

## The Antecedents and Consequences of Expatriate Adjustment: A Meta-Analytic Review

Nurullaily Kartika<sup>a</sup>, Wann-Yih Wu<sup>b</sup>  
Chinese Culture University<sup>ab</sup>  
nurullailykartika@yahoo.com<sup>a</sup>, wanyi@faculty.pccu.edu.tw<sup>b</sup>

### *Abstract*

*This study examines complexity in expatriate adjustment, both its antecedents and consequences. As the prior studies about expatriate's adjustment have explained that family, individual and organizational factors are all significantly related to expatriate adjustment, but these studies do not integrate the antecedents and consequences of expatriate adjustment into and more comprehensive research model. Therefore, a research framework is proposed that integrates the expatriate adjustment into various theoretical construct such as innovative work behavior, expatriate performance, and also knowledge transfer. A meta-analytic review is adopted in this study. The 102 studies related with expatriate adjustment state that family factors, individual factors and organizational factors all have significant influences on expatriate adjustment. Furthermore, expatriate adjustment further influence expatriate innovative behavior, expatriate performance and knowledge transfer.*

**Keywords:** *Expatriate adjustment, innovative work behavior, expatriate performance, knowledge transfer.*

### 1. Introduction

In globalization era, global human resource is one of the most essential elements for MNC to win the competitive global advantages (Caligiuri, 2001). The need of employment with international experience is increasing as the MNC's role in the global marketplace. The experience gained while international assignment as expatriate is invaluable (Martin, 2003). Likewise, international assignments play vital role in expanding and building global skills (cf. Sambharya, 1996; Tihanyi et al., 2000), there seems to be a popular toward using international assignments for developmental goal (Shay and Baack, 2004). However, although many factors affecting the success of international assignments, cross-cultural adjustment received the most attention from researchers (Shaffer *et al.*, 1999). Moreover, a basic criterion for MNC's success is its employee's ability to adapt, understand, appreciation's other cultures and to expand a global mindset (Scullion & Collings, 2006).

Family features such as support which related to work assignment is the important role in expatriate adjustment process (Caligiuri *et al.*, 1998; Takeuchi, 2007). Despite family and spouse are the major expatriate stresses while on foreign assignment (Caligiuri *et al.*, 1998; Shaffer *et al.*, 2001), the family support especially from spouse can provide assistance for expatriate while to adjust in the stressful new environment (Kraimer, 2001). Furthermore, the adaptation of expatriate families to a host country seems crucial to successful fulfilment of international business assignments. The important of expatriate adaptation seems to be affected by the adaptation of expatriate's spouse in the foreign country (De Leon & McPartlin, 1995). Similarly, the adaptation ability of family is critical both in stress response from within the family and the external environment Caligiuri et al. (1998). On the other side, the previous experiences in abroad and host country language fluency have important effects such as facilitates expatriate's adjustment through reducing ambiguity, stress,

and uncertainty in the new environment (Bashkar Shrivinas, 2005; Kim, 2008). The greater the proficiency in a host country language, the easier it is to obtain necessary information about everyday work and non-work activities (Nicholson & Imaizumi, 1993). Another influential factor of expatriate adjustment is organization support. Communication with superiors, collages may also demonstrate and attitude for learning, permitting and understanding the cultural (Eschback, Parker, & Stoeberl, 2001). Original study of social support from Cohen & Wills (1985) said that social support acts as a stress buffer. Furthermore, the social support study expanded by Shaffer *et al* (1999) which explained that social support from supervisors and coworkers will facilitate expatriate work adjustment. The recently construct has been used in the expatriation literature as address specific issues such as cultural knowledge and cross-cultural adjustment (Kim, Kirkman and Chen 2008). Developing and transferring knowledge across organizational is one of the main point for the MNC's success in global market (Gupta & Govindarajan, 2000) and expatriates are responsible for knowledge transfer within MNC's. There is pressing need for knowledge and learning systems to ensure that MNC get benefits from what expatriate learned and the adjustment can facilitate for knowledge transfer from headquarter to subsidiaries (Wang *et al*, 2009). As an outcome of cultural adjustment, expatriate performance has meaningful on foreign assignment (Kraimer 2001, 2001). Expatriates who can adapt in their foreign assignment have correlated with expatriate job performance. Likewise, improving organization performance is important. Innovation has the intentional act of generating new idea, introduction and application of new ideas, all purposed for improving organizational performance (Janssen et al., 2004; Kanter, 1988; West and Farr, 1989; Scott and Bruce, 1994).

The research studies of expatriate adjustment have been popular due in part to globalization of the business environment. Despite increasing the studies of expatriate adjustment, but there is less attention in case that the expatriate adjustment is related with innovative work behavior, knowledge transfer and expatriate performance, especially using the meta-analysis.

## **2. Literature review and hypotheses development**

### **2. 1. Expatriate adjustment**

Cross cultural adjustment is generally defined as the process of adjustment to living and work in foreign culture. Original study of cross-cultural adjustment is explained by Black, 1988 and Black et al., 1991. However, the original cross cultural adjustment study have focused attention on three specific aspects, work adjustment, interaction adjustment and general adjustment. First, work adjustment is aided by similarities in procedures, policies, and task requirements between the parent compant is interaction adjustment that involves the comfort achieved in interacting with host nationals in both work and non-work situations. Such as new job tasks, work roles, and the new work environment. Two, interaction adjustment is comfort associated with interacting with host country nationals both inside and outside of work, and associated with the assignment job or tasks. Last, general adjustment comprises factors affecting daily life such as living and housing conditions, food, health care, and cost of living (Black & Stevens, 1989) that involves the overall adaptation to living in the foreign culture (Black, 1988). According the explanation above, this study use expatriate adjustment (and outcomes associated with them) to explain about cross culture adjustment.

### **2.2. Family and (or) spouse factors**

Despite family and spouse are the major expatriate stresses while on foreign assignment (Caligiuri *et al.*, 1998; Shaffer *et al.*, 2001), the family support especially from spouse can provide assistance for expatriate while to adjust in the stressful new environment (Kraimer, 2001). Family

adjustment is defined as the perceived level of comfortability feeling and familiarity of expatriate's family and/or spouse in the new host culture (Palthe, 2004). The well adjustment of spouses in the host country may support and help expatriates to concentrate in their job which it can improve the quality of the foreign assignment (Takeuchi *et al.* 2002, 2007). The studies of expatriate adjustment generally showed that spousal support and family adjustment will be positively related to work and general adjustment of expatriate (Caligiuri *et al.*, 1998, 1999; Hechanova, 2003; Palthe, 2004). Based on the discussion above, we propose that:

*H1a Family and (or) spouse support will be positively related to expatriate adjustment*

*H1b Family and (or) spouse adaptability will be positively related to expatriate adjustment*

### **2.3. Individual factors**

International experience is an asset in the global economy and also the method for gaining the experience (Haslberger and Brewster, 2009). The previous experiences of expatriate involves living, thinking and learning new customs a new set of business practice in foreign business environment (Oddou, Mendenhall,& Ritchie, 2009). Likewise, in the work and non work domains, prior and current international experience may influence expatriate's development of knowledge, skill, attitudes and behaviors (Dean, Russell & Muchinsky, 1999; Takeuchi, Tesluk, Yun & Lepak, 2005). On the other hand, local language fluency is important in cross-cultural adjustment because it also provides the manager with opportunities to develop interpersonal relationships to obtain information from diverse sources. The expatriates who are fluent in the host country language can lead to higher level of interaction adjustment in the host country (Caligiuri, 2001; Bhaskar-Shrinivas *et al.*, 2005)

Previous researches have suggested that previous experience on international assignments is a significant overall moderator of the influences on adjustment (Shaffer, Harrison, Gilley, 1999). Likewise, previous experience and language skills were positively correlated with general adjustment (Hechanova, 2003; Shrinivas-Bhaskar, 2005). The study from Takeuchi, Yun, and Russell (2002) found that language fluency is positively related to work adjustment, but not to interaction adjustment. Kraimer and Wayne (2004) also found that the lack of local language fluency negatively affects cross-cultural adjustment. Hence, we propose that:

*H2a Experience in abroad will be positively related to expatriate adjustment*

*H2b Language fluency will be positively related to expatriate adjustment*

### **2.4. Organizational factors**

Perceived organization support focuses on the exchange relationship between the employee and the organization (Wayne *et al.*, 2002). Theory of organization support is related with the organization which concerns with its expatriate's well being in order to increase expatriate's loyalty and performance (Vallone, Ensher, 2001; Rhoades&Eisenberger, 2002). Organizational support has several important effects on expatriate. Employees who get supportive environment can result in lower levels of depression and work personal conflict (Vallone, Ensher, 2001). Hence, organization could assist the expatriates to help them avoid "out" feeling (Selmer *et al.*, 2002). Furthermore, the important role of Host Company is socialization in enhancing expatriate interaction and general adjustment (Palthe, 2004). A study from Waxin (2004) confirmed that organizational social support, individual adjustability, previous international experience and culture of origin are significantly related to the expatriate's adjustment. On the other hand, previous research also concludes that supervisor support can enhance leader-member exchange (LMX) (Kraimer *et al.*, 2001; Liden, Sparrowe & Wayne, 1997). LMX refers to the quality relationship of interpersonal between an

employee and the supervisor and has been shown to be a significant predictor of expatriate performance (Kraimer *et al.*, 2001).

Research on perceived organizational support has found consistent support for organizational support theory (Rhoades&Eisenberger, 2002). Of relevance to this study, numerous prior studies have demonstrated the positive effects of organization support on expatriate adjustment (Caliguiri, 1999; Kraimer, 2001; Ali *et al.*, 2003; Shrivinas *et al.*, 2005). Consistent with the Kraimer's (2001) research, LMX is positively related to expatriate adjustment and job performance. Hence, we propose that:

*H3a Organization support will be positively related to expatriate adjustment*

*H3b Supervisor support will be positively related to expatriate adjustment*

### 2.5. Theoretical extension of expatriate adjustment

The outcome of cultural adjustment is performance (Kraimer, 2001). The prior studies results indicated that cultural adaptability was related to performance; global managers with higher scores on cultural adaptability were more likely to be identified by their bosses as high performers (Deal, *et al.*, 2003). On the other side, research on expatriates and knowledge transfer demonstrates that the ability to adapt to a new environment is key to successful expatriation (Pulakos *et al.*, 2000) and that it is critical to adapt knowledge to the new environment so that the knowledge transferred can be effectively used (Argote & Ingram, 2000; Jensen & Szulanski, 2004). Furthermore, expatriate is the agents that transfer the parent company's knowledge to the foreign subsidiary or agents for acquiring host country knowledge to be transferred back to the parent company (Gong, 2003). From the explanation above, we purpose that;

*H4 Expatriate adjustment will be positively related to innovative work behavior*

*H5 Expatriate adjustment will be positively related to expatriate performance*

*H6 Expatriate adjustment will be positively related to knowledge transfer*

## 3. Methodology

### 3.1. The research model

This study developed the conceptual framework shown in figure 1. The purpose of this study is to review the antecedents and consequences of expatriate adjustment.

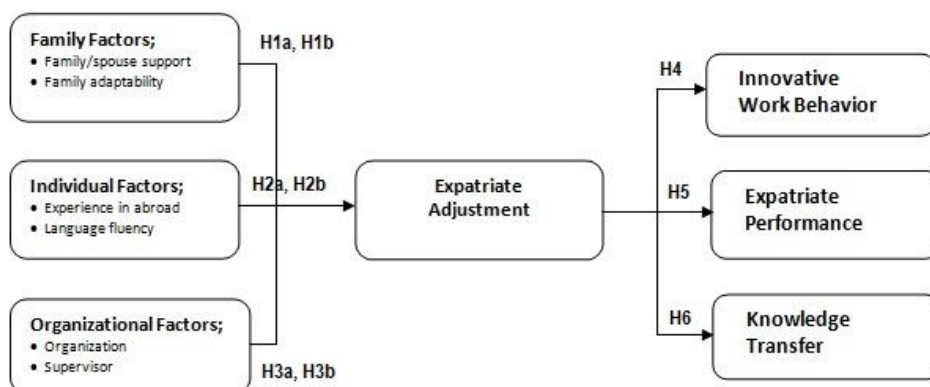


Figure 1. The research framework of study

### 3.2. Method section of a meta-analytic review

#### 3.2.1. Literatures search

As the definition of Meta-analytic reviews, this study is quantitative summaries of research domain that describe the typical strength of the effect, its variability, its statistical significant (Cooper, 1989; Glass, McGaw, & Smith, 1981; Hedges & Olkin, 1985; Hunter & Schmidt, 1990; Light & Pillemer, 1984; R. Rosenthal, 1991). The literature searched in different scientific databases is adopted in order to identify the relevant studies to this research. The keywords including expatriate adjustment, innovative work behavior, family support, knowledge transfer are used to search previous studies in scientific search engines and Google scholar. The final sample consisted of 102 empirical studies. All studies were published paper from Wiley-Inter Science, JSTOR, Emerald, Science-Direct, ProQuest, and elsewhere. Each of these studies evaluated for measure the relationship between expatriate adjustment and its antecedents and consequences. A list of the studies used in this empirical meta-analysis is available in Table 1.

#### 3.2.2. Analysis

The most important part of meta-analysis is descriptive in which the effect size (e.g., correlation coefficients) are displayed and summarized of their distribution and central tendency (Rosehental R.). The developed database integrated the effect sizes according to common guidelines in the meta-analysis literature (Lipsey and Wilson 2001). Effect size estimates are the meta-analytic coin of the realm. The estimated effect size should be recorded for each study in the meta-analysis. Two main criteria were used for inclusion. First, the study had presented the correlation coefficient ( $r$ ). The correlation coefficient ( $r$ ) as the primary effect size metric is easier to interpret and is a scale-free measure (Delvechio *et al*, 2006; Eisend, 2006; Palmatier *et al*, 2006). Meta-analysis has required that the maximum number of the effect size should be included to make the result more generalizable (Peterson and Bown, 2005). Second, studies of group contrast have to present the related statistic ( $t$ -test,  $F$ -ratio, with one  $df$  in the numerator) for the relationship between expatriate adjustment and the antecedent's factors. Study that represent the related statistic value could convert to  $r$  coefficients using the meta-analysis software. Good software for meta-analytic procedures can be a great time saver. This study use Comprehensive Meta-Analysis (CMA) Software. The correlation coefficient ( $r$ ) is selected because it is easier to interpret and is a scale free measure (DelVeccoo *et al* 2006, Eisensd 2006, Franke park 2006). Furthermore, based on Lipsey & Wilson (2001) study, the magnitude of effect size ( $r$ ) can be categorized as small ( $r < 0.1$ ), medium ( $r = 0.25$ ), and large ( $r > 0.40$ ).

Finding the correlation coefficient ( $r$ ) is completed. Next analysis, a confidence interval is presented for each effect size and it is significant when it does not include zero. When the mean effect size is significant, a fail N is calculated, estimating the number of non-significant and unavailable studies that would be necessary to bring the cumulative effect size to a non-significant value (known as the "file drawer problem;" Rosenthal, 1979). This statistic is an indication of the difficulty of the result. Confidence interval also will be analyzed here. The criterion is 95 percent confidence interval cannot contain zero to prove the hypotheses are accepted. Moreover, there is homogeneity analysis which tests whether the assumption that all of the effect sizes are estimating the same population mean is a reasonable assumption. Homogeneity of the effect size distribution was tested by the Q statistic.

Table 1  
Studies alphabetically by source and codes for hypotheses tests<sup>a,b</sup>

Studies Alphabetically by Source and Codes for Hypotheses Tests <sup>a,b</sup>
Ali et al, 2003 <sup>14</sup> (FA-EA, O-EA)
Becan, et al. , 2012 <sup>6</sup> (I-EA)
Bhaskar-Shrinivas, P. et al., 2005 <sup>9</sup> (FS-EA, FA-EA, E-EA, L-EA, O-EA, EA-P)
Caligiuri, P.M., 1997 <sup>20</sup> (EA-P)
Caligiuri, P.M., 1998 <sup>11</sup> (FS-EA)
Caligiuri, P.M., 1999 <sup>12</sup> (FS-EA, O-EA)
Caligiuri, P.M., 2000 <sup>13</sup> (FA-EA, L-EA, E-EA)
Chi, Hsiu-Chen, 2009 <sup>21</sup> (EA-P)
Dalton et al., 2002 <sup>7</sup> (EA-K)
Deal, et al., 2003 <sup>5</sup> (AU-I)
Hechanova, R. et al., 2003 <sup>19</sup> (FA-EA; E-EA, L-EA, EA-P)
Kim, K. & Slocum J.W., 2008 <sup>16</sup> (E-EA, L-EA)
Kraimer, M.L. et al, 2001 <sup>17</sup> (O-EA, S-EA, EA-P)
Kraimer, M.L. & Wayne, S.J., 2004 <sup>8</sup> (O-EA, EA-P)
Kraimer, M.L. & Wayne S.J, 2004 <sup>10</sup> (L-EA, S-EA)
Li, Lily Jiao, 2009 <sup>22</sup> (EA-P)
Liu, Xiangyang., 2005 <sup>2</sup> (E-EA, EA-K)
Mol, S.T. et al., 2005 <sup>23</sup> (EA-P)
Palthe J., 2004 <sup>14</sup> (FA-EA, E-EA)
Pulakos, E.D.&Arad, Sharon, 2000 <sup>4</sup> (EA-I)
Ramalu, S.S. et al., 2010 <sup>23</sup> (EA-P)
Selmer, Jan, 2006 <sup>1</sup> (L-EA)
Selmer J. &Lauring J., 2011 <sup>12</sup> (L-EA)
Shaffer, M.A. et al., 1999 <sup>15</sup> (FA-EA; E-EA, S-EA)
Shay, Baack, Sally, 2006 <sup>2</sup> (EA-I)
Shay, J.P. & Tracey J.B, 2009 <sup>3</sup> (EA-I)
Takeuchi, R. et al., 2002 <sup>12</sup> (L-EA)
Takeuchi, R., 2005 <sup>17</sup> (E-EA, EA-P)
Takeuchi, R. et al., 2007 <sup>15</sup> (FA-EA)
Toh, S.M., 2003 <sup>25</sup> (EA-P)
Xu, Xiaofei&Du-Babcock, Bertha, 2012 <sup>18</sup> (L-EA)
Wu, P.C. & Ang, S.H. , 2011 <sup>12</sup> (E-EA, L-EA)

<sup>a</sup>Codes in parentheses: EA = Expatriate Adjustment; FS =Family Support ; FA = Family Adaptability; E = Experience; L= Language Fluency; O = Organization; S = Supervisor; I = Innovative; P = Expatriate Performance; K = Knowledge Transfer

<sup>b</sup>Journals are footnoted in alphabetical order: (1) *Thunderbird International Business Review*, (2) *International Journal of Cross Cultural Management*, (3) *Journal of International Management*, (4) *Journal of Applied Psychology*, (5) *Emerald Group Publishing Limited*, (6) *Journal of Substance Abuse Treatment*, (7) *Journal of Work and Organizational Psychology*, (8) *Journal of Management*, (9)*The Academy of Management Journal*, (10)*Journal of Social, Evolutionary, and Cultural Psychology*, (11) *New Approaches to Employee Management*, (12) *The International Journal of Human Resource Management*, (13) *Management International Review*(14) *International Journal of Intercultural Relations*, (15) *Journal of International Business Studies*, (16) *Journal of World Business*, (17) *Personnel Psychology*, (18) *Global Advances in Business Communication*,(19) *Applied Psychology: An International Review*, (20) *New Approaches to Employee Management*, (21) *National Cheng Kung University*, (22)*International Journal of Business Research*, (23) *Journal of Cross-Cultural Psychology*, (24) *Journal of Applied Business Research*, (25) *Texas A&M University*

## 4. Results and Discussions

### 4.1. The results

Based on the study results from the meta-analysis all show that family factors, individual factors and organizational factors have positive relationship with expatriate adjustment. In the studies of family factors, 3 studies have positive relationship with expatriate adjustment. Likewise, 13 studies of family adaptability have positive relationship with expatriate adjustment. In the studies of individual factors, 19 studies of experience in abroad have positive relationship with expatriate adjustment and 11 studies of language fluency have positive relationship with expatriate adjustment. In the studies of organization factors, 8 studies of organization support has positive relationship with expatriate adjustment and 6 studies of supervisory support have positive relationship with expatriate adjustment. Lastly, the expatriate adjustment is positively related with the all 42 studies that contains innovative work behavior, expatriate adjustment and knowledge transfer.

Table 2 presents the results for integration of effect size of the antecedents of expatriate adjustment. The result of this study has medium to lower effect for integrated effect size, with the relationship varying from 0.02 to 0.4.

Table 2  
The Meta Analysis Result- Descriptive statistics for effect size integration of Antecedents and Consequences of Expatriate Adjustment

H	Variables		k	N	Effect Size & 95% Confidence Interval			Heterogeneity			
	Independent	Dependent			r	LCI	UCI	p-value	Chi-square	Q-value	I-squared
1a	<i>Family/Spouse support</i>	<i>Expatriate Adjustment</i>	3	1534	0.076	0.026	0.125	0.000	16.27	31.950	93.740
1b	<i>Family Adaptability</i>	<i>Expatriate Adjustment</i>	13	5819	0.303	0.276	0.329	0.000	34.53	163.935	92.680
2a	<i>Experience in abroad</i>	<i>Expatriate Adjustment</i>	19	11752	0.055	0.037	0.073	0.000	43.82	38.329	53.038
2b	<i>Language Fluency</i>	<i>Expatriate Adjustment</i>	11	5849	0.034	0.008	0.061	0.000	31.26	122.883	91.862
3a	<i>Organization Support</i>	<i>Expatriate Adjustment</i>	8	7074	0.024	0.001	0.047	0.022	15.51	16.394	57.302
3b	<i>Supervisory Support</i>	<i>Expatriate Adjustment</i>	6	863	0.344	0.005	0.045	0.000	23.98	29.044	57.897
4	<i>Expatriate Adjustment</i>	<i>Innovative Work Behavior</i>	9	6453	0.448	0.428	0.468	0.000	27.88	225.461	96.452
5	<i>Expatriate Adjustment</i>	<i>Expatriate Performance</i>	28	12082	0.208	0.191	0.224	0.000	56.89	146.819	81.610
6	<i>Expatriate Adjustment</i>	<i>Knowledge Transfer</i>	5	609	0.152	0.073	0.229	0.406	20.52	4.002	0.047

LCI = Lower confidence interval, UCI = Upper confidence interval, Q-value = test homogeneity, k = the number studies, N = the number of observation, r = effect size

Firstly, hypothesis 1 explained correlation between family factors and expatriate adjustment. The result of hypothesis 1a showed coefficient correlation (r) 0,076. Despite the correlation of this hypothesis is low, this hypothesis is supported by the value of confidence interval 95% that showed accepted (no zero value). Other criteria showed that Q-value is higher than chi-square. Its mean hypothesis 1a is significant heterogeneity. Hypothesis 1b that explained correlation between family adaptability and expatriate adjustment showed value of coefficient correlation (r) is 0.303 which in medium level of effect size. It means that family adaptability has correlation with expatriate adjustment. This result strongly supported with high Q-value and value of confidence interval. Secondly, hypotheses 2 explained about correlation of individual factors and expatriate adjustment. Experience in abroad and language fluency is categorized in low level of effect size, because both of these hypotheses have coefficient correlation value (r) less than 0.1. Consistency with the value of r, both of 95% confidence interval value of the factors is significant. Thirdly, organization support and supervisory support have medium and high effect for integrated effect size. The result explained that

organization support has correlation with expatriate adjustment and also supervisory support has high correlation with expatriate adjustment. Thus, expatriate adjustment has highly correlation with innovative work behavior ( $r = 0,448$ ), and also supported with high Q-value. On the other side, expatriate adjustment has medium-low correlation with expatriate performance and knowledge transfer which is showed in the result of coefficient correlation,  $r = 0.2$ .

## 4.2. Discussion

**4.2.1. Family factors of expatriate adjustment (Hypotheses 1a and 1b)** Hypothesis 1a proposes that family support has positive relationship with expatriate adjustment. The coefficient correlation of this relationship is 0.0756. It is consistence with the prior studies of family support an expatriate adjustment that is explained about family support can provide assistance for expatriates to adjust in the stressful new environment (Caligiuri *et al.*, 1998; Kraimer, 2001; Takeuchi, 2007). Similar, the result of hypotheses 1b shows that family adaptability has positive significance with expatriate adjustment also ( $r = 0.303$ ). The result of these hypotheses explained that family can success and adaptation in the new environment, it can improve the quality of expatriate adjustment (Palthe, 2004; Takeuchi *et al.*, 2002, 2007, 2010).

**4.2.2. Individual factors of expatriate adjustment (Hypotheses 2a and 2b):** Hypothesis 2a proposes that there is a positive relationship between experience in abroad and expatriate adjustment. The result shows significant coefficient correlation with  $r = 0.055$ . The previous experiences of expatriate involves living, thinking and learning new customs in a new set of business practice in foreign business environment (Oddou, Mendenhall, & Ritchie, 2000) and it is the important effects to facilitate expatriate's adjustment (Bashkar Shrivinas, 2005). Furthermore, the relationship between language fluency and expatriate adjustment ( $r = 0.034$ ) is also significant. This result is also in line with the important of language fluency in cross cultural adjustment to provide expatriate into high level of interaction adjustment in the host country (Caligiuri, 2001; Bhaskar-Shrinivas *et al.*, 2005)

**4.2.3. Organization factors of expatriate adjustment (Hypotheses 3a and 3b):** Hypothesis 3a purposes that there is a positive relationship between organization support and expatriate adjustment. The result shows that coefficient correlation of these two variables is 0.024. The result is supported by the theory of organization support argued that organization which concerns to their expatriate's well being can achieve higher expatriate loyalty performance, enhancement interaction and general adjustment (Vallone, Ensher, 2001; Rhoades & Eisenberger, 2002; Palthe, 2004). Furthermore, the result of hypotheses 3b ( $r = 0.344$ ) shows that supervisory support has positive significant relationship with expatriate adjustment. It also supported by the prior studies about supervisor support in terms of leader-member exchange (LMX) (Kraimer *et al.*, 2001; Liden, Sparrowe & Wayne, 1997).

**4.2.4. Expatriate adjustment to innovative work behavior, expatriate performance, knowledge transfer (H4, H5, and H6):** Hypothesis 4 shown that expatriate adjustment and innovative work behavior has positive relationship. The result shows that coefficient correlation of these two variables is 0.428. Expatriates with the ability to adjust in the new environment, especially in abroad, will be more innovative when they do their assignment. Similar with the hypothesis 4, the result of hypothesis 5 showed that expatriate adjustment and expatriate performance has positive relationship. The result shows that coefficient correlation of these two variables is 0.208. The prior studies results also indicate that expatriate adaptability is related to performance and more likely to be identified by their bosses as high performers (Deal *et al.*, 2003). The result of hypothesis 6 indicate a positive between expatriate adjustment and knowledge transfer with the coefficient correlation of  $r = 0.152$ . Expatriates who are adaptable for knowledge transfer are valuable resources to use in the subsidiaries (Wang *et al.*, 2009). Expatriate is the agents that transfer the parent



company's knowledge to the foreign subsidiaries for acquiring host country knowledge to be transferred back to the parent company (Gong, 2003).

## **5. Conclusion**

The studies about the antecedents and consequences of expatriate's adjustment are important, but many of these studies tend to adopt piecemeal approaches that do not integrate relevant studies into a more comprehensive research model. This study contributes to expand the study about expatriate adjustment into a more solid framework. Organizations can intentionally go about developing a global workforce through increasing access to expatriate adjustment such as supervisory support, experience living in a variety of countries, the ability of foreign language, etc. The intentional use of expatriate adjustment is probably the best strategy available to the organization at this stage of increasing the quality of organization with innovation and well-being knowledge transfer.

## **6. References\***

*(\*References available upon request to the first author)*