

Index

| adjustment 14-item scale of, 64 | transactional purpose of, 15 women on, 13 |
|--|---|
| affective, 67 | women on, 13 |
| behavioural, 67 | balance sheet system, 101, 120 |
| The state of the s | |
| cognitive, 67 | Big Five personality traits, 190 |
| cross-cultural, 189 | bounded career perspective, 129–131 |
| cultural, 264–276 | |
| dimensions of, 67 | career |
| domains of, 64, 69 | boundaryless, 188 |
| dynamics of, 69 | development, 129, 140 |
| faciliation of, 84 | intelligent, 299 |
| impact of language ability on, 60 | internal, 132 |
| impact of personality factors on, | progression, 130 |
| 60 | resources, 127–128 |
| long-term, 59 | success, 134 |
| short-term, 58 | Career Stage Theory, 129 |
| theories of, 66 | CCT. See cross cultural training |
| traditional models of, 59 | childcare, 235, 236, 239 |
| Agency Theory, 117 | CMA. See Comporehensive Model of |
| assignment/s | Adjustment |
| commitment to, 84 | 'coffee machine' system, 40, |
| completion of, 89 | 302 |
| cost of, 5 | collectivistic countries, 86, |
| development function of, 12 | 118 |
| different types of, 125 | compensation systems |
| difficulty, 93 | fairness of, 106 |
| long-term, 125 | objectives of, 113-114 |
| matching expatriates for, 88 | satisfaction with, 106 |
| objectives, 302 | shortcomings of, 111 |
| performance criteria of, 85 | compliance risk, 301 |
| premium, 103 | Comprehensive Model of Adjustment |
| preparation for, 46 | 64, 66 |
| reasons for, 3, 12 | cost |
| reasons for accepting, 107 | administrative, 293 |
| requirements of, 91 | control, 112–113 |
| returning from, 89 | international staff, 105 |
| selection criteria for, 38 | reduction, 112 |
| short-term. See STAs | crisis management, 237 |
| | cross-border |
| strategic management of, 40 success of, 283 | |
| Success 01, 203 | employment, 169 |



316 Index

cross-border (cont.) management of, 2 markets, 6 mentoring of, 91 working, 17 organisational support of, 62 cross-cultural training, 42, 45, 280 partners, 13, 44, 62 crossover, 69, 264, 276 individual needs of, 282 Crossover Theory, 275 organisational support of, 279 cultural awareness assessments, 39 support of, 282-283 cultural distance, 61, 86, 141 performance, 31, 84 cultural intelligence, 61 performance management of, 81, 85 cultural learning, 44 performance of, 117 cultural training, 47 practical assistance of, 42 culture shock, 46, 63, 131 premature departure of, 58 prototypical, 3 3-D model of adjustment, 67, 68, 69 relocation, 13 dangerous locations, 17 retention, 282 selection criteria for, 37, 138 developing countries, 229 digital revolution, 6 selection process of, 36 diversity, 17, 213, 215, 216, 225 selection processes of, 14 Double ABCX Model, 277 social network, 13 dual career couples, 13, 236, 238 success, 34, 37, 262 support, 94 early return. See expatriate failure support of, 90, 210 embeddedness, 186 training, 44, 88 emerging economy, 10, 48 wife, 13 entrepreneurship, 211 withdrawal, 83 Equity Theory, 105 women, 13 Expatriate Cycle, 290, 294 work adjustment. See also adjustment expatriate/s, 1 See also international work-life balance, 13 employees expatriation. See also assignment adjustability, 38 motivations for, 35 adjustment. See adjustment types of, 17 assessment of, 41 willingness, 34, 35 assignments. See assignment/s career capital of, 193 family categories of, 57 adjustment, 262, 264-276 See also challenges for, 5 partner adjustment children, 13, 278, 281, 282 cross cultural training of, 44 coaching, 43 dynamics, 277 factors, 35, 277 compensation, 100, 116, 118-119 corporate, 15 outcomes, 281 deployment of, 11 support, 282 effectiveness, 44 Family Adjustment and Adaptation failure, 5 Response model, 277 family of, 262 Family Systems Theory, 277 functions, 3, 11 female expatriates. See also expatriate/s. homosexual, 239 individual characteristics of, 37 individual outcomes, 243 knowledgetransfer by, 85 motivation of, 240 lesbian, 239 partners, 62 long-term assigned, 31 female migrants, 228



Index 317

| flexible work arrangements, 235 | costs of, 163 |
|---|---|
| frequent flyer. See IBTs | cultural adjustment of, 165 |
| • | disadvantages of, 164 |
| gender, 279, 281 | family of, 164 |
| definition of, 226 | health concerns, 164 |
| differences, 35, 241, 282 | increase in, 161 |
| disparity, 228 | remuneration of, 166 |
| diversity, 225 | selection of, 167 |
| dynamics, 279 | Identity Theory, 239, 279 |
| equality, 225 | incentives, 91, 92 |
| issues, 17 | individualistic cultures, 86, 118 |
| pay gap, 235 | inpatriate assignments, 11 |
| | |
| glass ceiling, 234 | Institutional Theory, 230, 244 |
| Global Gender Gap Report, 226 | Integrative Communication Theory of |
| global mobility | Cross-cultural Adjustment, 65 |
| compensation of, 100 | intercultural learning, 42, 107 |
| corporate motivations, 304 | Interdependence Theory, 276 |
| current trends in, 18 | international assignees. See expatriate/s |
| employees. See expatriates | international business travellers. See |
| impact of life expectancy on, 14 | IBTs |
| learning points for, 307–308 | international commuters, 17 |
| new challenges, 2 | advantages and disadvantages, |
| new forms of, 18 | 169–170 |
| roles, 303 | categories of, 168 |
| successful management of, 249 | international employees. See expatriates |
| global talent management, 299 | international mobility |
| globalisation, 6 | barriers on, 104 |
| GLOBE, 232 | database, 33 |
| | resistance to, 15 |
| HCNs. See host country nationals | international staffing |
| highly skilled-migrants. See expatriate/s | forms of, 14 |
| home country | practices, 39 |
| balance sheet approach, 106 | international work. |
| mentoring, 44, 92 | alternative forms of, 153-155, 171 |
| host country | costs, 154 |
| characteristics, 35 | forms of, 17 |
| mentor, 44 | |
| national – expatriate interaction, 90 | job |
| national discrimination, 106 | descriptions, 81 |
| national support, 90 | dissatisfaction, 131 |
| nationals, 16 | posting, 34 |
| reputation, 36 | role, 37 |
| HR | satisfaction, 82 |
| functions, 290 | success, 134 |
| role of, 291, 293 | Job Demands-Resources model, |
| value of, 291 | 275 |
| human capital translation, 206 | _, ~ |
| | knowledge sharing, 156 |
| IBTs, 14 | knowledge transfer, 4, 12, 84, 85, 92, |
| advantages of, 163–166 | 126. 138 |



318 Index

| language ability, 38, 42, 60 language training, 42 | public sector expatriates, 41, 48 'push-pull' model, 188 |
|--|--|
| Leader-Member Exchange Theory, 87 | |
| LGBT, 239 | re-adjustment, 130-131, 137 |
| localisation system, 110, 120 | recruitment |
| local-plus system, 110, 120 | external, 34 |
| low-status expatriates, 18 | internal, 32 |
| 1 , | international, 32 |
| management | methods, 33 |
| development, 4, 12 | reference salary, 101, 104, 114 |
| objectives, 297 | remuneration, 100, 101, 104 |
| mentoring, 90, 91 | repatriate/s |
| home-based, 139 | career management, 140 |
| programmes, 44, 137 | commitment, 140 |
| migrant/s, 18, 153 | identity, 137 |
| | |
| identity, 207 | reintegration, 139, 141 |
| newcomers, 210 | retention, 108, 133, 140 |
| Multiple Perspectives Framework, 84 | self-initiated, 137 |
| Mutual Dependency Perspective, 294 | turnover, 126, 130, 132, 140, 142 |
| network building, 134 | repatriation, 5, 108, 125 |
| networks, 128 | adjustment, 63 |
| | challenges, 135-142 |
| organisational commitment, 133 | faciliation of, 111 |
| | outcome, 38, 142, 143 |
| parental leave, 236 | problems, 126–127 |
| partner | success, 133–135 |
| adjustment, 62, 264-276 See also | reverse culture shock, 141 |
| crossover | risk assessments, 237 |
| interaction, 45, 275 | |
| training, 44 | selection |
| well-being of, 264 | biases, 234 |
| pay | process, 39 |
| differential, 106 | systems, 40 |
| inequality, 235 | self-initiated expatriates, 17, 37 |
| packages, 100 | adjustment of, 189–192 |
| performance, 81, 86 | age, 185 |
| appraisal, 80, 83 | country of origin, 185 |
| criteria, 85 | definition of, 182–184 |
| evaluation, 80, 92 | duration of stay, 186 |
| management, 80, 85, 86 | education level of, 185 |
| performance management system. See | employability, 193 |
| PMS | family of, 190 |
| Person-Environment Fit Theory, 61, 64, | female, 192 |
| 190 | gender of, 184 |
| PMS, 83, 87 | increasing number of, 184 |
| development of, 87, 93 | key characteristic of, 181 |
| pre-deployment preparation, 47 | marital status of, 185 |
| proactive career perspective, 131–133 | motives, 187 |
| | |
| psychological contract, 140, 303 | partner, 187 |



Index 319

population, 187 repatriation of, 125, 194 research on, 181, 182-184 women, 228 sexual harassment, 237 short-term employment, 17 SIEs. See self-initiated expatriates skilled migrants barriers for, 204-206 career capital of, 216 communication skills of, 2.07 definition of, 204 discrimination of, 208 entrepreneurship among, 211 integration of, 211, 213 local colleagues of, 217 mentoring of, 212 motivations of, 208-209 networks of, 210-211 stigmatisation of, 214 Social Identity Theory, 244 soft skills, 82 Special Forces personnel, 47 spillover, 69, 277 Spillover Theory, 275, 277 STAs, 14, 125, 140, 155 adjustment of, 158 advantages of, 155-157 compensation of, 159 disadvantages of, 157-159 family of, 158, 160 management challenges, 157 repatriation of, 160 training of, 160 Systems Theory, 64

talent management, 34, 85 Theory of Justice, 119 Theory of Stakeholder Salience, 278 Theory of Work Adjustment, 64, 277 Threat-Benefit Model, 215 Transaction Cost Theory, 119 transactional services, 290 transgender, 239 turnover intention, 38 TWA. See Theory of Work Adjustment U-curve adjustment framework, 63, 86 Ulrich Model, 291 underemployment, 193, 205, 208 Upper Echelon Theory, 244 women, 13 at senior levels, 234 career advancement of, 233, 251 global mindset of, 241 global mobility of, 229 identity roles of, 239

at senior levels, 234
career advancement of, 233, 251
global mindset of, 241
global mobility of, 229
identity roles of, 239
leadership style of, 241
managerial roles of, 227
marginalisation, 242
organisational support of, 238
piplines for, 234
representation of, 194, 227
retainment of, 236
safety of, 233, 236
social support of, 238
societal barriers for, 231
training programmes for, 235
unskilled, 229
work-life conflict, 238
workplace inclusion, 225