CHAPTER 2

REVIEW OF THE LITERATURE

2.1 Introduction

Based on the initial premise of chapter 1, it is implicit that cross cultural issues affect organizations and expatriates. Important stakeholder’s who could affect expatriate adjustment process and are also affected by it, includes but is not limited to, parent company, family and host country nationals (Figure: 2.1). It has also been recommended that in order to measure the adjustment process, work and family domains should also be considered since it has important bearing on expatriate’s life (Harvey, 1998; Shaffer, Harrison, Gilley, & Luk, 2001).

Figure 2.1 Multiple Stakeholder View of Expatriate Adjustment

![Expatriate Adjustment Diagram](image)

Source: Takeuchi (2010)

Review of literature has been organized considering the stakeholder perspective from all three domains. The role of spouse support and family to work conflict (family interference with work) as family domain construct is considered, and examine its connection with facets of expatriate adjustment and satisfaction with life. From the host country national perspective, the study of social tie characteristics and its impact on facets of expatriate adjustment, satisfaction with life as well as both facet of work-life conflict is also covered. From the organisational perspective, literature review has been
done in the area of leader member exchange and subordinate member exchange as subsidiary unit dimensions, which affect adjustment process and also have implications on work to family conflict (work interference with family) as well as satisfaction with life. The role of strategic human resource management involving parent company has not been taken into account.

2.2 Structure of Literature Review coverage

Literature Review has been organised under two heads: - a) predictor variables, namely spouse support, social tie characteristics, leader member exchange and social tie characteristics affecting outcome variables viz., different facets of expatriate adjustment and satisfaction with life. b) predictor variables, namely spouse support, social tie characteristics, leader member exchange and social ties affecting mediator variable viz., both facets of work life conflict (family to work conflict and work to family conflict) and resulting effect of mediator variable on outcome variables viz., facets of expatriate adjustment and satisfaction (Figure 2.2).

In the second part of literature review work life conflict has been prophesised to have mediating effect on predictors and outcomes. Choosing work-life conflict as mediator factors between predictors and outcome are many: - (i) When expatriates move along with their spouse / partners, the demand entailing family role increase and impact work role as well. Expatriate’s ability to exploit resources and harmonise the work and family demands will ultimately affect adjustment (Schütter, & Boerner, 2013) (ii) Colleagues at work place could favour expatriates by freeing up from workplace task / time, which will have direct impact on their ability to effectively handle family responsibilities and improving adjustment (iii) Spouse and children will try to create same level of atmosphere in and around the host nation to make themselves comfortable. Inability to maintain same level of easiness will necessitate expatriate intervention in the family roles to facilitate adjustment process (iv) Expatriates who move along with family have someone as resource person with whom they could share their feelings and daily experience in the host nation. MNC mostly focus on expatriates, who in turn are equally responsible for family’s welfare and habituation in host nation (Lee & Kartika, 2014) (v) Social ties inside and outside the organisation will provide invaluable suggestions
and assistance for expatriates who will have direct impact on their work and family domains. These will prove vital in releasing stress and anxiety, and facilitate adjustment. (vi) Single expatriates, have limited responsibility and aim for personal gratification is more suitable towards the concept of adjustment. In the absence of spouse (with/out children) / partner, expatriate will have less accountability and will prefer more transactional relationship rather long term association in the host nation. Although single / bachelor expatriates may find it difficult in coping up and sharing personal experiences (Haslberger & Brewster, 2007) (vii) Spillover and crossover effects will have impact on colleagues at work domain and spouse / children in the family domain (Takeuchi, Yun & Tesluk, 2002). Without appropriately addressing malfunctions in either domain, expatriate will not be at psychological ease with facets of host nation entailing adjustment.

Figure 2.2 Literature review coverage under two classifications

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Indirect effect of predictor variable (p) on mediator variable (m) and mediator variable (m) on outcome variable (o)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between spouse support (p) and expatriate adjustment (o), satisfaction with life (o)</td>
<td>Relationship between spouse support (p), social ties (p), and family to work conflict (m)</td>
</tr>
<tr>
<td>Between social tie characteristics (p) and expatriate adjustment (o), satisfaction with life (o)</td>
<td>Between LMX (p), SLMX (p), social ties (p) and work to family conflict (m)</td>
</tr>
<tr>
<td>Between LMX (p) and expatriate adjustment (o), satisfaction with life (o)</td>
<td>Between family to work conflict (m), work to family conflict (m) and satisfaction with life (o)</td>
</tr>
<tr>
<td>Between SLMX (p) and expatriate adjustment (o)</td>
<td>Between satisfaction with life (p) and facets of expatriate adjustment (o)</td>
</tr>
<tr>
<td></td>
<td>Between work adjustment (p), interaction adjustment (p) and general adjustment (o)</td>
</tr>
</tbody>
</table>
In the following sections, elaboration of each construct involved in the study and based upon the literature review is done. These constructs are spouse support, leader member exchange, subordinate member exchange, social tie characteristics, work life conflict, life satisfaction and expatriate adjustment.

2.2.1 Spouse Support

Accompanying spouse are one of the important stakeholders who can influence expatriates in the host nation. Spouse could be engaged in various places such as workplace, home, entertainment clubs, social gatherings etc. and have association with many individuals in their homeland. These resource persons, such as elderly parents at home, colleagues at workplace, family friends, and associates at social events etc. who can provide emotional and mental strength to handle any situation are disconnected in the host nation and create gap in spouse life. Lonely spouse, may have to undergo stress and anxiety, before adjusting to the new surroundings. One of the primary research in the area of expatriate adjustment (Hays, 1971), submitted that an adaptive and supportive family was precondition for avoiding failure. Maladjustment of spouse could also result in early termination of the international assignment (Shaffer and Harrison, 1998).

New environment and people throw insights on different way of living and also enhance worldview. Depending upon tolerance level, host nation culture will have impact on spouse and family members as well (Ali, Van der Zee & Sanders, 2003). A relaxed and cheerful spouse could be keen towards learning host nation culture and increase interaction with host nationals. More interaction with host nationals would result in accurate and in-depth information about host nation and its culture (Shaffer and Harrison, 2001). A well-versed spouse will be instrumental in taking care of themselves and making life easier for their family members. Spouse healthier temperament will encourage family members including expatriates to have positive orientation during the transition period. Spouse support has been recognized as one of the important factors providing support in the non-work domains (Aycan & Eskin, 2005) but its usefulness in the expatriate context has been seldom examined (Kraimer, et al., 2001).
From the expatriate perspective, when adequate support mechanism are available challenges could be handled effectively in the host nation (Kraimer & Wayne 2004). These challenges occur not only in the workplace and in general environment, but in home domain as well. Expatriates who are accompanied by spouse who are critical of international assignment (for e.g. due to third world / developing nation, unavailability of quality schools for children’s education, lack of transportation facility, entertainment etc.) will remain under continuous pressure to facilitate their family members, instead of receiving any kind of psychological or emotional support from their end (Heikkinen, Lämsä, & Hiillos, 2014). On the other hand, spouse who admire international assignment as important milestone from expatriate’s career viewpoint and compliment their partners in various roles and responsibilities will facilitate their adjustment process (Abdul Malek, Budhwar & Reiche 2015).

Therefore involvement of spouse in the decision making process towards acceptance of global assignment and resulting behaviour in the host nation plays major role in family adjustment (Glassock & Fee, 2015). Children’s relocating to the host nation and emotionally connected to family members, could find it difficult to get adequate assistance from their parents, who themselves are not able to cope with the existing challenges. Problem facing family will not only feel nostalgic towards their home nation, but could also insulate themselves from host nationals in daily routines and interactions. Segregated in the new setting, spouse will look for help from other expatriate groups living in the host nation. Spouse attitude towards the host culture and its nationals will either facilitate or deprive from various information and means available for them.

2.2.2 Leader member exchange

Leader member exchange (LMX) refers to the quality of interpersonal relation between employees and their supervisors (Liden and Maslyn, 1998). Graen and colleagues established theory of LMX which gained momentum in the area of industrial and organizational psychology (Graen, Orris & Johnson, 1973; Graen & Scandura, 1987; Graen & Uhl-Bien, 1995). LMX focuses on two way dyadic relationship between subordinates and leaders. When leaders (supervisor) establish understanding with their
followers, based on the strength of association, followers (subordinates) implement decisions, perform duty, and feel empowered towards organisational resources. (Wang, Law, Hackett, Wang & Chen, 2005). Positive relationship between leaders and followers increases productivity within organisation and lead towards accomplishment of goals (Katz & Kahn, 1978). Liden and Maslyn (1998) state that LMX comprises four dimensions, viz., affect, contribution, loyalty and professional respect. Dienesch and Liden (1986) define affect as ‘the mutual affection members of the dyad have for each other based primarily on interpersonal attraction rather than work or professional values’. Perceived contribution has been defined as the ‘perception of the amount, direction, and quality of work-oriented activity each member puts forth toward the mutual goals (explicit or implicit) of the dyad’. Loyalty has been defined as the extent to which both leader and member publicly support each other's activities and nature. Professional respect refers to the perception of the degree to which each member of the dyad has built a reputation, within and/or outside the organization, of excelling at his or her line of work (Dienesch & Liden, 1986).

When expatriates resume job in the foreign subsidiary, they are unaware about organizational culture and work norms. Their adjustment inside and outside organization remains challenging as they have lesser information about various colleagues and staff members. Under these circumstances, supervisors could act as mentor by providing necessary information to their expatriate colleagues facilitating their adjustment process (Carraher, Sullivan & Crocitto, 2008). Supervisors could facilitate expatriate in many ways such as connecting them to office staff, advising about work norms, supporting in finding suitable residential apartment, and explaining about behavioural norms and lifestyle in the host nation. These information and support measures from the supervisor could prove vital as it not only acquaint expatriates with expert information but might also help them in reducing the psychological stress. As LMX has been found to be positively related with assistance (Fairhurst, 1993), it is expected that better relation with supervisors will enhance adjustment process inside the organisation and increase awareness about behavioural norms of host nationals. Based upon the relationship with supervisors in the form of four LMX dimensions viz., affect,
contribution, loyalty and professional respect expatriates will perceive job satisfaction and organisational citizenship (Liden, Sparrowe, & Wayne, 1997).

### 2.2.3 Subordinate member exchange

Expatriates performance at workplace is hampered by many factors such as perceived organisational support, psychological contract, as well as their association within the organization. Immense research with employee’s perception towards their supervisors (LMX) has been tested however perception towards subordinates (SLMX) has been seldom examined (Greguras & Ford, 2006). While leaders could help their followers in many ways, subordinates, on the other hand could also go beyond their work roles to facilitate their supervisors. As employees maintain relationship with supervisors, they also build perception towards their subordinates, which should be considered within organisational context (Maslyn & Uhl-Bien, 2001). When employees are involved with office duties, subordinates could offer their help to share the task and make employees relatively free. Greguras and Ford (2006) developed scale for measuring the supervisor’s perception towards their subordinates (SLMX), mirroring items from LMX and its four dimensions, viz., affect, loyalty, contribution and professional respect.

The cross cultural training designed towards host nation and the resulting failures of expatriates implies huge cost implications for MNCs. It is surprising to note that as expatriates receives bulk of information from their subordinates, fewer research has been devoted to the expatriate relation with subordinates (Templer, 2010). Bernardin (1986) pointed subordinates could provide useful information to their managers as they are extremely close and have regular contact. Information received from subordinates could help expatriates to improve their behaviour, job involvement and performance. Expatriates failure to attain goals and underperformance has also been found to have negative consequence on the subordinates (Dowling & Welch 2004). As support measures from subordinates has been found to have effect on their managers, their willingness to assist or deprive should also be considered (Toh & DeNisi, 2003).

Reluctance to accept expatriates in the subsidiary office has been cited as an important limitation within MNCs (Barham & Devine, 1990). When host nationals are more
attached to their national values and do not accept exchange with foreign nationals inside the organisation could result in challenging consequence for MNC’s. Subordinates who are more ethnocentric could develop resistance towards expatriate managers affecting their work performance (Florkowski & Fogel, 1999; Templer, 2010). While subordinates who are more sympathetic and liberal in dealing with expatriate managers and socialize outside the organisation could provide vital information facilitating adjustment process. Perception of relationship with subordinates (SLMX) and resulting behavioural tendency of subordinates to facilitate or hinder will have substantial effect on expatriate adjustment.

2.2.4 Social tie characteristics with host nationals

When two individuals enter into exchange relationship (e.g., employer–employee, supervisor–subordinate, or team–individual member) and they feel that other party has something of importance other than monetary it is referred as social exchange (Blau, 1964; Homans, 1961). Over a period of time, if either party feel gratified with the other party, they are likely to work towards the development and maintenance of such relationship. As the trust between the parties develops, the exchange are also expected to increase, as one party will reciprocate other with equal contribution (Homans, 1961). Social ties are useful as they lead towards processing of information and gaining insights from other persons. Strength of association between two individuals varies and also affects their closeness and sharing of information. Better social ties are found to be positively related with mental and physical well-being (Kawachi & Berkman, 2001;Thoits, 2011).

Expatriates along with their family members form association with many individuals in their home country which provides cognitive and affective support. Existing social contact in the native country disappears once expatriates relocate to host nation. Under remote conditions, social ties are required to be strengthened in order to feel comfortable in the new environment. Social ties could help in many ways for example, providing details about host nation, extending help towards family necessities, cultivating behavioural norms acceptable in the host nation and thus reducing
acculturative stress. Expatriate could extend relationship with co-workers beyond office domain and develop it into social tie depending upon the reciprocity of colleagues. Accompanying spouse who spend most of their time in household activities could also increase contacts by taking membership in specific groups and connecting with other expatriates or host national (Yeoh & Khoo, 1998). Research suggest that individuals exhibit positive conduct towards people whom they consider as in-group and display negative behaviour whom they consider as out-group (Reynolds, Turner & Haslam, 2000). Host nationals tendency to categorize expatriate family as out-group will have serious consequences on their adjustment process as they will struggle to gather information and make close bonding. Thus support from host nationals is not guaranteed, as it depends on expatriates personality and their ability to form social ties. (Johnson, et al., 2003).

In the absence of social ties, remote conditions in the host nation could appear to be daunting task for expatriate and family. Expatriates spouse has often been cited as feeling isolated in the host nation circumstance (Ali, Van der Zee, & Sanders, 2003). Expatriate inability to form ties with host nationals will make conditions miserable as they will not find appropriate measures to deal in many situations. Numerous methods could benefit expatriates to access host nationals, such as, guidance received from supervisor, open-minded atmosphere at the workplace, spouse ability to develop social ties, cultural training to act as per host culture, involvement in social gatherings etc. Expatriates cultural intelligence and ability to adopt themselves as per the local style will also draw attention from host nationals (Templer, Tay & Chandrasekar 2006).

2.2.5 Work life conflict

Individual’s acceptance of work domains as important source of livelihood has increased immensely. Many economies have shaped themselves to become new leaders of the industrialised world. With time, women who were primarily involved in the household activities started joining hands with their husband to support financial needs for their family. Many women feel right to work in organisation make them feel independent and also gives financial freedom. Due to involvement in the work and
family domain many individuals have reported feeling detached and have harder time concentrating on their work or family responsibility. Commenting on the work and family boundary, Clark (2000) pointed, ‘People are border-crossers who make daily transition between two worlds – the world of work and the world of family. People shape these worlds, mold the borders between them and determine the border-crosser’s relationship to that world and its members.’ Individuals connected with members of work and family domain not only create their surroundings but also are affected by the happenings in these domains (Figure: 2.3).

Figure 2.3 Pictorial representation of work family border theory

Conflict occurring in the work and family has increased substantially, as family members are often occupied with responsibility in one domain and are not able to meet demands of other domain. Work–life conflict has been defined as ‘a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role’ (Greenhaus & Beutell, 1985). Based upon the inter-role conflict, work family conflict has been further
classified under three heads viz., time-based conflict (inability to meet responsibility in another domain due to shortage of time) strain-based conflict (strain occurring in one domain makes it difficult to accomplish responsibility in another domain) and behaviour based conflict (behaviour in one domain are incompatible with other domain) (Greenhaus & Beutell, 1985).

Researchers have argued that conflict occurring in work and family domains should be measured separately (Netemeyer, Boles & McMurrian, 1996). When work responsibilities interfere with family domain, it is named as work to family conflict. When family responsibilities interferes with work domain it is termed as family to work conflict (Netemeyer et al., 1996). Possible effects of work–family conflict could be dispersed in three categories: work-related, family-related, and domain-unspecific outcomes (Bellavia & Frone, 2005). Work to family conflict and family to work conflict has been found to be associated with work-related outcomes such as intention to quit, organizational citizenship behaviour, organizational commitment, burnout, absenteeism, work-related strain, job satisfaction, family-related outcomes such as family satisfaction, marital satisfaction, family-related strain, and domain-unspecific outcomes such as somatic complaints, psychological strain, depression, life satisfaction, substance use (Amstad, Meier, Fasel, Elfering, & Semmer, 2011).

The theory suggests that when individuals are burdened with obligations in family domain and are unable to perform in work domain (family to work conflict), it causes dissatisfaction in their life. They strive to lessen dissatisfaction by releasing duties in the family domain and focus more on the work domain (Koslowsky, 2000). This could be done with appropriately utilizing time and efforts to execute responsibility in both domains. During international assignment, expatriate primarily are unfamiliar in the new setting at work and family domains within host nation. Accordingly they have to devote much time in either domains to get accustomed to the new situations. Expectations from spouse (and children) at home besides colleagues at workplace will bother expatriates to provide sufficient time and execute the responsibilities. Under novel circumstances, expatriates ability to utilize time as well as execution of task at work and family, besides support received from the spouse at home and colleagues at
workplace will determine the magnitude of work-family conflict. Despite work-family conflict has been useful in the expatriate context its application has been limited (Shaffer, et al., 2001). Underlying the importance of work family conflict in the expatriate context Takeuchi (2010) points out; ‘the work-family conflict perspective underscores the need to examine potential conflict that arises between expatriates and family members as well as the mediating mechanisms (e.g., work-family conflict) that link these two interfaces’. In the context of expatriates, domain specific outcome remains critical, so as to give an all-inclusive viewpoint towards life at work and home.

2.2.6 Satisfaction with Life

Satisfaction with life has positive impact on individual’s psychological well-being (Tatarkiewicz, 1976). Life satisfaction has been defined as ‘a global assessment of a person's quality of life according to his chosen criteria’ (Shin & Johnson, 1978). Hence satisfaction is influenced by the comparison of standards which individual’s set for themselves in various situations (e.g., health or material wealth) (Diener, Emmons, Larsen, & Griffin, 1985). Depending upon the emotional & psychological suffering or mental peace & happiness that individuals go through during lifespan, it shapes their worldview and ability to accept new challenges (Csikszentmihalyi, 1997). Diener (2000) found out that satisfaction with life varies across the world based upon the cultural values and economic conditions (for e.g. nationals from China, India, and Nigeria placed more emphasis in owning consumer durable products they saw on television, as their satisfaction was influenced by obtaining materialistic goods people possess in the western world). However, with an increase in income, citizens in western countries emphasized more on improving the standard of living to feel satisfied. Suh, Diener, Oishi, & Triandis (1998) found out that people in individualistic countries depend on their pleasing emotions to determine satisfaction with life where as people in collectivist societies depend on collective norms as created by their relatives, friends and society to determine satisfaction with life.

Three antecedent, namely personal activities (physical exercise), spiritual activities (socializing, eating) and leisure activities have been found to influence happiness of an
individual (Lyubomirsky 2008). All three activities could also motivate individuals to explore novel countries and learn new ways of living which is different from home country (Longino, Perzynski & Stoller 2002). Tourism has been found to positively affect individual quality of life (Andereck & Nyaupane, 2011). Many influencing factors such as good climate, entertaining activities, historical monuments, peaceful lifestyle, low cost of living could influence individuals to travel new countries whereas discouraging factors such as high cost of living, extremely cold or hot climate, few recreational activities, and bad conditions of poor or children etc. could make individuals reluctant to move to a new country. As these factors play vital role in changing the temper of a person in the host country, these are also likely to affect their satisfaction under the new circumstances.

When expatriate move to a host nation, many aspects surrounding host environment such as values, culture, religion, language proficiency, quality of life, income levels, cost of living, career opportunities, basic infrastructure, hygiene condition, open economy, availability of recreational activities etc. will have impact on psychological well-being. Magnitude of these factors is often controlled by the personality orientation of expatriates and their capacity to handle odd circumstances. Satisfied expatriates are expected to continue their international assignment in more fulfilling manner and remain committed to the host environment. Dissatisfied expatriates may not be able to focus on their work assignment and might prefer to return back to home nation (Yavas & Bodur, 1999). As individual’s satisfaction has also been found to be positively associated with social interaction and their capacity to handle work and family domains, these are expected to persist for expatriates in the host nation (Ernst Kossek & Ozeki, 1998; Mesch & Manor, 1998).

2.2.7 Expatriate Adjustment Process

As a result of globalization, many organisations seek to explore new economies, target new customers, for increasing their presence as well as revenue. For achieving these goals individuals are selected based on many factors such as seniority in organisation, work experience, cross-cultural skills etc., they are provided adequate training so as to
get accustomed to the host culture norms (Black et al., 1991). Many other factors involving individual, job, organization socialisation, organization culture and non-work could affect expatriates in their adjustment process (Figure 2.4). Expatriate adjustment has been defined as psychological comfort related to various aspects of host nation (Black & Stephens, 1989). Adjustment has been classified under three heads, viz., general adjustment, interaction adjustment and work adjustment. General adjustment refers to overall adaptation to the environmental aspects (food, shopping, transportation etc.) surrounding host nation. Interaction adjustment refers to psychological ease in interacting with host nationals both inside and outside the organization. Whereas work adjustment has been defined as level of comfort with supervisory and subordinate work roles in the subsidiary organisation (Black, 1988; Black and Stephens, 1989).

Figure 2.4 Framework of International Adjustment

Anticipatory Adjustment

Individual

- Training
- Previous Experience
- Accurate Expectations

Organization

- Selection mechanisms and criteria

In-country Adjustment

Individual

- (1, 2, 3) Self-efficacy
- (1, 2, 3) Relation Skills
- (1, 2, 3) Perception Skills

Organizational Socialization

- Socialization Tactics
- Socialization Content

Mode of adjustment

- 1. Work adjustment
- 2. Interaction adjustment
- 3. General adjustment

Degree of Adjustment

- 1. Work adjustment
- 2. Interaction adjustment
- 3. General adjustment

Organization Culture

- (1) Organization Culture Novelty
- (1) Social Support
- (2, 3) Logistical Help

Non-work

- (2, 3) Culture Novelty
- (1, 2, 3) Family-Spouse Adjustment

Note: Numbers in parentheses indicate the numbered facet(s) of adjustment to which the specific variable is expected to relate

Source: Black, Mendenhall and Oddou (1991)
With the purpose of integrating findings on expatriate adjustment during international assignment, two meta-analyses has been conducted (Bhaskar-Shrinivas, Harrison, Shaffer & Luk, 2005; Hechanova, Beehr & Christiansen, 2003). Table 2.1 summarizes the effect on the three facets of adjustment (work, interaction and general) based on various antecedents.

Table 2 Summary of findings on expatriate adjustment based on meta-analysis

<table>
<thead>
<tr>
<th>Antecedents</th>
<th>Relationship</th>
<th>Facet of expatriate adjustment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Anticipatory factors</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Language ability</td>
<td>Positive</td>
<td>Interaction adjustment</td>
</tr>
<tr>
<td>Previous overseas experience</td>
<td></td>
<td>Work and interaction adjustment</td>
</tr>
<tr>
<td><strong>Individual factors</strong></td>
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<td></td>
</tr>
<tr>
<td>Self-efficacy</td>
<td>Positive</td>
<td>Work and interaction adjustment</td>
</tr>
<tr>
<td>Relational skills</td>
<td></td>
<td>Work, interaction and general adjustment</td>
</tr>
<tr>
<td>Education level</td>
<td>Negative</td>
<td>Work and general adjustment</td>
</tr>
<tr>
<td><strong>Job factors</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational tenure</td>
<td>Positive</td>
<td>Work, interaction and general adjustment</td>
</tr>
<tr>
<td>Role clarity</td>
<td></td>
<td>Work and interaction adjustment</td>
</tr>
<tr>
<td>Role discretion</td>
<td></td>
<td>Interaction adjustment</td>
</tr>
<tr>
<td>Months on assignment</td>
<td></td>
<td>Work and general adjustment</td>
</tr>
<tr>
<td>Outcome expectancy</td>
<td></td>
<td>Work and general adjustment</td>
</tr>
<tr>
<td>Job level</td>
<td></td>
<td>Work and general adjustment</td>
</tr>
<tr>
<td>Role conflict</td>
<td>Negative</td>
<td>Work and interaction adjustment</td>
</tr>
<tr>
<td>Cross-cultural training</td>
<td></td>
<td>Work, interaction and general adjustment</td>
</tr>
<tr>
<td><strong>Organizational factors</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co-worker support</td>
<td>Positive</td>
<td>Interaction and general adjustment</td>
</tr>
<tr>
<td>Logistical support</td>
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<td>Work, interaction and general adjustment</td>
</tr>
<tr>
<td><strong>Non-work factors</strong></td>
<td></td>
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<tr>
<td>Spouse adjustment</td>
<td></td>
<td>Work, interaction and general adjustment</td>
</tr>
<tr>
<td>Culture novelty</td>
<td>Negative</td>
<td>Work, interaction and general adjustment</td>
</tr>
</tbody>
</table>

Source: Bhaskar-Shrinivas et al., 2005 and Hechanova et al., 2003

Criticizing the Black et al., (1991) model (Figure 2.4), Takeuchi (2010) points out that research in the area of expatriates has been limited due to (a) observing solely at
expatriate manager themselves and factors related with them; (b) handling adjustment as the final outcome, and not as a process to an end; (c) investigating simply those factors contained within the existing model; plus (d) examining linear associations between antecedents and adjustment process. Increasing use of expatriate and their ability to adjust in the host nation has been studied theoretically and empirically, however the role of various stakeholders in the host nation, who could affect and are affected by expatriate adjustment has been lacking. Taking into account the role of work and family domains, social exchange perspective and strategic human resource perspective could give holistic perspective about expatriate adjustment process (Takeuchi, 2010).

2.3 Relationship between antecedents and facets of expatriate adjustment

As stated in Figure 2.2, the structure of literature review has been classified under two heads. On the basis of (i) various antecedents derived from literature namely spouse support, Leader Member Exchange, Subordinate member exchange, and social tie characteristics affecting three facets of expatriate adjustment (work, interaction and general) and life satisfaction; and (ii) taking into account mediating role of work life conflict (work to family and family to work) affecting life satisfaction and facets of expatriate adjustment process. It has also been argued that each country offers unique cultural proposition for expatriates, hence it is expected that overall experience in India as compared to other host nations will be different (Hofstede et al., 2010). Haslberger, Brewster & Hippler, (2013) suggests that theory underlying expatriate adjustment should also consider person-environment fit for conceptualising holistic perspective underlying expatriate adjustment. This theory suggests that the degree to which individual and environment are able to meet each other’s requirement affects their adjustment process (Dawis & Lofquist, 1984). These interaction takes place in the form of needs-supplies fit and demand-ability fit corresponding to the individual and environment respectively (Figure: 2.5). The needs-supplies fit affecting individual is termed as ‘satisfaction’ whereas demand-ability fit affecting environment is referred to as ‘satisfactoriness’. Adequacy standard set by individual and environment leads towards the adjustment process. In the second part of literature review, we have tried to formulate the adjustment process taking into account theory of person environment fit.
hence expatriates ability in the work and family domains affecting satisfaction and adjustment.

Figure 2.5 Person-Environment-Correspondence Model

Source: Dawis and Lofquist (1984)

2.3.1 Literature review based on impact of predictors on outcomes (Figure: 2.2)

In the first part of literature review, relationship between spouse support, leader member exchange, subordinate member exchange and social tie characteristics with dimensions of expatriate adjustment (work, interaction and general) and satisfaction with life has been explored.
2.3.1.1 Relationship between spouse support and expatriate adjustment

Spouse (or partner) accompanying expatriate play significant role during international assignment. An empowered and willing spouse positively involved in the decision-making process to relocate in the host nation, will make continuous efforts to increase adjustment for themselves and expatriates. *Host nation such as India, do not allow work visa for expatriate’s spouse.* Under these circumstances, spouse primary involvement remains in the family domain, and are expected to assist expatriates by freeing them or asking for limited role investment in the family domain. They could increase cultural understanding by connecting with members of host country and expatriate groups. Spouse could also contribute as healing mechanism for expatriates who struggle to perform in the work domain and experience anxious time. Brett (1980) suggest that spouse could provide individuals with three kinds of provision namely i) aid ii) affect and iii) affirmation. These supportive measures are expected to aid expatriates under isolated condition in the host nation.

Supportive spouse in the host nation could help expatriates by allowing them to focus in their office domain hence facilitating work adjustment. Spouse could also help expatriates to get out from the hectic work agenda, and rejuvenate with their family members. Spouse could also help in gathering exact information to facilitate expatriates in food, shopping, transportation etc., and covering general environment of the host nation. Kraimer, Wayne & Jaworski (2001) did not found evidence for spouse support affecting either work or general adjustment for expatriates. However with the evolution of Information Technology (IT), it is believed that usage of IT enabled products has risen significantly, thus resulting in greater awareness among the expatriate family in the host nation. Earlier, what information seemed quite distant could now be realized due to IT connectedness as well as family members could also remain ‘in touch’ with their parents via IT enabled software’s. These software’s could also help in connecting with local or expatriate group and gain knowledge about host nation. Consequently, spouse at present, are mentally organized and effective in handling situations which earlier they were not, due to awareness problems.
Research in the area of international assignment suggest that accompanying female spouse with higher adjustment felt that they were in more interconnected families, were involved in the decision making process to relocate, had lesser damage in social network (friends, neighbours etc.), social support was sufficiently met and received support from native suppliers instead of long distance providers (Copeland & Norell, 2002). Evidence for spillover and crossover effects has also been found between expatriate and their spouse cross-cultural adjustment (Takeuchi, et al., 2002). Based upon the relatively easier access to information through increasing use of IT enabled products, it is expected that spouse support would play significant role in expatriate’s general and work adjustment.

2.3.1.2 Relationship between spouse support and satisfaction with life

Support received from family (and particularly spouse) has been found to be positively associated with life satisfaction (Adams, King & King, 1996; Aryee, Luk, Leung & Lo, 1999). Spouse could act as an associate who could provide mental peace during challenging times, and relieve their partners from strain and anxiety through crossover effect (Westman, 2001). Age and gender are also found to have larger discrepancy on the perceived spousal support, in such manner that, older women received less spousal support from their husbands as compared to younger ones (Schwarzer & Gutiérrez-Doña, 2005). It has also been found that female wife’s who received various type of support from their household husbands had a positive influence on their managerial career (Heikkinen, et al., 2014).

Based on the literature review it is likely that individuals who continuously receive support and encouragement from their spouse, will have positive impact on their subjective well-being (comprising, happiness, life satisfaction and positive affect). During international assignment, compassionate and supportive attitude of spouse are expected to benefit expatriates in attaining satisfaction in their life. Payne (1980) suggests that spouse could provide love and admiration, which is associated with life satisfaction. On the other hand spouse negligence towards their partners and disappointment in the marital life could also have adverse impact on subjective well-being. Relationship will deteriorate as a result of spouse negative viewpoint toward their
partner in the host nation. Accordingly, expatriate may not feel comfortable inside the home or in workplace, which could reduce their life satisfaction and adjustment process.

2.3.1.3 Relationship between leader member exchange and expatriate adjustment

Leader member exchange (LMX) has been associated with turnover intentions, commitment, organizational citizenship behaviour, satisfaction with supervision, member competence, role clarity, role conflict, and job performance (Gerstner & Day, 1997; Wang et al., 2005). Better relation with supervisors are expected to facilitate expatriate in the host nation. Supervisors could caution expatriates from behavioural mistakes due to lack of cultural awareness and could assist in learning appropriate behaviour. Supervisors could also pay attention towards necessities of expatriates and their families during the initial few months, such as finding accommodation, suitable schools, security measures, manners while dealing with host nationals, planning for spouse engagement etc.

Expatriates unfamiliarity with office procedures, colleagues and staff members, could also result in needless arguments, delays and mistakes. As managers in the Indian context have different value orientation, and are expected to perform as per Indian norms (power distance, top-down decision making etc.), it is assumed that exchange of relationships will primarily depend on leader’s orientation towards expatriates (Gopalan & Rivera, 1997). LMX has been found to positively associate with expatriate’s affective commitment, which could be strengthened with perceived organisational support from the parent company in combination with encouragement from supervisors (Liu & Ipe, 2010). It is expected that better relation with supervisor will positively benefit expatriates to adjust in the work domain as well as general environment.

2.3.1.4 Relationship between leader member exchange and satisfaction with life

Leader member exchange has been found to be positively associated with overall satisfaction (with job or organization) and satisfaction with supervisor (Duchon, Green, & Taber, 1986; Graen, Novak, & Sommerkamp, 1982). In the host subsidiary, expatriates seek support from supervisors for better understanding of the organisational process. The extent of support and information received from expatriate’s supervisor
who are familiar with the organizational culture is likely to affect their adjustment within organisation. Supervisors could also facilitate expatriates by reducing their workload, providing better subordinates at workplace, advising towards domestic help, allowing to meet family needs through flexible working hours, etc. so as to feel better in their family domain. Better psychological state in the host organisation and in the family domain are expected to be affected by the supportive intention or better relations (LMX) with supervisor, which is also likely to improve satisfaction with life during exile. Paternalistic attitude of supervisor could help expatriates in reducing stress, utilizing time effectively and behaving appropriately, thus leading towards subjective well-being.

2.3.1.5 Relationship between subordinate member exchange and expatriate adjustment

Expatriates are expected to perform well in the host subsidiary. In some cases, expatriates could be the only point of contact between the host nationals and parent company. Expatriates have to maintain balance among two cultures, one represented by the parent company (home nationals) and another represented by host nationals. As culturally processed in the home nation, expatriates acceptability depends on the acceptance of cultural diversity by the host nationals. Intercultural work diversity could bring friction among expatriates and host nationals and it could also bring positive effect in the organisation (Hiller & Day 2003; Polzer, Milton & Swarm, 2002). Competent subordinates could help as information providers, utilizing skillsets to facilitate expatriates etc., and could be leading resource person readily available for the assisting expatriates.

Social categorization by host nationals could negatively affect expatriates in getting appropriate response from their co-workers and subordinates. It has been found that host nationals categorize as expatriates ‘out-group’ or ‘in-group’ depending upon the collectivism, ethnocentrism and perceived values similarity. ‘In-group’ and ‘out-group’ categorization is also likely to affect host nationals readiness to provide role information and social support (Varma, Pichler & Budhwar, 2011). Within Indian context, Varma,
Toh and Budhwar (2006) found that female expatriates from the U.S.A. were not discriminated by their Indian host nationals besides female expatriates were preferred over male expatriates, as co-workers by the Indian host nationals. As LMX captures affect and resource perspective of the work relationship, it is expected that better relationship with subordinates will facilitate expatriate in work adjustment (Greguras & Ford, 2006).

2.3.1.6 Relationship between social tie characteristics with host nationals and expatriate adjustment

There has been unanimity among researchers that social ties play important role in psychological well-being and better health for individuals (Kawachi & Berkman, 2001; Kraut, Patterson, Lundmark, Kiesler, Mukophadhyay, & Scherlis, 1998). The effect of social ties during international assignment has been limited (Johnson et al., 2003; Shaffer & Harrison, 2001). During relocation, existing social connections in the home nation discontinue, as a result, expatriates have to develop and strengthen social network with host nationals and other expatriate groups. Host nationals could be a major source of information as they have expertise towards the host environment, tradition and cultural aspects. Frequent communication with host nationals could facilitate in decreasing ambiguity and also offer unique information (Black & Gregersen, 1991).

Shaffer and Harrison (2001) found that spouse ability to form social ties was positively associated with all three forms of adjustment. Social ties was measured in the form of total size (number of contacts), depth of relationship (closeness, length of time known, frequency of interaction) and breadth of relationship (non-work information, business information, social support). Using similar measurement, Johnson et al. (2003), found that social ties with expatriate community provided similar degree of information in comparison with host nationals but was instrumental in providing greater social support. It was also found that social ties with expatriate group provided general and work adjustment, whereas social engagement with host national was instrumental in facilitating all three facets of adjustment.
Individuals who are accustomed to the host environment and have spent majority of their time in the host nation could help expatriates in their daily life. Better contact (size, breadth and depth) with the host nationals will facilitate expatriates not only in the general environment but also provide basic details about the workplace helping them understand behavioural dimensions in the host organisation. As expatriates increase their interaction with host nationals, they also learn signals, and develop appropriate techniques of dealing with host nationals (Caligiuri, 2000). Gradually, they will learn and act in cultural consistent manner and initiate dialogue with host nationals, overcoming cultural anxiety. The impact of social ties on expatriates has been lacking with India as host nation, however based on the earlier studies it is expected that social ties (size, depth, breadth) will facilitate in adjustment process.

### 2.3.1.7 Relationship between social tie characteristics and satisfaction with life

Social capital has been found to be associated with life satisfaction (Ellison, Steinfield & Lampe, 2007). Among older people, quality of social interaction was found to be significant rather than number of persons interacted with or frequency of their interaction in adaptation process (Conner, Powers & Bultena, 1979). As expatriates in the host environment go through anxious situation in the host nations, due to lack of specific information, it is expected that the quality of social interaction will be helpful in reducing stress. In the host nation, social support could benefit expatriate in many ways such as explaining host culture, providing important information relevant in the work and family domains, sharing personal experiences for expatriate’s problem etc. As expatriate and their family members increase social capital, they are likely to come closer to the host nation and reduce their acculturative stress (Mendenhall & Oddou, 1985). Alternatively loneliness, has been found to reduce life satisfaction (Schumaker, Shea, Monfries & Groth-Marnat, 1993). Based upon the review, it is probable that social tie characteristics (number, depth and breadth) will have positive association with life satisfaction in the host nation.
Figure 2.6 Hypothesized model-01 based on relationship between *predictors* i.e., spouse support, leader member exchange, subordinate member exchange, social tie characteristics and *outcomes* i.e., facets of adjustment and satisfaction with life.

Note: (+) denotes proposed positive relationship between antecedents and consequences in the host nation (i.e., India)

**2.3.2 Literature review based on indirect effect of predictors on mediators and mediators on outcomes (Figure: 2.2)**

In the first part of the literature review, direct effect of various antecedents has been projected on facets of expatriate adjustment and satisfaction with life. In the recent
years, researchers have suggested to incorporate stakeholder perspective, and person-environment fit to have a broader understanding about facets of expatriate adjustment (Takeuchi, 2010; Haslberger et al., 2013). Work and family domains could help us in expanding the expatriate adjustment perspective, therefore in the second part of literature, expatriate’s ability to maintain the balance between these two domains has also been carried out. The influence of work and family domains has been considered in the form of work-family conflict (work-to-family and family-to-work) and its relationship with the predictors and outcomes of proposed Model-01 (Figure: 2.7).

2.3.2.1 Relationship between spouse support and family-to-work conflict

Supportive spouses could defend their partners from undergoing work-family conflict (Holahan & Gilbert, 1979). In the host nation, spouse could help expatriates in logistical support and taking care of the responsibilities associated with children and at home. While expatriates are primarily involved in their work domain, spouse could help in increasing awareness and getting accustomed to the new environment. Happy spouse could also have cross-over effect on expatriate by lessening fatigue caused in the work domains and ensuring better temper in the family domain. Committed partner could plan things ahead, so that emergency condition will not arise affecting psychological anxiety for expatriates and family members. Spouse could learn local customs and behaviours for facilitating children’s learning and expatriates in adjusting with host nations. Spouse could also help children in familiarizing host environment, so they could stay relaxed, exchange ideas and form groups with local kids. Peaceful family is expected to lessen strain for expatriates, which otherwise has a deteriorating effect and could also result in pre-mature return from overseas assignment. Finally, spouse support could help expatriates in utilize time, for work purpose and self-development. Overall it is expected that higher spouse support will lessen family to work conflict for expats.

2.3.2.2 Relationship between social ties and family to work conflict

Social capital has been found to reduce single mothers’ reports of work-family conflict, mainly for low-income females (Ciabattari, 2007). Social ties with the host nationals could facilitate expatriates in reducing the pressure arising at family domain. Social ties
(size, depth and breadth) developed in the host nation through spouse or expatriate themselves has been found as important antecedent of adjustment process (Shaffer & Harrison, 2001). It is likely that spouse with the help of support received from social network could make better arrangements at home, so as to fulfil their expectations and come closer to the native experience. Greater and in-depth social ties with informed host nationals will provide unique information, thus gratifying basic needs for home-based requirements, which in turn, will facilitate spouse and expatriates. Based on the access to information and resource perspective, it is likely that social tie characteristics will provide new ways of dealing with extreme situations at family and will reduce family to work conflict.

Spouse in conjunction with personalized support received from social ties could let expatriates focus more on their work domain thus reducing their time involvement in the family domain. Lesser responsibility on behalf of expatriates will also reduce the strain associated with the family domain. Finally social tie characteristics will also help expatriates in adopting to the host environment, consequently, they will learn new methods of coping with the behaviour related challenges existing in the family domains and will be able to act separately between the work and family domains.

2.3.2.3 Relationship between social ties and work to family conflict

Social exchange inside and outside the work domains could facilitate in reducing the anxiety and stress level for individuals. Superior social ties with host nationals could assist expatriates in understanding leadership, work procedures, motivation and job attitudes, trust in organization, work stress and coping mechanisms etc. Accumulated knowledge about local subsidiary, staff members, and job role clarity are expected to reduce uncertainty in the local subsidiary (Black & Gregersen, 1991). With growing awareness about the work responsibility and office procedures, expatriates are likely to comprehend local subsidiary norms and fulfil parent company expectations by involving co-workers and staff members in their overall objective. With increase in the social ties, expatriates are expected to overcome unreasonable demands in the work domains, as they are able to delineate borderline between their job responsibilities and local staff responsibilities.
Co-ordination within organisation and in general environment will facilitate expatriates to distinguishing roles in family and work. It is expected that social ties characteristics within and outside organisations will contribute to a larger extent in providing up-to-date information and will decrease the avoidable strain arising through over-involvement in the work domain. With restricted involvement in the work domains expatriates are expected to devote their precious time in family domain as well.

2.3.2.4 Relationship between leader member exchange and work to family conflict

Overall work environment plays decisive role in employee responses to family-friendly policies (Allen, 2001). Research indicate that employees who perceive work–family culture as sympathetic reported lower work family conflict than those who saw work–family culture as less than sympathetic (de Janasz, Behson, Jonsen & Lankau, 2013). From the employee’s perspective, individuals having mentors reported significantly less work–family conflict, than those respondents who did not had mentors (Nielson, Carlson & Lankau, 2001). Tummers and Bronkhorst, (2014) found that high quality LMX reduces work stress, which in turn diminishes work and family interventions.

As supervisors are involved with expatriates in work domain which also has influence on their family life (spillover effect), it is likely that supervisors assistance in the local subsidiary have positive implications for expatriates. Simultaneously supervisors could also facilitate expatriates by providing flextime and flexplace assistance for executing workload, so that performance doesn’t get affected (Major & Morganson, 2011). LMX has been found to be negatively linked with work interference with family (Kailasapathy, Kraimer & Metz, 2014). In the host nation, supervisor could assist expatriates in utilizing time effectively, providing open work support resulting in reduction of strain level and preparing with behavioural characteristics which could facilitate in demarcating roles in the work and family domain.

2.3.2.5 Relationship between subordinate member exchange and work to family conflict

Connection with subordinate could also have superior or inferior effect on employees in executing work responsibilities. When expatriates are overloaded with work,
Subordinates could provide support and resources that goes further than what is stated in the job outline. Subordinates willingness to put on additional labours, outside what is usually required, to meet work goals are likely to ease expatriates in the work domains and focus equally towards family responsibilities. While previous research on LMX underline that when individuals receive resources and support they respond to the other party in the same manner (Greguras & Ford, 2006). It is expected that when expatriates will get adequate support from their subordinates, they will respond in equal manner. Analysis in the area of elderly care indicate that more the immediate supervisors felt emotionally supported by their fellow superior, the more their subordinates felt reinforced by them (Winsløw, Nielsen & Borg, 2009).

Support received from subordinate could relieve expatriate by lessening strain arising due to excessive workload. Expatriates could also benefit by managing time in the work domain by sharing excessive workload to their subordinates. Finally subordinates could help expatriates in getting used to appropriate style and behaviour in the local subsidiary, so that they could clearly distinguish between work and family life. Overall it is expected that subordinates support will facilitate expatriate in reducing work to family conflict.

**2.3.2.6 Relationship between family to work conflict and satisfaction with life**

Previous research in the area of work and family domains indicates that family to work conflict is negatively associated with life satisfaction. Although, nature and strength of this relationship differs frequently (Kossek & Ozeki, 1998). Inability of individuals to handle stress arising out of the family domain has negative psychological impact on their lives. Family to work conflict could lead individuals to utilize time from the work domain and invest in the family domain thus affecting their work performance to achieve family obligations (Takeuchi, 2010). Researchers have found family-to-work conflict to be connected with tardiness and absenteeism (Frone, Russell & Cooper, 1992). Alternatively, support received from spouse is expected to reduce family to work conflict, thus facilitating their performance, as they can focus more on their work domain (Takeuchi, 2010).
Expatriates ability to manage family responsibilities in the host nation, either with the help of spouse or social ties are expected to increase their satisfaction with life. When expatriates have better support and resources available from spouse and social ties, they would be relatively free, thus reducing time based, strain based or behaviour based conflict arising from family. On the other hand, expatriates inability to meet the demands arising from family or receiving inadequate support from spouse or social ties will have adverse impact on personal well-being decreasing life satisfaction

2.3.2.7 Relationship between work to family conflict and satisfaction with life

Research have found that life satisfaction is negatively affected by work-to-family conflict (Kossek & Ozeki, 1998). Negative spillover from work and family domains are found to be correlated with life satisfaction (Sumer & Knight, 2001). Allen, Herst, Bruck, & Sutton (2000) found that satisfaction with life was an important consequence associated with work-to-family conflict. When employees are unable to meet family responsibilities due to excessive work role requirements, work to family conflict, happens. In order to maintain balance between both domains, employees are expected to reduce their stress arising out of family domains, by freeing themselves from the work domain hampering their performance (Takeuchi, 2010).

Better support mechanism at the work place either in the form of LMX, SLMX, social support or organisational support could help expatriates in sharing work responsibility and focusing towards the family responsibilities. Benefits such as flexplace and flextime, could also facilitate expatriates in handling responsibility at home while being connected with work. Bad relations at workplace, or lack of support mechanism could also increase restlessness among expatriates and could eventually find themselves struggling amidst work and family. It is expected that expatriate’s inability to maintain stability between work domain and the causing work-to-family conflict, will lead to dissatisfaction in life.

2.3.2.8 Relationship between satisfaction with life and expatriate adjustment

Based on the person-environment (P-E) fit theory, work environment for an individual should not be seen as secluded from other domains, and should also include
responsibilities from other domains such as schools or home (Dawis & Lofquist, 1984). This theory recommends that P-E fit theory could be applied in other settings as well such as marriage, family, or social community. Takeuchi (2010) has emphasized the importance of various stakeholders in the adjustment process. It has also been pointed that the scope of Black et al.’s (1991) ‘degree of adjustment’ is limited and primarily address adjustment from needs-supply fit and does not take into account demands-abilities fit (Haslberger et al., 2013). Haslberger et al., (2013) pointed ‘the demand might change in response to the efforts of the individual to adjust. Hence, the nature of the P-E relationship is a dynamic, interactional one’.

Based on the P-E theory, it is expected, expatriates satisfaction level in the host domain will drive the need to facilitate three forms of adjustment process. Expatriates ability to handle responsibilities at home (comprising spouse), work (comprising office colleagues) and school (comprising children) will lead towards personal gratification. The amount of responsibilities which spouse handle in the host environment, involving expatriates besides children, with or without social ties, will possibly have effect on expatriate’s willingness to facilitate their partner. Thus if the spouse has adjusted in the host environment appropriately and does not demand support and resource from expatriates to facilitate them, will directly increase spouse confidence and will also increase expatriate satisfaction towards the general environment. Likewise, expatriate’s exceptional performance in the local subsidiary without receiving major support from office colleagues will increase personal confidence, attaining satisfaction in the work domain. Finally, the amount of information acquired with the help of spouse or with accessible social groups will facilitate in learning appropriate behaviours as per the host cultural norms. Consistent behavioural errors will lead towards reduced emotional state and subjective well-being. In order to fill the gap in understanding cultural-consistent behaviour, expatriate will reinstate social ties with the host nationals so as to increase their satisfaction level. Thus, the degree of personal satisfaction achieved in the host nation is expected to drive work, interaction and general adjustment. Similarly when expatriates do not get adequate support from stakeholders, their ability to meet the demands gets affected thus reducing their satisfaction with life. This declined
psychological state will also be reflected in the form of their adjustment. Overall it is expected that ability to fulfil demands in work, family (and school) contexts will have impact on the satisfaction process and any deviation from the psychological well-being will drive the facets of adjustment to reach the optimal level.

### 2.3.2.9 Relationship within dimensions of expatriate adjustment

It is possible that expatriates who feel optimistic in their work domains will also have spillover effect on their general adjustment (Mahajan & Toh, 2014). Previous research suggests that individual’s temperament in work has parallel effect on family domain and various associated outcomes (Caligiuri, Hyland, Joshi, & Bross, 1998; Lazarova, Westman, & Shaffer, 2010). It has been found that expatriates who are generally satisfied in the work domain are better off in the host environment, whereas maladjustment in the work domain has negative impact on expatriate’s general adjustment (Takeuchi, Yun & Tesluk, 2002). It is expected that overall work environment, as well as, relationship with colleagues (supervisors, co-worker and subordinates) will have perceptual bearing on expatriates work adjustment, eventually leading to general adjustment.

Similarly expatriates who are comfortable in interaction with host nationals, will have information concerning social events happening in the local city where they could entertain themselves and their family members (Mahajan & Toh, 2014). Interaction adjustment in the workplace and in general will provide distinctive opportunity to find out interesting facts about monuments, excursion, and heritage cities etc. facilitating general adjustment in host environment. Positive interaction in the general environment and workplace, providing emotional support and care for expatriates could also facilitate general adjustment. Mahajan and Toh (2014) found strong support for spillover effects of expatriate interaction on general adjustment. It is expected that expatriate interaction and work adjustment will have impact on general adjustment in the host nation.
Figure 2.7 Hypothesized model-02 based on indirect effect of predictor on mediator (work-life conflict) and impact of life satisfaction on outcome. With both forms of work-life conflict proposed to predict life satisfaction.

Note: (-) denotes proposed negative relationship and (+) denotes proposed positive relationship between antecedents and consequences between predictors (antecedents) and outcomes (consequences) in the Indian context

2.4 Research gap

The field of expatriate adjustment has been under review for several reasons; 1) MNCs want to expand their business with the help of economy labour 2) In most cases expatriates are the sole contact between the parent company and local subsidiary 3) MNCs could exercise better control through expatriates from home country 4) Role of
training in facilitating cross-cultural adjustment. 5) Developed transnational management capabilities could help in carrying forward expansion program etc. (Bird & Dunbar 1991; Rosenzweig 1994; Shaffer, Harrison & Gilley, 1999; Forster, 2000).

Although expatriates temporarily reside in the host nation for a limited duration they undergo tremendous strain to keep their performance up to the mark, in the eyes of parent company without deteriorating the relations with colleagues or raising stress environment in the local subsidiary. Similarly expatriates are entrusted with spouse (and children) who are involved in their family’s well-being, whereas time is allocated in dealing with individuals at home or at work.

With the exception of few studies the role of expatriate’s social ties with host nationals has been overlooked (Johnson et al., 2003). India has been regarded as collectivist society, which is mainly dependent on preserving traditional culture and norms (Shah, 2009). Many behavioural aspects in the modern Indian society still originate from old-age texts like Ramayana, Mahabharata, Manusmrthropanc. Muniapan & Dass, 2009; Tiwari & Pandey, 2013). While the extent to which expatriates form strong or weak social ties also depends on the behavioural aspects of the Indian community to get associated with strangers and who are unfamiliar with the Indian context. Therefore the strength of social ties and effect of social tie characteristics on expatriate subjective well-being as well as adjustment process needs to be tested.

Another important area which has often neglected has been exchange with subordinates. As subordinates working in local subsidiary who are mostly hired from the host nation, are psychologically processed with the local norms and they could provide practical and useful information. While subordinates of Indian origin who are used to their local bosses may not be able to understand expatriates way of working and develop understanding initially. Since India has been cited as a country which is high in power distance index meaning that subordinates maintain distance with the supervisors, and believe that power has been distributed unequally (Hofstede, 2010). While expatriate from egalitarian society are used to an open environment and share feeling about any situation or problem, and might behave friendly and take initiative towards increasing their understanding with subordinates. Hence, expatriate exchange relationship with
subordinates and its impact on adjustment process, needs to be tested in the Indian scenario.

The role of intervening variable i.e. work-life conflict plays important role especially in the context of expatriates who relocate with spouse and children. Spouse and children are mainly involved in the family domain and have to terminate all social contacts in the home nation due to expatriate’s global assignment. Researchers have argued that expatriates inability to handle either work or family responsibilities due to time, strain or behaviour based conflict will have consequences on their well-being as well as adjustment process (Takeuchi, 2010). Various stakeholders in the family and work domains such as spouse, children and office colleagues could influence expatriate’s ability to execute responsibilities, and increase or decrease work-life conflict. Research in the area of work-life conflict during international assignment has been rarely looked into, thus further validation of conflicting scenario is required in understanding the adjustment process.

Majority of studies have looked into adjustment process as an isolated process and any effect on expatriate life satisfaction, has not been considered (Brewster, Bonache, Cerdin & Suutari, 2014). When expatriate relocate, many vital and frequent contacts in the home nation ends as a result their emotional and psychological comfort disrupts which also has implications on their personal life. While reaching the host nation they must get used to the host ways of doing things, which may not have pleasing effect on either expatriates or their family members. Uneasiness in the host nation environment, or reluctance to change oneself according to the host cultural norms could have severe impact on expatriate’s psychological health. Similarly ability to maintain balance between the work and family domains in the host nation could facilitate in increasing satisfaction with personal life. The role of expatriate satisfaction with life needs to be further examined to recognize expatriate emotional and psychological well-being in the host nation.

Research over expatriate adjustment in the Indian setting has been narrow (Varma, et al., 2006; Waxin & Panaccio, 2005). Psychologically processed in the home country, expatriates and their family members could find value, attitude and behavioural norms
(VABNs) to be inconsistent with the host cultural values (Maertz Jr., Hassan & Magnusson, 2009). After relocation, expatriates rely on stakeholders for emotional support and assistance. It has been documented that spousal support, leader member exchange, subordinate member exchange and social tie characteristics could play decisive role in facilitating expatriate adjustment. These stakeholders also impact expatriate satisfaction with life. Limited use of work and family domains in the expatriate context and its possible intervention could generate inter-role conflict and affect adjustment process (Takeuchi, 2010). Lack of support from spouse, subordinate, supervisor and social ties could not only increase time, strain and behaviour based conflict between work and family domains but also deteriorate adjustment process. Work-family conflict has been found to negatively associate with satisfaction with life (Kossek & Ozeki, 1998). Researchers have also indicated difference in the overall effect of international assignment on male and female expatriates (Selmer & Leung, 2003).

Since India presents multifaceted phenomenon comprising diverse language, religion and subcultures, it becomes important to investigate how expatriates adjust in such complex surrounding.

2.5 Summary

Many researchers have underlined the serious consequences of expatriate adjustment process for MNCs, as a result, this topic remains one of the critical research areas in the field of international business (Werner, 2002). While number of global assignment continues to grow, challenges for expatriates, nevertheless, remains in adjustment and performance. Cultural intelligence about the host nation remains important, alongwith many other aspects such as expatriate selection process, personality, cross-cultural training, and psychological contract (Black & Mendenhall, 1990; Guzzo, Noonan, & Elron, 1994; Mendenhall, Dunbar & Oddou, 1987; Ones & Viswesvaran, 1997; Templer et al., 2006). From the humanistic perspective, many individuals with whom expatriates are involved either in the execution of work responsibility, or taking care of personal family matters, or who are associated in social groups outside home and work.

One important individual, particularly in the case of married expatriates is spouse. Maladjustment of spouse has been cited as one of the foremost reasons for expatriate’s
pre-mature termination of international assignment. Conversely spouse ability to form social ties and adjust to the host environment also has positive influence on expatriates. While spouse could relieve expatriates from many logistical responsibilities and could also act as “cheerleader” providing emotional support to their family (Kraimer, et al., 2001). Spouse could also assist children by conditioning them to local culture and interacting with kids from the local populations. Another important source of support is social tie characteristics with the host nationals. While expatriate may have read many books, magazines etc. or seen documentaries about host nation, a vast source of information could be accessed with the support of host nationals. Social ties could not only facilitate expatriates in learning host language and behaviour so as to interact confidently and psychologically adopt themselves to the host environment.

Leader member exchange (LMX) refers to the quality of relationship with one’s supervisor. Hence, supervisor in the local subsidiary could also act as mentors and train expatriates in getting used to the work environment. LMX comprises four dimensions, viz., affect, loyalty, contribution and professional respect. Better relationship with supervisors could help in getting appropriate information about local staff and work procedures and getting accustomed to the local environment. Subordinates on the other hand could also go beyond their normal office assignment to facilitate expatriate managers in their work domain and in some cases family. Expatriate exchange relations with subordinate will also facilitate in sharing work responsibilities besides providing updated information about local subsidiary. Thus overall support received from supervisors and subordinates will facilitate expatriate in gaining confidence, mental adjustment and performance in the host subsidiary.

Researchers continue to explore the area of expatriate adjustment process and put forward new perspectives which has bearing, either in the form of stakeholder perspective or person-environment fit (Haslberger et al., 2013; Takeuchi, 2010). Based on these perspectives, expatriate ability to perform tasks in the work and family domains are also expected to have implications on their psychological well-being. As family domain is primarily connected with spouse and social ties, and involves
supervisors and subordinates it is likely that the amount of support received from these individuals will facilitate in handling responsibilities occurring from these domains. Expatriates inability to execute family (or work) responsibility will have adverse impact on work (or family) domain, and to execute responsibilities arising at family domain, expatriates will utilize time which is expected to devote on work domain, thus hampering their performance. Scholars have validated that work-life conflict having two separate dimensions i.e., family-to-work conflict and work-to-family conflict.

Both forms of work-life conflict has been found to have effect on individual’s life satisfaction (Kossek & Ozeki, 1998). In due course, the total amount of support which expatriates receive in the work and family domains will impact their confidence, and aptitude to perform in the host nation. Based upon their ability to handle work and family (and school) responsibility will have impact on expatriate quality of life. The extent to which expatriates deviate from their subjective well-being (satisfaction with life) will necessitate them to fulfil the gap by developing social ties (interaction adjustment), maintaining better relationship with office colleagues (work adjustment), and providing adequate time and support for their spouse and children causing psychological ease in the host environment (general adjustment). From the spillover perspective, it is possible that better work environment will enhance general adjustment. Besides ability to extract unique information through interaction with host nationals will be positively relate to general adjustment (Mahajan & Toh, 2014).