CHAPTER 5

FINDINGS

5.1 Introduction

In the present study one wanted to extend the body of knowledge with respect to the various stakeholders and outcomes associated in the form of life satisfaction and adjustment process, on a sample of expatriates based out of India. On the basis of literature review, two research objectives were identified and designed to understand the impact of various stakeholders on expatriate’s adjustment process. The stakeholders could affect expatriates by providing direct positive or negative experience, thus influencing their decisions to stay in the host nation. These direct experiences coming from stakeholders including spouse, supervisors, subordinate and host nationals has been termed as cross-over effect.

On the other hand, the stakeholders could also indirectly effect expatriates by sharing the responsibilities arising in the work and family domains thus reducing or increasing work-to-family conflict, as well as, family-to-work conflict. Anxieties arising from the work and family domains has been defined as spill-over effect. The second objective also reviewed the extent to which work-family conflict was related to satisfaction with life and expatriate adjustment. Through testing two models of direct effect of stakeholders and indirect effect of both forms of work-family conflict and exploring the predictors and outcomes associated with these variables, is believed to enhance the body of knowledge in the area of international assignments for expatriates having spouse (or partner) and children.

From the data analysis, it was evident that some stakeholders had greater impact on adjustment and satisfaction, in comparison to other stakeholders. It was also found that family-to-work conflict was also controlled by these stakeholders. In the first objective, social ties emerged as the most critical factor affecting all forms of adjustment process as well as satisfaction with life. In the second objective, social ties were found to be related to family-to-work conflict which then were hypothesized to be associated with
satisfaction with life and expatriate adjustment. This chapter discuss the outcomes of both research objectives based on the statistical analysis. Section 5.2 explains the hypothesis included in research objective-01. Section 5.3 elaborates the results for hypothesis based on research objective-02. Section 5.4 summarizes the chapter.

5.2 Discussion based on outcomes of Research objective-01

In the Research Objective-01, hypothesis testing for the direct effects of various stakeholders on adjustment process was done. There were several significant findings in the model that increased our knowledge of the stakeholders. These findings are discussed on the basis of previously generated hypothesis as follows:-

5.2.1 Spousal support is positively related to life satisfaction (Hypothesis-1a)

It was proposed that spouse support will have positive impact on expatriate’s satisfaction with life. From the results, it was found that spouse support had a moderate positive direct effect on life satisfaction (explaining about 15% of the variance), in the manner that supportive qualities received from spouse were associated with greater life satisfaction. Researchers have confirmed that married individuals had greater satisfaction with life (SWL) than single individuals (Holt-Lunstad, Birmingham & Jones, 2008). It has also been suggested that marriage itself is not essential, rather than the supportive measures connected with such relationship is vital. Spouse Support has also been linked to greater health benefits (such as lower ambulatory blood pressure, lower stress and less depression), when compared with single Individuals. In a sample of cancer survivors, marital distress was found to be related with poorer health and a sharper decline in physical activity (Yang & Schuler, 2009).

While moving to a foreign land, expatriates face new experiences, and are mostly involved with their spouse (or partners) to fulfil the responsibilities. In the changing circumstances, the extent of physical and emotional support provided by the expatriate’s spouse will stimulate positive feelings towards life and enhance confidence. These results were found to be equally significant for both genders, although female
expatriates perceived greater life satisfaction with spouse support, in comparison to their male counterparts. Thus Hypothesis 1a is supported.

5.2.2 Spousal support is positively related to general adjustment (Hypothesis-1b)

Spouse Support was not associated with expatriates general adjustment (explaining less than 2% of the variance). The result is consistent with the earlier studies, when spousal support was not found to have any effect on general adjustment (Kraimer, et al., 2001). Aycan (1997) proposes that spousal support may only be relevant, when spouse themselves adjust in the host environment. Another viewpoint which could be attributed is that the relationship with spouse and the support received does not have any crossover effect on expatriate’s perception towards the external environment of host nation (e.g., food, shopping, entertainment and healthcare facilities available in the host nation). It appears that spouse support primarily effects expatriate’s at-home rather than the external environment which is present outside home. These results were found to be insignificant for both female and male expatriates. Hypothesis 1b is not supported.

5.2.3 Spousal support is positively related to work adjustment (Hypothesis-1c)

Spouse Support was positively associated with expatriates work adjustment (explaining about 3% of the variance). The result was found to be differing with earlier studies, when spousal support was not found to have any effect on work adjustment (Kraimer, et al., 2001). Spouse support seems to positively influence the home environment and offers ample time and resources for expatriates. These emotional support encourage expatriates to share with spouse their positive and negative experiences occurring at the workplace, so as to revitalize and organise themselves in the home environment. It also appears that spouse support could benefit expatriates by not involving them towards the home responsibilities, while the expatriates could devote time and energy in develop bonding with colleagues, supervisors and subordinates at workplace. These results were found to be significant for female expatriates and insignificant for male expatriates, suggesting that support received from spouse plays an important role for female expatriates in increasing psychological understanding about the workplace and getting accustomed to the subsidiary organisation. Hypothesis 1c is partially supported.
5.2.4 LMX is positively related to life satisfaction (Hypothesis-2a)

LMX was not related with life satisfaction (explaining less than 1% of the variance). Researchers have found strong evidence of LMX positively affecting job satisfaction (Janssen & Van Yperen, 2004; Laschinger, Purdy & Almost, 2007). It appears that satisfaction with life has many facets and work domain may constitute only one part of the entire domain (besides social life, home life, personal life etc.) and hence better relation with supervisor could help expatriate in adjusting to the subsidiary office environment, and with colleagues, but does not control other aspects of life. The results were found to be insignificant for female and male expatriates. Hypothesis 2a is not supported.

5.2.5 LMX is positively related to work adjustment (Hypothesis-2b)

LMX was found to be positively linked with expatriates work adjustment (explaining about 4% of the variance). Positive relationship between LMX and job satisfaction has been recognised (Volmer, Niessen, Spurk, Linz & Abele, 2011). Positive reciprocal relationships with supervisors could increase understanding about work procedures, employees behavioural norms etc., so that gradually expatriates develop new way of dealing with colleagues, subordinates etc. Improved understanding, in the subsidiary organisation culture will boost confidence among expatriates to initiate dialogue with office co-workers regarding work procedures and in general. These results were found to be significant for female and male expatriates. Hypothesis 2b is supported.

5.2.6 SLMX is positively related to work adjustment (Hypothesis-3)

SLMX was found to be negatively linked with expatriates work adjustment (accounting for about 3% of the variance). From the gender point of view, it was recognised that impact of subordinates on work adjustment for male expatriates was insignificant, whereas, for female expatriates the relationship was negatively significant. These results differentiates with the earlier research where ‘female expatriates from the U.S. were preferred by Indian HCNs, as co-workers’ (Varma et al., 2006). These consequences gave possible intervention of HCN’s categorization of female expatriates. These results suggests that, for female expatriates having better relationship with subordinates, does
not increase adjustment towards the specific job responsibilities rather reduces the overall work adjustment. Another explanation could be that subordinates perceive the ‘better relationship’ with female expatriate supervisor incorrectly, and either make a false impression regarding the organisational details or do not facilitate in the timely completion of the given assignment. Hypothesis 3 is not supported.

5.2.7 Social tie characteristics with HCN’s is positively related to life satisfaction (Hypothesis-4a)

It was found that social tie characteristics (i.e., depth and breadth of relationship) with HCN’s had a moderate positive direct effect on life satisfaction (explaining about 10% of the variance), in the way that support received from social ties were associated with greater life satisfaction. It must however be noted that social tie characteristics, do not include the number of social ties with HCN’s. Research suggest that strength of social ties, has been found to be related with happiness and life satisfaction, besides having positive impact on health (Helliwell & Putnam, 2004). It is believed that strength of relationship with HCN’s reduces the psychological separation from the home environment and gradually develop closeness with the host nation leading to life satisfaction. As Trompenaar and Hampden-Turner (1998) defined ‘Culture is the way in which a group of people solves problems and reconciles dilemmas’, it is possible that strength of social ties with HCN’s help in interrelating many aspects of the host nation culture connected with life, thus improving expatriates subjective well-being. These results were found to be significant for male expatriates and insignificant for female expatriates. Hypothesis 4a is partially supported.

5.2.8 Social tie characteristics with HCN’s is positively related to general adjustment (Hypothesis-4b)

Social ties with HCN’s had a robust positive direct effect on general adjustment (explaining about 26% of the variance), suggesting that as strength of social tie increases, general adjustment is enhanced for expatriates. Social ties has been found to play important role in general adjustment for expatriates (Johnson et al., 2003). Johnson and colleagues (2003) suggest that for superior information and support, it is useful for
expatriates to depend on HCNs. It is understood that depth of relationship (high
frequency of interactions, long durations, and closeness) is equally important in
obtaining the necessary information about the host nation and its environment. These
results were found to be significant for female and male expatriates. Hypothesis 4b is
supported.

5.2.9 Social tie characteristics with HCN’s is positively related to interaction
adjustment (Hypothesis-4c)

Social ties with HCN’s had a robust positive direct effect on interaction adjustment
(explaining about 22% of the variance), suggesting that as strength of social tie
increases, interaction adjustment is enhanced for expatriates. It has been suggested that
expatriate’s interaction adjustment is mostly influenced by the total number of ties with
HCNs (Johnson et al., 2003). In this case, number of social ties were not included in the
social tie characteristics, despite that, depth and breadth of ties were found to influence
interaction adjustment. Result indicates that the quantum of support received from
social ties (despite being lesser in number), helps expatriates in socialising and
interacting with host nationals more freely on a day-to-day basis, both inside and
outside the organisation. These results were equally significant for female and male
expatriates. Hypothesis 4c is supported.

5.2.10 Social tie characteristics with HCN’s is positively related to work
adjustment (Hypothesis-4d)

Social tie characteristics had a moderate positive direct effect on work adjustment
(explaining about 9% of the variance). It has been earlier recommended that HCN’s
social ties are vital for expatriate’s adjustment in their work environment (Johnson et
al., 2003). It is derived that social ties with HCN’s, provide invaluable information to
expatriates regarding host organisational processes and psychology at workplace
(including leadership, professional values, motivation, job attitude, time etc.). It is also
possible that expatriate form social ties with office colleagues (from host nation) outside
the workplace, which leads to more open communication and acquainting reliable
information regarding work environment. These results were equally significant for female and male expatriates. Hypothesis 4d is supported.

Table 5.1 summarizes the list of hypothesis included in Research Objective-01 and its respective outcomes. Out of the ten hypothesis, evidence of full validation in five hypothesis was found, evidence of partial validation in two hypothesis, and three hypothesis were rejected.

Table 5.1 Summarization of results based on outcomes for research objective-01

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>List of Hypothesis</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1a</td>
<td>Spousal support is positively related to life satisfaction</td>
<td>Supported</td>
</tr>
<tr>
<td>H1b</td>
<td>Spousal support is positively related to general adjustment</td>
<td>Not supported</td>
</tr>
<tr>
<td>H1c</td>
<td>Spousal support is positively related to work adjustment</td>
<td>Partially supported</td>
</tr>
<tr>
<td>H2a</td>
<td>Leader member exchange is positively related to life satisfaction</td>
<td>Not supported</td>
</tr>
<tr>
<td>H2b</td>
<td>Leader member exchange is positively related to work adjustment</td>
<td>Supported</td>
</tr>
<tr>
<td>H3</td>
<td>Subordinate member exchange is positively related to work adjustment</td>
<td>Not supported</td>
</tr>
<tr>
<td>H4a</td>
<td>Social tie characteristics is positively related to life satisfaction</td>
<td>Partially supported</td>
</tr>
<tr>
<td>H4b</td>
<td>Social tie characteristics is positively related to general adjustment</td>
<td>Supported</td>
</tr>
<tr>
<td>H4c</td>
<td>Social tie characteristics is positively related to interaction adjustment</td>
<td>Supported</td>
</tr>
<tr>
<td>H4d</td>
<td>Social tie characteristics is positively related to work adjustment</td>
<td>Supported</td>
</tr>
</tbody>
</table>
5.3 Discussion based on outcomes of Research objective-02

In the Research Objective-02, hypothesis based on indirect effects occurring from both forms of work-life conflict (family-to-work and work-to-family) affecting life satisfaction and the consequent effect of life satisfaction on adjustment process was tested. The impact of various stakeholders on both forms of work-life conflict has also been tested. There were several significant findings in the model that increased our knowledge about the two domains. These findings are discussed on the basis of previously discussed hypothesis as follows:-

5.3.1 Spousal support is negatively related to family to work conflict (Hypothesis-1)

It was found that spouse support had a moderate negative direct effect on family to work conflict (explaining about 15% of the variance), in the way that more supportive qualities received from spouse were associated with lesser family to work conflict. Researchers agreed that spousal support is mainly important in reducing family-to work conflict (Adams et al., 1996; Thomas & Ganster, 1995). It is believed that greater support received from spouse helps expatriate in reducing, all three forms of conflict occurring within family viz., time, strain and behaviour (Greenhaus & Beutell, 1985). Discussing on the importance of Spouse support Adams et al. (1996) points out, ‘a worker whose spouse stays home and cares for one school-age child may be able to draw upon more social support than a worker whose spouse works fulltime and must care for multiple preschool-age children.’ These results may also be dependent on the spouse ability to adjust in the host environment and if spouse experience psychological struggle in the host nation, it could lead towards improper household management. These results were equally significant for male and female expatriates. Hypothesis 1 is supported.

5.3.2 Social ties with HCN’s is negatively related to family to work conflict (Hypothesis-2a)

It was found that social ties with HCN’s had a moderate negative direct effect on family to work conflict (explaining about 16% of the variance), in the way that more
supportive qualities received from HCN’s were associated with lesser family to work conflict. Strength of social ties with HCN’s could help expatriates in openly discussing the responsibilities occurring at family life and how to lessen their impact. Based on the strength of relationship members from HCN’s, could offer their expertise and instant support on the matter. Psychological distress has been found to be reduced by high levels of perceived social support from friends (Lepore, 1992). Giving example of the social ties in the collectivist cultures Aycan (2008) pointed ‘children may stay at the neighbour’s house until the parents arrive at home; neighbour’s may cook for each other and share food’. These results were equally significant for male and female expatriates. Hypothesis 2a is supported.

5.3.3 Social ties with HCN’s is negatively related to work to family conflict (Hypothesis-2b)

Social ties with HCNs was not related with work to family conflict (accounting for 1% of the variance). These result suggest that social ties have more impact on the family domain vis-à-vis work domain. Indian work environment, especially, with co-workers, supervisor and subordinate is challenging to comprehend and hence expatriates do not get sufficient inputs from the social ties on the changing dynamics of the relationship and work responsibility. The dynamics of organisational culture varies across the world, and is manifestation of host cultural values (Hofstede, 2007). It is possible that expatriate themselves are not able to comprehend the message received from various stakeholders within organisation (subordinate, supervisors, co-workers etc.) and hence do not discuss them within their social group. These results were insignificant for male and female expatriates. Hypothesis 2b is not supported.

5.3.4 LMX is negatively related to work to family conflict (Hypothesis-3)

LMX was not related with work to family conflict (explaining 1% of the variance). The role of better LMX was not found to reduce work to family conflict, which indicates that many conflicting events occurring at the workplace are not controlled by the supervisors. These results are inconsistent, with the previous findings, where LMX has
been shown to have negative relationship with work-life conflict (Nielson, et al., 2001). Good relationship with the supervisor has been found to be positively connected to significance of work, which in turn positively links to work-family facilitation (Tummers & Bronkhorst, 2014). A probable reason for non-significant relationship could be that the supervisor could help an expatriate to understand the work environment, but the decisive task execution will always be lingering on expatriate themselves. Culturally processed in home culture, expatriate might feel odd in getting the job done within stipulated time frame, while most of the co-workers and subordinates could remain at ease, with respect to time. These results were insignificant for male and female expatriates. Hypothesis 3 is not supported.

5.3.5 SLMX is negatively related to work to family conflict (Hypothesis-4)

SLMX was not related with work to family conflict (explaining 1% of the variance). These results suggest that better exchange relations with the subordinate does not have implications on reducing work to family conflict. Research on relationship with subordinates has been limited, although, they could prove to be a vital source of information to achieve personal and organizational goals (Jablin, 1979). It seems that as the duration of assignment in the host nation is limited, subordinates may not prefer to have strong bonding in their relationship with expatriates (HCN categorization) rather keep it on the surface level. Hence the limited assistance from the subordinates do not increase or reduce the job responsibilities involving time, strain and behaviour occurring in the work domain (work to family conflict). These results were insignificant for male and female expatriates. Hypothesis 4 is not supported.

5.3.6 Family to work conflict is negatively related to satisfaction with Life (Hypothesis-5)

Family to work conflict had a moderate negative direct effect on satisfaction with life (explaining about 9% of the variance). A meta-analysis reviewing the association between family-to-work conflict and life satisfaction established a constant negative relationship to occur between these variables (Kossek & Ozeki, 1998). In the host
nation, when expatriates do not get adequate support from the spouse or from social ties and are not able to manage the responsibilities within family, they are expected to feel lesser optimistic about the future course of action besides decrease in psychological well-being. These results were found to be equally significant for both genders, although male expatriates perceived greater life satisfaction with lesser family to work conflict, in comparison to their female counterparts (p<.10). Thus Hypothesis 5 is not supported.

5.3.7 Work to family conflict is negatively related to satisfaction with Life (Hypothesis-6)

Work to family conflict had a moderate negative direct effect on satisfaction with life (explaining about 12% of the variance). Adams et al. (1996) found that there exist a negative relationship between work interference with family and life satisfaction. It is believed that when expatriates arrive in the host nation and experience higher conflict between their job-role and accountabilities in work domains, their level of life satisfaction reduces. Work to family conflict is also negatively linked to family satisfaction (Aryee et al., 1999), hence the conflict occurring in the work domain could also impact family member’s decreased psychological well-being. These results were equally significant for male as well as female expatriates. Hypothesis 6 is supported.

5.3.8 Satisfaction with life is positively related to work adjustment (Hypothesis-7a)

It was found that satisfaction with life had a moderate positive direct effect on work adjustment (explaining about 14% of the variance), in the way that more satisfaction in life were associated with greater work adjustment. Job and life satisfaction has been found to be significantly and reciprocally related (Judge & Watanabe, 1993). It is believed that expatriates would seek to attain the same level of psychological adjustment at host subsidiary, which they had in their home organisation. It is likely that expatriates who are emotionally gratified individually and with family members will express themselves freely in dealing with colleagues at workplace. With greater satisfaction and frequent communication, expatriates will have better relations with
team members and will also be able to understand the sensitivity of various issues involved in the workplace. These results were equally significant for male as well as female expatriates. Hypothesis 7a is supported.

5.3.9 Satisfaction with life is positively related to general adjustment (Hypothesis-7b)

It was found that satisfaction with life had a positive direct effect on general adjustment (explaining about 9% of the variance), in the way that more satisfaction in life were associated with greater general adjustment. It is expected that peaceful atmosphere in the work and family domains increases the expatriates ability to experience the positive side of the general environment in the host nation. Lesser conflict and more agreement with the members of the family and work domains will increase the emotional strength for expatriates, through which they will pursue for the constructive side of the host environment, than otherwise. These results support that many dimensions constituting the general environment such as food, shopping, healthcare facilities, recreational facilities, housing conditions etc. could partially or fully remain affected by the expatriate’s emotional state. Thus a positive and cheerful expatriate will seek to adjust in the normal or subnormal environment (in comparison to the home environment), whereas an expatriate who is emotionally weak may not be able to cope with the strange environment present in the host nation. These results were significant for male expatriates and insignificant for female expatriates. Hypothesis 7b is partially supported.

5.3.10 Satisfaction with life is positively related to interaction adjustment (Hypothesis-7c)

It was found that satisfaction with life had a moderate positive direct effect on interaction adjustment (explaining about 18% of the variance), in the way that more satisfaction in life were associated with greater interaction adjustment. These results indicate that satisfaction in life, leads towards healthier psychological adjustment of expatriates by socializing, interacting and speaking with HCN’s, inside and outside of work, on a day-to-day basis. A positive relationship between engagement and
psychological well-being in the aged people has been found to be strongly related (Tobin & Neugarten, 1961). It is likely that when expatriates are peaceful and emotionally happy, they’ll seek opportunities to engage and interact with the members of host nationals. It has been established that decent life satisfaction has beneficial effects on bone health (Rauma, Koivumaa-Honkanen, Williams, Tuppurainen, Kröger, & Honkanen, 2014), hence expatriates while moving to the host nation might not feel content initially because of social isolation and make continuous efforts to approach host community, engage with local people to feel healthier and satisfied. These results were equally significant for male as well as female expatriates. Hypothesis 7c is supported.

5.3.11 Interaction adjustment is positively related to general adjustment (Hypothesis-8)

Interaction adjustment was not related with general adjustment (explaining less than 5% of the variance). It was expected that the spillover effects of interaction adjustment will be positively related with expatriate general adjustment. However, it seems that better interaction with host country nationals, and having optimistic perception, towards the host nation are two different phenomenon. These results are inconsistent with the findings of Mahajan and Toh (2014), where interaction adjustment was found to be significantly related with general adjustment on a sample of Indian expatriates working in USA. It is assumed that perception of Individuals (as expatriates) relocating from developing country to developed country will extensively differ from those Individuals (as expatriates) relocating from developed country to developing country. These results were insignificant for male as well as female expatriates. Hypothesis 8 is not supported.

5.3.12 Work adjustment is positively related to general adjustment (Hypothesis-9)

Work adjustment had a positive direct effect on general adjustment (accounting for 10% of the variance). These findings are similar to the earlier results when the spillover effects of expatriate work on general adjustment was found to be significant (Mahajan & Toh, 2014). It is assumed that as expatriates are primarily involved with their job
responsibilities in the host subsidiary, and also spend majority of their time with co-workers in the work domain hence the mental state within the organisation has greater relevance for expatriate’s contentment in the general environment. These results were found to be significant for female expatriates and insignificant for male expatriates, suggesting that female expatriates have more impact of work adjustment in getting accustomed to the general environment. Hypothesis 9 is partially supported.

Table 5.2 Summarization of results based on outcomes for research objective-02

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>List of Hypothesis</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Spousal support is negatively related to family to work conflict</td>
<td>Supported</td>
</tr>
<tr>
<td>H2a</td>
<td>Social tie characteristics is negatively related to family-to-work conflict</td>
<td>Supported</td>
</tr>
<tr>
<td>H2b</td>
<td>Social tie characteristics is negatively related to work-to-family conflict</td>
<td>Not supported</td>
</tr>
<tr>
<td>H3</td>
<td>Leader member exchange is negatively related to work-to-family conflict</td>
<td>Not supported</td>
</tr>
<tr>
<td>H4</td>
<td>Subordinate member exchange is negatively related to work-to-family conflict</td>
<td>Not supported</td>
</tr>
<tr>
<td>H5</td>
<td>Family-to-work conflict is negatively related to life satisfaction</td>
<td>Supported</td>
</tr>
<tr>
<td>H6</td>
<td>Work-to-family conflict is negatively related to life satisfaction</td>
<td>Supported</td>
</tr>
<tr>
<td>H7a</td>
<td>Life satisfaction is positively related to work adjustment</td>
<td>Supported</td>
</tr>
<tr>
<td>H7b</td>
<td>Life satisfaction is positively related to general adjustment</td>
<td>Partially supported</td>
</tr>
<tr>
<td>H7c</td>
<td>Life satisfaction is positively related to interaction adjustment</td>
<td>Supported</td>
</tr>
<tr>
<td>H8</td>
<td>Interaction adjustment is positively related to general adjustment</td>
<td>Not supported</td>
</tr>
<tr>
<td>H9</td>
<td>Work adjustment is positively related to general adjustment</td>
<td>Partially supported</td>
</tr>
</tbody>
</table>
5.4 Summary

From both research objectives, we have been able to find important factors which contribute in the adjustment process for expatriates. With the presence of various persons, in and around the host nation, expatriates are expected to associate themselves with these individuals, to understand the host nation and its culture much better. While prior research suggests the role of spouse, LMX and social ties as important predictors in influencing the adjustment process, we also considered the role of subordinates within host nation subsidiary as important stakeholder, which could play decisive role in expatriate work adjustment (Black, 1988; Black & Stephens, 1989; Caligiuri et al., 1998; Johnson et al., 2003; Kraimer et al., 2001). The impact of various individuals including spouse on expatriate adjustment was termed as ‘crossover effect’, which was tested in research objective-01. On the other hand it was also recognized that various conflicting situations (time-based conflict, strain-based conflict, behaviour-based conflict) arising in the work and family domains could affect expatriates psychologically, and has implications on adjustment process (Greenhaus & Beutell, 1985). These conflicting situations occurring in the work and family domains, was termed as “spillover effect” and was tested in research objective-02.

In the research objective-01, we found that ‘crossover effect’ in the form of spousal support was positively significant in increasing expatriates work adjustment (p < .05) while it did not had any influence on expatriates general adjustment. Spousal support was also found to positively impact expatriates satisfaction with life (p < .01). Exchange relations with supervisor (LMX) was found to positively predict expatriates work adjustment (p < .01), while it did not had impact on expatriates satisfaction with life. Another aspect within host subsidiary i.e., exchange relations with subordinates (SLMX) was not found to influence expatriates work adjustment. Among all the stakeholders, social tie characteristics with host nationals, emerge as the most essential factor predicting general adjustment (p < .01), interaction adjustment (p < .01), work adjustment (p < .01), besides, satisfaction with life (p < .01). Johnson et al., (2003) found similar results where social ties with HCNs predicted all three forms of expatriate adjustment process.
Based on the gender differences, it was found that perception of male and female expatriates differ on some aspects. For example, the impact of spousal support on work adjustment was found to be significant for female expatriates (p < .05), whereas for male expatriates, the result was insignificant. It is assumed that spousal support is more meaningful factor for female expatriates during international assignment and when male spouse provide adequate support in taking care of the household responsibilities, besides providing emotional support and assistance to their partners, it helps to spend time and concentrate better on the work domain. In the same way, social ties with HCNs were found to have positive and significant impact on life satisfaction for male expatriates (p < .01), whereas for female expatriates the result was insignificant. Relying on social ties to feel emotionally content has been cited as a common factor among researchers (Valenzuela, Park & Kee, 2009), however the results suggest that male and female expatriates have different approach in forming social ties with HCNs, which also affects their well-being. Finally, it was found that exchange relationship with subordinates (SLMX), had negative and significant association on work adjustment for female expatriates (p < .01), while for male expatriates this relationship was non-significant. This result was surprising as we projected that exchange relationship with subordinates will benefit expatriates in gaining more information about local subsidiary which will result in work adjustment. It has been observed that female managers from the U.S. are favoured by Indian HCNs, as colleagues, considerably more than male executives from the U.S. (Varma, et al., 2006), these results are contradictory, but since India has been described where power is distributed unequally (Hofstede, 1984) and lower status of women exist in the society (Basu, 1992), it is likely that female expatriates do not get adequate support in the workplace, despite exchange relations remaining better (on the surface level) with subordinates.

In the research objective-02, the “spill-over effect” due to conflict arising in the work and family domains was tested on life satisfaction and the consequent impact of life satisfaction on three dimensions of adjustment process. It was also proposed that the stakeholders present in the family domain (spouse and social ties) and work domain (supervisor, subordinate and social ties) could assist or hinder in executing the responsibilities arising out of these domains. It was found that increasing spousal
support was significant in reducing family to work conflict (p < .01). Greater strength of social ties with HCNs were also found to negatively reduce family to work conflict (p < .01). Conversely, all the three stakeholders which were expected to reduce work to family conflict, namely supervisor, subordinate and social ties did not had any significant influence in the work domain. Family to work conflict was found to have significant negative impact on the satisfaction with life (p < .01), likewise work to family conflict was also found to have significant inverse relationship with satisfaction with life (p < .01). Life satisfaction was found to positively predict work adjustment (p < .01), interaction adjustment (p < .01), and general adjustment (p < .05).

Based on the gender differences, it was found that the “spill-over effect” had dissimilar impact on male and female expatriates. For example the impact of life satisfaction on general adjustment was found to be significant for male expatriates (p < .01), whereas for female expatriates, the result was insignificant. It is assumed that life satisfaction is more meaningful factor for male expatriates during international assignment and when male expatriates have peaceful environment in work and family domains and have greater social ties it is useful in increasing their happiness. Greater satisfaction in life lead towards better understanding and psychological adjustment towards general environment of the host nation. Secondly, it was also recognized that the impact of spouse support in reducing the family to work conflict was greater for female expatriates in comparison to male counterparts. These results suggest that female expatriates are more concerned for their household activities and greater support received from their male spouse significantly helps them in habituation to the new environment and lesser conflict arises in the family domain.

A combined effect of Research Objective-01 and 02, confirmed that satisfaction with life fully mediates the effect of spouse support on expatriate work adjustment. Work adjustment partially mediates the effect of social ties on general adjustment, as well as life satisfaction on general adjustment. Life satisfaction partially mediates the effect of social ties on general, interaction and work adjustment.