The Role of Talent`s Expatriate Adjustment and Perceived Organizational Support for Beneficial Outcomes after Returning from an International Assignment

Cedric Schmidt

Radboud University

Name: Cedric Schmidt

Student Number: 4804759

Study Program: Master Work, Organization, & Health

Faculty: Faculty of Social Sciences

Institution: Radboud University

Academic Mentor: Yannick Griep, PhD

Date: 10th of August 2020

Word count of Thesis: 5983

Table of Contents

Executive Summary

Background

Developing talents adequately by sending them abroad for an international assignment has been an integral part of most talent strategies in organizations. The international HR-department of a large telecommunication organization wanted to know the actual value of their international assignment programs for talents and how the organization will benefit from this measure. This study aimed to evaluate the talent specific international assignment by considering factors responsible for successful international assignments and their contribution towards valuable outcomes. More specifically, the study aimed to enhance insight into the relationship between expatriate adjustment of these talents and the outcomes of strategic thinking as a cognitive component, organizational commitment as an attitudinal component and organizational citizenship behavior as a behavioral component upon return. Additionally, I tested whether the factor of perceived organizational support during an international assignment has a relationship with strategic thinking, organizational commitment, and organizational citizenship behavior. By doing so, I also investigated the moderation of perceived organizational support on expatriate adjustment to gain new insight into the dynamics of factors of international assignments.

Method

In total, 83 employees from a large telecommunications enterprise participated who returned from their international assignment designed for talents less than two years ago. I used two different assessment approaches of an online questionnaire depending on the employment country. I either completed the questionnaire together with the participant in a virtual meeting or participants completed the questionnaire on their own. The questionnaire included validated scales to investigate the research questions. I analyzed the data via a multivariate regression analysis.

Results

The results indicated a significant positive relationship between expatriate adjustment and organizational citizenship behavior, while there is a non-significant link between expatriate adjustment and strategic thinking and organizational commitment. Furthermore, the relationship between perceived organizational support and strategic thinking, organizational commitment, and organizational citizenship behavior were non-significant. Moreover, the interaction and strategic thinking, organizational commitment, and organizational citizenship behavior were non-significant.

Conclusions

The present study found a significant relationship between expatriate adjustment and organizational citizenship behavior. Hence, one could argue that it is useful to support talents when integrating into their international assignment environment to purposefully increase the frequency in organizational citizenship behavior. Conclusively, this study holds interesting results, concerning international assignments for talents and how it shapes their development.

Recommendations

Organizations benefit from more prosocial behavior among its high potentials by making sure that the adjustment process abroad is successfully done. One way to support these talents in adjusting to new conditions is to offer a language course specific to the native language of the assignment destination. Adequate communication abilities are important for adequate integration into the environment. Hence, Organizations can act on the integration process of talents which fosters the development of more prosocial behavior upon return. Additionally, organizations can create a platform in which talents with same assignment destinations can seek for help or advice from talents who are or have been in the same situation. This measure can reduce uncertainty and evokes easier adjustment abroad.

Abstract

The present study examined the relationship between expatriate adjustment, perceived organizational support, and the moderation of perceived organizational support on expatriate adjustment with strategic thinking, organizational commitment, and organizational citizenship behavior after talents return from their international assignment to their home country. 83 employees who returned from an international assignment less than two years ago filled out an online questionnaire and assessed the degree of expatriate adjustment and perceived organizational support while on assignment and the degree of strategic thinking, organizational commitment, and organizational citizenship behavior upon return. The results showed that expatriate adjustment was positively related to organizational citizenship behavior, whereas expatriate adjustment was not significantly related to strategic thinking and organizational commitment. Additionally, the relationship between perceived organizational support as well as the moderation of perceived organizational support on expatriate adjustment and strategic thinking, organizational commitment, and organizational citizenship behavior were non-significant. This study sheds light on the importance of understanding the beneficial outcomes derived from international assignments in talents.

Keywords: Global Talent Management, Expatriate Assignments, International Human Resource Management, Expatriate Adjustment, Perceived Organizational Support

Introduction

In times of ever-changing markets and the competition to keep high performers within the organization, large enterprises are pressured to give high potentials the best opportunities for development in order to retain them and ensure future workforce demands (Hiltrop, 1999).

To do so, global talent management and the mobility of high potentials is a trend that large enterprises follow to keep their competitive advantage on the market (Cerdin & Brewster, 2014). Organizations try to develop their high potential employees by giving them the opportunity to go on an international assignment (IA). These high potential expatriates are able to gain a different perspective on their work and their organization in a foreign country which often results in positive outcomes for employees and their employers (Shay & Baack, 2004).

The literature is rich regarding identified benefits of IAs for the employee. For instance, it is suggested that employees who have been on an IA are more open-minded, more flexible, more creative, have a broader perspective on the organization as whole, and have increased intercultural skills (Buecker et al., 2016; Fink & Meierewert, 2005). Furthermore, it has been argued that IAs enhance expatriates' careers as well as their business network (Fink & Meierewert, 2005; McNulty et al., 2013). In addition, organizations are also able to benefit from successful IAs. For instance, organizations benefit from increased knowledge exchange and lower turnover intention (Aycan, 1997; Reiche, 2012). Above all, it is suggested that the use of high potentials in subsidiaries abroad improves labour productivity (Gong, 2003). Hence, IAs can contribute to further development of talents and other incentives, while simultaneously benefiting organizations in various ways.

Nonetheless, it might be quite unlikely that these beneficial outcomes will be achieved by solely participating in an IA. Rather, the process during the IA might determine the degree of success and the valuable outcomes that go along with it (Hippler et al., 2014). In this case, an important determinant lies within the fit between the talent and the new environment. It is suggested that the person-environment fit (P-E fit) is of considerable importance for talents concerning their performance and development at work (Garrow & Hirsch, 2008; Jansen & Kristof-Brown, 2006).

The P-E fit model has received explicit attention from the field of international human resource management. It is suggested that the more specific term expatriate adjustment is grounded within the presented model (Haslberger et al., 2014). Expatriate adjustment (EA) is defined as the psychological comfort of the individual with reference to the person-

environment fit during an IA (Hippler, et al., 2014). It is suggested that adequate EA is a good predictor for expatriate performance (Haslberger et al., 2014). Based on the embeddedness in the P-E fit model, EA has an internal and an external dimension (Haslberger et al., 2013). The internal dimension of EA refers to the individual needs and capabilities that the expatriate has (Haslberger et al., 2014). More specifically, these individual needs and capabilities refer to the current fit between expatriates and their environment and whether there are non-correspondences that inhibit an adequate fit. Therefore, the mechanism of internal adjustment serves the purpose to decrease the apparent non-correspondences that inhabit the newly encountered environment which results in a better expatriate-environment fit. An example of this can be a language barrier that the expatriate is willing to put aside by taking adequate actions in form of a language course (Haslberger et al., 2014). On the other hand, the external dimension refers to the environmental requirements that are placed upon the expatriate. Based on the assumption that the expatriate operates in multiple environmental domains with diverse stakeholders, these environmental domains refer to the requirements of certain stakeholders that the expatriate is expected to address (Haslberger et al., 2014). Hence, the adjustment process of expatriates has multiple components with diverse sources in which motivation and willingness to adjust also play a major role.

While the efforts made by an expatriate to adjust to the environment and meet their requirements are crucial, the role of organizations to assist during that time abroad is another determinant for achieving optimal outcomes both on assignment and upon return. More specifically, this refers to the role of support provided by the organization to deal with the new conditions of the expatriates (Kraimer & Wayne, 2004). Perceived organizational support (POS) is defined as the belief that the organization cares about the employee and appreciates the contribution of this employee (Eisenberger et al., 1986). In fact, studies suggest that the support provided by the organization in an IA plays an important role to facilitate adjustment, satisfaction, and adequate performance (Bashir, 2012; Kraimer & Wayne, 2004). It is important to note that the expatriate has to perceive support from its organization to reduce any uncertainty associated with the assignment and to boost their willingness to adjust. With consideration to high potentials and talents, POS is one of the most important determinants of talent retention and development which highlights its importance within the area of global talent management (Gelens et al., 2015). Taken together, literature from the streams of international HR and talent management emphasize the role of POS for international development programs and their success.

The potential outcomes of successful IAs after returning to the home company has been extensively studied by scholars (Aycan, 1997; Fink & Meierewert, 2005; McNulty et al., 2013; Reiche, 2012). Moreover, the role of EA and POS during the IA has received attention with regards to immediate direct outcomes (Haslberger et al., 2014; Kraimer & Wayne, 2004). Nonetheless, the role of these factors concerning valuable outcomes *after returning* to the home company remains poorly understood. This research gap is highlighted by the need for research with regards to talent management and adequate development of talents since this field has become one of the most important strategic topics that organizations need to address (Hiltrop, 1999).

Generally, it is suggested that EA causes changes within cognition, feelings or attitudes, and behavior due to the adjustment of external and internal discorrespondences in the environment (Haslberger & Brewster, 2008). To further illustrate this, individual changes in these domains occur by an identity development which is caused by novel and powerful environmental cues that stimulate personal and task explorations (Haslberger et al., 2014; Shen & Hall, 2009). With consideration to IAs as development initiative for talents, it can be assumed that POS and EA might play a role for producing beneficial outcomes after returning to the home company that are cognitive, emotional or attitudinal, and behavioral in nature.

With regards to a *cognitive shift*, it is believed that IAs restructure one`s mental frame of reference through the learning processes that take place while on assignment (Black et al., 1991). Within the area of talent management, the cognitive construct of strategic thinking has been considered an important characteristic for talents (Michaels et al., 2001). Strategic thinking (ST) is defined as having a mindset that is able to suspend judgement and that is open to new ideas, thinks outside of the box and identifies new possibilities which is also seen as an entrepreneurial phenomenon (Pisapia et al., 2005). Hence, improved ST is considered to be a desirable outcome for organizations that are investing in talents and their global mobility.

With regards to an *attitudinal shift*, a successful adjustment and adequate support from the organization can potentially leave the expatriate in a satisfactorily and engaged state upon return to the home company. An attitudinal construct such as organizational commitment (OC) has great value for the organization that tries to retain and develop their talents (Haslberger et al., 2014). OC is defined as an individual's involvement and identification with the organization of concern (Meyer & Allen, 1991). Especially, the relationship between POS and OC has been clearly identified. Furthermore, a longitudinal study about POS and OC argues that these two constructs are conceptualized within a

perspective of social exchange and involvement (Panaccio & Vandenberghe, 2009). Hence, OC displays a desirable attitudinal variable after an IA took place.

With regards to a *behavioral shift*, positive changes in one's behavior can contribute to the overall growth of the organization as well as its culture. For instance, a desirable behavior for organizations is a construct called organizational citizenship behavior (OCB), which refers to behavioral components of an employee that exceed the expectations of their job requirements (Organ, 1988). Above all, research indicates the importance of OCB for managing and developing talents (Chodorek & Sudolska, 2015). Hence, OCB remains an important topic to investigate for talents in relation to IAs.

In the present study, my aim is to investigate the role of EA and POS during an IA for cognitive (ST), attitudinal (OC) and behavioral (OCB) outcomes after returning to the home company in talents. The goal of the current study is to further investigate the value of IAs for developing talents. More importantly, I want to identify how the process can shape the desirable outcomes upon return and what steps could be executed to increase valuable outcomes for the talent as well as the organization. In what follows, I will further develop the specific hypotheses of this study.

The role of expatriate adjustment with strategic thinking, organizational commitment, and organizational citizenship behavior.

Concerning a shift in cognition, it is proposed that different verbal and behavioral sources of feedback cause the high potential to internalise and adapt cognitively upon repatriation (Haslberger et al., 2013). Indeed, literature on repatriation also suggests positive changes in cognitive aspects such as ST (Baruch et al., 2002). This might also hold true for talents. Additionally, EA can also cause shifts in feelings or attitudes such as the degree to which an expatriates are commited towards their organization. It is suggested that successful EA contributes to OC even after the assignment has been completed (Aycan, 1997). Finally, the adaptation to the new environment during an IA can cause changes in behavior. To date, research suggests that EA related to work and social interactions is indeed related to OCB (Ercan, 2014). This might also hold true for talents. In line with the studies previously mentioned, the following is hypothesized:

Hypothesis 1: There is a positive relationship between EA and ST (H1a), OC (H1b), and OCB (H1c) in high potentials.

The role of perceived organizational support with strategic thinking, organizational commitment, and organizational citizenship behavior.

In relation to potential benefits of POS, research suggests that POS fosters entrepreneurial thinking similar to ST (Zampetakis et al., 2009). Based on these relationships, it can be assumed that POS enhances the ST of high potentials. Furthermore, POS and OC are already conceptualized within a perspective of social exchange and are related to each other in various contexts (Panaccio & Vandenberghe, 2009). Relating this to the connectivity of EA, POS was found to be positively related to OCB in an expatriate context (Liu, 2009). Additionally, a meta-analysis about POS in the context of IAs confirms that POS is related positively to OC and to OCB. This means that POS during an IA might contribute to the OCB of high potentials. In line with the studies previously mentioned it is hypothesized:

Hypothesis 2: There is a positive relationship between perceived organizational support during an IA and ST (H2a), OC (H2b), and OCB (H2c) in high potentials.

The interaction of expatriate adjustment and perceived organizational support.

According to Kraimer and colleagues (2001), EA and POS have a relationship with each other and also share similar relationships with potential long-term benefits for employee and organization in the context of IA. Based on the previously mentioned literature on talent management, it can be assumed that this might also hold true for high potentials and talents (Cerdin & Brewster, 2014). Hence, it is likely that an interplay between these two constructs shape ST, OC and organizational citizenship behavior even after returning from an IA. In line with this, it is hypothesized:

Hypothesis 3: POS moderates the positive relationship between EA and ST (H3a), OC (H3b), and OCB (H3c) in such a way that when POS is high, the positive relationship between EA and ST, OC, and OCB is stronger.

Methods

Procedure

All respondents were employed at a large German telecommunications company. Following the purpose of this study, I only selected employees that completed an IA designed for development purposes of talents. Additionally, I only selected employees who have returned less than two years ago from their IA. I decided on this timespan in order to obtain

an adequate balance of sample size and to minimize the probability of a recall bias for retrospective experiences derived from the time being on an IA (Raphael, 1987).

I designed an online questionnaire on the platform Qualtrics[1] (Appendix A). At the start of the survey, I included an information letter about the study and its purposes, as well as a consent form for respondents to electronically sign when they decided to participate out of their own free will. I received the contact details of all 200 employees from the department responsible to organise and initiate IAs. I contacted all nominees via e-mail about the purpose of the study and requested those interested in participating, to respond to this e-mail stating their interest.

I used two different approaches for completing the designed survey based on the country they work in. The first approach was used for respondents who are currently employed in Germany. Generally, in Germany one cannot share an online survey link without the permission of the worker`s council. Following the sudden high workload for the worker's council due to the COVID-19 pandemic, it was impossible to receive approval within an appropriate time frame. Therefore, I scheduled virtual meetings with these respondents via the platform "Webex Meetings". At the start of a meeting, I used the meeting tool "share your screen" in order to share the online questionnaire with the respondent. Together with the respondent, I then completed the online questionnaire. I reassured the respondent that there is no right or wrong answer and that it is completely normal to engage in less positive behavior within an organization (for a similar approach see Griep & Vantilborgh, 2018). Moreover, I highlighted that individual answers will not be shared with anyone. In doing so, I tried to minimize the social desirability effects to a reasonable amount that could possibly occur for the respondents. For respondents who were employed outside of Germany, I was able to send a link to the online survey with the request to complete the survey at any time within the timespan of the data collection. Overall, respondents took between 20 and 30 minutes to complete the survey. I completed the data collection within approximately six weeks.

Participants

I invited 200 individuals to participate in the current study from which 83 individuals (response rate = 41.50%) participated. 60.2% of my respondents were male and 39.8% were female. The mean age of the current sample was 33.51 (SD = 8.02). The proportion of the

---

[1] In order to identify the fit of the questionnaire towards the chosen population, we piloted the designed questionnaire for the current investigation with 2 high potentials that provided feedback.

participants concerning their years of employment are as follows: 32.5% are employed for less than 3 years, 24.1% for 3-5 years, 12% for 6-8years, and 31.3% for more than 8 years. Regarding their nationality, 61.4% of the respondents were German, followed by 9.6% being Slovak. The remaining 29% consisted of nationalities such as Hungarian, Romanian, Spanish, etc. I used general clusters to identify the role of respondent's individual function within the organization (e.g. IT, Finance, Human resources etc.). The majority of respondents work in the cluster of information technology (39,8%) followed by the cluster "Others" (27.7%). 32.5% are currently, or have been, in a trainee program. Regarding their IA destination, the majority of respondents went to Germany (28.9%) followed by Austria (12%).

Measurements

Prior to completing the following questions about my independent and dependent variables, respondents completed questions about demographical variables that are described in the *participants* section.

EA was measured with 12 items from the Expatriate Adjustment Scale (Black & Stephens, 1989). I asked respondents to indicate the extent to which they felt adjusted on a 7-point Likert scale ranging from (1) "completely unadjusted" to (7) "completely adjusted". An example item is: "specific job responsibilities". The Expatriate Adjustment Scale demonstrates a good internal consistency (α = .84) (Panayides, 2013).

POS was measured with 8 items from the shortened form of the Perceived Organizational Support Scale (Eisenberger, et al., 1990). I asked respondents to indicate the extent to which they agreed to a series of statements, rated on a 7-point Likert scale ranging from (1) "totally disagree" to (7) "totally agree". An example item is: "The organization cares about my general satisfaction at work". Note, that I recoded four items due to the negative wording used in the original scale. An example is: "The organization would ignore any complaint from me". The questions were adjusted slightly by indicating that the organizational support received refers to the time of the IA. The chosen scale demonstrates a good internal consistency (α = .82).

ST was measured with 13 items from the Strategic Thinking Questionnaire (Pisapia et al., 2005). I asked respondents to indicate the extent to which they agreed to a series of statements, rated on a 7-point Likert scale ranging from (1) "totally disagree" to (7) "totally agree". An example item is: "I look at the "Big Picture" in the information available before examining the details". Note, that I recoded three items due to the negative wording used in

the original scale. An example for this is: "I usually find only one explanation for the way things work". The chosen scale demonstrates poor internal consistency ($\alpha = .55$).

OC was measured with 14 items from the Organizational Commitment Scale (Allen & Meyer, 1990). I asked respondents to indicate the extent to which they agreed to a series of statements, rated on a 7-point Likert scale ranging from (1) "totally disagree" to (7) "totally agree". An example item is:" This organization has a great deal of personal meaning for me". Note, that I recoded five items due to the negative wording used in the original scale. An example of a mirror item is: "I do not feel a strong sense of belonging to my organization". The chosen scale demonstrates a good internal consistency ($\alpha = .80$).

OCB was measured with 14 items from the Organizational Behavior Checklist (Spector et al., 2010). I asked respondents to indicate the extent to which they engaged in a series of behaviors rated on a 5-point Likert scale ranging from (1) "never" to (5) "everyday". An example item is:" Took time to advise, coach, or mentor a co-worker". The chosen scale demonstrates a good internal consistency ($\alpha = .89$).

Data analysis

The data was prepared, cleaned and analyzed with IBM SPSS Statistics (Version 26) predictive analytics software. Initially, I started by looking at the standardized values of my variables of interest to detect potential outliers. Next, I calculated descriptive statistics for all variables including mean values, standard deviations, and correlations. Based on the correlation between the independent variables EA and POS I checked the assumption of multicollinearity. Next, I checked the assumption of normality with a normality plot. Finally, I checked the assumption of linearity as well as homoscedasticity by interpreting the pattern of a scatter plot with the standardized predicted value as X and the standardized residual as Y.

The main analysis was a *multivariate linear regression analysis*. Standardized values will be used for an easier interpretation of the effect sizes. Centred scores will be used for calculation of the interaction between expatriate adjustment and perceived organizational support to decrease multicollinearity.

Results

Descriptive Statistics

Table 1 shows the means, standard deviations and correlations of the variables investigated in the present study. As can be seen from Table 1, POS and OC are significantly positively correlated ($r = .25$, $p = .025$). Moreover, OC ($r = .23$, $p = .041$) and EA ($r = .33$, $p = .002$) is significantly positively correlated with OCB. Finally, I also found a positive significant correlation between EA and POS ($r = .38$, $p < .001$).

Table 1

Bivariate Correlations of Main Variables and Demographic Variables (N=83)

Variable	M	SD	1	2	3	4	5
1. EA	6.13	.64	-	.38**	.21	.17	.33**
2. POS	5.87	.70		-	.18	.25*	.22
3. ST	5.57	.45			-	-.18	.11
4. OC	4.22	.79				-	.23*
5. OCB	3.18	.59					-

Note. M and SD represent means and standard deviations, respectively.

**. Correlation is significant at the 0.01 level (2-tailed)

*. Correlation is significant at the 0.05 level (2-tailed)

Testing of Assumptions

I tested all assumptions concerning a linear regression for each dependent variable separately. First, I checked my dataset for outliers by computing standardized values for each variable. In line with Tabachnik and Fidell (2007), I considered values that were not within the range of -3.29 to 3.29 as outliers. In total, I detected two outliers, both for the independent variable POS. I excluded these outliers from further analyses. Second, I checked the correlation table for multicollinearity between EA and POS. Multicollinearity is likely to be absent if the correlation between variables is not unproportionally high ($r < .90$). The independent variables meet this assumption (see Table 1). Third, concerning normality, I conducted a test of normality for each dependent variable separately and looked at the Shapiro-Wilk test and whether the test is significant or not ($p < .05$). I found that the Shapiro-Wilk test for each dependent variable was non-significant which means that all variables are normally distributed. Moreover, I also created a histogram for each dependent variable with

the standardized residuals and checked whether these residuals approximately resembled a normal distribution. All three variables met this assumption and are approximately normally distributed. Fourth, I checked the assumption of linearity by looking at the relationship between predictor and criterion in a scatter plot for each of the variables. Overall, there seems to be no violation in linearity. Finally, I created a scatter plot with the standardized predicted values on the x-axis and the standardized residuals on the y-axis for each dependent variable in order to assess the assumption of homoscedasticity. There appeared to be no violations regarding homoscedasticity.

Main Analysis

In order to test my hypotheses and assess whether there is a positive relationship between both predictors (i.e., EA and POS) and the dependent variables (i.e., ST, OC and OCB), I conducted a multivariate regression analysis. To obtain more feasible values for interpretation purposes, I used standardized values for each independent and dependent variable. Moreover, I centred the variables that were used as part of the interaction between EA and POS to further decrease the incidence of multicollinearity (Aiken & West, 1991). When looking at the results for ST, keep in mind that the scale had a low reliability. I will discuss further implications in the *discussion*.

The regression coefficients, p-values and $\eta^2_{partial}$ for each predictor for each dependent variable including the interaction are shown in Table 2. Overall, the multivariate effect for the entire regression was significant (Wilk`s $F(9, 182681) = 2.36$, $p = .015$, $\eta^2_{partial} = .09$). When looking at the univariate effects of the entire regression equation on the dependent variables, there is a non-significant effect on ST (Wilk`s $F(3, 77) = 2.07$, $p = .11$, $\eta^2_{partial} = .08$) and a non-significant effect on OC (Wilk`s $F(3, 77) = 2.03$, $p = .12$, $\eta^2_{partial} = .07$). However there was a significant effect on OCB (Wilk`s $F(3, 77) = 3.27$, $p = .017$, $\eta^2_{partial} = .12$).

With regards to the multivariate effects of the predictors in the current study, the multivariate effect of POS was non-significant (Wilk`s $F(3, 75) = 1.75$, $p = .16$, $\eta^2_{partial} = .07$), and the multivariate effect of the interaction between EA and POS was also non-significant (Wilk`s $F(3, 75) = .66$, $p = .58$, $\eta^2_{partial} = .03$). However, the multivariate effect of EA was significant (Wilk`s $F(3, 75) = 2.80$, $p = .046$, $\eta^2_{partial} = .10$). The univariate follow-up tests showed a non-significant effect of EA on ST ($F(1, 77) = 1.71$, *estimate* $= .16$, $p = .20$, $\eta^2_{partial} = .02$), and a non-significant effect in OC ($F(1, 77) = .75$, *estimate* $= .10$, $p = .39$, $\eta^2_{partial} =$

.01. The univariate effect of EA on OCB was significant and weak ($F(1, 77) = 6.60$, *estimate* $= .30$, $p = .012$, $\eta^2_{partial} = .08$).

Table 2

Regression coefficients for each predictor for each dependent variable (N=81)

Predictor	Dependent Variable	β	p	$\eta^2_{partial}$
	ST	.16	.195	.02
EA	OC	.10	.391	.01
	OCB	.30	.012	.08
	ST	.11	.343	.01
POS	OC	.21	.081	.04
	OCB	.10	.387	.01
	ST	.36	.174	.02
EA*POS	OC	-.13	.622	.003
	OCB	.09	.731	.002

Note. B represents the estimated beta-weights for each variable. $\eta^2_{partial}$ represents partial eta-squared and is the proportion of the variance explained by the independent variable. Due to the small nature of some of the effects, three digits will be presented for effects that would otherwise be rounded up to .00.

Discussion

The aim of the current study was to give insight into the relationship between EA, POS and ST, OC and OCB in talents after they return to their home company from an IA. Additionally, I focused on the moderation of POS on EA and its relationship with ST, OC and OCB. In general, I found a significant positive relationship between EA on OCB, whereas I found no support for the positive relationship between EA and ST and OC. Moreover, I found no support for the main effect of POS and moderation effect of POS on EA during the IA. In what follows, I will discuss the findings and their implications in more detail.

Major findings and theoretical implications

In line with previous studies (Ercan, 2014), EA was positively related to the enactment of OCB after talents returned to their home country. Talents who are adequately adjusted (i.e., being socially and professionally integrated in the host country which causes

the individual to thrive) during an IA tend to exhibit more OCB upon return such as supporting co-workers, taking additional assignments, and giving recommendations to improve work and its environment (Organ, 1988). This finding can also be explained by the adjustment process proposed by Kanfer and Ackermann (1989). That is, expatriates who adjust adequately to the environment of the IA have more resources available for the enactment of prosocial behavior because they tend to need less capacities to process negative emotions from lack of adjustment and exert efforts to achieve a better fit between oneself and the unfamiliar environment (Ercan, 2014; Haslberger et al., 2014). Instead, these talents are more able to further develop their prosocial values which is an important predictor of OCB (Haslberger & Brewster, 2008).

Contrary to the findings of, among others Baruch et al. (2002), the current study did not find a positive relationship between EA and ST. It should be noted that the formulated hypothesis of a positive relationship between EA and ST in talents was based on the framework by Baruch et al. (2002) and Black et al. (1991) who suggested immediate beneficial cognitive outcomes of expatriate adjustment. However, the current study investigated whether cognitive benefits are apparent upon return. By comparing this discrepancy between the framework and the current investigation, a temporal aspect might play a role. In fact, Shipp and Jansen (2005) argue that temporal aspects can play a role between a specific fit of oneself and the new environment and its immediate cognitive outcomes. Therefore, it can be assumed that EA is likely to not produce overarching ST benefits for talents and that long lasting cognitive benefits do not result from adequate adjustment on assignment.

Additionally, the current study did not find a positive relationship between EA and OC and hence, is not in line with Aycan (1997). A possible explanation for the lack of support of this hypothesis could be related to the operationalization of the construct OC. The current study used a traditional OC scale because it has proven to be a reliable and valid scale (Allen & Meyer, 1990). However, it is based on a traditional definition which has passed generations and is based on long-term employment in one organization (Allen & Meyer, 1990). It is suggested that the traditional way of commitment towards an organization could be outdated, especially among talents (D'Amato & Herzfeldt, 2008). Hence, the current investigation regarding the relationship between EA and OC seems to not be in line with the style of organizational commitment that talents might truly hold.

Also, the current study did not find support for the positive relationship between POS during an assignment and ST, OC, and OCB upon return. Therefore, the findings are not in

line with propositions made about possible outcomes (Liu, 2009; Panaccio & Vandenberghe, 2009; Zampetakis et al., 2009). However, these frameworks investigated POS with consideration to its direct cognitive, attitudinal, and behavioral outcomes. The current study investigated whether POS during an IA has relationships beyond the duration of the IA in talents. Hence, POS has proven to share a relationship with various outcomes while being on assignment. However, there is no support for this claim with regards to outcomes upon return. This could give rise to possible temporary constraints and constant re-evaluations of perceived support.

The current study did not find support for the positive relationship between the moderation of POS on EA and ST, OC, and OCB. The basis for these hypotheses came from a stream of research that provided support for both positive relationships between EA towards beneficial cognitive, attitudinal, and behavioral outcomes as well as POS towards beneficial cognitive, attitudinal, and behavioral outcomes while also considering their interplay with each other (Kraimer, et al., 2001; Kraimer & Wayne, 2004). However, this stream of research focused on immediate outcomes within a single organization rather than benefits derived after an IA was finished and employees returned to their home organization. It is suggested that time can play a role whether beneficial outcomes are resulting from past perceptions of an adequate fit in the environment in which POS and EA play a role (Haslberger et al., 2014; Roberts & Robins, 2004). Hence, similar to the non-significant relationships between POS during an assignment and ST, OC, and OCB upon return, there might be a time constraint between the interplay of POS and EA and the investigated outcome variables. Hence, it can be said that there are no overarching outcomes that endure for longer periods through perceptions of organizational support together with adequate EA.

Limitations

In the current study there are some limitations that should be pointed out. First, the COVID-19 pandemic caused the assessment of the investigated variables to be carried out differently than initially planned (see *procedure* section). The majority of respondents who took part in the study were German and had to be assessed via a virtual meeting. This could possibly result in a social desirability bias (Krumpal, 2013). A social desirability bias can potentially change an initial response of a participant towards a more acceptable answer instead of the answer that best reflects their feelings or attitudes related to the question of concern. Although the current study tried to diminish these social desirability effects by

reassuring that there is no right or wrong answer for each item, and by highlighting that respondents' answers were strictly confidential, e.g.: employees might have felt pressured to answer in ways that support the organization. The COVID-19 pandemic also caused the sample size to be smaller than initially planned because potential participants might rather deal with their sudden changes regarding their workload than participating in the current study. Hence, It is likely that the current study is underpowered which limit the findings to a certain extent.

Moreover, this study used a cross-sectional design to assess all variables. Hence, no causal relationships can be concluded from the findings of the current study. Furthermore, the independent variables EA and POS were assessed retrospectively. This means that participants who already returned to their home country were asked to reflect upon EA and POS for the duration of their assignment. This may have introduced problems associated with a recall bias (Raphael, 1987). A recall bias can potentially influence the response because the participant gives answers about experiences from the past. Finally, the ST scale used in the current study showed poor reliability when assessing ($\alpha = .55$). Therefore, it might be the case that the scale did not assess precisely what it should assess. Hence, this might limit the findings of the current study to a certain extent.

Suggestions for future research

There are some remarks that should be noted with regards to the directions of future research. The scale used for measuring OCB in the current study was based on introspection and self-rated perceptions concerning the degree of OCB enactment. It would be interesting to see if similar findings can be found when co-workers and supervisors would be asked to assess the degree of OCB among talents. This could potentially further validate the findings of the current study and would contribute to a better understanding of OCB within a global talent management context.

Next, it would be beneficial to investigate organizational dynamics on a smaller scale. The current study investigated organizational affect such as POS and OC on a macro-level meaning that the scale used for this investigation measured an overall attitude of the organization. Considering the size of large enterprises, it might be useful to take a narrower look at the immediate environment of the participants. Hence, it could be beneficial to investigate the commitment towards the department and the support perceived by the team or the supervisor (Eisenberger et al., 2002). This could give further insight into the potential

similarities or differences on organizational levels and their effect on talents from a global talent management perspective.

Implications for practice

The insight of the current study that EA and OCB are positively related upon return in talents holds several implications for organizations to profit from their global talent management efforts. It is of potential interest for the organization to leverage and facilitate OCB because it can increase the organizational effectiveness (Walz & Niehoff, 2000). Organizations can promote the EA process to gain these substantial OCB improvements in their talents upon return. For instance, a major determinant for being able to adjust adequately is the ability to speak the native language of the host country (Selmer & Lauring, 2015). Accordingly, organizations should be concerned with the language abilities from prospective talents going on an IA; organizations could offer a thorough language course to talents prior to their assignment to reassure their language ability which will also increase the likelihood of having a proper adjustment during the assignment.

Additionally, it could also be advantageous for the adjustment process to increase socialization practices after the arrival in the host country (Mahajan & Toh, 2014). For instance, the organization could create a platform for talents who have been or who are currently on IA in the same country. These talents can foster each other's understanding of the host country and are able to help each other because they find or have found themselves in a similar situation. In doing so, this could potentially further decrease uncertainty among talents (Wang, 2002). Consequently, the organization can offer their talents a way to build helpful relationships valuable for their assignment integration while also expanding their business network.

Conclusion

In conclusion, this study gives insight into the dynamics of IAs for talents and which cognitive, attitudinal, and behavioral assets can be developed during that time and potentially downstream (i.e., enactment of OCB) upon return. The study highlights the importance to further investigate the role of IAs in talent management to better understand needs and capabilities of this population and to fully develop their capacities. This understanding can be used to advance and prepare the future workforce as globalization increasingly sheds light on the importance of global talent management.

References

Aiken, L. S., West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Sage Publications, Inc.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, *63*(1), 1-18. https://doi.org/10.1111/j.2044-8325.1990.tb00506.x

Aycan, Z. (1997). Expatriate adjustment as a multifaceted phenomenon: Individual and organizational level predictors. *International Journal of Human Resource Management*, *8*(4), 434-456. https://doi.org/10.1080/095851997341540

Baruch, Y., Steele, D. J., & Quantrill, G. A. (2002). Management of expatriation and repatriation for novice global player. *International Journal of Manpower, 23*(7), 659-671. https://doi.org/10.1108/01437720210450824

Bashir, S. (2012). Perceived organizational support and the cross-cultural adjustment of expatriates in the UAE. *Education, Business and Society: Contemporary Middle Eastern Issues*, *5*(1), 63-82. https://doi.org/10.1108/17537981211225862

Black, J. S., Mendenhall, M., & Oddou, G. (1991). Toward a comprehensive model of international adjustment: An integration of multiple theoretical perspectives. *Academy of Management Review*, *16*(2), 291-317. https://doi.org/10.5465/amr.1991.4278938

Black, J. S., & Stephens, G. K. (1989). The influence of the spouse on American expatriate adjustment and intent to stay in Pacific Rim overseas assignments. *Journal of Management*, *15*(4), 529-544. https://doi.org/10.1177/014920638901500403

Buecker, J., Poutsma, E., & Monster, H. (2016). How and why does expatriation management influence expatriates' employability?. *Journal of Global Mobility: The Home of Expatriate Management Research*, *4* (4), 432-452. https://doi.org/10.1108/JGM-11-2015-0058

Cerdin, J. L., & Brewster, C. (2014). Talent management and expatriation: Bridging two streams of research and practice. *Journal of World Business*, *49*(2), 245-252. https://doi.org/10.1016/j.jwb.2013.11.008

Chodorek, M., & Sudolska, A. (2015). The Significance of Organizational Citizenship Behaviors for Talent Management-the Example of Polish Companies. *Economic and Social Development: Book of Proceedings*, *3*(1), 76-86 https://www.semanticscholar.org/paper/The-Significance-of-Organizational-Citizenship-for-Chodorek-Sudolska/ba76ee4020a9758f8c7e33b6fcdac524407313f5

D'Amato, A., & Herzfeldt, R. (2008). Learning orientation, organizational commitment and talent retention across generations: A study of European managers. *Journal of Managerial Psychology*, *23*(8), 929-953. https://doi.org/10.1108/02683940810904402

Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology, 75*(1), 51-59. https://doi.org/10.1037/0021-9010.75.1.51

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, *71*(3), 500-507. https://doi.org/10.1037/0021-9010.71.3.500

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, *87*(3), 565-573. https://doi.org/10.1037/0021-9010.87.3.565

Ercan, S. (2014). *Antecedents of expatriates' organizational citizenship behavior: expatriate adjustment and job attitudes as mediators and cultural similarity as the moderator* (Unpublished doctoral dissertation). Rice University, Houston, Texas

Fink, G., & Meierewert, S. (2005). The use of repatriate knowledge in organizations. *Human Resource Planning*, *28*(4), 30-37. https://go.gale.com/ps/anonymous?id=GALE%7CA141437991&sid=googleScholar&v=2.1&it=r&linkaccess=abs&issn=01998986&p=AONE&sw=w

Garrow, V., & Hirsh, W. (2008). Talent management: Issues of focus and fit. *Public Personnel Management*, *37*(4), 389-402. https://doi.org/10.1177/009102600803700402

Gelens, J., Dries, N., Hofmans, J., Pepermans, R. (2015). Affective commitment of employees designated as talent: Signalling perceived organizational support. Europ*ean Journal of International Management*, *9*(1), 9-27. https://doi.org/10.1504/EJIM.2015.066669

Gong, Y. (2003). Subsidiary staffing in multinational enterprises: Agency, resources, and performance. *Academy of Management Journal*, *46*(6), 728-739. https://doi.org/10.5465/30040664

Griep, Y., & Vantilborgh, T. (2018). Reciprocal effects of psychological contract breach on counterproductive and organizational citizenship behaviors: The role of time. *Journal of Vocational Behavior*, *104*, 141-153. https://doi.org/10.1016/j.jvb.2017.10.013

Haslberger, A., & Brewster, C. (2008). The expatriate family: An international perspective. *Journal of Managerial Psychology, 23*(3), 324–346. https://doi.org/10.1108/02683940810861400

Haslberger, A., Brewster, C., & Hippler, T. (2013). The dimensions of expatriate adjustment. *Human Resource Management*, *52*(3), 333-351. https://doi.org/10.1002/hrm.21531

Haslberger, A., Brewster, C. and Hippler, T. (2014*) Managing performance abroad: a new model for understanding expatriate adjustment.* Routledge. 10.4324/9780203111468

Hiltrop, J. M. (1999). The quest for the best: Human resource practices to attract and retain talent. *European Management Journal*, *17*(4), 422-430. https://doi.org/10.1016/S0263-2373(99)00022-5

Hippler, T., Caligiuri, P. M., Johnson, J. E., & Baytalskaya, N. (2014). The development and validation of a theory-based expatriate adjustment scale. *The International Journal of Human Resource Management*, *25*(14), 1938-1959. https://doi.org/10.1080/09585192.2013.870286

Jansen, K. J., & Kristof-Brown, A. (2006). Toward a multidimensional theory of person-environment fit. *Journal of Managerial issues*, 18(2), 193-212. https://www.jstor.org/stable/40604534?seq=1

Kanfer, R., & Ackerman, P. L. (1989). Motivation and cognitive abilities: An integrative/aptitude-treatment interaction approach to skill acquisition. *Journal of Applied Psychology*, *74*(4), 657-690. https://doi.org/10.1037/0021-9010.74.4.657

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. https://doi.org/10.1016/j.jm.2003.01.001

Kraimer, M. L., Wayne, S. J., & Jaworski, R. A. A. (2001). Sources of support and expatriate performance: The mediating role of expatriate adjustment. *Personnel Psychology*, *54*(1), 71-99. https://doi.org/10.1111/j.1744-6570.2001.tb00086.x

Krumpal, I. (2013). Determinants of social desirability bias in sensitive surveys: A literature review. *Quality & Quantity*, *47*(4), 2025-2047. https://doi.org/10.1007/s11135-011-9640-9

Liu, Y. (2009). Perceived organizational support and expatriate organizational citizenship behavior. *Personnel Review, 38*(3), 307-319. https://doi.org/10.1108/00483480910943359

Mahajan, A., & Toh, S. M. (2014). Facilitating expatriate adjustment: The role of advice-seeking from host country nationals. *Journal of World Business*, *49*(4), 476-487. https://doi.org/10.1016/j.jwb.2013.10.003

McNulty, Y., De Cieri, H., & Hutchings, K. (2013). Expatriate return on investment in the Asia Pacific: An empirical study of individual ROI versus corporate ROI. *Journal of World Business*, *48*(2), 209-221. https://doi.org/10.1016/j.jwb.2012.07.005

Meyer, J. P.; Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*. *1*(1)*, 61–89. https://doi.org/10.1016/1053-4822(91)90011-Z

Michaels, E., Handfield-Jones, H., & Axelrod, B. (2001). *The War for Talent*. Harvard Business Review Press.

Organ, D. W. (1988). A Restatement of the Satisfaction-Performance Hypothesis. *Journal of Management*, *14*(4), 547–557. https://doi.org/10.1177/014920638801400405

Panaccio, A., & Vandenberghe, C. (2009). Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study. *Journal of Vocational Behavior*, *75*(2), 224-236. https://doi.org/10.1016/j.jvb.2009.06.002

Panayides, P. (2013). Coefficient alpha: Interpret with caution. *Europe's Journal of Psychology*, *9*(4), 687-696. https://doi.org/10.5964/ejop.v9i4.653

Pisapia, J., Reyes-Guerra, D., & Coukos-Semmel, E. (2005). Developing the leader's strategic mindset: Establishing the Measures. *Leadership Review*, *5*(1), 41-68. https://www.researchgate.net/profile/Daniel_Reyes-Guerra/publication/252809369_Developing_the_Leader's_Strategic_Mindset_Establishing_the_Measures/links/556e78d108aec2268308c6ad/Developing-the-Leaders-Strategic-Mindset-Establishing-the-Measures.pdf

Raphael, K. (1987). Recall bias: A proposal for assessment and control. *International Journal of Epidemiology*, *16*(2), 167-170. https://doi.org/10.1093/ije/16.2.167

Reiche, B. S. (2012). Knowledge benefits of social capital upon repatriation: A longitudinal study of international assignees. *Journal of Management Studies*, *49*(6), 1052-1077. https://doi.org/10.1111/j.1467-6486.2012.01050.x

Roberts, B. W., & Robins, R. W. (2004). Person-Environment fit and its implications for personality development: A longitudinal study. *Journal of Personality*, *72*(1), 89-110. https://doi.org/10.1111/j.0022-3506.2004.00257.x

Selmer, J., & Lauring, J. (2015). Host country language ability and expatriate adjustment: The moderating effect of language difficulty. *The International Journal of Human Resource Management*, *26*(3), 401-420. https://doi.org/10.1080/09585192.2011.561238

Shay, J. P., & Baack, S. A. (2004). Expatriate assignment, adjustment and effectiveness: An empirical examination of the big picture. *Journal of International Business Studies*, *35*(3), 216-232. 10.1057/palgrave.jibs.8400081

Shen, Y., & Hall, D. T. (2009). When expatriates explore other options: Retaining talent through greater job embeddedness and repatriation adjustment. *Human Resource Management*, *48*(5), 793-816. https://doi.org/10.1002/hrm.20314

Shipp, A. J., & Jansen, K. J. (2011). Reinterpreting time in fit theory: Crafting and recrafting narratives of fit in medias res. *Academy of Management Review*, *36*(1), 76-101. https://doi.org/10.5465/amr.2009.0077

Spector, P. E., Bauer, J. A., & Fox, S. (2010). Measurement artifacts in the assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know?. *Journal of Applied Psychology*, *95*(4), 781-790. https://doi.org/10.1037/a0019477

Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics (5th ed.)*. Pearson Education.

Walz, S. M., & Niehoff, B. P. (2000). Organizational citizenship behaviors: Their relationship to organizational effectiveness. *Journal of Hospitality & Tourism Research*, *24*(3), 301-319. https://doi.org/10.1177/109634800002400301

Wang, X. (2002). Expatriate adjustment from a social network perspective: Theoretical examination and a conceptual model. *International Journal of Cross Cultural Management*, *2*(3), 321-337. https://doi.org/10.1177/147059580223003

Zampetakis, L. A., Beldekos, P., & Moustakis, V. S. (2009). ''Day-to-day" entrepreneurship within organizations: The role of trait Emotional Intelligence and Perceived Organizational Support. *European Management Journal*, *27*(3), 165-175. https://doi.org/10.1016/j.emj.2008.08.003

Appendix A

Statement about the following questionnaire: I changed any information specific to the investigated organization to general information for discretion purposes.

Information letter

Concerning a study for the master thesis: the acquired benefits of a successful international assignment

This study is conducted within a mandatory internship that is part of the master's program Work, Organization & Health of the Radboud University Nijmegen.

I want to investigate the benefits of doing an international assignment after returning to the home country. With this study, I focus on the assignees that returned from their international assignment less than 2 years ago.

This study will be supervised by a lecturer of the Master's program and by an external supervisor from the international HR department. For every element, you will receive a more detailed explanation of what is asked from you later on. Filling out the questionnaire will take approximately 20 minutes.

During the study you can indicate at any moment in time that you want to quit participating, without you having to explain why you want to quit. Quitting during the study has no consequences what so ever.

The information that I collect will be anonymously processed. This means that later on the results cannot be traced back to you. The consequence of this is that we cannot inform you about your personal results after the study has been completed. However, I could inform you about the results of the study as a whole.

If you wish to be informed about the results of this study, then please let me know and enter your e-mail address at the end of the survey.

Now, I would like to ask you to think about participating in this study or not. You are of course free to decide that you do not want to participate in this study. In that case, I would like to thank you for time. If you indicate that you want to participate in this study, we will ask you to indicate your participation willingness on the consent form that will follow. By

specifying that you agree to participate, you indicate that you are sufficiently informed about the study and that you voluntarily participate.

Kind regards,

Cedric Schmidt

Intern International HR department

Consent form

For participation in a survey for the Master Thesis: the acquired benefits of a successful international assignment

I hereby confirm that

- I was satisfactorily informed about the study and I have read and understood the written information on the study.
- I was informed that the current study is conducted by a psychology student as part of their   graduation internship
- I was allowed sufficient time to consider whether to give my consent.
- I participate of my own free will.

I understand that

- I have the right to withdraw my consent at any time without having to give a reason and that withdrawing my participation has no further consequences.
- my information will be processed anonymously.
- I will not be informed about my individual results.

○ I agree to participate

○ I do not agree to participate

When did you return from your international assignment?

○ Less than 2 years

○ More than 2 years

Gender

○ Male

○ Female

How old are you?

_____

What is your nationality?

_____

Which clusters describe you individual function the best?

○ IT

○ NT

○ Service

○ Sales

○ Human Resources

○ Finance

○ Others

Where did you go for your international assignment (City, Country)?

_____

For how long are you employed now at the Organization?

○ Less than 3 years

○ 3-5 years

○ 6-8 years

○ more than 8 years

The following statements refer to your time on your international assignment.

I would like to ask you if you could memorize the experiences and impressions that you have made during your time abroad before indicating your answer.

Please indicate for the following areas how adjusted or unadjusted you felt during your international assignment. Please select one answer for each item.

	Completely adjusted	Mostly adjusted	Somewhat adjusted	Neither adjusted nor unadjusted	Somewhat unadjusted	Mostly unadjusted	Completely unadjusted
Living conditions in general	○	○	○	○	○	○	○
Housing conditions	○	○	○	○	○	○	○
Food	○	○	○	○	○	○	○
Shopping	○	○	○	○	○	○	○
Cost of Living	○	○	○	○	○	○	○
Entertainment/recreation facilities and opportunities	○	○	○	○	○	○	○
Socializing with host nationals	○	○	○	○	○	○	○
Interacting with host nationals on a day-to-day business	○	○	○	○	○	○	○
Interacting with host nationals outside of work	○	○	○	○	○	○	○
Speaking with host nationals	○	○	○	○	○	○	○
Specific job responsibilities	○	○	○	○	○	○	○
Performance standards and expectations	○	○	○	○	○	○	○

Please indicate to what extent you agree or disagree with the listed statements in the context of your international assignment.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
The organization values my contribution to its well-being.	○	○	○	○	○	○	○
The organization fails to appreciate any extra effort from me.	○	○	○	○	○	○	○
The organization would ignore any complaint from me.	○	○	○	○	○	○	○
The organization really cares about my well-being.	○	○	○	○	○	○	○
Even if I did the best job possible, the organization would fail to notice.	○	○	○	○	○	○	○
The organization cares about my general satisfaction at work.	○	○	○	○	○	○	○

The organization shows very little concern for me.	○	○	○	○	○	○	○
The organization takes pride in my accomplishments at work.	○	○	○	○	○	○	○

The following statements refer to your current work situation in your home company.

For the following statements, please indicate the answer possibility that fits best.

Please indicate to what extent you agree or disagree with the following statements.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I look for long-term corrective measures	○	○	○	○	○	○	○
I look for fundamental changes in the structure that could lead to significant improvements	○	○	○	○	○	○	○
I look at the "Big Picture" in the information available before examining the details	○	○	○	○	○	○	○
I investigate the cause before taking action	○	○	○	○	○	○	○

I try to understand how the facts in the situation are related to each other	◯	◯	◯	◯	◯	◯	◯
I usually find only one explanation for the way things work	◯	◯	◯	◯	◯	◯	◯
I create a plan to solve a problem before considering other viewpoints	◯	◯	◯	◯	◯	◯	◯
I decide upon a point of view before I identify solutions to a problem	◯	◯	◯	◯	◯	◯	◯
I reconstruct an experience in my mind how I feel about it	◯	◯	◯	◯	◯	◯	◯
I reconstruct an experience in my mind	◯	◯	◯	◯	◯	◯	◯

I consider how I could have handled the situation after it was resolved	○	○	○	○	○	○	○
I stop and think about why I succeeded or failed	○	○	○	○	○	○	○
I try to understand how a problem worked out after it was resolved	○	○	○	○	○	○	○

Page Break

Please indicate to what extent you agree or disagree with the following statements.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I would be very happy to spend the rest of my career with the organization	○	○	○	○	○	○	○
I enjoy discussing about my organization with people outside it	○	○	○	○	○	○	○
I really feel as if this organization´s problems are my own	○	○	○	○	○	○	○
I think that I could easily become as attached to another organization as I am to this one	○	○	○	○	○	○	○

I do not feel like "part of the family" at my organization	○	○	○	○	○	○	○
I do not feel "emotionally attached" to this organization	○	○	○	○	○	○	○
This organization has a great deal of personal meaning for me	○	○	○	○	○	○	○
I do not feel a strong sense of belonging to my organization	○	○	○	○	○	○	○
Too much in my life would be disrupted if I decided to leave my organization right now	○	○	○	○	○	○	○

It would not be too costly for me to leave my organization now	○	○	○	○	○	○	○
Right now, staying with my organization is a matter of necessity as much as desire	○	○	○	○	○	○	○
I feel that I have very few options to consider leaving this organization	○	○	○	○	○	○	○
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	○	○	○	○	○	○	○

If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	○	○	○	○	○	○	○

How often have you done each of the follwing things in your present job?

	Never	Once or twice	Once or twice per month	Once or twice per week	Every day
Took time to advise, coach, or mentor a co-worker	○	○	○	○	○
Helped co-workers learn new skills or shared job knowledge	○	○	○	○	○
Lent a compassionate ear when someone had a work problem	○	○	○	○	○
Lent a compassionate ear when someone had a personal problem.	○	○	○	○	○
Changed vacation schedule, work days, or shifts to accommodate co-worker's needs.	○	○	○	○	○

Offered suggestions to improve how work is done.	○	○	○	○	○
Offered suggestions for improving the work environment.	○	○	○	○	○
Finished something for co-worker who had to leave early.	○	○	○	○	○
Helped a co-worker who had too much to do.	○	○	○	○	○
Volunteered for extra work assignments.	○	○	○	○	○
Said good things about your employer in front of others.	○	○	○	○	○
Gave up meal and other breaks to complete work.	○	○	○	○	○

Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker.	○	○	○	○	○
Went out of the way to give co-worker encouragement or express appreciation.	○	○	○	○	○
Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor.	○	○	○	○	○

Thank you for completing the questionnaire. I appreciate your participation!