

**EXPATRIATES PERFORMANCE AND PERMANENCE: ANALYSIS BY  
GENDER OF 124 SPANISH MANAGERS**

BASTIDA, María\*  
CANCELO, M. Teresa

---

**Abstract**

Despite the importance of International Assignments for companies competing in global economy, research to date has not clearly identified what effectiveness means in this context. In this paper it is analyzed the possible relationship between indicators traditionally considered evidence of expatriate success: adjustment, performance and permanence; introducing the situation of the home country as potential influencer. Possible influence of gender is also explored, in order to determine if low performance of female expatriate explains its sub representation in allocations. Data from 124 Spanish expatriate managers suggest that permanence depends on adjustment and results in host country, but not the situation in Spain. Gender does not introduce significant differences in our results.

JEL classification: J28, C590

*Key Words:* international assignments, success, failure, expatriate women; logit model.

---

**1. Introduction**

Traditional research on international human resource management has widely analyzed expatriate success, also labeled as competence, effectiveness or performance. Nevertheless, there is not a precise definition of this concept to date (Harrison, Shaffer and Bhaskar-Shirnivas, 2004; Hemmsasi, Downes and Varner, 2010). In this context, efforts to predict expatriate's success, failure or results have been hampered by the imprecise definition of effectiveness on allocations.

The interpretation of expatriate success is usually subjective (Hemmsasi et al, 2010), and often identified as opposed to failure of the process. Expatriate's failure – namely, his or her premature return - has become a central concern for researchers in recent years, as a result of the costs generated both to the organization and the individual: for the first, failure involves direct (salary, training, maintenance of expatriate in destination) and indirect costs such are loss of productivity and effectiveness, sales, market share, competitive position, damage to the corporate image and reputation of the firm, among others (Mezias and Scandura, 2005; Takeuchi, Tesluk, Yun and Lepak, 2005). From an individual perspective, premature return involves decrease of self-esteem, confidence and prestige among colleagues, and also reduces expatriate's motivation or willingness to guide other potential assignees (Hechanova, Beehr and Christiansen, 2003; Takeuchi et al, 2005). In this context, researchers have focused on identify factors that prevent anticipated return, summarized in the concept of adjustment: those expatriates with a high level of adjustment on host country remain in the allocation, and therefore success is assumed (Friedman, Dyke and Murphy, 2009; Lazarova and Thomas, 2012).

---

\* María Bastida ([maria.bastida@usc.es](mailto:maria.bastida@usc.es)), María Teresa Cancelo ([maite.cancelo@usc.es](mailto:maite.cancelo@usc.es)). Faculty of Economics and Business, University of Santiago de Compostela, Spain.

Meta-analysis conducted by Hechanova et al (2003) and Bhaskar-Shrinivas, Shaffer, Harrison and Luk (2005) partially confirm this relationship that negatively associates expatriate adjustment and intent to return.

More recently, some authors have drawn attention to the inadequacy of the association of "failure / early return" and "success / permanence" (Bonache and Breswster, 2001; Harzing, 1995; Harzing and Christensen, 2004; Hemmasi et al, 2010; Lazarova and Thomas, 2012; Reiche and Harzing, 2012). According with these authors, there could be some behaviors prejudicial to the organization but compatible with permanence, such underperformance, dissatisfaction, non-compliance of objectives. The concept of "going native", which implies the adoption of conducts that favor local interest groups without considering the inherent cost to organization are also included in this set of undesirable expatriate's actions. Similarly, anticipated return could involve organizational success; if expatriate accomplish the intended results of allocation earlier than planned.

Therefore, it's seems necessary to determine what the effectiveness of international assignment means and, more specifically, what criteria should be considered in order to infer that the expatriate has successfully fulfilled its international stage. Also, opposite to the general assumption that adjustment -or more specifically, the lack of adjustment - is related to anticipated return, in this paper is proposed that this relationship is influenced by expatriate's results, both from an individual and organizational perspective. Further, it should be noted that the decision to stay or quit the job, the allocation or even the organization is moderated by perceived employment opportunities both inside and outside the company (Benson and Pattie, 2008; Naumann, 1992). In this context, it is suggested that the situation at expatriate's home country can influence their intention to return.

Moreover, in recent decades has been paid attention to the situation of women in international assignments, since male expatriates filled preferably them (Adler, 1984; Collings, Scullion and Morley, 2007; Linehan and Scullion, 2001; Linehan, Scullion and Walsh, 2001; Sinagail and Ones, 2003). The participation of women in allocations has increased steadily from 3% in the early 80 (Adler and Izraeli, 1994) to 14% at the end of the 90 (Tung, 2004), but more recent data indicate that such participation is around 20% (Brookfield Global Relocation Trends, 2013). Unlike traditional explanations that address this minor presence from an individual perspective (lack of interest in international career) or from an organizational approach (resistance to apply women because of the expected reaction against them in the intended country of the assignment), in this paper it is analyzed if female expatriates could be less effective overseas, which would explain the reluctance to send women to posts abroad.

## **2. Expatriate Results.**

Several authors have attempted to determine some of the dimensions of expatriate's performance. Cushner and Brislin (1996) identified four specific: personal adjustment, maintaining good relations with the natives of the country they are located, job effectiveness, or not experiencing culture shock greater than would be experienced at local context. Meanwhile, Caligiuri (1997) identifies as dimensions early return, intercultural adjustment and performance; concordant to Tung (1984), which explores "performance construct" differentiating technical dimensions; organizational context;

relational context and development of global skills. Aycan and Kanungo (1997) argued that success is evident when expatriate remains in allocation for the intended time frame to accomplish results, is adjusted to the conditions of life in the new culture, and has a good performance on the job. Thomas (1998) cited satisfaction, intention to stay in the assignment, commitment and performance of the tasks for which it was assigned among expatriate's results. Black (1998) and Oddou, Gregersen, Black and Derr (2001) emphasized the importance of allocations for the organization, establishing a link between individual and organizational objectives to highlight the importance of developing global skills in managerial careers.

For Takeuchi, Yun and Russell (2002), success has three dimensions: non anticipated return; adequate behaviors along the stay and high performance. Yan, Zhu and Hall (2002) on their part proposed a multidimensional approach, integrating short and long term perspectives, but also organizational and individual results. Long-term outcomes (development of new skills, promotion or increased international mobility of the workforce) occur once the international stage ends, and only if there is a successful repatriation of expatriates. With regard to short-term results, performance, acquisition of global skills, adjustment and job satisfaction are identified from an individual perspective and as organizational objectives the fulfillment of tasks and objectives for which the assignation was designed –control, coordination or transfer of knowledge- are added.

Harrison and Shaffer (2005) also highlighted the role of expatriate's results for the organization, determining that criteria for success are general performance and, more specifically, task performance; and building relationships (both from an interaction aspect and in its role as consolidation of a professional network for expatriates). Kraimer and Wayne (2004) established as criteria adjustment, commitment, performance and intention to complete the assignment. More recently, Hemmasi, Downes and Varner (2010) argue that, if success is identified with permanence, expatriate's results should act as barriers to early return. Finally, a synthesis from the review of several studies in the literature of reference by Lazarova and Thomas (2012) summarized intention of permanence, attitudes in workplace, interaction with local citizens and performance as main results to the expatriation process.

It should be noted that, since the contribution of Black (1998), the multidimensional nature of adjustment is accepted and referenced in different studies (Shaffer, Harrison and Gilley, 1999; Black and Gregersen, 1991; Black and Stephens, 1989). The meta-analysis by Hechanova et al. (2003) supports the existence of three distinct dimensions in the concept of adjustment: work adjustment (degree of comfort associated with assignments, or job); interaction or relational adjustment, based on the perceived comfort with relationships and interaction with people of the country where the assigned is located both at work or out there, and general adjustment or perceived comfort with different aspects of foreign environment (living conditions, food, transportation, leisure or health services, for example). This latter category has also been called "cultural adjustment" (Bhaskar-Shrinivas et al., 2005). This multidimensional nature allows us to include a set of results proposed by other researchers under other names, associated with the interaction with people in host country or adaptation to some facets in the location.

In view of the precedent contributions, in this paper it is suggested that indicators traditionally considered to assess expatriate's success are intention of premature return (or

its opposite, permanence), adjustment and performance, both from an individual and organizational level. Table 1 shows the main revised contributions:

**Table1. Expatriate results**

AUTHOR	ADJUSTMENT			INTEND TO STAY	PERFORMANCE
	WORK	RELATIONAL	GENERAL		
Cushner and Brislin (1996)		Ability to communicate	General Adjustment No differential culture shock		Effectiveness at Work
Caligiuri and Tung (1996)			Intercultural Adjustment	Permanence	Performance
Caligiuri (1997)					Technical performance Contextual performance Skills Development
Aycan and Kanungo (1997)			Adaptation to living in a new culture.	Permanence	Good job performance.
Thomas (1998)				Intended permanence	Task Performance Organizational commitment
Yan, Zhu and Hall (2002)	Adjustment	Adjustment	Adjustment		Task Performance
Takeuchi, Yun and Russell (2002)				Return not anticipated	Appropriate behaviors at allocation Good performance
Harrison and Shaffer (2004)		Building relationships			Task Performance
Kraimer and Wayne (2004)	Adjustment	Adjustment	Adjustment	Intention to Stay	Performance
Hemmasi, Downes and Varner (2010)	Adjustment	Adjustment	Adjustment		Performance
Lazarova and Thomas (2012)		Interaction with host citizens		Intention to Stay	Attitudes in the workplace Performance

Previous research has widely supported that adjustment negatively predicts intentions for anticipated return (Bauer, Bodner, Erdogan, Truxillo and Tucker, 2007; Bhaskar-Shirnavas et al., 2005; Takeuchi, Yun and Tesluk, 2005; Shaffer and Harrison, 1998; Caligiuri, 1997). However, adjustment tends to change over time as a result of the experience in the allocation (Firth, Chen, Kirman and Kim, 2014; Bhaskar-Shrinivas et al.2005), and that experience involves obtaining results. As Firth et al (2014) notes, changes in the attitudes of expatriate -satisfaction, commitment or performance- are positively related with his or her results. Takeuchi et al. (2002) found that the relationship between adjustment and intent to return occurs through job performance. Identically, Harrison and Shaffer (2004) supported the relationship between some individual expatriate’s results (satisfaction and commitment) with the intention to quitclaim (Shaffer, Harrison, Gilley and Luk, 2001; Shaffer and Harrison, 1998). The meta-analysis by Hechanova et al. (2003) also confirmed their result.

According to these contributions, in this paper it is proposed that the intention to stay overseas depends on the adjustment to host country and on the work results in the allocation. Also, since the decision to stay is influenced by the perception of job opportunities in other contexts (Benson and Pattie, 2008; Naumann, 1992) it is suggested that the perception of the situation at home country influences such intention of permanence.

H1: Permanence depends on adjustment, results and perception of expatriate’s home country situation.

### 3. Women in international assignments.

The underrepresentation of women in international assignment has been addressed from many different perspectives: shortage of women with ability to be transferred abroad (Adler, 1984; Caligiuri and Cascio, 1998; Caligiuri and Tung, 1999; Fischlmayr, 2002; Tharenou, 2010); that are not selected for biases in the selection process (Altman and Shortland, 2008) or lack of interest in expatriation (Adler, 2002); concern for the physical safety of women; risks inherent to travel to underdeveloped countries or rejection thereof (Adler, 2002; Altman and Shortland, 2008; Tung, 2004), and especially in the case of single women, isolation and loneliness (Adler, 1984).

In the study of the causes that can explain this underrepresentation, research has focused on two, from an external and individual perspective: (1) possible reactions against women in intended country of the assignment and (2) lack of interest of women in pursuing an international career. The supposed behavior of individuals from host countries against women seems to be the main obstacle to increase their presence in international assignments (Shortland, 2014). Most companies believe that their female managers would experience some prejudices in dealing with people of the country where the assignment will develop: sexual discrimination, rejection for women, and reluctance of natives against foreigners in general or foreigners from West (Insch, McIntyre and Napier, 2008; Napier and Taylor, 2002). As a result, women effectiveness could be diminished by the prevailing stereotype of what should be an expatriate (Sinangil and Ones, 2003).

However, there is evidence enough to contradict such dominant stereotypes. For example, Adler (1994) in a survey of expatriate women in Asia found that they had higher status and visibility among foreigners than their male peers. Other studies have found similar results: women have full acceptance in the host countries, particularly those in which women are fully incorporated into working life (Caligiuri and Tung, 1999; Stroh, Varma and Vally-Durbin, 2000) where womanhood is not considered relevant (Taylor and Napier, 1996a, b) and even are likely to be preferred to men (Guthrie, Ash and Stevens, 2003; Tung, 2004; Varma, Toh and Budhwar, 2006). More recent studies have found that women have full acceptance even in countries where one would expect a rejection, like the United Arab Emirates (Harrison and Michailova, 2012; Hutchings, Michailova and Harrison, 2013); South Africa (Mathur-Helm, 2002) and Iran (Ghorbani and Tung, 2007).

With regard to the supposed lack of interest of women to pursue an international career, it has also been subject of several investigations. Most of these studies found that women are so interested in the posts abroad as men (Adler, 1987; Linehan, 2000;. Stroh, et al, 2000), and there are even cases where women had a higher interest (Hill and Tillery, 1992). It should be noted that Adler (1987) highlighted that in most cases, woman explicitly asked for an international post, while men expected that company offered them that experience. This could be also considered as proof of interest of female managers on allocations.

More recent research on so-called "self-expatriation" or "self-assignment-expatriation" –namely, when an individual decides to go to an international destination and, once there, look for work (Suutari and Brewster, 2000)- suggests that the percentage of self-assigned women is higher than men (Tharenou, 2010; Vance, 2005) and that the

presence of women in this kind of assignment is superior to traditional assignments, driven by organizations (Fitzgerald and Howe-Walsh, 2009). Therefore, the lack of interest as a potential explanation has a very weak base, if it had any. It should be noted that the motivation for expatriation is one of the best predictors of success in the allocation, as corroborated by the study of Selmer and Leung (2003), which found that women who take the initiative on requesting allocation usually succeed in same.

With regard to effectiveness abroad, research for thirty years has supported that women can be as successful as men in international assignments (Adler, 1984; 1987; Caligiuri and Tung, 1999; Linehan and Scullion, 2004; Napier and Taylor, 2002; Van der Boon, 2003; Westwood and Leng, 1994), even in countries traditionally considered hostile to them as Turkey (Sinangil and Ones, 2003).

It should be noted that some of these studies were based on self-reports, but other authors have used different indicators, allowing accumulating evidence suggesting that gender does not affect job performance abroad (Cole and McNulty, 2011). Thus, in a study of 96 British female expatriates, Forster (1999) found that only two returned early (the latter considered a failure rate of expatriation). Using this same indicator, Caligiuri and Tung (1998) found no significant differences in the intention of return between men and women, similar to result later contributed by Tharenou (2010). Also, considering performance as indicator of adjustment on expatriation, Taylor and Napier (1996) found no differences between the adjustment of male or female expatriates. Meanwhile, Cole and McNulty (2011) found that adjustment of women in their interaction with people from host country were higher than that of men. This result is consistent with the importance given by other authors to relational and collaborative characteristics of women, considered key to their success in the international post (Adler, 1994; Caligiuri and Cascio, 1999; Fischmayr, 2002).

However, those studies developed to test the effectiveness of women abroad usually rely on heterogeneous indicators, according to the generality of studies addressing expatriate's results. In this paper, whenever given the possible link between the proposed indicators (adjustment, performance and intention to return) it is explored the possible influence of gender on such relationships, in order to determine whether influences the effectiveness of expatriation.

H2: Expatriate's gender expatriate influences his or her intention to return.

#### **4.- Data and variables**

A study was conducted to test the suggested hypotheses. Participants were 124 Spanish individuals (43 women and 81 men) who worked in international organizations across over the world, in a number of jobs of medium and high levels of complexity. They received mass e-mail announcing the opportunity to complete an online survey on perceptions and opinions about expatriate assignments. The questionnaire contributed also included information on sex, age and previous experience, both in company and international assignments. Finally, it also included a set of items in order to measure the effectiveness of expatriate in the allocation, so it provides opportunity to test if there are significant differences depending on whether the expatriate is male or female.

*Dependent variable:*

PERMANENCE: The intention to stay for the intended time frame –that means, not premature returns- was measured using the scale contributed by Camman, Fichman, Klesh and Jenkins (1979) and Seashore, Lawler, Mirvis and Cammann (1982), combined with one of the items propose by Black and Stephens (1989). Answers were grouped in 1 (Yes) and 0 (No)

*Explanatory variables*

- GENDER: 0 (male) and 1 (female).
- AJUSTMENT. The classical adjustment scale developed by Black (1988) and Black & Stephens (1989) is used in order to measure this factor. This scale includes three dimensions of adjustment (general, relational and work adjustment) through 14 items in 1-7 scale.
- PERFORMANCE: In this study, performance is used to measure expatriate’s outcomes. Two separate performance indicators are introduced, both self-assessed and evaluated by the organization. For the first, it is included the scale contributed by Hoeksema (1995). This scale implies a self-assessment, since it asks the expatriate about his or her perception of job performance; therefore, it is a perceived performance measure. Finally, a number of items related to performance evaluations undertaken by the organization based on the compliance level of results are introduced.
- SITUATION: This variable is a direct question about whether the home country's situation influences expatriate’s decision to return

Table 2.- Data

	Total			Female (Gender=0)		Male (Gender=1)	
	Category	number	%	number	%	number	%
Expatriate Permanence	Non (0)	48	38.7	21	48.8	27	33.3
	Yes (1)	76	61.3	22	51.2	54	66.7
Expatriate Gender	Female (0)	43	34.7				
	Male (1)	81	65.3				
Adjust: mean country adaptation and work experience at the actual job	2	4	3.2	1	2.3	3	3.7
	3	20	16.1	7	16.3	13	16.0
	4	53	42.7	20	46.5	33	40.7
	5	38	30.6	12	27.9	26	32.1
	6	9	7.3	3	7.0	6	7.4
	7	0	0	0	0.0	0	0.0
Performance; mean job performance perceived and measured	3	5	4.0	1	2.3	4	4.9
	4	25	20.2	9	20.9	16	19.8
	5	31	25.0	16	37.2	15	18.5
	6	39	31.5	14	32.6	25	30.9
	7	24	19.4	3	7.0	21	25.9
Situation at the home country	1	9	7.3	3	7.0	6	7.4
	2	10	8.1	2	4.7	8	9.9
	3	5	4.0	1	2.3	4	4.9
	4	11	8.9	6	14.0	5	6.2
	5	11	8.9	5	11.6	6	7.4
	6	22	17.7	6	14.0	16	19.8
	7	56	45.2	20	46.5	36	44.4

Table 3.- Characteristics of the expatriates according of the return intention (mean)

	Country Situation	Ajust	Performance	
			Self-assessed	organization evaluation
<b>ALL</b>				
Return intention	5.7	3.8	4.9	5.0
Non return intention	5.2	4.5	5.9	5.7
All	5.5	4.2	5.5	5.5
<b>FEMALE</b>				
Return intention	5.7	3.8	4.9	4.7
Non return intention	5.2	4.6	5.9	4.8
All	5.5	4.2	5.5	4.8
<b>MALE</b>				
Return intention	5.7	3.8	4.9	5.3
Non return intention	5.2	4.5	5.9	6.1
All	5.5	4.2	5.5	5.8

**5.- Results**

This study involves two key objectives: first, to analyze if, among individuals in the sample, the intention to stay in the allocation for the intended period – reversely, intend of premature return - is influenced by expatriate’s adjustment, performance overseas or the situation of home country (hypothesis 1). On the other hand, it is explored if expatriate’s gender influences their intention of return (hypothesis 2). Inasmuch as permanence variable (or no intention to return) is a dummy variable, a logistic regression is estimated, according to the above-defined variables. Seminal equation in these models is exponential, but its logarithmic transformation (logit) permits its use as a linear function. This model will serve to predict the probability that an expatriate decides to return – or, reversely, his/her permanence - and to identify variables with higher weigh to increase or decrease that probability.

The logistic distribution function, is usually represented as:

$$P_i = E(Y=1 / X_i) = \beta_0 + \beta_i X_i \tag{1}$$

$$L_i = \ln\left(\frac{P_i}{1 - P_i}\right) = \ln(e^{Z_i}) = Z_i = \beta_0 + \beta_i X_i \tag{2}$$

$$P_i = \frac{1}{1 + e^{-(\alpha + \beta X_i)}} \tag{3}$$



Table 3. Estimation results on expatriate effectiveness or permanence:

PERMANENCE	Estimation 1	Estimation 2	Estimation 3
C	-5.713089*	-5.943617*	-5.778827*
GENDER	0.465889	0.470906	
ADJUST	0.818936*	0.828428*	0.807136*
PERFORMANCE	0.469213*	0.471919*	0.510853*
SITUATION	-0.031094		
McFadden R-sq	0.175407	0.174966	0.167964
Hannan-Quinn crit.	1.227561	1.202781	1.186760
LR Statistic	29.03385	28.96089	27.80187
Probability(LR Stat)	0.000008	0.000002	0.000001
Obs with Dep=0	41	Total obs	124
Obs with Dep=1	83		

\*, \*\* significant at 1 and 5% error level

According to these results, it is shown that neither gender nor expatriate’s perception on home country situation is significant on the decision to stay overseas. As expected, variables measuring adjustment and performance show positive influence on permanence.

We proceed to eliminate “home country situation”, inasmuch is the least significant variable, but maintaining gender. In this turn, observed results continue to show a lack of significance of this variable on permanence, confirming that the decision to remain no present significant differences between men and women. In the case of eliminating gender (estimation 3), both adjustment and results continue to show a positive and significant influence on the probability of remaining in allocation.

## 6.- Conclusions

It has been largely assumed that adjustment influences expatriate’s decision on premature return from allocations. Results of our study suggest that expatriate’s performance also play a principal role in this decision. According with the results in this paper, the probability that an expatriate returns early from allocations depends on his or her work, interaction and general adjustment to host country, but also on the results perceived and evaluated by the organization. Opposite to expected, we didn’t found a significant influence because of the expatriate’s perception of the situation of his or her home country. Furthermore, gender does not introduce differences in the intention to return.

Anticipated return has been traditionally considered as a failure of the international assignment. Some authors (Harzing, 1995; Harzing & Christensen, 2004) suggested that this relationship could be wrong. Nevertheless, data from our study confirm that expatriate success and adjustment could be related. According to results, both adjustment and results influence expatriate’s intention to stay or permanence, and therefore lack of adjustment and results – undesirable outcomes both from an individual or organizational approach - would be related to premature return. Therefore, in our opinion, the intention of return might be considered an indicator of failure of the international assignment.

Also according to these results, we can infer that gender does not influence intention to return. Inasmuch so we have referred to permanence as an indicator of effectiveness, our data support that female expatriates do not have lower performance than men, so this cause can not be argued for relegating them to positions abroad.

We believe that this paper sheds light on the literature of international assignments, clarifying the concept of effectiveness or success of the expatriate; and also helping to defend a greater presence of women in international assignments. Internationalization frequently has gone from a growth strategy to become one of survival, so we believe that these data might be useful for human resource managers responsible for taking the decision of sending people abroad, and to generate an appropriate context to reach a proper performance overseas.

## References

- Adler, N.J. (1984). Women do not want international careers, and other myths about International Management. *Organizational Dynamics*, 13, 66-79.
- Adler, N.J. (1994). Competitive frontiers. Women managers managing across borders. *Journal of Management Development*, 13, 24-41.
- Adler, N.J. (2002). *International Dimensions of Organizational Behavior* (4th ed). Southwestern: Cincinnati OH.
- Adler, N.J. & Izraeli, D.N. (Eds) (1994). *Competitive Frontiers: Women Managers in a Global Economy*. Oxford: Blackwell.
- Altman, Y. & Shortland, S. (2008). Women and international assignments: Taking stock: A 25 year review. *Human Resource Management*, 47, 199-216.
- Aycan, Z. and Kanungo, R.N. (1997). Current issues and future challenges in expatriate management. In Z. Aycan (Ed.), *Expatriate management: Theory and research* (pp. 245-260). Greenwich, Connecticut: JAI Press.
- Bauer, T.N.; Bodner, T.; Erdogan, B.; Truxillo, D.M. and Tucker, J. (2007). Newcomer Adjustment during Organizational Socialization: a Meta-analytic review of antecedents, outcomes and methods. *Journal of Applied Psychology*, 92.3, 707-721
- Bhaskar-Shrinivas, P., Harrison, D., Shaffer, M.A., and Luk, D.M. (2005). Input-based and time based models of international adjustment: Meta-analytic evidence and theoretical extensions. *Academy of Management Journal*, 48, 257-281.
- Benson, G. and Pattie, M. (2008). Is expatriation good for my career? The impact of expatriate assignments on perceived and actual career outcomes *International Journal of Human Resource Management*, 19.9 1636-1653.
- Black, J.S. (1998). Work role transitions: A study of American expatriate managers in Japan. *Journal of International Business Studies*, summer, 277-294
- Black, J.S. and Gregersen, H.B. (1991). The other half of the picture: Antecedents of spouse cultural adjustment. *Journal of International Business Studies*, 22(3): 461-77.
- Black, J.S. and Stephens, G.K. (1989). The influence of the spouse on American expatriate adjustment in overseas assignments *Journal of Management*, 15: 529-44.
- Black, J.S., Mendenhall, M. and Oddou, G. (1991). Toward a comprehensive model of international adjustment: An integration of multiple theoretical perspectives. *Academy of Management Review*, 16(2): 291-317.

- Bonache, J., and Brewster, C. (2001). Knowledge transfer and the management of expatriation. *Thunderbird International Business Review*, 43(1): 145–168.
- Caligiuri, P.M. (1997). Assessing expatriate success: beyond just “being there”. *New Approaches to Employee Management*, vol. 4, pp. 117-140.
- Caligiuri, P. and Cascio, W. (1999). Can we send her there? Maximizing the success of western women on global assignments. *Journal of World Business*, 33, 394-416.
- Caligiuri, P. and Tung, R. (1999). Comparing the success of male and female expatriates from a US based multinational company”. *International Journal of Human Resource Management*, 10, 763-782.
- Cole, N. and McNulty, Y. (2011). Why do female expatriates “fit-in” better than males?: An analysis of self-transcendence and socio-cultural adjustment. *Cross Cultural Management: An International Journal*, 18, 144-164.
- Collings, D.G., Scullion, H., and Morley, M.J. (2007). Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives. *Journal of World Business*, 42, 198-213.
- Cushner, K. and Brislin, R.W. (1996). *Intercultural Interactions: a Practical Guide*. SAGE Publications.
- Firth, B.M.; Chen, G.; Kirkman, B.L.; Kim, K. (2014). Newcomers abroad: Expatriate adaptation during early phases of International Assignments. *Academy of Management Journal*, 57.1 280-300.
- Fischlmayr, I.C. (2002). Female self-perception as barrier to international careers? *International Journal of Human Resource Management*, 13, 773-783.
- Fitzgerald, C. and Howe-Walsh, L. (2009). Self-initiated expatriates: an interpretative phenomenological analysis of professional female expatriates. *International Journal of Business and Management*, 3, 156-175
- Forster, N. (1999). Another glass ceiling? The experiences of women professionals and managers on international assignments. *Gender, Work and Organization*, 6 (2), 79-90.
- Friedman, P.A.; Dyke, L.S. and Murphy, S.A. (2009): Expatriate adjustment from the inside out: an auto-ethnographic account. *International Journal of Human Resource Management*, 20.2 252-268.
- Ghorbani, M. and Tung, R. L. (2007). Behind the veil: an exploratory study of the myths and realities of women in the Iranian workforce. *Human Resource Management Journal*, 17, 376-392
- Guthrie, J. P., Ash, R. A. and Stevens, C. D. (2003). Are women better than men? Personality differences and expatriate selection. *Journal of Managerial Psychology*, 18, 229–243.
- Harrison, E. C., and Michailova, S. (2012). Working in the Middle East: Western female expatriates' experiences in the United Arab Emirates. *The International Journal of Human Resource Management*, 23, 625-644. DOI: 10.1080/09585192.2011.610970
- Harrison, D. A., and Shaffer, M. A. (2005). Mapping the criterion space for expatriate success: Task - and relationship -based performance, effort and adaptation. *International Journal of Human Resource Management*, 19.8 1454-1474

- Harrison, D.A. Shaffer, M.A. and Bhaskar-Shirnivias, P. (2004). Going places: roads more and less traveled in research on expatriate experiences. In J. Martocchio (ed) *Research in Personnel and Human Resources Management*, 203-252, Stamford CT: JAI Press.
- Harzing, A.K. (1995). The persistent myth of high expatriate failure rate *International Journal of Human Resource Management*, vol. 6, pp. 457-474.
- Harzing A.-W. and Christensen, C. (2004). Expatriate failure: Time to abandon the concept? *Career Development International* 9 616–626
- Hechanova, R.; Beehr, T.A. and Christiansen, N.D. (2003). Antecedents and consequences of employees' adjustment to overseas assignment: a meta-analytic review. *Applied Psychology: An International Review*, 52(2) 213-236
- Hemmasi, M.; Downes, M.; Varner, I.I. (2010). An empirically-derived multidimensional measure of expatriate success: reconciling the discord. *International Journal of Human Resource Management*, 21.7, 982-998
- Hill, C. J., & Tillery, K. R. (1992). What do male/female perceptions of an international business career suggest about recruitment policies? *Advanced Management Journal*, 10–14.
- Hutchings, K., Michailova, S. & Harrison, E. C. (2013). Neither ghettoed nor cosmopolitan. *Management International Review*, 53, 291-318.
- Insch, G. S., McIntyre, N., & Napier, N. K. (2008). The expatriate glass ceiling: the second layer of glass. *Journal of Business Ethics*, 83, 19-28.
- Kraimer, M.L., Wayne, S.J (2004). An examination of perceived organizational support as a multidimensional construct in the context of an expatriate assignment. *Journal of Management*, 30.2, 209-237
- Lazarova, M.B. and Thomas, D.V.(2012): Expatriate Adjustment and Performance Revisited. In Sthal, G.H; Bjorkman, I. and Morris, S. (Ed) *Handbook of Research in International Human Resource Management*, 2<sup>o</sup> Ed., Edward Elgar Publishing.
- Linehan, M. (2002). Senior female international managers: empirical evidence from Western Europe. *International Journal of Human Resource Management*, 13, 802-814.
- Linehan, M. & Scullion, H. (2001). European female expatriate careers: critical success factors. *Journal of European Industrial Training*, 25, 392-418.
- Linehan, M., & Scullion, H. (2004). Towards an understanding of the female expatriate experience in Europe. *Human Resource Management Review*, 14, 433–448.
- Linehan, M., Scullion, H. & Walsh, J.S. (2001). Barriers to women's participation in international management. *European Business Review*. 13, 10-18.
- Mathur-Helm, B. (2002). Expatriate women managers: at the crossroads of success, challenges and career goals. *Women in Management Review*, 17, 18-28.
- Mendenhall, M. and Oddou, G. (1985). The dimensions of expatriate acculturation: A review. *Academy of Management Review*, vol. 10. n<sup>o</sup> 1. pp. 39-47.
- Mezias, J.M., and Scandura, T.A. (2005). Expatriate adjustment, development, and retention: The role of mentoring *Journal of International Business Studies*, 36(5), 519-538
- Naumann, E. (1992). A conceptual model of expatriate turnover. *Journal of International Business Studies*, Third Quarter 1992

Napier, N. K. & Taylor, S. (2002). Experiences of women professionals abroad: Comparisons across Japan, China and Turkey. *International Journal of Human Resource Management*, 13, 837–851

Oddou, G. Gregersen, H. Black, J. and Derr, C. (2001). Building global leaders: Strategy similarities and differences among European, US and Japanese Multinationals. In Mendenhall, Kühlmann y Stahl, Ed. *Developing global business leaders: policies, processes and innovations*, Westport : Quorum Books; pp. 99-119.

Reiche, S. and Harzing, A. (2012). International Assignments. In Harzing and Pinnington, (Ed) *International Human Resource Management*, 2<sup>o</sup> Ed. London, Sage Publications (2012)

Selmer, J., and Leung, A. S. (2003). International adjustment of female vs. male business expatriates. *International Journal of Human Resource Management*, 14, 1117-1131. DOI: [10.1080/0958519032000114237](https://doi.org/10.1080/0958519032000114237)

Shaffer, M. A. and Harrison, D. A. (1998). Expatriates Psychological withdrawal from International Assignments: Work, Nonwork and Family Influences. *Personnel Psychology*, 51: 87–118.

Shaffer M. Harrison, D. and Gilley, K. (1999). Dimensions, determinants and differences in the expatriate adjustment process *Journal of International Business Studies*, vol. 30, n<sup>o</sup> 3, pp. 557-581.

Shaffer, M.A.; Harrison, D.A.; Gilley, K.M. and Luk, D.M. (2001). Struggling for Balance amid turbulence on international assignments: work.family conflict, support and commitment. *Journal of Management*, 27, 99-121

Shaffer, M.; Harrison, D.; Gregersen, H.; Black, J.S. and Ferzandi, L.A. (2006). You can Take it with you: Individual Differences and Expatriate Effectiveness. *Journal of Applied Psychology*, 91.1, 109-125.

Shortland, S. (2014). Woman Expatriates: A Research History. In: Hutchings, K. & Michailova, S. (Eds); *Research Handbook on Woman in International Management*. Edward Elgar Publishing.

Sinangil, H.K. & Ones, D.S. (2003). Gender Differences in Expatriate Job Performance. *Applied Psychology: an International Review*. 52 (3), 461-475

Stroh, L. K., Varma, A., and Valy-Durbin, S. J. (2000). Women and expatriation: Revisiting Adler's findings. In M. J. Davidson and R. J. Burke (Eds.), *Women in management* (pp. 104–119). London: Sage

Suutari, V., and Brewster, C. (2000). Making their own Way: International Experience Through Self-Initiated Foreign Assignments *Journal of World Business*. 35, 417-436.

Takeuchi, R., Tesluk, P., Yun, S. and Lepak, D. (2005). An integrative view of international experience *Academy of Management Journal* 48 (1): 85–100.

Takeuchi, R., Yun, S., and Russell, J.E.A. (2002). Antecedents and consequences of the perceived adjustment of Japanese expatriates in the USA *International Journal of Human Resource Management*, 13.8, 1224-1244.

Takeuchi, R., Yun, S., & Tesluk, P.E. (2002). An examination of crossover and spillover effects of spousal and expatriate cross-cultural adjustment on expatriate outcomes *Journal of Applied Psychology*, 87, 655-666.

- Taylor, S., & Napier, N. (1996a). Working in Japan: Lessons from women expatriates. *Sloan Management Review*, 37, 76–84.
- Taylor S., & Napier, N. (1996b). Successful women expatriates: The case of Japan. *Journal of International Management*, 2, 51–78.
- Thomas, D.C. (1998). The expatriate experience: a critical review and synthesis. *Advances in International Comparative Management*, 12, 237-273
- Tung, R. (1984). Strategic management of human resources in the multinational enterprise. *Human Resource Management*, 129-43
- Tung, R. L. (2004). Female expatriates: The model global manager? *Organizational Dynamics*, 33, 243–253.
- Vance, C.M. (2005). The personal quest for building global competence: A taxonomy of self-initiating career path strategies for gaining business experience abroad. *Journal of World Business*, 40, 374-385. DOI: [10.1016/j.jwb.2005.08.005](https://doi.org/10.1016/j.jwb.2005.08.005)
- Varma, A., Toh, S. M. and Budhwar, P. (2006). A new perspective on the female expatriate experience: The role of host country national categorization. *Journal of World Business*, 41, 112-120.
- Van der Boon, M. (2003). Women in international management: an international perspective on women's ways of leadership. *Women in Management Review*, 18, 132-146.
- Westwood, R.I. and Leung, S. M. (1994). The female expatriate manager experience: Coping with gender and culture. *International Studies of Management and Organization*, 24, 64-85
- Yan, A.; Zhu, G.; Hall, D. T. (2002). International Assignments for Career Building: A Model of Agency Relationships and Psychological Contracts *Academy of Management Review*, vol. 27, n° 3, 373-391.