local nationals through the transfer of their professional expertise.	,604	,256
Cronbach's alpha = 0,807		
2 – Individual development		
For the expatriates can apply their specialized professional expertise to a business project/task.	-,011	,843
For the expatriates can undertake business management responsibilities.	,162	,713
Pearson's r = 0,300		

Note: N = 130; Kaiser-Meyer-Olkin measure of sample adequacy (KMO) = 0,739 (related to non-expatriates questionnaire).

The first factor, “organizational development” explains 38,2% of the total variance. The second factor, “individual development” explains 17,3% of the total variance.

To obtain the inter-correlation matrix previously identified – “identity matrix” – was used the “varimax rotation” method.

Table H - Factor Analysis of organizational support scale (Stahl *et al.*, 2009)

Dimensions		Factor 1
1 – Organizational support – Pre-assignment		
Ongoing support during your international assignment		,894
Pre-departure for the requirement of your new job		,872
Long-range planning of your repatriation		,869
Pre-departure cross-cultural training to enhance your understanding of the foreign culture		,823
Full explanation of the compensation and benefits package		,797
Cronbach's alpha = 0,905		

Note: N = 130; Kaiser-Meyer-Olkin measure of sample adequacy (KMO) = 0,859 (related to non-expatriates questionnaire).

The factor “organizational support – pre-assignment” explains 72,5% of the total variance.

To obtain the inter-correlation matrix previously identified – “identity matrix” – was used the “varimax rotation” method.

Table I - Factor Analysis of the perceived support/integration scale (Feldman and Thomas, 1992 and Kraimer, Shaffer and Bolino, 2009)

Dimensions	Factor	
	1	2
1 – Home company support		
I would have always someone that I could talk at work about my day-to-day (in the host company).	,818	,021
There would be many people at work that I could count completely (in the host country).	,808	,326
There would be a high number of people at work that I could lean on in case of trouble (in the host company).	,773	,296
There would be enough people at work that I would feel close to (in the host company).	,767	,197
Cronbach's alpha = 0,824		
2 - Host company support		
There would be someone in management (in the home company) I could count on to keep me visible and under consideration for future important positions while I would be away.	,196	,862
I would keep in close touch with people in the home company, so the transition back home would be fairly smooth.	,184	,839
Pearson's r = 0,543		

Note: N = 130; Kaiser-Meyer-Olkin measure of sample adequacy (KMO) = 0,792 (related to non-expatriates questionnaire).

The first factor, “home company support” explains 43,0% of the total variance. The second factor, “host company support” explains 28,0% of the total variance.

To obtain the inter-correlation matrix previously identified – “identity matrix” – was used the “varimax rotation” method.

Table J - Factor Analysis of expatriation expectations scale (Van der Heijden, Van Engen and Paauwe, 2007)

Dimensions	Factor	
	1	2
1 – Success in another company		
Working abroad means better career possibilities with another company.	,883	,145
Success on an international assignment leads to better opportunities in another company.	,783	,132
I expect to be able to advance in another company when I repatriate.	,751	,126
Working abroad is necessary for career advancement in another company.	,716	-,152
Cronbach’s alpha = 0,791		
2 – Success in the home company		
Success on an international assignment would lead to a promotion in my home company.	,001	,813
I expect to advance in the home company when I repatriate.	-,087	,800
Work abroad is a step up for me with the home company.	,114	,796
Working abroad is necessary for career advancement in the home company.	,203	,593
Cronbach’s alpha = 0,746		

Note: N = 130; Kaiser-Meyer-Olkin measure of sample adequacy (KMO) = 0,733 (related to non-expatriates questionnaire).

The first factor, “success in another company” explains 35,2% of the total variance. The second factor, “success in the home company” explains 2,1% of the total variance.

To obtain the inter-correlation matrix previously identified – “identity matrix” – was used the “varimax rotation” method.

Appendix B

Questionário

Expatriados vs. Locais

Processo de selecção, gestão e acompanhamento

Exmo(a). Sr(a).

Estamos correntemente a desenvolver um estudo que visa conhecer a percepção dos colaboradores expatriados (actualmente em destacamento internacional ou que tiveram uma experiência de expatriação recente) de empresas multinacionais e dos colegas que consigo interagem, sobre o processo de selecção, gestão e acompanhamento (antes, durante e após o destacamento internacional) da empresa em que trabalham, tendo em vista o melhoramento do processo de expatriação.

Este estudo é efectuado no âmbito do Programa de Mestrados do Instituto Superior de Ciências do Trabalho e da Empresa – Instituto Universitário de Lisboa (ISCTE – IUL). Vimos, por isso, pedir-lhe a sua colaboração, uma vez que se enquadra no primeiro grupo de indivíduos. Assim, vai encontrar, nas páginas seguintes, um questionário que tem por objectivo obter algumas das suas opiniões e que requererá, aproximadamente, 15 minutos da sua atenção.

As suas respostas são anónimas e confidenciais. Pedimos-lhe, por isso, que não se identifique em nenhuma parte deste questionário.

Não existem respostas certas ou erradas às questões que se seguem. Agradecemos, apenas, que seja sincero(a).

Muito obrigado pela sua colaboração!

Tiago Veríssimo^{XI}

ISCTE-IUL

INDEG Business School

^{XI} Em caso de dúvidas ou esclarecimentos adicionais, por favor entre em contacto para o e-mail tiagoverissimo4@gmail.com.

De forma a compreender melhor as questões que se seguem, apresentamos abaixo uma definição de expatriado:

“Colaborador de uma empresa que é enviado para outro país (não nativo) para realizar uma tarefa ou cumprir um objectivo estratégico, durante um período de tempo específico, e que normalmente varia entre 6 meses a 5 anos” (Aycan, 1997, citado por Harris, 2008:187).

Nesta secção, gostaríamos de conhecer quais as principais motivações que o levaram a aceitar o actual/recente destacamento internacional, bem como a sua percepção sobre os motivos que levaram a empresa a apostar na sua expatriação.

A. Indique em que medida foi importante, para aceitar o actual/recente destacamento internacional, cada um dos itens abaixo descritos (Escala: 1 – Nada importante; 2 – Pouco importante; 3 – Normal; 4 – Importante; 5 – Muito importante):

	Nada importante			Muito importante	
	1	2	3	4	5
1. Condições monetárias	<input type="checkbox"/>				
2. Questões familiares (não relacionadas com o trabalho)	<input type="checkbox"/>				
3. Progressão na carreira	<input type="checkbox"/>				
4. Desenvolvimento profissional	<input type="checkbox"/>				
5. Desafio pessoal	<input type="checkbox"/>				
6. Importância da função	<input type="checkbox"/>				
7. Oportunidades futuras de progressão na carreira (relacionadas com a valorização profissional e projecção no mercado)	<input type="checkbox"/>				
8. Apoio de colegas e superiores	<input type="checkbox"/>				
9. Apoio do cônjuge (responda apenas se aplicável)	<input type="checkbox"/>				
10. Obtenção de sucesso profissional	<input type="checkbox"/>				
11. Localização geográfica do destacamento internacional	<input type="checkbox"/>				
12. Medo de diminuição de oportunidades de carreira para progredir dentro da empresa (caso não tivesse aceite o destacamento)	<input type="checkbox"/>				

B. Tendo em conta o seu actual/recente destacamento internacional, diga-nos se concorda ou discorda de cada uma das seguintes afirmações (Escala: 1 – Discordo totalmente; 2 – Discordo um pouco; 3 – Não concordo nem discordo; 4 – Concordo um pouco; 5 – Concordo totalmente):

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
13. Por motivos pessoais, eu tive esperança de poder adiar o início do actual/recente destacamento internacional.	<input type="checkbox"/>				
14. Não tinha aceite o actual/recente destacamento internacional se sentisse que a minha carreira ficava afectada.	<input type="checkbox"/>				
15. Dei a conhecer publicamente que tinha interesse em conseguir o actual/recente destacamento internacional.	<input type="checkbox"/>				
16. Eu queria ir em destacamento internacional e como tal, voluntariei-me.	<input type="checkbox"/>				
17. Poderia ter recusado o actual/recente destacamento internacional, contudo senti que se o fizesse, a minha carreira poderia ficar afectada na empresa.	<input type="checkbox"/>				
18. Em termos de carreira esta não foi a altura ideal para ir/estar em destacamento internacional.	<input type="checkbox"/>				

C. Para um indivíduo é completamente normal ter dificuldades na adaptação à vida ou ao trabalho num país estrangeiro. Indique, para cada um dos itens abaixo apresentados, qual o seu grau de adaptação relativamente ao país em que se encontra/encontrou em destacamento internacional (Escala: 1 – Nada adaptado; 2 – Um pouco desadaptado; 3 – Normal; 4 – Um pouco adaptado; 5 – Totalmente adaptado).

	Nada adaptado			Totalmente adaptado	
	1	2	3	4	5
19. Padrão de desempenho e expectativas	<input type="checkbox"/>				
20. Alimentação	<input type="checkbox"/>				
21. Facilidade no acesso a cuidados médicos	<input type="checkbox"/>				

	Nada adaptado			Totalmente adaptado	
	1	2	3	4	5
22. Entretimento/Oportunidades recreativas e de lazer	<input type="checkbox"/>				
23. Condições de vida em geral	<input type="checkbox"/>				
24. Custo de vida	<input type="checkbox"/>				
25. Interação com nacionais do país de destino fora do trabalho	<input type="checkbox"/>				
26. Compras	<input type="checkbox"/>				
27. Socialização com nacionais do país de destino	<input type="checkbox"/>				
28. Condições habitacionais	<input type="checkbox"/>				
29. Comunicação oral e escrita noutras línguas que não a minha	<input type="checkbox"/>				
30. Compreender ou falar o dialecto local	<input type="checkbox"/>				
31. Manter uma conversa fluida na língua local	<input type="checkbox"/>				
32. Escrever na língua local	<input type="checkbox"/>				

Esta secção do questionário pretende conhecer a sua perspectiva relativamente aos processos de selecção de expatriados realizados pelas empresas multinacionais.

D. Tendo em conta o seu actual/recente destacamento internacional, gostaríamos de saber qual a sua opinião sobre até que ponto considera que a sua empresa pretende que alguns dos seus colaboradores assumam funções como expatriados. Indique o grau de concordância relativamente a cada uma das seguintes razões (Escala: 1 – Discordo totalmente; 2 – Discordo um pouco; 3 – Não concordo nem discordo; 4 – Concordo um pouco; 5 – Concordo totalmente):

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
33. Para que os expatriados assumam responsabilidades de gestão.	<input type="checkbox"/>				
34. Para que os expatriados apliquem os conhecimentos específicos a um projecto/tarefa.	<input type="checkbox"/>				

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
35. Para que os expatriados ministrem formação aos colaboradores locais, através da transferência de experiência profissional.	<input type="checkbox"/>				
36. Para que os expatriados auxiliem na transferência de tecnologia relacionada com os negócios.	<input type="checkbox"/>				
37. Para que os expatriados possam desenvolver relações estratégicas com terceiros (e.g., governos locais, parceiros).	<input type="checkbox"/>				
38. Para que os expatriados contribuam para a coordenação organizacional, através da expansão da rede pessoal de <i>networking</i> .	<input type="checkbox"/>				
39. Para que os expatriados apoiem na transferência da cultura organizacional da empresa de origem para a empresa de destino.	<input type="checkbox"/>				
40. Para que os expatriados apoiem na transferência das boas práticas da empresa de origem para a subsidiária.	<input type="checkbox"/>				
41. O envio de colaboradores em destacamento internacional por parte de uma empresa multinacional tem um carácter estratégico.	<input type="checkbox"/>				
42. Um colaborador para atingir uma posição de topo numa empresa multinacional tem que ter algum <i>background</i> internacional.	<input type="checkbox"/>				

E. Indique, na sua opinião, em que medida na sua empresa são importantes os seguintes aspectos na selecção de expatriados (Escala: 1 – Nada importante; 2 – Pouco importante; 3 – Normal; 4 – Importante; 5 – Muito importante):

	Nada importante			Muito importante	
	1	2	3	4	5
43. Avaliação das competências técnicas (e.g., entrevistas, relatórios de supervisores, work sample)	<input type="checkbox"/>				
44. Avaliação formal sobre a aptidão psicológica (e.g., questionários, entrevistas com psicólogos, outros testes)	<input type="checkbox"/>				
45. Análise da capacidade do cônjuge para se deslocar em destacamento internacional (responda apenas se aplicável)	<input type="checkbox"/>				
46. Análise da carreira do cônjuge (responda apenas se aplicável)	<input type="checkbox"/>				
47. Análise da situação dos dependentes (responda apenas se aplicável)	<input type="checkbox"/>				
48. Análise da situação familiar (e.g., parentes idosos)	<input type="checkbox"/>				
49. <i>Inputs</i> relativos a questões relacionadas com as funções que vai desempenhar na empresa de destino	<input type="checkbox"/>				
50. Outro (especifique, por favor) _____ _____	<input type="checkbox"/>				

F. Vamos pedir-lhe, agora, a sua opinião sobre a valorização dada na sua empresa, no processo de selecção, relativamente à capacidade que o colaborador tem de vir a desenvolver, durante o destacamento internacional, os seguintes requisitos (Escala: 1 – Nada valorizado; 2 – Um pouco desvalorizado; 3 – Não é valorizado nem desvalorizado; 4 – Um pouco valorizado; 5 – Muito valorizado):

	Nada valorizado			Muito valorizado	
	1	2	3	4	5
51. Realizar negócios em ambiente internacional	<input type="checkbox"/>				
52. Aprender a gerir projectos internacionais	<input type="checkbox"/>				

	Nada valorizado			Muito valorizado	
	1	2	3	4	5
53. Aprender metodologias profissionais específicas com relevância internacional	<input type="checkbox"/>				
54. Aprender tecnologia de ponta com relevância internacional	<input type="checkbox"/>				
55. Melhorar as relações comerciais e de comunicação internacional	<input type="checkbox"/>				
56. Desenvolver a estrutura internacional e de <i>networking</i>	<input type="checkbox"/>				
57. Aumentar a identidade e valores culturais	<input type="checkbox"/>				
58. Conhecer as políticas e processos internacionais	<input type="checkbox"/>				
59. Conhecer as melhores práticas internacionais	<input type="checkbox"/>				

G. Quando pensa na empresa do país de origem, em que medida acha que esta recompensa/apoia os colaboradores que (Escala: 1 – Nada bem; 2 – Mal; 3 – Suficientemente; 4 – Bem; 5 - Muito bem):

	Nada bem			Muito bem	
	1	2	3	4	5
60. Desenvolvem uma perspectiva internacional.	<input type="checkbox"/>				
61. Se auto-propõem, junto das chefias, para irem em destacamento internacional.	<input type="checkbox"/>				
62. Desenvolvem uma rede de contactos internacionais dentro do grupo empresarial.	<input type="checkbox"/>				
63. Pretendem adquirir fluência numa língua estrangeira.	<input type="checkbox"/>				

H. Tendo em consideração as actuais políticas de Recursos Humanos da empresa no que toca à expatriação, indique-nos qual o seu grau de satisfação relativamente às seguintes medidas (Escala: 1 – Nada satisfeito; 2 – Um pouco insatisfeito; 3 - Normal; 4 – Um pouco satisfeito; 5 – Muito satisfeito):

	Nada satisfeito			Muito satisfeito	
	1	2	3	4	5
64. Preparação antes da partida para as exigências da nova função	<input type="checkbox"/>				
65. Administração de programas de desenvolvimento cultural	<input type="checkbox"/>				
66. Explicação detalhada do pacote remuneratório e de benefícios	<input type="checkbox"/>				
67. Suporte contínuo durante o destacamento internacional	<input type="checkbox"/>				
68. Planeamento a longo prazo do processo de repatriamento	<input type="checkbox"/>				

I. Tendo em conta o seu actual/recente destacamento internacional, gostaríamos de saber como tem sido/foi a sua integração na empresa do país de destino. Indique o grau de concordância relativamente a cada uma das seguintes afirmações (Escala: 1 – Discordo totalmente; 2 – Discordo um pouco; 3 – Não concordo nem discordo; 4 – Concordo um pouco; 5 – Concordo totalmente).

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
69. Tenho/tinha sempre alguém com quem posso/podia falar sobre os meus problemas do dia-a-dia na empresa de destino.	<input type="checkbox"/>				
70. Existe/existia um grande número de pessoas na empresa de destino nas quais me posso/podia apoiar no caso de ter problemas.	<input type="checkbox"/>				
71. Existe/existia um grande número de pessoas na empresa de destino com quem posso/podia contar completamente.	<input type="checkbox"/>				
72. Existe/existia um número suficiente de pessoas na empresa de destino com quem me sinto/senti próximo.	<input type="checkbox"/>				

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
73. Posso/podia ligar aos meus colegas de trabalho da empresa de destino sempre que preciso/precisava.	<input type="checkbox"/>				
74. Existe/existia alguém na gestão da empresa de origem com quem posso/podia contar, para me manter visível e em consideração para futuros cargos de importância.	<input type="checkbox"/>				
75. Mantenho/mantive um contacto próximo com as pessoas da empresa de origem, pelo que a repatriação será/foi bastante boa.	<input type="checkbox"/>				

Nesta secção, gostaríamos de saber qual o seu grau de expectativa relativamente ao seu actual/recente destacamento internacional.

- J. Leia, por favor, cada uma das afirmações seguintes e diga-nos se concorda ou discorda de cada uma delas (Escala: 1 – Discordo totalmente; 2 – Discordo um pouco; 3 – Não concordo nem discordo; 4 – Concordo um pouco; 5 – Concordo totalmente).

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
76. Espero progredir verticalmente na carreira, na minha empresa de origem, após a repatriação.	<input type="checkbox"/>				
77. Trabalhar no estrangeiro é um passo à frente na empresa de origem.	<input type="checkbox"/>				
78. O sucesso no actual/recente destacamento proporcionar-me-á uma promoção na empresa de origem.	<input type="checkbox"/>				
79. Trabalhar no estrangeiro é necessário para que possa progredir na carreira dentro da empresa de origem.	<input type="checkbox"/>				
80. Não tenho a certeza que o actual/recente destacamento internacional seja bom para a minha carreira.	<input type="checkbox"/>				
81. As competências que estou a desenvolver/desenvolvi no actual/recente destacamento internacional vão ser úteis para a minha carreira.	<input type="checkbox"/>				

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
82. Provavelmente teria uma mobilidade vertical dentro da estrutura da empresa mais rápida se não estivesse estado no actual/recente destacamento internacional.	<input type="checkbox"/>				
83. Em termos de carreira na empresa, o actual/recente destacamento internacional faz/fez muito sentido.	<input type="checkbox"/>				
84. Não tenho a certeza que o actual/recente destacamento internacional me ajude na carreira.	<input type="checkbox"/>				
85. O actual/recente destacamento internacional vai abrir-me imensas portas em termos de carreira.	<input type="checkbox"/>				
86. O actual/recente destacamento internacional foi o passo lógico na minha carreira.	<input type="checkbox"/>				
87. Sei como o actual/recente destacamento internacional se encaixa na minha carreira global.	<input type="checkbox"/>				
88. O actual/recente destacamento internacional deixa-me/deixou-me bem posicionado para que quando regressar consiga/para conseguir um bom emprego.	<input type="checkbox"/>				
89. Tudo somado, o actual/recente destacamento internacional é bom para a minha carreira em termos de mobilidade e progressão.	<input type="checkbox"/>				
90. O actual/recente destacamento internacional ajuda-me/ajudou-me a desenvolver competências úteis para a minha carreira futura.	<input type="checkbox"/>				
91. Espero ser capaz de progredir noutra empresa após o repatriamento.	<input type="checkbox"/>				
92. Trabalhar no estrangeiro significa melhores condições de progressão na carreira noutra empresa.	<input type="checkbox"/>				
93. O sucesso no actual/recente destacamento internacional levar-me-á a melhores oportunidades noutra empresa.	<input type="checkbox"/>				
94. Trabalhar no estrangeiro é necessário para avançar na carreira noutra empresa.	<input type="checkbox"/>				

K. Gostaríamos de saber qual é/foi o seu grau de preocupação relativamente às seguintes afirmações relacionadas com a sua repatriação (Escala: 1 – Muito preocupado; 2 - Um pouco preocupado; 3 – Normal; 4 - Um pouco despreocupado; 5 - Nada preocupado).

	Muito preocupado			Nada preocupado	
	1	2	3	4	5
95. Progressão na carreira após a repatriação	<input type="checkbox"/>				
96. Redução da responsabilidade e autonomia no trabalho após a repatriação	<input type="checkbox"/>				
97. Redução do pacote salarial após a repatriação	<input type="checkbox"/>				
98. Poucas oportunidades para usar os novos conhecimentos e competências adquiridas após a repatriação	<input type="checkbox"/>				
99. No caso de estar/ter estado acompanhado pelo seu cônjuge, quão preocupado está/estava com a carreira dele após a repatriação (responda apenas se aplicável).	<input type="checkbox"/>				

Gostaríamos agora que nos fornecesse alguns dados sobre a sua empresa.

100. Qual a nacionalidade da Empresa-mãe? _____

101. Qual o sector de actividade em que a sua empresa se insere?

- Indústria extractiva
- Indústria transformadora
- Produção e distribuição de electricidade, gás e água
- Construção
- Comércio por grosso e a retalho
- Actividades financeiras
- Actividades de consultoria, científicas, técnicas e similares
- Actividades de saúde humana e apoio social
- Outra (especifique, por favor) _____

102. Dimensão da empresa de origem (n.º de colaboradores):

- Menos de 100
- Entre 100 e 250
- Entre 251 e 500
- Entre 501 e 1.000
- Mais de 1.000

103. Número aproximado de colaboradores expatriados por ano (relativos à empresa de origem)? _____

Para terminar, gostaríamos que nos fornecesse alguns dados pessoais.

104. Indique a sua condição actual, relativamente ao processo de expatiação:

- Actualmente em destacamento internacional
- Envolvido num processo de expatiação recente

105. Há quanto tempo se encontra/durou o actual/recente destacamento internacional?

- Menos de 1 Ano
- Entre 1 e 2 Anos
- Entre 3 e 5 Anos
- Mais de 5 Anos

106. No caso de ter estado recentemente em destacamento internacional, indique há quanto tempo terminou o mesmo:

- Menos de 1 Ano
- Entre 1 e 2 Anos
- Mais de 2 Anos

107. Sexo:

- Feminino
- Masculino

108. Idade:

- Menos de 25 Anos
- Entre 25 e 30 Anos
- Entre 31 e 40 Anos
- Entre 41 e 50 Anos
- Mais de 50 Anos

109. Estado Civil

- Solteiro(a), viúvo(a), divorciado(a) ou separado(a) judicialmente
 União de facto, casado(a)

110. Número de dependentes do agregado familiar:

	N.º de filhos
Menos de 6 Anos	_____
Entre 6 e 12 Anos	_____
Entre 13 e 18 Anos	_____
Mais de 18 Anos	_____
Total	_____

Outros elementos do agregado familiar (especifique, por favor): _____

111. Antiguidade na empresa de origem:

- Menos de 1 Ano
 Entre 1 e 3 Anos
 Entre 4 e 10 Anos
 Mais de 10 Anos

112. Função profissional na empresa de destino:

- Quadro Superior
 Especialistas das Profissões Intelectuais e Científicas
 Técnicos e Profissionais de Nível Intermédio
 Pessoal Administrativo e Similares
 Pessoal dos Serviços e Vendedores
 Outros (especifique, por favor) _____

113. Experiência na função (inclui período de tempo anterior ao destacamento internacional):

- Menos de 1 Ano
 Entre 1 e 3 Anos
 Entre 4 e 6 Anos
 Mais de 6 Anos

114. Desempenha/desempenhou um cargo de chefia (durante o destacamento internacional)?

Sim Não

115. No caso de ter respondido positivamente à questão anterior, indique quantos colaboradores tem/teve a seu cargo:

Menos de 7 colaboradores

Entre 7 e 14 colaboradores

Mais de 14 colaboradores

116. Em que área exerce/exerceu sobretudo a sua função (na empresa de destino)?

Marketing

Área comercial

Logística

Recursos Humanos

Finanças / Contabilidade

Outros (especifique, por favor) _____

117. Habilitações literárias:

12º Ano de escolaridade ou equivalente (completo)

Licenciatura (completa)

Pós-Graduação (completa)

Mestrado (completo)

Doutoramento (completo)

Outros (especifique, por favor) _____

118. Fluência em línguas estrangeiras (Escala: 1 – Reduzida; 2 – Média; 3 – Elevada)

	Compreensão	Conversação	Escrita
Francês			
Inglês			
Alemão			
Espanhol			
Outra (especifique, por favor) _____			

Survey

Expatriates vs. Locals

Selection process, management and monitoring

Dear Respondent,

We are currently developing a study to understand the expatriates' perception (the ones which are currently on an international assignment and the ones that have been recently on one) of multinational companies and colleagues that interact with the latter, on the selection process, management and monitoring (before, during and after the international assignment) of the company for which they work, in order to improve the expatriations processes.

This survey is carried out under the Masters Program of the “*Instituto Superior de Ciências do Trabalho e da Empresa – Lisbon University Institute (ISCTE - IUL)*”. Therefore, and since you fit in the first group of individuals described before, we would kindly invite you to participate on our survey.

There are no trick questions, and we believe that you will find this questionnaire to be interesting. All that we ask is that you try to answer honestly and as candidly as possible. It will take approximately 15 minutes to complete the survey. Please be rest assured that your individual responses will remain confidential.

Kind regards,

Tiago Veríssimo^{XII}

ISCTE-IUL

INDEG Business School

^{XII} Any questions regarding this research and survey can be addressed by email to Tiago Veríssimo (tiagoverissimo4@gmail.com).

In order to better understand the issues on the following pages, we present below a definition of expatriate:

“An expatriate is an employee of a business or government organization who is sent to another (non native) country to accomplish a job or organizational goal for a specific temporary timeframe. Expatriate assignments typically range in length from 6 months to 5 years.” (Aycan, 1997, cited by Harris, 2008:187).

In the following section, we would like to know the main motivations that lead you to accept your current/recent international assignment, as well as, your perception about the reasons that led the company to bet on your expatriation.

A. Please indicate to what extent it was important to accept the current/ recent international assignment, each of the items listed below (Scale: 1 - Nothing important; 2 - Somewhat unimportant; 3 – Neutral; 4 - Somewhat important; 5 - Very important):

	Nothing important			Very important	
	1	2	3	4	5
1. Monetary considerations	<input type="checkbox"/>				
2. Family considerations (non-job related)	<input type="checkbox"/>				
3. Normal career advancement pattern	<input type="checkbox"/>				
4. Professional development	<input type="checkbox"/>				
5. Personal challenge	<input type="checkbox"/>				
6. Importance of the job itself	<input type="checkbox"/>				
7. Future opportunities for advancement (related to professional value and market projection)	<input type="checkbox"/>				
8. Encouragement from colleagues and superiors	<input type="checkbox"/>				
9. Encouragement from spouse or partner (answer only if applicable)	<input type="checkbox"/>				
10. Anticipated job success	<input type="checkbox"/>				
11. Geographic location of the assignment	<input type="checkbox"/>				
12. Fear of restricted career opportunities for my career advancement within the company (if you had not accepted the assignment)	<input type="checkbox"/>				

B. Regarding your current/recent international assignment, please indicate to what extent you agree or disagree with the following statements (Scale: 1 – Strongly disagree; 2 – Somewhat disagree; 3 – Neutral; 4 – Somewhat agree; 5 – Strongly agree):

	Strongly disagree			Strongly agree	
	1	2	3	4	5
13. For personal reasons, I was hoping to put the current/recent overseas move off for a while.	<input type="checkbox"/>				
14. I would not accept the current/recent international assignment, if I felt that my career in my company would be adversely affected.	<input type="checkbox"/>				
15. I campaigned to get the current/recent international assignment.	<input type="checkbox"/>				
16. I really wanted to go overseas and volunteered for the current/recent assignment.	<input type="checkbox"/>				
17. While I was technically free to refuse the current/recent assignment, I felt I might be “dead-ended” if I did not accept the move.	<input type="checkbox"/>				
18. This was not really an ideal time in my career for me to be sent overseas.	<input type="checkbox"/>				

C. It is completely normal for an individual to have difficulty adjusting to living or working in a foreign country. Please indicate the degree to which you are/were adjusted or not adjusted to the following items where you are/were living in the host country (Scale: 1 – Very unadjusted; 2 – Somewhat unadjusted; 3 – Neutral; 4 – Somewhat adjusted; 5 – Completely adjusted).

	Very unadjusted			Completely adjusted	
	1	2	3	4	5
19. Performance standards and expectations	<input type="checkbox"/>				
20. Food	<input type="checkbox"/>				

	Very unadjusted			Completely adjusted	
	1	2	3	4	5
21. Health care facilities	<input type="checkbox"/>				
22. Entertainment / recreation facilities and opportunities	<input type="checkbox"/>				
23. Living conditions in general	<input type="checkbox"/>				
24. Cost of living	<input type="checkbox"/>				
25. Interacting with host nationals outside of work	<input type="checkbox"/>				
26. Shopping	<input type="checkbox"/>				
27. Socializing with host nationals	<input type="checkbox"/>				
28. Housing conditions	<input type="checkbox"/>				
29. Oral and writing communication on other languages	<input type="checkbox"/>				
30. Understand or speak much of the local dialect	<input type="checkbox"/>				
31. Manage a conversation in the local language	<input type="checkbox"/>				
32. Write the local language	<input type="checkbox"/>				

This section of the questionnaire intends to know your point of view regarding the expatriate selection's process made by multinational companies.

D. Regarding your current/recent assignment we would like to know your opinion on the extent you think that your company pretend that some of its employees take positions as expatriates. Please indicate to what extent you agree or disagree with the following reasons (Scale: 1 – Strongly disagree; 2 – Somewhat disagree; 3 – Neutral; 4 – Somewhat agree; 5 – Strongly agree):

	Strongly disagree			Strongly agree	
	1	2	3	4	5
33. For the expatriates can undertake business management responsibilities.	<input type="checkbox"/>				
34. For the expatriates can apply their specialized professional expertise to a business project/task.	<input type="checkbox"/>				

	Strongly disagree			Strongly agree	
	1	2	3	4	5
35. For the expatriates can train local nationals through the transfer of their professional expertise.	<input type="checkbox"/>				
36. For the expatriates can aid on the transfer of business-related technology.	<input type="checkbox"/>				
37. For the expatriate can develop key business relationships with third parties (e.g., government, partners).	<input type="checkbox"/>				
38. For the expatriate can contribute to organizational coordination through the expansion of personal networks.	<input type="checkbox"/>				
39. For the expatriate can help on the transferring of the corporate culture from the home company to the host company.	<input type="checkbox"/>				
40. For the expatriate can help on the transferring of the best practice systems from the home company to the host company.	<input type="checkbox"/>				
41. The sending of employees on international assignment by a multinational company has a strategic character.	<input type="checkbox"/>				
42. An employee to achieve a top position in a multinational company has to have some international background.	<input type="checkbox"/>				

E. In your opinion, to what extent the following aspects are important to your company in the expatriates' selection (Scale: 1 - Nothing important; 2 - Somewhat unimportant; 3 - Neutral; 4 - Somewhat important; 5 - Very important):

	Nothing important			Very important	
	1	2	3	4	5
43. Assessment of your technical competence (e.g., interview, supervisors' reports, work sample)	<input type="checkbox"/>				
44. Formal assessment of your psychological suitability (e.g., questionnaires, interview with psychologist, other psychological tests)	<input type="checkbox"/>				
45. Consideration of your spouse or partner's suitability for the posting (answer only if applicable)	<input type="checkbox"/>				

	Nothing important			Very important	
	1	2	3	4	5
46. Consideration of your spouse or partner's career (answer only if applicable)	<input type="checkbox"/>				
47. Consideration of your children's circumstances (answer only if applicable)	<input type="checkbox"/>				
48. Consideration of your family's circumstances (e.g., elderly relatives)	<input type="checkbox"/>				
49. Input from the management of the overseas place	<input type="checkbox"/>				
50. Other (please specify) _____ _____	<input type="checkbox"/>				

F. We will now ask you your opinion about the value that it is given by your company in the selection process on the capacity that the employee has to develop during the international assignment the following subjects (Scale: 1 – Nothing valued; 2- Somewhat devalued; 3 – Neutral; 4 – Somewhat valued; 5 – Very valued):

	Nothing valued			Very valued	
	1	2	3	4	5
51. Doing business on international environment	<input type="checkbox"/>				
52. Learn to manage international business projects/ventures	<input type="checkbox"/>				
53. Learn specialized professional methodology with international relevance	<input type="checkbox"/>				
54. Learn advanced technology with international relevance	<input type="checkbox"/>				
55. Improve international (e.g., cross-cultural) business relations and communication	<input type="checkbox"/>				
56. Develop the international structure and personal networks	<input type="checkbox"/>				
57. Increase the international identity and cultural values	<input type="checkbox"/>				
58. Know the international policies and procedures	<input type="checkbox"/>				
59. Know the international best practice systems	<input type="checkbox"/>				

G. When you think in the company of the home country, to what extent do you think that the latter reward/support employees who (Scale: 1 – Nothing good; 2 – Somewhat bad; 3 – Neutral; 4 – Somewhat good; 5 – Very good):

	Nothing good			Very good	
	1	2	3	4	5
60. Develop an international perspective.	<input type="checkbox"/>				
61. Pursue international assignments.	<input type="checkbox"/>				
62. Develop a networking of associates, worldwide (inside of the company group).	<input type="checkbox"/>				
63. Acquire fluency in a foreign language.	<input type="checkbox"/>				

H. Considering the current expatriation’s Human Resources policies of your company, please tell us, how satisfied are you with your company’s support concerning the following aspects of your international assignment (Scale: 1 – Highly dissatisfied; 2 – Somewhat dissatisfied; 3 - Neutral; 4 – Somewhat satisfied; 5 – Highly satisfied):

	Highly dissatisfied			Highly satisfied	
	1	2	3	4	5
64. Pre-departure preparation for the requirements of your new job	<input type="checkbox"/>				
65. Pre-departure cross-cultural training to enhance your understanding of the foreign culture	<input type="checkbox"/>				
66. Full explication of the compensation and benefits package	<input type="checkbox"/>				
67. Ongoing support during your international assignment	<input type="checkbox"/>				
68. Long-range planning of your repatriation	<input type="checkbox"/>				

I. Regarding your current/recent international assignment we would like to know how has been your integration into the subsidiary (company of the host country). Please indicate what extent do you agree with each of the following statements (Scale: 1 – Strongly disagree; 2 – Somewhat disagree; 3 – Neutral; 4 – Somewhat agree; 5 – Strongly agree)

	Strongly disagree				Strongly agree
	1	2	3	4	5
69. There is/was always someone that I can/could talk to at work about my day-to-day problems (in the host company).	<input type="checkbox"/>				
70. There are/were plenty of people at work that I can/could lean on in case of trouble (in the host company).	<input type="checkbox"/>				
71. There are/were many people at work that I can/could count on completely (in the host company).	<input type="checkbox"/>				
72. There are/were enough people at work that I feel/felt close to (in the host company).	<input type="checkbox"/>				
73. I can/could call on my colleagues at work whenever I need/needed them (in the host company).	<input type="checkbox"/>				
74. There is/was someone in management (in the home company) I can/could count on to keep me visible and under consideration for future important positions while I am/was away.	<input type="checkbox"/>				
75. I have/had kept in close touch with people in the home company, so the transition back home will be/was fairly smooth.	<input type="checkbox"/>				

In this section we would like to know what it is your level of expectation regarding your current/recent international assignment.

J. Please read each of the following statements and tell us whether you agree or disagree with each one (Scale: 1 – Strongly disagree; 2 – Somewhat disagree; 3 – Neutral; 4 – Somewhat agree; 5 – Strongly agree).

	Strongly disagree				Strongly agree
	1	2	3	4	5
76. I expect to advance in the home company when I repatriate.	<input type="checkbox"/>				

	Strongly disagree		Strongly agree		
	1	2	3	4	5
77. Working abroad is a step up for me with the home company.	<input type="checkbox"/>				
78. Success in this current/recent assignment leads to a promotion in my home company.	<input type="checkbox"/>				
79. Working abroad is necessary for career advancement in the home company.	<input type="checkbox"/>				
80. I am not sure that this current/recent international assignment will be good for my career in the long run.	<input type="checkbox"/>				
81. The skills I am developing/developed in this current/recent assignment will be useful to me later in my career.	<input type="checkbox"/>				
82. I probably could have moved up the corporate ladder faster if I had stayed in a domestic assignment (was not on an international assignment).	<input type="checkbox"/>				
83. In terms of my career path in this company, the current/recent international assignment makes a lot of sense.	<input type="checkbox"/>				
84. I am not sure how this particular international assignment is going to help me later/had helped me in my career.	<input type="checkbox"/>				
85. This current/recent international assignment is going to open up lots of doors for me in my career.	<input type="checkbox"/>				
86. This current/recent international assignment was the logical next step in my career.	<input type="checkbox"/>				
87. I know how this current/recent international assignment fits into my overall career.	<input type="checkbox"/>				
88. This current/recent international assignment really positions me well to get a good job (when I go back home).	<input type="checkbox"/>				
89. All in all, the current/recent international assignment will be good for my career in terms of advancement and career mobility.	<input type="checkbox"/>				
90. This current/recent international assignment has helped/helped me to develop important skills that will be useful to me later in my career.	<input type="checkbox"/>				
91. I expected to be able to advance in another company when I repatriate.	<input type="checkbox"/>				

	Strongly disagree		Strongly agree		
	1	2	3	4	5
92. Working abroad means better career possibilities with another company.	<input type="checkbox"/>				
93. Success in this current/recent international assignment leads to better opportunities in another company.	<input type="checkbox"/>				
94. Working abroad is necessary for career advancement in another company.	<input type="checkbox"/>				

K. Regarding your current/recent international assignment we would like to know how concerned you are/were with the following aspects of your repatriation (Scale: 1 – Highly concerned; 2 – Somewhat concerned; 3 - Neutral; 4 – Somewhat unconcerned; 5- Highly unconcerned):

	Highly concerned			Highly unconcerned	
	1	2	3	4	5
95. Career advancement upon repatriation.	<input type="checkbox"/>				
96. Reduced responsibility and autonomy on the job upon repatriation.	<input type="checkbox"/>				
97. Reduced size of compensation package upon repatriation.	<input type="checkbox"/>				
98. Limited opportunities for using your newly acquired knowledge and skills upon repatriation.	<input type="checkbox"/>				
99. If you are/were accompanied by a spouse or partner, how concerned are/were you with spouse's or partner's career upon repatriation? (answer only if applicable)	<input type="checkbox"/>				

In this section, we would be grateful if you could provide us with some information about your company.

100. What is the nationality of the parent company? _____

101. What is the activity sector in which your company operates?

- Mining and quarrying
- Manufacturing
- Production and distribution of electricity, gas and water
- Construction
- Wholesale and retail trade
- Financial activities
- Consultancy, scientific and technical activities
- Human health and social work activities
- Other (please specify) _____

102. Size of the home company (n.º of employees):

- Less than 100
- Between 100 and 250
- Between 251 and 500
- Between 501 and 1.000
- More than 1.000

103. Approximate number of employees on international assignment, per year (related to the home company)? _____

Finally, we would be grateful if you could please give us some personal information.

104. Regarding the expatriation process, please indicate what is your current position:

- Currently on an international assignment
- Recently on an international assignment (which have already ended)

105. How long are you/have you been in your current/recent international assignment?

- Less than 1 year
- Between 1 and 2 years
- Between 3 and 5 years
- More than 5 years

106. If you have been recently on an international assignment, please indicate how long has the latter ended?

- Less than 1 year
- Between 1 and 2 years
- More than 2 years

107. Gender:

- Female
- Male

108. Age:

- Less than 25 years old
- Between 25 and 30 years old
- Between 31 and 40 years old
- Between 41 and 50 years old
- More than 50 years old

109. Marital status

- Single, widowed, divorced or separated
- Living with someone, married

110. Number of family dependents:

	N.º of children
Less than 6 years old	_____
Between 6 and 12 years old	_____
Between 13 and 18 years old	_____
More than 18 years old	_____
Total	_____

Other members of the family (please specify): _____

111. Tenure in the company (home company):

- Less than 1 year
- Between 1 and 3 year
- Between 4 and 10 year
- More than 10 year

112. Function category (host company):

- Top staff (e.g., managers and administrators)
- Specialist of intellectual and scientific professions
- Technical and professional of middle level
- Administrative and similar professionals
- Personal of the services and sellers
- Other (please specify) _____

113. Experience on the function category (includes time previous to the assignment):

- Less than 1 year
- Between 1 and 3 years
- Between 4 and 6 years
- More than 6 years

114. Do you have/had a supervisor position (during the international assignment)?

- Yes No

115. If you have answered positively to the previous question, please indicate how many employees have/had at your responsibility:

- Less than 7 employees
- Between 7 and 14 employees
- More than 14 employees

116. In witch category do you perform/performed your function mainly (host company)?

- Marketing
- Commercial
- Logistic
- Human Resource Management
- Finance / Accounting
- Other (please specify) _____

117. Highest educational level attained:

- High school graduate
- College education
- Graduate degree
- Master
- Doctorate
- Other (please specify) _____

118. Foreign language fluency (Scale: 1 – Little; 2 – Average; 3 – High)

	Understanding	Conversation	Writing
French			
English			
German			
Spanish			
Other (please specify) _____			

Questionário

Expatriados vs. Locais

Processo de selecção, gestão e acompanhamento

Exmo(a). Sr(a).

Estamos correntemente a desenvolver um estudo que visa conhecer a percepção dos colaboradores expatriados de empresas multinacionais e dos colegas que consigo interagem, sobre o processo de selecção, gestão e acompanhamento (antes, durante e após o destacamento internacional) da empresa em que trabalham, tendo em vista o melhoramento do processo de expatriação.

Este estudo é efectuado no âmbito do Programa de Mestrados do Instituto Superior de Ciências do Trabalho e da Empresa – Instituto Universitário de Lisboa (ISCTE – IUL). Vimos, por isso, pedir-lhe a sua colaboração, uma vez que se enquadra no segundo grupo de indivíduos. Assim, vai encontrar, nas páginas seguintes, um questionário que tem por objectivo obter algumas das suas opiniões e que requererá, aproximadamente, 15 minutos da sua atenção.

As suas respostas são anónimas e confidenciais. Pedimos-lhe, por isso, que não se identifique em nenhuma parte deste questionário.

Não existem respostas certas ou erradas às questões que se seguem. Agradecemos, apenas, que seja sincero(a).

Muito obrigado pela sua colaboração!

Tiago Veríssimo^{XIII}

ISCTE-IUL

INDEG Business School

^{XIII} Em caso de dúvidas ou esclarecimentos adicionais, por favor entre em contacto para o e-mail tiagoverissimo4@gmail.com.

De forma a compreender melhor as questões que se seguem, apresentamos abaixo uma definição de expatriado:

“Colaborador de uma empresa que é enviado para outro país (não nativo) para realizar uma tarefa ou cumprir um objectivo estratégico, durante um período de tempo específico, e que normalmente varia entre 6 meses a 5 anos” (Aycan, 1997, citado por Harris, 2008:187).

Nesta secção, gostaríamos de conhecer quais as principais motivações que o levariam a aceitar um destacamento internacional, bem como a sua percepção sobre os motivos que levariam a empresa a apostar na sua expatriação.

A. Indique em que medida considera importante, para aceitar um destacamento internacional, cada um dos itens abaixo descritos (Escala: 1 – Nada importante; 2 – Pouco importante; 3 – Normal; 4 – Importante; 5 – Muito importante):

	Nada importante		Muito importante		
	1	2	3	4	5
1. Condições monetárias	<input type="checkbox"/>				
2. Questões familiares (não relacionadas com o trabalho)	<input type="checkbox"/>				
3. Progressão na carreira	<input type="checkbox"/>				
4. Desenvolvimento profissional	<input type="checkbox"/>				
5. Desafio pessoal	<input type="checkbox"/>				
6. Importância da função	<input type="checkbox"/>				
7. Oportunidades futuras de progressão na carreira (relacionadas com a valorização profissional e projecção no mercado)	<input type="checkbox"/>				
8. Apoio de colegas e superiores	<input type="checkbox"/>				
9. Apoio do cônjuge (responda apenas se aplicável)	<input type="checkbox"/>				
10. Obtenção de sucesso profissional	<input type="checkbox"/>				
11. Localização geográfica do destacamento internacional	<input type="checkbox"/>				
12. Medo de diminuição de oportunidades de carreira para progredir dentro da empresa (caso não aceite o destacamento)	<input type="checkbox"/>				

B. Tendo em consideração que poderá vir a assumir um destacamento internacional, diga-nos se concorda ou discorda de cada uma das seguintes afirmações (Escala: 1 – Discordo totalmente; 2 – Discordo um pouco; 3 – Não concordo nem discordo; 4 – Concordo um pouco; 5 – Concordo totalmente):

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
13. Por motivos pessoais, preferia que o início de um destacamento internacional ocorresse dentro de um prazo alargado (não fosse imediato).	<input type="checkbox"/>				
14. Não aceitaria um destacamento internacional se sentisse que a minha carreira pudesse ficar afectada.	<input type="checkbox"/>				
15. Dava a conhecer publicamente que poderia ter interesse em conseguir um destacamento internacional específico.	<input type="checkbox"/>				
16. Voluntariar-me-ia para assumir um destacamento internacional.	<input type="checkbox"/>				
17. Poderia recusar livremente um destacamento internacional; contudo, se o fizesse, a minha carreira poderia ficar afectada na empresa.	<input type="checkbox"/>				
18. Recusaria um destacamento internacional, se sentisse que não era a altura ideal para o iniciar.	<input type="checkbox"/>				

C. Pense, agora, sobre as maiores dificuldades que um expatriado pode sentir na adaptação a uma nova cultura, quando inicia um destacamento internacional. Indique, para cada um dos itens abaixo apresentados, qual o grau de adaptação que julga que teria caso fosse enviado(a) num destacamento internacional (Escala: 1 – Nada adaptado; 2 – Um pouco desadaptado; 3 – Normal; 4 – Um pouco adaptado; 5 – Totalmente adaptado).

	Nada adaptado			Totalmente adaptado	
	1	2	3	4	5
19. Padrão de desempenho e expectativas	<input type="checkbox"/>				
20. Alimentação	<input type="checkbox"/>				

	Nada adaptado			Totalmente adaptado	
	1	2	3	4	5
21. Facilidade no acesso a cuidados médicos	<input type="checkbox"/>				
22. Entretimento/Oportunidades recreativas e de lazer	<input type="checkbox"/>				
23. Condições de vida em geral	<input type="checkbox"/>				
24. Custo de vida	<input type="checkbox"/>				
25. Interação com nacionais do país de destino fora do trabalho	<input type="checkbox"/>				
26. Compras	<input type="checkbox"/>				
27. Socialização com nacionais do país de destino	<input type="checkbox"/>				
28. Condições habitacionais	<input type="checkbox"/>				
29. Comunicação oral e escrita noutras línguas que não a minha	<input type="checkbox"/>				
30. Compreender ou falar o dialecto local	<input type="checkbox"/>				
31. Manter uma conversa fluida na língua local	<input type="checkbox"/>				
32. Escrever na língua local	<input type="checkbox"/>				

Esta secção do questionário pretende conhecer a sua perspectiva relativamente aos processos de selecção de expatriados realizados pelas empresas multinacionais.

D. Gostaríamos de saber qual a sua opinião sobre até que ponto considera que a sua empresa pretende que alguns dos seus colaboradores assumam funções como expatriados. Indique o grau de concordância relativamente a cada uma das seguintes razões (Escala: 1 – Discordo totalmente; 2 – Discordo um pouco; 3 – Não concordo nem discordo; 4 – Concordo um pouco; 5 – Concordo totalmente):

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
33. Para que os expatriados assumam responsabilidades de gestão.	<input type="checkbox"/>				
34. Para que os expatriados apliquem os conhecimentos específicos a um projecto/tarefa.	<input type="checkbox"/>				

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
35. Para que os expatriados ministrem formação aos colaboradores locais, através da transferência de experiência profissional.	<input type="checkbox"/>				
36. Para que os expatriados auxiliem na transferência de tecnologia relacionada com os negócios.	<input type="checkbox"/>				
37. Para que os expatriados possam desenvolver relações estratégicas com terceiros (e.g., governos locais, parceiros).	<input type="checkbox"/>				
38. Para que os expatriados contribuam para a coordenação organizacional, através da expansão da rede pessoal de <i>networking</i> .	<input type="checkbox"/>				
39. Para que os expatriados apoiem na transferência da cultura organizacional da empresa de origem para a empresa de destino.	<input type="checkbox"/>				
40. Para que os expatriados apoiem na transferência das boas práticas da empresa de origem para a subsidiária.	<input type="checkbox"/>				
41. O envio de colaboradores em destacamento internacional por parte de uma empresa multinacional tem um carácter estratégico.	<input type="checkbox"/>				
42. Um colaborador para atingir uma posição de topo numa empresa multinacional tem que ter algum <i>background</i> internacional.	<input type="checkbox"/>				

E. Indique, na sua opinião, em que medida na sua empresa são importantes os seguintes aspectos na selecção de expatriados (Escala: 1 – Nada importante; 2 – Pouco importante; 3 – Normal; 4 – Importante; 5 – Muito importante):

	Nada importante			Muito importante	
	1	2	3	4	5
43. Avaliação das competências técnicas (e.g., entrevistas, relatórios de supervisores, work sample)	<input type="checkbox"/>				
44. Avaliação formal sobre a aptidão psicológica (e.g., questionários, entrevistas com psicólogos, outros testes)	<input type="checkbox"/>				

	Nada importante			Muito importante	
	1	2	3	4	5
45. Análise da capacidade do cônjuge para se deslocar em destacamento internacional (responda apenas se aplicável)	<input type="checkbox"/>				
46. Análise da carreira do cônjuge (responda apenas se aplicável)	<input type="checkbox"/>				
47. Análise da situação dos dependentes (responda apenas se aplicável)	<input type="checkbox"/>				
48. Análise da situação familiar (e.g., parentes idosos)	<input type="checkbox"/>				
49. <i>Inputs</i> relativos a questões relacionadas com as funções que vai desempenhar na empresa de destino	<input type="checkbox"/>				
50. Outro (especifique, por favor) _____ _____	<input type="checkbox"/>				

F. Vamos pedir-lhe, agora, a sua opinião sobre a valorização dada na sua empresa, no processo de selecção, relativamente à capacidade que o colaborador tem de vir a desenvolver, durante o destacamento internacional, os seguintes requisitos (Escala: 1 – Nada valorizado; 2 – Um pouco desvalorizado; 3 – Não é valorizado nem desvalorizado; 4 – Um pouco valorizado; 5 – Muito valorizado):

	Nada valorizado			Muito valorizado	
	1	2	3	4	5
51. Realizar negócios em ambiente internacional	<input type="checkbox"/>				
52. Aprender a gerir projectos internacionais	<input type="checkbox"/>				
53. Aprender metodologias profissionais específicas com relevância internacional	<input type="checkbox"/>				
54. Aprender tecnologia de ponta com relevância internacional	<input type="checkbox"/>				
55. Melhorar as relações comerciais e de comunicação internacional	<input type="checkbox"/>				
56. Desenvolver a estrutura internacional e de <i>networking</i>	<input type="checkbox"/>				

	Nada valorizado			Muito valorizado	
	1	2	3	4	5
57. Aumentar a identidade e valores culturais	<input type="checkbox"/>				
58. Conhecer as políticas e processos internacionais	<input type="checkbox"/>				
59. Conhecer as melhores práticas internacionais	<input type="checkbox"/>				

G. Quando pensa na empresa em que trabalha, em que medida acha que esta recompensa/apoia os colaboradores que (Escala: 1 – Nada bem; 2 – Mal; 3 – Suficientemente; 4 – Bem; 5 - Muito bem):

	Nada bem			Muito bem	
	1	2	3	4	5
60. Desenvolvem uma perspectiva internacional.	<input type="checkbox"/>				
61. Se auto-propõem, junto das chefias, para irem em destacamento internacional.	<input type="checkbox"/>				
62. Desenvolvem uma rede de contactos internacionais dentro do grupo empresarial.	<input type="checkbox"/>				
63. Pretendem adquirir fluência numa língua estrangeira.	<input type="checkbox"/>				

H. Tendo em consideração as actuais políticas de Recursos Humanos da empresa no que toca à expatriação, indique-nos qual o grau de satisfação que julga que teria, caso a sua empresa o enviasse num destacamento internacional e promovesse as seguintes medidas (Escala: 1 – Nada satisfeito; 2 – Um pouco insatisfeito; 3 - Normal; 4 – Um pouco satisfeito; 5 – Muito satisfeito):

	Nada satisfeito			Muito satisfeito	
	1	2	3	4	5
64. Preparação antes da partida para as exigências da nova função	<input type="checkbox"/>				
65. Administração de programas de desenvolvimento cultural	<input type="checkbox"/>				
66. Explicação detalhada do pacote remuneratório e de benefícios	<input type="checkbox"/>				
67. Suporte contínuo durante o destacamento internacional	<input type="checkbox"/>				
68. Planeamento a longo prazo do processo de repatriamento	<input type="checkbox"/>				

- I. Tendo em conta a opinião e exemplos de colegas que já estiveram ou estão em destacamento internacional, gostaríamos de saber como pensa que seria a sua integração numa subsidiária no caso de ser enviado(a) em destacamento internacional (Escala: 1 – Discordo totalmente; 2 – Discordo um pouco; 3 – Não concordo nem discordo; 4 – Concordo um pouco; 5 – Concordo totalmente).

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
69. Teria sempre alguém com quem pudesse falar sobre os meus problemas do dia-a-dia na empresa de destino.	<input type="checkbox"/>				
70. Existiria um grande número de pessoas na empresa de destino nas quais me poderia apoiar no caso de ter problemas.	<input type="checkbox"/>				
71. Existiria um grande número de pessoas na empresa de destino com quem poderia contar completamente.	<input type="checkbox"/>				
72. Existiria um número suficiente de pessoas na empresa de destino com quem me sentiria próximo.	<input type="checkbox"/>				
73. Poderia ligar aos meus colegas de trabalho da empresa de destino sempre que precisasse.	<input type="checkbox"/>				
74. Existiria alguém na gestão da empresa de origem com quem pudesse contar, para me manter visível e em consideração para futuros cargos de importância.	<input type="checkbox"/>				
75. Manteria um contacto próximo com as pessoas da empresa de origem, pelo que a repatriação seria bastante boa.	<input type="checkbox"/>				

Nesta secção, gostaríamos de saber qual o seu grau de expectativa no caso de vir a ser enviado(a) num destacamento internacional.

- J. Leia, por favor, cada uma das afirmações seguintes e diga-nos se concorda ou discorda de cada uma delas (Escala: 1 – Discordo totalmente; 2 – Discordo um pouco; 3 – Não concordo nem discordo; 4 – Concordo um pouco; 5 – Concordo totalmente).

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
76. Espero progredir verticalmente na carreira, na minha empresa de origem, após a repatriação.	<input type="checkbox"/>				

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
77. Trabalhar no estrangeiro é um passo à frente na empresa de origem.	<input type="checkbox"/>				
78. O sucesso num destacamento proporcionar-me-á uma promoção na empresa de origem.	<input type="checkbox"/>				
79. Trabalhar no estrangeiro é necessário para que possa progredir na carreira dentro da empresa de origem.	<input type="checkbox"/>				
80. Um destacamento internacional poderá não ser muito bom para a minha carreira caso o aceite agora.	<input type="checkbox"/>				
81. As competências que vou desenvolver num destacamento internacional vão ser úteis para a minha carreira.	<input type="checkbox"/>				
82. Provavelmente terei uma mobilidade vertical dentro da estrutura da empresa mais rápida se não for num destacamento internacional.	<input type="checkbox"/>				
83. Em termos de carreira na empresa, um destacamento internacional poderá fazer muito sentido.	<input type="checkbox"/>				
84. Não tenho a certeza que um destacamento internacional me ajude na carreira.	<input type="checkbox"/>				
85. Um destacamento internacional pode abrir-me imensas portas em termos de carreira.	<input type="checkbox"/>				
86. Um destacamento internacional será o passo lógico na minha carreira.	<input type="checkbox"/>				
87. Sei como um destacamento internacional se encaixa na minha carreira global.	<input type="checkbox"/>				
88. Um destacamento internacional deixar-me-á bem posicionado para que quando regressar consiga um bom emprego.	<input type="checkbox"/>				
89. Tudo somado, um destacamento internacional irá ser bom para a minha carreira em termos de mobilidade e progressão.	<input type="checkbox"/>				
90. Um destacamento internacional ajudar-me-á a desenvolver competências úteis para a minha carreira futura.	<input type="checkbox"/>				

	Discordo totalmente			Concordo totalmente	
	1	2	3	4	5
91. Espero ser capaz de progredir noutra empresa após o repatriamento.	<input type="checkbox"/>				
92. Trabalhar no estrangeiro significa melhores condições de progressão na carreira noutra empresa.	<input type="checkbox"/>				
93. O sucesso no destacamento internacional leva a melhores oportunidades noutra empresa.	<input type="checkbox"/>				
94. Trabalhar no estrangeiro é necessário para avançar na carreira noutra empresa.	<input type="checkbox"/>				

K. Gostaríamos de saber qual o seu grau de preocupação relativamente às seguintes afirmações no caso de ser enviado em destacamento internacional (Escala: 1 – Muito preocupado; 2 - Um pouco preocupado; 3 – Normal; 4 - Um pouco despreocupado; 5 - Nada preocupado).

	Muito preocupado			Nada preocupado	
	1	2	3	4	5
95. Progressão na carreira após a repatriação	<input type="checkbox"/>				
96. Redução da responsabilidade e autonomia no trabalho após a repatriação	<input type="checkbox"/>				
97. Redução do pacote salarial após a repatriação	<input type="checkbox"/>				
98. Poucas oportunidades para usar os novos conhecimentos e competências adquiridas após a repatriação	<input type="checkbox"/>				
99. No caso de estar acompanhado pelo seu cônjuge, quão preocupado está com a carreira dele após a repatriação (responda apenas se aplicável).	<input type="checkbox"/>				

Gostaríamos agora que nos fornecesse alguns dados sobre a sua empresa.

100. Qual a nacionalidade da Empresa-mãe? _____

101. Qual o sector de actividade em que a sua empresa se insere?

- Indústria extractiva
- Indústria transformadora
- Produção e distribuição de electricidade, gás e água
- Construção
- Comércio por grosso e a retalho
- Actividades financeiras
- Actividades de consultoria, científicas, técnicas e similares
- Actividades de saúde humana e apoio social
- Outra (especifique, por favor) _____

102. Dimensão da empresa em que trabalha (n.º de colaboradores):

- Menos de 100
- Entre 100 e 250
- Entre 251 e 500
- Entre 501 e 1.000
- Mais de 1.000

103. Número aproximado de colaboradores expatriados por ano? _____

Para terminar, gostaríamos que nos fornecesse alguns dados pessoais.

104. Qual é a probabilidade de vir a assumir uma função de expatriado dentro de:

	Muito improvável	Improvável	Algo provável	Provável	Muito provável
Menos de 1 Ano	<input type="checkbox"/>				
Entre 1 e 3 Anos	<input type="checkbox"/>				
Mais de 3 Anos	<input type="checkbox"/>				

105. Sexo:

- Feminino
- Masculino

106. Idade:

- Menos de 25 Anos
- Entre 25 e 30 Anos
- Entre 31 e 40 Anos
- Entre 41 e 50 Anos
- Mais de 50 Anos

107. Estado Civil

- Solteiro(a), viúvo(a), divorciado(a) ou separado(a) judicialmente
- União de facto, casado(a)

108. Número de dependentes do agregado familiar:

	N.º de filhos
Menos de 6 Anos	_____
Entre 6 e 12 Anos	_____
Entre 13 e 18 Anos	_____
Mais de 18 Anos	_____
Total	_____

Outros elementos do agregado familiar (especifique, por favor): _____

109. Antiguidade na empresa:

- Menos de 1 Ano
- Entre 1 e 3 Anos
- Entre 4 e 10 Anos
- Mais de 10 Anos

110. Função profissional actual:

- Quadro Superior
- Especialistas das Profissões Intelectuais e Científicas
- Técnicos e Profissionais de Nível Intermédio
- Pessoal Administrativo e Similares
- Pessoal dos Serviços e Vendedores
- Outros (especifique, por favor) _____

111. Experiência na função actual:

- Menos de 1 Ano
- Entre 1 e 3 Anos
- Entre 4 e 6 Anos
- Mais de 6 Anos

112. Desempenha um cargo de chefia?

- Sim
- Não

113. No caso de ter respondido positivamente à questão anterior, indique quantos colaboradores tem a seu cargo:

- Menos de 7 colaboradores
- Entre 7 e 14 colaboradores
- Mais de 14 colaboradores

114. Em que área exerce sobretudo a sua função?

- Marketing
- Área comercial
- Logística
- Recursos Humanos
- Finanças / Contabilidade
- Outros (especifique, por favor) _____

115. Habilitações literárias:

- 12º Ano de escolaridade ou equivalente (completo)
- Licenciatura (completa)
- Pós-Graduação (completa)
- Mestrado (completo)
- Doutoramento (completo)
- Outros (especifique, por favor) _____

116. Fluência em línguas estrangeiras (Escala: 1 – Reduzida; 2 – Média; 3 – Elevada)

	Compreensão	Conversação	Escrita
Francês			
Inglês			
Alemão			
Espanhol			
Outra (especifique, por favor) _____			