A Study of Factors Influencing Employee Acceptance of International Assignment

E-mail: 9800787@ mail.dyu.edu.tw

ABSTRACT

The study is to realize the factors influencing expatriates acceptance of assignment in china. By using an interview to gather data, the expectation can analyze the factors influencing expatriates acceptance of assignment. Hoped that provides the enterprise some data, simultaneously gives expatriates some suggestions, enables the expatriates to have more preparations and the profession plan, then causes the performance promotion, simultaneously the enterprise may also increase assignment the success ratio.

This findings induce the factor which five expatriates most care about:

1. Family issues
2. Career development
3. Improvement of life
4. Length of assignment
5. Adjustment overseas

Study findings indicated that expatriates most concern about their family. High salary and a good compensation package can attract employee to work overseas. If businesses provide a clear career development path for expatriate employees including re-entry and promotion opportunity, employees are willing to accept international as-signments.

Keywords : business expatriate　family issues　career development　improvement of life　length of assignment　adjustment overseas

Table of Contents

REFERENCES

(1998) — ?? ? ? ? ?
? (2001) — F ? ? ? ?
? (1998) ? ? ? ? (1995)
(1986) ? ?. ?
?(1994) ? ? ? ? (1993)
(2000) : ? (2000)
? ? (1999) ?
? ? ? ? ? (1994) : ?
(2002) ? ? ? (1994) ?
? ? ? ? (1986) ? ?. (1995)
3(4) 64-75 ? (1998) ? ?
? ?? ? ? 5(1) 19-47 (1995)
( ) ? (2000) ? ?
? ? ? (1989) ? ?. ? (2000) ?
? ? (1988)
? (1998) ? ? ? ? ? ?
? (1993) ?
(1996) ? ? ? ? ? ? ? ? (2002) ?
? ? ? ? ? ? ?

Aextell, R. E. (1990). Do's and Taboos of Hosting International Visi-tors. New York: John Wiley & Sons.

Aycan, Z. (1997). Expatriate adjustment as a multifaceted phenome-non: Individual and organizational level predictors. The Interna-tional Journal of Human Resource Management, 8(4), 439-455.

Bandura, A. P. (1977). Social Learning Theory. New Jersey: Pren-tice-Hall.

Befus, C. P. (1988). A multilevel treatment approach for culture shock experienced by sojourners. International Journal of Intercultural Relations, 12, 381-400.

Bhagat, R., & Prien, K. (1996). Cross-cultural training in organiza-tional contexs. In D.Landis and S. Bhagat (Eds.), Handbook of intercultural training. Thousand Oaks, CA:Sage.

Black, J. S. (1988). Work role transitions: A study of American expa-triate managers in Japan. Journal of International Business Studies, 19, 277-294.

Black, J. S., & Mendenhall, M. E. (1991). The U-curve adjustment hypothesis recised: a review and theoretical framework. Annual of International Business Studies, 2, 226-247.

Bochner, S. (1982). The social psychology of cross-cultural relations. Cultural in Contact: Studies in Cross-Cultural Interation. Ox-ford: Pergamons.

Brislin, R., & Yoshida, T. (1994). Improving intercultural interactions: Modules for cross cultural training programs. Lodan: Sage Pub-lications.

Brislin, R. W. (1981). Cross-cultural encounters. New York: Perga-mon Press.

Cascio, W. F. (1992). Managing Human Resource-Productivity, Qual-ity of Work Life. New York: McGraw-Hill.

Church, A. T. (1982). Sojourn adjustment. Psychological Bulletin, 91, 540-571.

Corsini, R. J. (1972). Encyclopedia of Psychology. New York: Wiley.

David, V. D. (1989). Personality and Job Performance: Evidence of Incremental Validity. Personnel Psychology, 42, 25-36.

Earle, P. C. (1987). Intercultural training for managers: A comparison of documentary and interpersonal methods. Academy of Man-agement Review, 30, 685-698.

Feldman, D. C. (1991). Repatriate moves

as career transitions. Human Resource Management, 1, 163-178.Feldman, D. C., & Thomas, G. C. (1992). Career Management Issues Facing Expatriates. Journal of International Business Studies, 23(2), 271-293.Goldberg. L. R. (1990). An alternative description of personality: The big five factor. Journal of Personality and Social Psychology, 5, 1216-1229.Guilford, J. P. (1978). Fundamental Satistics in Psychology and Edu-cation. New York: MacGraw-Hill.Harris J. E. (1989). Moving managers internationally:The care and feeding of expatriates. Human Resource Planning, 12(1), 49-53.Harrison, J. K. (1994). Developing successful expatriate managers: A framework for the structural design and strategic alignment of cross-cultural training programs. Human Resource Planning, 17(3), 17-34.Harvey, M. G. (1985). The executive family: An overlooked variable in international assignments. Columbia Journal of World Busi-ness, 20(1), 84-91.Harvey, M. G. (1989). Repatriation of corporate executives: An em-pirical study. Journal of International Business Studies, 20(1), 131-144.Harvey, M. G. (1995). The impact of dual-career families on interna-tional relocations. Human Resource Review, 5, 223-244.Harvey, M. G. (1997). Dual-career expatriates: Expectations, adjust-ment and satisfaction with international relocation. Journal of International Business Studies, 28(3), 627-658.Hodgetts, R. M. & Luthans, F. (1993). U.S. multinational's expatriate compensation strategies. Compensation and Benefits Review, 25(1), 57-62.Hofstede, G. H. (1983). The cultural relativity of organizational prac-tices and theories. Journal of International Business Studies, 14 (2), 75-89.Kealy, D. I. (1989). A study of cross culture effectiveness: Theoretical issues, practical applications. International Journal of Intercul-tural Relation, 13, 387-428.Kobrin, S. J. (1988). Expatriate reduction and strategic control in American multinational corporations. Human Resources Man-agement Journal, 27, 63-75.Louis, R. (1980). Surprise and sense making: What newcomers ex-perience in entering an unfamiliar organization setting. Adminis-trative Science Quarterly, 25(2), 226-251.Luo, Y. (2001). Antecedents and Consequences of Personal Attach-ment in Cross-Cultural Cooperative Ventures. Administrative Science Quarterly, 46(2), 177-201.McClenahen, J. S. (1997). To go or not to go? How do you answer the call of a job abroad? Industry Week, 246(2), 33-36.McDaniel, C. O. Jr. (1988). Transferability of multicultural education from training to practice. International Journal of Intercultural Relations, 12, 19-33.McEnery, J., & DesHarnais, G. (1990). Cultural Shock. Training and Development Journal, 44(4), 43-47.Mendenhall, M., & Oddou, G. R. (1985). The dimensions of expatri-ate acculturation: A review. Academy of Management Review, 10(1), 39-47.Mendenhall, M., & Oddou, G. R. (1991). International human re-source management. Boston: PWS-DENT.Nicholson, N. (1984). A theory of work role transitions. Administra-tive Science Quarterly, 29(2), 172-191.Oberg, K. M. (1960). Culture shock: Adjustment to new cultural en-vironments. Practical Anthropologist, 7, 177-182.Peterson, L. A. (1997). International HRD: What we know and don't know. Human Resource Development Quarterly, 8(1), 63-79.Punnett B. J., & Ricks, D. A. (1991). International Business. Mac Graw Hill Book Company.Robinson, R. D. (1984). Internationalization of business. An introduc-tion: The Dryden Press.Ronen, S. (1986). Comparative multinational management. New York: John Wiley and Sons, 352-353.Schell, M. S., & Solomon, T. M. (1996). Capitalizing on the global workforce: A strategic guide for expatriate management. Irwin Profession Publish.Selmer, J. (2001). Antecedents of Expatriate / Local Relationships:Pre-knowledge v.s. Socialization Tactics. The International Journal of Human Resource Management, 12, 916-925.Stening, B. W., & Hammer, M. R. (1992). Cultural baggage and ad-aptation of expatriate American and Japanese managers. Man-agement International Review, 32(1), 77-89.Tayeb, M. (1987). Contingency theory and culture: A study of matched english and indian manufacturing firms. Organization Studies, 8(3), 241-261.Thomas, D. C. & Au, K. (2002). The effect of cultural difference on behavioral responses to low job satisfaction. Journal of Interna-tional Business Studies, 33(1), 309-326.Thomas, G. C., & Worley, C. G. (1975). Organization Development and Change. West Publishing Company.Torbiorn, I. (1982). Living abroad: Personal adjustment and personal policy in the overseas setting. New York: Wiley.Tung, R. L. (1981). Selecting and training of personnel for overseas assignments. Columbia Journal of World Business, 16, 68-78.Tung, R. L. (1982). Selecting and training of procedures of U.S., European and Japanese multinationals. California Management Review, 25(1), 57-71.Tung, R. L. (1987). Expatriate assignments: Enhancing success and minimizing failure. Academy of Management Review, 1(2), 117-125.Williams, G., & Ritchie, B. (1995). Developing expatriate managers for southeast Asia. Area Studies, 21, 383-399.