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When all roads lead to Rome: Expatriate Adjustment in a United Nations Organisation.
A thesis presented in partial fulfilment of the requirements for the degree of

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Linda Jayne Nelson Caie

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Abstract

Studies of expatriate adjustment have traditionally focused on corporate expatriate assignments where foreign employees are often the only expatriate, or one of a handful in a host organisation. Multicultural not-for-profit organisations such as United Nations organisations have largely been ignored. It was hypothesised that classic predictors of expatriate adjustment – Spousal Adjustment, Culture Novelty and Acculturation Style, and novel variables of Economic Adjustment and Stage in Assignment would predict Expatriate Adjustment and subsequent Cognitions to Withdraw prematurely from the assignment.

181 expatriates representing 38 countries from all economic levels completed an online survey investigating their experiences on assignment to a United Nations Organisation in Rome, Italy. Black & Stephens (1989) classic scales of Expatriate Adjustment, Spousal Adjustment, Culture Novelty and Cognitions to Withdraw were employed along with Acculturation Style, Economic Adjustment and Stage in Assignment measures designed for this study. Qualitative data was also collected around expatriates' cognitions to withdraw from their assignment and reasons to stay in order to gain a richer understanding of the expatriate experience.

The best predictors of Expatriate Adjustment and subsequent Cognitions to Withdraw for United Nations expatriate employees in Rome were classic predictor Culture Novelty and novel predictors Economic Adjustment and Stage in Assignment. Structural Equation Modelling indicated the best fitting model of Expatriate Adjustment and subsequent Cognitions to Withdraw demonstrated moderate fit ($\chi^2 = 1045.19$, $df = 486$, $p = .000$, $TLI = .80$, $CFI = .82$, $RMSEA = .08$) with Culture Novelty predicting General and Interaction Adjustment; Economic Adjustment predicting General Adjustment; and Adjustment Stage predicting General, Interaction and Work Adjustment. General Adjustment was the only significant predictor of Cognitions to Withdraw.

Qualitative analysis suggested that the classic adjustment measures used did not adequately capture the experiences of these expatriates and that caution should be taken in generalising the literature to not-for-profit populations. Furthermore the outcomes of this study suggest that the inclusion of novel variables of Economic Adjustment and Stage in Assignment as predictors of expatriate adjustment could be warranted for future research. Sample size and adequacy of measures both limited the extent to which

analysis could be conducted and results generalised. More research into the expatriate experience in the not-for-profit sector is desperately needed.

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Table of Contents

	Page
List of Figures	vi
List of Tables	vii
Chapter 1: Introduction	1
Chapter 2: Literature Review	3
Chapter 3: Methods	20
Chapter 4: Results	28
Chapter 5: Discussion	56
Chapter 6: Conclusion	69
References	71
Appendix A: Survey Questionnaire	77
Appendix B: Confusion Matrix – Cognitions to Withdraw	94
Appendix C: Confusion Matrix – Reasons to Stay	95

List of Figures

	Page
Figure 1. Theoretical Model to be tested	7
Figure 2. Expected pattern of Psychological Stages of Adjustment and Cognitions to Withdraw	7
Figure 3. Bhaskar-Shrinivas et al.'s (2005, p.271) best fitting model of expatriate adjustment over time	18
Figure 4. Final Model of predictors of Expatriate Adjustment and Cognitions to Withdraw	40
Figure 5. Time scale graph indicating periods at which expatriates considered early withdrawal from their assignments	42
Figure 6. Proportional representation of agreed instances of Cognitions to Withdraw	45
Figure 7. Proportional representation of agreed instances of Reasons to Stay	45

List of Tables

	Page
Table 1. Item descriptor statistics	28
Table 2. Model fit and reliability estimates of individual latent variables	32
Table 3. Model fit and reliability estimates - best 4 items	37
Table 4. Predictor models of Expatriate Adjustment and Cognitions to Withdraw	37
Table 5. Regression Weights of predictor variables on Expatriate Adjustment – General, Interaction and Work	38
Table 6. Final Model Fit	40
Table 7. Regression Weights of final model predicting Expatriate Adjustment and Cognitions to Withdraw	40
Table 8. List of categories for coding of Cognitions to Withdraw and Reasons to Stay qualitative data	43
Table 9. Proportion of agreed instances of sub-categories of Cognitions to Withdraw – Organisation	46
Table 10. Proportion of agreed instances of sub-categories of Cognitions to Withdraw – Country	49
Table 11. Proportion of agreed instances of sub-categories of Cognitions to Withdraw – Personal	53

Chapter 1: Introduction

Italy is a movable feast of endless courses. No matter how much you gorge yourself on its splendours, you always feel you haven't made it past the antipasti. Few countries offer such variety and few visitors leave without a fervent desire to return. (Lonely Planet, 2004, p. 3).

How long did it take to adjust to living in Italy? I never did. Living there, existing there, is not a problem. It's the level of frustration that you either sublimate or put up with or opt to not put up with. It's a frustrating existence because of the way the society works. Some of the most beautiful stuff in the world is there, including some of the most beautiful country. Everybody should go there for a month as a tourist – but you don't want to live there. I can assure you that if you poll my colleagues you would get the same answer. Heck, if you polled my *Italian* colleagues you would get the same answer. You just don't want to live there – with the taxes, with the post office that has been on strike for three months and they can't deliver the backlog, with the phone system that doesn't work, with the fact we had 3 kilowatts of electricity for our entire apartment so God forbid you turn on two appliances at the same time and run downstairs. It was a nightmare, but you have to take it with a grain of salt. I didn't expect to be living in Keller when I moved to Rome. What I didn't expect was how bad it was really going to be. (Harrison, Shaffer & Bhaskar-Shrinivas, 2004, p. 200).

Despite the high costs involved with expatriate assignments, the use of expatriate employees around the world has been steadily increasing over the last few decades in increasingly diverse roles (Salt, 1997). Even in an economic climate moving toward global recession, international organisations continue to forecast growth in their use of expatriates overseas (GMAC, 2008), signifying the importance of this type of employee to the strategy of international business. Indeed, rather than aiming to reduce the number of expatriate assignments in response to the current economic climate, more than half of international companies recently surveyed indicated that their goal was to reduce the cost of assignments instead (GMAC, 2008). Early withdrawal rates from expatriate assignments have been estimated in various studies to be anything between 16-50% (Shaffer & Harrison, 1998), and continue to be a major source of concern for employers looking to reduce the financial cost of expatriation (GMAC, 2008).

Heralded as a key variable behind the success or failure of expatriate assignments 'Adjustment' is generally considered to be a process by which a foreigner becomes comfortable with living and working in a host country (Harrison, Shaffer & Bhaskar-Shrinivas, 2004). Studies investigating expatriate adjustment have traditionally focused on corporate expatriate assignments where foreign employees are often the only expatriate, or one of a handful assigned to work in an off-shore branch of a multi-national organisation. Multicultural, not-for-profit organisations typified by United Nations agencies have largely been ignored. It is important to investigate the adjustment

of non-corporate expatriate populations, to establish generalisability of the existing adjustment literature, and to explore the possibility of alternative variables that may affect these workers' adjustment. This research intends to contribute toward both of these aims by investigating, in a non-corporate context, the effect of both established and novel variables on expatriate adjustment and subsequent cognitions to withdraw from their assignment.

Chapter 2: Literature Review

Expatriate Adjustment

Research in the area of expatriate adjustment has been ongoing for well over 50 years, and has sparked such interest in the area that at least three recent meta-analyses (Bhaskar-Shrinivas, Harrison, Shaffer & Luk, 2005; Harrison et al., 2004; Shaffer & Harrison, 1998) have been conducted in an attempt to make sense of an array of findings. Probably the most influential author in the field John Black, whose research with his colleagues in the late 1980s and early 1990s (Black, 1988; Black & Gregersen, 1991a; Black & Gregersen, 1991b; Black, Mendenhall & Oddou, 1991; Black & Stephens, 1989) brought about some level of consensus to the construct of Expatriate Adjustment. It is Black and colleagues' description and operationalisation of Expatriate Adjustment that continues to be most widely regarded and used amongst researchers of expatriates (Harrison, et al., 2004). Following the work of Black and colleagues, Expatriate Adjustment can be defined as the degree of psychological comfort an expatriate experiences on three dimensions – Work Adjustment (relating to job roles and tasks), Cultural Adjustment (relating to non-work aspects of the host country e.g. general living conditions) and Interaction Adjustment (relating to personal interactions with host country nationals; Black & Gregersen, 1991a; Bhaskar-Shrinivas, et al., 2005; Harrison, et al., 2004).

Several studies have found significant positive relationships between Expatriate Adjustment on an expatriate employee's success in his or her overseas assignment on measures of work-related knowledge, skills and abilities including interpersonal skills (Black & Gregersen, 1991a; Nicholson & Imaizumi, 1993), problem solving abilities (Selmer, 1999) and task performance (Parker & McEvoy, 1993), in addition to expatriates' intention to remain in the host country for the duration of the assignment (see Harrison et al., 2004 for a review). The latter issue around premature assignment withdrawal has been highlighted as a major concern for international organisations (Bhaskar-Shrinivas et al., 2005; Harrison et al., 2004) and is reflected at the United Nations Organisation under study, which is currently struggling to attract and retain expatriates (particularly those in the 30-40 year old age-group with young families and/or dual career partnerships) to its Head Office in Rome (United Nations Organisation, personal communication, 6 December, 2007). Given the continued

prevalence of these issues in international organisations, theory around expatriate adjustment and easing the adjustment process is either not being translated into practice, or is not generalisable to all organisational contexts.

One example of research that is clearly not being translated into practice is extending pre-assignment preparation tools (such as cross-cultural and language training) to include family members accompanying expatriate workers on assignment. The impact of accompanying family members' adjustment on employee adjustment has been consistently reported in the expatriate literature, with Spousal Adjustment in particular influencing Expatriate Adjustment and demonstrating a moderating effect on expatriate workers' Cognitions to Withdraw. Black & Stephens' (1989), original Spousal Adjustment study reported correlations between Spousal Adjustment and Expatriate Adjustment of .47 (General Adjustment), .78 (Interaction Adjustment) and .27 (Work Adjustment) and a correlation between Spousal Adjustment and the expatriate's Cognitions to Withdraw of -.31. Subsequent studies (e.g. Black & Gregersen, 1991a; Black & Gregersen, 1991b; Shaffer & Harrison, 1998) have reported similar results. Despite these findings, organisational surveys such as GMAC (2008) indicate that whilst many international companies do engage in some theory-driven practices to ease adjustment (such as language and cross-cultural training) these are largely directed at the expatriate employee and are rarely extended to family members accompanying the employee on assignment. Furthermore, when pre-departure training is offered, it is often insufficient in scope or depth to prepare the expatriate for success on the assignment (Kealey, Protheroe, MacDonald & Vulpe, 2005).

Scullion & Brewster (2001) suggest that expatriate adjustment theory may not be generalisable to all organisational contexts as the dominant theory (based on the work of Black and colleagues) is founded on studies by North American researchers studying corporate North American-based organisations. A gap in the literature of expatriate research into non-North American and not-for-profit organisations has previously been identified (e.g. Scullion & Brewster, 2001; Harrison et al., 2004), but thus far has not been addressed. It is hoped that this study helps to address that gap by investigating the generalisability of the Expatriate Adjustment literature in a multi-national not-for-profit organisation.

Adjusting to the country culture of Italy is expected to be challenging for many United Nations expatriates. Moreover, as the organisation substantially recruits new employees for its Rome-based vacancies, it is expected that expatriates new to the United Nations

may also experience an adjustment to the organisational culture. Organisational socialisation is the process of adjusting to a new organisation (Cooper-Thomas & Anderson, 2006). It “can include changes in or the development of new skills, knowledge, abilities, attitudes, values, and relationships, and the development of appropriate sense-making frameworks” (Cooper-Thomas & Anderson, 2006, p. 492). As expatriate socialisation research generally assumes relocation of an existing employee, and therefore prior familiarity with the organisation, research focus is on adjusting to local work practices and attitudes (e.g. Katz & Seifer, 1996; Lueke & Svyantek, 2000) rather than the organisation itself. For expatriates new to the Organisation that have not previously experienced working for a United Nations organisation, been involved in such a culturally diverse workplace or even been exposed to the Anglo-style work practices that the United Nations is based upon this may result in a double adjustment scenario as they attempt to adjust to both a novel organisational culture and a novel country culture.

Empirical research has identified several work and non-work variables that directly affect expatriate adjustment, and subsequent cognitions to withdraw early from their assignment. Whilst studies of variables such as language proficiency, personality, cross-cultural training and previous overseas experience have reported weak or inconsistent relationships (Harrison et al., 2004) the two most consistently reported antecedents of expatriate adjustment are the adjustment of an accompanying spouse to the host country (Spousal Adjustment) and how novel the host country is compared to the expatriate’s home country (Culture Novelty; Harrison et al., 2004). More recently, a foreigner’s attitude towards their involvement in the host country (Acculturation Style) has received increasing support as a significant predictor of their adjustment abroad (e.g. Berry, 1997; Berry, 2001; Dona & Berry, 1994; Ward & Kennedy, 1999; Ward & Rana-Deuba, 1999) although much of the acculturation research is based upon student and immigrant populations. In order to investigate the generalisability of these predictors of expatriate adjustment to a multi-cultural, not-for-profit organisation, Spousal Adjustment, Culture Novelty and Acculturation Style will be included in this study.

The degree to which these variables affect expatriates in multicultural, not-for-profit organisations like the United Nations is unknown. Unlike previously studied expatriate populations, the United Nations has employees from all levels of economic, political and religious backgrounds converging in an environment that is foreign to them all.

Due to this atypical organisational makeup, United Nations expatriates may experience additional pressures to those previously researched. United Nations expatriates from low-income countries experiencing a substantial change in financial situation and living conditions may face an ‘economic adjustment’ not previously considered. For example, expatriates from developing or emerging-economy countries may face additional pressures due to expectations that the ‘high earning’ expatriate will provide those in their home country with financial support (e.g., Remenick, 2005). Economic Adjustment will therefore be explored as a novel predictor variable of Expatriate Adjustment

Another potential predictor variable of Expatriate Adjustment is Stage in Assignment. The stage theory of adjustment, based on interviews with expatriates by Lysgaard (1955) and Torbiorn (1982), posits that expatriates go through four stages of adjustment. The ‘Honeymoon period’ occurs upon arrival when all is new and exciting; the stage of ‘Culture Shock’ accompanies the realisation that the expatriate has inadequate skills or knowledge to cope with the stressors of day-to-day living in a foreign environment and is the time that thoughts around returning home are believed to be strongest; ‘Adjustment’ is the stage during which the expatriate learns to deal with these stressors; and ‘Mastery’ occurs when the expatriate is able to easily function in the host country (Lysgaard, 1955; Torbiorn, 1982). The stage theory, while theoretically accepted has received little empirical support. Stage in Assignment will therefore be investigated as an additional possible predictor of Expatriate Adjustment with the Honeymoon and Adjustment stages expected to predict moderate Expatriate Adjustment, the Culture Shock stage to predict low Expatriate Adjustment, and the Mastery stage to predict high Expatriate Adjustment. United Nations expatriates’ Cognitions to Withdraw are expected to be highest during the Culture Shock stage.

This research aims to consider novel variables of Economic Adjustment and Stage in Assignment as additional possible sources of predictive power of adjustment for United Nations expatriates (see Figure 1.) and to investigate empirical evidence around the stage theory of adjustment (see Figure 2.). The following section discusses each of the proposed predictor variables in turn.

Proposed model

Figure 1. Theoretical Model to be tested

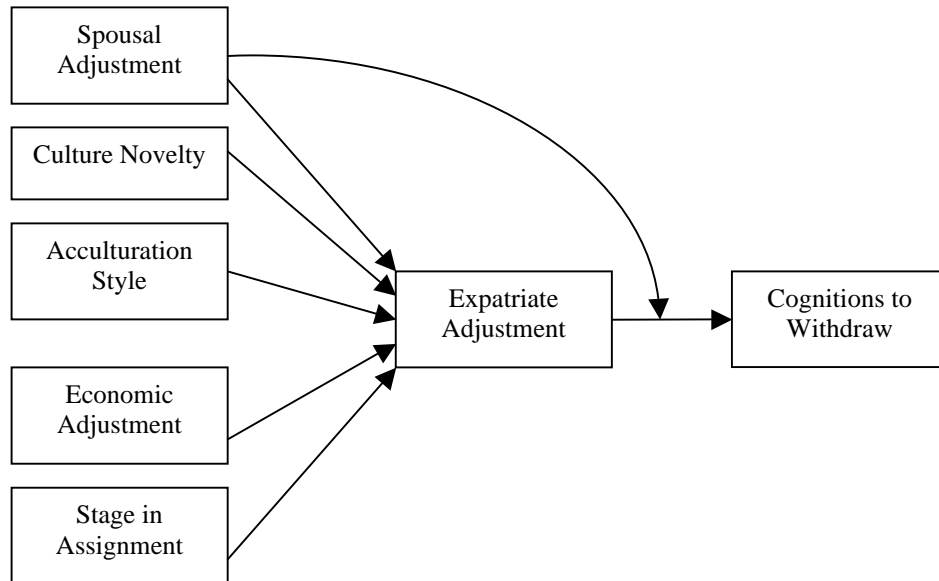
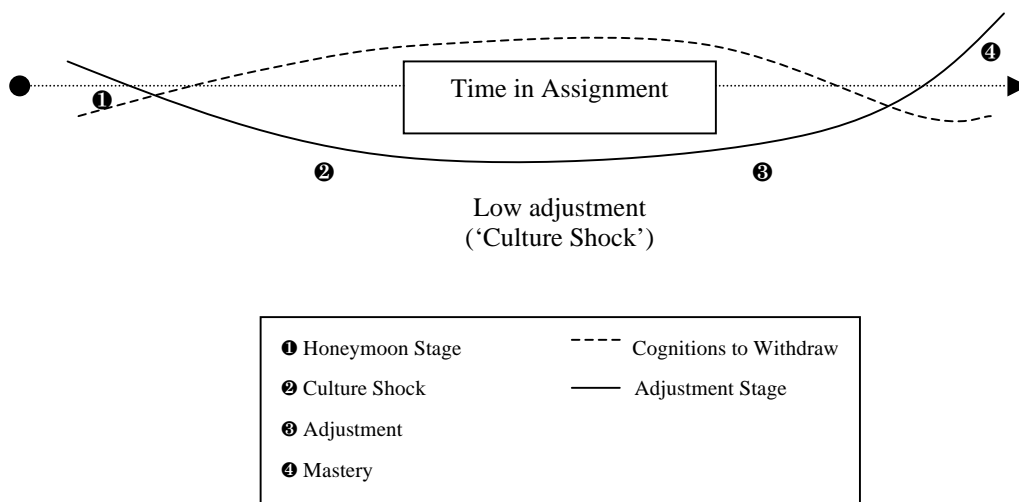


Figure 2. Expected pattern of Psychological Stages of Adjustment and Cognitions to Withdraw



Spousal Adjustment

For the purposes of this paper, the term ‘Spousal’ does not refer solely to married expatriates, but includes any person living in a marital-equivalent relationship with an expatriate employee who accompanied the expatriate to Italy. Empirical studies have consistently reported Spousal Adjustment as having a considerable influence on Expatriate Adjustment, which has demonstrably acted as a significant moderator on employees’ subsequent cognitions to withdraw from their assignment (Black & Stephens, 1989; Bhaskar-Shrinivas et al., 2005; Harrison et al., 2004; Shaffer & Harrison, 1998).

Expatriate researchers have traditionally treated Spousal Adjustment as equivalent to Expatriate Adjustment on the General and Interaction dimensions, and measured it using the same (Black & Stephens, 1989) General and Interaction Adjustment scales. However the third dimension of Work Adjustment has traditionally been omitted for spouses of expatriate workers. Given the exclusion of the work dimension on this construct, Spousal Adjustment can be defined as the degree of psychological comfort an expatriate worker’s spouse experiences on two dimensions – Cultural Adjustment (relating to non-work aspects of the host country, such as general living conditions) and Interaction Adjustment (relating to personal interactions with host country nationals).

Historically the majority of expatriate employees have been accompanied on assignment by a spouse (Black, 1988; Black & Stephens, 1989; GMAC, 2004) however a recent international survey of expatriates shows a decline in numbers of married expatriates (GMAC, 2008). Whether this is because fewer expatriate employees are accompanied on assignment or is merely indicative of a general societal reduction in rates of marriage (Coontz, 2004) is unclear. Regardless, research investigating the effects of Spousal Adjustment on Expatriate Adjustment consistently reports Spousal Adjustment to be a significant predictor of Expatriate Adjustment for those accompanied on assignment. In their 2005 meta-analysis Bhaskar-Shrinivas et al. calculated mean correlations of Spousal Adjustment over 11 studies to be .49 with expatriates’ General Adjustment, .38 with Interaction Adjustment and .22 with Work Adjustment. These sizeable correlations emphasise the importance of considering Spousal Adjustment when investigating Expatriate Adjustment and substantiate its continued inclusion in Expatriate Adjustment studies.

Whilst only a limited number of studies have extended their investigations to examining the impact of Spousal Adjustment on expatriates’ Cognitions to Withdraw

from the assignment, early studies (e.g. Black & Stephens, 1989) found a direct negative relationship whilst more recent studies have found more of a moderating effect (e.g., Shaffer & Harrison, 1998). Whether direct or indirect, Spousal Adjustment is consistently reported as having some degree of influence over expatriate workers' Cognitions to Withdraw, and is therefore an important variable to consider when investigating the expatriate experience. As illustrated in Figure 1, Spousal Adjustment is expected to be a positive and direct predictor of Expatriate Adjustment for United Nations employees accompanied on assignment and to moderate those employees' Cognitions to Withdraw.

Culture Novelty

Culture is a complex construct that can be tackled at many levels. Whilst it is recognised that each country has subcultures within it, evidence suggests that on certain dimensions, such as work-related values and attitudes, between-country differences exceed within-country differences – making cultural comparison at the country level a possible and valid unit of analysis (Gupta & Hanges, 2004). Culture Novelty can be defined as the degree to how “novel and different the host culture is compared to the home culture” (Black & Gregersen, 1991b, pp. 466-467). As with Spousal Adjustment, evidence of cultural novelty influencing expatriate adjustment has been consistently reported in the expatriate literature. A recent meta-analysis of studies testing the relationship between Culture Novelty and Expatriate Adjustment found negative correlations between Culture Novelty and General Adjustment (-.28), Interaction Adjustment (-.15) and Work Adjustment (-.10; Bhaskar-Shrinivas et al., 2005). The higher the Culture Novelty, the lower self-reported adjustment is likely to be. However, Harrison et al. (2004) found in their meta-analysis that while the majority of authors reporting a negative relationship between Culture Novelty and Expatriate Adjustment, some reported a positive relationship. Parker & McEvoy (1993) for example found negative correlations between Culture Novelty and Interaction and Work Adjustment, but a positive correlation between Culture Novelty and General Adjustment. Harrison et al. (2004) suggest this may be due to the “psychic difference paradox” where “adjustment to a relatively similar culture may be as difficult as adjustment to a distant culture because differences are not anticipated” (Harrison et al., 2004, p. 228). In other words, expatriates from countries culturally similar to the host country may experience difficulties in adjusting to the new country culture because they do not expect, and

therefore are not prepared for, the cultural differences with which they are confronted (Fenwick, Edwards & Buckley; 2003).

The implication of this paradox for extremely culturally diverse organisations, such as the United Nations, is that Culture Novelty may not be a simple linear predictor of adjustment as suggested in previously studied populations. If the psychic difference paradox is salient amongst United Nations expatriates in Rome who are from countries culturally similar to Italy (Israel, French-speaking Switzerland, Spain, Portugal and France; Gupta & Hanges, 2004) these expatriates would be as likely to report adjustment difficulties as those from culturally distant countries (e.g. Qatar, Kuwait, Taiwan, China, India; Gupta & Hanges, 2004). However if the effects of Culture Novelty are consistent with the majority of previous research a negative linear relationship with Expatriate Adjustment should emerge. As one of the main aims of this research is to investigate the generalisability of the expatriate adjustment literature, Culture Novelty will be treated as a linear predictor variable of Expatriate Adjustment as illustrated in Figure 1.

Acculturation Style

Acculturation Style as a predictor of Expatriate Adjustment is not as well established within expatriate worker populations as Spousal Adjustment and Culture Novelty. However Acculturation Style has significant support within immigrant, refugee and international student populations (e.g. Berry, 1997; Berry, 2001; Dona & Berry, 1994; Ward & Kennedy, 1999). Ward & Rana-Deuba (1999) found significant relationships between Acculturation Style and Adjustment on three of the four Acculturation Style dimensions (Separation, Integration and Assimilation) when testing the theory with expatriate aid workers in Nepal. This suggests that further investigation into the effect of Acculturation Style on expatriate worker adjustment is warranted.

There are two major schools of thought on acculturation – firstly that it is a unidimensional process where a (minority) foreigner makes behavioural and attitudinal changes to fit in with the (dominant) host culture (van de Vijver & Phalet, 2004) – also referred to in the acculturation literature as the ‘assimilationist approach’ (e.g. Dona & Berry, 1994). The second theory is that acculturation is a bidimensional process (otherwise referred to as ‘cultural pluralism’ or the ‘pluralist model’) where foreigners choose the degree to which they want to adapt to the host country culture (Dona & Berry, 1994; van de Vijver & Phalet, 2004). The unidimensional model has been

criticised for assuming that a foreigner must reject their home culture in favour of that of the host country - and that it excludes foreigners who work to maintain their home country culture in the host country (Arends-Toth & van de Vijver, 2007; Dona & Berry, 1994; Nguyen, Messé & Stollak, 1999; van de Vijver & Phalet, 2004). In contrast, the bidimensional model allows for more flexibility in the degree to which foreigners choose, or choose not to both maintain their home country culture and adopt the host country culture (Dona & Berry, 1994). This has led to a current preference amongst acculturation researchers toward the second model, and in particular Berry's Acculturation Model (van de Vijver & Phalet, 2004; Ward & Rana-Deuba, 1999).

According to Berry's Acculturation Model, foreigners living abroad hold attitudes about the degree to which they want to maintain their home country culture and/or relate to and become involved in the host country culture (Berry, Kim, Power, Young & Bujaki, 1989). Berry et al. (1989) suggest there are four acculturation styles - those with an 'Assimilation' style abandon their home cultural identity and traditions in favour of the host country's; those with an 'Integration' style seek to maintain their home cultural identity and traditions but also seek involvement and inclusion in the host country culture; those with a 'Separation' style have no interest in relating to, or becoming part of, the host country culture and work to maintain their home country traditions and cultural identity; and those with a 'Marginalisation' style neither seek to maintain their home country culture nor adopt that of the host country. Previous research indicates that foreigners with an integration or assimilation acculturation style may experience fewer adjustment difficulties to a host country compared to those with a segregation or marginalisation style (e.g. Dona & Berry, 1994; Ward & Rana-Deuba, 1999).

In order for a foreigner to have the choice of integration or assimilation however, it should be noted that the host country culture must be receptive to them for this to occur. Berry et al. (1989) note that cultural groups can be forced into separation (or segregation) by a dominant culture (Berry et al., 1989). Attitudes of distrust toward foreigners and racism toward some ethnic groups do exist in Italy – particularly toward those who have visible 'markings' of difference, such as skin colour (Campani, 1993; Melossi, 2003). It is neither suggested here nor by the authors cited that all Italians hold these negative attitudes toward foreigners - the purpose of this discussion is to provide background to the country culture that may shape some United Nations expatriates experiences in Rome. It is possible that because these negative attitudes

toward foreigners are present in Italy that some United Nations expatriates who may have preferred to adopt an integration or assimilation acculturation style may find it more difficult to do so than others.

In Dona & Berry's (1994) study of Central American refugees, the degree to which a foreigner maintained contact with their home country culture was the best predictor of Acculturation Style - a high level of contact was more likely to predict a separation style; a medium level, integration; a low level, assimilation (no participants were classified into the marginalisation category). Dona & Berry (1994) concluded from their study that practical and emotional support garnered through contact with culturally-similar others was important to the psychological wellbeing of refugees, however those who did not develop personal relationships with people in the host culture found it more difficult to adjust. Similar results have been found amongst expatriate workers, where those who socialise more with host country nationals than other expatriates (and therefore have a higher level of contact with the host culture) tend to report greater adjustment on all three Expatriate Adjustment dimensions - General, Interaction and Work (Lee & Liu, 2006; Parker & McEvoy, 1993). It would be expected that similar results would be found with United Nations expatriates in Rome (see Figure 1).

Interestingly, Tung's (1998) study of American Expatriates indicated that while many expatriates stated a preference for an Integration or Assimilation style of acculturation, in practice many socialised predominantly with other expatriates - suggesting more of a Separatist acculturation style. Since an integration style of acculturation assumes foreigners to have as much of an involvement with the host culture as the home culture and assimilation style more involvement with the host culture than the home culture, there seems to be a contradiction between the acculturation style that expatriates reportedly preferred versus what they actually practiced. Given Tung's (1998) finding, participants in this study will be asked to report their actual acculturation style rather than their preferred acculturation style (see items 106-115 in Appendix A). It is expected that expatriates with an Integration or Assimilation acculturation style will report higher levels of Expatriate Adjustment than those with a Separation or Marginalisation style, and is included in the proposed model as illustrated in Figure 1.

Economic Adjustment

Whilst several factors are considered important in shaping culture, such as language, religion and ethnicity, economic forces can sometimes influence cultural values and behaviours (Gupta & Hanges, 2004). For some expatriates a shift from living and working in a given economic environment to a significantly different one, may also require a shift in behaviours and cognitions toward money and lifestyle in general. The literature relating to the effects of economic adjustment on foreigners in a new country is based on refugee and immigrant populations with a focus on employment issues (e.g., Chiswick, 1993; Remenick, 2005; Waxman, 2001). In the case of self-initiated and assigned expatriate workers, research has, for the most part, concentrated on the effects of pay inequities between foreign (wealthy) and host country (poor) workers (e.g., Carr, Chipande & MacLachlan, 1998; Marai, 2002/2003). However there appears to be no research on the psychological states of expatriates who relocate from poorer countries to wealthier ones with pre-arranged jobs and on salaries significantly larger to what they may be offered at home.

For organisations founded on diversity that are struggling to recruit appropriately skilled minority employees, it becomes increasingly critical to be able to retain those they do. In the case of United Nations Organisations it is therefore important to consider these minority populations and the atypical adjustment difficulties they may face on assignment. Due to the wide range of socio-economical backgrounds of United Nations employees, it is possible that expatriates from some countries may experience additional psychological pressures in their an economic adjustment, which in turn may affect their general adjustment to the organisation and to Rome - particularly if they come from a country of extreme poverty (such as Sierra Leone, Mozambique, Haiti; Human Development Report, 2006).

According to Exline & Lobel's (1999) theory of 'sensitivity about being a target of a threatening upward comparison' a 'successful' individual can experience psychological discomfort if they perceive that less successful others are negatively appraising their superior status. For expatriates from poor countries, enjoying the economic benefits of an expatriate assignment while friends and family struggle at home may provoke such sentiments. Being a target of threatening upward comparison can invoke hostility, derogation or demands for help from lower status groups or individuals (Exline & Lobel, 1999; Exline & Lobel, 2001). In the case of a United Nations expatriate from a low-income country, if they perceive themselves to be a target of threatening upward

comparison, they may respond by sending money home or by avoiding their friends and family in the home country. The former action may leave the expatriate without sufficient funds to live comfortably in Rome, while the latter may cut off vital social support networks. Both of these scenarios are likely to have a negative affect on the overall adjustment of the expatriate. It is therefore important to explore economic adjustment as an additional possible source of predictive power of adjustment for United Nations expatriates and is included in this study as illustrated in Figure 1. For the purposes of this study Economic Adjustment encompasses both a change in economic situation from the home country to the host country (see items 40-47 in Appendix A), and a degree of psychological adjustment that accompanies that change (items 48-105 in Appendix A).

Stage in Assignment

The U-curve theory of adjustment (originated with Lysgaard, 1955 and developed by Torbiorn, 1982) posits that expatriates experience four stages of psychological adjustment during the adjustment process, that when graphically presented forms a 'U' shape (see Figure 2). Lysgaard (1955) and Torbiorn (1982) describe the stages of the U-curve theory as follows. The first point on the U (see Figure 2) is termed the 'honeymoon period' where perceived level of adjustment is often moderately high as fascination with the new country and culture overrides problems and negative aspects of the new environment. The second point on the curve represents the beginning of what referred to as the 'culture shock' stage - where after a time the expatriate becomes more involved in the local culture and becomes increasingly aware of their inadequacies in being able to deal with situations at a deeper level. It is during this stage that expatriates' cognitions to withdraw are believed to be highest (Harrison et al., 2004). The third point in the curve indicates the beginnings of 'adjustment' where reports of adjustment begin to increase again as the expatriate learns to modify his or her expectations and behaviours to cope with the local environment more effectively. The final and highest point of the curve is termed 'mastery' where the expatriate considers him or herself to be fully adjusted. It is expected that United Nations expatriates' would go through similar experiences.

Whilst the U-curve model of adjustment and/or its underlying theory has often been treated in the literature as 'accepted theory' it has received little empirical support (Black & Mendenhall, 1991; Harrison et al., 2004; La Brack & Berardo, 2007).

Lysgaard (1955) and Torbiorn (1982) built their descriptions based on interviews with foreigners abroad, however it seems that no one has sought to empirically define the stages. Results from Ward, Okura, Kennedy & Kojima's (1998) longitudinal study of Japanese students' levels of adjustment in New Zealand suggested that the honeymoon period was not experienced by the sample, as difficulties of adjustment were reportedly highest at entry to the country. Nicholson & Imaizumi (1993) found a U-curve of reported adjustment levels to apply to approximately half of their sample of Japanese expatriates in Britain who were asked to retrospectively graph their adjustment experience over time. In their meta-analysis Bhaskar-Shrinivas et al (2005) plotted mean scores of studies that had measured levels of adjustment over time and found more of an 'S' shape. Hence findings are varied.

A possible explanation for this variation in findings is that there may be different patterns of adjustment for different types of foreigners abroad. It is argued here that if the theory stands, United Nations expatriates in the 'honeymoon', 'adjustment' or 'mastery' stages should report a moderate to high level of adjustment, while those reportedly in the 'culture shock' stage should score low on adjustment and will be more likely to report cognitions to withdraw. Stage of Assignment is therefore included in the proposed model as a predictor variable of Expatriate Adjustment as illustrated in Figure 1. Meanwhile a time-based tracking of Cognitions to Withdraw should demonstrate an inverted U-curve, if as the theory proposes, Cognitions to Withdraw should be strongest during the 'culture shock' phase of the adjustment process.

Cognitions to Withdraw

Early withdrawal rates from expatriate assignments have been estimated in various studies to be anything between 16-50% (Shaffer & Harrison, 1998). The associated costs to organisations are considerable including recruitment, loss of skills/knowledge, international relocation expenses and extra training and benefits particular to expatriate assignments (Lueke & Svyantek, 2000).

Due to the difficulties of conducting a retrospective study on expatriates who have prematurely withdrawn from an international assignment – such as access to former employees and lack of formal records (Shaffer & Harrison, 1998) - measuring current expatriates' Cognitions to Withdraw has been a widely used research alternative (Harrison et al., 2004). The biggest issue with this strategy is that while Cognitions to Withdraw may be a necessary precursor to voluntary withdrawal from an assignment

they do not always necessarily lead to action (Tung, 1998). This is supported by Shaffer & Harrison's (1998) study of expatriates from 29 countries on assignments around the globe where Cognitions to Withdraw was not able to predict continuance commitment – an employee's actual intention to stay, nor assignment completion. This may explain Bhaskar-Shrinivas et al.'s (2005) meta-analysis of Expatriate Adjustment studies' relatively low mean correlations between Expatriate Adjustment and Cognitions to Withdraw of -.23 for General Adjustment, -.12 for Interaction Adjustment and -.19 for Work Adjustment. However as significant relationships between Expatriate Adjustment and Cognitions to Withdraw have been consistently reported in the expatriate literature they are important variables for organisations to consider when looking to reduce the overall costs of expatriate assignments. As previous studies have not fully captured the reasons behind why expatriates may prematurely withdraw from their assignment, qualitative analysis will be conducted in this study to explore the reasons more fully behind United Nations, Rome expatriates' Cognitions to Withdraw. If an organisation can anticipate the issues that may impact upon an expatriate's adjustment to the host country and their assignment they may also be able to reduce potential cognitions to withdraw by identifying appropriate ways in which to ease the expatriate adjustment experience. Expatriate Adjustment as a predictor of Cognitions to Withdraw However simply having the expatriate complete an assignment is not necessarily always in the best interests of the organisation.

Psychological withdrawal from expatriate assignments often occurs when an expatriate decides to remain for the assignment's duration despite a desire to physically withdraw and has been linked to lower job performance, impaired working relationships and discredited organisational image (Shaffer & Harrison, 1998; Sheridan, 1985 reported significant relationships of between -.25 and .33 on dimensions such as performance, group cohesion and absenteeism). Why employees decide to stay despite cognitions to withdraw however is largely unknown. Tung's (1998) study implies that the promise of a promotion or career advancement upon return to the home country to be a factor, while Shaffer & Harrison (1998) and Guzzo, Noonan & Elron (1994) suggest assignment completion bonuses are often an incentive to stay. In the not-for-profit sector such incentives may not be available - and will therefore be investigated qualitatively in this study.

Whilst an expatriate employee's own adjustment is influential to his or her likelihood of completing an assignment, where the employee has been accompanied to the host

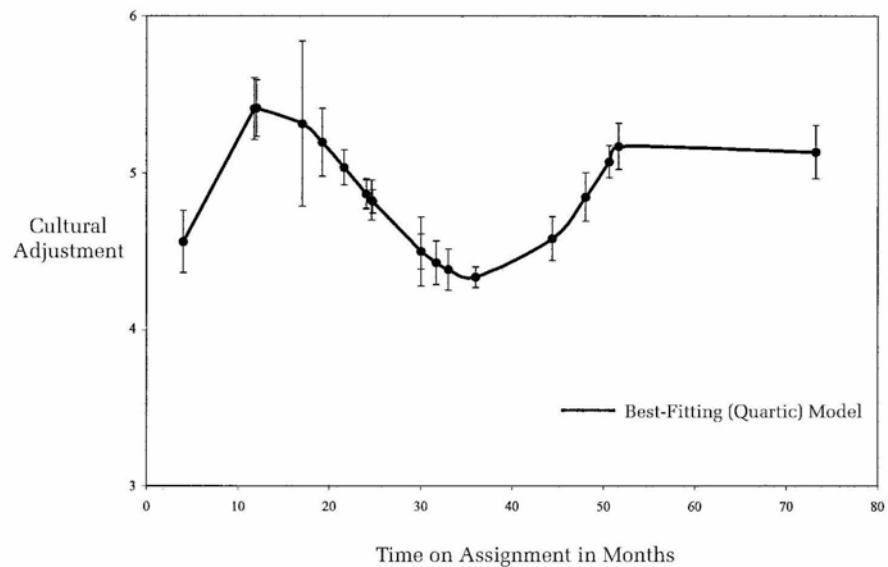
country by a spouse/partner, the adjustment of the companion to the new country also holds significant bearing on early withdrawal decisions and has consistently demonstrated a moderating effect on expatriate employees' Cognitions to Withdraw (Bhaskar-Shrinivas et al., 2005; Black & Gregersen, 1991b; Black & Stephens, 1989). As illustrated in Figure 1., the proposed model for this study expects Expatriate Adjustment to predict Cognitions to Withdraw with Spousal Adjustment acting as a moderating variable.

Time in Assignment

Whilst there has been much research in the area of expatriate adjustment and reasons behind premature withdrawal from assignments, there has been little attention taken toward patterns of withdrawal in terms of timeframe. That is, how long into their assignment expatriates are most likely to withdraw. A recent meta-analysis of the expatriate adjustment literature (Bhaskar-Shrinivas et al., 2005) found an overall horizontal 'S' adjustment shape (see Figure 3) where levels of expatriate adjustment increased from entry into the host country (the 'Honeymoon' Adjustment Stage) with highest levels of adjustment reported at approximately 12 months, after which reported levels of adjustment dropped again to the lowest point ('Culture Shock') at three years, to increase again ('Adjustment') to a sustained level of high adjustment (Mastery) at four years (Bhaskar-Shrinivas et al., 2005). This is a considerably longer adjustment period compared to prior estimates which considered the 'Honeymoon' stage to last only around two months and adjustment to occur within the first 12 months of assignment (e.g., Black & Gregersen, 1991b; Torbiorn, 1982; Tung, 1998). Bhaskar-Shrinivas et al. (2005) however note that the limited number of studies ($k=3$), on which their model of expatriate adjustment over time was based, may threaten the trustworthiness of their findings.

In this study, as Expatriate Adjustment is expected to predict Cognitions to Withdraw, it would be expected that an inverted line of Cognitions to Withdraw would mirror reports of adjustment over time, similar to that depicted in Figure 2.

Figure 3. Bhaskar-Shrinivas et al.'s (2005, p.271) best fitting model of expatriate adjustment over time



^a The numbers on the Y-axis represent predicted values.

Hypotheses

Following the existing literature, and as graphically presented in Figure 1., it is expected that:

- Classic predictors of Spousal Adjustment, Culture Novelty and Acculturation Style will predict Expatriate Adjustment for United Nations expatriate employees.
- Proposed novel predictors of Economic Adjustment and Stage in Assignment will also predict United Nations expatriates' Adjustment.
- Consistent with the literature, Expatriate Adjustment will predict Cognitions to Withdraw, with Spousal Adjustment acting as a moderating variable.
- As depicted in Figure 2., if support is found for the U-Curve theory of adjustment, Cognitions to Withdraw will be strongest after a short period of time in the assignment during the stage known as 'Culture Shock', after which Cognitions to Withdraw are expected to reduce as adjustment to Italy increases.

As little is known about Cognitions to Withdraw in relation to Time in Assignment investigations will be exploratory to discover if there are common times when United Nations, Rome expatriates are most likely to experience Cognitions to Withdraw. Likewise, in order to address a gap in the literature, reasons behind

United Nations, Rome expatriates' decisions to stay, despite cognitions to withdraw, will be investigated through qualitative open-ended questioning.

Chapter 3: Methods

Participants

An email inviting participation, presenting information about the study and containing a hyperlink to the data collection website was sent to all employees in the United Nations Organisation's head office in Rome. The email stipulated the voluntary nature of participation and completion of the web-based survey, assured participants of confidentiality and anonymity and was sent by a member of the United Nations Organisation's Human Resources staff on behalf of the researcher. Employees were asked to self-identify as being eligible for participation. The criteria for identification as an expatriate was that the employee was non-Italian and had relocated to Italy from another country in order to take up a position in the United Nations Organisation's Rome office. 181 United Nations expatriates completed the survey - a response rate of 18 percent. Whilst participation numbers were considerably lower than anticipated (a year 2000 meta-analysis of web-based survey response rates reported an average of 39 percent rate of return; Cook, Heath & Thompson), it was discovered after the data collection period had closed that two other (unrelated) surveys were also being conducted in the United Nations Organisation at the same time. It is likely that being oversurveyed during data collection contributed to the lower response rate (Porter, Whitcomb & Weitzer, 2004). Of the 125 participants who indicated their gender, 62 were male (49.6%) and 63 were female (50.4%). Mean age was 43.95 years, range 22-61 years. 89 participants (49.2%) indicated that they were accompanied by a spouse/partner and 61 (33.7%) had dependent children living with them. 123 participants (68%) stipulated their home country, which was defined as "the country you best identify with rather than necessarily your country of birth". Respondents were grouped into regional country culture clusters according to Gupta & Hanges (2004). Gupta & Hanges (2004) identify 10 regional clusters into which culturally similar countries can be classified and used as a valid unit of analysis for cultural comparison. All 10 regions were represented – however six respondents could not be classified. Two participants reported to be from Switzerland, which Gupta & Hanges (2004) divide into French-speaking Switzerland (Latin Europe) and the remainder of Switzerland (Germanic), one participant reported to be from Europe, another reported to be from two culturally different countries (one country belonging to the Anglo cluster, the other

to the Southern Asian cluster), and two did not identify with any particular country. Of the remainder, 50 participants (42.7%) were from the Anglo cluster, 23 (19.7%) from Latin Europe, 12 (10.3%) from the Germanic cluster, 9 (7.7%) from Nordic Europe, 7 (6%) from Latin America, 6 (5.1%) from Sub-Sahara Africa, 3 (2.6%) from the Eastern Europe cluster, 3 (2.6%) from Southern Asia, 2 (1.7%) from Confucian Asia and 2 (1.7%) from the Middle East. Whilst it would appear there was an overrepresentation of participants from the Anglo cluster of countries, this is likely a fairly accurate reflection of the potential sample pool. Countries from the Anglo cluster are overrepresented in the United Nations, while the regions that demonstrated fewer participants are underrepresented (United Nations Organisation, personal communication, November, 2007). Expatriates were relatively evenly represented across all levels of the organisation with 36.3% of respondents from the lower level of the organisation, 27.4% mid-level, and 36.3% upper level. Mean period of time in Italy was 10.36 years, range 2 weeks to 30 years. Mean expected duration of assignment was 8.1 years, range 6 months to 30 years. 61.8% of participants reported their assignment to be either open-ended or of an unknown duration. 15% of participants reported to have advanced or fluent Italian language skills upon arrival in Italy, 9.5% intermediate Italian, and 75.5% basic or no Italian.

Measures

This study was conducted as a web-based survey with data collected through a secure, independent online data collection resource (www.surveymonkey.com). See Appendix A for a complete copy of the survey. As both classic and novel predictors of Expatriate Adjustment were being explored, a combination of existing measures and new measures designed specifically for this study were administered to participants.

Expatriate Adjustment

Given that one of the aims of this research was to establish generalisability of the existing expatriate literature to a non-corporate environment, the most widely used measure of Expatriate Adjustment - Black & Stephens (1989) scale (Harrison et al., 2004) - was adopted for this study (items 1-14 in Appendix A). The 14-item scale is evaluated on a 7-point Likert scale ranging from 1 (completely unadjusted) to 7 (completely adjusted). Black and Stephens (1989) reported alpha reliability scores of .82 for General Adjustment, .89 for Interaction Adjustment and .91 for Work

Adjustment. Higher scores reflect greater adjustment on each dimension. The Expatriate Adjustment items were split into two separate questions – the first related to adjustment to Italy which included General Adjustment (items 1-7) and Interaction Adjustment (items 8-11), the second to work adjustment at the United Nations Organisation. This was done as a result of participant feedback during pilot testing as participants found the original format's abrupt change in reference point from country environment to work environment confusing. This did not affect the reliability of the measure with observed coefficient alphas ranging from .90 to .95.

As a double adjustment scenario of United Nations expatriates to both the country and organisational cultures was being explored, a single pairwise ratio scale was used to establish whether expatriates found it more or less difficult to adjust to the country culture of Italy in comparison to the organisational culture of the United Nations Organisation (item 15 in Appendix A). Participants were asked to assign a numerical value (between 0 and 100) to each culture - the combined total had to equal 100.

Spousal Adjustment

The Spousal Adjustment scale (items 16-24 in Appendix A) was also taken directly from Black & Stephens (1989). Alpha coefficients reported were .86 for general adjustment, and .95 for interaction adjustment. Expatriates were asked to indicate on a scale of 1-7 how unadjusted or adjusted they felt their spouse was to Italy. As with the Expatriate Adjustment scale, a high score indicated a high level of adjustment. Generally in studies of Spousal Adjustment, the expatriate spouses themselves have completed the scale to avoid problems associated with single-source data (e.g. Black and Stephens, 1989; Black & Gregersen, 1991b; Shaffer & Harrison, 1998). However the main reason for having the expatriates to report on behalf of their spouses in this instance was a language issue. Whilst all United Nations employees must be proficient in English as the working language of the organisation, their spouses do not. Given the unknown and huge range of potential languages spoken by spouses of United Nations expatriate employees it was not feasible to translate the Spousal Adjustment scale to include all language possibilities and therefore reduce the likelihood of a non-representative sample. Shaffer & Harrison (1998) reported a reasonable correlation of .66 ($p=.001$) between expatriates and their spouse's scores on spousal adjustment indicating expatriate responses to be an adequate alternative to the preferred method.

Observed reliability coefficients for spousal adjustment in this study were very high at .97 (General Adjustment) and .99 (Interaction Adjustment).

Culture Novelty

To enable generalisability of results, the Culture Novelty scale (items 25-32 in Appendix A) was again adopted from Black and Stephens (1989). The original scale reported an alpha reliability of .64, with improvements in subsequent studies of .75 (Black & Gregersen, 1991) and .81 (Shaffer & Harrison, 1998). This measure was evaluated on a 1-5 Likert scale with a low score indicating high culture novelty and a high score indicating low culture novelty (that is, the lower the score, the more different the home country culture is to Italian culture).

Acculturation Style

Whilst Acculturation has been studied in various contexts and populations there is currently no generic or gold standard Acculturation measure widely used in Acculturation research. In fact given the complexities of evaluating culturally diverse groups, such as item bias where meaning or relevance ascribed to a given question varies between different cultures, it is argued that to have a generic measure in cross-culture research is in itself inappropriate (Van de Vijver & Phalet, 2004). For example, questions around religion and style of dressing may be more relevant to some cultural groups and settings than others. Furthermore, much of the previous research into Acculturation considers only two cultural groups (e.g. Turks and Dutch - Arends-Toth & van de Vijver, 2007; Koreans and Canadians - Berry et al. (1989); North Americans and Taiwanese - Swagler & Jome, 2005; Singaporeans and Australians - Ward & Rana-Deuba, 1999) where the cultural population of United Nations Organisation's expatriates is extremely diverse (140 nations are represented). Van de Vijver and Phalet (2004) argue that the use of bicultural instruments in multicultural settings inappropriately creates a single minority group of foreigners that assumes shared attitudes and acculturation strategies regardless of individual differences. For the reasons mentioned above, and in line with the practice of most researchers of Acculturation who either create a new scale or adapt another to suit the cultural setting of their research, Acculturation Style items have been adapted for this study from a variety of sources.

As the content of acculturation measures is fluid from study to study, so too is the format. Three different measurement methods are common in Acculturation research using one, two or four-statement questions, with considerable debate over which method is most appropriate (e.g. Dona & Berry, 1994; Van de Vijver & Phalet, 2004;

Ward & Rana-Deuba, 1999). An example of the single-statement method would be “The type of food I eat is:” with a response choice of Separation at one end (only that of my home country) and Assimilation (only Italian) at the other with Integration (as much of my home country as Italian) at its mid-point. The single-statement method has attracted three main criticisms. The first for assuming that elements of the home culture is lost as the host culture is adopted, the second that the continuum assumes a foreigner must transition through Integration and Marginalisation in order to reach Assimilation, and the third that the scale cannot discriminate between Integration and Marginalisation attitudes as scores around the midpoint also assume to encompass the Marginalisation attitude (Arends-Toth & van de Vijver, 2007). The two-statement method attempts to address each culture separately (e.g. “I prefer to eat Italian food”; “I prefer to eat the food of my home country”) with participants asked to indicate on a Likert scale the extent to which they agree with each statement (Arends-Toth & van de Vijver, 2007). The two-statement method has largely been criticised for its questionable reliability in attempting to classify participants into four groups based on only two questions (Dona & Berry, 1994) with no agreed method on how to split scores and ambiguity around the meaning of mid-point scores (Arends-Toth & van de Vijver, 2007). The four-statement method addresses many of the issues of the other two methods as it assesses each of the four acculturation styles independently (Arends-Toth & van de Vijver, 2007), however major criticisms also blight this method for its unavoidable use of double-barrelled and double-negative questions (e.g., for Marginalisation, “I do not like to eat Italian food nor do I like to eat the food of my home country” with a Likert scale indicating the degree to which the participant agrees or disagrees with each statement) as well as its inappropriate format for any multivariate data analysis method that requires measures to be orthogonal (Arends-Toth & van de Vijver, 2007; Ward & Rana-Deuba, 1999).

In an attempt to resolve this debate Arends-Toth & van de Vijver (2007) conducted two studies with Turkish immigrants in The Netherlands comparing the three methods and their efficacy. They found results of the one-statement and two-statement methods to be very similar, with the two-statement method yielding slightly superior results. However the four-statement method demonstrated “substantial method effects” (p. 1482) rendering it inappropriate to use. Arends-Toth & van de Vijver (2007) concluded that both the one- and two-statement methods were appropriate to use when the single-statement method included an alternative option for Marginalisation. This conclusion along with the advantage of brevity in the single-statement method determined its use for this study.

Ten single-statement questions were formulated based on Dona & Berry (1994) and advice from Berry (personal communication, October 2007). The six-point scale was labelled with Separation at point 1 (My home country), Integration at point 3 (As much my home country as Italy), Assimilation at point 5 (Italy) and Marginalisation at point 6

(Neither my home country nor Italy). Participants were asked to indicate their behaviours on a range of dimensions including cultural traditions, language, food preferences and work behaviours (items 106-115 in Appendix A). See the Results section for a detailed analysis of this measure.

Economic Adjustment

As a novel exploratory variable in this study, the Economic Adjustment scale was developed as an umbrella concept with two factors in mind. The first factor was an economic comparison where participants were asked to evaluate their financial situation in Italy compared to that in their home country. Items 40 and 41 (in Appendix A) asked expatriates to compare their salary and benefits package to what they would be earning in their home country. Items 42 to 47 asked expatriates to compare the general country economic environment of Italy with their home country – appropriate items were selected from Black & Stephens (1989) Culture Novelty scale. Items were scored on a 1 to 5 scale, a high score indicated expatriates to be much better off in Italy, and a low score much better off in the home country.

The second factor was related to Exline & Lobel's (1999) theory of Sensitivity to being a Target of Threatening Upward Comparison investigating psychological issues that may arise for expatriates who are (or are perceived to be by those in their home country) significantly better off in Italy than had they stayed at home. Several items were adapted from Exline & Lobel's (2001) Relationship Quality, Relationship Strain and Outperformer's Affective Responses scales (items 48-79, 80-93, and 94-100 respectively in Appendix A). Items 101-105 were created based upon Exline & Lobel's (1999) theory of how Outperformers may seek to reduce distress caused by being a target of threatening upward comparison. Such actions include downplaying their success, concealing their success and avoiding the less successful (Exline & Lobel, 1999). The order of items for this scale was presented randomly to participants in order to control for order effects. See the Results section for a detailed analysis of these measures.

Stage in Assignment

Due to the lack of empirical research into this theory, items for the Stage in Assignment variable were created based on the original descriptions of each stage by Lysgaard (1955) and Torbiorn (1982). Participants were asked to indicate on a 4-point scale the degree to which they disagreed or agreed with a statement of each stage of adjustment on various dimensions such as depth of geographical familiarity, establishment of friendships, understanding of how society works and language ability (see items 116-151 in Appendix A). Pilot testing indicated that some items needed to be split as participants found the double-barrelled nature of some of the descriptions

difficult to answer. Whilst double-barrelled questioning is not generally recommended item construction practice for this very reason (Visser, Krosnick & Lavrakas, 2000), the aim was for participants to recognise their experience in at least part of each description that was a relevant stage to them. For example, item 137 (Honeymoon Stage) reads “I love to go exploring and watching the Italians go about their daily lives” – although part of the original description of the Honeymoon Stage, the idea of ‘people-watching’ may not resonate with all respondents. Participants experiencing the Honeymoon Stage however are more likely to recognise the grander concept of discovery which encompasses both of these statements than if the people-watching component was considered on its own. An examination of the statements that pilot participants reported having difficulty with revealed that two quite different concepts were presented in the same description rather than one umbrella concept (for example “I’m getting a good circle of friends that I feel close to” and “I count both expatriates and Italians among my close friends” were originally combined in a single question). Troublesome items were split accordingly, resulting in a total of nine descriptions for each stage in the final scale (36 items). See the Results section for a detailed analysis of this measure.

Cognitions to Withdraw

Following the general turnover literature, Black & Stephens (1989) were the first to measure expatriates’ Cognitions to Withdraw based on the theory that intention to leave is the strongest predictor of turnover behaviour. The first two Cognitions to Withdraw items (items 33 and 34 in Appendix A) were taken directly from Black and Stephens (1989) for generalisability purposes (reported alpha reliability was .67). A third item (item 35) was added for the purposes of the intended data (factor) analysis - a minimum number of three items per factor is considered necessary to obtain accurate results (Fabrigar, MacCallum, Wegener & Strahan, 1999). Observed alpha reliability for the 3-item scale was .71. Participants were asked to indicate on a 7-point Likert scale the degree to which they agreed or disagreed with each statement – a high score indicated high Cognitions to Withdraw.

Time in Assignment

As one of the aims of this study was to investigate whether there are common times where expatriates are most likely to consider withdrawing from their assignment, participants were asked to indicate on a time scale when these cognitions were prevalent (item 37 in Appendix A). Participants were invited to tick all time periods that applied. Additionally, to gain a clearer understanding of reasons behind Cognitions to Withdraw, for each time participants indicated they had experienced these thoughts they were

asked to describe a critical incident that led to these cognitions and also to explain why they decided to stay (item 38 in Appendix A).

Demographics

In order to ensure a representative population sample had been collected and for the purposes of post hoc analyses, participants were asked to complete a range of questions including age, gender, length of time in Italy, job, language ability and whether they were accompanied on assignment by a partner and/or children (see items 152-162).

After modifications were made as a result of pilot testing, the final survey contained 162 items. Pilot-test participants (who were selected by the organisation's Human Resources staff) reported the survey to take approximately 30 minutes to complete. The pilot group included 7 United Nations, Rome employees: 2 male, 5 female; mean age 35.33 years; 2 were accompanied to Rome by a partner; home country regions reported by the pilot group were: Nordic – 1, Anglo – 3, Confucian Asia – 1, Middle East – 1 and Eastern Europe – 1; mean time in Italy 2.95 years).

Procedure

Employees at the United Nations Organisation's head office in Rome were sent an invitation email to participate in the study with an information sheet containing details of the background to the study and of the researchers, eligibility criteria for self-selection, right of refusal to participate and assurances of confidentiality and anonymity. In the covering email participants were asked to read the information sheet before responding to the survey. A hyperlink to access the online questionnaire was also provided. The invitation email was sent by a member of staff from the organisation's Human Resources Office rather than directly from the researcher, firstly in order to demonstrate organisational support for the research, and secondly to protect the anonymity of participants. Data collection took place over four weeks with a reminder email to complete the survey (with information sheet attached) sent mid-way through the data collection period.

Chapter 4: Results

Quantitative Analysis

Quantitative analysis was conducted in a four-part process. In Part 1 descriptive statistics of individual items in the scale were examined to check for multivariate normality of the data (Table 1.). In Part 2 Confirmatory Factor Analysis was conducted on each of the seven scales to check the underlying factor structure of each variable (Table 2.). In Part 3, based upon the results of Part 2, Structural Equation Modelling (SEM) using AMOS 16.0 tested the proposed theoretical model of Expatriate Adjustment. Finally, again using SEM, Part 4 tested the full proposed model including the predictors of Expatriate Adjustment and subsequent Cognitions to Withdraw.

Part 1. Item descriptions

In order to check for multivariate normality in the distribution of data, means, standard deviations and kurtosis of individual items were examined (the results for items retained in the final model are reported in Table 1.). Whilst some variation in means from the central point was found - some items demonstrated a slight positive skew and others a slight negative skew - kurtosis for all items were well below the recommended cut-off point of 7 (West, Finch & Curran, 1995) indicating normal distribution of the data.

Table 1. Item descriptor statistics

Item*	Item wording	Item Response Range	Mean	Std.	Kurtosis	Factor Loading
Culture Novelty 25	Everyday customs that must be followed	1-5	2.87	1.10	-.76	.75
Culture Novelty 26	General living conditions	1-5	2.81	1.09	-.75	.87
Culture Novelty 27	Using healthcare facilities	1-5	2.26	1.00	-.65	.82
Culture Novelty 32	General housing conditions	1-5	2.45	1.01	-.26	.77
Country Comparison 42	Living conditions in general	1-7	3.22	1.35	-.13	.82
Country Comparison 43	Housing conditions in general	1-7	2.73	1.29	.58	.89

Country Comparison 46	Cost of living	1-7	2.80	1.39	-.17	.60
Country Comparison 47	Healthcare facilities	1-7	2.51	1.42	1.40	.73
Adjustment Stage (Adj) 124	I'm getting a good circle of friends I feel close to.	1-4	2.73	.96	-.90	.64
Adjustment Stage (Adj) 130	I know where to go for most things and have located facilities and service I'm happy with.	1-4	2.80	.93	-.63	.66
Adjustment Stage (Adj) 140	I pretty much know how most things work in Italy and becoming accomplished at working around them.	1-4	2.82	.78	-.20	.83
Adjustment Stage (Adj) 150	I feel confident in my ability to act in an appropriate manner in most situations in Italy.	1-4	3.05	.74	.03	.74
Adjustment Stage (Mast) 119	I feel like a fully integrated member of the community, Italy feels like home. I don't want to leave.	1-4	2.10	.92	-.89	.74
Adjustment Stage (Mast) 135	I know the routines of living and working in Italy as though I've always lived here- I don't even have to think about it any more.	1-4	2.35	1.02	-1.08	.82
Adjustment Stage (Mast) 142	I find I don't even have to think about how to do things in Italy now.	1-4	2.1	.87	-.57	.81
Adjustment Stage (Mast) 143	I intuitively know how everything works, what to do and where to go.	1-4	2.18	.93	-.80	.77
Expatriate Adjustment (Gen) 1	Living conditions in general	1-7	4.74	1.59	-.48	.83
Expatriate Adjustment (Gen) 2	Housing conditions	1-7	4.19	1.81	-.10	.74
Expatriate Adjustment (Gen) 3	Food	1-7	5.88	1.34	.67	.66
Expatriate Adjustment (Gen) 4	Shopping	1-7	4.90	1.58	-.53	.73

Expatriate Adjustment (Gen) 5	Cost of living	1-7	3.90	1.71	-.87	.68
Expatriate Adjustment (Gen) 6	Entertainment/recreation facilities and opportunities	1-7	4.26	1.71	-.970	.75
Expatriate Adjustment (Gen) 7	Healthcare facilities	1-7	3.64	1.68	-.849	.71
Expatriate Adjustment (Int) 8	Socialising with Italian nationals	1-7	3.99	2.04	-1.355	.73
Expatriate Adjustment (Int) 9	Interacting with Italians on a day-to-day basis	1-7	4.48	1.94	-1.165	.79
Expatriate Adjustment (Int) 10	Interacting with Italians outside of work	1-7	4.07	2.01	-1.328	.78
Expatriate Adjustment (Int) 11	Speaking with Italian nationals	1-7	4.49	2.03	-1.222	.74
Expatriate Adjustment (Wk) 12	Specific job responsibilities	1-7	5.19	1.65	-.023	.80
Expatriate Adjustment (Wk) 13	Performance standards and expectations	1-7	4.84	1.72	-.721	.78
Expatriate Adjustment (Wk) 14	Supervisory responsibilities	1-7	4.84	1.71	-.440	.72
Cognitions to Withdraw 33	I rarely think about the possibility of returning home early	1-7	3.33	2.25	-1.283	.78
Cognitions to Withdraw 34	I would do anything to keep this assignment for its expected duration	1-7	3.49	2.13	-1.158	.81
Cognitions to Withdraw 35	I would like my assignment to be extended so I could stay in Italy	1-7	3.30	2.15	-1.133	.81

*Only items represented in the final model have been reported

Part 2. Confirmatory Factor Analysis

With the purpose of checking the power of the study and to satisfy conditions that Type I and Type II errors were not being committed in this analysis, values set at conventional .05 (alpha) and .20 (beta) levels established that the minimum sample size required for detecting a R^2 was $N=90$, and a medium size beta was $N=109$ (calculations based on Spicer, 2005). Given that less than half of the sample completed the Spousal

Adjustment scale (N=89) it was decided that the sample size was insufficient to retain this variable in the analysis without compromising the power of the results. Sample size in relation to the remaining four independent variables easily met these requirements.

Confirmatory Factor Analysis was then conducted on each of the remaining variables in the study to check the predictive ability and reliability of individual items and best fitting structure for each variable (Table 2.). Economic Adjustment and Adjustment Stage were examined as single latent variables and split into their various theoretical components for analysis. Economic Adjustment items were separated into those representing 'Country Comparison' (how Italy compares to the home country on such dimensions as cost of living, quantity of food available, and general standards of living), and 'Relationships' with friends and family in the home country (relating to economic pressures expatriates may be under if experiencing Sensitivity to being a Target of Threatening Upward Comparison - STTUC). The Adjustment Stage items were separated into each of the four stages – 'Honeymoon' (HM), 'Culture Shock' (CS), 'Adjustment' (Adj) and 'Mastery' (Mas). Expatriate Adjustment was also examined as a single latent variable as well as its theoretically separated tri-partite state of 'General' (Gen), 'Interaction' (Int) and 'Work' (Wk) Adjustment.

As there is no agreed upon gold standard of model fit measures it is considered good practice to use multiple measures to assess fit, firstly to compensate for weaknesses in each individual measure and secondly to find a level of consensus amongst measures (Wheaton, 1987). Following this advice, the chi-square goodness of fit test (χ^2), Tucker-Lewis index (TLI), comparative fit index (CFI) and root mean square error of approximation (RMSEA) were consulted to assess model fit. Guidelines by Byrne (2001) and Wheaton (1987) suggest that χ^2 demonstrates good fit when χ^2 is small, the difference between χ^2 and the degrees of freedom (*df*) is small and when probability (*p*) values are greater than .05. TLI and CFI values ranging from .90 to 1.00 are deemed to indicate good fit with a preference for values above .95, and RMSEA values less than .05 indicate good fit, .08 to .10 mediocre fit, and values greater than .10 poor fit (Byrne, 2001).

Table 2. Model fit and reliability estimates of individual latent variables

Variable	χ^2	<i>df</i>	<i>p</i>	TLI	CFI	RMSEA	<i>a</i>
Culture Novelty	43.49	20	.002	.90	.94	.08	.83
Acculturation Style	84.12	35	.000	.58	.73	.09	.69
Acculturation Style minus items 108,109	54.82	20	.000	.63	.80	.10	.71
Economic Adjustment – Country Comparison	112.96	20	.000	.39	.66	.16	.70
Economic Adjustment – Country Comparison minus items 40,44,45	9.06	5	.107	.93	.98	.07	.75
Economic Adjustment STTUC single factor	782.47	275	.000	.36	.46	.10	.84
Economic Adjustment - STTUC – 2 nd order	758.35	249	.000	.32	.43	.11	.76(Rel) .58(OAR) .33(OBR)
Economic Adjustment Relationships – Combined Fam/Fr	2285.52	464	.000	.35	.43	.15	.93
Economic Adjustment Relationships – higher order	311.40	77	.000	.42	.58	.13	.80
Economic Adjustment Relationships – Family	476.37	104	.000	.66	.74	.13	.93
Economic Adjustment Relationships – Friends	631.69	104	.000	.50	.62	.18	.90
Economic Adjustment - Family Emotions	16.31	9	.061	.89	.95	.07	.70
Adjustment Stage – 2 nd Order	1452.48	592	.000	.48	.54	.09	.56
Adjustment Stage – HM	104.57	27	.000	.39	.64	.13	.64
Adjustment Stage – HM minus items 120, 121, 132, 144	12.80	5	.025	.84	.95	.09	.75
Adjustment Stage – CS	55.21	27	.001	.76	.86	.08	.77
Adjustment Stage – Adj	43.54	27	.001	.76	.86	.08	.72
Adjustment Stage – Adj minus item 141	32.62	20	.037	.86	.92	.06	.76
Adjustment Stage – Mas	57.25	27	.023	.84	.90	.06	.83

Expatriate Adjustment – 2 factor	550.37	76	.000	.66	.75	.18	.92 (Gen/Int) .92 (Wk)
Expatriate Adjustment –Uni factor	932.25	77	.000	.39	.56	.25	.91
Expatriate Adjustment –3 factor	181.33	74	.000	.92	.94	.09	.90(Gen) .95(Int) .92(Wk)
Cognitions to Withdraw				Could not compute			.71

Models highlighted were retained for analysis

Culture Novelty

From the Black & Stephen’s (1989) scale, the Culture Novelty measure consistently demonstrated adequate fit across the model fit indices and good reliability (see ‘Culture Novelty’ in Table 2 for details) and was therefore retained for further analysis.

Acculturation Style

Although reliability was reasonable, the initial model fit for Acculturation Style was inadequate to justify the variable’s retention (see ‘Acculturation Style’ in Table 2). An examination of the item loadings revealed that items 108 and 109 offered little value to the model. These two items were therefore discarded and the model re-run. Whilst model fit and alpha reliability demonstrated improvement (‘Acculturation Style minus items 108,109’ in Table 2) it was decided the fit was not good enough to retain the variable for further analysis without compromising the final results.

Economic Adjustment

As a novel variable, Economic Adjustment was examined in two theoretical parts. Firstly, Country Comparison measured whether the expatriate perceived themselves to be better off, worse off or much the same in Italy as in their home country; and secondly to establish whether Sensitivity to being a Target of Threatening Upward Comparison was apparent in their relationships with family and friends in their home country which may have affected their economic situation (for example, “Indicate...the extent to which you feel guilt toward your family or friends” – item 98 in Appendix A). Although the reliability of Country Comparison was reasonable ($\alpha = .70$), the initial model fit did not look promising ($\chi^2 = 112.96$, $df = 20$, $p = .000$, TLI = .39, CFI = .66,

RMSEA = .16). An examination of the item loadings revealed items 41, 45 and 46 to be offering little predictive ability to the measure at $r = .18, .14$ and $.24$ respectively. By removing these three items model fit improved dramatically ($\chi^2 = 9.06, df = 5, p = .107, TLI = .93, CFI = .98, RMSEA = .07$ and reliability of the measure increased to $a = .75$). Country Comparison minus the three items was therefore retained for further analysis.

Sensitivity to being a Target of Threatening Upward Comparison was firstly examined as a single factor latent variable, however whilst reliability was reasonable, model fit was poor (see 'Economic Adjustment STTUC single factor' in Table 2). The variable was subsequently separated into a higher (2nd) order model with 3 lower level variables according to item type - Relationships with family and friends in the home country (Rel), Outperformer's Affective Response (OAR) and Outperformer's Behavioural Response (OBR). Under this framework neither reliabilities nor model fit was adequate, suggesting that the variables needed to be treated separately (see 'Economic Adjustment - STTUC - 2nd order' in Table 2).

Model fit for Relationships was examined in four ways – as a single latent variable combining both family and friends, as a higher order model with family and friends separated at the lower level, and as two separate variables one for family only and the other for friends only. The reasoning behind separating the two types of relationships was the possibility that one group may have more influence on economic adjustment than the other (in some cultures there is an expectation that expatriates will financially support their lower income earning family members back in the home country – e.g. Reynolds, 2006). The higher order model initially showed a single negative error variance (Heywood case). The variance of the Heywood case was set to a small positive value (.005) as recommended by Hair, Anderson, Tatham & Black (1998) and the model re-run, however model fit was poor (see Economic Adjustment Relationships – higher order' in Table 2) and therefore discarded. Whilst reliability for the other three models was excellent, model fit was also poor (see 'Economic Adjustment Relationships – Combined Fam/Fr', 'Economic Adjustment Relationships – Family' and 'Economic Adjustment Relationships – Friends' in Table 2). An examination of individual item loadings revealed that the best predicting items of Sensitivity to being a Target of Threatening Upward Comparison were those that related to family emotions (items asked participants to indicate how they thought their family in the home country felt about their life in Italy – e.g., 'anxious', 'jealous' and 'happy for

you'; items 80-85 in Appendix A). With an alpha reliability of .70, good model fit was also demonstrated (see 'Economic Adjustment - Family Emotions' in Table 2). This variable was named Family Emotions and retained for further analysis.

Stage in Assignment

This novel variable was firstly tested as a higher (2nd) order model with 'Adjustment Stage' as the higher order latent variable with the four stages of adjustment (Honeymoon – HM, Culture Shock – CS, Adjustment – Adj, and Mastery – Mas) at the lower level. As neither reliability nor fit of this model was good (see Adjustment Stage – 2nd Order in Table 2), each stage was separated into individually treated latent variables. Initial Honeymoon stage fit was poor ('Adjustment Stage – HM' in Table 2). An examination of the HM items showed that items 120, 121, 132 and 144 offered little predictive ability to the variable. By discarding these items model fit and alpha reliability improved markedly ('Adjustment Stage – HM minus items 120, 121, 132, 144' in Table 2) and therefore the latter model was retained for further analysis. Culture Shock demonstrated moderate fit and reliability estimates ('Adjustment Stage – CS' in Table 2) and so was retained intact. Adjustment initially demonstrated moderate fit and reliability – ('Adjustment Stage – Adj' in Table 2) however it was noted that item 141 offered little predictive ability to the variable. A recalculation of Culture Shock after removing the item improved fit to a more satisfactory level ('Adjustment Stage – Adj minus item 141 in Table 2) and was therefore retained for further analysis. Mastery demonstrated good overall fit and reliability with all items included and was retained for further analysis.

Employee Adjustment

As an established tripartite model, Black & Stephens (1989) Expatriate Adjustment scale was firstly tested as a higher (2nd) order model with the three latent variables (General Adjustment – Gen, Interaction Adjustment – Int, and Work Adjustment – Wk) at the lower level. Initially displaying two negative errors in the calculation, the model was re-run with variance on the Heywood cases set to .005. Model fit was good with excellent reliability, however an examination of the factor loadings under this model showed Interaction Adjustment items loading on to both the Interaction and General Adjustment factors, with higher loadings on the General Adjustment dimension suggesting the possibility of a two-factor model. This model was tested combining the

general and interaction items, however model fit was poor (see Expatriate Adjustment – 2 factor in Table 2) and therefore not retained. A single level latent variable model was tested next. Whilst reliability was excellent, model fit was not, resulting in this model also being discarded from further analysis. The final model tested was a correlation between the three latent variables that demonstrated good fit and excellent reliability ('Expatriate Adjustment –3 factor' in Table 2). It was this fourth model that was retained for the remainder of the analysis.

Cognitions to Withdraw

The final latent variable to be tested was Cognitions to Withdraw. Whilst it demonstrated good reliability ($\alpha = .71$) AMOS could not compute model fit. This is thought to be due to the limited number of items ($n=3$) measuring the latent variable. A third item was added to Black & Stephens (1989) original two-item scale in an attempt to negate this issue (a minimum number of three variables per factor is considered necessary to obtain accurate results – Fabrigar, MacCallum, Wegener & Strahan, 1999), however this was unsuccessful. Whilst not ideal, and despite this difficulty, as a previously well-tested and theoretically important variable (see Harrison et al., 2004, for a review), it was decided to retain Cognitions to Withdraw in the final model.

Part 3. SEM Testing of the Theoretical Model

As previously untested variables were included in this study with the intention to capture all theoretical aspects of the proposed model, the total number of items in the survey by far exceeded ideal subject-to-item ratios (general guidelines suggest a minimum of five subjects to each item with 10:1 preferred - Hair, Anderson, Tatham & Black, 1998; Osborne & Costello, 2004). In order to improve this ratio, thereby reducing the chance of error and improving generalisability of the results (Osborne & Costello, 2004), each of the remaining predictor variables (Culture Novelty, Economic Adjustment - Country Comparison, Economic Adjustment - Family Emotions and the four Adjustment Stages) was reduced to its best four items. Items selected were those demonstrating the best predictive ability and highest reliability coefficients (see Table 3 for reduced item model fit statistics). All 14 Expatriate Adjustment items were retained for standardisation purposes, as were all three Cognition to Withdraw items due to the small number of them (see Table 2 for model fit statistics of these two variables).

Table 3. Model fit and reliability estimates - best 4 items

Variable	χ^2	df	p	TLI	CFI	RMSEA	a
Culture Novelty (items 25, 26, 27, 32)	.569	2	.752	1.03	1.0	.00	.81
Economic Adjustment – Country Comparison (items 42, 43, 46, 47)	6.96	2	.031	.85	.971	.12	.76
Economic Adjustment - Family Emotions (items 80, 81, 82, 85)	12.19	2	.002	.58	.92	.17	.71
Adjustment Stage – HM (items 116, 128, 136, 137)	2.80	2	.246	.97	.99	.05	.76
Adjustment Stage – CS (items 117, 129, 138, 139)	.035	2	.983	1.12	1.00	.00	.72
Adjustment Stage – Adj (items 124, 130, 140, 150)	3.24	2	.198	.92	.98	.06	.68
Adjustment Stage – Mas (items 119, 135, 142, 143)	1.23	2	.540	1.03	1.00	.00	.78

All model fit results, with the exception of those for Economic Adjustment - Family Emotions, were considered adequate to retain the variables for further analysis. Family Emotions' TLI of .58 and RMSEA of .17 were deemed too poor to include.

Three separate models were then tested prior to testing of the final model to ensure the individual variables significantly contributed to variance on the dependent variables (see Table 4 for results).

Table 4. Predictor models of Expatriate Adjustment and Cognitions to Withdraw

Variable	χ^2	df	p	TLI	CFI	RMSEA
Culture Novelty & Country Comparison as predictors of Expatriate Adjustment	553.91	203	.000	.83	.86	.10
Adjustment Stages (HM, CS, Adj & Mas) as predictors of Expatriate Adjustment	912.8	393	.000	.78	.81	.09
Expatriate Adjustment as a predictor of Cognitions to Withdraw	320.89	116	.000	.87	.90	.10

Culture Novelty and Country Comparison

Culture Novelty and Country Comparison predictor variables were combined for this test to provide a reasonable number of items for the analysis (see Fabrigar et al., 1999 for guidelines). Model fit results were low but significant and given the small number of predictor items (N=8) considered sufficient to be retained in the final model.

Adjustment Stage

Adjustment Stage model fit was marginal. Closer investigation of this model suggested that the Adjustment and Mastery variables had the largest impact on Expatriate Adjustment with Honeymoon providing no significant support and Culture Shock only significant on the Work dimension, which was not a significant predictor of Cognitions to Withdraw (see Table 5). Honeymoon and Culture Shock were therefore discarded from further analysis. Furthermore, Adjustment and Mastery were highly correlated ($r = .83$) suggesting that either the variables (or the participants) failed to conclusively discriminate between the two stages. For this reason Adjustment and Mastery were both retained, but combined in the final model.

Expatriate Adjustment

Expatriate Adjustment as a predictor of Cognitions to Withdraw demonstrated adequate fit for retention.

An examination of regression weight statistics of the remaining predictor variables revealed six significant ($p < .05$) relationships with Expatriate Adjustment (see Table 5) – Culture Novelty with General Adjustment and Interaction Adjustment, Country Comparison with General Adjustment, and Adjustment Stage Adj/Mas with General, Interaction and Work Adjustment. These relationships determined the final model.

Table 5. Regression Weights of predictor variables on Expatriate Adjustment – General, Interaction and Work

Predictor Variable	Dependent Variable	Estimate	S.E.	C.R.	<i>p</i>
Culture Novelty	General Adjustment	.49	.13	3.86	***
Culture Novelty	Interaction Adjustment	.55	.19	2.83	.005
Culture Novelty	Work Adjustment	.26	.18	1.48	.139
Country Comparison	General Adjustment	.32	.08	4.00	***
Country Comparison	Interaction Adjustment	.12	.12	.97	.333
Country Comparison	Work Adjustment	.22	.12	1.94	.053
Adjustment Stage HM	General Adjustment	-.03	.19	-.18	.857
Adjustment Stage HM	Interaction Adjustment	.03	.30	.11	.913
Adjustment Stage HM	Work Adjustment	-.33	.29	-1.14	.26
Adjustment Stage CS	General Adjustment	-.027	.18	-.15	.881
Adjustment Stage CS	Interaction Adjustment	.38	.29	1.28	.200
Adjustment Stage CS	Work Adjustment	-.63	.29	-2.18	.029
Adjustment Stage Adj	General Adjustment	1.59	.33	4.76	***
Adjustment Stage Adj	Interaction Adjustment	1.37	.372	3.67	***
Adjustment Stage Adj	Work Adjustment	1.27	.35	3.62	***
Adjustment Stage Mas	General Adjustment	.16	.13	1.24	.216
Adjustment Stage Mas	Interaction Adjustment	.96	.23	4.15	***
Adjustment Stage Mas	Work Adjustment	-.57	.20	-2.77	.006
Adjustment Stage Adj/Mas	General Adjustment	1.66	.33	5.09	***
Adjustment Stage Adj/Mas	Interaction Adjustment	2.00	.43	4.68	***
Adjustment Stage Adj/Mas	Work Adjustment	.95	.32	3.00	.003

*** $p < .001$

Part 4. SEM testing of Final Model including Cognitions to Withdraw

Figure 4. Final Model of predictors of Expatriate Adjustment and Cognitions to Withdraw

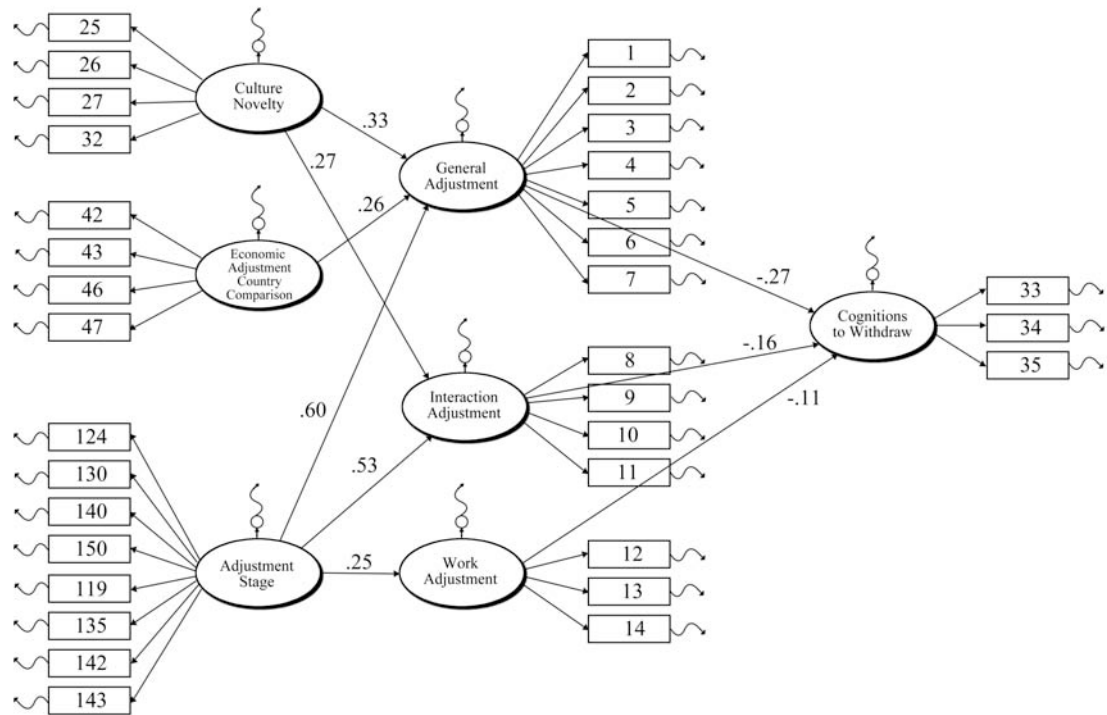


Table 6. Final Model Fit

χ^2	<i>df</i>	<i>P</i>	TLI	CFI	RMSEA
1045.19	486	.000	.80	.82	.08

Table 7. Regression Weights of final model predicting Expatriate Adjustment and Cognitions to Withdraw

Predictor Variable	Dependent Variable	Estimate	S.E.	C.R.	<i>p</i>
Culture Novelty	General Adjustment	.56	.13	4.21	***
Culture Novelty	Interaction Adjustment	.67	.20	3.40	***
Country Comparison	General Adjustment	.27	.08	3.41	***
Adjustment Stage	General Adjustment	1.57	.33	4.83	***
Adjustment Stage	Interaction Adjustment	2.05	.45	4.59	***
Adjustment Stage	Work Adjustment	.84	.32	2.61	.009
General Adjustment	Cognitions to Withdraw	-.31	.13	-2.43	.015
Interaction Adjustment	Cognitions to Withdraw	-.12	.08	-1.53	.126
Work Adjustment	Cognitions to Withdraw	-.10	.09	-1.14	.254

****p*<.001

Overall the final model fit was sufficient to reject the null hypothesis. Whilst χ^2 was high at 1045.19, results were significant and in keeping relative to *df* of 486. TLI and CFI were lower than desirable; however RMSEA at .08 indicated adequate fit. RMSEA's confidence interval range of .073 - .087 served as further confirmation of a moderate to well fitting model indicating trustworthiness of results.

General Adjustment

In this study of United Nations, Rome expatriates, Culture Novelty, Country Comparison and the Adjustment Stage of the expatriates experience predicted General Adjustment, with Adjustment Stage (as would be expected) having the greatest predictive ability (see Table 7).

Interaction Adjustment

Culture Novelty and Adjustment Stage also proved significant predictors of Interaction Adjustment.

Work Adjustment

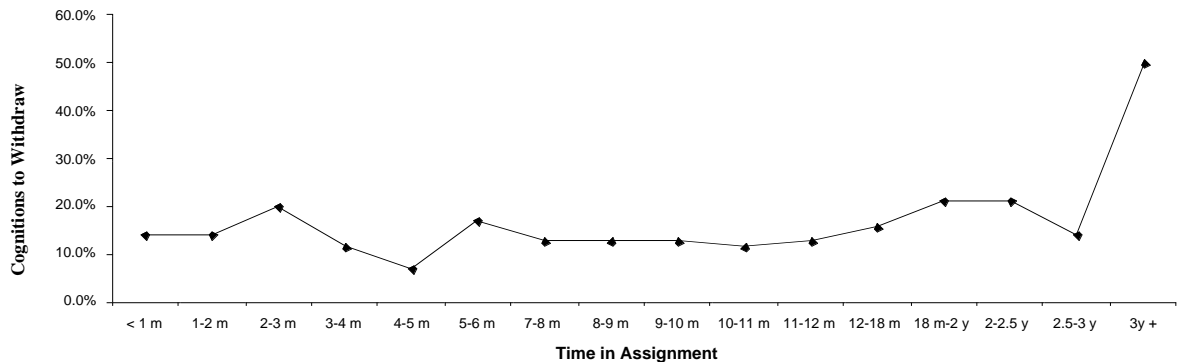
The sole significant predictor of Work Adjustment in this study was Adjustment Stage, suggesting that cultural background had no significant impact on an expatriate employees' ability to the organisation's work environment, however this statement should be treated with caution - see Discussion for details.

Cognitions to Withdraw

Of the three types of Expatriate Adjustment – General, Interaction and Work, only General Adjustment was found to be a significant (negative) predictor of Cognitions to Withdraw. United Nations, Rome expatriates reporting higher General Adjustment were less likely to experience Cognitions to Withdraw.

Time in Assignment

Figure 5. Time scale graph indicating periods at which expatriates considered early withdrawal from their assignments



39.8% of participants (N=72) indicated they had considered leaving their assignment early and returning to their home country. Figure 5 graphically demonstrates two peak periods at 2-3 months (where 20% of these respondents considered withdrawing from their assignments) and 5-6 months (where 17.1% of respondents indicated Cognitions to Withdraw). The apparent increase at 3 years-plus is largely due to the limitation of being able to accurately represent the time of Cognitions to Withdraw past the three year point. Unexpectedly, 102 of the 126 respondents who reported their length of time in Italy indicated their tenure to be 3 years or longer. Mean time in Italy was 10.12 years, range 2 weeks to 30 years. For these reasons only the first two peaks can be considered valid. The drop in Cognitions to Withdraw prematurely from the assignment at 2.5 to 3 years is likely due to expatriates nearing the end of their assignments (the majority of United Nations expatriate assignments are three years in duration).

Qualitative Analysis

As the qualitative component of the study was exploratory with no hypotheses established a priori, analysis was conducted using a Grounded Theory approach. Grounded Theory is a data driven process where the researcher conducts a systematic review of qualitative data collected and generates category labels that best describe the data (Pidgeon & Henwood, 1997). This differs from traditional content analysis, which aims to categorise data according to pre-defined categories (Pidgeon & Henwood, 1997). As multiple data was collected (participants were asked to provide examples of critical incidents occurring at each time they were experiencing cognitions

to withdraw from their assignment and why they decided to stay – see item 38 in Appendix A for exact wording) each example was treated as a separate incident for coding resulting in some sentences being divided up into several themes (see coding example below). Four over-arching categories became apparent very early on in the process with Cognitions to Withdraw being divided into Country, Organisation and Personal reasons. Reasons to Stay was the other major category label with sub categories developing under each (see Table 8 for a full listing of categories).

Table 8. List of categories for coding of Cognitions to Withdraw and Reasons to Stay qualitative data

Cognitions to Withdraw – Country	Cognitions to Withdraw – Organisation	Cognitions to Withdraw -Personal	Reasons to Stay
Infrastructure	Bureaucracy	Children	Environment
Environment	Management	Career	Lifestyle
Italians	Morale	Spouse	Italians
Traffic	Environment	Family in Home Country	Economic Reasons
Food	Suppliers	Homesick	Relationships
Shopping	Support		Work
Healthcare	Job Satisfaction		Children
Services	Culture		Negative Situation
Housing	Systems		Change
Racism	Performance Standards		General Reasons*
Cost of Living	and Expectations		Limited Alternatives
Culture	Colleagues		Worked through
Quality of Life	Rewards		issues over Time
Language Difficulties	Tasks		
	Being Valued		
	Change		
	Employment Conditions		
	Career Progression		

* Category was removed in final analysis as no instances of agreement were recorded.

An example of how data was coded can be demonstrated by this answer from one participant (coding follows each separate incident in *italics*):

work related changes *Organisation-Change*, lack of promotion *Organisation-Career Progression*, overload of work from unfilled posts *Organisation-Tasks*, increasing admin load *Organisation-Tasks*, no value given to any kind of work or effort *Organisation-Rewards*, frustration with living [sic] costs *Country-Cost of Living* and low life quality *Country-Quality of Life* in a city of chaos *Country-Infrastructure* and pollution *Country-Environment* and non-functional endless bureaucracy *Country-Infrastructure* and corruption *Country-Culture* plus generally hostile and disrespectful behavior of average Roman *Country-Italians*. Stayed because of financial and educational costs of change *Reason to Stay-Economic*

Reasons and generally interesting work thematics, i.e.
professional area (focus) of work *Reason to Stay-Work*

Following the recommendations of Pidgeon & Henwood (1997), as the data was inspected and coded, constant comparative analysis was being conducted to check data fit with category labels. This resulted in some recoding of earlier categorisations (for example the sub-category of 'Language Difficulties' was originally coded under Cognitions to Withdraw-Personal but was later shifted to Cognitions to Withdraw-Country. This was done as the label 'Language Difficulties' was originally generated in the context of a personal health issue, but subsequent examples of language difficulties were not necessarily of a personal nature. Furthermore, upon reflection, language is not so much a personal issue as a country one when it is considered that if the same health problem presented itself in a country where the participant's own language was widely spoken it would likely not be an issue.

A fundamental requirement of Grounded Theory is that categories generated throughout the process should fit or "provide a recognisable description of the data" Pidgeon & Henwood (1997, p. 256). In order to check data fit and therefore adequacy of the analysis, a second rater was asked to code instances to the categories generated (under a traditional content analysis framework). The second rater is an expatriate who has been living in Rome on assignment for the last three years. She is a Business Development Manager for an international Aerospace and Defence organisation. She holds a Bachelor of Science with Honours and works with various United Nations organisations in her role. She therefore has intimate experience of expatriate life in Italy and is also familiar with the business practices and workings of the United Nations. As recommended by Robson (1993) the second rater was presented with the data in the same format as the first rater had seen it. Pidgeon & Henwood (1997) suggest that good Grounded Theory achieves a balance between the researcher's subjective understanding of the data and this fit. As 'good fit' is defined by the category labels providing a good description of the data, the second rater was not provided with any further descriptors of the category beyond its title. This was an intentional decision in order to check for interrater agreement in interpretation of both the data and category labels.

Proportion of observed agreement of coding, proportion of agreement expected by chance and Cohen's Kappa (to estimate the total chance proportion of agreement) were calculated according to Robson (1993; Confusion Matrices are presented for Cognitions to Withdraw in Appendix B, and Reasons to Stay in Appendix C). For Cognitions to

Withdraw, agreement on coding (index of agreement) was 83% and chance agreement proportion was 0.1707 with Kappa indicating excellent interrater reliability at $K=0.80$ (Robson, 1993). For Reasons to Stay the index of agreement was 91% and chance agreement proportion was 0.0172, also demonstrating excellent reliability at $K=0.91$.

Figure 6. Proportional representation of agreed instances of Cognitions to Withdraw

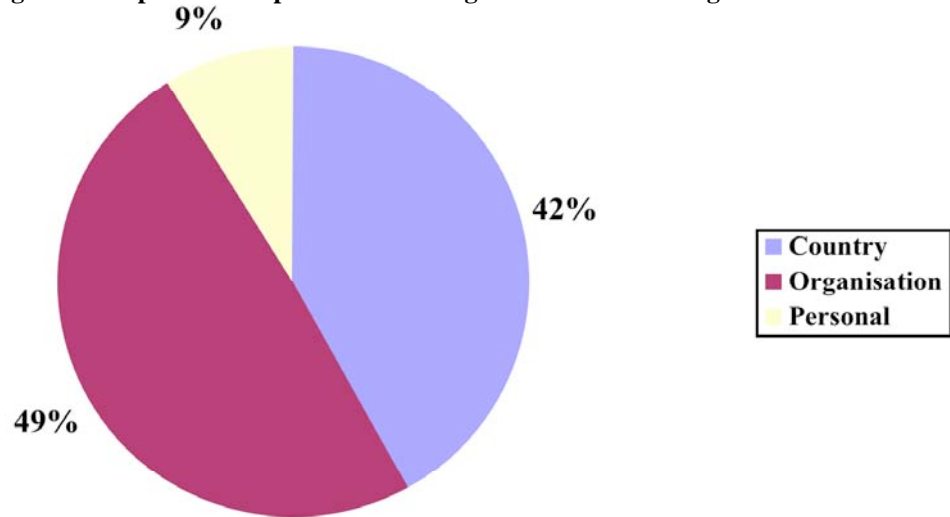
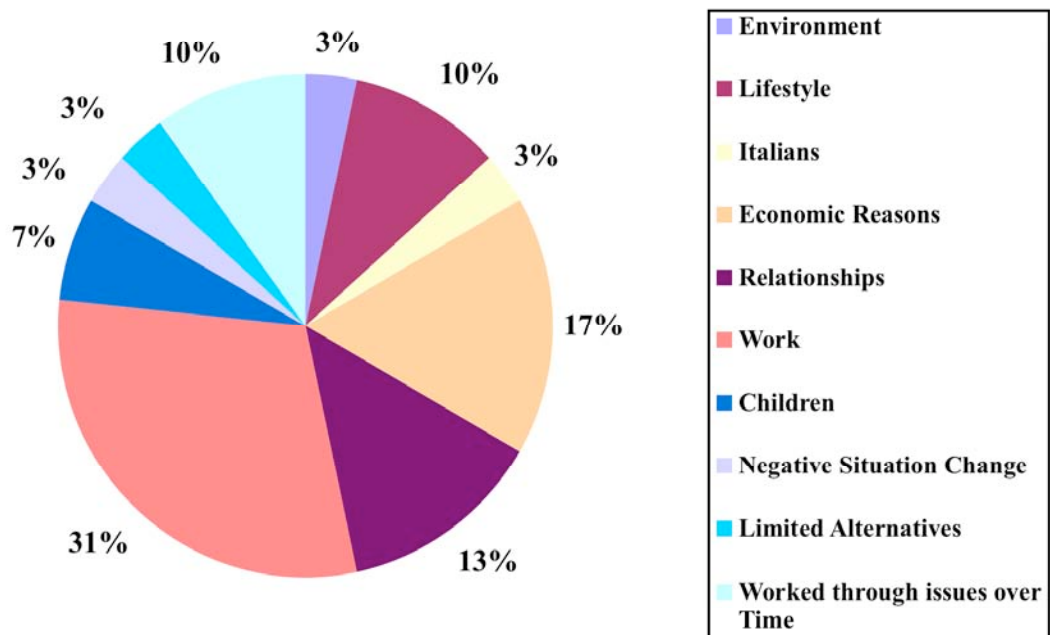


Figure 7. Proportional representation of agreed instances of Reasons to Stay



Cognitions to Withdraw

The highest proportion of agreed instances relating to United Nations, Rome expatriates' Cognitions to Withdraw were attributed to the Organisation (50%). Within that category, 17 sub-categories emerged.

Table 9. Proportion of agreed instances of sub-categories of Cognitions to Withdraw – Organisation

Sub-categories of Cognitions to Withdraw – Organisation	% Agreed instances within the category
Bureaucracy	5.0
Management	18.3
Morale	1.7
Environment	3.3
Suppliers	1.7
Support	11.7
Job Satisfaction	3.3
Culture	13.3
Systems	5.0
Performance Standards and Expectations	1.7
Colleagues	3.3
Rewards	6.7
Tasks	10.0
Being Valued	5.0
Change	1.7
Employment Conditions	3.3
Career Progression	5.0

Examples of reported instances for each category follow (some examples have been edited to remove identifying data):

Bureaucracy

“Now I get fed up with the bureaucracy”

Management

“[the organisation’s] culture and organization was also an important factor (particularly regarding [sic] attitude and pressure from hierarchy”

“The lack of management decisions and leadership.”

“Not having any supervision by my...manager”

Morale

“Low morale of staff”

Environment

“Low quality of life in the office (noise, air, light, space)”

“Broken building and office facilities (e.g. half of [the] lifts are out of order or unreliable/dangerous”

Suppliers

“Local contractors not complying with contract conditions (non respect of deadlines etc)”

Support

“Inconsideration to newly recruited young staff - there was no...orientation programme at the time”

“Rome is especially difficult for living with children and [the organisation’s] help in that is negligible.”

“I have tried for years for my wife to get a Residency Permit that will allow her to work. [The organisation] has done very little to assist me in this matter since they feel that once a staff member as [sic] arrived, the welfare of the family unit is of minimal importance.”

“Not having any support whatsoever by [the organisation] to integrate into the Italian society”

Job satisfaction

“I do not really care for the job that I have...It is neither mentally challenging nor stimulating. I am bored at work”

Culture

“Difficulty adjusting to [the organisation’s] culture (supervisors don't manage)”;

“I...feel that no one cares about what they do on a daily basis. Basically [sic] people care about making their monthly salary and going home at 5 sharp, but not really putting all they have into the job, or giving it their best. Not to mention that no one ever answers their phone, as they screen their calls and can't be bothered with inquiries - it cuts into coffee time you know. Not everyone is like this, but many are.”

“concentration on activities to keep the Organization running instead of helping the Member Countries”

Systems

“It took a very long time to get everything going in the organization (building passa [sic] etc.)”

Performance standards and expectations

“After [a number of] years of work in the organization one of the periodical work appraisals I received indicated that I needed to modify my objectives in order to fit better the Organizations/s [sic] objectives. I was surprise [sic] about the comment because [sic] the previous evaluation indicated that my performance in the same post indicated that I was excedeing [sic] expected standards.”

Colleagues

“For the first part of my assignment, I was hopeful that I would have more interaction and feedback and just basic contact with colleagues. It because [sic] aparent [sic] after the first few months that this would not occur and so I am finishing my assignment and will be making alternative work arrangements.”

Rewards

“I was discontent and very deeply frustrated with job assignments. I have been doing 2 jobs (my retired boss's...and my own...) for [a number of] years without any additional remuneration.”

“Pay was too low”

“Lack of reward and appreciation of performance.”

Tasks

“Stress over work-related duties”

“overload of work from unfilled posts, increasing admin load”

Being valued

“After 5 months a sensation of not being seen/recognised/acknowledged started to voice itself. This feeling has (is) grown (-ing) up to present”

“I languished for [a number of] years coming and going as I pleased. At first you may think this is good, I get a salary for nothing but in the

need [sic] your self respect and sense of value requires you to have meaning in your life.”

Change

“Work related changes”

Employment Conditions

“Change in my Terms of Reference”

“3-4 months: Frustrated with terms of [the organisation’s] consultant contract that do not contain vacation time; makes it difficult to return home for holidays.”

Career Progression

“lack of promotion”

“Lack of career prospects at [the organisation]”

The next largest category (41%) of agreed incidents of Cognitions to Withdraw were related to the Country.

Table 10. Proportion of agreed instances of sub-categories of Cognitions to Withdraw – Country

Sub-categories of Cognitions to Withdraw – Country	% Agreed instances within the category
Infrastructure	14.0
Environment	20.0
Italians	14.0
Traffic	4.0
Food	6.0
Shopping	2.0
Healthcare	10.0
Services	6.0
Housing	4.0
Racism	4.0
Cost of Living	4.0
Culture	4.0
Quality of Life	4.0
Language Difficulties	4.0

Examples of reported instances include:

Infrastructure

“Lack of parking space at workplace and in the city”

“The public transportation is not reliable - sometimes buses come somewhat on time and sometimes you end up waiting for over 30 minutes. Also, the metro is not convenient in terms of operating times.”

“the bureaucratic ways or non-ways of how things are done (it takes 6 weeks to a [sic] new ID card without which you can't leave the country)”

“We were on the right side of the law but the bureaucracy was never ending. One judge told me I should just pay some money under the table - this was a judge talking. We cannot believe this is a G8 country.”

“I am not happy with the public school system.”

Environment

“Air and water pollution and environmental noise”

“Another thing I don't like is all of the pollution. Everywhere you go, there is garbage on the side of the road, in the streets, etc.”

“[Rome is] a city of chaos and pollution”

“The graffitis, [sic] holes in the sidewalks (twisting an ankle [sic]) and the dirt in Rome.”

“Overwhelmed by the...ammount [sic] of people”

Italians

“Locals who are generally telling lies easily and unable to entertain intellectual conversation”

“Every time I have to interact with an Italian.”

“generally hostile and disrespectful behavior of average Roman. [sic]”

“generally the attitude of people to make money out of you at all points (like giving short change etc.)”

“Italians not obeying [sic] lines/queues”

“for all the cultural heritage Italy is known for, I find that it's people generally lack a sense of ethics. As far as being decent and generally respectful person [sic] italians are about the most superficial people I have encountered (and I have travelled a lot). They seem to be motivated by two factors: keeping up appearances (bella figura) or obedience within a kind of feudal / catholic social order. They are

highly individualist, but only in a very selfish [sic] sense. In terms of having developed a sense of self, it does not include having developed [sic] a strong [sic] conscience or a capacity to reflect on one-self independently. They lack openness, freedom of expression [sic] and have next to no sense of humor. In 6 years I have never seen Italians crack up because they thought something was sincerely funny. I only heard them laugh loudly [sic] to manifest themselves [sic] as groups (in the obnoxious way.)”

“Italians their wrong sense of values and their behaviour towards foreigners.”

Traffic

“Dangerous motor traffic”

Food

“Monotonous food (few non-Italian food catering facilities of quality)”

“There are also no real variety of restaurants besides Italian, some Japanese and other different types of Asian. In all the cities I have been, there are at least different types of cuisine you can choose from. I love Italian food, but would like something different as well.”

“I like to eat healthily and find that the readily available food here in Italy is extremely limited and not very healthy. I miss the choice I would have had back home.”

Shopping

“During the early period, such thoughts had to do with adjusting to life in Italy...[like] shopping”

Healthcare

“My [spouse] had a very serious health problem. It is much more difficult to get diagnosis, treatment, surgery, and after-intervention care in Italy”

“I...had a horrific treatment in the Italian public Hospital system”

“I also find it difficult to trust healthcare professionals here. Having heard so many horror stories, I always schedule my appointments when I go home to my country, as I am not sure that I will receive proper care.”

Services

“Problems while having to deal with the following for general living in Italy: Telecom Italia and Tele2 (for telephone and internet disruptions and service), bus services (one time a bus driver got lost in a remote part of Rome suburb and forced my wife to get off the bus late evening in the dark), SkyTV, post-office, banks, car insurance company”

“customer service is an alien concept”

“quality of services in Rome are extremely poor”

Housing

“Living conditions - housing.”

Racism

“I have often being [sic] at the receiving end of racism and have heard enough from my office colleagues to supplement that. Often, it is not the younger generation but it surely is not easy with the older generation who look at us as "stranieri" or "strangers". The experience is different, however, for those Europeans and Americans (white to be very direct). Then again if you are German or Eastern European, you can be taunted for your food, countries past, or all the problems taking place in the recent months.”

“I have found it difficult leaving [sic] in Rome because of several problems like blunt racism towards non-whites”

Cost of living

“frustration with livng [sic] costs”

Culture

“During the early period, such thoughts had to do with adjusting to life in Italy, Italian culture”

“very limited contemporary culture scene in Rome”

Quality of life

“in my own country I'd have a better life quality”

“Language difficulties”

“Hit that point of being frustrated with the country and getting things done...combined with insufficient language skills to deal with it.”

The third and smallest category of instances behind Cognitions to Withdraw was labelled ‘Personal’ and accounted for 9% of agreed instances.

Table 11. Proportion of agreed instances of sub-categories of Cognitions to Withdraw – Personal

Sub-categories of Cognitions to Withdraw – Personal	% Agreed instances within the category
Children	18.2
Career	9.1
Spouse	36.3
Family in Home Country	18.2
Homesick	18.2

Examples of agreed instances in each sub-category follow.

Children

“Rome is especially difficult for living with children”

“Contemplated leaving in order to start a family. Still undecided.”

Career

“In both occasions, I thought of leaving in order to improve my skills and working experience in different organizations of the UN system, in other countries.”

Spouse

“Spouse has difficulties in getting work.”

“Since my wife can't work, she feels ashamed that she can not contribute to the family like she would have been able to in my home country. This has created severe family tensions.”

Family in home country

“Illness of parent back home”

“I am thinking currently of returning home where my partner lives, but I am not sure”

Homesick

“Following my one-month consultant break, I reconsidered my return to rome as I enjoyed being home for an extended period of time (perhaps due to the fact that 1 year had passed with out [sic] home leave).”

Reasons to Stay

11 sub-categories of Reasons to Stay were identified, however one category (General) did not have any agreed instances ascribed to it. Examples of agreed instances for the remaining 10 sub-categories follow (see Figure 7 for proportional distribution of categories).

Environment

“The city itself is beautiful”

Lifestyle

“I really like having dinner with friends in the center, or meeting up to check out the shops and have a café.”

“Stayed anyway because the way of life is more peaceful than in my home country.”

“my life outside of the office completely counter-acted the negative situation that I was encountering at the time.”

Italians

“The people are warm and friendly and I appreciate this”

Economic Reasons

“The cost of living is not expensive”

“General job and economic security”

“I decided to stay because the salary is good”

“Stayed because of financial and educational costs of change”

Relationships

“But, all in all, the only reason I have decided not to go back is that I've met someone here who I care a lot [sic] about, but now I am trying to decide whether it is worth staying somewhere I do not want to be because [sic] of a person.”

“I stay because my daughter's father is here.”

Work

“The only thing that is keeping me here is the work is very interesting and rewarding. Otherwise I would have left after my initial [sic] contract.”

“I think in general, I enjoy being in [the organisation]. I love the work I do and I am proud of the work done by the organization and feel part of the [United Nations] family.”

“Interesting and challenging work, excellent colleagues

applied for 1 job outside, but decided to stay due to job satisfaction.”

Children

“consideration for children have convinced us to stay”

“I decided to stay after having kids and then because [sic] of schooling”

Negative Situation Change

“My [spouse] had a very serious health problem...if [my spouse] had not made a good recovery I would have bailed out.”

Limited Alternatives

“no employment options elsewhere”

Worked through issues over Time

“Mostly it was just a matter of getting used to it and learning to appreciate the good and accept the bad.”

“Learning Italian helped, and realising it's a beautiful but quite dysfunctional place for getting anything done”

Chapter 5: Discussion

The results of this study indicated partial support for the proposed model in Figure 1. The best predictors of United Nations, Rome expatriates' Cognitions to Withdraw were Culture Novelty, Economic Adjustment – Country Comparison, and Adjustment Stage which were mediated by General Expatriate Adjustment (as illustrated in Figure 4). The more different the home country culture was to Italy, the more difficulty expatriates experienced adjusting to Italy on the General and Interaction Adjustment dimensions. Expatriates who found the economic environment of Italy to be worse than in their home country also reported difficulty in adjusting to Italy on the General Adjustment dimension. Expatriates in the Adjustment/Mastery Stage of adjustment were more likely to report high Expatriate Adjustment on General, Interaction and Work dimensions. Adjustment Stage was the strongest predictor of Expatriate Adjustment indicating that expatriates are most likely to experience Cognitions to Withdraw prematurely in the earlier stages of their assignment, before they reach the Adjustment Stage. Two peak times where Cognitions to Withdraw were most commonly reported - at two-to-three months and again at five-to-six months into the assignment supported this finding. Qualitative analysis suggested that many United Nations expatriates experience a double adjustment situation upon arrival to Rome where an adjustment to both the country culture and organisation culture are experienced. A discussion of these key findings and supplementary results (including reasons why these expatriates decided to stay despite cognitions to withdraw) are discussed in detail below.

Key findings

Culture Novelty

In support of previous research, Culture Novelty did significantly predict Expatriate Adjustment on the General and Interaction dimensions, however for this sample did not predict Work Adjustment. Black & Gregersen (1991a) and Shaffer, Harrison & Gilley (1999) reported similar results in their studies - unfortunately neither offers suggestions as to why Culture Novelty did not predict Work Adjustment. Given that Black & Gregersen (1991a) and Shaffer et al.'s (1999) samples consisted of expatriates in the corporate sector, a more complex reason than non-generalisability to a non-corporate

population is at play. In saying that however, the Black & Stephens (1989) Culture Novelty scale's failure to predict Work Adjustment is perhaps not surprising for this sample. Unlike corporate expatriate assignments where the expatriate is typically interacting with locals on a business level and working in local conditions, organisations such as the United Nations may, as suggested earlier, present a double adjustment scenario, where the expatriate is adjusting to a novel organisational culture that is quite removed from the novel country culture.

Given that the working language of the United Nations is English and the organisational culture is influenced by Anglo work practices, the Culture Novelty scale items may not have been as relevant to this sample as they may be to an expatriate on assignment in Rome in a different organisation. In the instance of organisations such as the United Nations, had items of culture novelty that were related to organisational culture been included there may have been a different result. In fact, a ratio question in this study asking participants to assign a numerical value indicating how difficult they found it to adjust to the country culture compared to the organisation culture (item 15 in Appendix A) indicated that participants, on average, actually found it slightly more difficult to adjust to the organisational culture of the United Nations Organisation than the country culture of Italy (mean percentage allocation of difficulty in adjusting to the organisation – 52.9%, mean percentage allocation of difficulty in adjusting to the country – 47.1%) suggesting that United Nations expatriates are confronted with a double adjustment scenario on assignment to Rome. Unfortunately due to the small sample size analysing this result at a cultural level was not possible. Results from the qualitative analysis – ‘Cognitions to Withdraw – Organisation – Culture’ suggest problems adjusting to the organisational culture are largely related to management style and the way in which organisational activities are prioritised. An example of this is demonstrated in one participant's illustration of conflict between personal and organisational values. The participant indicated they had considered withdrawing from their assignment due to the organisation's “concentration on activities to keep the Organization running instead of helping the Member Countries”.

Gupta & Hanges (2004) demonstrate that country culture influences individual management styles and work related values and practices. For organisations like the United Nations this means management styles may vary widely from manager to manager depending upon their country of origin. However Rose, Kumar, Abdullah & Ling (2008) also argue that the direct transference of systems and procedures from a

multinational organisation's founding country to a subsidiary can also have an influence. The Anglo style work practices of the United Nations may be neither familiar, nor sit comfortably with expatriates from non-Anglo countries. It is possible that these potentially conflicting influences within multicultural organisations may result in large and inconsistent discrepancies between work attitudes and expectations of individual managers and employees. These inconsistencies may explain why Culture Novelty has not predicted Work Adjustment in both corporate and non-corporate organisations.

Economic Adjustment

Economic Adjustment as a novel variable was a significant predictor of General Adjustment in this study when comparing the general economic environment of the home and host countries (Country Comparison). Results indicated that expatriates who considered the economic environment of Italy such as cost of living, housing and living conditions and healthcare facilities to be worse than in their home country had more difficulty in adjusting to Italy than those who found Italy to be the same as, or worse in their home country. This finding suggests that it is more difficult for expatriates from a wealthy economic environment to adjust to a poorer one than expatriates from a poorer economy to adjust to a wealthier one. Whilst this may seem an obvious outcome for expatriates working in underdeveloped or emerging countries, in this instance many expatriates may have difficulty adjusting to Italy when economic conditions are unexpectedly worse than anticipated. This is similar to the psychic difference paradox that Harrison et al. (2004) suggest where expatriates from similar cultures to the host country have difficulty adjusting due to unexpected cultural differences.

Whilst Economic Adjustment did not significantly predict Interaction or Work Adjustment, in hindsight this is not surprising as economic issues are unlikely to have a direct effect on these two dimensions.

Whilst the other theoretical component behind Economic Adjustment (Sensitivity to being a Target of Threatening Upward Comparison) was not a significant predictor of Expatriate Adjustment in this study, the construct on the family dimension (labelled Economic Adjustment - Family Emotions) did present a reliable and well fitting model for analysis. This suggests that while not necessarily a predictor of adjustment, negative family emotions (real or perceived) toward the expatriate may evoke other psychological issues around the international assignment not previously considered.

Adjustment Stage

One of the aims of this study was to find empirical evidence around the Adjustment Stage theory. Four factors did emerge representing the four stages of Honeymoon, Culture Shock, Adjustment and Mastery lending some support to the theory. However the Honeymoon Stage was not able to predict expatriate adjustment on any of the three dimensions and the Culture Shock Stage was only significant on the work dimension. It is possible that this result is due to expatriates in the honeymoon period differing on their perceptions of adjustment. While Torbiorn (1982) suggests that perceptions of adjustment during the honeymoon stage may be elevated due to the newcomer's "enthusiasm" for the experience, it is likely however that some expatriates may take more of a realistic perspective and recognise that enjoyment does not necessarily equate to adjustment.

Theoretically the Culture Shock Stage is when expatriates are most likely to experience low adjustment and subsequently high cognitions to withdraw. However in this study while Culture Shock did predict Work Adjustment, Work Adjustment did not significantly predict Cognitions to Withdraw (issues around the Work Adjustment scale are discussed in depth below). It is unclear as to why Culture Shock did not significantly predict General or Interaction Adjustment. An inspection of the four items retained for the final analysis offers the possibility that the work environment was more salient to participants when responding to these items than the country environment. In particular items 138 and 139 ('I feel like I've been here long enough that I should know how things work here but there's never an easy solution to a problem' and 'I often feel like I'm getting nowhere in Italy. I feel frustrated and helpless') may have evoked thoughts around work rather than Italy in general.

The Adjustment Stage of 'Adjustment', as would be expected, was a significant predictor of all three expatriate adjustment dimensions, with the Mastery Stage significant on the Interaction and Work dimensions. Why Mastery was not significant on the General Adjustment dimension is inexplicable, especially as Adjustment, supposedly the precursor to Mastery, was. It was noted however that Adjustment and Mastery were highly correlated suggesting that the variables failed to adequately discriminate between the two stages. Arguably the transition point between Adjustment and Mastery is less distinct than any other pairwise stage comparison meaning expatriates may be less likely able to separate the two stages. When the two stages

were combined into a single predictor variable, Adjustment Stage was the strongest predictor of Expatriate Adjustment on all three dimensions. As the Adjustment Stages by nature are related to time in assignment (for example, it would be unlikely for a new arrival in Italy to achieve Mastery immediately) this result suggests that expatriates who are able to work through the difficult times in their adjustment process may be less likely to withdraw from their assignment.

Expatriate Adjustment

As the mostly widely used measure of Expatriate Adjustment (Harrison et al., 2004), one aim of this study was to investigate the generalisability of Black & Stephens (1989) scale to a non-corporate expatriate population. In this sample Interaction Adjustment items loaded onto two factors with higher loadings on the General Adjustment factor than its own. In contrast, previous studies (on corporate populations) have demonstrated three distinct factors (e.g. Black & Stephens, 1989; Parker & McEvoy, 1993; Shaffer et al., 1999). This anomaly suggests that United Nations expatriates may have quite different interaction experiences with locals than had they been working in a local branch of an organisation. It is suggested here that Interaction Adjustment may be buffered for United Nations expatriates by the English-speaking work environment, as the majority of day-to-day interactions with Italians would be with English-speaking colleagues. This is given further weight by the fact that only two participants cited language difficulties in the qualitative data as a reason behind their cognitions to withdraw. Despite the observed factor loadings, the best fitting model of Expatriate Adjustment occurred when the three theoretical dimensions of adjustment remained as three separate, but correlated individual latent variables. However only General Adjustment was a significant predictor of Cognitions to Withdraw reinforcing concerns over Interaction Adjustment items (as discussed above) and suggesting problems with the Work Adjustment dimension.

Results from the qualitative analysis suggest that the Work Adjustment dimension of the Black & Stephens (1989) scale does not fully encapsulate essential issues for United Nations, Rome expatriates. That Work Adjustment did not predict Cognitions to Withdraw in this study provides further support to this claim particularly as qualitative analysis revealed organisational issues to be the highest number of cited reasons behind the organisation's expatriates' cognitions to withdraw.

The highest number of agreed instances behind Cognitions to Withdraw across all categories were related to management, and therefore work issues. One participant expressed it simply as, “[it was] Difficult to adjust to the [organisation’s] management and modus operandi” Whilst adjusting to supervisory responsibilities is included in the Black & Stephens (1989) scale, adjusting to supervisors is not. As even senior management are not completely autonomous in their roles this is one area of the scale that perhaps requires addressing. Other issues that emerged in the qualitative analysis including adjustment to the organisation and its culture, systems and structure are also not incorporated. Previously research on expatriate adjustment has assumed the expatriate has been relocated within an organisation and would therefore already be familiar with the organisation’s idiosyncrasies. However in the case of United Nations expatriates, many of whom are new to the organisation, issues relating to their adjustment experience are not reflected in the Work Adjustment items. For these reasons it is suggested that the Black & Stephens (1989) Expatriate Adjustment scale inadequately captures the adjustment issues of expatriates in non-corporate organisations and therefore caution should be taken in generalising results from this scale.

Whilst the quantitative data did not show a link between Interaction and Work Adjustment and Cognitions to Withdraw, qualitative data did. Interactions with locals were cited several times as reasons behind Cognitions to Withdraw. The following example from one participant illustrates the difficulties some United Nations expatriates face in Italy:

“I have often being [sic] at the receiving end of racism and have heard enough from my office colleagues to supplement that. Often, it is not the younger generation but it surely is not easy with the older generation who look at us as "stranieri" or "strangers". The experience is different, however, for those Europeans and Americans (white to be very direct). Then again if you are German or Eastern European, you can be taunted for your food, countries past, or all the problems taking place in the recent months.”

For multicultural organisations such as the United Nations some expatriates, like the one quoted above, may face unanticipated adjustment difficulties. Building in a realistic country preview into the expatriate selection or training programme may better prepare expatriates who may be a target of negative attention in the host country.

As discussed earlier, issues around adjusting to the organisation were also prevalent behind Cognitions to Withdraw with this example from one participant providing a good summary of issues raised by respondents:

“it is more a case of accumulated day to day circumstance. [the organisation’s] - corporate culture. Lack of reward and appreciation of performance. Lack of positive stimulus and surplus of negative stimulus (humiliation / blameshifting)[sic]. General aggressive nature of managers and jealous nature of colleagues.”

Previous studies around the adjustment stage literature have suggested that the stage of ‘Adjustment’ is reached within 12 months of arriving in the host country (Black & Gregersen, 1991b; Torbiorn, 1982; Tung, 1998), with strongest cognitions to withdraw experienced around the Culture Shock stage. Participants were asked to indicate on a time-based scale each time they considered withdrawing from their assignment (see question 37 in Appendix A). Instead of being clustered around the mid-point of the first year as would be expected based on the prior literature, respondents indicated experiencing Cognitions to Withdraw right across the scale, from less than one month into the assignment through to 3 years+ (see Figure 5 for a graphical representation).

However, two peak times were observed where Cognitions to Withdraw were most commonly reported. These were at the 2-3 month point and again at 5-6 months. Interestingly the fewest reported Cognitions to Withdraw occurred at the 4-5 month point – which based on the previous literature should have been about the time when they ought to have been peaking.

An examination of the qualitative data around Cognitions to Withdraw revealed that the majority of participants that considered leaving around the 2-3 month period were for reasons due to difficulties in adjusting to the country and/or organisation. By the 5-6 month stage, while a few incidents still related to adjustment issues, the majority of incidents related more to organisational issues such as management and a sense of not being valued. From 18 months to 2 years onwards, Cognitions to Withdraw were largely based around Organisational and Personal issues such as management, job satisfaction and personal relationships. This suggests support for previous research that adjustment does seem to occur relatively quickly for expatriates – in most cases within the first six months of assignment. However for this sample Cognitions to Withdraw also occurred at much later times than previous research suggests, and for reasons that are not related to adjustment. There are two possible explanations for this – the first is that unlike most corporate expatriate assignments which are most often between 12

months and three years in duration (GMAC, 2008) expatriate assignments are often extended in organisations such as the United Nations with fixed term contracts (usually of three years duration in this case) being repeatedly renewed. At this point issues behind Cognitions to Withdraw related to expatriatism are less salient and become more in line with general organisational attrition problems. The exception is where personal issues prevail. It should be noted that personal issues however were in the minority.

Supplementary findings

Spousal Adjustment

The classic Expatriate Adjustment predictor of Spousal Adjustment was not included in the quantitative analysis of this study due to the small number of participants who responded to the scale, however qualitative analysis anecdotally supported the predicted moderating relationship between Spousal Adjustment and United Nations, Rome expatriates' Cognitions to Withdraw. Qualitative analysis suggested the spouse to be an important factor in influencing expatriates cognitions to withdraw from their assignment.

A spouse's ability, or rather, inability to work in Italy emerged as a key issue in this sample. As one participant expressed it, "Since my wife can't work, she feels ashamed that she can not contribute to the family like she would have been able to in my home country. This has created severe family tensions." With increasing numbers of dual career couples (Raley, Mattingly & Bianchi, 2006) this is likely to be a growing issue for international organisations, both corporate and not-for-profit, in their ability to attract and retain suitably qualified expatriates to international assignments. Interestingly no participants cited a spouse's difficulty in adjusting to the country or to locals as reasons behind cognitions to withdraw, which is the focus of the Black & Stephens (1989) scale. Had sample size been sufficient to include the Spousal Adjustment scale in the quantitative analysis, it is possible that the expected moderating relationship between Spousal Adjustment and expatriates' Cognitions to Withdraw would not have been found because a work dimension is not included. This is an issue with the Spousal Adjustment scale that needs addressing in future research.

Reasons to Stay

With reasons for Cognitions to Withdraw ranging from the country:

“Problems while having to deal with the following for general living in Italy: Telecom Italia and Tele2 (for telephone and internet disruptions and service), bus services (one time a bus driver got lost in a remote part of Rome suburb and forced my wife to get off the bus late evening in the dark), SkyTV, post-office, banks, car insurance company, traffic and dealing with local drivers, pollution, Italians not obeying [sic] lines/queues...the list can be endless”

To the organisation:

“When I first arrived at [the organisation], I was optimistic and worked hard on my career. I attended language training...I studied at nights and received a Masters...I accepted extra responsibilities that were performed by staff within the organization at a higher grade. For all this, I have received nothing from my supervision other than 'Thanks for the extra effort' and excuses why people can not be upgraded”

To the personal:

“HOME SICK”

Why have these expatriates decided to stay?

The little research that has been undertaken into exploring reasons behind why expatriates remain in their assignments despite cognitions to withdraw suggests that at least in the corporate sector, assignment completion bonuses and career advancement are the motivating factors (Phillips & Fox, 2003; Tung, 1998). In not-for-profit organisations however these incentives are not generally readily available. Qualitative analysis in this study revealed that whilst the largest number of reasons behind United Nations, Rome expatriate’s cognitions to withdraw were work related, work was also the reason most often cited as to why they decided to stay.

“The only thing that is keeping me here is the work is very interesting and rewarding. Otherwise I would have left after my initial [sic] contract.”

Based on this finding the implications for not-for-profit organisations are twofold. In terms of retention strategy, the intrinsic motivator of job satisfaction can clearly be used to the advantage of a not-for-profit organisation by ensuring its employees are continually challenged. Secondly, as work factors were most often cited as reasons

behind Cognitions to Withdraw, there is much the organisation can do to improve the expatriate experience. Whilst an organisation has little control over the external country environment, evaluating and seeking to improve its internal environment to aid retention is possible.

The second most common reason for staying despite experiencing Cognitions to Withdraw was Economic Reasons:

“I decided to stay because the salary is good so I focused on the good things Italy offer [sic]”

Whilst salaries are not generally comparable between not-for-profit and corporate organisations within equivalent markets, for United Nations expatriate employees from countries where salaries are much lower than those the United Nations offers it may be motivation enough to stay - especially if the expatriate is financially supporting others in the home country.

Relationships were the third most cited reason for staying despite cognitions to withdraw:

“But, all in all, the only reason I have decided not to go back is that I've met someone here who I care alot [sic] about, but now I am trying to decide whether it is worth staying somewhere I do not want to be because [sic] of a person.”

Lifestyle and being able to Work through issues over Time were the two next most common reasons for staying. The category ‘Worked through issues over Time’ is best exemplified by:

“Mostly it was just a matter of getting used to it and learning to appreciate the good and accept the bad.”

If an organisation can identify and facilitate appropriate support for expatriates it may be key to helping expatriates work through the difficult adjustment periods. Expatriate employees’ perceptions of (in)adequate organisational support have been directly linked to organisational commitment and cognitions to withdraw (Guzzo, Noonan & Elron, 1994). Examples from the qualitative analysis in this study suggest that in this sample there is a certain expectation from expatriates of organisational support in various aspects of adjustment to expatriate life in Italy that the United Nations Organisation is not currently meeting. Shaffer et al., (1999) found logistical and co-worker support to be significant predictors of expatriate adjustment, suggesting a formal support system

for expatriates could be an effective tool in helping expatriates make sense of the new work and country environment and thereby easing the adjustment process.

The next largest category of instances behind reasons to stay was 'Children' with the predominant theme around not wanting to disrupt children by moving.

The final four categories representing 3% each of agreed instances of reasons to stay were the Environment ("The city itself is beautiful"), Italians ("The people are warm and friendly and I appreciate this"), Negative Situation Change ("My wife had a very serious health problem...if she had not made a good recovery I would have bailed out") and Limited Alternatives ("no employment options elsewhere").

The difference between intrinsic and extrinsic motivations to stay between this sample and Tung's (1998) corporate sample is apparent. Whilst some participants did cite economic reasons behind reasons to stay – as salaries are capped and linked to American government employees' the United Nations cannot financially compete with the corporate sector for expatriates from equivalent markets. It can however focus on intrinsic motivators such as job satisfaction, challenge and variety, which are often driving motivational factors for people attracted to working in not-for-profit organisations (Mirvis & Hackett, 1983).

Limitations and improvements for future research

The biggest limitation to this study was sample size as a low response rate meant that some aspects of analyses (such as Spousal Adjustment and analysis at the cultural group level) were unable to be conducted. However, information gleaned from qualitative analysis in some aspects made up for what was lacking quantitatively (such as data around Spousal Adjustment that would not have been captured in the scale). Due to the sample size issue, sample bias on account of missing data from expatriates who did not participate is possible. The sample was unexpectedly heavily weighted by participants with a long tenure in Italy, which may not well represent the experiences of expatriates who are newer to the organisation (for example two participants cited a lack of induction to the organisation as being problematic, where an induction programme does now exist). It is hoped that the retrospective nature of the qualitative analysis of this study helps adjust for this discrepancy. It is also hoped that qualitative analysis in this study also offsets missing data from expatriates who did actually leave their assignments. A few respondents mentioned (unprompted) that they were actively looking for alternative employment.

Limitations from the measures used must also be noted. The Acculturation Style scale did not demonstrate good model fit and could therefore not be used in the analysis. There are two possible reasons for this, one is that the items were not relevant to this sample, for example items around food and religious practices (items 108 and 109 in Appendix A) provided no support to the model. On the food dimension a lack of choice may dictate eating behaviours rather than necessarily a personal preference.

With regard to the relevance of religious practices, while Italy is dominated by Roman Catholicism (according to the Central Intelligence Agency's, 2009, World Factbook, approximately 90% of Italy's population considers themselves Catholic with approximately 30% estimated as practicing Catholics) the religion does not dictate daily life to a great extent - for example style of dress and compulsory worship and therefore does not make it difficult to engage in alternative religious practices. Religion is therefore not necessarily an important dimension for expatriates to have to decide the degree to which they want to embrace that aspect of society.

Language spoken is also likely an inaccurate indication of assimilation style for this group as many United Nations expatriates would likely speak English as a second language (as the working language of the organisation) more than Italian, which would force them into, perhaps falsely, selecting Marginalisation as their acculturation style.

Whilst Stage in Assignment demonstrated four factors describing the four stages of the theory, the U-curve model could not be tested due to the design of the questions. It could however be useful in future research to use the best fitting items from this scale to design a measure more suited to stage analysis.

It is suggested that if the Spousal Adjustment scale is to be continually used in expatriate research, a work dimension should be included in order to more accurately reflect societal changes over the last 20 years in this regard. Whilst Spousal Adjustment is a classic variable studied in relation to Expatriate Adjustment, other family related issues that emerged in the qualitative analysis, such as children and family in the home country, perhaps require more attention. Whilst a few expatriate adjustment studies have considered children in their analyses (e.g. Shaffer & Harrison, 1998; Staines, 1980; Tung, 1998) reported results have been vague or inconclusive – mostly due to children and the spouse being combined into a single unit of 'family'. Meanwhile the effect that family in the home country have on the expatriate experience has largely been ignored. Interestingly in this study children were cited as both reasons to withdraw e.g. "Rome is especially difficult for living with children" and reasons to stay

– “I decided to stay after having kids and then beacause [sic] of schooling”. In relation to family in the home country, one participant cited the illness of a parent “back home” to be behind cognitions to withdraw, whilst another was thinking of returning to the home country where their partner was still living. For dual career couples, this latter issue may become more prevalent as one partner accepts an international assignment to further his or her career, while the other remains in the home country to pursue theirs. This may have potential implications for organisational policy around home leave or travel benefits for expatriate employees and their partners to facilitate these kinds of relationships. The impact of family in the home country is a potential area of investigation for future research.

Chapter 6: Conclusion

Results of this study indicated that caution should be taken in generalising the outcomes of expatriate adjustment models from corporate organisations to not-for-profit ones such as the United Nations. In this study expatriate adjustment's most widely used scale (Black & Stephens, 1989) did not fully encapsulate the experience of United Nations expatriates in Rome and only partially explained expatriates' cognitions to withdraw. Indeed, results from this study suggest this 20-year-old scale – particularly on the Work Adjustment and Cognitions to Withdraw dimensions requires either review or retirement. Furthermore, the Spousal Adjustment scale should be updated to reflect increasing numbers of dual career couples and include a work adjustment component for accompanying spouses. Whilst sample size was prohibitive in conducting quantitative analysis on Spousal Adjustment, qualitative analysis indicated that work, or rather a spouse's inability to work in the host country, was a considerable source of stress to expatriates and their spouse leading to cognitions to withdraw.

The need for more research into expatriate populations in not-for-profit organisations is clear. The motivations and experiences of these types of expatriates demonstrably differed in this sample to those of the corporate expatriate populations previously studied. While the most cited reasons behind Cognitions to Withdraw were related to the organisation, work was also the largest category explaining reasons to stay. The implication of this for organisations such as the United Nations is that intrinsic motivators such as “interesting and challenging work” have a considerable impact on the expatriate's adjustment experience. If organisational issues are addressed and appropriate support systems are implemented it is likely that the adjustment process would be considerably eased for United Nations, Rome expatriates, and the likelihood of premature withdrawal from the assignment reduced dramatically.

The finding in this study that novel variable ‘Economic Adjustment – Country Comparison’ was a significant predictor of Expatriate Adjustment and subsequent Cognitions to Withdraw suggests that Economic Adjustment is an important issue for expatriates of multi-cultural organisations. It is likely that adjusting to an economic environment where there is lower standard of living than an expatriate is used to is more of a prevalent issue for the not-for-profit sector. This is likely due to generally lower salaries than in the corporate sector and increased likelihood of not-for-profit expatriates

working in poorer countries. However the construct may also be a valid consideration for corporate expatriates working in countries of lesser economic development than their own.

This study has identified that designing or adjusting expatriate adjustment measures to adequately capture the experiences of non-corporate employees and their spouses is required. The impact of family in the home country on the expatriate experience is also an area that warrants further investigation. Finally, more research is required into establishing empirical evidence around the stage theory of adjustment, time in assignment when cognitions to withdraw are most common, and reasons expatriates decide to stay despite cognitions to withdraw. Knowing when expatriates are most likely to consider early withdrawal and what may help them overcome adjustment difficulties has considerable practical application in the design of expatriate induction and organisational support programmes. This may go a long way towards helping international organisations achieve their goals of reducing the number and cost of failed expatriate assignments.

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Appendix A: Survey Questionnaire

Expatriate Adjustment

Indicate on a scale of 1 to 7 (1 being completely unadjusted, 7 being completely adjusted) how unadjusted or adjusted you feel you are to Italy on the following:

	1 Completely Unadjusted	2	3	4	5	6	7 Completely Adjusted
(1) Living conditions in general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(2) Housing conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(3) Food	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(4) Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(5) Cost of living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(6) Entertainment/recreation facilities and opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(7) Healthcare facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(8) Socialising with Italian nationals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(9) Interacting with Italians on a day-to-day basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(10) Interacting with Italians outside of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(11) Speaking with Italian nationals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1 to 7 (1 being completely unadjusted, 7 being completely adjusted) how unadjusted or adjusted you feel you are to the [Organisation] on the following:

	1 Completely Unadjusted	2	3	4	5	6	7 Completely Adjusted
(12) Specific job responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(13) Performance standards and expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(14) Supervisory responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(15) Indicate by assigning a numerical value (between 0 and 100) how difficult you found it to adjust to the organisational culture of the [United Nations Organisation] in comparison to the country culture of Italy. The combined total of the numerical values should equal 100. Organisational Culture is the shared values and beliefs of people who work at the [Organisation] that influences how people behave, interact, communicate and get their jobs done. Country Culture can be considered as the way of life in Italy including lifestyle, traditions, values and beliefs.

Organisational Culture of the [United Nations Organisation]

Country Culture of Italy

Spousal Adjustment

Indicate on a scale of 1 to 7 (1 being completely unadjusted, 7 being completely adjusted) how unadjusted or adjusted you feel your partner or spouse who accompanied you to Italy is on the following:

	1 Completely Unadjusted	2	3	4	5	6	7 Completely Adjusted	N/A
(16) Living conditions in general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(17) Housing conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(18) Food	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(19) Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(20) Cost of living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(21) Entertainment/recreation facilities and opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(22) Healthcare facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(23) Socialising with Italian nationals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(24) Interacting with Italians on a day-to-day basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Culture Novelty

Indicate on a scale of 1 to 5 (1 being completely different, 5 being very similar) how different or similar Italy is compared to your home country (that is, the country you identify most strongly with rather than necessarily the country of your birth):

	1 Completely Different	2	3	4	5 Very Similar
(25) Everyday customs that must be followed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(26) General living conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(27) Using healthcare facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(28) Transportation systems used in Italy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(29) General living costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(30) Available quality and types of foods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(31) Climate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(32) General housing conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Cognitions to Withdraw/Stay

Indicate on a scale of 1 to 7 (1 being completely agree, 7 being completely disagree) the extent to which you think about staying for the duration of your assignment with the [United Nations Organisation] or returning to your home country early:

	1 Completely Agree	2	3	4	5	6	7 Completely Disagree
(33) I rarely think about the possibility of returning home early	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(34) I would do anything to keep this assignment for its expected duration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(35) I would like my assignment to be extended so I could stay in Italy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(36) Have you at any stage of your assignment considered withdrawing from your assignment early and returning to your home country?

- Yes
- No

(37) If you answered YES to the previous question indicate below how far into your assignment you experienced thoughts of withdrawing early and returning to your home country. Tick all that apply.

- Less than one month of being in Rome
- 1-2 months
- 2-3 months
- 3-4 months
- 4-5 months
- 5-6 months
- 7-8 months
- 8-9 months
- 9-10 months
- 10-11 months
- 11-12 months
- 12-18 months
- 18 months -2 years
- 2-2.5 years
- 2.5-3 years
- 3 years +

(38) For each time period indicated please give an example of a typical incident that led to your thoughts of withdrawing early and why you decided to stay. These could be either work related or not.

--

Economic Adjustment

(39) Please indicate the approximate value of your annual salary and benefits package from the [United Nations Organisation] (if paid in a currency other than US dollars please indicate the currency and the approximate value in the 'Other' box)

- US\$31,000-40,000
- US\$41,000-50,000
- US\$51,000-60,000
- US\$61,000-70,000
- US\$71,000-80,000
- US\$81,000-90,000
- US\$91,000-100,000
- US\$101,000-110,000
- US\$111,000-120,000
- US\$121,000-130,000
- US\$131,000-140,000
- US\$141,000-150,000
- US\$151,000-160,000
- US\$161,000+

Other (please specify currency and value)

(40) On a scale of 1-5, how does your salary and benefits package at the [United Nations Organisation] compare with salary and benefits in your home country in real terms (i.e. value of the package against cost of living)?

- | | 1 Far less at
the
[Organisation] | 2 A little less at
the
[Organisation] | 3 About the
same | 4 A little more
at the
[Organisation] | 5 Much more
at the
[Organisation] |
|----------------------|--|---|--------------------------|---|---|
| Salary package value | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

(41) On a scale of 1-5, in general how would you rate your financial position in Italy compared to your Home Country?

- | | 1 Much better
off | 2 A little better
off | 3 About the
same | 4 A little worse
off | 5 Much worse
off |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Financial position | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Indicate on a scale of 1 to 7 (1 being Much worse in Italy, 4 being Much the same as my home country, 7 being Much better in Italy) how you would describe Italy compared to what you were accustomed to in your home country

	1 Much worse in Italy	2	3	4 Much the same	5	6	7 Much better in Italy
(42) Living conditions in general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(43) Housing conditions in general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(44) Quantity of food available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(45) Quality of food available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(46) Cost of living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(47) Healthcare facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thinking of your family remaining in your home country, indicate on a scale of 1-5 (1 being not at all true, 5 being very true) how you would describe your relationship with your family in your home country before you came to Italy

	1 Not at all true	2	3	4	5 Very true
(48) High in conflict	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(49) Hostile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(50) Honest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(51) Supportive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(52) Friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(53) Comfortable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(54) Happy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(55) Close	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-5 (1 being Not at all true, 5 being Very true) how you would describe your relationship with your family in your home country since you came to Italy

	1 Not at all true	2	3	4	5 Very true
(56) Happy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(57) Comfortable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(58) High in conflict	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(59) Honest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(60) Hostile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(61) Close	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(62) Friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(63) Supportive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-5 (1 being Not at all true, 5 being Very true) how you would describe your relationship with your friends in your home country before you came to Italy

	1 Not at all true	2	3	4	5 Very true
(64) High in conflict	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(65) Friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(66) Honest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(67) Close	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(68) Comfortable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(69) Supportive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(70) Hostile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(71) Happy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-5 (1 being Not at all true, 5 being Very true) how you would describe your relationship with your friends in your home country since you came to Italy

	1 Not at all true	2	3	4	5 Very true
(72) Hostile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(73) High in conflict	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(74) Close	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(75) Supportive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(76) Happy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(77) Honest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(78) Comfortable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(79) Friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-5 (1 being Not at all, 5 being Extremely) how do you think your family in your home country feels about your life in Italy

	1 Not at all	2	3	4	5 Extremely
(80) Sad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(81) Angry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(82) Anxious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(83) Jealous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(84) Happy for you	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(85) Embarrassed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-5 (1 being Not at all, 5 being Extremely) how do you think your friends in your home country feel about your life in Italy

	1 Not at all	2	3	4	5 Extremely
(86) Jealous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(87) Happy for you	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(88) Anxious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(89) Sad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(90) Angry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(91) Embarrassed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-5 (1 being Not at all, 5 being Extremely) how difficult your move to Italy has been on your relationship with your family and friends in your home country

	1 Not at all	2	3	4	5 Extremely
(92) Family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(93) Friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-5 (1 being Not at all, 5 being Extremely) the extent to which you feel:

	1 Not at all	2	3	4	5 Extremely
(94) Happy about being ahead of your family and friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(95) Guilt toward your family or friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(96) Anger with your family or friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(97) Grateful for what you have	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(98) Sorry for your family or friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(99) Concerned that your family or friends are angry with you	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(100) Happy to have won your family and friends' admiration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-5 below (1 being Completely disagree, 5 being Completely agree) how much you disagree or agree with the following statements:

	1 Completely disagree	2	3	4	5 Completely agree
(101) I make an effort to stay in contact with my family and friends in my home country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(102) I tend to emphasise the bad things about living in Italy when communicating with my family and friends in my home country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(103) I send money home to help my family and/or friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(104) I often try to avoid contact with my friends and family in my home country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(105) I tend to emphasise the good things about living in Italy when communicating with my family and friends in my home country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Acculturation Attitude

Indicate on a scale of 1-5 below (1 being My home country, 3 being As much my home country as Italy, 5 being Italy) or Neither my home country nor Italy your behaviours on the following dimensions:

	1 My home country	2	3 As much my home country as Italy	4	5 Italy	Neither my home country nor Italy
(106) The cultural traditions and lifestyle I follow are those of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(107) I keep up-to-date on news and current affairs of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(108) I eat the food of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(109) I engage in the religious practices of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(110) I speak the language of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(111) At work I get my job done in the way typical of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(112) My friendships in Italy are with people from	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(113) I dress in a manner similar to most people in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(114) I behave in a manner similar to most people in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(115) I approach unfamiliar situations in a similar way that others would in

Adjustment Stage

Indicate on a scale of 1-4 below (1 being Completely disagree, 4 being Completely agree) how much you disagree or agree with the following statements:

	1 Completely disagree	2	3	4 Completely agree
(116) I feel a sense of excitement, curiosity and hope about living in Italy and am happy with my decision to move here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(117) I feel a sense of loneliness, isolation, homesickness, anxiety, and disorientation in Italy and have feelings of wanting to return home.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(118) I feel a sense of belonging in Italy. I feel satisfied with my social life and am happy with life here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(119) I feel like a fully integrated member of the community, Italy feels like home. I don't want to leave.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-4 below (1 being Completely disagree, 4 being Completely agree) how much you disagree or agree with the following statements:

	1 Completely disagree	2	3	4 Completely agree
(120) I don't really have a good friendship circle yet, and I feel OK about that.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(121) Most people I know in Italy I would consider as contacts and acquaintances.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(122) I'm finding it difficult to form close friendships here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(123) The few friends I have here are other expatriates; I don't have any Italian friends.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(124) I'm getting a good circle of friends that I feel close to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(125) I count both expatriates and Italians among my close friends.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(126) I have an established group of close friends, many of whom are Italian.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(127) I will really miss my friends in Italy when I move on, but feel many of them will be life-long friendships.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-4 below (1 being Completely disagree, 4 being Completely agree) how much you disagree or agree with the following statements:

	1 Completely disagree	2	3	4 Completely agree
(128) I'm still getting to know Rome and where to go for certain things but I am enjoying the process of discovery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(129) It's difficult to find activities and facilities I am looking for in Rome. I often can't find what I want or they're not ideal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(130) I know where to go for most things and have located facilities and services I'm happy with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(131) I find it easy to find what I need as I know exactly where to go. I have favourite places and service providers that I use regularly.

Indicate on a scale of 1-4 below (1 being Completely disagree, 4 being Completely agree) how much you disagree or agree with the following statements:

	1 Completely disagree	2	3	4 Completely agree
(132) I'm still working out the routines of living and working in Italy, like shop and office opening hours, meal times, siesta and so on	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(133) I get frustrated when I can't get or do what I want, when I want it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(134) I'm familiar with the routines of living and working in Italy and have adjusted my own habits and activities to fit in with them – although I do still get caught out sometimes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(135) I know the routines of living and working in Italy as though I've always lived here – I don't even have to think about it any more	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-4 below (1 being Completely disagree, 4 being Completely agree) how much you disagree or agree with the following statements:

	1 Completely disagree	2	3	4 Completely agree
(136) I can't believe I'm living in Rome – there's so much history and so many things to do and see	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(137) I love to go exploring and watching the Italians go about their daily lives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(138) I feel like I've been here long enough that I should know how things work here but there's never an easy solution to a problem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(139) I often feel like I'm getting nowhere in Italy. I feel frustrated and helpless.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(140) I pretty much know how most things work in Italy and becoming accomplished at working around them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(141) Sometimes you just have to laugh at how things work here – there's nothing else you can do about it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(142) I find I don't even have to think about how to do things in Italy now.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(143) I intuitively know how everything works, what to do and where to go.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-4 below (1 being Completely disagree, 4 being Completely agree) how much you disagree or agree with the following statements:

	1 Completely disagree	2	3	4 Completely agree
(144) I can get by in Italy using surprisingly little Italian	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(145) I find it difficult to communicate in many situations and am unable to have a decent conversation in Italian.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(146) I can get by in most situations in Italian and can enjoy social conversations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(147) I feel confident communicating in Italian in any situation and am able to develop and maintain in-depth conversations about any topic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate on a scale of 1-4 below (1 being Completely disagree, 4 being Completely agree) how much you disagree or agree with the following statements:

	1 Completely disagree	2	3	4 Completely agree
(148) I can get by in Italy using the same approach to situations as I do in my home country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(149) I feel like I don't know what to do or what is expected of me in many situations in Italy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(150) I feel confident in my ability to act in an appropriate manner in most situations in Italy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(151) I feel comfortable in all kinds of situations in Italy; the appropriate way to behave comes naturally to me.

Demographics

(152) How long have you been in Italy?

Years

Months

Weeks

(153) What country are you from (that is, the country you best identify with rather than necessarily your country of birth)?

(154) Were you accompanied to Rome by a partner/spouse?

Yes

No

(155) How many dependent children do you have living with you?

Number

(156) Your age at last birthday

Years

(157) Sex

- Male
 Female

(158) How many months or years experience do you have working for [this] and/or other United Nations agencies?

Years
Months

(159) Not including your time in Italy, how much time have you spent living abroad previously?

Years
Months

(160) What is the total expected duration of your assignment in Rome with [this organisation]? (If your assignment is open-ended or the duration is unknown please enter 0 next to 'unknown')

Years
Months
Unknown

(161) What was your level of Italian language ability upon arrival in Italy?

- Little or no Italian
 Basic Italian
 Intermediate Italian
 Advanced Italian
 Fluent

(162) What is your job title?

	Rater 2																																						
Rater 1	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.	18.	19.	20.	21.	22.	23.	24.	25.	26.	27.	28.	29.	30.	31.	32.	33.	34.	35.	36.	Total		
1. C - Infrastructure	7							2				3																										12	
2. C - Environment		10																																					10
3. C - Italians			7	1				2	1			2																											13
4. C - Traffic			1	2																																			3
5. C - Food					3																																	3	
6. C - Shopping						1		1																														2	
7. C - Healthcare							5																															5	
8. C - Services								3																														3	
9. C - Housing									2																													2	
10. C - Racism										2																												2	
11. C - Cost of Living											2																											2	
12. C - Culture												2																										2	
13. C - Quality of Life													2																									2	
14. C - Language Difficulties														2																								2	
15. O - Bureaucracy															3																							3	
16. O - Management																11						2	1															14	
17. O - Morale																	1											1										2	
18. O - Environment																		2																				2	
19. O - Suppliers																			1																			1	
20. O - Support																				1																		7	
21. O - Job Satisfaction																					7																	7	
22. O - Culture																						2																2	
23. O - Systems																							8															8	
24. O - Performance Standards & Expectations																1							3															4	
25. O - Colleagues																								1						1								3	
26. O - Rewards																									2													2	
27. O - Tasks																										4												5	
28. O - Being Valued																											6											6	
29. O - Change																1											1											6	
30. O - Employment Conditions																																						1	
31. O - Career Progression																																						2	
32. P - Children																																						2	
33. P - Career																																						1	
34. P - Spouse																																						4	
35. P - Family in Home Country																																						2	
36. P - Homesick																																						2	
Total	7	11	7	3	3	1	5	8	3	2	2	7	2	2	3	13	1	2	1	8	2	10	4	1	2	6	7	3	2	2	4	2	1	4	2	2	145		

	Rater 2											
Rater 1	Environment	Lifestyle	Italians	Economic Reasons	Relationships	Work	Children	Negative Situation Change	General	Limited Alternatives	Worked through issues over time	Total
Environment	1											1
Lifestyle		3										3
Italians			1									1
Economic Reasons				5								5
Relationships					4							4
Work						9		1			1	11
Children							2					2
Negative Situation Change								1	1			2
General									0			0
Limited Alternatives										1		1
Worked through issues over Time											3	3
Total	1	3	1	5	4	9	2	2	1	1	4	33