



***The expatriate's spouse: an influential factor on
international assignment success***

**An in-depth spouse perspective on adjustment issues,
organizational support and the relationship**

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Summary

An MNC has to deal with potential risks when sending out an expatriate since the expatriate is considered to be a primary stakeholder in affecting the achievement of organizational goals. An important determinant of international assignment success refers to expatriate adjustment. The lack of support systems particularly for the spouse makes the frequency and the interaction between expatriates and spouses greater. Due to these intensified spillover and crossover effects, an important influential factor of the expatriate's adjustment is the accompanying spouse.

Despite the importance of the spouse and their influence on international assignment success having been acknowledged in expatriate literature from the 1980's onwards, there has been little support for the investigation exclusively into the spouse topic. In most cases, researchers have focused on spouse adjustment. Despite the fact that organizational support is found to be one of the determinants of spouse adjustment, little knowledge was found about the extent to which the organization acts to provide for the wellbeing of spouses to make the adjustment process easier. Based on this knowledge, the present thesis devotes attention to the topic of the accompanying spouse with a focus on in-depth knowledge with reference to spouse adjustment issues, organizational support nowadays and the extent of the relationship between organizational support and adjustment issues.

The present thesis used a mixed methodology-design. An explorative and inductive preliminary research is conducted for which seventeen Dutch expatriate spouses that were based in multiple countries were interviewed. Conversational interviews were used to generate in-depth knowledge about positive and negative adjustment issues and suitable and lacking organizational support experiences. Data analysis is conducted with the use of several analysis methods like meaning condensation, meaning categorization and correlation analysis.

The preliminary research generated in-depth knowledge about spouse adjustment issues and organizational support experiences. It was particularly noticed that the support provision differs extensively per organization. Based on the findings of the preliminary research, a deductive research was conducted to find implications for the extent of the relationship between organizational support and adjustment issues. For this research, mainly statistical research methods were used.

The study is limited because of the sample size. It is also not possible to draw any conclusions with respect to cause and effect because of the use of correlation tests.

In conclusion, the adjustment process of spouses is partly influenced by organizational support. However, other influencing variables like personal characteristics and the situational context seem to be important as well. Organizational support is implied to be most influential with reference to the negative adjustment issues in the first six months in the host country. Particularly negative knowledge, skills and affect related adjustment issues are assumed to be influential through organization support. The organizational support provision before the journey seems to be most influential to early-stage adjustment issues. However, suitable and lacking organizational support in the first six months is found to be important too.

Two statements of spouses highlight the core of the present thesis research topic:

"The success of an assignment is among other things depending on how the company treats the accompanying spouse. You see, if I am satisfied and enjoy my time, my husband is also satisfied, that's how things work. When I feel good, he can do his work more effectively because he does not have to worry about his wife being home alone feeling miserable"

"I don't think the success of an expat assignment depends on the support of the organization. There are certain pre-conditions the organization has to take care of, but I think that success is more influenced by the spouse's personality and mindset than what can be influenced by the company"

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In some sort of way I see a comparison with the adjustment process of the expatriate spouse. The research process brought me alternating periods of excitement and frustration. Several people supported me during in the research process which by times made the research process easier. Overall, it has been a particularly interesting learning experience.

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1. Introduction

1.1 Background

1.1.1 The risks of an international assignment

Globalization, an important phenomenon in international business in the 20th and the 21st century, has influenced organizations to search for competitive advantage opportunities and possibilities by expanding their business and business activities to other countries, which led to the existence of the so called multinational corporations (MNCs). As a result, there were 850,000 subsidiaries of MNCs operating globally in 2008 (Colakoglu & Caligiuri, 2008). One of the consequences for operating internationally is the organization's need for employees who are able and willing to work on international assignments with the requirement of emigration for a specific period of time. These employees, called expatriates, are internationally deployed by MNCs.

An MNC has to deal with potential risks when sending out an expatriate since the expatriate is considered to be a primary stakeholder in affecting the achievement of organizational goals (Takeuchi, 2010). One of these risks is the case of a pre-ended assignment. This failure may include costs ranging \$250,000 up to \$1 million (Hill, 2001). However, a pre-ended assignment is not the only measure of failure. A different type of assignment failure refers to ineffective expatriates who remain on the assignment but because of their ineffectiveness, damage the MNC. Ineffective expatriates may cause reductions in productivity, market share and competitive position, as well as damaged staff, customer and supplier relations, and discredited corporate images and reputations (Black et al., 1992; Johnson et al. 2006; Shaffer et al., 1999.). Thus, international assignment success is more than the prevention of pre-ended assignments. Other types of assignment failure can also harm the MNC.

An important determinant of international assignment success refers to expatriate adjustment. In general, expatriate literature is characterized by the popularity of the adjustment concept. Expatriate adjustment most often used definition is: "the degree of fit or psychological comfort and familiarity that individuals feel with different aspects of the foreign culture" (Black et al 1989, Takeuchi, 2010). These different aspects refer to the work and the non-work domain. Results from several studies show that expatriate's adjustment can influence organizational commitment (Shay & Baack, 2006), performance (Caligiuri, 1997, Kraimer et al. 2001, Kraimer & Wayne, 2004) and lead to withdrawal (e.g. Bhaskar-Shrinivas et al. 2004, Shaffer & Harrison, Shaffer et al., 2006, Wang & Takeuchi, 2007).

1.1.2 The accompanying spouse and the indirect impact on the MNC

From a non-work domain perspective, an important influential factor of expatriate's adjustment refers to the accompanying spouse. How is this explained? First of all, the adjustment process of the spouse is assumed to be a difficult process. While the expatriate's adjustment process takes place in a somewhat familiar organizational context in which the employee's role and the organizational support system are present (Shaffer & Harrison, 2001), the spouse's adjustment process takes place in a complete new context. First of all, the spouse may be forced to give up a job and a social life. As a result, the accompanying spouse does not have access to several support systems in the new country (Guzzo et al., 1994, Harvey & Buckley, 1998, Takeuchi et al. 2002). In conclusion, the spouse may experience difficulties in adjusting to a new living environment including a new unfamiliar context and is not able to lean on a social network for support. As a result several negative issues may arise like isolation, insecurity and stress (Guzzo et al., 1994, Harvey & Buckley, 1998, Takeuchi et al., 2002), particularly in the early periods of the assignment (Punnett, 1997). In case the spouse has children, additional challenges arise, such as the children's anxiety and uncertainty related to identity formation,

break-up of friendships, and disruption of schooling (Borstoff et al., 1997; de Leon & McPartlin, 1995; Harvey, 1985; Lazarova et al., 2010). In the meantime, the expatriate must find a balance between the family and work domains. Expatriate's stress or strain experienced at work or at home influences the stress or strain of the significant spouse and vice versa (Takeuchi et al., 2002). This means that problems of the spouse cross over to the expatriate. As a consequence, the stressful experiences in the family domain may spill over to the work domain (Takeuchi et al., 2002). Thus the concept of "spillover and crossover" is a possible factor to explain spouse's influences. The intensity of the spillover and crossover effects during an international assignment is explained by the lack of support systems which makes the frequency and degree of interaction between the expatriates and spouses greater. This results in of spillover and crossover effects having a significant impact (Takeuchi et al., 2002).

It is clear that– As a conclusion of the knowledge in this section, the previous section and a study by Takeuchi (2010) the accompanying spouse should be considered as a secondary stakeholder of the MNC that indirectly influences organizational achievements. Based on the intensity of spillover and crossover effects and support that can moderate the influences, support is considered to be the tool in the direct influence of spouse adjustment and the indirect influence on expatriate effectiveness.

1.1.3 The need for organizational support

With the loss of the spouse's social support network, assistance with of the adjustment process of the spouse is limited or non-existent in the first stages. In order to prevent a dependency on the expatriate, which increases spillover and crossover effects and is found to be detrimental to spouse adjustment (e.g. Ali et al., 2003), the spouse must depend on the organization for support. The importance of MNC's influence is demonstrated by the fact that when the spouse lacks affiliation with the organization, the adjustment process of the spouse is delayed compared to the expatriate's adjustment process (Copeland & Norell, 2002). Thus, the MNC can to a certain degree influence international assignment success in supporting the spouses in their adjustment process.

Throughout the years, MNC support largely centered on company practice items like: housing with good living conditions, security for the family, schools for children or other forms of childcare, help in finding a job for the spouse, western-style family healthcare and family crosscultural training (e.g. Guzzo et al., 1994; Harvey, 1998). However, MNCs do not always undertake spousal programs because of several reasons (Punnett, 1997). Firstly, MNC's may see additional programs for spouses primarily as unnecessary extra costs. A second reason is that some HR-managers are unsure about the effectiveness of spousal programs. Finally, there is often little preparation time in the period before the expatriation, which precludes in setting up rigorous selection and trainings programs for expatriates and spouses. This lack of undertaking is supported by examples in literature throughout the years. In a study by (Forster, 2000), only 10% to 50% of the spouses received some form of cross-cultural briefings, and only 7% received language training. In another study by Shaffer & Harrison, (2001), spouses could not give any information about the organizational support in the interviews since the organizations attending the research prohibited this. Also, a recent study by Lazarova et al. (2010) states that for years organizations have been aware of family contributions to expatriate success but that is has not led to consistent consideration of the family and adequate family support (GMAC, 2008, Lazarova et al., 2010).

1.2 Problem statement and research objectives

Despite the importance of the spouse and their influence on the MNC having been acknowledged in expatriate literature from the 1980's onwards (e.g. Black & Gregersen 1991; Harvey 1985; Tung, 1981; Bhaskar-Shrinivas, 2004, Caligiuri et al., 1998, Lazarova et al., 2010; Shaffer et al., 1999; Takeuchi et al. 2002, Takeuchi, 2010, van Erp 2011) there has been very little support for the investigation exclusively into the spouse topic, especially from the spouse perspective (Punnett, 1997).

Most often, spouse adjustment is the common focus in the studies that have been conducted (e.g. Ali et al., 2003, Black & Gregersen, 1991, Black & Stephens 1989, Herleman et al., 2008, Mohr & Klein, 2004, Shaffer & Harrison, 2001). Several adjustment dimensions like general adjustment, interaction adjustment, personal adjustment, role adjustment and others are considered to be important spouse adjustment dimensions. Other adjustment studies focused on the adjustment process (Punnett, 1997) or the determinants of spouse adjustment (Black & Stephens 1989, Caligiuri et al., 1998, Copeland & Norell, 2002, Herleman et al., 2008, Mohr & Klein, 2004, Shaffer & Harrison, 2001). Examples of these determinants are: expatriate adjustment, language fluency, changes in employment status, age and personal characteristics. Although organizational support is also found to be a determinant of spouse adjustment, very few studies focused on the relationship between organizational support and spouse adjustment.

Despite the popularity of the adjustment topic and its contributions to science, the construct has also been subjected to criticism because of its characteristic use of multiple definitions and conceptualizations. As claimed by Hippler (2000), there does not seem to be a universally agreed and accepted conceptualization and operationalization of the adjustment construct. The different definitions and conceptualizations also indicate that cognitive, affective and behavioral variables are common in an adjustment process. However, in the literature, these variables were not all included in adjustment measurements. With reference to organizational support, the concept is most often only mentioned in the recommendations or managerial implications sections (e.g. Caligiuri et al., Copeland & Norell, 2002, Shaffer et al. 2001, Shaffer & Harrison, 2001, Takeuchi et al. 2002). Existing expatriate spouse literature with a main focus on organizational support content (Forster, 1997, Harvey, 1998, Punnett, 1997,) dates back from more than ten years ago.

Based on this knowledge, contribution to science is attempted by the present thesis' exclusively devoted attention to the accompanying spouse with a focus on in-depth information that refers to spouse adjustment and organizational support nowadays. Adjustment criticism is investigated and used to create a different approach towards studying spouse adjustment. One feature of this different approach is that spouse adjustment is not measured. Instead, the purpose is to pursue an in-depth investigation of positive and negative adjustment issues that belong to different adjustment stages. Several adjustment dimensions from existing theories are used to highlight the areas of life in which the adjustment issue experienced. In order to include cognitive, affective and behavioral variables, other theories are investigated and included in the research model. An in-depth investigation of both suitable and lacking organizational support throughout different adjustment stages could function as a new perspective in the extension of the amount of organizational support based literature. With the use of expatriate literature, the support is categorized into informational, instrumental and emotional organizational support.

The relationship between the adjustment issues and the organizational support will be studied as only one recent study was found to focus on this topic (Ali et al., 2003). The in-depth exploration of positive and negative adjustment issues and suitable and lacking organizational support from the extensive preliminary research that precedes the relationship investigation is assumed to be a unique way of investigating the relationship.

Due to the fact that most existing spouse literature focuses predominantly on American respondents, the thesis will focus on the experiences of Dutch expatriate spouses. Also, it should be noted that the standpoint of the research was that spouses miss a support network in the early-stages of the assignment. Since internet communication methods made it easier to stay in touch with people all over the world, the present thesis focuses on spouses who were in the host-country after the year 2000.

The investigation of the relationship serves the purpose of highlighting the significance of organizational support influence on spouse adjustment. With this relationship investigation, the present thesis aims to reduce the International Human Resource Management's possible reluctance to undertake spousal supporting programs. The thesis will also contribute to the field of International Human Resource Management by enhancing and improving the understanding of the spouse's perspective on positive and negative spouse adjustment issues and suitable and lacking organizational support.

The central research question in the present thesis is based on literature findings and serves to accomplish the research objectives. The main research question in the present thesis is:

❖ ***To what extent is there a relationship between organizational support and spouse adjustment issues?***

Four sub-questions are used to find existing literature for theoretical groundings of the research expectations:

- ***What is known about the relationship between spouse adjustment and organizational support in literature?***
- ***What is known about spouse adjustment in literature and how can this knowledge be applied in the research investigation?***
- ***What is known about organizational support for spouses in literature and how can this knowledge be applied research investigation?***

Two other sub-questions are used in the extensive preliminary research of the exploration of spouse adjustment issues and organizational support to generate data which can be used in the exploration of the relationship between organizational support and spouse adjustment issues.

❖ ***What are the experiences of spouses with reference to adjustment issues?***

❖ ***What are the experiences of spouses with reference to organizational issues?***

1.3 Research strategy

With reference to the present thesis' research strategy the following can be said.

Because of the basic research nature of the present thesis, a first literature study was done to determine the existent state of art literature which eventually led to the research topic. This is followed by a second extensive scientific literature study which is done to determine the state of art literature that is concerned with spouse adjustment, organizational support and its relationship.

First an extensive preliminary research is conducted to generate data for the main research. Based on the research aim to generate an in-depth knowledge from a spouse perspective, the preliminary research will be mainly of a qualitative nature but quantitative approaches are also used. With reference to main research, quantitative research approaches are applied. This mix of research approaches in the present thesis can thus be defined as a dominant-less dominant design (Creswell, 1994) embedded in a two-phase design (Creswell, 1994) which refers to the choice of a mixed methodology design (Creswell, 1994). The theoretical approach of the preliminary research is mainly of an inductive nature. Based on these research findings, the main research used a more deductive approach. With reference to the time dimension of the research, the present thesis is a cross-sectional design. Time and access constrains were influential in choosing this design.

With the use of the conversational interview research method, semi structured interviews with Dutch expatriate spouses living in a particular host-country after the year 2000, were used for the data collection. Preliminary research analysis is conducted with the use of meaning condensation, meaning categorization and other ad-hoc data analysis methods such clustering, counting and other research methods. Correlation analysis is done to explore the adjustment issue relationships and the organizational support relationships within and between stages.

For the second part of the research, the relationships between the explored adjustment issue findings and the explored organizational support findings are analyzed with statistical analysis methods like the Spearman's rang correlation test.

The findings of the data-analysis are compared with the existing literature findings for as far there are existing comparable literature findings. Based on data analysis and research findings, the main research question can be answered.

2. Literature review

2.1 Introduction

A first literature study was conducted to increase knowledge and general insights on the expatriate research topic. A large amount of the studied expatriate literature is based on the adjustment concept. In most of these articles, adjustment refers to 'the degree of fit or psychological comfort and familiarity that an individual feels with reference to a specific context like the new living environment, culture, work environment and interaction'. This adjustment definition was originally created by Black and colleagues in the 1980's who are, based on the popularity of the used definition and references in general, considered to be important founders of the expatriate literature.

During the review, the importance of the accompanying spouse is noted. As a result, a search for articles that explained this importance was conducted. Because of the convincing importance, a third literature search was done to get a deeper understanding of the spouse topic literature and the different perspectives that have been studied. Based on this knowledge, a search for specific literature findings that are concerned with spouse adjustment, organizational support and its relationship was done.

This chapter discusses the main findings of the complete literature review during a journey of changing perspectives which eventually led to the final appropriate theory that is used in the research framework and models.

2.2 The Importance of the Expatriate Spouse

In the 1980 and 1990's, study results stressed the importance of spousal/family influences on expatriates (e.g., Black & Gregersen 1991; Harvey 1985; Tung, 1981). A few more recent studies found spousal influences to be based on spouse satisfaction (Shaffer & Harrison, 1998) and well-being (Herleman 2008). However, the influence of the spouse on the expatriate is most extensively studied in adjustment literature. Recent studies mention the importance of the spouse (and family) with reference to international assignment success (e.g. Bhaskar-Shrinivas et al., 2004, Caligiuri et al., 1998, Lazarova et al., 2010; Shaffer et al., 1999; Takeuchi et al., 2002, Takeuchi, 2010, van Erp 2011). This section will explain the logic behind the influence of the spouse on international assignment success, based on different perspectives that were discussed in the literature.

First of all literature findings indicate that poor expatriate adjustment (work and/or non-work context) and spousal influences can have detrimental job functioning consequences. This is based on studies that explained these consequences with the withdrawal principle.

Withdrawal, as in psychological withdrawal or withdrawal cognitions (e.g. Bhaskar-Shrinivas et al. 2004, Shaffer & Harrison, Shaffer et al., 2006; Wang & Takeuchi, 2007), can be defined as "plans to search for other employment, general thoughts of considering quitting, and intentions to quit, with the latter component being the strongest" (Shaffer & Harrison, 1998 p: 89). As a result of expatriate withdrawal, diminished performance, causing reductions in productivity, market share and competitive position, as well as damaged staff, customer and supplier relations, and discredited corporate images and reputations can be the consequences (e.g. Shaffer et al., 1998). In the worst case withdrawal can lead to premature assignment endings (Shaffer et al., 2006, Wang & Takeuchi, 2007).

Withdrawal not just determined by the expatriates' stressful adjustment process. Important family context variables are found to be an influential factor in causing withdrawal (Shaffer & Harrison, 1998), which indicates an indirect influence of the spouse on the international assignment success.

2.3 The Reciprocal Relationship of the Expatriate and the Spouse: The Need for Support

Instead of proving the existence of spousal influences, other studies focus on how these influences work. Shaffer et al., (2001), with emphasis on work–family conflict, support and commitment and its influence on the struggle for balance on international assignments. The authors state: “it is the interplay between work and family domains that directly influence organizationally relevant outcomes” (Shaffer et al., 2001 p:115). The expatriate must find a balance between the family and work domains. This interplay can be more specifically described in terms of spillover and crossover effects. Crossover effects refer to the influence of one individual on another individual. This means that stress or strain experienced at work or at home by an individual (the expatriate), is influential to the stress or strain of the significant other (the spouse), and vice versa (Takeuchi et al., 2002). Spillover effects can be described as: the effects of “a process in which affect, attitudes, and behavior carry over from one role to another for the same individual” (Lazarova et al., 2010 P: 96). In other words: spillover concerns “the transference of moods, skills, values and behaviors from one role to another” (Lazarova et al., 2010 p: 96), which means that an employee’s experiences at work can affect the experiences at home and vice versa.

The reason for the intensity of the crossover and spillover effects during an international assignment is explained by the fact that a lack of support outside the direct family makes the frequency and degree of interaction between the expatriates and spouses greater, which results in a bigger influence of spillover and crossover effects (Takeuchi et al., 2002). These findings indicate that there is a need for a support source to moderate the intensity of possible negative crossover and spillover effects. Support literature findings confirmed that, “supported people are physically and emotionally healthier than non–support people” (Shumaker & Brownell, 1984, p: 22). Support is considered to be the moderator that decreases the negative impact of stressors, like feelings of insecurity/uncertainty, on strains (Herleman et al., 2008) which is especially suitable for the spouse because of the isolation from physical and psychological support systems that was caused by the international relocation (Guzzo et al., 1994, Harvey & Buckley, 1998, Takeuchi et al., 2002)

Several studies focused on crossover and spillover effects between the expatriate, the spouse and the MNC as described in table 1.

Author:	Result:
Caligiuri (1998)	Spouses' cross-cultural adjustment influences expatriates' overall cross-cultural adjustment caused by crossover effects
Shaffer & Harrison (1998)	Spouses' overall satisfaction with the foreign environment is positively related to expatriates' non-work satisfaction caused by crossover effects
Van der Zee et al.(2005)	Stressors from the expatriate crossover to the spouse's subjective well-being Expatriate's emotional distress crossover to their spouse's distress
Lazarova et al. (2010)	Partner adjustment affects not only expatriate adjustment but can also cross over to expatriate engagement in both the work and the family context
Harvey (1997)	Spillover effects influence the level of stress, which in turn, can alter satisfaction with work and family life.
Takeuchi et al. (2002)	There is strong support for both spillover and crossover effects between expatriate and spousal cross-cultural adjustment

Table 1: Crossover and spillover effects in expatriate/spouse literature

An important aspect that can be derived from the literature findings is the influence of support on spillover and crossover effects' the intensity level. Commonly, stress management scholars have highlighted the role of social support in novel situations by helping individuals for example in reducing uncertainty (e.g., Ashfort & Taylor, 1990; Feldman & Brett, 1983; Fisher, 1985; Pinder & Schroeder, 1987). Social support can be provided by the individual's family or social network (Caligiuri & Lazarova, 2002) or the work environment (e.g. Shaffer et al, 2001).

Perceived Organizational Support Theory (Eisenberger et al. 1986) supposes that employees infer the extent to which the organization cares about their well-being through the provision of resources including various policies, practices and treatments, and that providing these resources increases the employee's loyalty and commitment to the organization (Kraimer & Wayne, 2004; Rhoades & Eisenberger, 2002). If the expatriate is not being provided with the required resources or shown organizational commitment, psychological withdrawal is a possible outcome (Shaffer et al., 2001). This means that the organization has to fulfill the supporting role for the expatriate. Other literature studies found that organizational support and commitment (Guzzo et al., 1994) correlates positively with expatriate adjustment (Kraimer et al., 2001, Takeuchi, 2010,)

Literature studies also confirmed the importance of social support for the adjustment process of spouses (Copeland & Norell, 2002, Herleman et al., 2008).

However, as a result of the absence of a social support network in the new country many spouses will become partner dependent for this support. Since the influence of the spouse on international assignment success is acknowledged, the question that remains is, what can organizations do to reduce the intensity of spillover and crossover effects and eventually prevent spousal withdrawal of their employees. An important question to ask is to what extent the organization acts to provide for the wellbeing of spouses to make the adjustment process easier and to secure the spouse's loyalty to the organization. To answer this question a literature study is done to investigate into what is known about the relationship between organizational support for spouses and spouse adjustment.

2.4 Existing Organizational Support-Spouse Adjustment Relationship Confirming Literature

Most spouse adjustment studies did not focus on organizational support as an influential factor on spouse adjustment. Literature studies focused on other variables and found important positive predictors of spouse adjustment like: motivation (Black & Stephens 1989, Caligiuri et al. 1998, Mohr & Klein, 2004), involvement in the decision making process, self-initiated pre-departure training, pre-move visits (Black & Gregersen, 1991), family cohesion, family adaptability (Ali et al. 2003, Caligiuri et al. 1998), personality characteristics of open-mindedness and emotional stability (Ali et al. 2003), social support of the expatriate (Copeland & Norell, 2002, Herleman et al. 2008), age (Mohr & Klein, 2004). Herleman et al. (2008) found a relationship between spouse adjustment and "Ibasho" which is a concept derived from Japanese culture and is defined as "a sense of comfort and psychological comfort and psychological security that a person feels in specific locations they regularly visit" (Herleman et al. 2008, p:284).

Black & Gregersen (1991) included some organizational aspects in their model of spouse adjustment. The authors investigated anticipatory and in country spouse adjustment variables. The first study outcome confirms the positive relationship between spouse's involvement in the decision making process and spouse adjustment. The authors also found a negative relationship between firm provided training and spouse adjustment. However, the authors explained this negative relationship with the possibility of an intervening variable since only 10% of the spouses received pre-departure training for only a couple of hours which questions the quality of the training.

With an adaptive version of the model of Black & Gregersen (1991), Shaffer & Harrison (2001) created a model of spouse adjustment. According to the authors, spouse adjustment exists of three dimensions: cultural adjustment (refers to the adaption to various environmental and situational conditions), interaction adjustment (refers to relationships or interpersonal associations with host country nationals) and personal adjustment (refers to the sense of becoming part of, belonging to or feeling at home in a foreign environment) Results of the investigation highlight eleven influencing variables which are expressed in figure 1.

Organizational support was not included in the research model of Shaffer & Harrison (2001) because of the specific request of participating organizations. The authors state: *“We encourage future researchers to consider other variables not included in our model (...) Several spouses noted their companies provided meager resources in terms of practical information (...) and in terms of emotional support (...) Future studies could examine various types and degrees of predeparture and in-country support* (Shaffer & Harrison, 2001 p: 291)

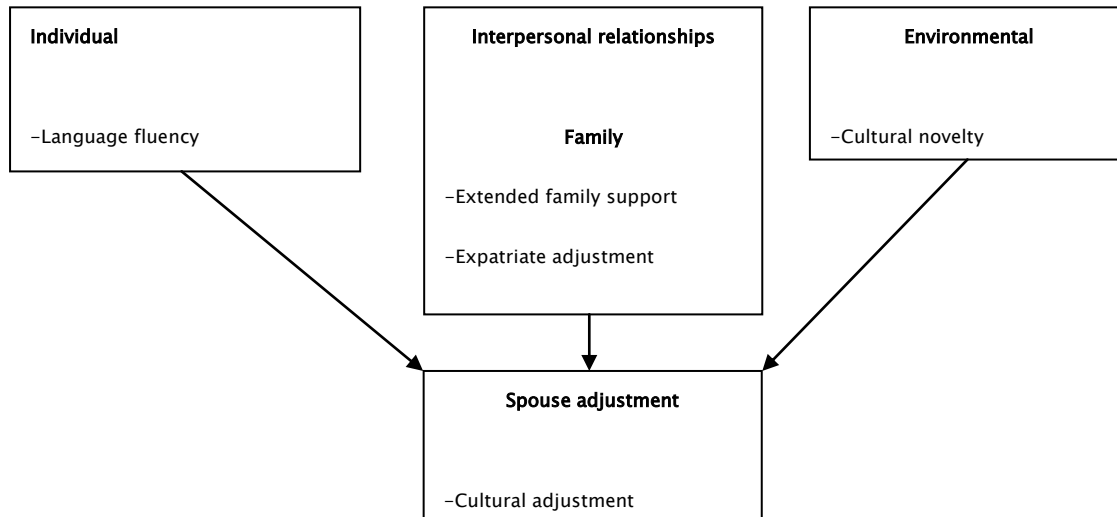


Figure 1: A model of influencing variables of spouse adjustment by Shaffer & Harrison (2001)

In general, little research is dedicated to the relationship between organizational support and spouse adjustment. The research by Ali et al (2003) is one of the few studies in which organizational support is included in the spouse adjustment model (figure 2). The authors investigated the relationship between personality, family characteristics, and expatriate's work life characteristics as potential determinants of spouse adjustment. According to the authors, spouse adjustment consists of three adjustment dimensions: psychological adjustment (refers to mental health and personal satisfaction), social-cultural adjustment (e.g. the ability to deal with daily problems) and intercultural adjustment (refers to the ability to deal with people from other cultures). Study outcomes confirmed that the received organizational support is significant related to psychological adjustment and contributed to socio-cultural adjustment and the amount of intercultural engagement. It should be noted that family characteristics are influential to spouse adjustment but not to the same extent as work characteristics. Personality traits were also considered to be important determinants of spouse adjustment. The authors recommend the use of a multicultural personality questionnaire (MPQ) (Van der Zee & van Oudenhoven, 2000) by international companies to the accompanying spouses. According to the authors, the tool can be used in the consultation process before the international assignment is accepted or refused, and it can be helpful in the detection of the degree of the organizational support required for spouses.

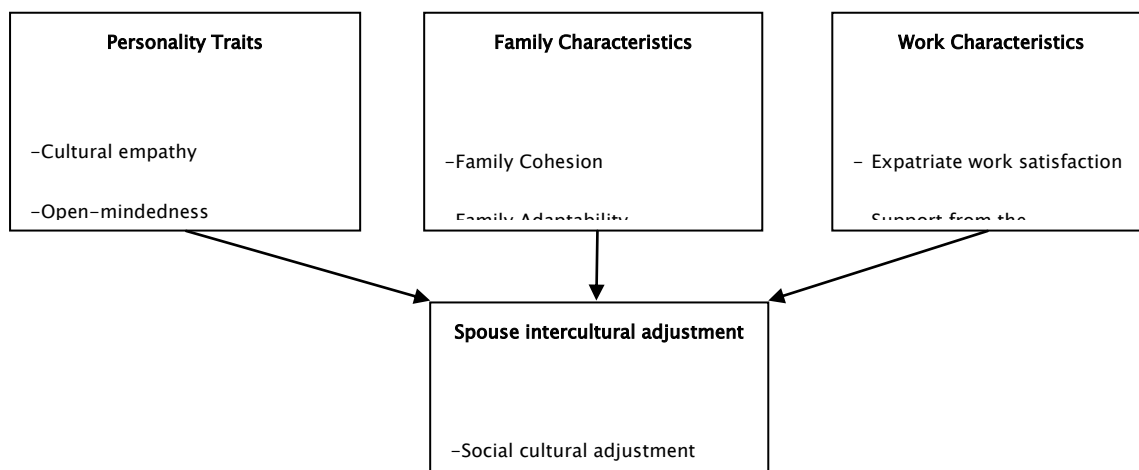


Figure 2: A model of the determinants of spouse adjustment by Ali et al. (2003)

These literature findings suggest that spouse adjustment is influenced by several variables. As stressed by Shaffer & Harrison (2001), organizational support and its influence on spouse adjustment should be investigated in future research. Ali et al. 2003 included organizational support in their research model. This study confirmed that organizational support is a determinant of spouse adjustment. Because of the little attention organizational support received especially in comparison with other adjustment influencing variables, more research should be dedicated to organizational support and its influence on spouse adjustment. Looking at the models of Shaffer & Harrison (2001) and Ali et al. (2003), it is evident that organizational support is more than a separate influencing determinant and that more research into the relationship is required. As explained earlier, organizational support can be based on personality traits test outcomes. Another example is the degree of language fluency. It is assumed that language fluency can be determined by the organization's provided language training. In line with the research objectives, an in-depth literature study on organizational support for spouses is conducted to provide insight into the topic. The literature study starts with an investigation of the spouse adjustment concept to get a more complete understanding of the construct especially since the models of Shaffer & Harrison (2001), and Ali et al. (2003) focus on different dimensions of adjustment.

Domain A: Preliminary Research: The Exploration of Spouse Adjustment

2.5 Spouse Adjustment Literature

This paragraph discusses two different approaches to spouse adjustment. The first approach is the spouse adjustment content. This internal approach is used to give a deeper more specific understanding of the adjustment construct, which leads to assumed important consequences for the present thesis. The second approach is the spouse adjustment process, which is considered to be a more external approach due to the focus on spouse adjustment changes over time. Finally, the expectations for the present thesis' research model are discussed.

2.5.1 Spouse adjustment content: a deeper understanding of the adjustment construct

First of all, an attempt is made to increase the understanding of the adjustment concept which is the most discussed topic in expatriate and spouse literature. Viewing the literature, it can be construed

that the adjustment construct has multiple definitions. As explained earlier, the most commonly used definition of adjustment refers to “the degree of fit or psychological comfort and familiarity that an individual feels with reference to a specific context” founded by Black and colleagues. Some examples of literature findings in which a different adjustment definition or description is used are listed in table 2.

Reference	Adjustment definition/description
Hippler, 2000 (p:493) <i>(based on other unknown research)</i>	“The general satisfaction with one’s life in the new environment”
Mohr & Klein (2002) (P:6) <i>(Based on Eckert et al., 2001)</i>	“The degree to which individuals on overseas assignments perceive their norms and behavioral patterns to be compatible with those common in the host country”
e.g. Bhaskar & Shrinivas et al. (2005)	The degree of comfort or the absence of stress associated with the new situation abroad
Shaffer et al. (2006) (p: 109)	“The psychological (dis)comfort or (dis)stress experienced while on assignment
Lazarova et al. 2010 (p: 104)	“Adjustment is an affective psychological state that enables expatriates to put more effort into their roles both as employees and as partners”

Table 2: Different adjustment formulations

Another characteristic of the adjustment concept is its multidimensionality.

Adjustment studies in the 1980’s (e.g. Black & Stephens, 1989) made a distinction between the different dimensions adjustment referred to. According to the authors, adjustment can be viewed as a three-dimensional construct including work adjustment, interaction adjustment and cultural/environmental adjustment (also known as general adjustment). Throughout the years, these dimensions have been used frequently in expatriation literature. One of the first attempts to conceptualize spouse adjustment was made by Black & Stephens (1989). According to the authors, adjustment should be conceptualized as a two-dimensional construct. Work adjustment was not included in the conceptualization because it was assumed that the spouse would not have a job after relocation.

Shaffer & Harrison (2001) used Identity Theory (Burke, 1991) and twelve in-depth interviews to add a third dimension. This dimension “personal adjustment” refers to “utterances with unique content, reflecting an inward-looking or more deeply felt type of adaption” (Shaffer & Harrison, 2001 p:239) Mohr & Klein (2004) found support for the extension of the original two-dimensional constructs to a three-dimensional construct with the addition of role adjustment which refers to changes in a spouse’s role during an overseas assignment. Although personal adjustment (Shaffer & Harrison, 2001) related issues were found, the authors state: “it could not be seen as a recurring theme that would warrant the distinction of a fourth dimension” (Mohr & Klein, 2004) p: 1193).

Ali, van der Zee & Sanders (2003) took a different perspective on spouse adjustment dimensions. The dimensions are psychological adjustment, sociocultural adjustment (Searle & Ward, 1990) and a subdimension of sociocultural adjustment: intercultural interaction (Kealy & Ruben, 1983).

The spouse adjustment dimensions and operationalization measuring methods are listed in table 3 on the next page.

Before discussing the adjustment study outcomes, it should be noted that the existing study outcomes may be influenced by the different use of adjustment definitions. This also the reason why despite the popularity of the construct, the adjustment construct is also been criticized, namely that there does not seem to be a universally agreed and accepted conceptualization and operationalization of the adjustment construct (Hippler, 2000). As a result, researchers have used adjustment and other constructs synonymously (Thomas & Lazarova, 2006, Harrison et al., 2004). Based on the definitions in tables 2 and 3, which include psychological wellbeing, satisfaction, affect, ability and behavioral norms

it seems like cognitive, affective and behavioral variables are used in the adjustment definitions. It should be noted that the existing adjustment findings should be read in the light of this criticism.

Author	Dimension	Definition	measurement instrument
e.g. Black & Stephens 1989	Interaction adjustment	The spouses psychological comfort and familiarity to interacting with host country nationals	Seven point Likert scale. Participants were asked to indicate the degree to which they are adjusted to several environmental aspects.
e.g. Black & Stephens 1989	General adjustment	The spouses psychological comfort and familiarity to the general external environment in the new culture	Seven point Likert scale. Participants were asked to indicate the degree to which they are adjusted to several environmental aspects.
Shaffer & Harrison 2001	Personal adjustment	A sense of becoming part of, belonging to, or feeling at home in a foreign environment	Five-point Likert scale. Participants were asked to indicate the extent to which they "belonged," "were comfortable with," and "felt at home" in the host country
Mohr & Klein, 2004	Role adjustment	The spouses adjustment to changes in their role during an overseas assignment	Six-point Likert scale measured three items: the change of role, new responsibilities, new tasks
Ali, van der Zee & Sanders (2003)	Psychological Adjustment	Internal psychological outcomes such as mental health and personal satisfaction	Satisfaction with life scale (SWLS; Diener, Emmons, Larsen & Griffin, 1985)
Ali, van der Zee & Sanders (2003)	Socio cultural adjustment	External psychological outcomes that link the individual to the new environment such as the ability to deal with daily problems.	Seven point Likert scale derived from Black & Stephens (1989). Participants were asked to indicate the degree to which they are adjusted to several environmental aspects.
	Intercultural interaction	The ability to deal with people from other cultures	Five point Likert scale that questioned the degree of agreement with reference to the time spend with the local nations and the comfort degree in talking with local nationals etc.

Table 3: The dimensions of spouse adjustment

2.5.2 The spouse adjustment process

The foundation of the spouse adjustment process is the culture shock concept. In expatriate literature, the culture shock concept is often found in terms of the U-curve of adjustment, based on U-curve theory (Lysgaard 1955, Oberg 1960). The theory explains adjustment in terms of the different phases an individual is going through, each having a different belonging state of mind. These phases were represented as a U-curve.

A study by Punnett (1997) explained the adjustment process of spouses in terms of different stages of the expatriation life cycle and used the model of the expatriate adjustment process from Black & Mendenhall's (1991) as presented in figure 3.

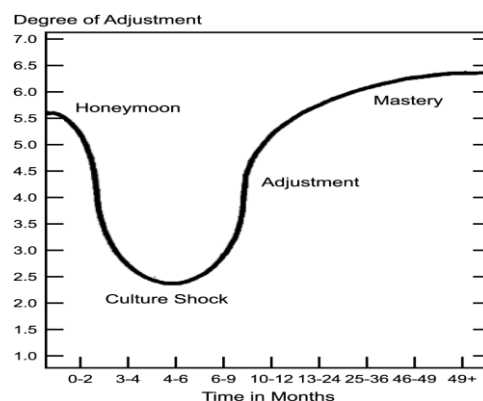


Figure 3: The expatriate adjustment process by Black & Mendenhall (1991)

According to Punnett (1997), the expatriation life cycle encompasses four stages: pre-assignment, early assignment, late assignment and post-assignment.

The pre-assignment is the period before the relocation in which the spouse's main purpose is the preparation. The early assignment stage refers to the first six months of the journey and consists of two separate stages. The first is the "honeymoon-stage". Based on the model of Black & Mendenhall (1991) the most common aspects in this stage are the spouse's exhilaration of the new setting and trial and error learning. The second stage of the early-assignment is the "crisis-stage" in which uncertainty, stress and learning to cope and behave are the most common aspects. The late assignment-stage is considered to be the period in which a spouse should be adjusted to the environment. Based on the model of Black & Mendenhall (1991), in this stage there should be a gradual reduction in stress, and spouses have learned to cope and to behave and experience feelings of satisfaction and increasing self-worth leading to an increased effective functioning. Finally, the post-assignment stage is the stage when the expatriate and the spouse repatriate, meaning that they move back to the home-country. It should be noted that the pre-assignment and the post-assignment stages are not explicitly included in the Black & Mendenhall's study.

Another study that discussed the early stages of the spouse adjustment process is conducted by Shaffer & Harrison (2001). According to the authors, the spouse adjustment process can be explained with the use of Identity Theory (Burke, 1991). The authors state that in a familiar setting of the home country with a specific culture, the individual is familiar with his or her identity. A familiar identity results in specific personality traits, which are defined as the "relatively stable and enduring patterns of how an individual thinks feels and behaves" (Shaffer et al., 2006, P: 111). Identity is shaped by three types of identification: personal (within oneself), social (from interaction with others), and situational (from interactions with one's situational context or environment (Ogden, 1995; Shaffer & Harrison, 2001). Because of this identification, specific social and personal roles can be fulfilled. In case of an international relocation, a disruption causes the familiar setting to become unfamiliar (Black et al. 1991). This unfamiliarity causes disruptions in the identity, which may affect personality traits. Because of the perception and interpretation of a different environment, including its new demands (e.g. different family responsibilities) and (missing) resources (e.g. language skills, social network support), the individual may experience high levels of uncertainty, insecurity, confusion and stress (Shaffer & Harrison, 2001). Reestablishment of identity is difficult because social and situational identification possibilities are often non-existent especially in the early stages of an international relocation. Personal identification is also affected because of missing resources like for example a lack of host-country language skills (Mael, 1991).

The described spouse adjustment process literature is in line with the earlier discussed adjustment criticism and the assumption to include cognitive, affective and behavioral variables.

2.6 The Approach to Explore Spouse Adjustment: The Investigation of Adjustment Issues.

Based on the existing spouse adjustment literature and the discussed adjustment construct criticism, the present thesis will not attempt to measure spouse adjustment. Instead the focus will be on the content and the process of positive and negative spouse adjustment issues.

First the process of positive and negative adjustment issues is investigated; this is done with an adapted version of the Expatriate Life Cycle (Punnett, 1997). The present thesis focuses positive and negative adjustment issues in the pre-stage, which represents the period before the relocation, the early-stage, approximately the first six months of the journey, and the late-stage, which is the period until repatriation. This is followed by the investigation of the content of the positive and negative adjustment issues within the adjustment issue process. With reference to the adjustment issue content, the different spouse adjustment dimensions that were discussed in the paragraph 2.5.1 are included in the present thesis' research model. These adjustment dimensions are used to highlight the belonging

areas of life in which the spouse experiences the particular adjustment issue. Two additional theories are used to enable the incorporation of cognitive, affective and behavioral variables in the present thesis' research model.

The Subjective Well-being Theory (SWB) (Diener, 1984) represents cognitive and affective related issues. Subjective well-being is used in psychology science to discover how people evaluate their lives in terms of cognitions, satisfaction, and in terms of affect, the experience of unpleasant and pleasant moods and emotions (Diener et al. 1997). The theory is considered to be particularly suitable to the present research because of its focus on the internal experience of the respondent" (Diener et al. 1997). This means that authority is given to the individual, which fits with the self-perceptive experience based character of the present thesis. Table 4 is used to explain the components and descriptions of Subjective Well-Being Theory.

Cultural Competence Theory (Johnson et al., 2006) is used to explore behavioral and cognitive variables. Cross-cultural competence refers to effectively functioning in another culture (Gertsen, 1990) which suits the present thesis' research topic. Cultural competence is based on several components. Two of these components are used to represent cognitive and behavioral related issues (table 5). The other dimensions are assumed to be irrelevant in exploring spouse adjustment issues. Looking at the adjustment issue content, the different spouse adjustment dimensions that were discussed in the paragraph 2.5.1 are included in the present thesis' research model. These adjustment dimensions are used to highlight the areas of life in which the spouse experiences the particular adjustment issue.

Component	Description
Satisfaction	Cognitive evaluation of life: work, family, leisure, health, finances, self, one's group
Pleasant affect	Experience of pleasant moods and emotions like joy, happiness, ecstasy, contentment, elation etc.
Unpleasant affect	Experience of unpleasant moods and emotions like sadness, anxiety, worry, stress, depression etc.

Table 4: The components of Subjective Well-Being (Diener, 1984)

Component	Description
Knowledge	The component of Cultural competence which refers to general and specific knowledge
Skills	The behavioral component of cultural competence which refers to skills, abilities and aptitudes

Table 5: Two components of Cultural Competence (Johnson et al., 2006)

2.7 Adjustment Issue Research Expectations

2.7.1 Research expectations for the exploration of the spouse adjustment issue process

The first expectation is concerned with the process of positive and negative adjustment issues of spouses.

According to theory the pre-assignment is a period in which the spouse is busy with preparation tasks. This period is also considered to be a period of giving up a familiar life including a period of leave-taking. As a result, the pre-stage is considered to be a time with more negative adjustment issues, than positive adjustment issues.

Based on the study by Shaffer & Harrison (2001), the early-stages of the adjustment process are assumed to be particularly negative. According to the theory by Punnett (1997), spouse adjustment includes negative aspects especially in the second part of the early-stage, the so called crisis stage. But it also shows the existence of positive aspects, particularly in the first part of the early-stage, the so

called “honeymoon stage” and the late stage. The early-stage is, therefore, expected to be a period in which there is an increase in adjustment issues in general. This counts for both positive and negative adjustment issues, which indicates the experience of the discussed highs and lows.

The late-stage is considered to be a period with less stress increased satisfaction and effective functioning. Based on this knowledge, the expectation for the late-stage is a decrease in negative adjustment issues and an increase of positive adjustment issues, in which the positive adjustment issues ultimately outweigh the negative adjustment issues (table 6).

Process-stage	Adjustment issues	
Pre-stage	Negative > Positive	
Early-stage	Negative ↑ Positive ↑	Negative > Positive
Late-stage	Negative ↓ Positive ↑	Positive > Negative

Table 6: The conceptual research model of the adjustment issue process

Secondly, the present thesis explores whether there is a relationship between positive and negative adjustment issues within and over different stages in the adjustment process. The expectation is that there is a relationship between the amount of adjustment issues within (intra-stage) and between (inter-stage) different stages, leading to the following hypothesis 1:

Hypothesis 1: There is an intra-stage and an inter-stage relationship between the amount of positive and negative adjustment issues.

More specifically, it is first of all assumed that there is an intra-stage negative correlation between the number of positive adjustment issues and the number of negative adjustment issues. Two exceptions are expected. Since the early-stage is considered to be a period starting with particularly positive adjustment issues followed by particularly negative adjustment issues, it is expected that there is a positive correlation between the number of positive adjustment issues and the number of negative adjustment issues in the early-stage. This is based on the assumption that the larger the contradiction of the periods of high peaks and deep lows, the more positive and negative adjustment issues are experienced.

With reference to the inter-stage relationship, the expectation is a negative correlation between the number of positive and negative adjustment issues. An exception is the trial and error learning in the early-stage of the assignment, which leads to the assumption that a higher number of negative adjustment issues in the early-stage will eventually lead to a higher number of positive adjustment issues in the late-stage. The other expectation is that there is a negative relationship between the numbers of positive/negative adjustment issues between different stages. One exception refers to the assumption that a higher number of negative adjustment issues in the early-stage is expected to be related with a lower number of negative adjustment issues in the late-stage which is also based on the trial and error learning in the early-stage.

The present thesis research will explore four sub-hypotheses:

H1A: There is an intra-stage relationship between the amount of positive and negative adjustment issues

H1B: There is an inter-stage relationship between the amount of positive and negative adjustment issues

H1C: There is an inter-stage relationship between the amounts of positive adjustment issues

H1D: There is an inter-stage relationship between the amounts of negative adjustment issues

The hypotheses are included in four conceptual research models (appendix A, figure 1–4). Expected negative correlations are indicated with a red arrow, expected positive correlations are indicated with a green arrow.

2.7.2 Research expectations of the exploration of the spouse adjustment issue content

The first purpose of the exploration of the spouse content is to find the commonality of the different adjustment dimensions and issue components during the adjustment issue process. The second purpose is to reveal specific adjustment issue themes that are common in the three stages of the adjustment issue process with the use of table 7.

Based on the existing literature, the general expectation is to find cognitive, affective and behavioral issue content belonging to five different adjustment dimensions. More specific expectations are derived from the knowledge that was acquired through previous discussion of the adjustment process theory. The specific expectations of the most common adjustment issue content will be discussed. It should be noted that the absence of a specific issue component/adjustment dimension in table 7 means that adjustment issues that belong to the specific issue component adjustment dimension combination are expected to be less common. Finally, the most important adjustment themes of a particular stage are assumed to correspond with the expectation of the most common positive and negative adjustment issue content.

Based on the description of the pre-assignment in which the main purpose of the spouse is the preparation and the leave of the familiar setting, the first adjustment issue content expectation is that for negative adjustment issues in the pre-stage issues are knowledge, skills, satisfaction and affect related and are also assumed to be role, environmental, cultural, interaction and personal related. For positive adjustment issues in the pre-stage, the most common issue components are assumed to be satisfaction, affect, personal, role and environmental related because it is expected that several spouses are despite the disadvantages of the journey also to some extent motivated because of the upcoming new challenge in life within a new environment.

With reference to the combination of adjustment issue dimensions and adjustment issue and the belonging adjustment issue themes, the expectations are that negative adjustment issues are mostly refer to: cultural and environmental knowledge (unawareness of the future environment and culture), personal and role skills (tasks/preparations, family preparations), interaction, personal and role satisfaction (the loss of a familiar life with reference to the social network, personal life and job) and environmental, cultural, interaction, personal and role affect (particularly insecurity and anxiety). For the personal adjustment issues the expectations are to particularly find environmental, personal and role satisfaction (the appearance of the future environment, the challenge of going on a journey and future family time) and personal affect (being excited for the upcoming plans)

For the early-stage, the discussed exhilaration of the new setting in the so called honeymoon-stage is used in the creation of expectations. Based on this information most positive adjustment issues are expected to be satisfaction, affect, environmental, personal and cultural related. It is expected to find particularly adjustment issues that refer to environmental satisfaction and affect, personal affect and cultural satisfaction and affect.

Looking at negative adjustment issues in the early stage, knowledge, skills, satisfaction and affect are expected to play a big role in the adjustment issue content, which is based on the description of the crisis-stage in which uncertainty, stress and learning to cope and behave are the most common aspects. All adjustment issue dimensions are assumed to be important, but not for all adjustment issue components. More specifically, it is expected that negative adjustment issues refer to all combinations of components and dimensions except for personal knowledge and personal skills related adjustment issues.

Based on the literature findings in which the late-stage is described to be an increase of satisfaction and effective functioning in the host country. It is expected to find positive knowledge, skills and satisfaction and affect adjustment issues in all five adjustment issue dimensions. With reference to negative adjustment issues in the late-stage, particularly satisfaction and affect adjustment issues are expected in the personal and environmental adjustment dimensions. This is based on the fact that it is expected that spouses are still unsatisfied because of the miss of family and friends in the home country caused by the distance of the host country to the home country.

Stage	Rank ordered adjustment issue dimensions		Rank ordered adjustment issue components	
	<i>Negative</i>	<i>Positive</i>	<i>Negative</i>	<i>Positive</i>
Pre-stage	(1) Personal/Role (2) Environmental/ Cultural/Interaction	(1) Personal/Role (2) Environmental	(1) Affect (2) Satisfaction (3) Knowledge/Skills	(1) Satisfaction (2) Affect
Early-stage	(1) Role/Interaction (2) Environmental/Cultural (3) Personal	(1) Environmental (2) Personal/Cultural	(1) Knowledge/Skills/ Satisfaction/Affect	(1) Satisfaction/Affect
Late-stage	(1) Personal/Environmental	(1) Environmental/ Cultural/Interaction/Personal/Role	(1) Affect/Satisfaction	(1) Knowledge/Skills/ Satisfaction/Affect

Table 7. The conceptual research framework of the general spouse adjustment issue content

		Adjustment issue dimensions				
		Environmental	Cultural	Interaction	Personal	Role
Adjustment Issue Components	Knowledge (cognitive)	<i>Pre-stage negative</i>	<i>Pre-stage negative</i>			
		<i>Early-stage negative</i>	<i>Early-stage Negative</i>	<i>Early-stage negative</i>		<i>Early-stage negative</i>
		<i>Late-stage positive</i>	<i>Late-stage positive</i>	<i>Late-stage positive</i>	<i>Late-stage positive</i>	<i>Late-stage positive</i>
	Skills (behavioral)				<i>Pre-stage negative</i>	<i>Pre-stage negative</i>
		<i>Early-stage negative</i>	<i>Early-stage negative</i>	<i>Early-stage negative</i>		<i>Early-stage negative</i>
		<i>Late-stage positive</i>	<i>Late-stage positive</i>	<i>Late-stage positive</i>	<i>Late-stage positive</i>	<i>Late-stage positive</i>
	Satisfaction (cognitive)	<i>Pre-stage positive</i>		<i>Pre-stage negative</i>	<i>Pre-stage positive negative</i>	<i>Pre-stage positive/negative</i>
		<i>Early-stage negative, positive</i>	<i>Early-stage negative, positive</i>	<i>Early-stage negative</i>	<i>Early-stage negative</i>	<i>Early-stage negative</i>
		<i>Late-stage positive/negative</i>	<i>Late-stage positive</i>	<i>Late-stage positive</i>	<i>Late-stage positive, negative</i>	<i>Late-stage positive</i>
	Affect (affect)	<i>Pre-stage negative</i>	<i>Pre-stage negative</i>	<i>Pre-stage negative</i>	<i>Pre-stage positive/negative</i>	<i>Pre-stage negative</i>
		<i>Early-stage positive/negative</i>	<i>Early-stage positive/negative</i>	<i>Early-stage negative</i>	<i>Early-stage negative/positive</i>	<i>Early-stage negative</i>
		<i>Late-stage positive</i>	<i>Late-stage positive</i>	<i>Late-stage positive</i>	<i>Late-stage negative, positive</i>	<i>Late-stage positive</i>

Table 8: The conceptual research framework of the adjustment issue content

Domain B: Preliminary Research: The Exploration of Organizational Support

2.8 Organizational Support Literature

The majority of studies in which some information was found about organizational support for spouses, did not actually investigate this topic. Instead the authors give practical suggestions about organizational support for spouses in their discussion, recommendations or managerial implications sections. Five examples of these findings are listed in table 8.

Author	Study	Stressed importance	Practical suggestions
Copeland & Norell (2002)	<i>Spousal adjustment on international assignments: the role of social support</i>	<i>"Multinational corporations can benefit from understanding the implications of the research findings" (...) They should acknowledge the family dynamics inherent in an international transfer and provide the opportunity for an initial-settling-in period with extended "family time" to facilitate cohesiveness and ease adaption. "Efforts should continue throughout the international assignment" (p: 269)</i>	<ul style="list-style-type: none"> - Spouses should have a say in the decision to move -Social network creation support/assistance: other spouses, club memberships, formal and informal meetings
Shaffer & Harrison (2001)	<i>Forgotten partners of international assignments: Development and test of a model of spouse adjustment</i>	<i>"We encourage future researchers to consider other variables not included in our model (...) Several spouses noted their companies provided meager resources in terms of practical information (...) and in terms of emotional support (...) Future studies could examine various types and degrees of predeparture and in-country support provided by firms (Guzzo et al., 1994) as well as possible moderating effects of support" (p:251)</i>	<ul style="list-style-type: none"> -Practical information: where to find what -Emotional support: counseling possibilities
Caligiuri, Joshi & Lazarova (1999)	<i>Factors influencing the adjustment of woman on global assignments</i>	<i>"Since spousal support has a significant role to play in the cross-cultural adjustment of female expatriates, companies should dedicate some resources to the spouses of their global assignees"</i>	<ul style="list-style-type: none"> -Cross-cultural training -Educational programs
Shaffer, Harrison, Gilley & Luk (2001)	<i>Struggling for balance amid turbulence on international assignments: work-family conflict, support and commitment</i>	<i>"A recurring refrain from international assignees that participated in this research was that organizations and their HR departments were not doing enough to facilitate the relocation, especially in terms of providing support to the spouse and the family" (p: 117)</i>	<ul style="list-style-type: none"> -Housing arrangements -Dedicated support staff
Takeuchi, Yun & Tesluk (2002)	<i>An examination of crossover and spillover effects of spousal and expatriate cross-cultural adjustment</i>	<i>"Companies should be advised to pay closer attention to the general surroundings and provide support to help expatriates and their families settle into overseas location" (p: 664)</i>	<ul style="list-style-type: none"> At the minimum: -Pre departure training and training on site

Table 9: Practical suggestion with reference to organizational support

2.8.1 Organizational support content

Some literature studies focused on the organizational support values of spouses. Examples of spouse values are preparation time, support to assist in the process of learning to cope with negative psychological reactions, and reassurance about the move (Forster, 2010).

Focusing on the process of organizational support content, two studies give a more detailed overview of organizational support of spouses over time. The first example is conducted by Punnett (1997). Study outcomes refer to effective management of spouses in which practical implication suggestions for organizations are made with the purpose of improving the expatriation process for the accompanying spouses. According to the author, it should be noted that the specific stage of the assignment causes different support needs (see table 9).

The second study was conducted by Harvey (1998). The author focused on the unique needs of dual-career couples during an expatriation assignment. The author gives different organizational support suggestions for spouses with a career. Suggestions are based on information that can be found in the

international relocation programs or organizations. Most of this support is career-based, but some other support is also mentioned. Table 10 describes the spouse organizational support content.

Stage:	Spousal needs:
Pre-assignment	<ul style="list-style-type: none"> -Spousal interviews -Psychological tests -Realistic preview of culture shock & foreign location -On-site visits -Language and culture issues -Job/employment issues
Early-assignment	<ul style="list-style-type: none"> -Assistance with daily activities -Administrative support -Assistance with job/employment -Financial support for education/research/other productive activities -Network assistance -Counseling for culture shock crisis
Late-assignment	<ul style="list-style-type: none"> -Recognition of contribution -Maintain ties to home
Post-assignment	<ul style="list-style-type: none"> -Assistance reestablishing home & family life -Assistance with job/employment -Support in dealing with culture shock

Table 10: Effective management of spouses: needs through different stages (Punnett, 1997)

Period:	Spouse Support
Well in advance of the relocation	Career issue counseling
In advance of the relocation	Preparing for overseas career opportunities
x	Job support within the MNC or with international counterparts
At least 6 months in advance	To provide a "preview trip" to the country
In the host country	Advanced education opportunities
x	Ad hoc basis support like child care, marriage counseling, computer hardware, internet access etc.

Table 11: MNC support for trailing spouses (Harvey, 1998)

2.8.2 The gap between organizational support provision and spousal needs: Dissatisfaction

Despite the importance of the spouse to international assignment success, and some existing organizational support study outcomes and practical suggestions, there seems to be a gap between the factual organizational support provision and the organizational support needs or desires of spouses. First, the described practical suggestions, especially the ones by Shaffer et al. (2001), Shaffer & Harrison, (2001), and Takeuchi et al. (2002), suggest that the organizational support practices should be improved. The assumed gap is also based on literature findings in which it was stated that organizations claim to put effort into spousal support but this organizational claim did not correspond with spouses' experiences (Punnett, 1997, Ali et al. 2003). Other studies made notion of this dissatisfaction of spouses with reference to the received organizational support (Ali et al., 2003, Forster, 1997, Forster, 2010). For example, spouses were dissatisfied about the provided relocation support (Forster, 1997). Three years later, the same author found that only 57% of the spouses in the sample received some form of cross-cultural training, and language training is only received by 7% of the spouses (Forster, 2000).

2.9 The Research Approach and Additional Theory to Explore Organizational Support

Based on the literature findings, the present thesis will first explore the organizational support process by looking at the amount of suitable organizational support and lacking organizational support experiences of spouses in the pre-stage, the early-stage and the late-stage. This is followed by an exploration of the organizational support content within the organizational support process. With a focus on the content of suitable support, it is possible to unravel what organizations have provided to the spouses and to compare this support provision with the discussed research findings. This considered insightful since most findings date back from more than ten years ago. With the exploration of lacking support, it is possible to unravel what spouses missed or considered negative in the organizational support process. Comparing the explored suitable and lacking organizational

support it is possible to determine the up to date organizational support satisfaction of spouses. It is assumed that the more dissatisfied the spouse is, the bigger the gap between the support provision and the needs and desires of spouses with reference to the support and vice versa. Besides finding the specific suitable and lacking organizational support, final literature research is conducted to enable the categorization of organizational support since this is not explicitly done in the studies by Harvey (1998) en Punnett (1997). Caligiuri and Lazarova (2002) focused on social support sources and support types in a study on social support for female expatriates. (See table 11). As recommended by Shaffer & Harrison (2001) (table), practical and emotional support are important to spouses. With the use of the support categorization of Caligiuri and Lazarova (2002) practical and emotional support types are incorporated.

Support category:	Description and purpose:
Emotional	Support meant to overcome the negative feelings and experiences through interaction in which feelings of affiliation, belonging, affirmation of self-worth and psychological security will become existing
Informational	Support meant to reduce uncertainty and confusion, providing feedback about appropriate behaviors, developing sensitivity, understanding and appreciation for the host culture
Instrumental	Support meant to create of a supportive environment by providing necessary resources that will ease stressful situations by filling specific needs.

Table 12: Social Support for female expatriates (Caligiuri & Lazarova, 2002)

2.10 Organizational Support Research Expectations

2.10.1 The organizational support process

Based on the literature findings, the first expectation of the organizational support process is that the amount of suitable organizational support decreases over time. Since the literature findings are not up to date, the second expectation is that the organizational support process has been improved especially for the pre-stage and the early-stage. More specific, it is expected that almost all spouses experienced suitable organizational support in the pre-stage and the early-stage. In general it is expected that the experienced suitable support exceeds the experienced lacking support over all periods. Lacking support is expected to be the most common in the early-stage.

Process-stage	Organizational support		
Pre-stage	Suitable > Lacking		
Early-stage	Suitable	↓ Lacking	↑ Suitable > Lacking
Late-stage	Suitable	↓ Lacking	↓ Suitable > Lacking

Table 13: The conceptual research model of the organizational support process

Second, the present thesis attempts to explore whether there is a relationship between suitable and lacking organizational support within and over different stages in the organizational support process. The general expectation is that there is a relationship between the amount organizational support within (intra-stage) and between (inter-stage) different stages, leading to the following hypothesis 2:

Hypothesis 2: There is an intra-stage and an inter-stage relationship between the amount of suitable and lacking organizational support

More specifically, it is assumed that there is a negative correlation between the amount of suitable organizational support and lacking organizational support in and over all the three-stages. Logically, if the spouse experiences more suitable support, it is assumed that less lacking support is experienced.

It is also assumed that organizations are to a certain degree constant in their organizational support process which indicates a positive correlation between the amount of suitable organizational support throughout the stages and a positive correlation between the amount of lacking organizational support throughout the stages. This leads to the following sub-hypotheses:

2A: There is a negative intra-stage relationship between the amount of suitable and lacking organizational support

2B: There is a negative inter-stage relationship between the amount of suitable and lacking organizational support

2C: There is a positive inter-stage relationship between the amounts of suitable organizational support

2D: There is a positive inter-stage relationship between the amounts of lacking organizational support

The hypotheses are included in four conceptual research models (appendix A, figure 5–8). Expected negative correlations are indicated with a red arrow, expected positive correlations are indicated with a green arrow.

Because of the influence of the spouse on international assignment success and the existing research on spousal needs during the different stages of the journey, it is assumed that several international organizations have developed and improved their organizational support policy during the last ten years. Like discussed earlier, this may resulted in more suitable than lacking organizational support experiences. Thus, the first expectation is that there are more satisfied than unsatisfied spouses. In line with the expectation that there is less lacking organizational support in the late-stage because it is assumed that spouses become less organization dependent after the early-stages, most dissatisfaction will be experienced in the pre-stage and the early-stage. An early-stage gap is particularly expected.



Process-stage	Organizational support satisfaction	
Pre-stage	Satisfaction > Dissatisfaction	
Early-stage	Dissatisfaction 	Satisfaction > Dissatisfaction
Late-stage	Dissatisfaction 	Satisfaction > Dissatisfaction

Table: 14: The Conceptual research model of the organizational support satisfaction process

In line with the assumption that organizations are to a certain degree constant in their organizational support process it is expected that there is a positive correlation between the degrees of organizational support satisfaction over the different stages. This leads to the following hypothesis 3:

H3: There is a positive inter-stage relationship between the spouse's degrees of organizational support satisfaction

The hypothesis included in a conceptual research model (appendix A, figure 9). Expected negative correlations are indicated with a red arrow, expected positive correlations are indicated with a green arrow.

2.10.2 Organizational support content

The first purpose of the exploration of the organizational support content is to conclude on the commonality of the different organizational support categories are over different stages. The second purpose is to unravel the specific organizational support content that belongs to these categories. Expectations are based on the discussed literature findings. Like discussed earlier, there were no literature findings found that are concerned with the content of organizational support for spouses. In general, it is expected to see particularly suitable informational support and instrumental support. Examples of expected informational support in the pre-stage are: on-site visits, culture courses and host country practical information referring to where to find what etc. It is also expected that spouses

have attended information meetings in which financial information is provided. With reference to instrumental support it is expected that spouses experienced language training, career consultancy, house and relocation support, host country administrative support and for example arrangements regarding the schools for children. Emotional support is assumed to be the least experienced organizational support. Expectations of emotional organizational support findings are the influence in the decision making process and the dedication of the support staff. Based on this knowledge a reverse sequence of lacking organizational support is expected.

In the early-stage, it is assumed that most suitable organizational support is instrumental based. Expected examples are financial support for education, research, other productive activities, and home leave tickets. Administrative support and assistance with daily activities is also expected, which can be both instrumental as informational support. It is expected that emotional support is the second most experienced organizational support. It is expected to find statements of spouses about counseling possibilities, social network support and again a dedicated support staff. With reference to lacking support, it is expected that spouses particularly miss informational organizational support. It is also expected that not all organizations provide the earlier mentioned suitable emotional organizational support thus it is expected that this is the second most experienced lacking organizational support. Based on the fact that instrumental support is the expected most suitable organizational support in the early-stage, it is expected that this is the least experienced lacking organizational support.

In the late-stage, it is expected that most suitable organizational support is instrumental and emotional based. Informational support is expected to be less provided.

An example of instrumental support in the late stage refers to financial support for home leave tickets. A dedicated support staff is an example of an expectation that refers to emotional support in the late-stage. With reference to lacking support, it is expected that emotional support is the most common experienced lacking organizational support for the same reason as in the early-stage. Informational support is considered to be the least experienced lacking organizational support.

Stage	Rank ordered suitable organizational support	Rank ordered lacking organizational support
Pre-stage	(1) Informational (2) Instrumental (3) Emotional	(1) Emotional (2) Instrumental (3) Informational
Early-stage	(1) Instrumental (2) Emotional (3) Informational	(1) Informational (2) Emotional (3) Instrumental
Late-stage	(1) Instrumental (2) Emotional (3) Informational	(1) Emotional (2) Instrumental (3) Informational

Table 15: The conceptual organizational support content framework

Domain C: Main Research: The Exploration of the Relationship

2.11 The Conceptual Research Model

In line with the discussed spouse adjustment and organizational support literature findings and the derived exploration approaches, the present thesis will focus on the relationship between organizational support and adjustment issues within and between stages. This resulted in the first two presuppositions:

- *There is an intra-stage relationship between organizational support and adjustment issues*
- *There is an inter-stage relationship between organizational support and adjustment issues*

The extent of the relationship is investigated with four aspects of the preliminary research: the adjustment issue process and content and the organizational support process and content. Four formulated hypotheses are central in this section:

H4: There is a relationship between the organizational process of spouses and the adjustment issue process of spouses.

H5: There is a relationship between the organizational process of spouses and the adjustment issue process of spouses.

H6: There is a relationship between the organizational process of spouses and the adjustment issue process of spouses.

H7: There is a relationship between the organizational process of spouses and the adjustment issue process of spouses.

As discussed in paragraph 2.5, organizational support is a determinant of spouse adjustment. Based on this knowledge, four presuppositions underlie the central hypotheses:

- *There is a positive relationship between suitable organizational support and positive adjustment issues*
- *There is a positive relationship between lacking organizational support and negative adjustment issues*
- *There is a negative relationship between suitable organizational support and negative adjustment issues*
- *There is a negative relationship between lacking organizational support and positive adjustment issues*

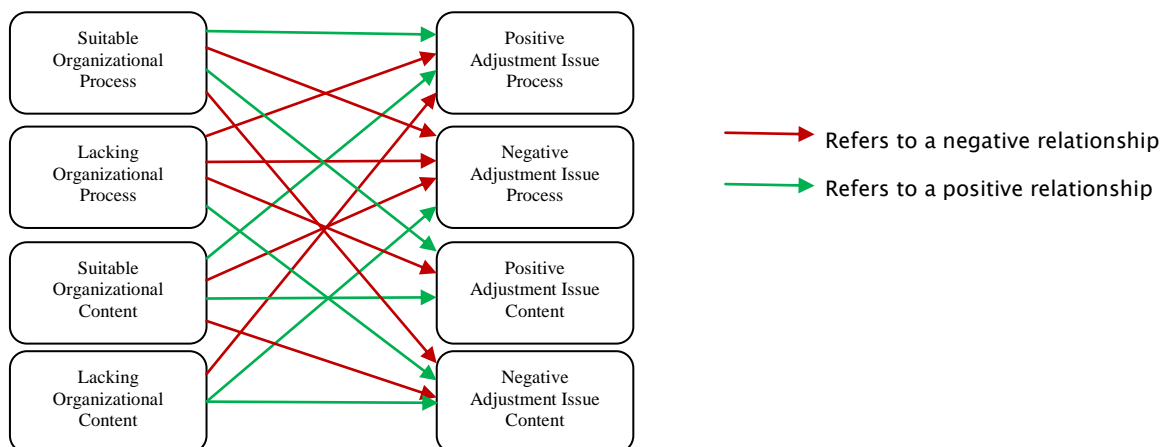


Figure 4: The conceptual research model of the relationship investigation

2.12 Main Research Expectations

This paragraph discusses the research expectations of the relationship between organizational support and adjustment issues. The research expectations are based on the existing relationship literature findings that were discussed in 2.4. Also, the preliminary research findings are used in the formulation of the expectations.

The preliminary research findings pointed in the direction of a general decrease of suitable organizational support in the organizational process resulting in low amounts of organizational support in the late-stage. It was also noticed that most of the suitable organizational support in the late-stage belonged to spouses living outside of Europe. Based on this knowledge, a Mann-Whitney Test was conducted to see if there is a difference between being based inside or outside of Europe and the amount of late-stage suitable and lacking organizational support that is experienced. The test showed that spouses based outside of Europe experienced significant (0,023) more organizational support in the late-stage than the spouses based in Europe. There was no significant relationship found for late-stage lacking organizational support. Taking this significant relationship into account together with the small sample size, it is decided to exclude a late-stage suitable organizational support in the relationship exploration because these findings are considered to be unreliable. Organizational support satisfaction in which suitable organizational support is incorporated will still be investigated.

2.12.1 Hypothesis 4: The relationship between organizational support process and the adjustment issue process.

In general it is expected that there is a relationship between the organizational support process and the adjustment issue process. The expectations particularly refer to the pre-stage and the early-stage. The expected less importance of the late-stage relationship is based on the following notion. First, the literature findings made clear that the late-stage is a period in which the spouse is probably more adjusted to the host country's new familiar life compared to the more difficult preceding stages. This is assumed to result in a higher dependence of the spouse on the organization in the early-stages and a lower dependence in the late-stage. The preliminary research findings confirm the literature findings because the amounts of negative adjustment issues are to a large extent decreased in the late-stage. This corresponds with the late-stage decreased lacking organizational support finding.

With the six presuppositions, it is first of all expected that there is a positive intra-stage and inter-stage relationship between the amount of suitable organizational support and the number of positive adjustment issues particularly for the pre-stage and the early-stage. Also, it is expected that there is a positive intra-stage and inter-stage relationship between the amount of lacking organizational support and the number of negative adjustment issues with reference to the pre-stage and the early-stage. The final expectation refers to negative intra-stage and inter-stage relationships between the amount of suitable organizational support and the number of negative adjustment issues and between the amount of lacking organizational support and the number of positive adjustment issues.

Eight sub hypotheses are formulated and included in conceptual research models (Appendix A. figure 10–17):

H4a There is a positive intra-stage relationship between the amount of suitable organizational support and the number of positive adjustment issues

H4b: There is a positive intra-stage relationship between the amount of lacking organizational support and the number of negative adjustment issues

H4c: There is a negative intra-stage relationship between the amount of suitable organizational support and the number of negative adjustment issues

H4d: There is a negative intra-stage relationship between the amount of lacking organizational support and the number of positive adjustment issues

H4e: There is a positive inter-stage relationship between the amount of suitable organizational support and the number of positive adjustment issues

H4f: There is a positive inter-stage relationship between the amount of lacking organizational support and the number of negative adjustment issues

H4g: There is a negative inter-stage relationship between the amount of suitable organizational support and the number of negative adjustment issues

H4h: There is a negative inter-stage relationship between the amount of lacking organizational support and the number of positive adjustment issues

It is also expected that spouses with a higher degree of the calculated organizational support satisfaction will experience more positive adjustment issues and less negative adjustment issues. It is also expected that this expected relationship stands over different stages. These expectations resulted in the following four sub hypotheses and conceptual research models (Appendix A figure 18–21):

H4j: There is a positive intra-stage relationship between the degree of organizational support satisfaction and the number of positive adjustment issues

H4k: There is a negative intra-stage relationship between the degree of organizational support satisfaction and the number of negative adjustment issues

H4l: There is a positive inter-stage relationship between the degree of organizational support satisfaction and the number of positive adjustment issues

H4m: There is a negative inter-stage relationship between the degree of organizational support satisfaction and the number of negative adjustment issues

2.12.3 Hypothesis 5: The relationship between the organizational support process and the adjustment issue content

The general expectation is that there is a relationship between the organizational support process and the adjustment issue content. There are no expectations about the intra-stage late-stage relationship because of the small amount of organizational support and adjustment issues in the late-stage. More specifically, it is expected that organizational support is related to knowledge, skills, satisfaction and affect related adjustment issues. It is also expected that there is a relationship between the organizational support and environmental, cultural, interaction, personal and role related adjustment issues. It is important to note that because of the limited amount of information that was found regarding to some specific adjustment issue components and dimensions in a particular stage, not all components and dimensions are included in the conceptual research models. For example, little knowledge related adjustment issues were found in the pre-stage. Only one spouse experienced a knowledge related positive adjustment issue. For this and similar cases the specific adjustment issue content is not included in the research model.

In general, it is expected that significant relationships will not refer to the least common adjustment issue components and adjustment issue dimension that were found in the preliminary research. The strongest relationship in the model of Ali et al. 2003 with reference to organizational support is the relationship between organizational support and psychological adjustment. Since psychological adjustment was measured with a satisfaction for life scale, it is expected to find above all satisfaction related relationships. Based on the presuppositions, the following sub hypotheses are formulated and included in conceptual research models (Appendix A, figure 22–29)

H5a: There is a positive intra-stage and inter-stage relationship between the amount of suitable organizational support and the number of positive knowledge, skills, satisfaction and affect related adjustment issues.

H5b: There is a positive intra-stage and inter-stage relationship between the amount of lacking organizational support and the number of negative knowledge, skills, satisfaction and affect adjustment issues.

H5c: There is a negative intra-stage and inter-stage relationship between the amount of suitable organizational support and the number of negative knowledge, skills, satisfaction and affect related adjustment issues.

H5d: There is a negative intra-stage and inter-stage relationship between the amount of lacking organizational support and the number of positive knowledge, skills, satisfaction and affect adjustment issues.

H5e: There is a positive intra-stage and inter-stage relationship between the amount of suitable organizational support and the number of positive environmental, cultural, interaction, personal and role related adjustment issues

H5f: There is a positive intra-stage and inter-stage relationship between the amount of lacking organizational support and the number of negative environmental, cultural, interaction, personal and role related adjustment issues

H5g There is a negative intra-stage and inter-stage relationship between the amount of suitable organizational support and the number of negative environmental, cultural, interaction, personal and role related adjustment issues

H5h: There is a negative intra-stage and inter-stage relationship between the amount of lacking organizational support and the number of positive environmental, cultural, interaction, personal and role related adjustment issue

2.12.4 Hypothesis 6: The relationship between the organizational support content and the spouse adjustment issue process

The general expectation is to find intra-stage and inter-stage relationships between the organizational support content and the adjustment issue process. More specifically, it is expected that both suitable informational, instrumental and emotional organizational support and lacking informational, instrumental and emotional organizational support all have specific content contributes to the adjustment process of spouses. Like in the previous research expectations, an intra-stage relationship for the late-stage is not expected. The following sub-hypotheses are formulated and included in the research models (Appendix A, figure 30–33):

H6a There is a positive intra-stage and an inter-stage relationship between informational, instrumental and emotional suitable organizational support and the amount of positive adjustment issues.

H6b There is a positive intra-stage and an inter-stage relationship between informational, instrumental and emotional lacking organizational support and the amount of negative adjustment issues.

H6c There is a negative intra-stage and an inter-stage relationship between informational, instrumental and emotional suitable organizational support and the amount of negative adjustment issues

H6d There is a negative intra-stage and an inter-stage relationship between informational, instrumental and emotional lacking organizational support and the amount of positive adjustment issues

2.12.5 Hypothesis 7: The relationship between the organizational support content and the adjustment issue content

The general expectation is that there is a relationship between the organizational support content and the adjustment issue content. More specifically, it is expected that there is positive a relationship between suitable organizational support content and positive adjustment issue content, and a positive relationship between lacking organizational support content and negative spouse adjustment issues. Similar to the previous hypotheses, it is expected to find intra-stage relationships with regard to the pre-stage and the early-stage. Both the relationship between the support categories and adjustment issue components (H7a–H7l) and the relationship between support categories and adjustment issue

dimensions (H7m–H7v) is discussed. For the adjustment issue components it is expected that suitable informational support will relate to knowledge followed by affect and satisfaction. Instrumental support is expected to be related to skills, satisfaction and affect and emotional support is assumed to related to satisfaction and affect. These expectations are based on the formulations of the support categorization Caligiuri & Lazarova (2002), Subjective Well-being components (Diener, 1984) and Cultural Competence components (Johnson et al. 2006). The expectations with reference to the adjustment issue dimensions are based on the preliminary research findings.

The following hypotheses are formulated and included in conceptual research models (Appendix A: 34–40).

H7a: There is a positive intra-stage and inter-stage relationship between suitable informational support and positive knowledge, satisfaction and affect related adjustment issues

H7b: There is a positive intra-stage and inter-stage relationship between lacking informational support and negative knowledge, satisfaction and affect related adjustment issues

H7c: There is a negative intra-stage and inter-stage relationship between suitable informational support and negative knowledge, satisfaction and affect related adjustment issues

H7d: There is a negative intra-stage and inter-stage relationship between lacking informational support and positive knowledge, satisfaction and affect related adjustment issues.

H7e: There is a positive intra-stage and inter-stage relationship between suitable instrumental support and positive skills, satisfaction and affect related adjustment issues

H7f: There is a positive intra-stage and inter-stage relationship between lacking instrumental support and negative skills, satisfaction and affect related adjustment issues

H7g: There is a negative intra-stage and inter-stage relationship between suitable instrument support and negative skills, satisfaction and affect related adjustment issues

H7H: There is a negative intra-stage and inter-stage relationship between lacking instrumental support and positive skills, satisfaction and affect related adjustment issues

H7I: There is a positive intra-stage and inter-stage relationship between suitable emotional support and positive satisfaction and affect related adjustment issues

H7J: There is a positive intra-stage and inter-stage relationship between lacking emotional support and negative satisfaction and affect related adjustment issues

H7K: There is a negative intra-stage and inter-stage relationship between suitable emotional support and negative satisfaction and affect related adjustment issues

H7L: There is a negative intra-stage and inter-stage relationship between lacking emotional support and positive satisfaction and affect related adjustment issues

The last sub-hypotheses are formulated to find relationships between specific support categories and adjustment issue dimensions. These hypotheses were based on the preliminary research findings in which particular adjustment issues turned out to be more common than others. For example, the early-stage is found to be a stage with a strong increase in negative environmental related knowledge adjustment issues. In other cases, the expectations are based on specific support findings. For example, career consultancy is considered to be a form of instrumental support. Thus, it is assumed that there is a relationship between instrumental support and role related adjustment issues. Also, the pre-stage is found to be a hectic period and often task overload is experienced. Preparation time/task load is an instrumental related organizational support, thus it is assumed that personal adjustment issues and instrumental organizational support are related. The following hypotheses are formulated and included in the conceptual research models (Appendix A: figure 41–44)

H7m: There is a negative relationship between suitable informational support in the pre-stage/early-stage and negative environment related adjustment issues in the early-stage

H7n: There is a positive relationship between lacking informational support in the pre-stage/early-stage and negative environment related adjustment issues in the early-stage

H7o: There is a negative relationship between suitable informational support in the pre-stage/early-stage and negative cultural related adjustment issues in the early-stage

H7p: There is a positive relationship between lacking informational support in the pre-stage/early-stage and negative cultural related adjustment issues in the early-stage

H7q: There is a negative relationship between suitable instrumental support in the pre-stage and negative personal related adjustment issues in the pre-stage

H7r: There is a positive relationship between lacking instrumental support in the pre-stage and negative personal related adjustment issues in the pre-stage

H7s: There is a negative relationship between suitable emotional support in the pre-stage/early-stage and negative personal related adjustment issues in the early-stage

H7t: There is a positive relationship between lacking emotional support in the pre-stage/early-stage and negative personal related adjustment issues in the early-stage

H7u: There is a negative relationship between suitable instrumental support in the pre-stage/early-stage and negative role related adjustment issues in the early-stage

H7v: There is a positive relationship between lacking instrumental support in the pre-stage/early-stage and negative role related adjustment issues in the early-stage

3. Methodology

3.1 Introduction

The present study is classified as a basic research project based on the fact that the eventual research topic is chosen based on existing state-of-art scientific literature. Because of personal interest and its relevance to the international management research area, general investigation of the expatriate literature has shown that, especially in comparison to expatriate literature, limited scientific knowledge is available that concerns the accompanying spouse. The general purpose of the present thesis is to contribute to the extension of the scientific spouse topic literature.

More specifically, in spouse studies it was found that organizational support is a determinant of spouse adjustment. Despite this knowledge, little attention has been paid to the in-depth exploration adjustment issues, organizational support and the relationship. It should also be noted that most spouse existing research is based on American respondents and in several occasions findings date back from the 1980's and 1990's. Thus the present thesis' specific purpose is to conduct an in-depth investigation of the relationship based on the research findings of an preliminary in-depth adjustment issue and organizational support exploration with the use of Dutch expatriate spouses who were in the host country after the year 2000 since internet communication methods increased the past decade and this is considered to be influential.

Since there is little existing research on this topic, the present thesis is considered to be explorative type of research. More specifically, the research differentiates from existing spouse studies because of the following reasons. First of all adjustment criticism has been taken into account which led to a different use of the adjustment construct i.e. the use of an adjustment issue approach. With the issue approach, positive and negative cognitive affective and behavioral variables and environmental, cultural, interaction, personal and role dimensions are included in the adjustment issue investigation. The choice for an adjustment issue approach is also considered useful for the relationship investigation. Finally, the present thesis attempts to contribute to science by providing up to date in-depth insights about the experiences of spouses towards organizational support both to suitable and lacking support and the degree of support satisfaction which is based on this information. The final aim is to increase the body of scientific knowledge about the extent to which there is a relationship between spouse adjustment issues and organizational support.

3.2 Research tactics

3.2.1 Variable measurement

The first research exploration of the preliminary research is concerned with the adjustment issues of the spouse. As discussed in the previous chapter, the adjustment issue variable is explored with the use of existing variables that were derived from Subjective Well-Being Theory (Diener, 1984), Cultural Competence Theory (e.g. Gertsen, 1990, Johnson et al. 2006) and Adjustment Theory (Black & Stephens, 1989, Ali van der Zee & Sanders 2003, Shaffer & Harrison 2001, Mohr & Klein 2004). These existing variables were transformed into specific adjustment dimensions in issue components. This means that the content of the positive or negative adjustment issues refer to a specific issue component: affect, satisfaction (Diener et al. 1984), skills or knowledge (Johnson et al. 2006) and a specific adjustment dimension: environmental, cultural or interaction (Black et al.), personal (Shaffer & Harrison, 2001) or role (Mohr & Klein (2004). With reference to the issue components, it should be

noted that the components are interrelated. The eventual choice of an issue is made on the statement of the respondent. If this statement refers to two components two adjustment issues are found.

Looking at the second part of the preliminary research that explores organizational support, a distinction is made between suitable support, which refers to the experienced positive and neutral support and lacking support which is concerned with negative and absent or missed experienced organizational support. To enable categorization of organizational support, the support distinction by Caligiuri & Lazarova (2002): Informational, Emotional and Instrumental support is used.

For research purposes, the original formulations of the variables were in few cases adapted to new extended criteria. An example is the personal adjustment variable (Shaffer & Harrison, 2001) that is combined with some aspects from the psychological adjustment variable (Ali et al., 2003) to create a new personal adjustment definition. This outcome of the adaption process of the adjustment issue and experienced organizational support variables are described in tables 15 and 16.

Variable: Adjustment issue	
Component/dimension	Perspective
Knowledge issue	The (lack of) possession of knowledge or awareness
Skills issue	The (lack of) possession of abilities, competences or coping mechanisms
Satisfaction issue	The cognitive positive or negative evaluation of a specific phenomenon in life
Affect issue	The experience of pleasant or unpleasant moods and emotions
Environmental adjustment	Environmental related experiences that refer to the environment but are not culture related
Cultural adjustment	Culture related experiences that refer to host country national behavior and cultural habits
Interaction adjustment	Interaction related experience that refer to human contact
Personal adjustment	Personal related experiences that refer to the individual's internal events
Role adjustment	Role related experiences that refer to one or more of the existing individuals' roles

Table 16: The adjustment issue components and dimensions

Variable: Organizational Support	
Category	Perspective
Informational support	Support that serves as a purpose to increase knowledge through the provision of knowledge
Emotional support	Support that serves an emotional purpose through the provision of intangible or tangible human interaction support
Instrumental support	Support with a functional purpose through the provision of services and tangible resources

Table 17: The organizational support categories

3.2.2 Research approach

Several research tactics are used to enable the measurement of the variables central in this thesis.

The choice for a research approach (qualitative vs. quantitative) is based on the research objectives, derived from the notion that a research approach should be dictated by the nature of the problem (Wellington & Szczerbinski, 2008). The first purpose is to explore adjustment issue and organizational support experiences from an in-depth first-person perspective, suits best to the qualitative research approach (Wellington & Szczerbinski, 2008). Second, to generate the right data, the role of the

researcher interacts with the studied respondent, which is common in qualitative research (Creswell, 1994). The main focus is to explore and generate contextual depth which is appropriate in the case of a qualitative approach (Miles & Huberman, 1994). The conclusion is that a qualitative research approach is appropriate with reference to the exploration of adjustment issues and organizational support. However, several research expectations need quantitative approaches like quantification, descriptive statistics and even inferential statistics. Although the sample size is small there are certain statistical tests for small sample sizes.

With reference to the relationship between adjustment issues and organizational support, a quantitative approach is the most appropriate. Inferential statistics common are used to test the hypotheses that are formulated to eventually conclude on the extent of the relationship. Because qualitative and quantitative methods are mixed together, the total research approach can be defined as a mixed-methodology design (Creswell, 1994). More specifically, the research can be considered as a dominant-less dominant design (Creswell, 1994) embedded in a two-phase design (Creswell, 1994). Looking at the theoretical approach, the first part of the research question is most of all inductive with some small aspects of deduction. The relationship exploration is a deductive approach.

3.2.3 Research method

The research method central in the present thesis is the conventional interview which is characterized by its openness (Lee, 1999). The interviews will have a semi-structured style because semi-structured interviews are flexible, not completely predetermined and allow the use for both qualitative and quantitative analyzing methods (Wellington & Szczerbinski, 2008). A weakness in using interviews as a research instrument is the fact that bias can occur because of poor question construction, response bias, and inaccuracies due to poor recall and reflexivity, the latter is the case when the interviewee gives what the interviewer wants to hear (Yin, 2003). To lower occurrence of bias, the questions in the interviews are created in which double-barreled questions, two-in-one questions, restrictive questions, double questions, leading questions, and loaded questions (Wellington & Szczerbinski, 2008) are avoided.

A pilot interview with an expat spouses was conducted to get a first expression of a spouse experience, and is used as a test-case with reference to the way in which questions were asked and the discussion of several themes in real life. This test-case was then used to create the final interview design which includes a set of themes and some specific questions that are important in the other interviews. The themes and questions are discussed for each stage separately. A semi structured interview guide can be found in appendix B.

3.2.4 Research design

Looking at the time dimension of the research, the present thesis can be defined as a cross-sectional design. Time and access constrains were influential in choosing this design. To decrease possible "snapshot-bias", the interview transcripts were returned to the respondents to give them the opportunity to read, complete or change the transcripts if they felt the statements did not (fully) represent their experiences.

3.3 Data collection and processing protocol

Selection of the respondents is done through the use of non-probability sampling. Non-probability sampling is generally associated with qualitative research methods and is valuable in studying cases

that are exceptional in the population of interest (Wellington & Szczerbinski, 2008). The accompanying spouse is considered to be exceptional in the population of interest.

A potential way to get in contact with expatriate spouses would be assistance of multinationals. This is not done for several reasons. First of all, earlier research showed the reluctance of companies to participate in accompanying spouse studies (Shaffer & Harrison, 2001), which lowers the chances to find cooperating spouses (or in fact multinationals). Since it is a high priority to look at organizational support from an honest in-depth spouse perspective, an attempt was made to contact the spouses without an intervening organization, which is considered to ease the expression of critique towards the organization if that is the spouse's perspective on the experience.

First, an attempt was made to find respondents via a magazine of a global expat network. Unfortunately, no addresses were provided because of privacy restrictions. Thus, practical and deliberate constraints have influenced the eventual selection method. As a consequence several specific non-probability sampling methods (Wellington & Szczerbinski, 2008) are used. First, a convenience sample method is used with which an accessible, easy-to-contact, well-known (to the researcher) respondent is selected (Wellington & Szczerbinski, 2008). This respondent is asked to participate in the pilot interview. At the same time, the Guided method is used which means that with the use of informants, respondents are suggested (Wellington & Szczerbinski, 2008). With social media like Facebook and LinkedIn, people were asked if they knew an expat spouse and if it was possible to contact them.

The aim is to strive for a more homogenous sample to lower possible bias caused by confounding variables. This led to the use of the criterion sampling method. As discussed earlier, female Dutch expatriate spouses who were in the host-country after the year 2000 will be central in the present thesis. (It was preferred to find cases that left the home-country after the year 2000). In general, it means that being the spouse of an expatriate, nationality, gender and the specific year in the host-country, were the main criteria. Finally, a Snowball method is used which means that the found respondents were asked to suggest others (Wellington & Szczerbinski, 2008). Suggested respondents were contacted by email, telephone and Facebook. After approval for participation; they were screened on the criteria.

The actual sample size is based on: a total of twenty-six found respondents, twenty-three respondents who were willing to participate, seventeen respondents who met the pre-set criteria, fourteen actual show-ups. Two of the respondents had multiple experiences in different countries. Each interview represented one case, as a result seventeen interviews were conducted.

Fifteen of the experiences referred to all the three stages. One experience concerned the pre-stage and the early-stage and one respondent was by time of the interview experiencing the pre-stage.

The spouses were housed in the following areas: The United Kingdom, Southern Europe, Middle-Europe, Scandinavia, Asia and the Middle East.

The seventeen interviews were conducted between December 2010 and March 2011. Based on the preferences and the permission of the respondents, fifteen interviews were Skype audio recorded, one interview was a note-taking real life face-to-face interview and the final interview was conducted with Yahoo Instant Messenger. According to Wellington & Szczerbinski (2008), audio taping is generally considered as the best tool for recording. One argument is that it prevents recorder bias which is a disadvantage of the note-taking recording tool. Since only one interview was conducted with note-taking, recording bias effects are assumed to be minimal. All audio taped interviews were transformed from speech to text in the exact way of saying. After a few weeks, all transcripts (including the note-taking interview transcript) were emailed to the belonging respondent to give the spouses the opportunity to read, complete or make changes to the transcript. This also lowered the chance on recording bias since the note-taking interview respondent was also able to control her statements. In

general, some additional information was added by the respondents, but no changes were made in the returned transcripts.

Important in data processing, all transcripts were read, in order to “develop a sense of the entire data” (Lee, 1999 p: 90). In case of the two respondents with multiple experiences, data is only used when the experiences are to a certain extent different from each other. After that, a process of data ordering was done. Although the interviews were conducted with a separate discussion of the three stages, all transcripts were analyzed to see if some statements referred to a different stage. In that case, the statement and its context were placed under the appropriate stage.

3.4 Preliminary Research Data Analysis

With reference to the preliminary research, the main data-analysis methods used are meaning condensation and other ad-hoc methods which are suitable methods for conversational interviews (Lee, 1999). To enhance reliability of the interpretation of the data, the data analysis is also done by another investigator. This investigator is experienced in interview conduction and analysis. After the individual analysis, the results were discussed. The different interpretations of the data were discussed until agreement of interpretation, which led to the final decision. Because of respondents’ insisted privacy reasons, the eventual statement and quote tables are not published

3.4.1 General adjustment issue analysis

The first analysis explores the adjustment issue process and content.

All statements or quotes that referred to positive and negative issues are identified and after interpretation placed in one of the three stage tables. The rows represented the seventeen cases. The four table columns represent the issue components. The original quotes and the context are placed in the belonging columns. Next, three tables were created in which each issue component is linked to the adjustment dimensions. As a consequence the three tables include twenty columns. The rows represent the case numbers. With the use of the variable descriptions (table 16) all adjustment issue quotes and contexts are analyzed. In case the issue referred to a particular adjustment dimension, the quotes were placed under the belonging adjustment issue column in the table. To make a distinction between positive and negative issues, negative related quotes were marked red, positive related quotes were marked green, after that, small color-based rearrangements were done afterwards.

3.4.2 Adjustment issue process analysis

The general adjustment issue analysis is used to conclude on the spouse adjustment issue process. Counting the positive and the negative adjustment issue quotes for every stage provided information about the process of the amounts of positive and negative issues during the different stages. With reference to the expected adjustment issue relationship (hypothesis 1), quantitative analysis is done to search for intra-stage and inter-stage correlations based on the respondents’ amounts of positive and the negative adjustment issues. The number of positive and negative adjustment issues is classified as a scale variable which makes correlation testing possible. When sample sizes are small ($n < 30$), Spearman’s rang correlation test is the most suitable test (Baarda et al. 2007). The number of positive and the negative adjustment issues per respondent is clustered before the hypothesis test. The size of

the positive and the negative issue clusters is based on the range of the adjustment issue number in the particular stage. Table 1 (Appendix C) gives an overview of the applied cluster size. In general significance level $< 0,05$ are applied. Because of the small sample size, correlations with a significance level of $< 0,01$ are considered to be the most important findings.

3.4.3 Adjustment issue content analysis

An extended use of the general adjustment issue analysis enables the generation of findings that are concerned. Every cell that belongs to a specific combination of an issue component and an adjustment dimension is analyzed with the use of counting. Taking the amounts of the respondents together, it is possible to explore the most common positive and negative adjustment issue content for each stage. With the twenty clusters of the analysis tables, an extended explorative analysis is done to reveal different adjustment issue themes. Each adjustment issue cluster is analyzed to find specific adjustment issue themes. Each cluster is rearranged based on more specific common subjects. These rearranged groups are used to determine the actual adjustment issues themes. The importance of a specific theme is also investigated with the use of counting.

3.4.4 General organizational support analysis

The data analysis of organizational support is done in a similar way as the previous discussed adjustment issue analysis. First of all, a table is prepared for the data of the three stages. The columns in tables represented the three support categories, and the rows represented the different cases. With the use of the variable descriptions (table 12), the quotes and statements that referred to a certain organizational support experience were placed in the table under the belonging support categories. Suitable support text was colored green; lacking support text was made red. After that color rearrangements were done to separate suitable from lacking organizational support data.

3.4.5 Organizational support process analysis

First, the total suitable and lacking organizational support amounts are counted to explore the organizational support process. Next, quantitative analysis is conducted. An attempt is made to search for intra-stage and inter-stage correlations based on the respondents' amounts of suitable and lacking support with the use of the Spearman's rang correlation test, correlation requires a minimum significance level of $< 0,05$. As explained earlier, correlations with a $< 0,01$ significance level are considered to be the most important findings. The support values in the correlation tests are clustered based on the listings in table 2 (Appendix C).

3.4.6 Organizational support content analysis

An extended use of the general organizational support analysis enables data analysis of the organizational support content. By counting it is possible to compare the amounts of suitable and lacking organizational support categories in the three stages. This information can be compared with the research expectation.

With the use of the twenty clusters, an extended explorative analysis was done to reveal specific organizational support content. Comparable to the adjustment issue theme analysis, each organizational support category is rearranged based on more specific common subjects.

The final analysis of the organizational support data investigates the degree organizational support satisfaction. Five categories of satisfaction are distinguished varying from “very unsatisfied up to very satisfied”. The degree of satisfaction is first of all based on the number of suitable and lacking organizational support findings. General statements that refer to the role of the organization are also taken into account because these are assumed to indicate the spouse’s satisfaction also. The logic behind the satisfaction degree is that it is assumed that a respondent is unsatisfied when the amount of lacking organizational support and the number of negative general support statements are higher than the amount of suitable organizational support and the number of positive organizational support statements. With the use of meaning categorization all interviews are analyzed to find general statements about the role of the organization. Each statement that is found is put in the positive or the negative category depending on the content of the statement. For the calculation of the final satisfaction degree, the following formula is used:

$$\text{Organizational Support Satisfaction} = (A-B) + (X-Y)$$

A= respondent’s total suitable organizational support number in stage x

B= respondent’s total lacking organizational support number in stage x

X= respondent’s total number of positive general organizational support statements in stage x

Y= respondent’s total number of negative general organizational support statements in stage x

The degree can be determined by comparing the results of the formula with the numbers in table 3 in Appendix C. Since only half of the respondents made statements about the role of the organizational, the total criteria numbers are smaller than the sum of the specific and general numbers.

3.5 Main Research Data Analysis

Analyzing the extent of the relationship between adjustment issues and organizational support is conducted with statistically testing the four main relationship hypotheses 4–7. For each main hypothesis, the intra-stage and the inter-stage relationships are investigated. The intra-stage relationship tests refers to the analysis of pre-stage organizational support with pre-stage adjustment issues, early-stage organizational support with early-stage adjustment issues and late-stage organizational support with late-stage adjustment issues. The inter-stage relationship test refers to the analysis of the pre-stage organizational support with the early-stage adjustment issues and with the late-stage adjustment issues and the analysis of the early-stage organizational support with the late-stage adjustment issues. For every hypothesis, four other presuppositions play a central role. The first two presuppositions refer to positive correlations between suitable support and positive adjustment issues and lacking support and negative adjustment issues. The other two presuppositions refer to negative correlations between lacking support and positive adjustment issues and between suitable support and negative adjustment issues.

It is important to keep in mind that all information that is derived in the preliminary research is based on self-perceptive experiences. This means that the investigated experiences are based on what comes to the respondent’s mind. The preliminary research does not ascertain the complete and objective picture of whether a particular adjustment issue or organizational support was experienced or not.

Thus, the relationship outcomes are influenced by the respondent's memory, honesty and the willingness to share the experiences. However, because of the in-depth structure of the conversational interviews and the promised anonymity, it is assumed that most respondents gave a complete picture of their experiences.

3.5.1 The expected relationship between the organizational support process and the adjustment issue process

The relationship between the organizational support process and the adjustment issue process (hypothesis 4) is tested with the Spearman's rang correlation test. More specifically, the eight sup-hypotheses are investigated with SPSS. For each stage, the clustered amount of positive and negative adjustment issues (appendix C table 1) and the clustered amount of suitable and lacking organizational support (appendix C table 2) are compared within and between the different stages with the Spearman's rang correlation test. Because of the small sample size a significance level of $<0,05$ is applied. The same is done for organizational support satisfaction and adjustment issues hypotheses.

3.5.2 The relationship between the organizational support process and the adjustment issue content

The relationship between the organizational support process and the adjustment issue content (hypothesis 5) is investigated with the use of SPSS. For each respondent, the amounts of suitable and lacking organizational support in a particular stage are processed in the SPSS program. Next, the information about the number of positive and the number of negative adjustment issues that belong to a specific set of components and dimensions are used from the preliminary research findings. These numbers are processed in SPSS as a scale variable. However, some combinations of components and dimensions included very little adjustment issues. For each case, a "yes" = 2 and "no"=1 is processed referring to having or having not experienced adjustment issues that belong to a specific issue component or adjustment dimension. A Mann-Whitney U test is used to see if there is a significant difference between the scale variable the amount of organizational support and the nominal variable: "having or not having experienced". Both for the correlation test as the Mann-Whitney U test, a significance level of 0,05 is applied.

3.5.3 The relationship between the organizational support content and the spouse adjustment issue content.

The relationship between the organizational support content and the adjustment issue process is investigated in a similar way as the previous relationship. For each case, the numbers of positive and negative adjustment issues in a particular stage are processed in the SPSS program. Next, the preliminary research findings with reference to the support categories are processed in SPSS as a scale variable. A Spearman Rang correlation test is used to find information about strong and weak relationships. Similar to the adjustment issue content, some support categories in a particular stage include very little support. In these cases, a "yes" = 2 and "no"=1 is processed referring to having or not having mentioned a categorized support item. In these cases, a Mann-Whitney U test is used to see if significant differences exist between the scale variable "the number of adjustment issues" and the nominal support category variable. For both tests, a significance level of 0,05 is applied.

3.5.4 The relationship between the organizational support content and the adjustment issue content

The relationship between the organizational support content and the adjustment issue content is investigated with the Spearman Rang correlation test. The processed data of the previous relationship investigations is used to test to test hypotheses 7. Again, in cases there is sufficient but little information about the support content or the adjustment issue content a Mann–Whitney U test is applied to find significant differences. In line with the previous relationship investigations, a significance level of 0,05 is applied.

4. Research findings

4.1 Adjustment Issues

Before the discussion of the adjustment issue findings, a note is made with reference to the number of cases. By the time the interviews were conducted, one of the spouses was still in the pre-stage and another spouse in the early-stage of the adjustment process. As a consequence, data from seventeen cases is used for the pre-stage, sixteen cases for the early-stage and fifteen cases for the late-stage. Data expressed in percentages, is based on a recalculated average of sixteen cases.

4.1.1 Finding 1a: The adjustment issue process

This section discusses the research findings that refer to the adjustment issue process to see if the findings correspond with the research expectations in paragraph 2.7.1 (table 6).

The first research findings are concerned with the general adjustment issue process.

In total 290 negative adjustment issues were found compared to 228 positive adjustment issues. In the pre-stage a total of 83 negative adjustment issues were found compared to 62 positive adjustment issues. The early-stage consisted of 167 negative adjustment issues and 114 positive adjustment issues. Unlike the pre-stage and the early-stage, the late-stage findings show 52 positive adjustment issues and 40 negative adjustment issues. This means that on average spouses experience 3,6 positive adjustment issues and 4,9 negative adjustment issues in the pre-stage. In the early-stage these averages are 10,4 negative adjustment issues and 7,1 positive adjustment issues. In the late-stage, these averages decrease to 2,7 negative adjustment issues and 3,5 positive adjustment issues.

Figure 5 highlights the spouse adjustment issue process. From this point of view, the pre-stage finding corresponds with the expectation that spouses would experience more negative than positive adjustment issues. Also, the early-stage involves the largest amount of both positive and negative adjustment issues which is in line with the expectations that the early-stage is a period of highs and lows. On the contrary, the late-stage seems to be a more balanced period with less positive and less negative issues. As expected, the late-stage would be the first stage in which the positive adjustment issues would exceed the negative adjustment issues. However, the finding does not correspond with the expectation that the late-stage would result in more positive adjustment issues than the preceding stages. It should be noted that respondents seem to have different opinions about the increased calmness in the late-stage. Some spouses value the decrease of negative adjustment issues; other spouses miss positive adjustment issues. Two spouses say:

(United Kingdom): *"Calmness increased over time. Life became more peaceful for me"*

(China): *"I think the first signs of a standard depression developed when my life became more ordinary"*

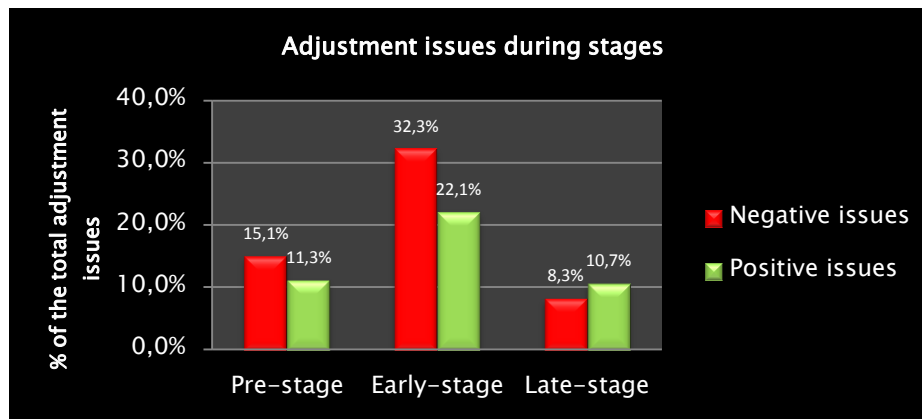


Figure 5: The spouse adjustment issue process expressed in percentages

4.1.2 Finding 1b: The adjustment issue process relationship

In the research expectations in paragraph 2.7.1 the expected relationship between the positive and the negative adjustment issues within (intra-stage) and between (inter-stage) different stages is discussed. The formulated sub-hypotheses 1a-1d (Appendix A figure 1-4) were tested with Spearman's Rang Correlation test. The test results are listed in table 18.

		Pre-stage: Negative Adjustment Issues	Early-stage: Negative Adjustment Issues	Late-stage: Negative Adjustment Issues	Pre-stage: Positive Adjustment Issues	Early-stage: Positive Adjustment Issues	Late-stage: Positive Adjustment Issues
Pre-stage: Negative Adjustment Issues	Correlation Coefficient	1,000	,172	-,191	,000	-,040	,348
	Sig. (2-tailed)		,541	,513	1,000	,886	,222
Early-stage: Negative Adjustment Issues	Correlation Coefficient	,172	1,000	-,105	-,675**	,127	,169
	Sig. (2-tailed)	,541		,708	,006	,638	,547
Late-stage: Negative Adjustment Issues	Correlation Coefficient	-,191	-,105	1,000	,000	-,388	,201
	Sig. (2-tailed)	,513	,708		1,000	,153	,473
Pre-stage: Positive Adjustment Issues	Correlation Coefficient	,000	-,675**	,000	1,000	-,123	-,401
	Sig. (2-tailed)	1,000	0,006	1,000		,662	,155
Early-stage: Positive Adjustment Issues	Correlation Coefficient	-,040	,127	-,388	-,123	1,000	,373
	Sig. (2-tailed)	,886	,638	,153	,662		,171
Late-stage: Positive Adjustment Issues	Correlation Coefficient	,348	,169	,201	-,401	,373	1,000
	Sig. (2-tailed)	,222	,547	,473	,155	,171	

Table 18: Test results hypotheses 1

** correlation is significant at a 0,01 level (2-tailed)

Based on these correlations, there does not seem to be a relationship between the positive and the negative adjustment issues within (intra-stage) and between (inter-stage) different stages, with the exception of pre-stage positive adjustment issues and early-stage negative adjustment issues.

With reference to the adjustment issues process it can only be concluded that the experience of positive issues in the pre-stage is negatively related to negative adjustment issues in the early-stage,

4.1.3 Finding 2a: The adjustment issue content

This paragraph discusses the literature findings that refer to the adjustment issue content. Research expectations on this subject were discussed in paragraph 2.7.2. The first purpose of the exploration of the spouse adjustment issue content is to see whether the expectation of the inclusion of cognitive, affective and behavioral variable importance in the spouse adjustment process is correct or not. The second purpose is to conclude on the importance of the different adjustment dimensions and issue components, which is based on the commonality of adjustment issues.

The adjustment issue dimension findings (figure 6 and 7), show that with the exception of negative cultural adjustment issues, adjustment issues occur in all adjustment dimensions during the three stages.

In the pre-stage, most negative issues relate to the personal adjustment dimension followed by the role and environmental dimensions. The small commonality of negative interaction and particularly cultural adjustment issues does not correspond with the expectation. Spouses experienced less negative culture and interaction related adjustment issues than what was predicted. Looking at the positive adjustment issue content in figure 9, personal and role related adjustment issues seem to be the most common and interaction related adjustment issues the least common. This corresponds with the expectations.

It is important to notice that the percentage of positive cultural issues exceeds the negative cultural related adjustment issue percentage. This means that spouses may have a more positive attitude than a negative attitude towards the host country culture before the journey.

In the early-stage, as expected, personal related adjustment issues are less commonly experienced. Negative cultural and interaction related adjustment issues are more common in the early-stage which was also expected. The importance of negative environmental related adjustment issues was underestimated in the prediction.

Again, many negative adjustment issues in the early-stage are role related. A spouse says:

(United Kingdom) "The children suffered from anxiety and insecurity issues. They quickly found new friends to play with but the first couple of weeks were very difficult. This also had an impact on me. Especially when I saw I left my child in the classroom crying, I questioned myself: "what am I doing here?"

Looking at the early-stage positive adjustment issue findings, an important difference is noticed between the positive adjustment issue expectations and the research findings. The expected unimportance of the positive interaction adjustment issue dimension seems to be the most important adjustment issue dimension. A possible explanation is the assumption that spouses particularly appreciate the new social life in the host country which came to existence in the early-stage but was in some cases absent in the first period of the early-stage. Another influence is the fact that some of the participating spouses lived in a compound which makes the search for a new social network easier.

Focusing on the negative adjustment issues in the late-stage, most negative adjustment issues are personal related. Environmental related adjustment issues were not as common as expected. Also there seems to be a general balance between the adjustment issues dimensions which was not predicted.

With reference to the positive adjustment issues, it was expected that adjustment issues occur to the same extent in all the adjustment dimensions, which is not completely the case. Personal and role adjustment issues are found to be the most common.

A final note is made for the cultural adjustment issue dimension. Remarkably, negative cultural adjustment issues seem to increase during the stages while positive cultural adjustment issues are decreasing.

Two spouses made statements highlight this aspect:

(Italy) "If you want something to be done in this country, you are forced to bring in cash to achieve what you want. Well, that is a phenomenon I definitely can't stand"

(China) "I repeatedly said: "I want a blue wall" and asked if they understand what I meant with blue, I even showed the particular blue color multiple times. After I returned home I saw my wall was painted red. Comparable situations did not happen once, but thirty-seven times. I can tell you, there comes a day I am done with it".

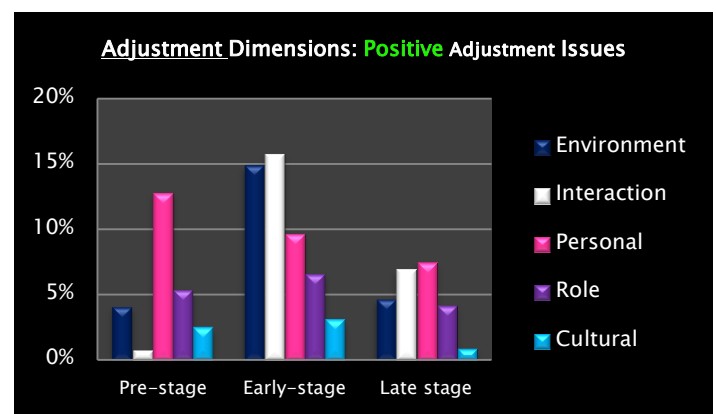
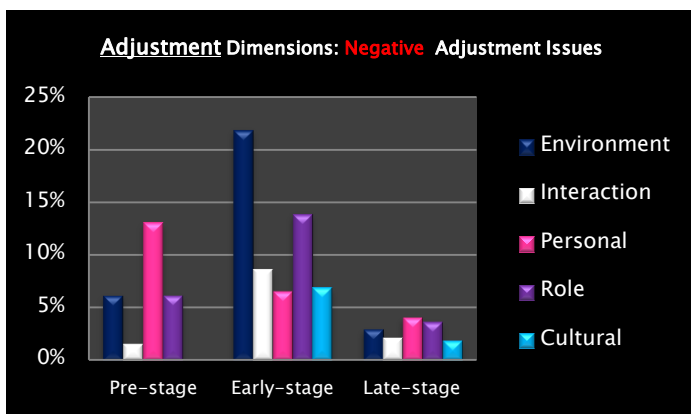


Figure 6: Negative perspective: Adjustment dimension importance Figure 7: Positive perspective: Adjustment dimension importance

The adjustment issue component findings, highlighted in figure 8 and 9, show that with the exception of negative knowledge adjustment issues in the late-stage, adjustment issues refer to all adjustment issue components in the three stages. Although the importance of satisfaction was expected, it is first of all noticed that through all periods most positive and negative adjustment issues are satisfaction related. A spouse statement that refers to early-stage satisfaction:

(Switzerland) "It is so delightful to open the windows in the morning and to see the mountains, nature, all the space around and the lake that is true enrichment for me"

It should be noted that this may be caused by the fact that spouses translated their experiences most often in terms of a cognitive evaluations. Despite the popularity of satisfaction, the pre-stage is also dominated by affect issues. Skills and knowledge issues are less common. Especially with reference to positive adjustment issues, these findings correspond to the expectations. In the early-stage knowledge and skills issues especially with regards to the negative adjustment issues are more common. In the late stage, there were less positive knowledge skills and affect related adjustment issues than expected. Also, there are more negative skills and satisfaction related adjustment issues than was assumed.

Finally, it is important to notice that the importance of the satisfaction adjustment issue component in the late-stage corresponds with the discussed highs and lows of the adjustment issue process.

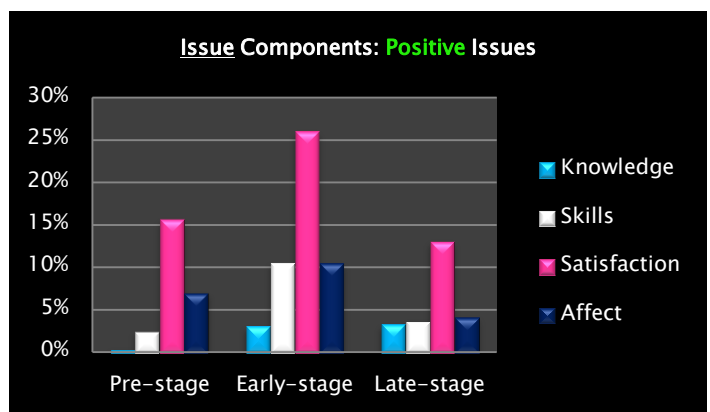
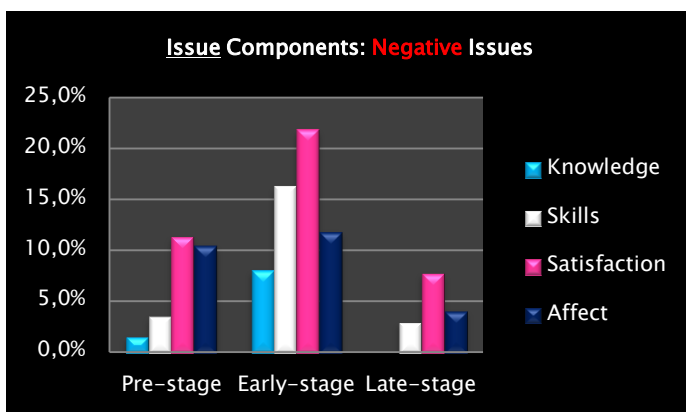


Figure 8: Negative perspective: Issue component commonality Figure 9: Positive perspective: Issue component commonality

4.1.4 Finding 2b: The adjustment issue themes

The adjustment themes were revealed to give a more specific understanding of the adjustment issues. Appendix E and F give a complete overview of the negative and positive adjustment issue themes common in the different stages.

In the pre-stage, most negative adjustment issues refer to personal affect and personal satisfaction. The most common adjustment theme of personal related satisfaction issues is: *Personal related anxiety/insecurity*. Spouses experienced a general feeling of anxiety and insecurity about the “future unknown”. Other respondents mentioned a fear of loneliness and insecurity about succeeding in general or language learning insecurity. A spouse says:

(China) “The thing that was an issue for me concerned my future day fulfillment. I felt insecure. You just don’t know what the future brings”

The second most common adjustment issue theme is: *Personal related hindrances and change dissatisfaction*. Spouses were unsatisfied by the fact that they were forced to give up a familiar life or comfort zone. Other spouses experienced dissatisfaction because of leaving family and friends. In one case dissatisfaction about leaving the pets was mentioned.

Other common specific negative adjustment issue content that was found refers to environmental knowledge, environmental satisfaction, personal skills, role satisfaction and role affect. Spouses experienced negative environmental related dissatisfaction with reference to environmental restrictions like the host country's medical facilities, the unfamiliarity of the host country, the distance to the home country and others.

The expected role skills, interaction satisfaction and affect and environmental affect are present in the research findings but they cannot be considered common in the adjustment issues of spouses. In contrary to the expectation, no cultural knowledge related adjustment issues were found.

Research findings show that the most common adjustment issues relate to personal satisfaction, personal affect and role satisfaction. Other common positive adjustment issues refer to the expected environmental satisfaction related adjustment issues and the unexpected cultural satisfaction and personal skills related adjustment issues. Spouses are satisfied because of a general interest in the host country culture, the upcoming cultural challenge or the fact that they will be part of a new culture. Spouses also experience positive personal related skill issues that refer to learning a new language, general enrichment possibilities and the creation of a different mindset.

The most common positive adjustment issue theme in the pre-stage is *Personal related motivations and change satisfaction*. Most spouses consider the challenge and adventure of the upcoming journey as satisfying motivators. Two respondents say:

(Japan) "I thought it was an enormous challenge, from the beginning I said: "I like this a lot, we are certainly going to do this""

(China) "It was our dream to move abroad once. I had a strong need for new things and change, well a need for adventure!"

Role related motivations and change satisfaction. Spouses are satisfied about the future changing family role because of more family time and adventure possibilities. From a partner role perspective, respondents experienced a deeper connection with their partner. Also, the partner's future income and job opportunities were mentioned. From a professional point of view, future job experience possibilities are important. Finally, the development opportunities for the children were a motivator experienced in the spouse's parental role. Two spouses say:

(Switzerland) "It was good for my partner's career; it was an interesting job"

(China) "I thought it was good for my children to live in another country to have a broadly defined perspective on the world on a young age"

Most negative adjustment issues in the early-stage refer to environmental satisfaction. A spouse says:

(Scandinavia) "It is dark and cold outside. In the morning, once in a while I see a running person trying to catch the bus, but most of the time everybody is in their car because of the snow. I hardly see somebody on the street. You can shoot with a cannon and if you are lucky you hit something. There is just not much happening here"

Other negative adjustment issues common in the early-stage refer to environmental knowledge, environmental, interaction and role skills, environmental, cultural and role satisfaction and personal affect. Personal knowledge related issues were not found.

Three negative adjustment issue themes are the most common in the early-stage. The first theme *Environmental related ignorance* refers to environmental knowledge. Several spouses experienced general environmental ignorance. More specifically, spouses mention ignorance regarding shopping and products, housekeeping and home decoration. Other spouses refer to ignorance with regard to the host country's school system, language and finally direction and traffic. A spouse explains:

(India) "In Holland I knew where to go. For example when I need a new glass I go to the Hema or the Blokker. In the host country I had no idea where to go, also with reference to other products. The supermarket for example, in the beginning I had no idea what to buy because I couldn't find anything"

Environment related incapability is a theme that belongs to the environmental skills adjustment issues.

Probably resulting from the latter described theme, spouses found themselves incapable when it comes to their behavior in the new environment. Some statements refer to a loss of orientation. Other spouses experienced food and products purchase failure. A spouse says:

(India) "When I did my groceries at a Dutch Albert Heijn supermarket, I knew every product I bought is of sufficient quality. In the home country, you might as well buy a fish from the freezer at a nice looking store but it really makes you sick."

Culture related habits and HCN's behavior dissatisfaction is a cultural satisfaction adjustment issue theme common in the early-stage. Some spouses were not satisfied about differences in rich and poor and the countries cast system. In other cases, statements referred to host country nationals' behavior in general and in case of misunderstanding. Also spouses did not like the country's corruption and the fact that money is found to be the most important tool in getting things done by locals. A spouse says:

(Italy) "The only reason they tolerate me because I have money and give them jobs. They always look for a way to take our money"

Most positive issues in the early-stage refer to environmental satisfaction, interaction satisfaction, interaction skills and role satisfaction. The most common adjustment issue theme is *Interaction related changed social network satisfaction*. Spouses positively evaluated having a new social life, social network, friends, contacts, neighbors or acquaintances and other expat spouses. A spouse says:

(Middle-East) "From the beginning, we were introduced here to a large group of nice people. It helps a lot to have a social life again in such a short notice of time"

Personal related joy/excitement is another common theme which refers to personal affect. Spouses particularly experienced positive feelings of joy or excitement. Other spouses described the experience of a holiday-feeling.

A third common adjustment issue theme is *Interaction related new social network creation capacities*.

Spouses experienced positive capacities with reference to making new contacts, friends, neighbors or host country nationals in general. One respondent says:

(United Kingdom) "Making contact with my neighbors for example, went really well"

In the late-stage, most adjustment issues refer to environmental satisfaction, role satisfaction and personal affect, which is to a certain extent corresponding with the research expectations. Spouses experience dissatisfaction with regard to environmental restrictions like part-time work impossibilities and electricity and device problems. Other adjustment issues are the climate, the distance to the host country or the lack of privacy because of the continual presence of the personnel which is common in the host country.

Personal related miss is the most common adjustment issue theme in the late-stage. As expected, spouses experience miss with reference to family and friends. Some spouses also miss first period excitement.

Looking at the positive adjustment issues in the late-stage, it was expected that all combinations of adjustment issue dimensions and adjustment issue components would at least to some extent appear to be common in the research findings. However, no cultural, personal and role related knowledge adjustment issues were found. Also, interaction knowledge, cultural satisfaction, cultural skills and personal skills related adjustment issues were not found. Personal satisfaction and interaction related adjustment issues are found to be the most common for spouses in the late-stage. The most common adjustment issue theme is *Personal related motivations and change satisfaction*, which refers to the fact that spouses experience calmness of life, balance or staying intentions.

4.2 Organizational support

Before the discussion of the findings a note is made concerning the number of cases. For the pre-stage all seventeen cases were used for organizational support investigation. For the early-stage, fifteen cases discussed organizational support. This “loss of two cases” is based on the fact that one spouse was still in the pre-stage by the time of the interview; another respondent did not discuss her organizational support experiences for this stage. Again one other spouse did not enter the late-stage by the time the interview was conducted. Two other respondents did not have clear experiences towards organizational support or there was a reluctance to discuss the topic. As a result the number of cases for the late stage is thirteen. Based on these findings, data expressed in percentages, is based on a recalculated average of fifteen cases.

4.2.1 Finding 3a: The organizational support process

In this section, the analysis findings that refer to the organizational support process organizational support during the different stages are discussed to see if these correspond with the research expectations in 2.10.1.

The organizational support process is expressed in figure 10. The pre-stage is characterized by a dominating amount of suitable organizational support (101) compared to the lacking organizational support (58). The early-stage also shows a higher amount of suitable organizational support (45), compared to the lacking organizational support (36). The late-stage includes the lowest amount of suitable organizational support (9) and lacking organizational support (6). This means that on average, spouses experience 5,9 suitable support items and 3,4 lacking support items in the pre-stage. In the early-stage these averages are 3 suitable support items and 2,4 lacking support items. In the late-stage spouses experience 0,8 suitable support items and 0,5 lacking support items. However, the

percentages of spouses who have suitable and/or lacking organizational support experiences show a different tendency. Results expressed in figure 11 show that the percentage of spouses who experienced suitable organizational support seems to decline throughout the progress of the stages. This is not the case for the lacking organizational support. The percentage of spouses with lacking organizational support experiences increases after the pre-stage, but decreases in the late-stage.

Based on these findings it is possible to conclude that these findings correspond to a large extent with the research expectations. A small difference refers to the expectation that there would be more lacking organizational support in the early-stage than in the pre-stage. It should be noted that the suitable organizational support and lacking organizational support in both the early-stage and in the late-stage are more balanced than in the pre-stage and the percentage of spouses with suitable support and lacking organizational support experiences is equal in the early-stage.

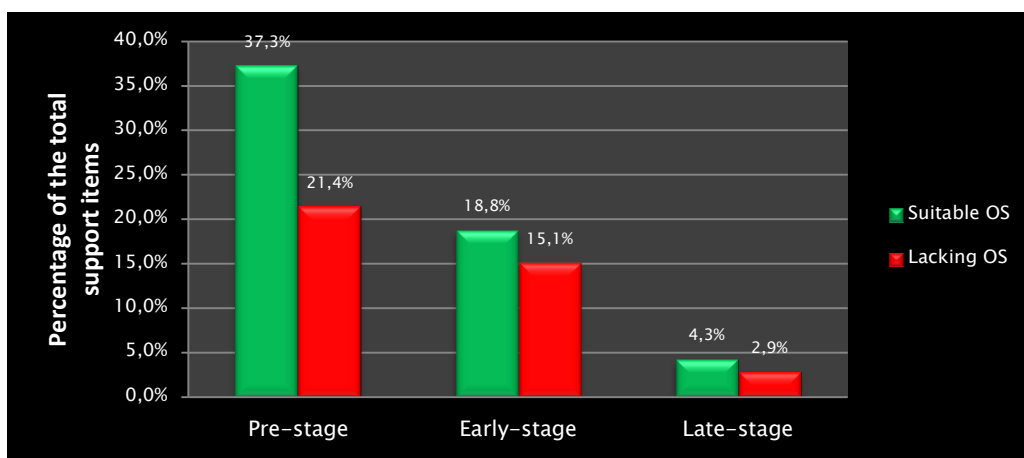


Figure 10: The organizational support process expressed in percentages

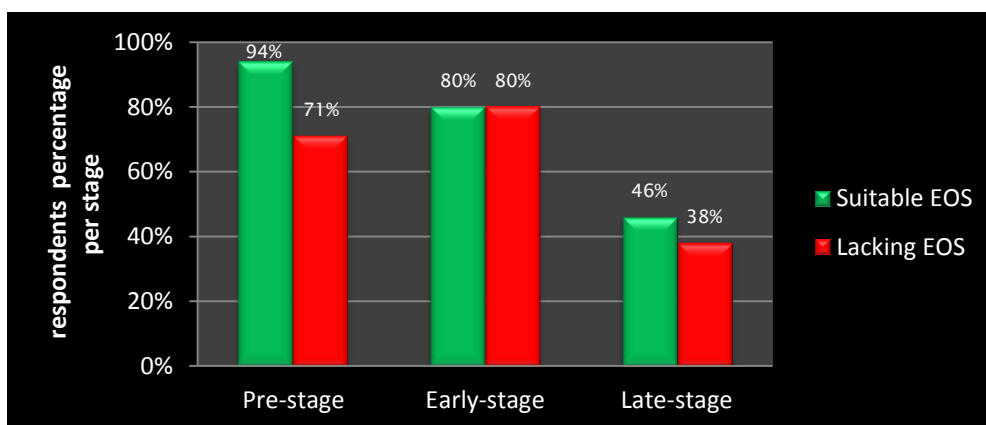


Figure 11: Percentage of the respondents with support experiences during the stages

4.2.2 Finding 3b: The organizational support process relationship

In the research expectations discussed in 2.10.2, it was assumed that there would be a positive relationship between suitable (and lacking) organizational between the stages since it assumed that although suitable support items decrease over time. This was based on the assumption that organizations are to some extent constant in their organizational support process. Logically it is a

negative correlation is expected for suitable and lacking organizational support within and between the three stages. The four formulated sub-hypotheses 2a–2d (Appendix A, figure 5–8) are tested with Spearman's Rang Correlation test. The test results are listed in table 19.

		Pre-stage: Suitable Org. Support	Early-stage: Suitable Org. Support	Late-stage: Suitable Org. Support	Pre-stage: Lacking Org. Support	Early-stage: Lacking Org. Support	Late-stage: Lacking Org. Support
Pre-stage: Suitable Org. Support	Correlation Coefficient	1,000	,529*	,239	-,250	-,342	-,549
	Sig. (2-tailed)		,043	,432	,334	,212	,080
Early-stage: Suitable Org. Support	Correlation Coefficient	,529*	1,000	,695**	-,792**	-,605*	-,198
	Sig. (2-tailed)	,043		,008	,000	,017	,559
Late-stage: Suitable Org. Support	Correlation Coefficient	,239	,695**	1,000	-,265	-,522*	-,071
	Sig. (2-tailed)	,432	,008		,381	,067	,835
Pre-stage: Lacking Org. Support	Correlation Coefficient	-,250	-,792**	-,265	1,000	,552	,273
	Sig. (2-tailed)	,334	,000	,381		,033	,417
Early-stage: Lacking Org. Support	Correlation Coefficient	-,342	-,605*	-,522	,552*	1,000	,351
	Sig. (2-tailed)	,212	,017	,067	,033		,290
Late-stage: Lacking Org. Support	Correlation Coefficient	-,549	-,198	-,071	,273	,351	1,000
	Sig. (2-tailed)	,080	,559	,835	,417	,290	

Table 19: Test results hypotheses 2

** correlation is significant at a 0,05 level (2-tailed)*

*** correlation is significant at a 0,01 level (2-tailed)*

Hypothesis 2a refers to the expected negative intra-stage correlation between suitable and lacking organizational support. Despite the fact that one out of three relationships is significant, all three intra-stage correlations are negative which is according to the expectations. Based on the significance levels of these correlations it is possible to conclude that one intra-stage correlation between the amount of positive and negative adjustment issues is significant. Thus suitable support is negatively related to lacking organizational support in the early-stage.

Hypothesis 2b refers to an inter-stage relationship between suitable and lacking organizational support. Conform the expectations, all six correlations are negative. One of these correlations is significant which means that there is a negative relationship between pre-stage lacking organizational support and early-stage suitable organizational support.

The expected inter-stage relationship hypothesis 2c refers to the expectations of a positive relationship between suitable organizational support levels between the different stages. The results show that all three correlations are positive. Two correlations are found to be significant. Based on the research findings it is possible to conclude that spouses who experience more (or less) suitable support in the pre-stage, experience more (or less) suitable support in the early-stage. Also, spouses with more (or less) suitable support experiences in the early-stage will also have more (or less) suitable support experience in the late-stage.

Looking at the correlation results for hypothesis 2d it is noticed that all three correlations are positive. One correlation has a significance level to speak of a significant correlation. Based on this knowledge it seems that spouses who experience more (or less) lacking organizational support in the pre-stage also have more (or less) lacking organizational support experiences in the early-stage.

Based on these research findings, there is to a certain extent a relationship between suitable and lacking organizational support within and between the different stages. The extent of this organizational support relationship is determined by the fact that there is a strong pre-stage/early-stage relationship and a early stage relationship and except for one significant correlation, no conclusions can be made for the late-stage both intra-stage and inter-stage.

4.2.3 Finding 3c: Satisfaction in the organizational support process.

In line with the previous research findings, the organizational satisfaction degree of the spouses is calculated. With the calculation of the satisfaction degree, it is possible to get a deeper understanding of the previous discussed findings. The purpose is to see whether there is a general gap between organizational support provision and spousal needs, which, according to literature findings, was the case in the past years. A spouse is considered to be unsatisfied or very unsatisfied when lacking organizational support exceeds the negative suitable organizational support and satisfied or very satisfied when there is more suitable than lacking organizational support. In many interviews, several statements were found that referred to a general opinion about the organizations role during the different stages. These statements were used to strengthen the degree of organizational support satisfaction. As expected several positive statements about the role of the organization were found in the *satisfied*, *very satisfied* classified cases. Also, in most of the *unsatisfied* and *very unsatisfied* cases, negative statements about the general role of the organization were found. Like the expected decreasing need for organizational support in the late-stage, the general statements mostly refer to the pre-stage and the early-stage. The distribution of the different cases during the three stages is expressed in percentages in figure 12.

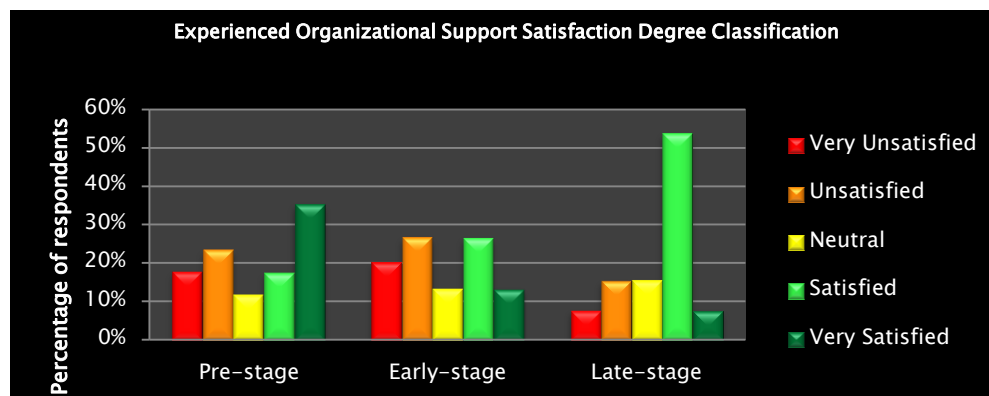


Figure 12: The experienced organizational support degree classification in the three stages.

In the pre-stage, there were six very satisfied cases, three satisfied cases, four unsatisfied cases and three very unsatisfied cases. One neutral case was found.

Although the difference is small, more spouses are satisfied than unsatisfied with the organizational support which was expected. Two very satisfied classified spouses say:

"I am sure there are lots of people who are forced to arrange a whole lot more than we did. As far as that is concerned, I realize I was very lucky"

"We received enormous support during the whole happening"

A very unsatisfied classified spouse says:

"I was definitely not satisfied about the role of the company"

In the early-stage, there are three very unsatisfied cases, four satisfied cases, four unsatisfied and two very satisfied cases. Two spouses are classified as neutral.

In line with the expectation, there is an increase of dissatisfaction in the early-stage. However this increase is larger than expected since there are slightly more unsatisfied than satisfied cases.

A very unsatisfied classified spouse says:

I wish I would have seen more cooperation by the company in a sense that they would have tried to give us some attention with a question like "how are you doing and can you handle it". Well, nothing of that at all!"

A very satisfied classified spouse says:

"Everything that should be arranged was arranged. The company provided a lot to give everybody a smooth start"

In line with the expectation that there is less lacking support in the late-stage because of a decrease of organizational dependence, there are more satisfied than unsatisfied cases. It is also noticed that there is a decrease of very satisfied and very unsatisfied cases. In general there is one very satisfied case, seven satisfied cases, two unsatisfied cases and one very unsatisfied case and two neutral cases.

The *very satisfied* classified spouse says:

"The company was very attentive in giving me and my children invitations for company arranged happenings instead of only inviting my husband"

These findings show that the organizational support provision of different organizations is diverse. Especially in the pre-stage, several organizations seem to have a fitting organizational support policy since more than 50% of the spouses is very satisfied or satisfied with the support. This means that almost the half of the cases there are indications of a gap between the support provision and the needs of spouses. In the early-stage, there is more difference between what organizations provide and what spouses need. For the late-stage the general gap is smaller.

4.2.4 Finding 3d: The relationship of satisfaction in the organizational support process.

In line with the assumption that an organization is to a certain degree constant in its organizational support provision, it is expected that there is a positive relationship between the degrees of organizational support satisfaction over the different stages as discussed in paragraph 10.2.2, Hypothesis 3 (Appendix A, figure 9) is tested with the Spearman's Rang Correlation test. The test results are listed in table 20.

		Pre-stage: Organizational Support Satisfaction	Early-stage: Organizational Support Satisfaction	Late-stage: Organizational Support Satisfaction
Pre-stage: Organizational Support Satisfaction	Correlation Coefficient	1,000	,901**	,689**
	Sig. (2-tailed)		,000	,009
Early-stage: Organizational Support Satisfaction	Correlation Coefficient	,901**	1,000	,672*
	Sig. (2-tailed)	,000		,012
Late-stage: Organizational Support Satisfaction	Correlation Coefficient	,689**	,672*	1,000
	Sig. (2-tailed)	,009	,012	

Table 20: Test results hypotheses 3

* correlation is significant at a 0,05 level (2-tailed)

** correlation is significant at a 0,01 level (2-tailed)

The findings show that there is a positive relationship between the degree of organizational support satisfaction in one of the three stages and the degree of organizational support satisfaction in the other stages. Corresponding with finding 3b, the relationship is the strongest for the pre-stage and the early-stage. Based on these findings it seems like the organization is constant with reference to the support provision for spouses throughout the organizational support process.

4.2.5 Finding 4a: The organizational support content

The paragraph discusses the exploration of the organizational support content to conclude on the commonality of the different of organizational support categories (informational, instrumental and emotional) for both suitable and lacking organizational support during the stages.

First the findings of the suitable organizational support are discussed. The findings are expressed in figure 13.

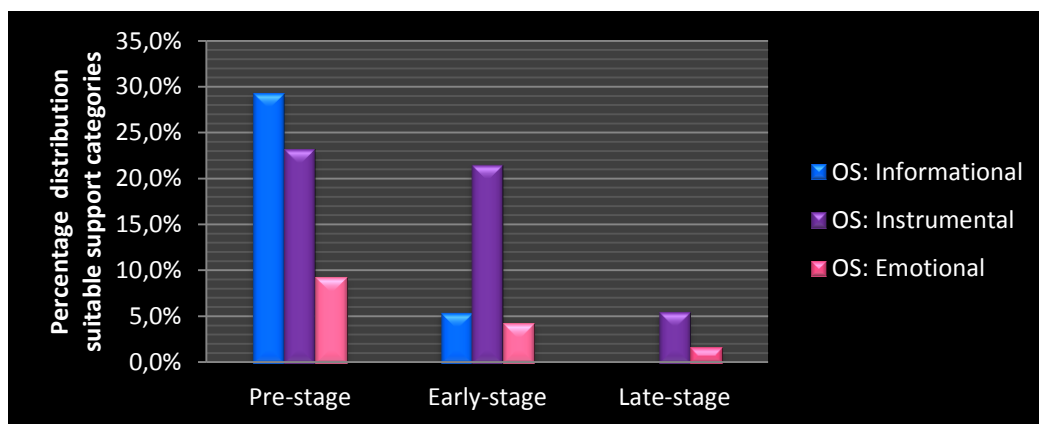


Figure 13: Suitable organizational support categories in different stages

88 % of the spouses have informational organizational support experiences in the pre-stage, 71% of the spouses mentioned instrumental organizational support, 47% of the spouses refer to experiences with reference to emotional organizational support. Most suitable organizational support in the pre-stage is informational-related. However, some spouses did not have informational based organizational support experiences. Emotional support is the least common suitable organizational support that is experienced.

In the early-stage, 47% of the spouses have informational related organizational support experiences. 73% of the spouses mention instrumental related organizational support, 20% of the spouses refer to emotional support experiences.

The first thing that is noticed in the early-stage is the large decrease of informational support. Although it was expected that instrumental support is the most common in the early-stage, it was not expected to find emotional support to be the least common organizational support. In the late stage, there were no spouses who experienced informational related support, 46% of the spouses indicate instrumental support, 7,7% of the respondents experienced emotional organizational support. In the late-stage, there are no findings with reference to the informational support. As expected, instrumental support is the most common in the late-stage despite the fact that only 46% of the spouses indicated instrumental support.

Based on this knowledge, suitable organizational support decreases over time. Several spouses did not experience support from all categories of organizational support in the pre-stage and the early-stage. In approximately half of the cases, there are no suitable organizational support experiences in the late-stage.

The lacking organizational support findings are visible in figure 14 below.

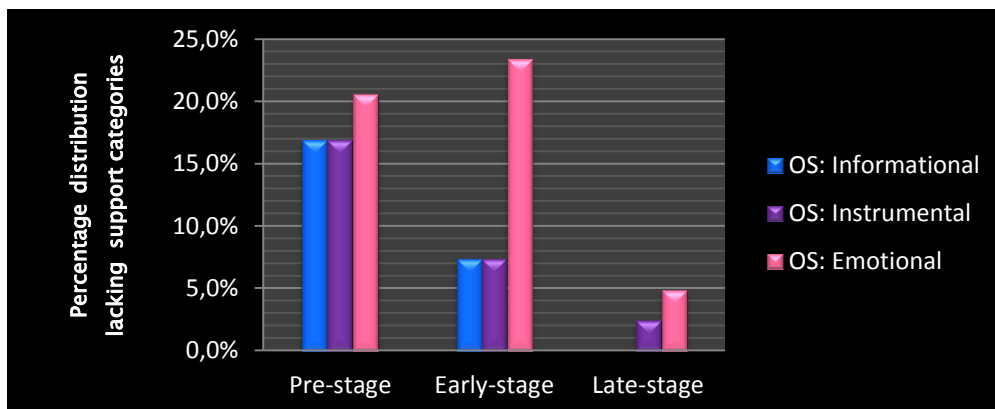


Figure 14: Lacking organizational support categories in different stages

As with suitable organizational support, there is a decrease in lacking organizational support in the different stages. There is one exception, the lacking emotional support increases in the early-stage.

The first thing that is noticed is the large percentage of lacking emotional support particularly in the pre-stage and the early-stage. Another eye-catching aspect is the comparable percentages with reference to lacking informational and instrumental organizational support in the pre-stage and early-stage. It was assumed that lacking emotional support would be common in the experiences of spouses. However, the research findings show a bigger importance than expected.

In the pre-stage, 53% of the spouses experience lacking informational related support, 59% of the spouses indicate lacking instrumental related support and 47% of the spouses have lacking emotional related support experiences. In the early-stage, 40% of the spouses experience lacking informational related support, 40% indicates lacking instrumental related support, for 60% of the spouses lacking emotional support are indicated. In the late-stage, there are no experiences that refer to informational

support which was to a large extent expected. 15% of the spouses indicate lacking instrumental support and 31% of the spouses experienced lacking emotional support.

4.2.6 Finding 4b: The specific organizational content

This paragraph describes the findings of the investigation of specific suitable and lacking organizational support content. These support findings clarify the early discussed support categories by giving more specific information of the organizational support content.

In the pre-stage the most common suitable organizational support is *house/relocation* which is instrumental related support. 65% of the spouses mentioned organizational arrangements concerned with house and/or the relocation. A spouse says:

"The company and I looked for a house together. I was able to do measurements in the new house so I knew exactly what I could bring with me to this country. I think this is an incredible way of arranging a relocation"

The second most common suitable organizational support is the informational related *fact-finding/look and see trip*. In eleven cases, spouses were allowed to visit the host country before the relocation. This is in line with the expectation of on-site visits. *Active human advice provision* is was found in eight cases. This informational related support refers to the obtainment of subject related professional advice which was provided on the organizations initiative. Examples are school selection advice, financial information, tax consultancy, relocation advice and others.

Several expected organizational support items were found in the cases. 41% of the spouses received language training. 29% of the spouses attended a culture course in which the spouses received information about the culture in the host country. Host country administrative support and arrangements regarding the children's education (formality arrangements) is experienced by 35% of the spouses. Only two spouses received career consultancy which is less than expected. Information about spousal influence in the decision making process was not mentioned; however 41% of the spouses have said to be involved by the organization and the specific pre-stage process. 24% of the spouses mention experiences referring to support staff dedication.

The most common lacking organizational support in the pre-stage is *support staff dedication*.

Nineteen specific supports were found in eight cases (47%). Most of the spouses experience a lack of guidance or concern. A spouse says:

"It would be nice to receive more guidance from the company. More guidance would make me feel less alone in exploring the future new world"

Another spouse says:

"I am absolutely convinced that the emotional guidance should be improved"

Other spouses refer to a negative attitude of the organization's support staff. Spouses mention the organization's disrespectful attitude, lack of empathy and not keeping promises. This is highlighted by the following spouse statement:

"I really experienced a tendency of the company wanting me to be down on my knees for the opportunity to go abroad, also, an accompanying spouse and children was of minor concern for the company"

A different common lacking organizational support is the instrumental based *preparation time/task load* which was found in six cases. Spouse stress the need for more preparation time or less task load.

In the early-stage, the number one common suitable organizational support is instrumental related *formality arrangements* and corresponds with the expectation. This support refers organizational formality arrangement like registration paperwork, residence cards, telephone and television, school arrangement and others. This support is found in 47% of the cases. A spouse says:

"Pleasantly, the formal arrangements like all the registration paperwork, was done by the company".

A different common suitable organizational support theme in the early-stage is instrumental related *home & living solutions*. Spouse mention the fact that the organization has provided solutions for home issues like gas, home decoration, cleaning but also mobility like arranging a car with a driver. This is considered to be some form of assistance with daily activities. This support was mentioned 33% of the cases. The suitable organizational support *language training* was also mentioned in 33% of the cases.

Expected suitable organizational support like financial support for education or other productive activities, counseling possibilities and social network support are not common in the organizational support process of spouses. Only two spouses mention dedicated support staff related support.

The most common lacking organizational support in the early-stage is again *support staff dedication* and is found in 53% of the cases. Spouses mention lack of concern or guidance and a lack of a proactive attitude. Other lacking support staff dedication related aspects are the organizations lack with keeping up to promises and the disappointing attitude of the organizations in case of criticism.

In 27% of the cases, spouses refer to lacking *printed advice provision*. Respondents would like to have received some sort of scenario roadmap. A spouse explains:

"It would have helped a lot when I received some sort of list in which the environmental possibilities and who to approach for what were mentioned"

In the late-stage, the most common suitable organizational support is instrumental related *specific financial compensation* which was expected. In 31% of the cases spouses mention the fact that they receive home-leave tickets once or twice a year.

In line with the earlier stages, the most common lacking organizational support is support staff dedication. 31% of the spouses refer to lacking support staff dedication related experiences. Several spouses stress the importance of a regular check up done by the organization. Two spouses say:

"I think it would be nice to receive a phone call from the company once in a while in which I get the opportunity to tell my story about everything is going"

"I don't say they should be on my doorstep with flowers but I would like to receive some attention and concern about how I am doing"

4.3 The relationship

Paragraph 4.3 discusses the organizational support–adjustment issue relationship findings.

Both suitable and lacking organizational support and positive and negative adjustment issues are discussed for within the stages (intra–stage) and between the stages (inter–stage).

4.3.1 The relationship between organizational support process and the adjustment issue process.

As discusses in paragraph 2.12.1, the research expectations concerned with the organizational support process–adjustment issue process relationship are based on the presupposition that there is a positive relationship between suitable (and lacking) organizational and positive (and negative) adjustment issues within and between the stages. It is also expected that there is a negative relationship between suitable (and lacking) organizational support and negative (and positive) adjustment issues within and between the three stages. The eight formulated sub–hypotheses 4a–4h (Appendix A: 4a–4h) were tested with a Spearman’s Rang Correlation test.

The first test results are concerned with the relationship between suitable organizational support and positive adjustment issues (hypotheses 4a and 4e).

		Pre-stage: Positive adjustment issues	Early-stage: Positive adjustment issues	Late-stage: Positive adjustment issues
Pre-stage: Suitable Organizational Support	Correlation Coefficient	,023	,177	,420
	Sig. (2-tailed)	,933	,513	,119
Early-stage: Suitable Organizational Support	Correlation Coefficient		,203	,117
	Sig. (2-tailed)		,469	,691

Table 21: Test results hypotheses 4a and 4e

* correlation is significant at a 0,05 level (2–tailed)

As expected, it is first of all noticed that all correlations are positive which corresponds with the expectation. However, no significant relationship was found. The relationship between pre–stage suitable support and pre–stage positive adjustment issues is considered to be the most weak.

The second test results in table 22 refer to the expected positive relationship between lacking organizational support and negative adjustment issues (hypotheses 4b and 4f)

		Pre-stage: Negative adjustment issues	Early-stage: Negative adjustment issues	Late-stage: Negative adjustment issues
Pre-stage: Lacking Organizational Support	Correlation Coefficient	,355	,775**	-,078
	Sig. (2-tailed)	,177	,000	,783
Early-stage: Lacking Organizational Support	Correlation Coefficient		,590*	-,344
	Sig. (2-tailed)		,021	,229
Late-stage: Lacking Organizational Support	Correlation Coefficient			,256
	Sig. (2-tailed)			,448

Table 22: Test results hypotheses 4b and 4f

* correlation is significant at a 0,05 level (2–tailed)

** correlation is significant at a 0,01 level (2–tailed)

Two significant positive relationships between lacking organizational support and negative adjustment issues are found. The two negative correlations are conform the expectation. However, because of the little amount of knowledge that was found for late-stage negative adjustment issues and the presented significance levels, these correlations are considered less reliable.

The third test results refer to the expected negative relationship between suitable organizational support and negative adjustment issues (hypotheses 4c and 4g).

		Pre-stage: Negative adjustment issues	Early-stage: Negative adjustment issues	Late-stage: Negative adjustment issues
Pre-stage: Suitable Organizational Support	Correlation Coefficient	,096	-,271	,430
	Sig. (2-tailed)	,732	,309	,110
Early-stage: Suitable Organizational Support	Correlation Coefficient		-,614*	,230
	Sig. (2-tailed)		,015	,428

Table 23: Test results hypotheses 4c and 4g)

* correlation is significant at a 0,05 level (2-tailed)

The findings in table 23 show that there is a significant positive relationship between early-stage suitable organizational support and negative adjustment issues in the early-stage. The findings also show that there is one weak relationship between pre-stage suitable organizational support and pre-stage negative adjustment issues. Although late-stage findings are less reliable, it is noticed that there seems to be a positive relationship between early-stage suitable support and late-stage negative adjustment issues.

The last test results of this paragraph refer to the expected negative relationship between lacking organizational support and positive adjustment issues (hypotheses 4d and 4h).

		Pre-stage: Positive adjustment issues	Early-stage: Positive adjustment issues	Late-stage: Positive adjustment issues
Pre-stage: Lacking Organizational Support	Correlation Coefficient	-,691**	-,027	,380
	Sig. (2-tailed)	,003	,921	,163
Early-stage: Lacking Organizational Support	Correlation Coefficient		-,041	-,135
	Sig. (2-tailed)		,883	,645
Late-stage: Lacking Organizational Support	Correlation Coefficient			-,149
	Sig. (2-tailed)			,662

Table 24: Test results hypotheses 4d and 4h

** correlation is significant at a 0,01 level (2-tailed)

Based on the significance levels of the correlation findings in table 24, one important significant relationship is found. There is a significant negative relationship between pre-stage lacking organizational support and pre-stage positive adjustment issues. Another important finding is that the correlation between pre-stage and early lacking support and early-stage positive adjustment issues is weak. Again, the positive late-stage correlation finding does not correspond with the research expectation.

Four sub-hypotheses (4j–4m) were formulated to see if there is a relationship between the degree of organizational support satisfaction and adjustment issues.

		Pre-stage: Positive adjustment issues	Early-stage: Positive adjustment issues	Late-stage: Positive adjustment issues
Pre-stage: Organizational Support Satisfaction	Correlation Coefficient	,587*	,225	,081
	Sig. (2-tailed)	,017	,402	,774
Early-stage: Organizational Support Satisfaction	Correlation Coefficient		,288	,147
	Sig. (2-tailed)		,298	,617
Late-stage: Organizational Support Satisfaction	Correlation Coefficient			,153
	Sig. (2-tailed)			,618

Table 25: Test results hypotheses 4j and 4l

* correlation is significant at a 0,05 level (2-tailed)

The findings in table 25 show that all correlations are positive. Because of the significance levels, it is only possible to conclude that there is a significant positive relationship between pre-stage organizational support satisfaction and the pre-stage positive adjustment issues. The weakest relationship refers to pre-stage satisfaction and late-stage positive adjustment issues.

		Pre-stage: Negative adjustment issues	Early-stage: Negative adjustment issues	Late-stage: Negative adjustment issues
Pre-stage: Organizational Support Satisfaction	Correlation Coefficient	-,041	-,713**	,287
	Sig. (2-tailed)	,880	,002	,300
Early-stage: Organizational Support Satisfaction	Correlation Coefficient		-,774**	,217
	Sig. (2-tailed)		,001	,456
Late-stage: Organizational Support Satisfaction	Correlation Coefficient			-,146
	Sig. (2-tailed)			,635

Table 26: Test results hypotheses 4k and 4m

* correlation is significant at a 0,05 level (2-tailed)

** correlation is significant at a 0,01 level (2-tailed)

The test results for hypotheses 4k and 4m can be found in table 26. Based on the significance levels, it is possible to conclude that there are two negative relationships between organizational support satisfaction and negative adjustment issues. It is also noticed that there is a weak relationship between pre-stage organizational support satisfaction and pre-stage negative adjustment issues. Again, the late-stage findings deviate from the expectations.

4.3.2 The relationship between the organizational support process and the adjustment issue content

This paragraph discusses the research findings of the relationship between the organizational support process and the adjustment issue content conducted with the Spearman's Rang Correlation test. Some components and dimensions consist of little adjustment issues. In these cases a Mann-Whitney U test is used to see if there is a significant difference between the amount of organizational support and having or not having experienced a certain adjustment issue.

As discussed in paragraph 2.12.3 it is expected to find positive intra-stage and inter-stage relationships between suitable organizational support and positive related adjustment issue content and between lacking organizational support and negative related adjustment issue content. It is also expected to find negative intra-stage and inter-stage relationships between suitable organizational support and negative adjustment issue content and between lacking organizational support and positive adjustment issue. First the research findings of the four sub-hypotheses 5a-5d (appendix A,

22–25) are discussed. This is followed by the four sub-hypotheses (5e–5h) (Appendix A figure 26–29) findings that refer to the adjustment issue dimensions.

		Pre: Positive Affect	Pre: Positive Satisfaction	Early: Positive Affect	Early: Positive Satisfaction	Early: Positive Skills	Late: Positive Satisfaction
Pre-stage: Suitable Organizational Support	Correlation Coefficient	,186	,023	,124	,314	,179	,574*
	Sig. (2-tailed)	,474	,930	,648	,236	,507	,025
Early-stage: Suitable Organizational Support	Correlation Coefficient			,162	-,107	,497	,357
	Sig. (2-tailed)			,550	,692	,050	,191

Table 27: Test results hypothesis 5a

* correlation is significant at a 0,05 level (2-tailed)

The correlation findings in table 27 show that there is a significant positive relationship between pre-stage suitable organizational support and late-stage positive satisfaction related adjustment issues. Although not significant, the relationship between early-stage suitable organizational support and early-stage positive skills is also considered to be strong. The weakest relationship refers to pre-stage suitable organizational support and pre-stage positive satisfaction issues.

Mann–Whitney U test findings show that there is a significant relationship (,049) between the pre-stage suitable organizational support levels of spouses with positive skills related adjustment issues in the late-stage (mean rank 10,13) and spouses who did not experience positive skills related adjustment issues in the late-stage (mean rank 5,57)

		Pre: Negative Affect	Pre Negative Satisfaction	Early Negative Affect	Early Negative Satisfaction	Early Negative Knowledge	Early Negative Skills	Late Negative Satisfaction
Pre-stage: Lacking Organizational Support	Correlation Coefficient	,174	,323	,481	,485	,740**	,775**	-,164
	Sig. (2-tailed)	,505	,207	,059	,057	,001	,000	,559
Early-stage: Lacking Organizational Support	Correlation Coefficient			,311	,081	,476	,544*	-,304
	Sig. (2-tailed)			,241	,764	,062	,029	,270
Late-stage: Lacking Organizational Support	Correlation Coefficient							,218
	Sig. (2-tailed)							,436

Table 28: Test results hypothesis 5b

* correlation is significant at a 0,05 level (2-tailed)

** correlation is significant at a 0,01 level (2-tailed)

The findings in table 28 confirm to a certain extent the hypothesis that there is a positive relationship between lacking organizational support and adjustment issue content. Three significant positive relationships are found. Although not significant, the relationship between pre-stage lacking organizational support and early-stage negative affect and satisfaction related adjustment issues also seem to be important. The relationship between early-stage lacking support and early-stage negative satisfaction issues is considered to be the weakest of the table findings. The late-stage negative correlations match the findings in the earlier tables.

The Mann–Whitney U test results (Appendix table) did not result in additional significant relationships.

		Pre: Negative Affect	Pre: Negative Satisfaction	Early: Negative Affect	Early: Negative Satisfaction	Early: Negative Knowledge	Early: Negative Skills	Late: Negative Satisfaction
Pre-stage: Suitable Organizational Support	Correlation Coefficient	,233	-,062	-,347	-,236	-,159	-,192	,315
	Sig. (2-tailed)	,368	,813	,188	-,379	,557	,477	,252
Early-stage: Suitable Organizational Support	Correlation Coefficient			-,454	-,337	-,353	-,462	,387
	Sig. (2-tailed)			,078	,201	,180	,072	,154

Table 29: Test results hypothesis 5c

Corresponding to the the expectations, most correlation findings in table 29 refer to negative relationships. However, no significant relationship is found. It is noticed that the relationship between pre-stage suitable organizational support and pre-stage negative affect is positive. The weakest relationship refers to the negative correlation between pre-stage suitable support and pre-stage negative satisfaction related adjustment issues. The Mann Whitney U Test results did not indicate an existent significant relationship.

		Pre: Positive Affect	Pre: Positive Satisfaction	Early Positive Affect	Early Positive Satisfaction	Early Positive Skills	Late Pos Satisfaction
Pre-stage: Lacking Organizational Support	Correlation Coefficient	-,012	-,201	-,259	,005	-,423	,057
	Sig. (2-tailed)	,963	,440	,333	,984	,103	,839
Early-stage: Lacking Organizational Support	Correlation Coefficient			-,294	-,013	-,288	,116
	Sig. (2-tailed)			,269	,961	,280	,681
Late-stage: Lacking Organizational Support	Correlation Coefficient						-,183
	Sig. (2-tailed)						,514

Table 30: Test results hypothesis 5d

The correlation results in table 30 indicate particularly weak relationships. No significant relationships are found with reference to lacking organizational support and positive adjustment issue content. The weak relationships are pre-stage lacking support and pre-stage positive affect, early-stage positive satisfaction and late-stage positive satisfaction. Also, the relationship between lacking support in the early-stage and early-stage positive satisfaction related adjustment issues is considered to be weak.

The Mann Whitney U tests represent one additional significant relationship. There is a significant negative relationship (,076) between early-lacking organizational support and positive knowledge related adjustment issues in the early-stage. Spouses who experienced positive knowledge adjustment issues in the early-stage have also experienced significant less lacking organizational support in the early-stage (mean-rank 5,92) than spouses who did not experience positive knowledge related adjustment issues in the early-stage (mean rank 10,95).

The next tables represent the test results with reference to the adjustment issue dimensions (Appendix A, figure 30–33)

		Pre: Positive Personal	Pre: Positive Role	Early: Positive Environment	Early: Positive Interaction	Early: Positive Personal	Late: Positive Personal
Pre-stage: Suitable Organizational Support	Correlation Coefficient	,319	,015	,173	-,066	,350	,114
	Sig. (2-tailed)	,212	,953	,523	,808	,184	,685
Early-stage: Suitable Organizational Support	Correlation Coefficient			-,202	,011	,396	,221
	Sig. (2-tailed)			,453	,966	,129	,429

Table 31: Test results hypothesis 5e

The results in table 31 show that there is no indication of a significant relationship between suitable organizational support and the experience of positive adjustment issues in a particular dimension.

Conform the expectations, most relationships are positive. One exception is particularly noticed. The relationship between early-stage suitable organizational support and early-stage positive environment related adjustment issues is negative. The weakest relationships are pre-stage suitable support and pre-stage positive role adjustment issues and early-stage positive interaction issues. Also, the relationship between early-stage suitable support and positive early-stage interaction adjustment issues is also considered to be very weak.

The Mann-Whitney U Test results indicate a significant relationship (,007) between early-stage suitable support and early-stage positive cultural related adjustment issues. Spouses with positive culture related adjustment issues in the early-stage have indicated more suitable support in the pre-stage (mean rank 12,38) and the early-stage (mean rank: 14,00) than spouses without positive cultural related adjustment issues (mean ranks: 7,21 and 6,67).

		Pre: Negative Environment	Pre: Negative Personal	Early: Negative Environment	Early: Negative Culture	Early: Negative Interaction	Ear Negative Personal	Early Negative Role
Pre-stage: Lacking Organizational Support	Correlation Coefficient	,389	,214	,501*	,514*	,292	,265	,600*
	Sig. (2-tailed)	,123	,410	,048	,042	,273	,321	,018
Early-stage: Lacking Organizational Support	Correlation Coefficient			,079	,302	,191	,177	,277
	Sig. (2-tailed)			,770	,255	,478	,513	,317

Table 32: Test results hypothesis 5f

* correlation is significant at a 0,05 level (2-tailed)

Based on the findings in table 32, three significant positive relationships are indicated. Pre-stage lacking support is related to negative adjustment issues that belong to the environmental, cultural and the role adjustment issue dimension. It is also noticed that all correlations are positive which is conform to the research expectation. The weakest relationship refers to early-stage lacking support and early-stage negative environmental related adjustment issues. According to the Mann-Whitney U test results, there is one significant relationship (,073) between lacking support and negative adjustment issues. Spouses who experience late-stage negative environmental related adjustment issues, experienced significant less lacking organizational support in the early-stage (mean rank: 5,93) compared to the spouses who did not experience late-stage negative environmental related adjustment issues (mean rank: 9.81). This finding is not conforming to the research expectation. A possible explanation is that spouses who experienced more lacking organizational support and

adjustment issues in the early-stage will mention more positive adjustment issues for the late-stage and vice versa.

		Pre: Negative Environment	Pre: Negative Personal	Early: Negative Environment	Early: Negative Culture	Early: Negative Interaction	Early: Negative Personal	Early: Negative Role
Pre-stage: Suitable Organizational Support	Correlation Coefficient	-,034	,359	-,313	-,686**	,323	-,004	,088
	Sig. (2-tailed)	,896	,158	,238	,003	,222	,989	,756
Early-stage: Suitable Organizational Support	Correlation Coefficient			-,435	-,526*	,170	-,088	-,158
	Sig. (2-tailed)			,093	,037	,530	,746	,575

Table 33: Test results hypothesis 5g

* correlation is significant at a 0,05 level (2-tailed)

** correlation is significant at a 0,01 level (2-tailed)

Corresponding to the expectation, most correlation findings in table 33 refer to negative relationships. One exception is noticed, the relationship between suitable support in the pre-stage and personal adjustment issues in the pre-stage is positive. But this relationship is not significant.

Two relationships are significant. There is a negative relationship between pre-stage suitable organizational support and early-stage negative culture related adjustment issues. A second correlation finding represents a significant negative relationship between early-stage suitable support and early-stage negative culture related adjustment issues. The weakest relationship is related to pre-stage suitable support and pre-stage negative environmental adjustment issues, early-stage negative personal adjustment issues and early-stage negative role related adjustment issues. No significant relationships were found with the Mann-Whitney U tests.

		Pre: Positive Personal	Pre : Positive Role	Early: Positive Environmental	Early: Positive Interaction	Early: Positive Personal	Late: Positive Personal
Pre-stage: Lacking Organizational Support	Correlation Coefficient	-,146	,009	,070	,248	-,574*	,170
	Sig. (2-tailed)	,576	,974	,797	,354	,020	,544
Early-stage: Lacking Organizational Support	Correlation Coefficient			,102	,144	-,537*	-,225
	Sig. (2-tailed)			,707	,594	,032	,420

Table 34: Test results hypothesis 5h

* correlation is significant at a 0,05 level (2-tailed)

The correlation tests results in table 34 show two negative significant relationships. The first relationship is between lacking support in the pre-stage and positive personal adjustment issues in the early-stage. The second relationship refers to early-stage lacking organizational support and positive personal related adjustment issues in the early-stage. Based on the test results, the relationships between pre-stage lacking support and pre-stage positive role related adjustment issues and between pre-stage lacking support and environmental adjustment issues in the early-stage are considered to be the weakest.

The Mann-Whitney U test results show a significant relationship (,009) between early-stage lacking organizational support and early-stage positive culture related adjustment issues. Spouses who did experience positive cultural adjustment issues in the pre-stage experienced significant less lacking organizational support in the pre-stage (mean rank 5,92) than spouses who did not experience pre-stage positive cultural related adjustment issues (mean rank 10,68). A different relationship refers to

pre-stage lacking organizational support and positive role related adjustment issues in the early-stage. Spouses who experienced positive role related adjustment issues in the early have experience significant (,012) less lacking organizational support (mean rank: 5,94) than spouses who did not experience positive role related adjustment issues in the early-stage (mean rank: 11,79)

4.3.3 The relationship between the organizational support content and the spouse adjustment issue process

This section discusses the research findings of the relationship between the organizational support content and the adjustment issue process. As discussed in paragraph 2.12.4, the research expectation is to find positive relationships between suitable organizational support content and the positive adjustment issue process and between lacking organizational support content and the negative adjustment issue process. The expectations are formulated with the four sub-hypotheses 6a-6d (Appendix A, figure 30-33) These sub hypotheses are tested with Spearman's Rang Correlation test. In cases where spouses have experienced little support items a Mann-Whitney U test is used to see if there is a significant difference between the amount of adjustment issues and having or not having experienced a certain organizational support category.

		Pre: Positive adjustment issues	Early Positive adjustment issues	Late: Positive adjustment issues	Pre: Negative adjustment issues	Early: Negative adjustment issues	Late: Negative adjustment issues
Pre-stage: Suitable Emotional support	Correlation Coefficient	,263	,313	,320	-,212	-,368	,216
	Sig. (2-tailed)	,308	,239	,245	,431	,161	,440
Pre-stage: Suitable Informational support	Correlation Coefficient	-,111	,195	,530*	,203	,164	,366
	Sig. (2-tailed)	,670	,470	,042	,451	,544	,180
Pre-stage: Suitable Instrumental support	Correlation Coefficient	,339	,203	,418	-,132	-,435	,238
	Sig. (2-tailed)	,183	,452	,121	,626	,092	,394
Early-stage: Suitable Instrumental support	Correlation Coefficient		,092	,186		-,444	,311
	Sig. (2-tailed)		,736	,507		,085	,259

Table 35: Test results hypothesis 6a

* correlation is significant at a 0,05 level (2-tailed)

The correlation findings in table 35 represent one significant negative relationship. This corresponds with the expectation to find negative relationships between suitable organizational support and lacking suitable informational support and positive adjustment issues in the late-stage. Other relationships are assumed to be strong but not significant. These negative relationships are suitable instrumental support in the pre-stage and the early-stage and early-stage negative adjustment issues.

The two weakest relationships seem to be pre-stage suitable informational support and pre-stage positive adjustment issues, and early-stage suitable instrumental support and early-stage positive adjustment issues.

The Mann Whitney U test results indicated one significant relationship (,078) with reference to suitable emotional support in the early-stage and positive adjustment issues in the early-stage. Spouses who experienced emotional support in the early-stage experienced significant more positive adjustment

issues in the early-stage (mean rank 12,83) than spouses who did not experience emotional support in the early-stage (mean rank 7,50).

		Pre-stage Positive a.issues	Early-stage Positive a.issues	Late-stage Positive a.issues	Pre-stage Negative a. issues	Early-stage Negative a. issues	Late-stage Negative a.issues
Pre-stage: Lacking Emotional support	Correlation Coefficient	-,557*	-,286	-,023	,078	,618*	-,226
	Sig. (2-tailed)	,020	,284	,936	,775	,011	,419
Pre-stage: Lacking Informational support	Correlation Coefficient	-,111	-,061	,284	,574*	,328	-,352
	Sig. (2-tailed)	,673	,823	,305	,020	,215	,198
Pre-stage: Lacking Instrumental support	Correlation Coefficient	-,201	-,146	,254	,298	,694**	,105
	Sig. (2-tailed)	,440	,588	,361	,263	,003	,709

Table 36: Test results hypothesis 6d

* correlation is significant at a 0,05 level (2-tailed)

** correlation is significant at a 0,01 level (2-tailed)

Table 36 shows the correlation findings with reference to lacking support categories and positive and negative adjustment issues. Conform the research expectations; most correlations of lacking support positive adjustment issue are negative. Lacking support and negative adjustment is to a large extent positive which was also expected.

Four significant relationships are represented in table 36. First, there seems to be a negative relationship between lacking support in the pre-stage and positive adjustment issues in the pre-stage. Next, there is a positive relationship between pre-stage lacking emotional support and early-stage negative adjustment issues. There is also a positive relationship between pre-stage lacking informational support and pre-stage negative adjustment issues. Finally, there is a negative relationship between pre-stage lacking organizational support and early-stage negative adjustment issues. The most noticeable weak relationships are the relationship between pre-stage lacking emotional support and pre-stage negative adjustment issues and the relationship between and pre-stage lacking informational support and early-stage positive adjustment issues.

Mann Whitney U tests indicate a significant positive relationship (,049) between early-stage lacking emotional support and early-stage positive adjustment issues. Spouses who experienced lacking emotional support in the early-stage experience significant less positive adjustment issues in the early stage (mean rank: 6,44) than spouses who did not experience lacking emotional support (mean rank: 11,14)

4.3.4 The relationship between the organizational support content and the adjustment issue content

This section discusses the research findings of the relationship between the organizational support content and the adjustment issue content. The first expectations are formulated with the sub-hypotheses 7a-7v (Appendix A: figure 34-44) The sub hypotheses are tested with Spearman's Rang Correlation test and in case there is less information with reference to the organizational support, the Mann Whitney U Test.

		Pre Neg Aff	Pre Neg Sat	Early Neg Affect	Early Neg Satis	Early Neg Know	Early Neg Skill	Late Neg Satis
Pre-stage: Suitable Informational Support	Correlation Coefficient	,201	,266	-,121	,205	,102	,183	,373
	Sig. (2-tailed)	,440	,302	,654	,446	,706	,498	,171
Pre-stage: Lacking Informational Support	Correlation Coefficient	,296	,581*	,241	,318	,708**	,562*	-,282
	Sig. (2-tailed)	,248	,014	,369	,229	,002	,024	,309

Table 37: Test results hypotheses 7a and 7d

* correlation is significant at a 0,05 level (2-tailed)

Table 37 represents the correlation results with reference to suitable and lacking pre-stage informational support and negative adjustment issue content. Surprisingly, pre-stage suitable informational support is according to these findings most likely not related to early-stage negative knowledge and early-stage negative skills. In general, the correlations of the suitable informational support and negative adjustment issues are surprisingly positive but they are also considered to be weak. However, most lacking support-negative adjustment issue relationships are positive and stronger. Three relationships are significant. There is a relationship between pre-stage lacking informational support and pre-stage negative satisfaction related adjustment issues. Also, there is a negative relationship between pre-stage lacking informational support and early-stage negative knowledge and skills related adjustment issues. Unlike the expectation, there is no significant relationship between suitable and lacking informational support and positive affect related adjustment issues.

The Mann-Whitney U test results indicate a significant relationship (,010) between early-stage lacking informational support and early-stage negative knowledge. Spouses who experienced lacking informational support in the early-stage have significantly more negative knowledge issues in the early-stage (mean rank 11,86) than spouses who did not experience lacking informational support in the early-stage (mean rank 5,89)

		Pre Positive Affect	Pre: Positive Satisfaction	Early: Positive Affect	Early: Positive Satisfaction	Early: Positive Skills	Late: Positive Satisfaction
Pre-stage: Suitable Informational Support	Correlation Coefficient	,236	-,108	-,156	,297	-,185	,284
	Sig. (2-tailed)	,363	,680	,564	,264	,492	,306
Pre-stage: Lacking Informational Support	Correlation Coefficient	-,064	,000	-,275	,235	-,401	,198
	Sig. (2-tailed)	,808	1,000	,303	,381	,124	,480

Table 38: Test results Hypothesis 7b and 7c

The results in table 38 show particularly weak relationships. No significant relationships are found. This is especially the case when looking at pre-stage suitable informational support and pre-stage positive satisfaction, early-stage positive affect and early-stage positive skills. With reference to lacking informational support, there is a considered weak relationship between pre-stage lacking informational support and pre-stage positive affect and satisfaction. Mann Whitney U test results did not indicate additional relationships.

		Pre: Positive Affect	Pre: Positive Satisfaction	Early Positive Affect	Early: Positive Satisfaction	Early: Positive Skills	Late: Positive Satisfaction
Pre-stage: Suitable Instrumental Support	Correlation Coefficient	,075	,164	,185	,057	,500*	,602*
	Sig. (2-tailed)	,774	,530	,494	,833	,049	,018
Early-stage: Suitable Instrumental Support	Correlation Coefficient			,027	-,200	,503*	,169
	Sig. (2-tailed)			,922	,458	,047	,546
Pre-stage: Lacking Instrumental Support	Correlation Coefficient	,134	-,164	-,434	,028	-,509*	,158
	Sig. (2-tailed)	,607	,530	,093	,917	,044	,575

Table 39: Test results Hypothesis 7e and 7h

* correlation is significant at a 0,05 level (2-tailed)

With reference to suitable instrumental support, table 39 shows that there is a significant positive relationship between pre-stage suitable instrumental support and early-stage positive skills. Also there is a significant positive relationship between suitable instrumental support in the pre-stage and positive satisfaction in the late-stage. The third significant relationship refers to early-stage suitable instrumental support and early-stage positive skills. Finally there is negative relationship between pre-stage lacking instrumental support and early-stage positive skills related adjustment issues. The expected relationship between instrumental support and affect related adjustment issues is not found. Mann Whitney U test results about lacking instrumental support in the early-stage did not indicate strong relationships.

		Pre Neg Aff	Pre Neg Sat	Early Neg Affect	Early Neg Satis	Early Neg Know	Early Neg Skill	Late Neg Satis
Pre-stage: Suitable Instrumental Support	Correlation Coefficient	,300	-,207	-,523*	-,599*	-,277	-,384	,139
	Sig. (2-tailed)	,242	,426	,037	,024	,298	,142	,622
Early-stage: Suitable Instrumental Support	Correlation Coefficient			,438	-,328	-,401	-,454	,189
	Sig. (2-tailed)			,090	,214	,124	,077	,501
Pre-stage: Lacking Instrumental Support	Correlation Coefficient	,243	,214	-,259	,386	,525*	,805**	,096
	Sig. (2-tailed)	,347	,409	,332	,140	,037	,000	,734

Table 40: Test results Hypothesis 7f and 7g

* correlation is significant at a 0,05 level (2-tailed)

** correlation is significant at a 0,01 level (2-tailed)

Table 40 shows the correlation findings that refer to instrumental support and negative adjustment issues. As expected most relationships between suitable support and negative adjustment issues are negative. Also, most of the relationships between lacking instrumental support and early negative adjustment issues are positive.

Three significant relationships are found. First there is a significant negative relationship between pre-stage suitable instrumental support and early-stage negative affect. Next, there is a significant negative relationship between pre-stage suitable instrumental support and early-stage negative satisfaction related adjustment issues. There is a positive relationship between lacking instrumental support in the pre-stage and negative knowledge issues in the early-stage. And finally, there is a positive relationship between pre-stage lacking instrumental support and early-stage negative skills.

The weakest relationships refer to instrumental support in the pre-stage and the early-stage and late-stage negative satisfaction.

The Mann Whitney U test results indicate one other strong result that refers to a significant relationship (.035) between early-stage lacking instrumental support and early-stage negative skills. Spouses who mentioned early-stage lacking instrumental support experiences, have also experienced significantly more negative skills related adjustment issues in the early-stage (mean rank 11,67) than spouses who did not experience lacking instrumental support in the early-stage (mean rank 6,60).

		Pre Pos Aff	Pre Pos Sat	Early Pos Affect	Early Pos Satis	Early Pos Skill	Late Pos Satis
Pre-stage: Suitable Emotional Support	Correlation Coefficient	,082	,039	,172	,326	,185	,373
	Sig. (2-tailed)	,753	,881	,525	,218	,492	,170
Pre-stage: Lacking Emotional Support	Correlation Coefficient	-,157	-,433	-,221	-,130	-,437	-,243
	Sig. (2-tailed)	,549	,083	,410	,631	,091	,382

Table 41: Test results Hypothesis 7i and 7l

According to the expectation, the correlations between suitable emotional support and positive adjustment issues are positive and the correlations between lacking emotional support and positive adjustment issues are negative as shown in table 41. No significant relationship was found. The strongest relationship refers to a negative relationship between pre-stage lacking emotional support and pre-stage positive satisfaction related adjustment issues. The weak relationship between pre-stage suitable emotional support and pre-stage positive affect and satisfaction related adjustment issues is particularly noticed since there was a relationship expected between emotional support and affect and satisfaction related adjustment issues.

The Mann Whitney U test results did not indicate an additional strong relationship between emotional support and positive adjustment issue content.

		Pre Neg Aff	Pre Neg Sat	Early Neg Affect	Early Neg Satis	Early Neg Know	Early Neg Skill	Late Neg Satis
Pre-stage: Suitable Emotional Support	Correlation Coefficient	,101	-,132	-,332	-,318	-,384	-,331	,250
	Sig. (2-tailed)	,700	,613	,209	,230	,142	,210	,368
Pre-stage: Lacking Emotional Support	Correlation Coefficient	-,227	,265	,619*	,496	,633**	,710**	-,143
	Sig. (2-tailed)	,380	,304	,011	,051	,009	,002	,612

Table 42: Test results Hypothesis 7j and 7k

* correlation is significant at a 0,05 level (2-tailed)

** correlation is significant at a 0,01 level (2-tailed)

The test results in table 42 show that most of the correlations correspond with the expectation to find negative relationships between suitable emotional support and negative adjustment issues and positive relationships between lacking emotional support and negative adjustment issues. Three significant relationships are found. There is a significant positive relationship between pre-stage lacking emotional support and early-stage negative adjustment issues. The relationship between lacking emotional support and early-stage negative satisfaction related adjustment issues is because of its significance level of ,051 strong but not significant. Although not expected, there seems to be a

significant relationship between pre-stage lacking emotional support and early-stage negative knowledge issues and early-stage negative skills issues. The weakest relationship refers to pre-stage suitable emotional support and pre-stage negative affect related adjustment issues. With reference to the Mann Whitney U test results no significant relationships were found.

The last research findings refer to the relationship between organizational support categories and specific adjustment issue dimensions. The expectations of the research expectations are discussed in The formulated hypotheses are tested with the Spearman rang correlation test and the Mann–Whitney U test.

		Early: Negative Environmental Adjustment issues	Early: Negative Cultural Adjustment issues
Pre-stage: Suitable Informational Support	Correlation Coefficient	,109	-,232
	Sig. (2-tailed)	,689	,387
Pre-stage: Lacking Informational Support	Correlation Coefficient	,434	,200
	Sig. (2-tailed)	,093	,457

Table 43: Test results Hypothesis 7m and 7n

The correlation results in table 43 show that there is no significant relationship between pre-stage informational support and early-stage negative environment and culture related adjustment issues. However, the positive relationship between pre-stage lacking informational support and early-stage negative environmental adjustment issues is to some extent considered to be strong. The Mann–Whitney U tests that were conducted for the early-stage suitable and lacking informational support did not indicate a significant relationship between early-stage suitable informational support and negative environmental related adjustment issues (Asymp. Sig. 2-tailed: ,956) and between early-stage lacking informational support and negative environmental related adjustment issues (Asymp. Sig. 2-tailed: ,391). With reference to the cultural adjustment issues, it is noticed that there is no significant relationship between early-stage suitable informational support and negative cultural adjustment issues (Asymp. Sig. 2-tailed: ,825), nor between suitable informational support and negative cultural adjustment issues (Asymp. Sig. 2-tailed: ,335)

		Early: Negative Personal Adjustment issues
Pre-stage: Suitable Instrumental Support	Correlation Coefficient	,409
	Sig. (2-tailed)	,103
Pre-stage: Lacking Instrumental Support	Correlation Coefficient	,300
	Sig. (2-tailed)	,241

Table 44: Test results Hypothesis 7q and 7r

The test results in table 44 show that no significant relationships are found. However it is particularly noticed that there is a positive correlation between pre-stage suitable instrumental support and early-stage negative personal related adjustment issues. This result does not correspond with the research expectation.

		Early: Negative Personal Adjustment issues
Pre-stage: Suitable Emotional Support	Correlation Coefficient Sig. (2-tailed)	-,040 ,884
Pre-stage: Lacking Emotional Support	Correlation Coefficient Sig. (2-tailed)	,158 ,560

Table 45: Test results Hypothesis 7s and 7t

The results in table 45 reveal that the correlations between pre-stage suitable and pre-stage lacking emotional support are noticeably weak. This finding does not correspond with the expectation.

Mann-Whitney U-test results indicate that there is no significant relationship between suitable emotional support in the pre-stage and early-stage negative personal related adjustment issues. (Asymp. Sig. 2-tailed: ,335). Also, there is no significant relationship between lacking emotional support in the pre-stage and early-stage negative personal related adjustment issues.

		Early: Negative Personal Adjustment issues
Pre-stage: Suitable Instrumental Support	Correlation Coefficient Sig. (2-tailed)	-,331 ,210
Pre-stage: Lacking Instrumental Support	Correlation Coefficient Sig. (2-tailed)	,461 ,072
Early-stage Suitable Instrumental Support	Correlation Coefficient Sig. (2-tailed)	-,277 ,300

Table 46: Test results Hypothesis 7u and 7v

The correlation results in table 46 correspond with the expectation to find a positive relationship between pre-stage lacking instrumental support and early-stage negative personal related adjustment issues and a negative relationship between pre-stage suitable and early-stage suitable instrumental support and negative personal related adjustment issues. Despite the fact that the results do not represent a significant relationship, the relationship between pre-stage lacking instrumental support and early-stage negative personal related adjustment issues indicates a possible relationship.

With the Mann-Whitney U test, a positive strong but not significant (,055) relationship was found regarding early-stage lacking instrumental support and early-stage negative role related adjustment issues. Spouses with lacking instrumental support experiences in the early-stage, experience more negative role related adjustment issues in the early-stage (mean rank: 11,15) than spouses without lacking instrumental support experiences (mean rank 6,85)

5. Discussion

Despite the importance of the spouse and their influence on the MNC having been acknowledged in expatriate literature from the 1980's onwards, there has been little support for the investigation exclusively into the spouse topic. Contribution to science was attempted by the present thesis' exclusively devoted attention to the accompanying spouse focusing on in-depth knowledge with reference to spouse adjustment issues, organizational support nowadays and the extent of the relationship.

The preliminary research of the adjustment issue findings concerned with the external adjustment issue process, correspond to a certain extent with the adjustment issue process literature findings. The first period of the journey turned out to be the most difficult period for spouses which is conform Shaffer & Harrison's (2001) identity loss explanation. Despite the difficulty, the first period of the journey is also found to be the most exciting period. This period of exhilaration is consistent with Punnett's (1997) early-assignment's "honeymoon-stage". However, the present thesis found indications that point in another direction than the established sequence of a positive adjustment issue stage followed by a negative adjustment issue stage. With the present thesis' focus on the first six months, it should be noted that a specific sequence was not explored. However, some spouses' statements give indications for a reverse sequence but also for alternating periods of highs and lows as highlighted with a spouse statement:

"Looking at the first six months in India, I experienced eight bad days followed by two very exciting days. The two exciting days were of such a high excitement level, that I could handle the following bad days"

The late-stage turned out to be a time in which spouses experience less negative and less positive adjustment issues. The present findings are not in all cases conform the literature findings in which the late-stage is expected to be a particularly positive period. Some spouses miss the early-stage excitement. A final note is made with reference to the little amount of information that is found for the adjustment issues in the late-stage. Although spouses experience less positive and negative adjustment issues because of an increased balance, the quantity of information might be distorted by the spouse's decreasing motivation to discuss late-stage experiences after the in-depth discussion of several pre-stage and early-stage experiences.

A stage that is not included in the present thesis research is the post-stage. Spouse's statements indicated the importance of repatriation adjustment issues. Researchers can consider incorporating the final stages of the journey and the early-stages in the home country in future research. A spouse said:

"I know from my own and others' experiences that the process of returning to the home country is way more difficult than going to the host-country"

The exploration of the adjustment issue content investigation highlighted the areas of life in which the adjustment issues are experienced. The commonality of adjustment issues in a particular adjustment issue dimension is different for positive and negative issues and the particular stage. Despite the fact that particularly for personal adjustment and role adjustment an extended formulation was used, the present thesis' research findings confirm the significance of the focus on multiple adjustment dimensions like the ones by Black & Stephens (1989), Shaffer & Harrison (2001), and Mohr & Klein (2004) in spouse adjustment research.

The adjustment content findings also show that the incorporation of different issue components resulted in the presence of cognitive, affective and behavioral related adjustment issues. The use of Subjective Well-Being theory (Diener, 1984) and Cultural Competence theory (Johnson et al., 2006) is therefore considered to be particularly useful for adjustment research. As a result, the present thesis' research findings confirm the critique of the adjustment construct by Hippler (2000), Thomas &

Lazarova (2006), Harrison et al. (2004) and others, in a way that the need for a more complete and commonly used definition and operationalization of the adjustment construct is considered to be necessary.

A final note is made with reference to the dominating presence of satisfaction related adjustment issues. Perhaps the research method may have influenced this domination. It is possible that the spouses unconsciously express most of their adjustment issue experiences in terms of cognitive evaluations which refers to the satisfaction component. This is strengthened by the fact that the components are interrelated. Future research could investigate the commonality of the referred adjustment issue components with the use of a survey.

The organizational support categorization by Caligiuri & Lazarova (2002) that was used for the investigation of organizational support indicates a general applicability of the social support categorization in the context of organizational support for spouses. It should be noted that the original formulations of the categories were to a little extent adapted or extended to the present thesis' research context. Also, in some cases the specific support referred to multiple support categories which indicates a possible overlap. Future researchers using the support categorization should keep the possible overlap in mind.

Most of the mentioned organizational support in literature is not mentioned by the spouses in the present thesis research. Only a small part of Punnett's support suggestions were found in practice. Particularly assistance with job/employment and network assistance are not common in the support that was provided to the spouses in the sample of the present thesis. The recommendation by Shaffer & Harrison (2001) that organizations should provide for practical information corresponds with the findings. However, in several cases, organizations did not provide for practical information. This is also the case for the stressed importance of a dedicated support staff by Shaffer et al. (2001).

The lacking and suitable organizational support findings confirm to a certain extent the existent literature statements by Punnett (1997), Ali et al. (2003) and Forster that there is a gap between the factual organizational support provision and the needs and desires of the spouse. However, the opposite was also found to be existent. In cases where this gap was particularly not the case, the spouse lived in a compound or in some sort of area in which the obstacles for social network creation are minimal. This seems to be more common in countries outside of Europe. Future research can include country specific variables when investigation organizational support. In the interviews, it was noticed that the support provision for the same MNC seems to differ per country. This means that the organizational support for spouses depends on the local MNC's specific norms and policies. Future research could investigate the extent of these differences or the possibilities to increase unity in the support provision of spouses.

Ali et al. (2003) found organizational support to be significantly related to psychological adjustment which referred to mental health and personal satisfaction. According to the authors, organizational support also contributed to socio-cultural adjustment referring to the ability to deal with daily problems and to the amount of intercultural engagement which refers to the ability to deal with from other cultures. Psychological adjustment was measured with a Satisfaction for Life scale. It is a fact that the focus on positive and negative adjustment issues is different from the study by Ali et al. (2003). However, it is particularly noticed that satisfaction being significant related to organizational support in the study by Ali et al. (2003) was the least found adjustment issue component to be significantly related to organizational support in the present thesis.

More research is needed in the investigation of the relationship particularly with reference to the influence of other spouse adjustment determinants like personal characteristics. Future research can also consider the possibility to investigate organizational support as a separate determinant of spouse

adjustment and the extent to which organizational support influences other adjustment influencing determinants. A final direction for future research is the influence of the development of social media, and other information and communication technologies on the relationship between organizational support and the adjustment process of spouses. This development could have consequences for organizational support possibilities, but it is also assumed to be influential to the spouse's adjustment process since information is easier to be obtained, and it is also easier for spouses to stay in touch with the home country social network. However, it may also have several disadvantages.

6. Conclusion and Recommendations

6.1. Introduction

Spouse literature findings suggest that spouse adjustment is influenced by several variables like language fluency change in employment status, motivation and personal characteristics. In general, authors have stressed the need for the investigation of organizational support and its influence on spouse adjustment (Shaffer & Harrison, 2001). However, only one study was found to focus on this topic. In this particular study, organizational support was found to be an important determinant of spouse adjustment. Thus, the investigation of the relationship served the purpose of investigating the extent of the significance of organizational support influence on spouse adjustment.

In general, organizational support is found to be related to adjustment issues. For all four hypotheses, several significant relationships were found. Weak relationships were also noticed. With reference to the first two presuppositions the following can be concluded. Most of the significant relationships refer to pre-stage organizational support and early-stage adjustment issues. This is followed by early-stage organizational support and early-stage adjustment issues. Pre-stage organizational support and pre-stage adjustment issues became the third most found relationship. Least relationships were found for the late-stage. As discussed in chapter 5, the late-stage findings are less reliable because of the little information that was found.

Looking at the last four presuppositions, all significant relationships correspond to the presuppositions. Most significant relations were found with reference to a positive relationship between lacking organizational support and negative adjustment issues. This is followed by the positive relationship between suitable support and positive adjustment issues. There were also significant negative relationships found referring to suitable organizational support and negative adjustment issues and to lacking organizational support and positive adjustment issues. More specific conclusions for significant and weak relationships will be discussed for the pre-stage and the early-stage and is followed by a general conclusion.

6.2. The stage before expatriation

Before the journey, lacking organizational support is negatively related to positive adjustment issues. Particularly, lacking emotional support is negatively related to positive adjustment issues. Also, lacking informational support is positively related to negative satisfaction related adjustment issues. However, lacking organizational support does not seem to be related to less positive adjustment issues. Next, the amount of suitable support is not related to the number of positive adjustment issues, particularly with reference to positive affect and satisfaction issues. Spouses with more suitable support do not necessarily experience less negative satisfaction related adjustment issues. However, a higher degree of organizational support satisfaction (more suitable support than lacking support), is positively related to positive adjustment issues but is not related to the number of negative adjustment issues.

6.3. The first six months in the host country

The present thesis found evidence for the relationship between these adjustment issues and organizational support that is provided before the relocation to the host country.

In general a negative relationship is found between the degree of support satisfaction in the pre-stage and negative adjustment issues in the early-stage, thus spouses with a lower degree of support satisfaction (more lacking support than suitable support) before the relocation, experience more negative adjustment issues in the first six months in the host country. Also, more pre-stage suitable

support is related to more positive adjustment issues in the early-stage in the host country. Evidence is found that more suitable instrumental support in the pre-stage is related to more positive skills issues. But suitable organizational support is also found to be negatively related to negative affect and satisfaction related adjustment issues in the first six months.

With reference to lacking organizational support, a positive relationship was found between lacking support and negative adjustment issues. More specifically, lacking emotional support in the pre-stage is positively related to negative affect knowledge and skills related adjustment issues in the early-stage. More pre-stage lacking informational support is positively related to more knowledge and skills related adjustment issues in the first six months. Also, more pre-stage lacking instrumental support is positively related to more negative skills issues and negative related to positive skills issues in the first six months. Finally it is found that spouses with more lacking organizational support in the pre-stage experience more negative role and environment related adjustment issues and less positive personal and role related adjustment issues in the first six months.

However, there is no negative relationship between lacking organizational support in the pre-stage and positive adjustment issues in the first six months. Also more suitable support is not related to more positive interaction adjustment issues and less negative personal and role adjustment issues. It is particularly noticed that more suitable informational support is not related to less negative knowledge adjustment issues. An explanation is that the suitable informational support that is provided before the relocation suits other knowledge related purposes than the most common knowledge adjustment issue in the first six months which is environmental related ignorance.

Evidence was also found for the relationship between early-stage organizational support and adjustment issues in the early-stage. More suitable support is related to less negative adjustment issues. More lacking support is related to more negative adjustment issues but not to positive adjustment issues. Also, a higher degree of organizational support satisfaction is negatively related to less negative adjustment issues. Particularly lacking emotional is found to be negatively related to less positive adjustment issues. Spouses with more suitable instrumental support experience more positive skills issues but not more positive adjustment issues in general. Spouses with more lacking instrumental support also experience more negative skills issues. Finally, lacking informational support is positively related to more negative knowledge related adjustment issues.

6.4 Conclusion

Irrespective of the amount of suitable or lacking organizational support, spouses will most probable experience negative adjustment issues in the period before the journey due to leaving a familiar life. This means that with reference to negative adjustment issues, other influencing variables than organizational support are important. However, lacking informational support is found to be significant positively related to negative satisfaction related adjustment issues. It is implied that particularly a lack of information clarity of completeness is influential to more or less negative adjustment issues in this period. Looking at the positive adjustment issues in this stage, positive satisfaction and affect related adjustment issues are most probable to be influenced by other variables since the relationships with organizational support were found to be weak. It is assumed that variables like motivation, personal characteristics and the personal context are more important in influencing the number of positive satisfaction and affect related adjustment issues. However, there is one exception. Lacking emotional organizational support, most probable a lack of *support staff dedication* staff, is related to less positive adjustment issues in general. Spouses with more experiences towards the lack of support staff dedication (more specifically, a lack of concern or guidance or a non supporting attitude) experience significant less positive adjustment issues.

The first six months in the host country is a period in which the spouse experiences the most positive and the most negative adjustment issues. This is also the period in which the provided organizational support before the relocation is found to be most related to the adjustment issues. However organizational support that is provided in the first six months is also found to be important. In general, organizational support is more related to negative adjustment issues than to positive adjustment issues. Spouses with more lacking organizational support experiences before the relocation or in the first six months after the relocation do not necessarily experience more or less positive adjustment issues in the first six months than spouses with less lacking organizational support experience. This means that other variables like personal characteristics and the spouse's social and situational context are assumed to be important in influencing the number of positive adjustment issues in the first six months. However, more lacking emotional support experiences in the first six months is found to be related to less positive adjustment issues. Looking at the negative adjustment issues, spouses with more lacking emotional, instrumental and informational support experiences in the home country experience significantly more negative knowledge, skills and/or affect related adjustment issues in the first six months in the host country. Also, spouses with more suitable support experiences in the first six months, experience less negative adjustment issues in general. Satisfaction related adjustment issues are probably influenced by other variables than organizational support. With the notion that lacking support is particularly related to negative skills, knowledge, role and environmental related adjustment issues, it is thus assumed that spouses with experiences towards a lacking dedicated support staff, lacking clarity and completeness of information and lacking career consultancy spouses will particularly have more negative knowledge, skills and affect related adjustment issues.

6.5. Recommendations

An important question that international HRM could ask itself is to what extent the organization acts to provide for the wellbeing of expatriate spouses to make the adjustment process easier and to secure the spouse's loyalty to the organization. The present thesis found that this extent of support provision is different for MNC's. In general, spousal program reluctance is most of all influenced by the fact that some MNCs consider these support programs as unnecessary costs or they are not convinced about the effectiveness. However, the present thesis also found evidence for the fact that there are managers who are convinced about the benefits of spousal programs as is highlighted with a statement from a spouse:

"What I heard at the office, and I agree, is the notion of a manager that if the accompanying spouse is not happy with life, than the employee is not valuable for the company. There are managers who aware of this and managers who are not"

Specific organizational support related recommendations are the following.

Culture courses and specific spouse related courses in the period before the journey are found to be valuable to spouses and should not only be provided to spouses who will be based outside of Europe. Several spouses found cultural and specific spouse courses to be particularly valuable because it enhanced cultural, environmental and personal related knowledge which increased the general understanding of what to expect in the host country. However, the number of cultural and personal related adjustment issues seems to be underestimated for spouses based in Europe. The present thesis found that considered less culture novelty in countries closer to the home country also leads to cultural adjustment issues and personal related adjustment issues.

"What I learned during the culture course and the spouse course is the culture shock curve that was really valuable to me. Before attending the spouse course my I considered this spouse course to be denigrating. "Will I learn how to

make coffee, or how to be the perfect housemaid? “. However the information was very valuable to me. I was very content with the fact that the company made it possible to attend these courses”

Spouses experience little preparation time/ a heavy task load in the preparation process. Formality arrangements like administrative support or school arrangements for the children are found to be helpful. Also it is important to provide for a clear and complete information provision. In particular, there is a need for practical information about environmental related knowledge especially after arrival in the host country. This does not have to be cost increasing, a printed scenario roadmap is sufficient. It is also important to spouses to experience suitable support staff dedication. In case the spouse experiences a lack of concern or guidance or a non-supporting attitude, this will probably result in more negative adjustment issues in the first six months of the host country. It is particularly recommended to show empathy in the communication with the spouse. Organizations can also consider including the spouse to the organization. The organization could for example invite the spouse to specific arranged happenings. This is highlighted with a spouse statement:

“The company was very attentive in inviting me and my children for company arranged happenings instead of only inviting my husband”

With reference to the social network, the organization could bring the spouse in contact with other expatriate spouses who are already in the host country or have been in the host country. Finally, career consultancy is particularly recommended. This recommendation is only applicable in countries where there are no work restrictions for the spouse. When this is the case, organizations can consider providing for financial support for educational opportunities.

7. Reflection, limitations and strengths

7.1. Reflection

Spouses were approached without the intervention of the MNC. In general practical and deliberate constraints have influenced this selection method. It was also assumed that leaving out the MNC in the selection process; the spouse would be encouraged to be open and honest about adjustment issues and organizational support experiences. However, because of this reason, the other constraints, the homogenous sample restrictions and in some cases reluctance of approached spouses, it turned out to be difficult to find thirty expatriate spouses to participate in the research. Eventually, seventeen semi-structured conversational interviews were conducted for data generation, which is a somewhat disappointing number of interviews.

The first objective was to pursue an in-depth investigation of positive and negative adjustment issues that belong to different adjustment stages. Literature findings on adjustment construct criticism influenced the present thesis' focus on positive and negative cognitive, affective and behavioral related spouse adjustment issues within the adjustment process. A long and extensive and by times overwhelming literature study turned out to be necessary to come to this focus.

Particularly for the pre-stage and the early-stage, the objective to generate in-depth knowledge about spouse adjustment issues seems to be accomplished. For the late-stage, several factors may have negatively influenced the data, particularly with regard to the amount. It is expected that due to the length of the interview and the in-depth conversation about the pre-stage and the early-stage that precedes the late-stage, the spouses were (unconsciously) influenced to give a less detailed and in-depth description about the late-stage. It is also possible that the questions that I asked were less critically formulated, and also there is a chance that the amount of supplementary questions may have decreased as the interview time went by. It is also assumed that this is also caused by the fact that the late-stage covers a long period of time compared to the more specific pre-stage and the early-stage. Finally, it was noticed that spouses with more negative adjustment issue experiences in the early-stage emphasized talking about positive late-stage experiences. On the contrary, spouses with more positive adjustment issue related experiences in the early-stage emphasized talking about some incidental negative events in the late-stage. It is expected that a survey results in more reliable late-stage data.

Secondly, an in-depth investigation of both suitable and lacking organizational support throughout different adjustment stages could function as an up to date and new perspective in the extension of the amount of organizational based literature. In line with the first objective, the second objective is to a large extent accomplished. Several spouses were surprisingly open about sharing their experiences about the role of the organization. These spouses did not seem to be reluctant to share negative experiences towards the support. Despite the openness of several spouses, it is strongly assumed that there are also spouse who were more reluctant to be negative about the organization. It is expected that, without the intervention of the MNC, a survey research method would result in even more honest and openness with regard to organizational support.

The third research objective referred to the investigation of the relationship between suitable and lacking organizational support and positive and negative spouse adjustment issues. Although organizational support is found to be a determinant of spouse adjustment, very few studies focus on the relationship between organizational support and spouse adjustment. Thus, the investigation of the relationship served the purpose of highlighting the significance of organizational support on spouse adjustment. Logically, the small and less incomplete data that is found for the late-stage in the preliminary research resulted in less reliable late-stage relationship findings.

7.2. Strengths and limitations

The present thesis includes several strengths. In general the thesis investigated a topic that has received little attention in scientific literature. First, the in-depth spouse perspective on adjustment issues resulted in a comprehensive investigation of the adjustment issues in several stages of the adjustment process but also the time before the journey. Adjustment construct criticism was incorporated and resulted in evidence for the need to include cognitive, affective, behavioral variables and several adjustment dimensions.

A second strength refers to the thesis' in-depth spouse perspective on organizational support. The focus on suitable and lacking organizational support is considered to be unique and providing for up to date organizational support knowledge.

A third strength refers to the investigation of the relationship between spouse adjustment and organizational support which is a particularly underexplored topic. The present thesis' extensive investigation of the relationship between suitable and lacking organizational support and positive and negative adjustment issues is considered to be unique and contributing to scientific literature and to MNCs Human Resource Management.

A first limitation refers to the inductive nature of the preliminary research is considered to be subjective. To increase objectivity, existing theory was used as guidance in analyzing the data. However, the research data that is derived is based on self-perceptions. This means that the investigated experiences are based on what comes to the respondent's mind. The preliminary research does not ascertain the complete and objective picture about the adjustment issues and organizational support particularly for the late-stage. Thus, the relationship outcomes are first of all influenced by the respondent's memory, honesty and the willingness to share the experiences.

A second limitation concerns the sample size and the statistical methods. At least thirty cases were necessary to conduct statistical adequate results. For that reason, statistical tests were used that are found to be particularly suitable for small sample sizes. Also, only the significant findings are used as a plausible indication of a potential relationship, especially since it is not possible to draw any conclusions with respect to cause and effect because of using correlation tests.

A third limitation is the fact that the present thesis did not focus on possible confound variables that influence the relationship between organizational support and adjustment issues. There is one exception. Late-stage suitable organizational support was left out of the research investigation due to a found significant difference between spouses in Europe and spouses based outside of Europe with regard to the amount of suitable organizational support in the late-stage.

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Appendices

Appendix A: Conceptual research models of the sub-hypotheses

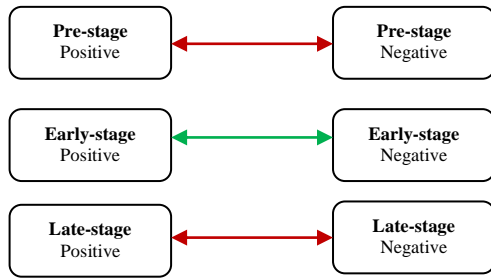


Figure 1: Conceptual research model hypothesis 1A

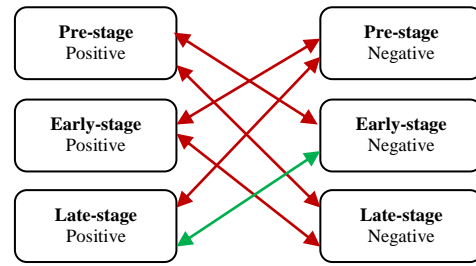


Figure 2: Conceptual research model hypothesis 1B

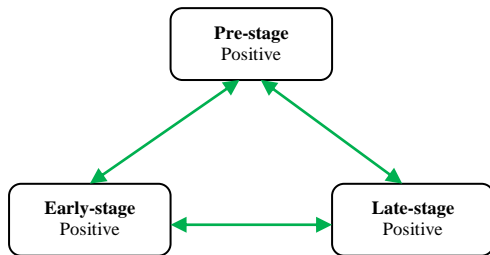


Figure 3: Conceptual research model hypothesis 1C

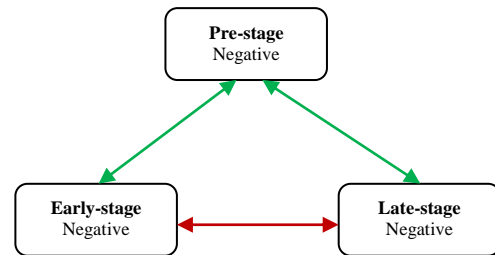


Figure 4: Conceptual research model hypothesis 1D

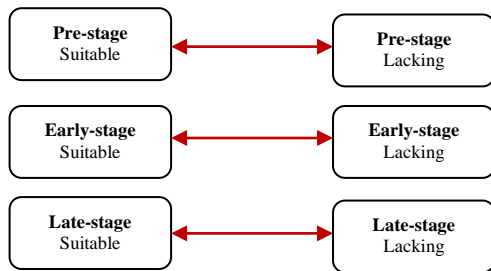


Figure 5: Conceptual research model hypothesis 2A

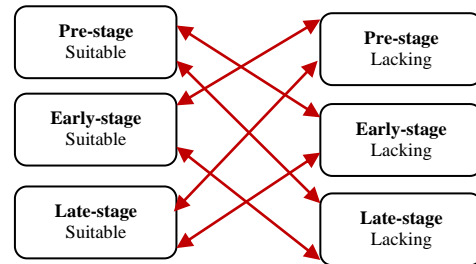


Figure 6: Conceptual research model hypothesis 2B

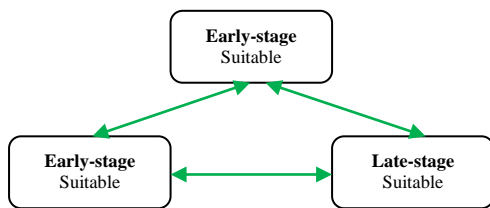


Figure 7: Conceptual research model hypothesis 2C

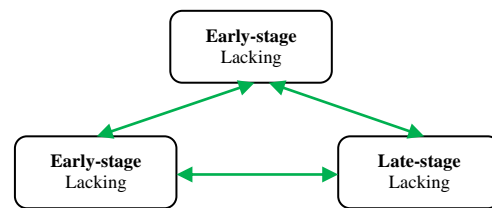


Figure 8: Conceptual research model hypothesis 2D

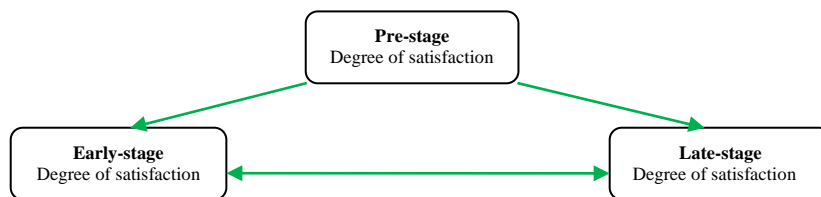


Figure 9: Conceptual research model hypothesis 3

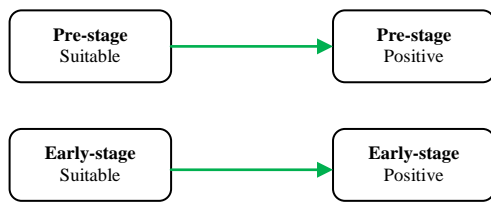


Figure 10: Conceptual research model hypothesis 4a

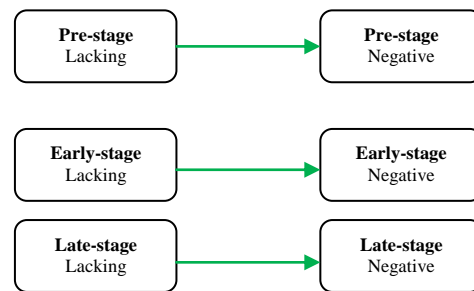


Figure 11: Conceptual research model hypothesis 4b

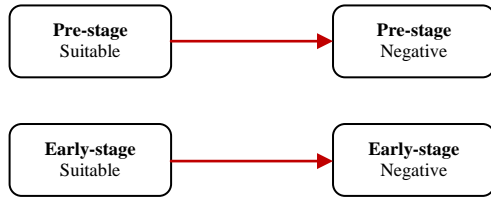


Figure 12: Conceptual research model hypothesis 4c

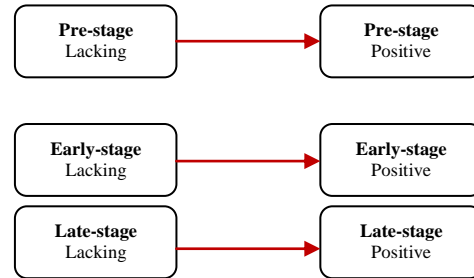


Figure 13: Conceptual research model hypothesis 4d

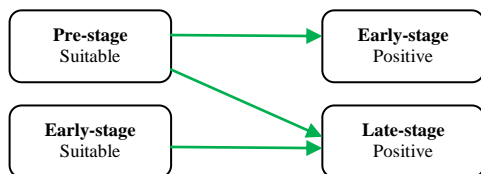


Figure 14: Conceptual research model hypothesis 4e

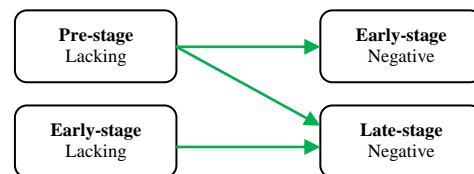


Figure 15: Conceptual research model hypothesis 4f

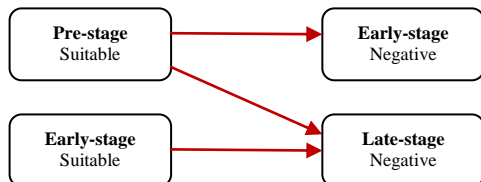


Figure 16: Conceptual research model hypothesis 4g

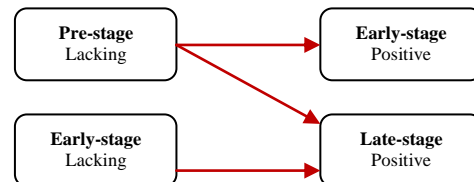


Figure 17: Conceptual research model hypothesis 4h

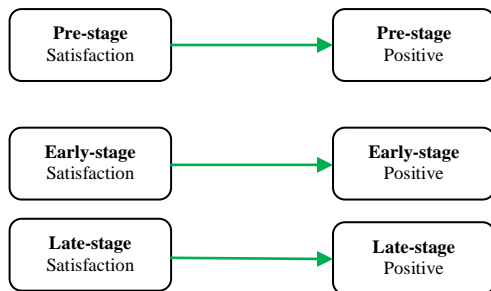


Figure 18: Conceptual research model hypothesis 4j

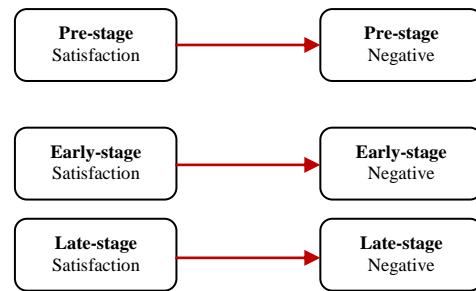


Figure 19: Conceptual research model hypothesis 4k

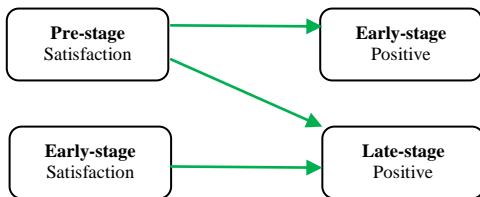


Figure 20: Conceptual research model hypothesis 4l

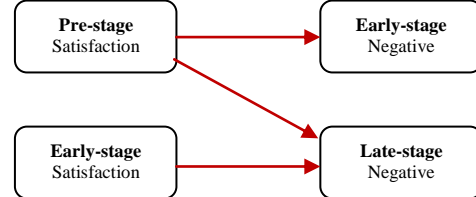


Figure 21: Conceptual research model hypothesis 4m

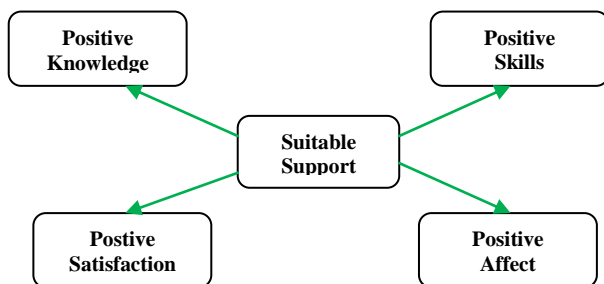


Figure 22: Conceptual research model hypothesis 5a

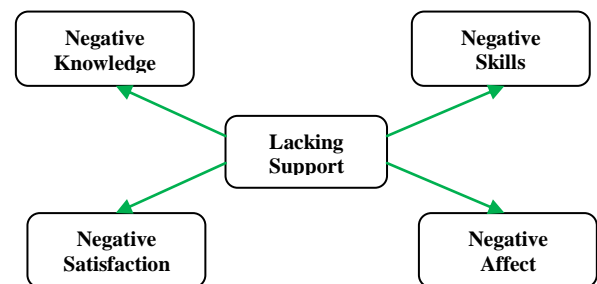


Figure 23: Conceptual research model hypothesis 5b

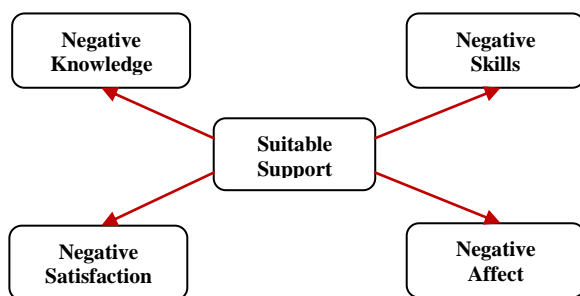


Figure 24: Conceptual research model hypothesis 5c

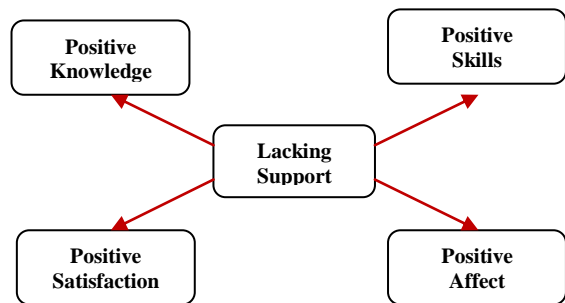


Figure 25: Conceptual research model hypothesis 5d

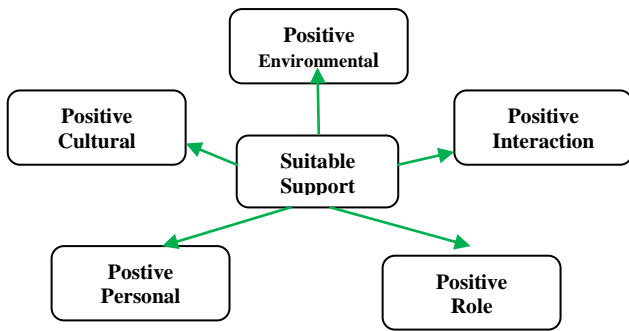


Figure 26: Conceptual research model hypothesis 5e

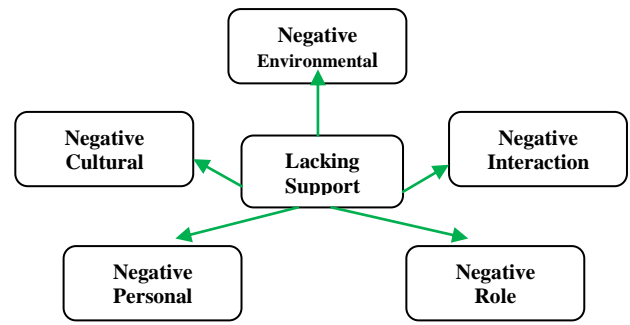


Figure 27: Conceptual research model hypothesis 5f

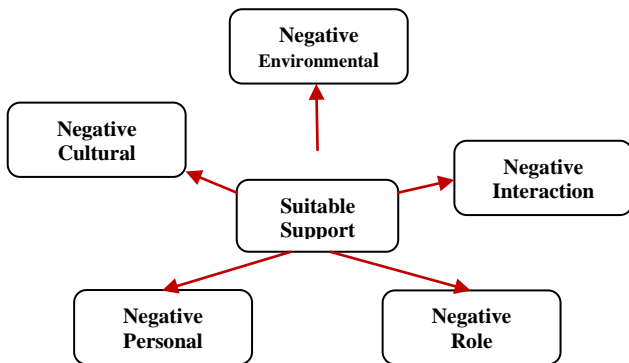


Figure 28: Conceptual research model hypothesis 5g

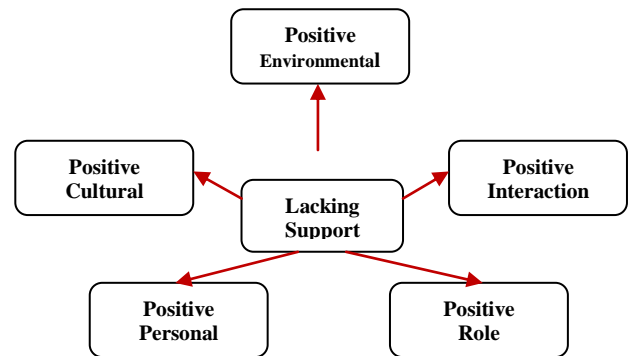


Figure 29: Conceptual research model hypothesis 5h

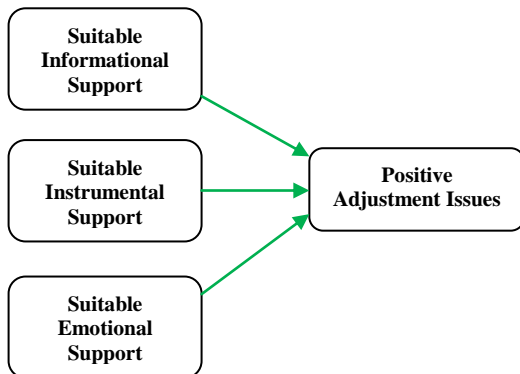


Figure 30: Conceptual research model hypothesis 6a

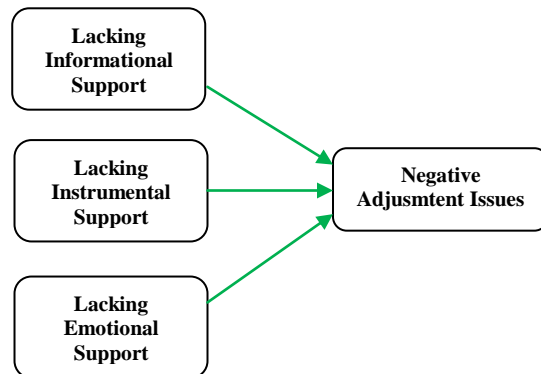


Figure 31: Conceptual research model hypothesis 6b

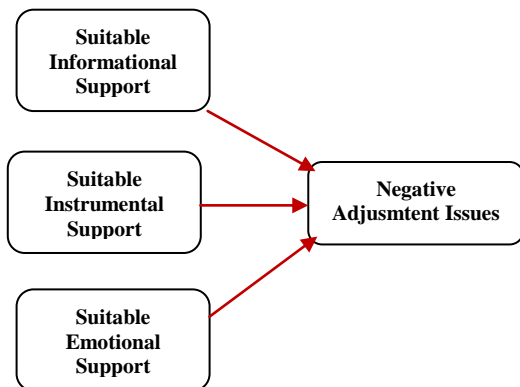


Figure 32: Conceptual research model hypothesis 6c

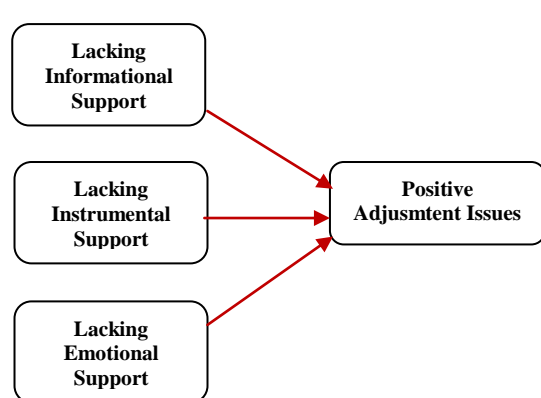


Figure 33: Conceptual research model hypothesis 6d

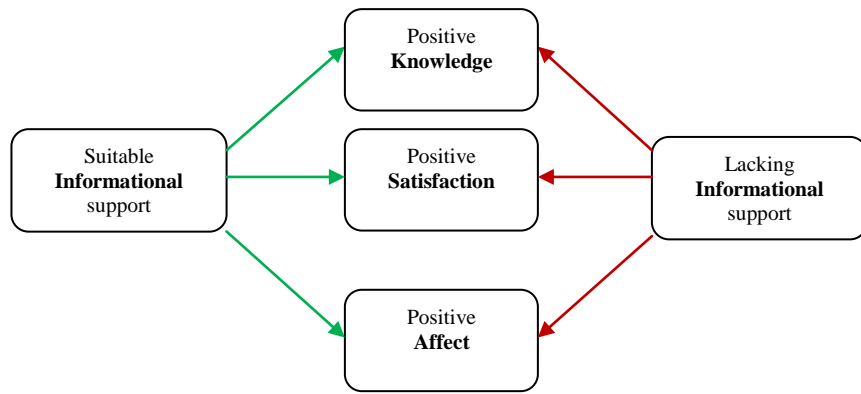


Figure 34: Conceptual research model hypothesis 7a and 7d

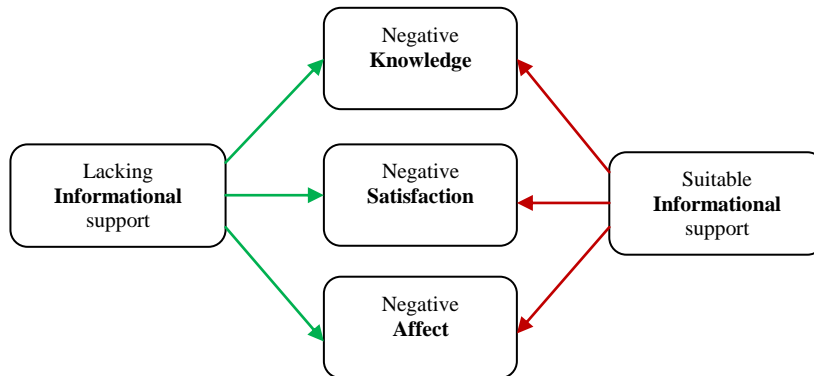


Figure 35: Conceptual research model hypothesis 7b and 7c

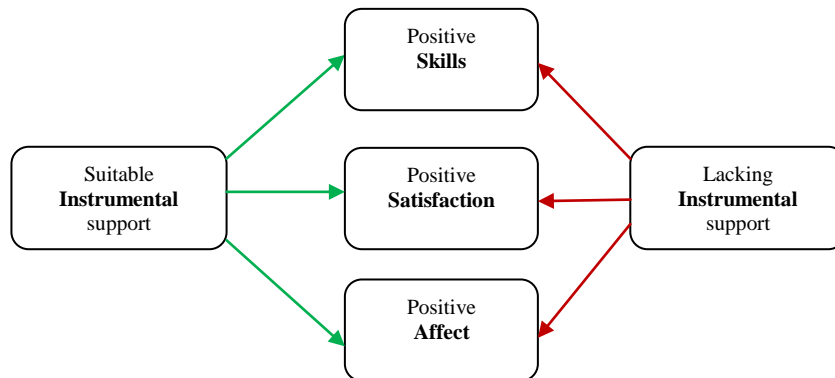


Figure 36: Conceptual research model hypothesis 7e and 7h

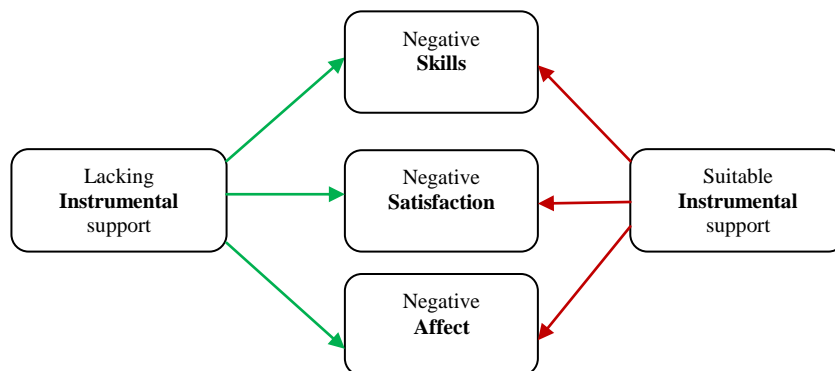


Figure 37: Conceptual research model hypothesis 7f and 7g

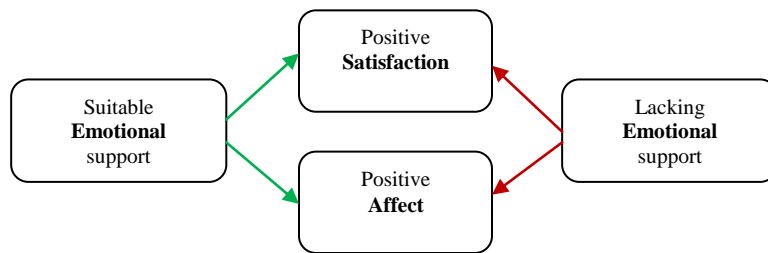


Figure 38: Conceptual research model hypothesis 7i and 7j

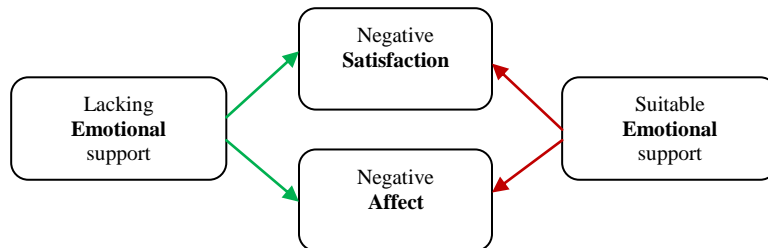


Figure 39: Conceptual research model hypothesis 7j and 7k

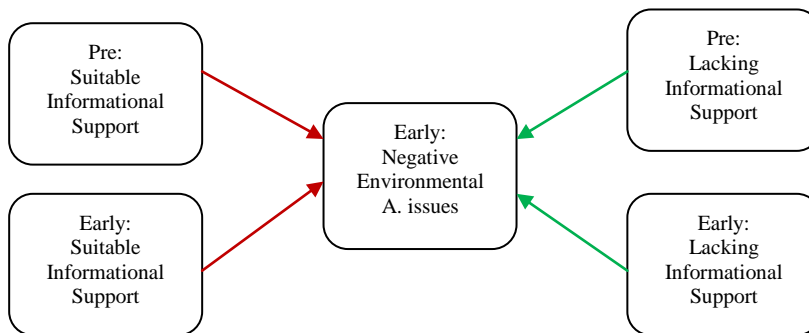


Figure 40: Conceptual research model hypothesis 7m

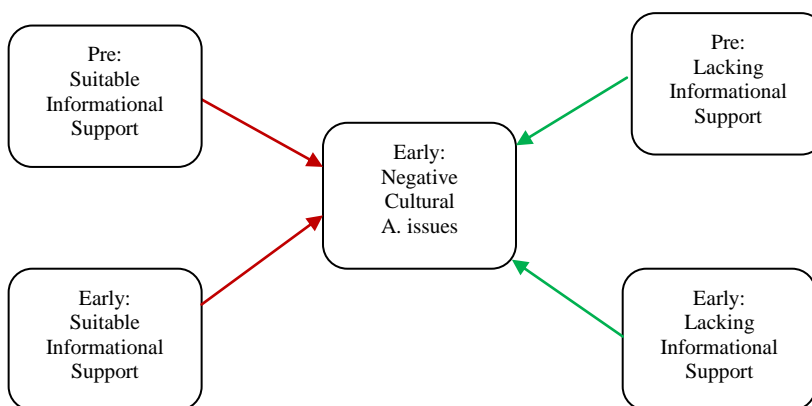


Figure 41: Conceptual research model hypothesis 7n

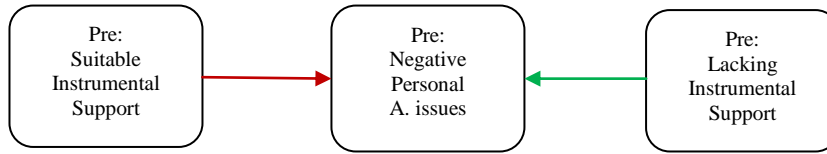


Figure 42: Conceptual research model hypothesis 7q and 7r

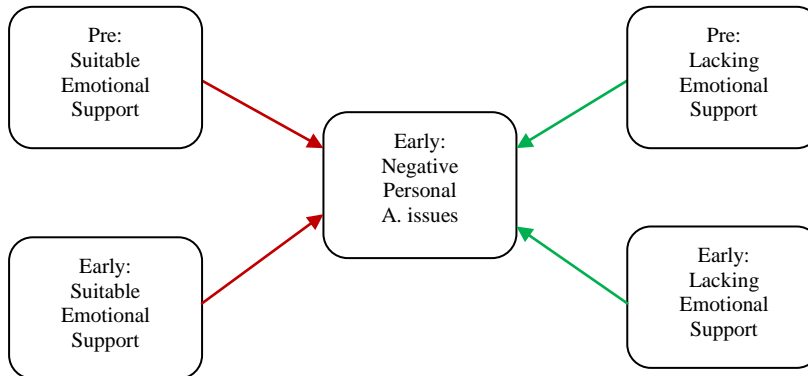


Figure 43: Conceptual research model hypothesis 7s and 7t

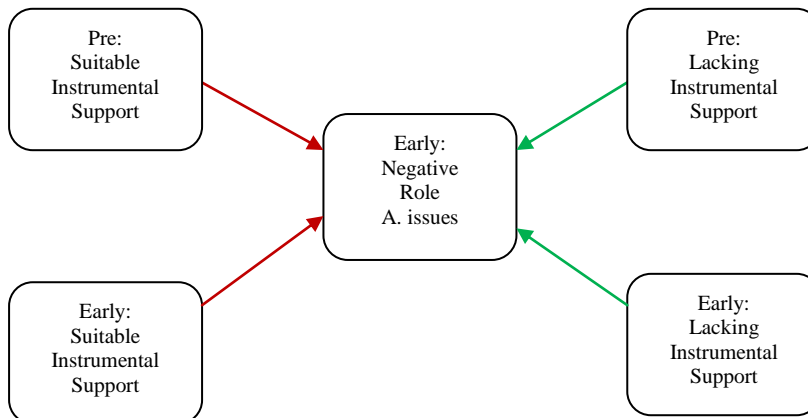


Figure 44: Conceptual research model hypothesis 7u and 7v

Appendix B: Semi-structured interview guide

General:

- Nationality
- Age
- Age of children
- Number of years together with expatriate
- Specific year of expatriation
- Specific country of expatriation
- Duration of expatriation
- Previous foreign experiences
- Duration of the period between first hearing about future expatriate possibilities and the actual relocation.
- Home country job before expatriation
- The degree of satisfaction with life before expatriation plans

Pre-stage:

- The attitude towards the expatriation plans
- Barriers/hindrances
- Possibilities/motivations
- Satisfaction/affect
- Self initiated preparations
- Specific description of organizational support/assistance
- General opinion about the organization
- Specific description of lacking organizational support/assistance experiences

Early-stage:

- Difficulty
- Benefits/motivations
- Satisfaction/affect
- Specific description of organizational support/assistance
- General opinion about the organization
- Specific description of lacking organizational support/assistance experiences

Late-stage:

- Difficulty
- Benefits/motivations
- Satisfaction/Affect
- Specific description of organizational support/assistance
- General opinion about the organization
- Specific description of lacking organizational support/assistance experiences

Appendix C: Cluster tables

Cluster	Positive adjustment issues			Negative adjustment issues		
	Pre-stage	Early-stage	Late-stage	Pre-stage	Early-stage	Late-stage
1	0–2 issues	0–3 issues	0–1 issues	0–2 issues	0–3 issues	0–1 issues
2	3–5 issues	4–7 issues	2–3 issues	3–5 issues	4–7 issues	2–3 issues
3	6–8 issues	8–11 issues	4–5 issues	6–8 issues	8–11 issues	4–5 issues
4	9–11 issues	12–15 issues	6–7 issues	9–11 issues	12–15 issues	6–7 issues
5	≥ 12 issues	≥ 16 issues	≥ 8 issues	≥ 12 issues	≥ 16 issues	≥ 8 issues

Table 1: Cluster table of the adjustment issue number

Cluster	#Suitable organizational support			#Lacking organizational support		
	Pre-stage	Early-stage	Late-stage	Pre-stage	Early-stage	Late-stage
1	0–2	0–1	0	0–1	0–1	0
2	3–5	2–3	1	2–3	2–3	1
3	6–8	4–5	2	4–5	4–5	2
4	9–11	6–7	3	6–7	6–7	X
5	12–14	8–9	4	8–9	8–9	X

Table 2: Cluster table of the amount of organizational support

EOS Satisfaction degree	Pre-stage			Early-stage			Late-stage		
	Specific	General	Total	Specific	General	Total	Specific	General	Total
Very Satisfied	≥ + 4	≥ + 3	≥ + 6	≥ + 4	≥ + 2	≥ + 4	≥ + 3	≥ + 2	≥ + 3
Satisfied	+1 to +3	+1 to +2	+1 to +5	+1 to +3	+1	+1 to +3	+1 to +2	+1	+1 to +2
Neutral	0	0	0	0	0	0	0	0	0
Unsatisfied	–1 to –3	–1 to –2	–1 to –5	–1 to –3	–1	–1 to –3	–1 to –2	–1	–1 to –2
Very unsatisfied	≤ – 4	≤ –3	≤ – 6	≤ – 4	≤ –2	≤ – 4	≤ – 3	≤ –2	≤ – 3

Table 3: Numerical criteria for the degree of organizational satisfaction

Appendix D: Component/Dimension commonality

		Adjustment Issue dimensions				
		Environmental	Cultural	Interaction	Personal	Role
Adjustment Issue Components	Knowledge (<i>cognitive</i>)	<u>Pre-stage</u> Positive: 0 Negative: 5	<u>Pre-stage</u> Positive: 0 Negative: 0	<u>Pre-stage</u> Positive: 0 Negative: 0	<u>Pre-stage</u> Positive: 0 Negative: 0	<u>Pre-stage</u> Positive: 0 Negative: 0
		<u>Early-stage</u> Positive: 6 Negative: 14	<u>Early-stage</u> Positive: 1 Negative: 4	<u>Early-stage</u> Positive: 0 Negative: 2	<u>Early-stage</u> Positive: 0 Negative: 0	<u>Early-stage</u> Positive: 0 Negative: 3
		<u>Late-stage</u> Positive: 2 Negative: 0	<u>Late-stage</u> Positive: 2 Negative: 0	<u>Late-stage</u> Positive: 0 Negative: 0	<u>Late-stage</u> Positive: 5 Negative: 0	<u>Late-stage</u> Positive: 2 Negative: 0
	Skills (<i>behavioral</i>)	<u>Pre-stage</u> Positive: 0 Negative: 0	<u>Pre-stage</u> Positive: 0 Negative: 0	<u>Pre-stage</u> Positive: 0 Negative: 0	<u>Pre-stage</u> Positive: 5 Negative: 9	<u>Pre-stage</u> Positive: 0 Negative: 0
		<u>Early-stage</u> Positive: 2 Negative: 12	<u>Early-stage</u> Positive: 1 Negative: 3	<u>Early-stage</u> Positive: 12 Negative: 16	<u>Early-stage</u> Positive: 5 Negative: 7	<u>Early-stage</u> Positive: 4 Negative: 11
		<u>Late-stage</u> Positive: 2 Negative: 1	<u>Late-stage</u> Positive: 0 Negative: 0	<u>Late-stage</u> Positive: 3 Negative: 3	<u>Late-stage</u> Positive: 0 Negative: 2	<u>Late-stage</u> Positive: 3 Negative: 2
	Satisfaction (<i>cognitive</i>)	<u>Pre-stage</u> Positive: 6 Negative: 9	<u>Pre-stage</u> Positive: 6 Negative: 0	<u>Pre-stage</u> Positive: 0 Negative: 3	<u>Pre-stage</u> Positive: 13 Negative: 13	<u>Pre-stage</u> Positive: 12 Negative: 10
		<u>Early-stage</u> Positive: 20 Negative: 29	<u>Early-stage</u> Positive: 2 Negative: 10	<u>Early-stage</u> Positive: 18 Negative: 2	<u>Early-stage</u> Positive: 8 Negative: 5	<u>Early-stage</u> Positive: 10 Negative: 17
		<u>Late-stage</u> Positive: 3 Negative: 7	<u>Late-stage</u> Positive: 0 Negative: 3	<u>Late-stage</u> Positive: 10 Negative: 1	<u>Late-stage</u> Positive: 11 Negative: 4	<u>Late-stage</u> Positive: 4 Negative: 6
	Affect (<i>affect</i>)	<u>Pre-stage</u> Positive: 3 Negative: 4	<u>Pre-stage</u> Positive: 0 Negative: 0	<u>Pre-stage</u> Positive: 0 Negative: 2	<u>Pre-stage</u> Positive: 13 Negative: 17	<u>Pre-stage</u> Positive: 0 Negative: 7
		<u>Early-stage</u> Positive: 6 Negative: 8	<u>Early-stage</u> Positive: 2 Negative: 3	<u>Early-stage</u> Positive: 6 Negative: 5	<u>Early-stage</u> Positive: 9 Negative: 7	<u>Early-stage</u> Positive: 1 Negative: 9
		<u>Late-stage</u> Positive: 3 Negative: 0	<u>Late-stage</u> Positive: 0 Negative: 2	<u>Late-stage</u> Positive: 2 Negative: 2	<u>Late-stage</u> Positive: 0 Negative: 5	<u>Late-stage</u> Positive: 0 Negative: 2

Appendix E: Negative Adjustment Issue Themes

Pre-stage:

<u>Adjustment Issue Theme</u> (15 themes)	<u>Adjustment Issue Theme</u> <u>Content</u>	<u>Issue</u> <u>Component</u>	<u>Adjustment</u> <u>Dimension</u>	<u>#</u> <u>Issues</u> (total: n= 83)	<u>#</u> <u>Respondents</u> (total: n=17)
Personal related hindrances and change dissatisfaction	-Leaving family and friends -Giving up a familiar life/comfort zone -Leaving pets behind	Satisfaction	Personal	11	10
Personal related anxiety/insecurity	-General feeling of anxiety/insecurity -Fear of loneliness -Insecurity about succeeding -Insecurity about the unknown -Insecurity about learning a language	Affect	Personal	11	8
Role related hindrances/change dissatisfaction	-Professional role: giving up job -Partner role: partner dependence -Loss of special spouse of expat status -Having children in the host country	Satisfaction	Role	10	8
Personal related task load difficulty	-General task(over)load -General short preparation time -Amount of paperwork -House-hunt/relocation arrangements	Skills	Personal	9	8
Role related anxiety/insecurity	-Anxiety/insecurity finding job/day fulfillment -Anxiety/insecurity effect on family/children	Affect	Role	7	7
Environmental related hindrances and change dissatisfaction	- Mobility: Having no car - Distance between home-office -Environmental restrictions: medical facilities -Personnel: nanny/babysitter is expensive -Western country reluctance -Distance to home -Unfamiliar environment	Satisfaction	Environmental	7	5
Environmental related ignorance	-Unknown environment/host country in general -Lack of information and speed of information about the future environment/host country -knowing the environment specific: not knowing future living conditions	Knowledge	Environmental	5	5
Personal related loneliness/sadness/miss	-Sadness: leaving pets -Sadness: leaving home country house -General feeling of loneliness -Miss: avoiding the goodbye	Affect	Personal	4	4
Interaction related hindrances/change dissatisfaction	-Leaving a familiar social life/network -Missing social activity	Satisfaction	Interaction	3	3
Environmental related anxiety/insecurity	-Finding a house -Future shopping and products	Affect	Environmental	2	2
Environmental related aversion	-Host country climate -Living in the host country in general	Affect	Environmental	2	2
Interaction related anxiety/insecurity	-Insecurity about making new contacts /findings new friends.	Affect	Interaction	2	2
Personal related stress	-General feeling of stress	Affect	Personal	2	2
Other personal related dissatisfaction	-Instructed confidentiality becoming expats -Relocation packing restrictions	Satisfaction	Personal	2	2
Other environmental related dissatisfaction	-House-hunt in general -Budget too low for desired house	Satisfaction	Environmental	2	2

Other pre-stage negative adjustment issues:

<u>Adjustment Issue Content</u>	<u>Issue</u> <u>Component</u>	<u>Adjustment</u> <u>Dimension</u>	<u>#</u> <u>Issues</u> (total: n=4)
Learning a new language	Skills	Personal	1
Task load combined with different role obligations difficulty	Skills	Role	1
Other role related unpleasant affect	Affect	Role	1
Frustration about visa Loneliness in exploring the unknown (and preparing on the) future living environment	Affect	Environmental	1

Early-stage:

<u>Adjustment Issue Theme</u> (40 themes)	<u>Adjustment Issue Theme</u> <u>Content</u>	<u>Issue</u> <u>Component</u>	<u>Adjustment</u> <u>Dimension</u>	<u>#</u> Issues (total: n= 167)	<u>#</u> Respondents (total: n=16)
Environmental related ignorance	-Complete ignorance in general -No sense of direction in general -Ignorance in shopping/products -Ignorance in housekeeping en home decoration -Ignorance in the host country's school system -Ignorance in language, direction and traffic	Knowledge	Environmental	14	9
Environmental related incapability	-General loss of orientation -Purchase failure -Coping without a car -Driving in another climate -Dealing with arranging limits -Exploration difficulty	Skills	Environmental	12	8
Culture related habits and HCNs behavior dissatisfaction	-Behavior in general -Differences in rich and poor/cast-system -Behavior in case of misunderstanding -Getting things done for money/corruption -Being tolerated and used for money -Intensity of transition country x to country y	Satisfaction	Cultural	10	6
Personal related miss and loneliness	-Missing family/friends -General feeling of loneliness	Affect	Personal	6	6
Interaction related language difficulty	-General language difficulty -Language difficulty in case of technical problems	Skills	Interaction	6	6
Environmental related restrictions dissatisfaction	-Constricted way of life -Job license restrictions -Electricity problems -Paperwork difficulty -Negative evaluation of possibilities: boredom	Satisfaction	Environmental	6	5
Partner role related dissatisfaction	-Experiencing partner inequality -Being partner dependent (driving restrictions) -Relationship tensions -Partner being at work most of the time	Satisfaction	Role	6	4
Interaction related dealing with HCN behavior difficulty	-Appropriate behavior ability -Dealing with HCNs' behavior	Skills	Interaction	5	5
Role related job-hunt difficulty	-Difficulty in finding a job	Skills	Role	5	4
Professional role related dissatisfaction	-Not having a (permanent) job -Duration of finding a job -Process of application for a job -Job application difficulty	Satisfaction	Role	5	4
Environmental related climate, nature, appearance dissatisfaction	-Dirty environment -Uncomfortable climate -Lack of hygiene	Satisfaction	Environmental	5	4
Environmental related personnel dissatisfaction	-Lack of privacy caused by personnel -Not having personnel -Expensive costs for babysitter/nanny -No daycare for children under the age of 1	Satisfaction	Environmental	5	3
Environmental related food/products dissatisfaction	-Food in general -Lack of home country food -Food is expensive	Satisfaction	Environmental	4	4
Cultural related habits and HCN-behavior ignorance	-Children's habits after school -Ignorance in appropriate behavior styles in general -Unexpected ignorance of the culture	Knowledge	Cultural	4	4
Parental role related dissatisfaction	-Children's problems in general -Children's language problems -Empty-nest syndrome -Illness of child due to lack of hygiene	Satisfaction	Role	4	4
Interaction related difficulty in making contact with HCNs	-Making contact with HCNs in general -Meeting HCNs in general	Skills	Interaction	4	4
Other role related unpleasant affect	-Insecurity about duration of time being without a job -Frustration about partner in-equality -Depression -Loneliness	Affect	Role	4	4
Personal enrichment difficulty	-Dealing with failure regarding organizing the house and personnel -No desire to learn a new language -Tired of starting over -No possibility for language class	Skills	Personal	4	3
Environmental related house and relocation dissatisfaction	-House not ready on time -Late inventory arrival -No house isolation	Satisfaction	Environmental	3	3

Environmental related mobility dissatisfaction	-Having no car -Long driving distances -Driving restrictions	Satisfaction	Environmental	3	3
Cultural related habits and HCN behavior difficulty	-Dealing with culture novelty difficulty -Dealing with cultural habits difficulty -Behavioral inability	Skills	Cultural	3	3
Environmental related frustration	-Arranging limits -Electricity problems -Paperwork difficulty	Affect	Environmental	3	3
Personal related activity dissatisfaction	-Not having anything to do -Not being useful	Satisfaction	Personal	3	3
Cultural related unpleasant affect	-Bamboozlement caused by HCNs -Frustration about HCNs behavior and missing home country behavior	Affect	Cultural	3	3
Role related concern/doubt	-Children's problems -Family concern -Inner doubt	Affect	Role	3	3
Other environmental related unpleasant affect	-Loneliness in exploring the unknown environment -Boredom, nothing happening in the environment -Insecurity about purchase failure	Affect	Environmental	3	2
Role related job application procedure ignorance	-Wrong expectations about finding job difficulty -Lack of information on job application procedures	Knowledge	Role	3	2
Environmental related exploration dissatisfaction	-Some degree of exploration fatigueness	Satisfaction	Environmental	2	2
Role related house and personnel dissatisfaction	-Being in the role of a stay at home mom with relocation problems -Organizing the house and having personnel	Satisfaction	Role	2	2
Role related fulfillment	-Dealing with a new role in general -Finding day-fulfillment	Skills	Role	2	2
Parental role difficulty	-Taking care of a baby in the host country -Not being able to leave the baby home when going out	Skills	Role	2	2
Other role related difficulty	-Partner dependence -Role (over)load with reference to house, social network children	Skills	Role	2	2
Environmental related aversion	-Personnel being around all the time	Affect	Environmental	2	2
Personal related depression	-General feeling of depression	Affect	Personal	2	2
Personal related hindrances/change dissatisfaction	-Getting used to the new life, no excitement -Emotional rollercoaster	Satisfaction	Personal	2	2
Interaction related loneliness	-Missing company -Feeling isolated	Affect	Interaction	2	2
Interaction related insecurity	-Speaking the language -Not understanding HCN's behavior at work	Affect	Interaction	2	2
Interaction related change of social network dissatisfaction	-Lack of company -Lack of a social network	Satisfaction	Interaction	2	2
Interaction related HCN behavior in social interaction ignorance	-Not knowing/understanding HCN behavior in social interaction	Knowledge	Interaction	2	2
Role related disappointment	-Job difficulty	Affect	Role	2	2

Other early-stage negative adjustment issues:

<u>Adjustment Issue Content</u>	<u>Issue Component</u>	<u>Adjustment Dimension</u>	<u># Issues (total: n= 5)</u>
Distance to home country	Satisfaction	Environmental	1
Building a social network	Skills	Interaction	1
Insecurity	Affect	Personal	1
Task load	Skills	Personal	1
Apathy	Affect	Interaction	1

Late-stage:

<u>Adjustment Issue Theme</u> (14 themes)	<u>Adjustment Issue Theme</u> <u>Content</u>	<u>Issue</u> <u>Component</u>	<u>Adjustment</u> <u>Dimension</u>	<u>#</u> <u>Issues</u> (total: n= 40)	<u>#</u> <u>Respondents</u> (total: n=15)
Personal related miss	-Missing family and friends -Missing first period excitement	Affect	Personal	5	3
Environmental related restrictions dissatisfaction	-Electricity and device problems -Part-time work impossibilities -Legalization of diploma's	Satisfaction	Environmental	3	3
Culture related dissatisfaction	-HCN cultural behavior: corruption, getting things done for money	Satisfaction	Cultural	3	3
Personal related hindrances/change dissatisfaction	-Home leave intentions -Life became too ordinary	Satisfaction	Personal	3	3
Professional role dissatisfaction	-Short time to find a new job because -Fulltime character of a job, no part-time possibilities -Type of the job	Satisfaction	Role	3	2
Environmental related personnel dissatisfaction	-Lack of privacy because of personnel	Satisfaction	Environmental	2	2
Other environmental related dissatisfaction	-Climate -Distance to home country	Satisfaction	Environmental	2	2
Partner role dissatisfaction	-Partners problems at work -Partner being at work all the time	Satisfaction	Role	2	2
Interaction related language difficulty	-Language in general	Skills	Interaction	2	2
Other role related difficulty	-Role-overload in general -Professional role: type of the job	Skills	Role	2	2
Role related unpleasant affect	-Frustration about job issues in general -Irritations because of a time consuming job	Affect	Role	2	2
Cultural related unpleasant affect	-Irritation because of HCNs behavior -Feeling bamboozled by HCNs	Affect	Cultural	2	2
Interaction related unpleasant affect	-Apathy to get to know people	Affect	Interaction	2	1
Personal related competence enrichment difficulty	-Becoming less patient -Being put to the test occasionally	Skills	Personal	2	1

Other late-stage negative adjustment issues:

<u>Adjustment Issue Content</u>	<u>Issue</u> <u>Components</u>	<u>Adjustment</u> <u>Dimension</u>	<u>#</u> <u>Issues</u> (total: n=5)
Parental role: "empty nest"	Satisfaction	Role	1
Ambiguity of future plans	Satisfaction	Personal	1
Less time for enjoying environment because of time going to the new social network	Satisfaction	Interaction	1
Interaction with neighbors	Skills	Interaction	1
Dealing with household difficulty	Skills	Environmental	1

Appendix F: Positive Adjustment Issue Themes

Pre-stage:

<u>Adjustment Issue Theme</u> (8 themes)	<u>Adjustment Issue Theme</u> <u>Content</u>	<u>Issue</u> <u>Component</u>	<u>Adjustment</u> <u>Dimension</u>	<u>#</u> <u>Issues</u> (total: n=62)	<u>#</u> <u>Respondents</u> (total: n=17)
Personal related change and motivational satisfaction	-Challenge/adventure -Fixed assignment duration -Desire for change in general	Satisfaction	Personal	13	9
Personal related joy and excitement	-General feeling of joy and excitement	Affect	Personal	11	11
Role related change and motivational satisfaction	-Family role: family time and adventure -Partner role: feeling connected with partner, income of partner, job opportunities of the partner -Professional role: job experience -Parental role: children development opportunities	Satisfaction	Role	12	7
Culture related change and motivational satisfaction	-Cultural interest -Cultural challenge -Being part of a new culture	Satisfaction	Cultural	6	6
Environmental related change and motivational satisfaction	-Beauty of the future environment -Short time/distance to home country -Holiday memories -The experience of a new living environment	Satisfaction	Environmental	6	4
Personal related competence enrichment possibility	-Learning/improving language -General enrichment possibilities -General desire for change/different mindset	Skills	Personal	5	4
Environment related pleasant affect	-Excitement because of environment -Curiosity towards the host country -Enthusiasm towards the host country	Affect	Environmental	3	3
Personal related trust	-Trust in succeeding	Affect	Personal	2	2

Other pre-stage positive adjustment issues:

<u>Adjustment Issue Theme</u> <u>Content</u>	<u>Issue</u> <u>Component</u>	<u>Adjustment</u> <u>Dimension</u>	<u>#</u> <u>Issues</u> (total: n=4)
The possibility of finding new contacts/friends	Satisfaction	Interaction	1
Trust in making new contacts/friends	Affect	Interaction	1
Familiar territory	Knowledge	Environmental	1
More time for preparations after quitting job	Skills	Role	1

Early-stage:

<u>Adjustment Issue Theme</u> (25 themes)	<u>Adjustment Issue Theme</u> <u>Content</u>	<u>Issue</u> <u>Component</u>	<u>Adjustment</u> <u>Dimension</u>	<u>#</u> <u>Issues</u> (total: n=114)	<u>#</u> <u>Respondents</u> (total: n=16)
Interaction related changed social network satisfaction	-New social network -New friends/contacts -New acquaintances -Presence of other spouses of expats -New Social life	Satisfaction	Interaction	9	7
Personal related joy/excitement	- Joy /excitement -Holiday feeling	Affect	Personal	8	7
Interaction related new social network creation capacities	-Made contacts through school, partners of colleagues and HCNs -Made new friends in general -Made contact with HCNs in general -Made contact with neighbors	Skills	Interaction	7	6
Interaction related joy/excitement	-General interaction joy/excitement -Network activity excitement -Excitement because of negotiations	Affect	Interaction	6	6
Environmental related knowledge/awareness	-Host country knowledge in general (from the language teacher) -Environmental information in general (from acquaintances) -Shopping products -How and where to buy alcohol -Shopping (brochures) -Shopping products	Knowledge	Environmental	6	5
Environmental related joy/excitement	-General joy and excitement -Holiday feeling -Joy because of nature and space -Joy about the environment even misery	Affect	Environmental	5	5
Interaction related contact with HCNs satisfaction	-Receiving invitations from HCNs -Contact with neighbors -Interest of HCNs	Satisfaction	Interaction	5	4
Professional role satisfaction	-Having a temporary job -Having a job -Appreciation of time without a job	Satisfaction	Role	4	4
Personal related enrichment competences	- <i>Finding feet</i> -Setting and accomplishing goals in general -Language	Skills	Personal	4	4
Role related job hunt success	-Found a (temporary) job	Skills	Role	4	4
Environmental related climate, nature, appearance satisfaction	-Beauty of the nature -Comfortable climate -Clean air -Space in general	Satisfaction	Environmental	6	3
Interaction related joining social network activities behavior	-Joining clubs in general -Exploring the city with newcomers -Joining coffee mornings	Skills	Interaction	5	3
Interaction related social network activity satisfaction	-School activities -Network activities in general -Coffee morning possibilities -Meeting new people during language course	Satisfaction	Interaction	4	3
Personal related motivations/change satisfaction	-Confirmation: made the right decision to go -Adventure -Newness of things in general	Satisfaction	Personal	4	3
Personal related activity satisfaction	-Enjoying life -Leisure time	Satisfaction	Personal	4	3
Environmental related house and relocation satisfaction	-Positive home conditions -Living in a compound -Smooth relocation	Satisfaction	Environmental	3	3
Parental role satisfaction	-Composure by children doing well -Presence and contact with daughter -More time for children	Satisfaction	Role	3	3

Environmental related food/products satisfaction	-Quality of the food -Healthy food -Wide range of familiar food and products	Satisfaction	Environmental	3	2
Environmental related possibilities satisfaction	-Environmental possibilities in general -Quality of life	Satisfaction	Environmental	3	2
Environmental related personnel satisfaction	-Personnel multifunctional possibilities	Satisfaction	Environmental	2	2
Environmental related exploration satisfaction	-Exploration adventure	Satisfaction	Environmental	2	2
Role related house and personnel satisfaction	-Possibility to leave children at home when going out	Satisfaction	Role	2	2
Environmental related capabilities	-Actively exploring the environment -Succeeding in shopping/products -Dealing with household	Skills	Environmental	2	2
Culture related joy/excitement	-joy about HCN's behavior -enjoying cultural differences	Affect	Cultural	2	2
Culture related habits and HCN behavior satisfaction	-Culture in general -Rituals/traditions -HCN's stick to the rules	Satisfaction	Cultural	3	1

Other early-stage positive adjustment issues:

<u>Adjustment Issue Content</u>	<u>Issue Component</u>	<u>Adjustment Dimension</u>	<u># Issues</u> (total: n=8)
Mobility: No traffic queues	Satisfaction	Environmental	1
Family role satisfaction: more family time	Satisfaction	Role	1
Comfort with a before unknown environment	Affect	Environmental	1
Reduced anxiety/insecurity	Affect	Personal	1
Recognizing and understanding cultural behavior	Knowledge	Cultural	1
Going out in general	Skills	Personal	1
Capable of dealing with the culture in general	Skills	Cultural	1
Joy caused by observing children learning a new language	Affect	Role	1

Late-stage:

<u>Adjustment Issue Theme</u> (18 themes)	<u>Adjustment Issue Theme</u> <u>Content</u>	<u>Issue</u> <u>Component</u>	<u>Adjustment</u> <u>Dimension</u>	<u>#</u> <u>Issues</u> (total: n=52)	<u>#</u> <u>Respondents</u> (total: n=15)
Personal related motivations and change satisfaction	-Calmness of life -Positive stay intentions -Total balance	Satisfaction	Personal	6	6
Personal related activity satisfaction	-Enjoying life -Leisure time	Satisfaction	Personal	5	4
Interaction related HCN contact satisfaction	-Intensified contacts with HCNs -Meeting HCNs -Being recognized by HCNs	Satisfaction	Interaction	5	4
Interaction related changed social network satisfaction	-Western oriented social network -New contacts -Meeting new people -Having a social network	Satisfaction	Interaction	3	3
Interaction related new social network creation capacities	-Made contacts through school -Extensive contact with HCNs in general -Created a social network in general	Skills	Interaction	3	3
Role-related job-hunt success	-Success in finding a job	Skills	Role	3	3
Environmental related possibilities satisfaction	-Environmental possibilities in general -Everything is well organized in general	Satisfaction	Environmental	3	3
Environmental related joy and excitement	-Joy/excitement because of environmental possibilities	Affect	Environmental	3	3
Personal related enriched inner awareness	-General inner knowledge enrichment -Personal psychological well-being process -Inner enrichment in general	Knowledge	Personal	3	3
Interaction related social network activity satisfaction	-Social network activities in general -Meeting new people through sports activity	Satisfaction	Interaction	2	2
Professional role satisfaction	-Having a job	Satisfaction	Role	2	2
Family role satisfaction	-Time with family to enjoy	Satisfaction	Role	2	2
Environmental related knowledge/awareness	-Shopping/products knowledge -Environmental knowledge/awareness in general: roads, shops, products, people	Knowledge	Environmental	2	2
Cultural related habits and HCN-behavior awareness	-Knowledge/awareness of the culture: habits and appropriate behavior	Knowledge	Cultural	2	2
Interaction-related joy/excitement	-General interaction related joy/excitement -Joy because of social activity	Affect	Interaction	2	2
Environmental related capability	-Dealing with arranging limits -Dealing with household difficulties	Skills	Environmental	2	2
Personal related pleasant affect	-General feeling of relaxation -General feeling of joy	Affect	Personal	2	2
Role related joy/excitement	-Pregnancy -Quitting a time consuming job	Affect	Role	2	1

Appendix G: Suitable Organizational Support

Pre-stage:

Specific Organizational Support	Specific Suitable Organizational Support Content	Support Category	# Support (total: n=101)	# Respondents (total: n=17)
House and removal	-Arranged house and/or removal -Home country maintenance	Instrumental	15	11
Fact-finding/Look and see trip	Prior host country trip	Informational	11	8
Active human advice provision	Suitable subject related advice: -House -Removal -Field experts -School -Financial -Tax	Informational	9	8
Spouse course	Course for spouses covers among others, country specific cultural and emotional information and expectancies	Informational	8	8
Involvement	Involvement of the spouse with reference to - the specific process/ - the organization in general	Emotional	7	7
House hunt trip	Prior trip to look for houses	Informational	7	7
Language training	Language training	Instrumental	7	7
Formality arrangements	Arrangements with reference to: - insurances - visa - school - paperwork - car's number plate	Instrumental	6	5
Culture course	Culture specific course	Informational	5	5
Printed advice provision	Information books/ magazines/ prints	Informational	5	5
Support staff dedication	Concern/guidance: -Experienced organizational guidance or concern Supporting attitude: -Experienced supporting attitude towards the accompanying spouse's situation	Emotional	5	4
Preparation time task load	-Sufficient preparation time -Little task load	Instrumental	4	4
Specific financial compensation	Financial compensation: -Losing job - School payment/ educational books	Instrumental	4	4
Information meeting	General information meeting for upcoming expats and accompanying spouses	Informational	3	3
Social network creation arrangement	Introduction to a network -Membership expat magazine/network -Contacts with other expats	Emotional	3	3
Career consultancy	Suitable host country job support	Instrumental	2	2

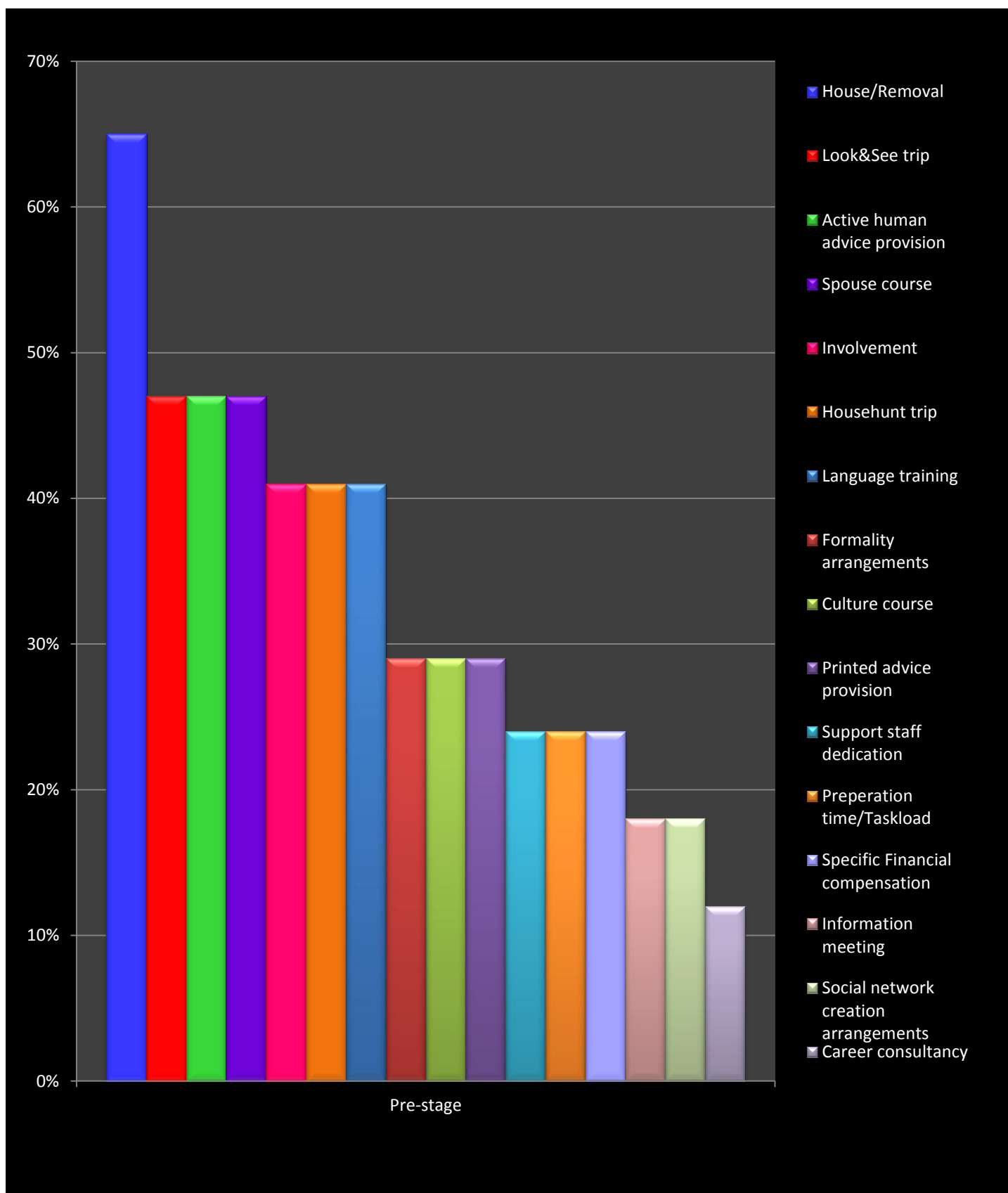
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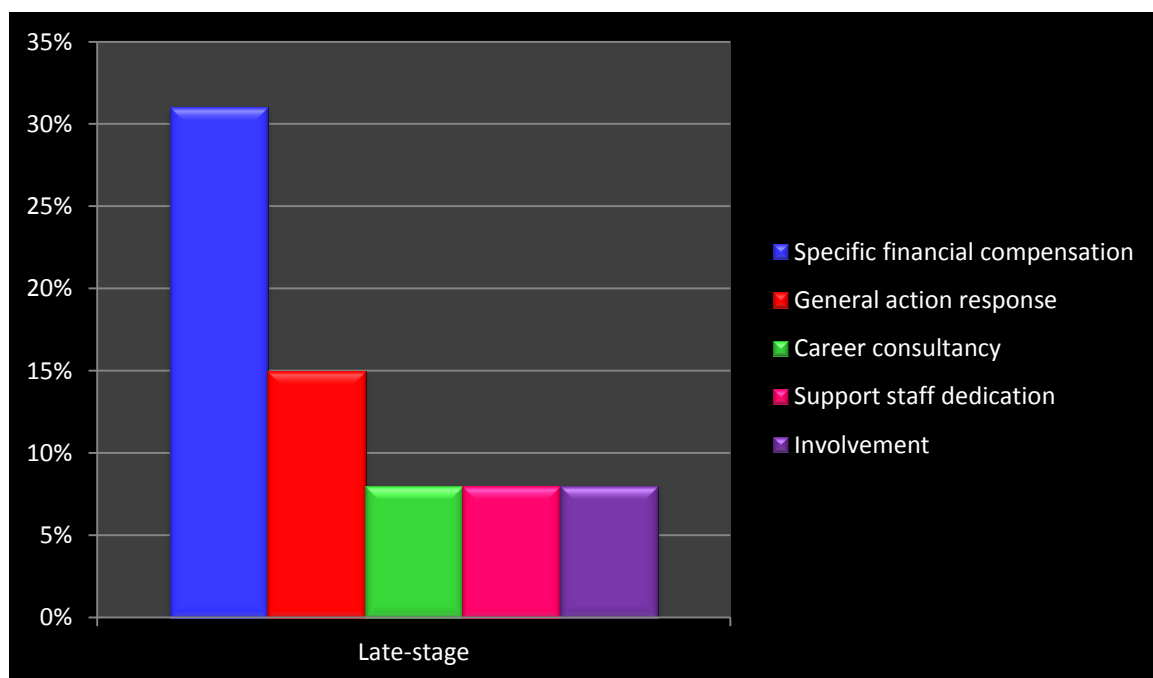
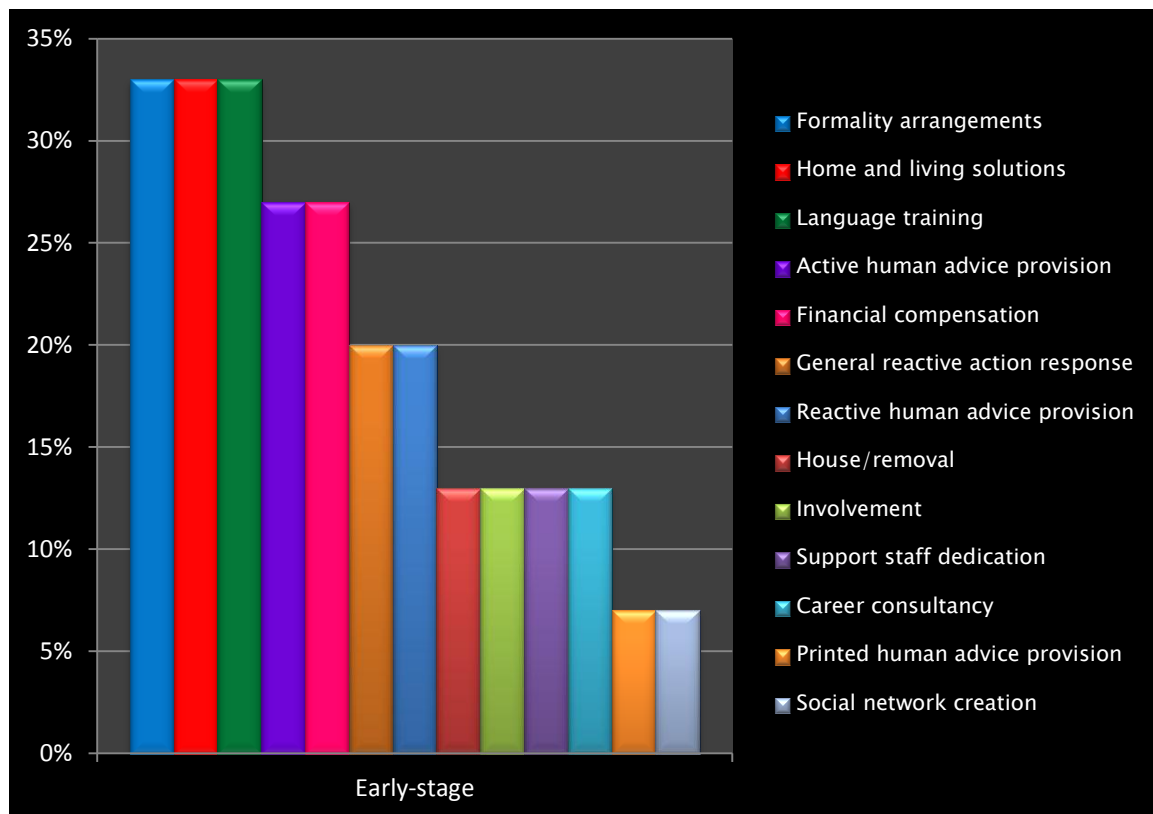
<u>Specific Organizational Support</u>	<u>Specific Suitable Organizational Support Content</u>	<u>Support Category</u>	<u># Support (total: n=45)</u>	<u># Respondents (total: n=15)</u>
Formality arrangements	Organizational arrangements with reference to: -Telephone/television -Registration -Paperwork -Residence card -Alcohol permission card -School	Instrumental	7	5
Home and living solutions	Providing solutions for home & living issues: -Person for general issues -Gas -Housemaid sponsorship -Home decoration -Car with driver	Instrumental	5	5
Language training	Providing language training	Instrumental	5	5
Active human advice provision	Suitable subject related advice: -contacts for education and tax -question day -informal contact for city guidance	Informational	4	4
Financial compensation	Financial compensation: -hotel at arrival -education -home visit trip	Instrumental	4	4
General reactive action response	Action/solutions in response to questions/problems	Instrumental	3	3
Reactive human advice provision	Questioning possibilities	Informational	3	3
House and relocation	House and/or relocation arrangements	Instrumental	5	2
Involvement	Involvement of the spouse with reference to - the specific process (communication) - the organization in general (party invitations etc.)	Emotional	3	2
Support staff dedication	Concern/guidance: - Experienced organizational guidance and/or concern	Emotional	2	2
Career consultancy	Suitable host country job support	Instrumental	2	2
Printed human advice provision	Expat and accompanying spouse magazine provision	Informational	1	1
Social network creation arrangements	Introduction to a buddy program	Emotional	1	1

Late-stage:

<u>Specific Organizational Support</u>	<u>Specific Lacking Organizational Support Content</u>	<u>Support Category</u>	<u># Support (total: n=9)</u>	<u># Respondents (total: n=13)</u>
Specific financial compensation	Paying for home leave tickets	Instrumental	4	4
General action response	Organizational action in response to question	Instrumental	2	2
Career consultancy	Providing a job contract at the same organization	Instrumental	1	1
Support staff dedication	Concern/guidance: - Experienced organizational concern and or guidance	Emotional	1	1
Involvement	Involvement of the spouse with reference to the organization in general (party invitations etc.)	Emotional	1	1

Appendix G2: Experienced suitable specific organizational support





Appendix H: Lacking organizational support

Pre-stage:

<u>Specific Organizational Support</u>	<u>Specific Lacking Organizational Support Content</u>	<u>Support Category</u>	<u># Support (total: n=57)</u>	<u># Respondents (total: n=17)</u>
Support staff dedication	Concern/Guidance: -Absent organizational concern -Absent organizational guidance -Lacking quality of the organizational guidance Supporting Attitude: -Absence of a proactive attitude -No empathy towards respondent -No respect towards respondent -Sensed insignificance of the respondent -Organizational is keeping up to promises	Emotional	19	8
Preparation time/Task load	-Insufficient preparation time -Task overload	Instrumental	6	6
Information clarity/completeness	- Lacking clarity of information - Lacking communication of information - Lacking HCN's job hunt procedure information -Lacking arranging formality information -Lacking environmental possibilities information -Lacking information range of the spouse program	Informational	7	5
Printed advice provision	-Absence of a scenario roadmap -Absence of information leaflets	Informational	6	5
House and relocation	-No influence on relocation -Lack of housing arrangements	Instrumental	5	5
Career consultancy	-Lacking career consultancy -Lacking spouse career centre	Instrumental	4	4
Formality arrangements	Lacking formality arrangements (tax, insurances, subscriptions etc.)	Instrumental	3	3
Human advice provision	-Absence of a personal information meeting -Lacking general advice provision	Informational	3	3
Spouse course	-Absence of a desired spouse course and information on emotional expectancies	Informational	2	2
Social network creation arrangements	-Absence of the online network introduction	Emotional	1	1
Involvement	-Lacking organizational involvement	Emotional	1	1

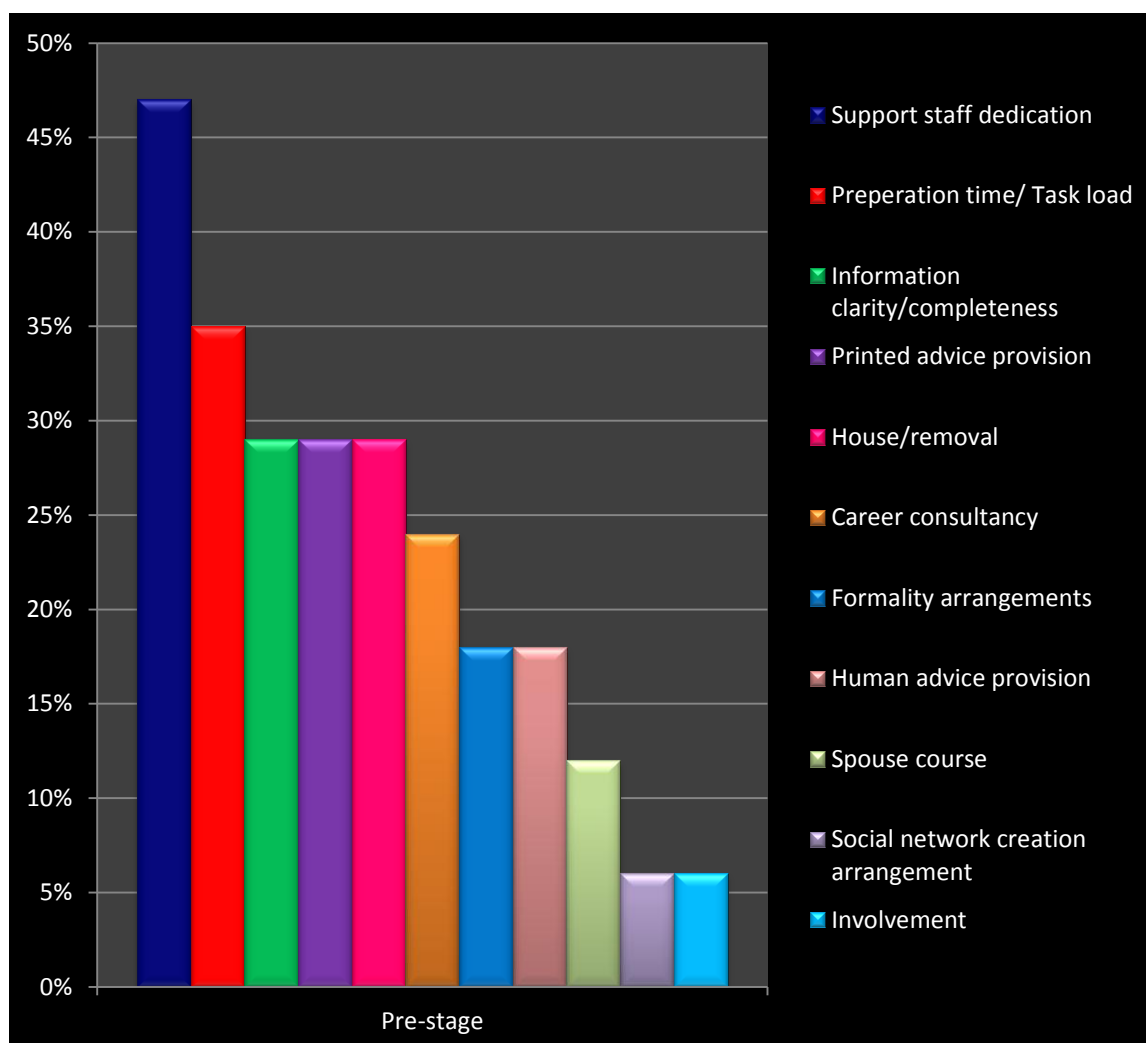
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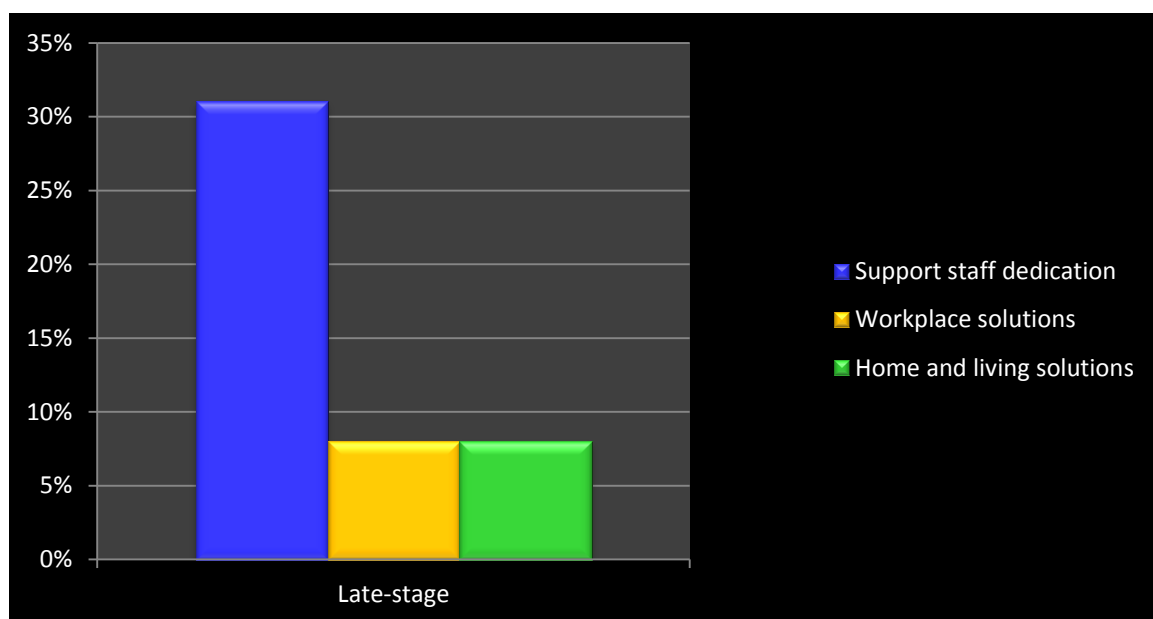
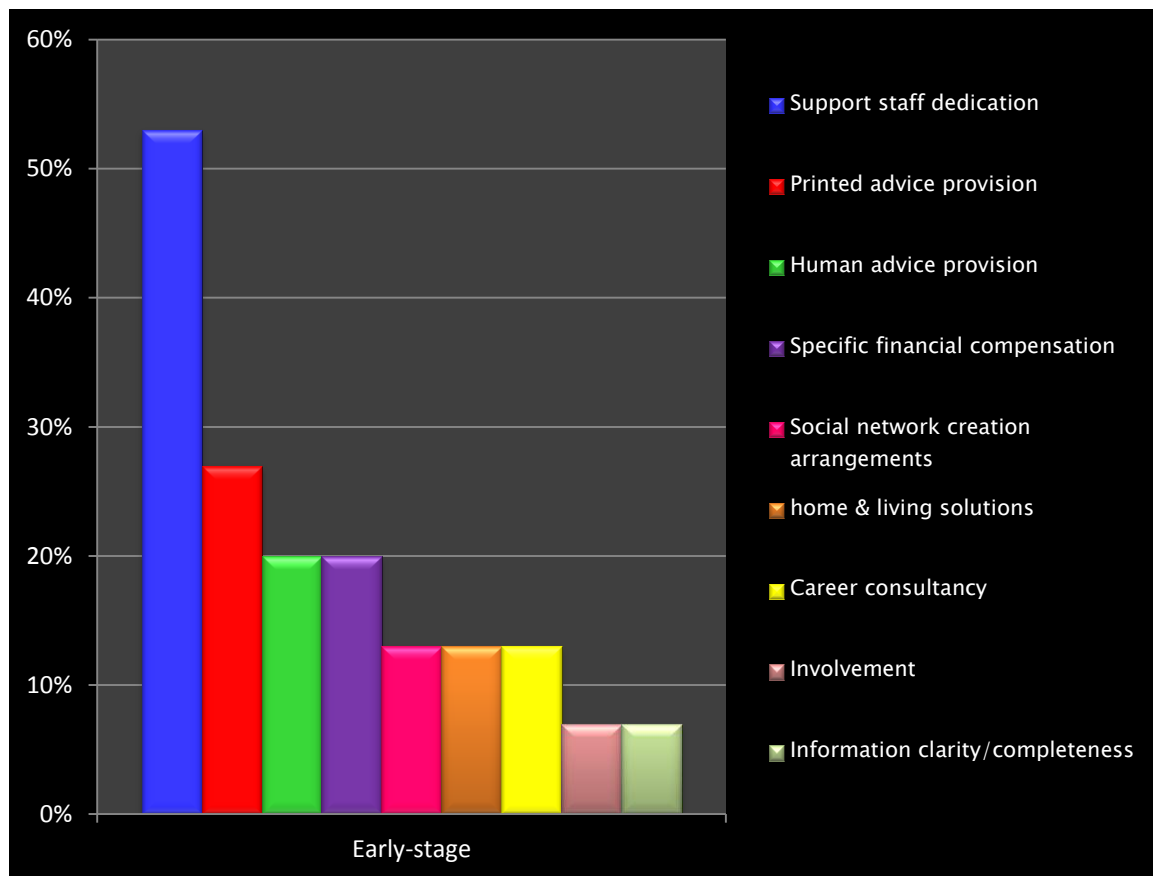
<u>Specific Organizational Support</u>	<u>Specific Lacking Organizational Support Content</u>	<u>Support Category</u>	<u># Support</u> (total: n=32)	<u># Respondents</u> (total: n=15)
Support staff dedication	Concern/guidance: -Absent organizational concern -Absent organizational guidance -Not enough organizational guidance Supporting attitude: -Absence of a proactive attitude -Not keeping up to promises -Disappointing attitude in case of criticism	Emotional	12	8
Printed advice provision	-Absent scenario roadmap -Absence of information leaflets	Informational	4	4
Human advice provision	-Absence of a contact person in case of questions -Absence of a earlier information meeting for questions	Informational	3	3
Social network creation arrangements	-Lacking notification of social network possibilities	Emotional	3	2
Specific financial compensation	-Lacking financial compensation for activities in general -Absence of home leave tickets -Advanced language training restrictions	Instrumental	3	3
Home and living solutions	-Lacking action in case of home inconvenience -Lacking speed of action relocation services	Instrumental	2	2
Career consultancy	-Absence of promised career guidance -Lacking quality of the career guidance	Instrumental	2	2
Involvement	Lacking organizational involvement of the respondent with reference to the organization in general	Emotional	2	1
Information clarity/completeness	Amount of paperwork not made clear in advance	Informational	1	1

Late-stage:

<u>Specific Organizational Support</u>	<u>Specific Organizational Support Content</u>	<u>Support Category</u>	<u># Support</u> (total: n=6)	<u># Respondents</u> (total: n=13)
Support staff dedication	Concern: - Absence of regular check-ups Supporting attitude: - Negative attitude towards the respondent with reference to job-issues	Emotional	4	4
Workplace solutions	Absence of flexible working solutions	Instrumental	1	1
Home and living solutions	Lacking technical service	Instrumental	1	1

APPENDIX H2: Experienced lacking specific organizational support





Appendix I: Mann–Whitney U test results

		Ranks		
	Late-stage: Positive Skills	N	Mean Rank	Sum of Ranks
Pre-stage: Suitable	No	7	5,57	39,00
Organizational Support	Yes	8	10,13	81,00
	Total	15		

Table 1:

		Ranks		
	Late-stage: Positive Knowledge	N	Mean Rank	Sum of Ranks
Late-stage: Lacking	No	11	6,77	74,50
Organizational Support	Yes	4	11,38	45,50
	Total	15		

Table 2:

		Ranks		
	Early-stage: Positive Culture	N	Mean Rank	Sum of Ranks
Pre-stage: Suitable	No	12	7,21	86,50
Organizational Support	Yes	4	12,38	49,50
	Total	16		
Early-stage: Suitable	No	12	6,67	80,00
Organizational Support	Yes	4	14,00	56,00
	Total	16		

Table 3:

Ranks				
	Late-stage: Positive Interaction	N	Mean Rank	Sum of Ranks
Pre-stage: Suitable	No	6	5,33	32,00
Organizational Support	Yes	9	9,78	88,00
	Total	15		
Early-stage: Suitable	No	6	4,83	29,00
Organizational Support	Yes	9	10,11	91,00
	Total	15		

Table 4:

Ranks				
	Pre-stage: Positive Cultural	N	Mean Rank	Sum of Ranks
Pre-stage: Lacking	No	11	10,68	117,50
Organizational Support	Yes	6	5,92	35,50
	Total	17		

Table 5:

Ranks				
	Early-stage: Positive Culture	N	Mean Rank	Sum of Ranks
Pre-stage: Lacking	No	12	9,38	112,50
Organizational Support	Yes	4	5,88	23,50
	Total	16		
Early-stage: lacking	No	12	10,21	122,50
Organizational Support	Yes	4	3,38	13,50
	Total	16		
Late-stage: Lacking	No	11	8,05	88,50
Organizational Support	Yes	4	7,88	31,50
	Total	15		

Table 6:

Ranks				
	Early-stage: Positive Role	N	Mean Rank	Sum of Ranks
Pre-stage: Lacking Organizational Support	No	7	11,79	82,50
	Yes	9	5,94	53,50
	Total	16		

Table 7: