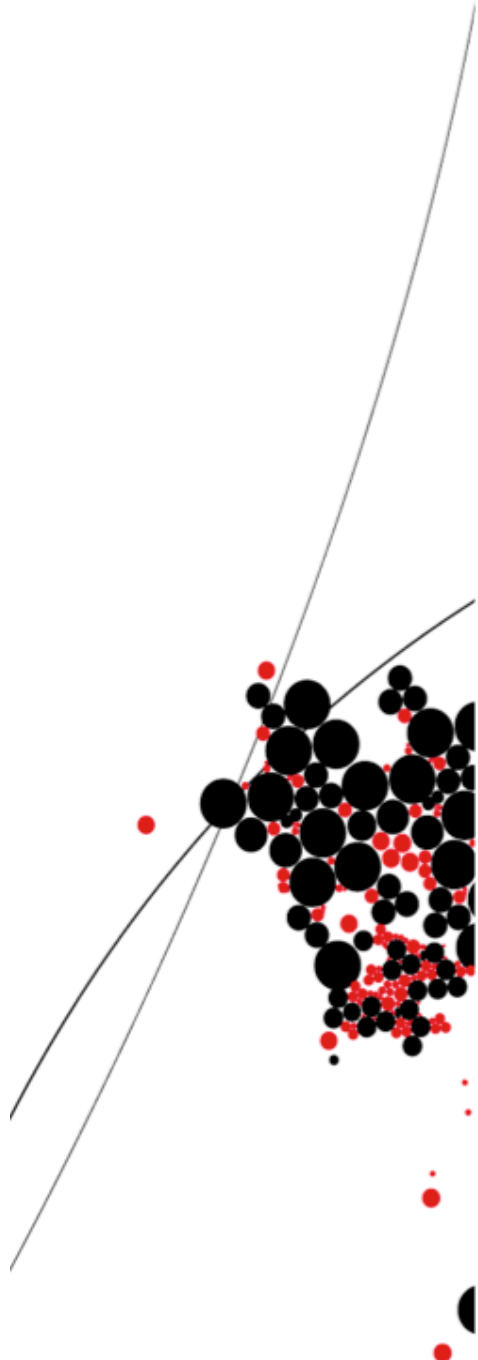# Self-Initiated Anglo Expatriates

The role of cross-cultural differences in innovative and creative work

Master's Thesis

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ABSTRACT

This study examined the role of cross-cultural challenges, possible adjustment related issues and differences between the home and the host country of self-initiated expatriates from countries of the Anglo cluster (Australia, Canada, Ireland, New Zealand, South Africa (White sample), the United Kingdom, United States of America) on their abilities to innovate and to be creative. Three research questions were defined: Which cultural differences between their home and host country do self-initiated Anglo expatriates in Germany perceive and interpret as important for their creative and innovative work? Which concrete cross-cultural challenges to their creativity and innovation do self-initiated Anglo expatriates in Germany experience and interpret as most relevant? From the perspective of self-initiated Anglo expatriates, which adjustment-related and cross-cultural challenges play a role in their creativity or innovation process? The findings of this study were based on 22 semi-structured interviews with self-initiated expatriates from the Anglo cluster who work in an innovation or creativity related occupation in Germany. The methodology of this research followed the phenomenological approach. The interview transcripts were analysed using a combination of the grounded theory approach and the template analysis. The main findings of this study included a perceived challenge to be creative due to higher uncertainty avoidance in Germany, an important role of the respective supervisor in the creativity and innovation process, a beneficial role of diversity and collaboration on self-initiated expatriates' creativity and innovation and an innovation supporting work culture in Germany. The challenges to creativity and innovation, which were perceived as most important, were illustrated in a framework. Additionally, the findings, based on the perceptions of the interviewed expatriates, were compared to the existing research body. At the end of the study practical implications were elaborated, including cross-cultural training. The study concluded with future research suggestions and limitations.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

INTRODUCTION

The purpose of this qualitative study is to examine the role of cross-cultural issues and differences between self-initiated expatriates' home and their host country on their creativity and innovativeness and to investigate adjustment-related matters that have a meaning in the creativity or innovation process of expatriates. Moreover, this research paper aims to identify challenges to the creativity or innovation of self-initiates expatriates. In doing so, the article will give recommendations and implications how challenging situations of self-initiated-expatriates can be facilitated and how the creativity and innovativeness of self-initiated expatriates can be best supported.

To ensure a reliable and in-depth result, this study will be focused on one cultural cluster, the Anglo cluster, which consists of expatriates from Australia, Canada, Ireland, New Zealand, South Africa (White sample), the United Kingdom and the United States of America (Ashkanasy, Trevor-Roberts, & Earnshaw, 2002). The countries of this cluster represent a major economic strength accounting for 25% of world trade. Its population counts only 7% (437 million people) of the overall world's population but their Gross National Product (GNP) makes up 40% of the overall world's GNP (Ashkanasy et al., 2002). Hence, Ashkanasy et al. (2002, p.29) conclude that the Anglo cluster is "arguably the most powerful and economically advanced group the world has ever seen."

SELF-INITIATED AND COMPANY-BACKED EXPATRIATES

There are two types of expatriates defined in research literature, first the employees who are company-backed and move to a different country to conduct an international assignment and second, mobile individuals who choose to change their country of living on their own, without the support of a company (Doherty, Dickmann, & Mills, 2011; Howe-Walsh & Schyns, 2010).The latter group is often called self-initiated expatriates and will be the focus of this study. Numerous studies have investigated company-backed expatriates (Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005; Kraimer, Shaffer, & Bolino, 2009), but there are only few studies about self-initiated expatriates (Howe-Walsh & Schyns, 2010). In contrast to company-backed expatriates, self-initiated expatriates need to find a job in their host country without the help of an organisation and do not receive cultural or language training from their home country company prior moving to their chosen host country (Howe-Walsh & Schyns, 2010). According to statistics, this group is significantly more likely to spend a longer time in the foreign country than company-backed expatriates (Doherty et al., 2011) but the duration of their stay is normally not defined prior their move to their host country; sometimes they

even determine to live in their chosen host country for good (Howe-Walsh & Schyns, 2010). Self-initiated expatriates may choose to leave their home country and move to a different location for employment because of career aspirations, travel or lifestyle motives (Doherty, 2013).

IMPORTANCE AND ADJUSTMENT OF EXPATRIATES

The importance of both types of expatriates in companies is due to the internationalisation of business. Growing economies which follow international strategies to expand globally, recruit an increasing number of expatriates to ensure a successful expansion in global markets (Bhatti, Kaur, & Battour, 2013). The most cited reason for employing expatriates in Germany is the development of international management skills (Tungli & Peiperl, 2009). Hence, successful expatriate projects are of critical importance for companies acting in multiple countries (Kim & Slocum, 2008). On the other hand, if expatriates decide to end the overseas assignment or stay but with reduced effectiveness due to an unhappy state of mind, this highly affects organizational performance in a negative way. The assumed reason for this outcome is the absence of expatriates' adjustment to the host culture (Bhatti et al., 2013). Black (1988) refers in his definition of adjustment to the psychological discomfort of expatriates. He describes three dimensions of cross-cultural adjustment of expatriates during an overseas experience: Work, interaction and general life adjustment. Work adjustment explains the expatriate's contentment with his job whereas general adjustment defines the expatriates' comfort regarding non-work factors like food, language and transport. Interaction adjustment means the comfort related to the contact of expatriates with people from their host country inside as well as outside their work (Black, 1988). The most interesting adjustment type for this study will be work adjustment which explains the adjustment of the expatriate to certain job responsibilities, types of supervision and also performance expectations (Black, 1988). Nevertheless, the other two dimensions will also be analysed to stay open to any possible connections and to evaluate the influences of all kinds of adjustments on each other and on the participants' innovation or creativity related work context. One research found that self-initiated expatriates showed a higher adjustment rate to general aspects than company-backed expatriates (Froese & Peltokorpi, 2013), whereas the usage of networks was seen as supporting expatriates' adjustment, especially at the beginning of their experience (Suutari & Burch, 2001). A protean career outlook of self-initiated expatriates was positively connected to cross-cultural adjustment, well being and increased intention to stay in their host country (Cao, Hirschi, & Deller, 2013).

Doherty (2013) investigated the existing research body about self-initiated expatriates including the adjustment, motivation to leave their home country and performance of expatriates. He characterises the self-initiated expatriate as an individual who is independent, revealing diffuse career goals and appreciating the anticipated cultural experience and chance for their individual learning. Nevertheless, his review lacks a research study that combines the issue of self-initiated expatriates with the important aspect of innovations (Doherty, 2013).

INNOVATION AND CREATIVITY

Various researchers emphasise the importance of innovations (Cui & Loch, 2011; Keupp, Palmié, & Gassmann, 2012; Rank, Pace, & Frese, 2004) and innovative work behaviour of employees for the success of organisations (de Jong & den Hartog, 2010). The researched literature agrees that a successful realisation of innovations increases the chance for a firm to gain competitive advantage (Ahuja & Morris Lampert, 2001; Gnyawali & Srivastava, 2013; Keupp et al., 2012; Tsai, Hsieh, & Hultink, 2011; Wagner, 2012), differentiation (Cui & Loch, 2011) and is of high importance for firms' growth and hence their survival (Gnyawali & Srivastava, 2013). Since the beginning of this century creativity is paired with innovation and seen as belonging to each other (Chan & Mann, 2011). Creativity at the individual level is seen as probable to achieve the creation of innovative products (Gumusluoglu & Ilsev, 2009), whereas other researchers define innovation as the effective implementation of preceding creative ideas in an organisational setting and hence declare creativity as necessary but not sufficient for innovation (Amabile, Conti, Coon, Lazenby, & Herron, 1996).

Some researchers define the differences between innovation and creativity and explain that creativity is unavoidably novel whereas innovation can ground on a previously experienced idea or even other organisations (Bisadi, Mozaffar, & Hosseini, 2012). Rank et al. (2004, p.518) state that "creativity, innovation, and initiative are psychological processes that facilitate the transformation of individual work roles, teams, and organisations into desired future states." (Rank et al., 2004). Creativity, as the activity of developing something new and useful, is seen as an outmost fascinating psychological phenomenon (Maddux & Galinsky, 2009). A product needs to be useful as well as novel to be regarded as creative, but the assessment of this usefulness or novelty depends unavoidably on the cultural and historical background (Piffer, 2012) and Amabile et al. (1996) further assumes that the social surrounding has an influence on the degree and the rate of creative conduct (Amabile et al., 1996). Cultural diversity at the workplace benefits employee creativity by combining ideas and perceptions from different cultures (Chua, 2012). According to Coelho et al. (2011) there

is a great research body about employee creativity, concentrating on the factors which lead employees to engage in creative activities, especially concerning the role of cognitive and personality style and contextual factors, such as the work environment (Coelho, Augusto, & Lages, 2011).

Nevertheless, no research could be found about the specific case of self-initiated expatriates from English-speaking countries who work in a creative and innovative surrounding in Germany and what needs to be considered during such a project. Hence, this article will try to assess what challenges and perceived impacts occur in such a situation and influence the innovative and creative output of the individuals.

RESEARCH QUESTION AND GOAL

The answers to the following overarching research question with its three more detailed questions are designed to help reduce the previously found research gap:

Overarching research question: Which cross-cultural differences and challenges play a role in innovative or creative processes for Anglo expatriates in Germany?

- *Research question 1:* Which cultural differences between their home and host country do self-initiated Anglo expatriates in Germany perceive and interpret as important for their creative and innovative work?
- *Research question 2:* Which concrete cross-cultural challenges to their creativity and innovation do self-initiated Anglo expatriates in Germany experience and interpret as most relevant?
- *Research question 3:* From the perspective of self-initiated Anglo expatriates, which adjustment-related and cross-cultural challenges play a role in their creativity or innovation process?

The research goal aims at exploring the role of cross-cultural differences on self-initiated Anglo expatriates' abilities to innovate and to be creative in Germany. A further objective of this study is to elaborate possible adjustment related influences that have an effect on their creativity or innovativeness.

SCIENTIFIC RELEVANCE

Lee (2005) emphasises the importance of self-initiated expatriates by explaining their contribution to the development of various organisations and how their arrival supported the labour market when there was a skilled worker shortage. He states that approximately 30% of all engineers working in the Silicon Valley are foreign-born (C. H. Lee, 2005). Kim & Slocum (2008) explained that successful expatriate projects are of critical importance for companies acting in multiple countries. Bhatti et al. (2013) adds that most multinational firms employ expatriates to run their foreign business. They normally play an essential role in the company performance. Growing economies which follow international strategies to expand globally, demand an increasing number of expatriates for overseas' assignments. Multinational enterprises invest great resources and strengths to enhance the performance of their overseas assignees (Bhatti et al., 2013). International customers and a high diversity of needs and expectations of potential international clients increase the need for companies to employ global teams to develop new product innovations applicable on the global market. The diversity in such teams benefits the outcome of those projects (Winkler & Bouncken, 2011). Due to the importance of globalisation, there is an increasing need for international management research to create knowledge (Tsui, 2007). Additionally, several researchers stress the importance of innovations (Cui & Loch, 2011; Keupp et al., 2012) whereas individuals are the ones who create ideas and hence generate creativity (Hunter & Cushenbery, 2011). There is a lack of research regarding cultural issues in cross-cultural settings and also in innovation and creativity related contexts (Rank et al., 2004; Winkler & Bouncken, 2011), nevertheless, firms require creative employees for the development of organisational innovations (Coelho et al., 2011). Tsui (2007) stresses the importance of three types of international management studies: Analyses of management in a multinational setting that study phenomena "such as entry mode, internationalization processes, subsidiary relationships, knowledge transfer, and expatriate management."(p. 1353) She calls this type of research *pure international management.* The second needed research is about the comparison of employee behaviour as well as cross-cultural management practices. Additionally, she argues that also studies with a focus on managerial issues outside the USA are scarce. Adjuvant, researchers identified a scarcity of studies belonging to the three mentioned types (Tsui, 2007).

This paper will add knowledge to all three types of research lines mentioned by Tsui (2007). Most of the research about expatriation has focused on company-backed expatriates who work in a different country with the support of a company or are sent to a foreign placement

by a multinational organisation (Selmer & Lauring, 2012). There are several studies dealing with adjustment issues of expatriates (Black, 1988) and their performance, but no research has investigated which cross-cultural challenges and effects to creativity and innovation exist among self-initiated Anglo expatriates in Germany.

Hence, the purpose of this study is to comprehend the intercultural process and its perceived impact within a creative and innovative setting by using the qualitative research tool of interviews for theory elaboration to give useful recommendations for future expatriates working in Germany's creative and innovative industry. In doing so, this thesis will add to the existing research about expatriates, especially self-initiated, but also about innovation and creativity processes in a cross-cultural context and will aid to fill the identified research gap. It combines both aspects to enhance the knowledge about those important fields. The results will also be valuable for expatriates to prepare themselves to adapt to or to understand their host countries practices and values in an efficient way. This has the potential to increase the success of the expatriate assignment, especially associated with innovations and creativity. Furthermore, the results of this research will help organisations to understand the challenges Anglo expatriates experience in their work environment and how to support them in their innovative or creative work.

THEORETICAL FRAMEWORK

When approaching intercultural scenarios it is vital to consider the respective national cultures. Researchers designed different methods of clustering national cultures. Hofstede (1989) describes culture as the "collective programming of the mind which distinguishes the members of one category of people from another" (Hofstede, 1989, p.391). He distinguishes five different cultural dimensions: Power Distance, Individualism versus Collectivism, Masculinity versus Femininity, Uncertainty Avoidance, Long-Term versus Short-Term Orientation. The dimensions are based on cultural values and are only meaningful when used in comparison to another culture (G. Hofstede & Hofstede, 2005). Furthermore, Trompenaars and Hampden-Turner (1997) define seven dimensions of national cultures, which are also based on cultural values: Universalism versus particularism, analysing versus integrating, individualism versus communitarianism, inner-directed versus outer-directed, time as sequence versus time as synchronisation, achieved status versus ascribed status and equality versus hierarchy. A further study conducted by over 200 researchers is called the *Global Leadership and Organizational Behavior Effectiveness (GLOBE) project* (Dorfman, Javidan, Hanges, Dastmalchian, & House, 2012). The authors distinguished clusters of countries based on their geographical proximity, linguistic similarities and common historical roots (Szabo et al., 2002). Ten a-priori clusters were defined: South-Asia, Anglo, Arab, Germanic Europe, Latin Europe, Eastern Europe, Confucian Asia, Latin America, Sub-Sahara Africa and Nordic Europe (Gupta, Hanges, & Dorfman, 2002). They differentiate between "As Is" and "Should Be", whereas "As Is" describes the used practices and the "Should Be" the modal values in the respective cultural clusters (House, Javidan, Hanges, & Dorfman, 2002). This study also includes the respective practices of a culture and since national cultures vary more regarding the values than the respective practices (G. Hofstede, 1989), the GLOBE study will be used to define the cultural clusters in this research paper. The findings of the Anglo and Germanic Europe cluster will be used to compare and analyse the results of the in-depth interviews.

The GLOBE study distinguishes nine different dimensions. Six of them are based on Hofstede (1980), namely *Uncertainty Avoidance, Power Distance, Collectivism I, Collectivism II, Gender Egalitarianism* and *Assertiveness* (G. Hofstede, 1980). The first three dimensions are basically the same as Hofstede (1980) uses, GLOBE calls his *Individualism Collectivism II* and *I*. They further develop three additional dimensions, *Future Orientation, Performance Orientation* and *Humane Orientation* (House et al., 2002). In this context, *Uncertainty Avoidance* defines how much the members of a cultural cluster try to avoid uncertainty by

relying "on social norms, rituals, and bureaucratic practices to alleviate the unpredictability of future events." (House et al., 2002, p.5). *Power Distance* explains how much the members of a cultural cluster accept and expect that power is not equally distributed throughout their society or organisations. *Collectivism I* is also called *Societal Collectivism* and deals with the extent to which collective allocation of resources and collective practices are rewarded and encouraged by the societies' institutions and organisations. *Collectivism II, In-Group Collectivism*, defines how much members of the cultural cluster show their pride, solidarity and allegiance in their families or organisations. *Gender Egalitarianism* describes how much the members of a cultural cluster avoid gender discrimination and reduce differences in gender roles. *Assertiveness* explains the extent to which people are assertive, aggressive and confrontational in regard to their interactions with others. *Future Orientation* defines how much the individuals of a society act in a future oriented way, for example planning, postponing enjoyment or participating in actions that will benefit their future. *Performance Orientation* is the degree to which performance, its improvement and excellence, will be honoured. Finally, *Humane Orientation* describes how tolerant people are of mistakes, to which extent fairness, friendliness, selflessness, empathy, generosity and kindness of individuals are encouraged and rewarded (House et al., 2002). For this study, it is reasonable to compare the Anglo cluster as described in the GLOBE study with Germany and not the whole Germanic cluster. This is due to the fact that this paper deals with Anglo expatriates working in Germany and not in other countries of the Germanic cluster. Since the data of this single country is available, it is valuable to use this opportunity.

Regarding the societal practises, also called *As Is*, the Anglo cluster has mid range scores in all dimensions but *Power Distance*, where they scored high, and *Gender Egalitarianism*, where they scored low. This implicates that the members of the Anglo cluster expect and also accept unequally distributed power, meaning there is an importance on power differences, authorities and status (Ashkanasy et al., 2002). On the other hand their values, also called *Should Be* scores, are high in Performance Orientation, *Humane Orientation*, *In-Group Collectivism* and *Future Orientation*, whereas they grade low on *Power Distance* and mid-range in *Uncertainty Avoidance*, *Societal Collectivism*, *Gender Egalitarianism* and *Assertiveness* (Ashkanasy et al., 2002).
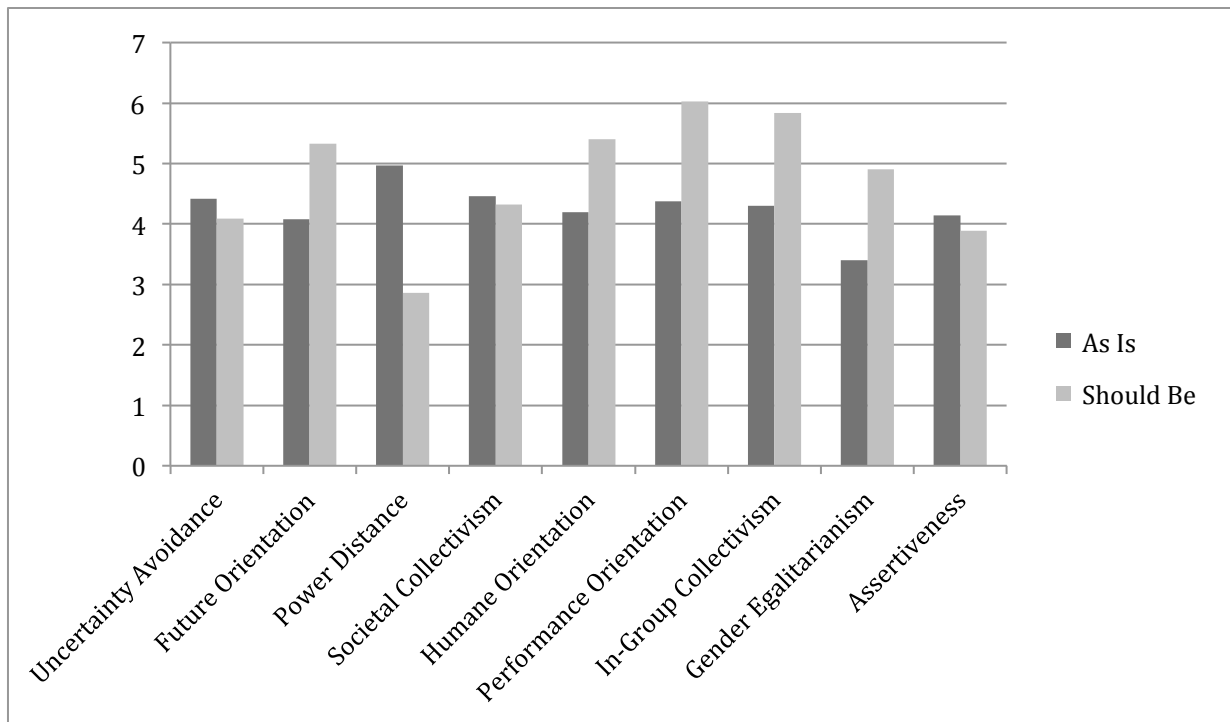
Figure 1 Cultural dimensions of the Anglo cluster

In contrast, Germany's practices or *As is* scores are high in *Uncertainty Avoidance, Power Distance* and *Assertiveness*, medium in *Future Orientation*, *Institutional Collectivism*, *Performance Orientation*, *In-Group Collectivism* and low in *Humane Orientation* and *Gender Egalitarianism*. This country's values, also called *Should Be*, scores are as follows: Germany scores high in *Future Orientation*, *Societal Collectivism*, *Humane Orientation*, *Performance Orientation*, *In-Group Collectivism* and *Gender Egalitarianism*. It further scores medium in *Uncertainty Avoidance* and low in *Power Distance* and *Assertiveness*(Szabo et al., 2002).
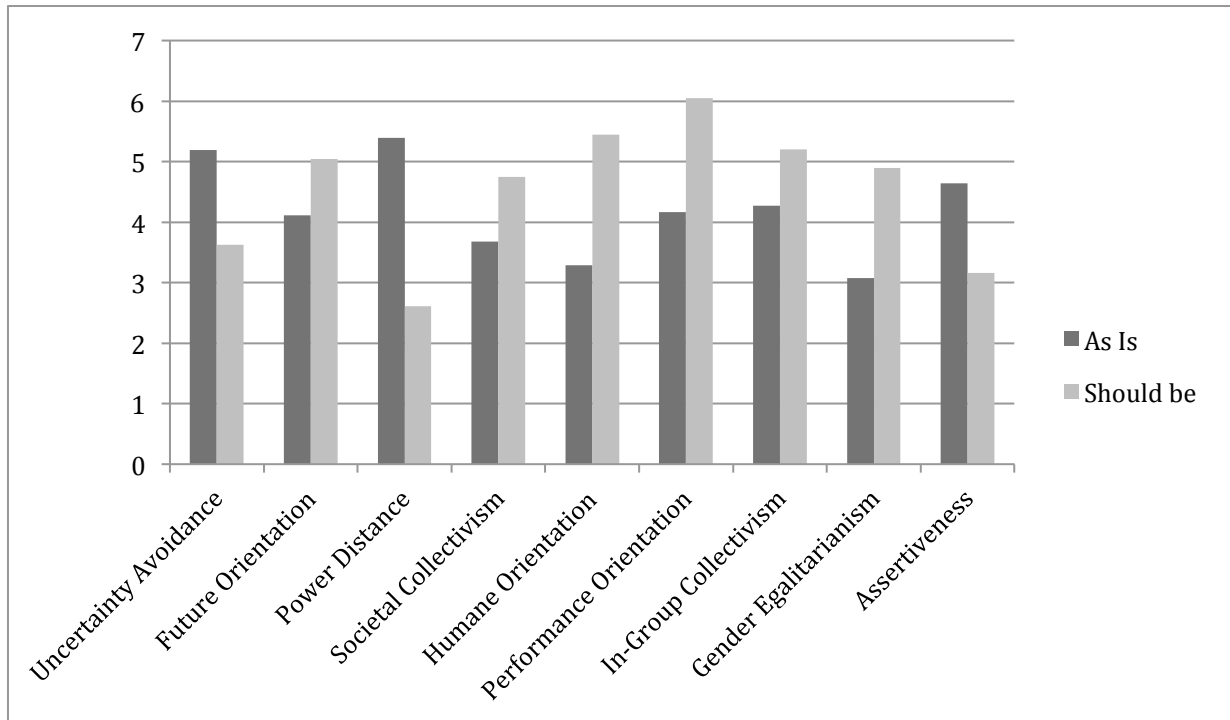
Figure 2 Cultural dimensions of Germany

Hence, the Anglo cluster emphasises an intrinsic aversion against rules, status and regulations. It is one of few cultural groups that aim at less *Uncertainty Avoidance* than already exists. The Anglo cluster is only moderately assertive (Ashkanasy et al., 2002). In contrast, the practices in the Germanic cluster scored high in *Uncertainty Avoidance* and *Assertiveness* which lead to expected differences in work practices (Szabo et al., 2002). According to Szabo et al. (2002, p.64), the Germanic cluster is "characterized by a strong tendency for standardization and rules, hierarchy, assertiveness, and gender inequality". Hofstede (1989) states that differences in uncertainty avoidance can be described as problematic since people with a low level of uncertainty avoidance feel uncomfortable in cultures, which express a high level of uncertainty avoidance. He explains that in this case, deep psychological requirements are not met (G. Hofstede, 1989). Indeed, the biggest differences in the measured dimensions of the Anglo cluster and Germany are in Uncertainty Avoidance, Societal Collectivism, Humane Orientation and Assertiveness.
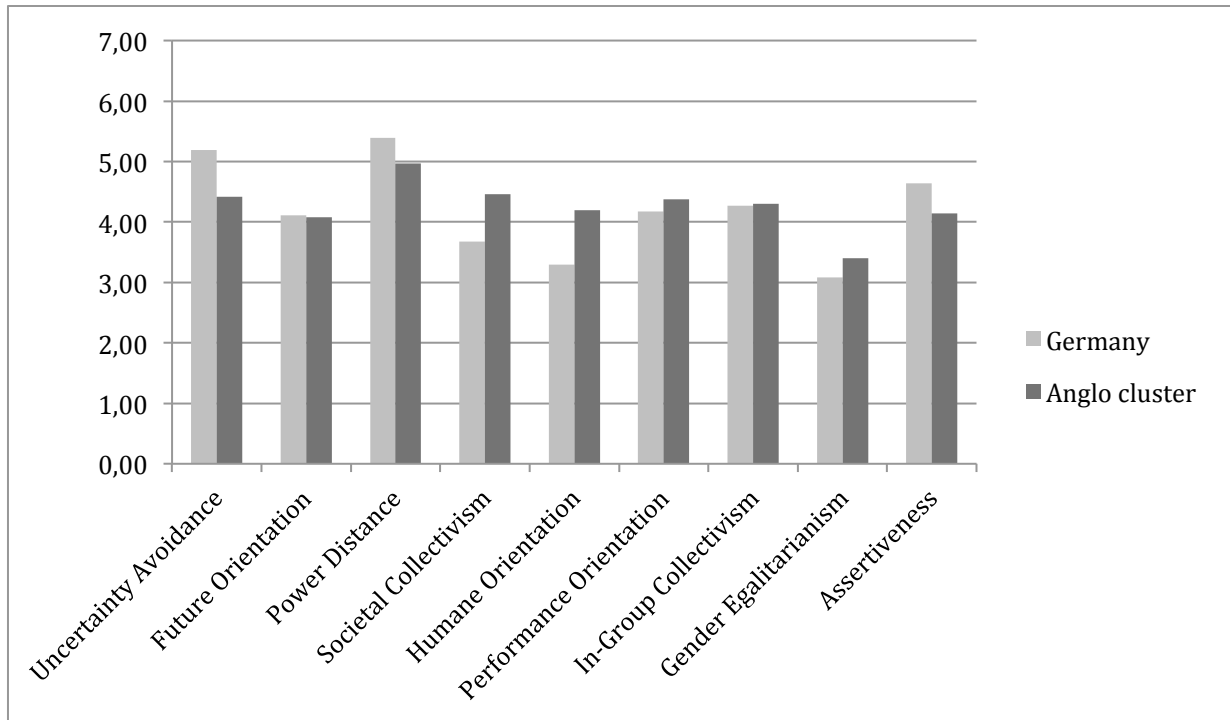
Figure 3 Comparison of practices based on GLOBE

The higher scores in *Assertiveness* of Germany leads to the assumption, that Germans are more confrontational, aggressive and assertive than members of the Anglo cluster. The higher rate of *Uncertainty Avoidance* of the practices, As Is, dimension imply that Germans rely more on rules, bureaucracy, social norms, attempt to reduce unpredictability and use more forms and handbooks than the individuals of the Anglo cluster. The difference in *Humane Orientation* suggest that Germans tend to be less friendly, less generous, less fair and less caring. The higher scores in *Societal Collectivism* of the Anglo cluster means that those societies and institutions reward and encourage collective actions and resource allocation more than that would be the case in Germany.

Table 1

As Is comparison Anglo cluster and Germany

As Is	Anglo cluster	Germany	Difference
Uncertainty Avoidance	4,42	5,19	**0,77**
Future Orientation	4,08	4,11	0,03
Power Distance	4,97	5,40	0,43
Societal Collectivism	4,46	3,68	**0,79**
Humane Orientation	4,2	3,29	**0,91**
Performance Orientation	4,37	4,17	0,20
In-Group Collectivism	4,3	4,27	0,03
Gender Egalitarianism	3,4	3,08	0,32
Assertiveness	4,14	4,64	**0,50**

On the other hand, the Should Be or value scores of the Anglo cluster and Germany resemble each other more (Ashkanasy et al., 2002; Szabo et al., 2002). Indeed, the German sample actually rate a lower level of *Uncertainty Avoidance* than their As Is, practices, score. This suggests that there is actually a high *Uncertainty Avoidance* in Germany but the members of this society believe that a lower *Uncertainty Avoidance* would be more preferable. The same can be said about their *Assertiveness* score. Further, the *Humane Orientation* and *Societal Collectivism* Should Be, values, score of Germany implies that Germans think that a higher emphasis of the characteristics of those dimensions would be part of an ideal world. (Szabo et al., 2002). Those Should Be scores might influence their acceptance of the different behaviour from the members of the Anglo cluster since they behave more towards the preferred values of Germans.
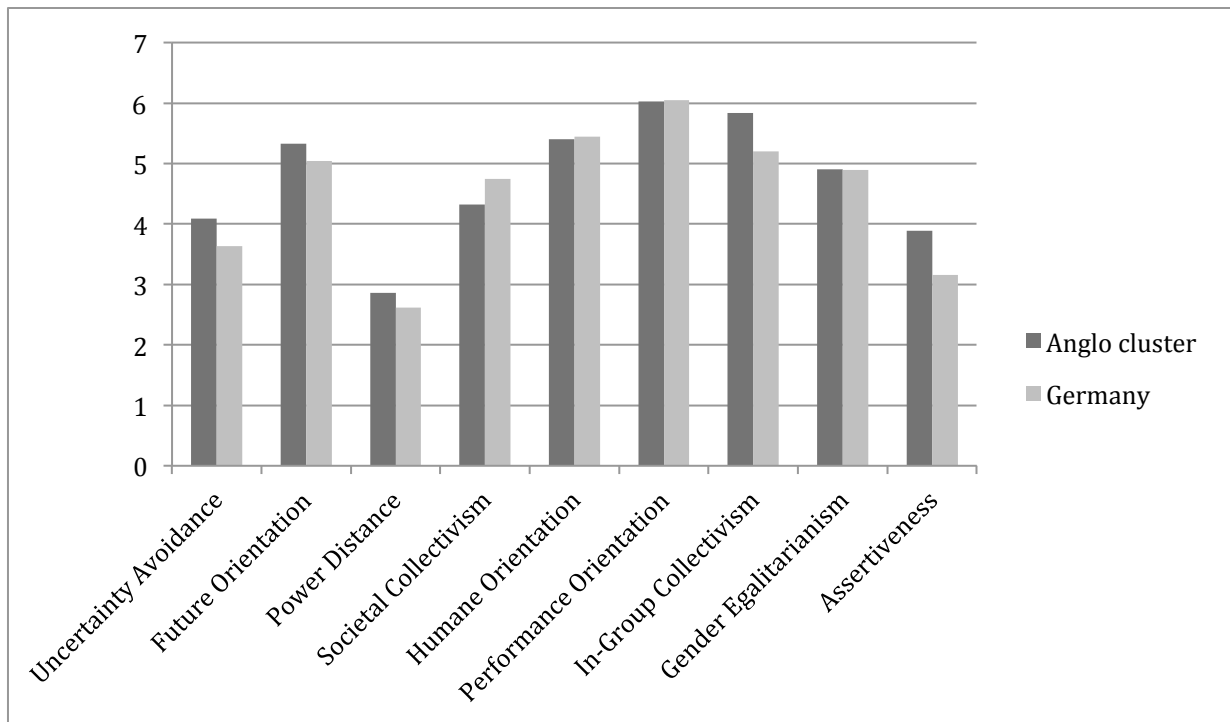
Figure 4 Comparison of values based on GLOBE

While the GLOBE study concentrates more on the cultural clusters and its respective characteristics it does not discuss a connection between creativity or innovation and the cultural dimensions. Hence, further research studies need to be revised to find a connection between culture related issues and creativity or innovation. One of those studies is from Efrat (2014) and investigates the influence of culture on the incentive to innovate. He examined innovation related data from 35 countries and used patents, journal articles and high technology exports as a rate of innovation. They found that most cultural characteristics as explained in Hofstedes' dimensions (G. Hofstede, 1980) are still applicable. The findings of this research imply that low uncertainty avoidance countries, who are more open to change, more willing to take risks, present a higher rate of innovations than countries that have a high uncertainty avoidance dimension (Efrat, 2014). He focuses his study on the national level, hence compares countries with each other instead of individuals, as it is the case in my research. Therefore this study may give some information but does not cover cross-cultural issues.

Unsworth and Clegg (2010) concentrate on creativity as a process and investigate what causes employees to start this process rather than exploring the effects that benefit a successful outcome of creativity. Their results implied that employees first assessed if a creative action would pay off the effort before they engaged in the process. The factors influencing this decision were identified as the following: General work motivation, creativity requirement,

time resources and autonomy, as well as cultural support (Unsworth & Clegg, 2010). Amabile et al. (1996) suggested that the work environment plays an important role in creative actions and developed a concept with similar impacts. According to them, "people will be most creative when they are primarily intrinsically motivated, by the interest, enjoyment, satisfaction, and challenge of the work itself." (Amabile et al., p. 1158). Especially freedom and autonomy, resources and challenging work benefits creativity, while workload pressure and organizational impediments to creativity have a negative effect on creativity (Amabile et al., 1996). Koestler (1964) already explained that especially freedom from regulatory forces benefits the realisation of creativity since this eases the individual's usage of his intuitive areas of his mind (Koestler, 1964). Furthermore, the believe of an employee in his ability to succeed a task and his possession of self-determination over his job approach increases the likeliness to pay attention on a problem or an idea for a longer period of time with a higher intensity (Zhang & Bartol, 2010). Unsworth and Clegg (2010) also found that organisational culture impacts the employment in creative processes. They identified one culture that obstructed creative action and one kind of culture that supported creative action. The first hindering culture is described as the dismissal of ideas and the developer of ideas, as well as rigidity and risk-aversion. The creativity-supporting culture is characterised by encouragement to be creative and norms enhancing creativity. Hence, in their qualitative research study, culture seemed to be a key factor for the participants to engage in creative actions (Unsworth & Clegg, 2010). Hence, one can argue that those types of organisational cultures, which may differ between Anglo countries and Germany, will also affect the expatriates. The dismissal of ideas is regarded as a hindrance for creativity and according to my previous definition of innovation, most likely this will also be an obstacle for innovation; albeit, the encouragement of ideas is expected to support creativity and innovation.

Maddux and Galinsky (2009) tested the relationship between time spent in a foreign country and creativeness of participants. They argued that living abroad give individuals the possibility to get in contact with more novel concepts and ideas which in turn aid their creativity. Another aspect of living abroad and hence being involved with foreign cultures is the opportunity to gain different perspectives, which help in problem solving. It further supports the acceptance of ideas from unaccustomed sources and moreover the expansion and recombination of those ideas. This process plays an important aspect in the creative process (Maddux & Galinsky, 2009). Maddux and Galinsky (2009) tested in five different studies if creativity is related to living abroad. Their results imply that living in foreign countries is connected to creativity. The duration spent in foreign countries presented a positive

association with creativity whereas the degree of adaption to the different culture mediated this link. Hence, the longer time the individuals spent living, not travelling, in a foreign country, the more likely they have been to undertake a creative action (Maddux & Galinsky, 2009). On the other hand, previous international experiences was not connected with a higher adjustment of self-initiated expatriates (Alshammari, 2012). These results imply that the higher the adjustment or adaption of expatriates to the culture of the country they are living in, the more likely they are to engage in creative actions. Further, it is assumed that expatriate experience increases creativity and hence also the possibility of innovations.

Fee and Gray (2012) examined this correlation further and paid particularly attention to the cause of this effect. In their study they used a pre-test−post-test longitudinal panel design with English native speakers to test if "expatriates undergo wholesale cognitive changes that can lead to enhanced creative- thinking abilities" (Fee and Gray, 2012, p.1). According to their study, expatriates improved their creative-thinking capabilities due to a rise in their cognitive flexibility. On the other hand there was no evidence of increased originality, elaboration nor ideational fluency of expatriates compared to non-expatriates (Fee & Gray, 2012). According to their results, I expect that expatriates improve their creativity as well as their innovativeness due to cognitive flexibility.

Additionally, Leung & Chiu (2010) state in their research paper that multicultural experiences, thus the combination of more than one culture, has a positive influence on creativity. They tested this hypothesis in a five-case-study with European and American undergraduates in two experimental sessions. Their results implied that the participants improved their creative performance straight after encountering multicultural media. They noticed the same result after a time of five to seven days. They also observed that after multicultural experiences the participants were more likely to engage in creativity-supporting behaviour in the first place. They study suggest that a cognitive juxtaposition of two apparently excluding concepts from different cultures motivates a creative attitude and leads to creative outcomes (Leung & Chiu, 2010). Even though, their multicultural exposure does not include living and working in a foreign country, which would be the case of expatriates, this study hints that the combination of home and host culture of expatriates might be beneficial for their creativity and creative work outcome.

Since this study will also examine the correlation of adjustment level and creativity and innovation, I also considered research literature about expatriate adjustment. The paper of Black (1988) deals with work role transitions of American expatriate managers during

overseas assignments to Japan. He distinguishes two concepts of adjustment degrees, namely subjective measurable and objective measurable adjustment. The subjective concept describes the degree to which the expatriates feel comfortable in their new roles or how much they feel adjusted to the new requirements. The objective concept explains to which degree the expatriates have overcome the new role requirements and how much their performance mirrors this adjustment. For his study, Black (1988) used questionnaires of 67 American expatriate managers working in Japan. He measured the subjective degree of adjustment due to the difficulties of accessing data rating the objective adjustment degree. His results indicate that role ambiguity, role novelty, role overload and role conflict have a negative effect on work adjustment. The higher the role ambiguity the less expatriates know the consequences of different behaviours and the less they are able to rely on already learned and previously successful actions. Role novelty describes the dissimilarities between the home and the host work role and hence, increases the perceived unfamiliarity, which in turn increases the uncertainty. Role overload has an impact on adjustment since managers who are responsible for too many tasks or demands, will decrease their efficiency. Role conflict describes the case that the person receives conflicting messages about their work role and hence, cannot decide which commands to follow and thus behave appropriately. Black (1988) further found that previous overseas work experience and role discretion benefits work adjustment. Previous work experiences help expatriates to deal with new situation and to know what to expect. A great degree of role discretion, meaning more flexibility, enables adjustment since expatriates have the freedom to alter their role according to their personal abilities and routines and consequently increase the familiarity of the role. The study further shows that pre-departure knowledge has a negative influence on work adjustment but a positive influence on general adjustment. There was no distinct explanation for this result. There is a possibility that the expatriate managers with pre-departure knowledge knew the dissimilarities of both countries and hence could concentrate on the common practices instead of adjusting to the overall culture or that the pre-departure knowledge was concentrated on general cultural issues which would be encountered in private life instead of work differences (Black, 1988). However, this study suggests that role ambiguity, role novelty, role overload, role conflict, previous overseas work experience, pre-departure knowledge and role discretion may also have an effect on the results of this study.

Whereas Black (1988) suggests that role overload has a negative influence on work adjustment of expatriates, Lee (2005) states that underemployment of expatriates leads to a decreased efficiency of their work performance. They conducted a quantitative study by using

questionnaires of 302 self-initiated expatriates, including but not limited to Anglo expatriates. They discovered that an absence of job suitability, job autonomy, job variety and fit increased the likeliness of perceived underemployment, which means that an individual feels he is working in a substandard type of job that misses to take advantage of the individual's abilities and skills. Self-initiated expatriates who experienced an increased job autonomy were lwss likely to be underemployed, which might be due feeling more responsible regarding their job (C. H. Lee, 2005).

Finally, Bhatti et al. (2013) combines in their literature review separate aspects, which are expected to influence expatriate adjustment and job performance. The paper results in a conceptual framework including several propositions. It concentrates on expatriate adjustment since the absence of adjustment is assumed to be one major reason why expatriates quit their jobs and move back to their home country or stay but with a decreased level of effectiveness. It includes personality traits, namely the Big Five (extroversion, agreeableness, conscientiousness, emotional stability and openness or intellect), self-efficacy, previous international experience, social network and cultural sensitivity and their respective effects on expatriate adjustment and work performance. They hypothesise that expatriates' adjustment mediates the relationship between those characteristics and expatriates' job performance (Bhatti et al., 2013). This review helps in understanding the existing research field of expatriates.

METHODOLOGY

RESEARCH DESIGN

The research questions of this study aim at discovering answers to the following issues: first, which cultural differences between their home and host country do self-initiated expatriates from the Anglo cultural cluster holding jobs related to creativity and innovation in Germany observe and describe as meaningful in their workplace. Second, which of them pose a challenge to their creative and innovative work. Third, what are possible effects of different levels of adjustment on creativity and innovativeness? To answer the defined questions, it is vital to explore the individual issues and experienced differences of Anglo expatriates in innovative or creative occupations in Germany. Hence, this study deals with subjective experiences of individuals in contextual situations, which have not been researched yet. It aims at exploring variables rather than testing hypothesis or already researched factors (Corbin & Strauss, 2008). Due to the absence of previous studies and the inductive nature of the present research, the chosen method for this study is qualitative (Thompson & Walker, 1998) and aims at finding real live results, which can imply recommendations and can be compared to existing theories and research about intercultural work situations and self initiated expatriates. This method helps to comprehend the situation from various perspectives and hence bridge the gap between existing knowledge and business practice (Murphy & Ensher, 2008). By using a qualitative research method, an elaboration of a new theory or concept is possible (T. W. Lee, Mitchell, & Sablynski, 1999).

To be able to get in-depth insights into the distinct experiences and perceptions of expatriates in innovative and creative settings, interviews were conducted. Individual interviews enable the researcher to engage in an in-depth exploration of participants' views and challenges of their daily lives (Broom, 2005; Kvale & Brinkmann, 2008; Petty, Thomson, & Stew, 2012). Since non-structured interviews may be suitable to understand the experiences of the participants but make it also difficult to analyse and evaluate the big amount of data collected (Burnard, 1994), semi-structured interviews were chosen. This type of interview resembles a normal conversation whereby the research questions guide the narrative line. An interview guide aids at sticking to the purpose of the conversation and focuses on specified subjects; in this case it also contained suggested questions. It aims at understanding the themes the interviewees experience in their daily life (Kvale & Brinkmann, 2008). Lee et al. (1999) state that hereby detailed data can be derived which express the participants' viewpoints. Thus, the

semi-structured interview conducted in this research can be categorised as part of the phenomenological science (Kvale & Brinkmann, 2008). Phenomenology aims at comprehending social phenomena as experienced by the actors. It focuses on the participants' own perspectives and assumes that "the important reality is what people perceive it to be" (Kvale & Brinkmann, 2008, p. 26).

Following this approach, I aimed at being descriptive and open to new and surprising issues of the studied phenomena (Corbin & Strauss, 2008; Kvale & Brinkmann, 2008). It is regarded as common that the analysis of one phenomenological interview directs the approach how the further interviews will be conducted in order to extend the explored phenomena (Cassell & Symon, 2004). Bolderston (2012) also views this as an important and applicable quality of using semi-structured interviews to collect the data for this research. She adds that an interview enables the researcher to adapt the questioning to investigate emerging themes and hence facilitates theory development, which would not be possible with a survey (Bolderston, 2012). This is particularly suitable for this study since it aims at exploring a real live situation from the perspectives of multiple people in the same situation. Consequently, the research was conducted using semi-structured interviews with expatriates from Anglo countries as clustered in the GLOBE project (Gupta et al., 2002) working in innovation or creativity related occupations in Germany.

The GLOBE project is chosen since its cultural values and practices taxonomy is more detailed, its results more recent and its participants originating from a larger variety of organisations and industries than this is the case in Hofstede's study (G. H. Hofstede, 2001; House et al., 2002). Thus, it is more suitable for evaluating expatriates' behaviours and their corresponding values in context with the German culture and their values. The interviewees worked in some way in creative or innovative terms and were in contact with at least a few Germans in their work environment. This enabled me to investigate the intercultural issues and their role in expatriates' innovative and creative work behaviours.

CASE SELECTION AND SAMPLING

The specific inclusion criteria for the sampling strategy were the participants' status as a self-initiated expatriate in an occupation that is in some way related to creativity or innovation, a minimum stay in Germany of three months and regular contact with Germans, such as co-workers, supervisors or clients. Self-initiated expatriates are individuals who independently move to a chosen host country and to find a job on their own, typically without the support of an employing company (Howe-Walsh & Schyns, 2010). To include sufficiently diverse

personalities the selection process was first based on the heterogeneous purposive sampling method (Symon & Cassell, 2012). Therefore, the aim was to interview expatriates from various Anglo-countries working in different occupations and from different hierarchical levels. Any patterns emerging from such a heterogeneous sample are expected to contain a particular value and may represent key themes. After the first interviews were transcribed and coded, the remaining participants were partly chosen by using the theoretical sampling method combined with convenient and accessibility factors (Symon & Cassell, 2012). Hereby, in some cases evolving concepts and interesting themes were used to define further selection criteria such as being from a specific industry or having spent a certain time in Germany. By doing this, evolving theories and codes could be tested. This method was used until saturation could be achieved, meaning no new codes occurred and the developed categories were sufficiently explored (Rakow, 2011; Symon & Cassell, 2012).

Some participants were selected by searching online networking groups designed for expatriates in Germany. This enabled me to address only those expatriates whose descriptions fit my defined inclusion criteria. This method also facilitated the contact to expatriates throughout Germany without spending financial resources in connecting with participants all over Germany. Further interviewees were contacted by the so-called snow-ball-effect, where one person identifies other potential participants and recommends them to the researcher (Bolderston, 2012). This ensured the suitability of the interviewees according to the used inclusion criteria since the contact persons could already identify the right persons. Additionally, through their company website I contacted employees working for creative or innovative companies, especially in the music industry, to explore emerging concepts of the analysis.

Prior the start of contacting the participants and the analysis of the data, I estimated to interview approximately 20 to 25 expatriates until reaching saturation. The actual research sample consisted of 22 expatriates from Anglo countries as explained in the GLOBE study (Gupta et al., 2002). The number of participants was determined by the level of saturation attained in the analysis of the collected data (Thompson & Walker, 1998). After 22 interviews I did not discover any new codes, could describe all analysed concepts and could sufficiently explore the developed categories. In total, I initially contacted 35 Anglo expatriates, eight of those potential participants were recommended by already established contacts. All eight recommended participants agreed to take part in the interview. 14 of the 27 participants I contacted without recommendation agreed to participate in my study. Most reasons for

denying participation was lack of time or previous negative experiences with university studies (e.g. never received promised results). Hence, the response rate of this study was around 63%.
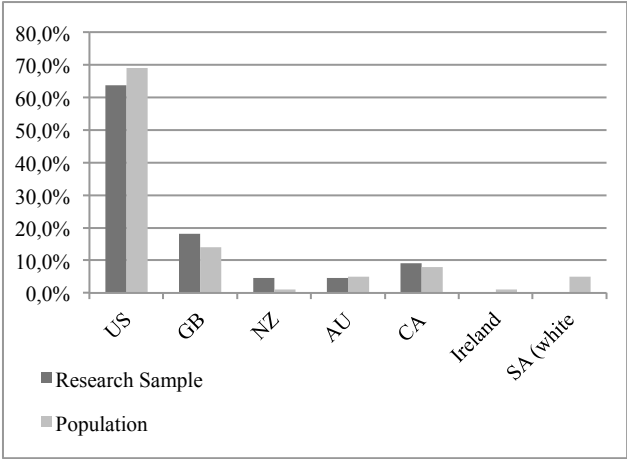
Figure 5 Nationality of research sample

Most of the participants' home country was the USA (14, whereas two participants spent half of their childhood in Canada), four came from Great Britain, two came from Canada, one expatriate came from New Zealand and one participant came from Australia. Figure 1 shows the research sample compared to the overall population of the countries of the Anglo cluster. It shows that the nationality proportion in this study can be broadly compared to the population numbers of the countries (WorldBank, 2014).

Fourteen expatriates were male and respectively eight were female. The participants were self-initiated expatriates and by the time of the interview their time spent in Germany varied between three months and 30 years. The expatriates' work region was concentrated in Germany. Furthermore, the interviewees worked in creative or innovative surroundings such as small and medium sized companies, start-ups and multinational organisations where the participants are faced with innovative or creative tasks in their daily work. The participants worked in a variety of different industries and occupations, in which innovation and creativity was desirable, including the development of driver assistant systems, the creation of communication channels, legal professions, contractor or project manager in the construction industry and artistic professions such as comedians, musicians and authors. The age range of all interviewees was from 20 to 59 years of age with an average age of 40 years of age. Of all participants, 13 had already spent at least 1 month, other than for short leisure activities, in a foreign country and respectively, nine interviewees have not had another international experience.

Table 2

Research sample

Nation ality	Gender	Age	Previous international experience	Time in Germany (months)	Occupation	Industry
US	female	37	yes	24	Clown/ Artist/English teacher	Art
US	male	40	yes	168	Banker	Banking industry
AU	female	35	yes	48	Opera singer/ translator/ interpreter/ Business owner	Music/ Service
US	female	35	yes	24	Manager for market reputation and conduct	Automobile
CA	male	50	yes	312	Musician/composer	Music
US	female	43	yes	54	Music manager	Music
US	male	59	yes	216	Voice over artist, actor and singer	Music/Theatre
US	male	43	yes	216	Lawyer	Legal field
NZ	male	45	yes	19	Senior project manager	Construction
UK	male	40	yes	24	Contract administrator	Construction
UK	female	20	no	4	Communications intern	Transportation
US	male	24	no	36	Student/ Comedian/ Tour guide	Art/ Tourism
US	male	26	no	15	Engineer for drivers assistant systems	Automobile
US	male	28	no	72	Research engineer	Automobile
US	male	33	no	132	Managing director for a venture capital fund	Venture capital
US	male	40	no	132	Key account manager/ Managing director	Translation
US	male	48	no	3	US patent attorney	Legal field

Research sample (continued)

Nation ality	Gender	Age	Previous international experience	Time in Germany (months)	Occupation	Industry
US	female	50	no	516	Language and culture consultant	Consultancy/Educa tion
CA	female	52	no	360	English teacher/ songwriter/ musician	Education/ music
UK	male	53	yes	132	Financial manager	Music
US	female	39	yes	84	Lawyer	Legal field
UK	male	38	yes	120	Internal communications manager	Rail industry
Average age:		40	Average time in Germany:	123		

DATA COLLECTION

For this study, first order concepts, facts gained through interviews, are used since there is no existing research on which the study can be based without being biased. The interviews allowed me to explain questions if not understood properly and to collect a big load of data (Yeung, 1995). I collected qualitative original data by conducting semi-structured interviews with expatriates to gain new knowledge and insights in the topic. The interviews lasted between 30 to 75 minutes; thirteen self-initiated expatriates were interviewed by phone and six via Skype since this method saves travel time and costs for both the participant and the researcher (Musselwhite, Cuff, McGregor, & King, 2007). Three interviews were conducted during personal meetings in Berlin. There was no perceived difference of interviewee behaviour or answers between the interview instruments.

The interview guide contained approximately ten question groups, including 15 separate introducing sub-questions, addressing objective issues such as the expatriates occupation, work tasks and previous international involvements. In the following portion of the interview, seven question groups consisting of 17 individual sub-questions dealing with the main topic

of the study such as the expatriates' adjustment status, the interaction with Germans, cultural misunderstandings and challenges and their meaning to expatriates' ability to work in a creative or innovative manner. One of the main questions was designed as a critical-incident interview question, which asked for a specific example of the expatriates' most recent creative or innovative actions (Chell, 2004; Flanagan, 1954; Kvale & Brinkmann, 2008). This type of question was used to get an in-depth insight in the creative or innovative work process of expatriates, the involved culture-related issues and the motivation behind these actions.

The main questions were based on the theory review and aimed at answering the research questions. The majority of the interview questions were neutral without implying an already established thought onto the participants and hence avoid bias (Broom, 2005), followed by few questions specifically directed to the most distinct differences between the two cultural clusters. During the conduct of the interviews I tried to apply the ten commandments for interviewing by Berg (2004). Those commandments recommend establishing an easy and warm atmosphere by chatting and making small talk first. I also used an interview guide to stick to the overall purpose and the specific data collection aim of this study. Nevertheless, the questions were asked naturally to keep a comfortable rapport going. During the interview I tried to engage in active listening by using non-verbal responses, such as smiles and nods, but also verbal agreements whilst conducting the interview on the phone. For interview meetings, I adapted my outfit to the setting and the occupation of the expatriate to have a better connection. I let the interviewees choose their interview medium and place to ensure they feel comfortable and share their thoughts openly. Specifying questions to probe answers and silence was used to encourage participants to elaborate monosyllabic answers and I ensured them that any answers they give and any thoughts shared are much appreciated and very valuable for my study. I also offered to share more details about the aim and the motivation for this thesis and answered any upcoming questions (Berg, 2004). Additionally, I followed the six quality criteria for interviewing by Kvale and Brinkmann (2008). For this reason I encouraged spontaneous and rich answers and used follow-up questions and clarified important aspects of the participants' answers (Kvale & Brinkmann, 2008).

The interviews were recorded and at the same time notes were made to ensure a valid analysis. The notes also help to explain certain answers and to gain a deeper understanding. Directly after the interviews, further memos enabled me to develop and compare evolving concepts established during the continuing comparison of the analysis. Afterwards, the interviews were transcribed. To adapt following data collection, I started the data analysis

already whilst collecting the data. In this way, theoretical sampling could be achieved which is essential to establish a grounded theory approach (Endacott, 2008).

DATA ANALYSIS

The analysis started with the first few interviews and proceeded until saturation was reached. The saturation describes the point when all discovered concepts are explained in detail and no new templates or concepts can be revealed (King, 2012; Symon & Cassell, 2012).

The large amounts of data collected by means of 22 interviews were evaluated, simplified and reconstructed. Hereby a better understanding of the collected empirical evidence was achieved (T. W. Lee et al., 1999). A combination of iterative techniques from the grounded theory analysis and the template analysis were used to progressively find patterns of data. Those methods can handle great amounts of data arrangements and work well in examining the viewpoints of different participants. The template analysis allows the researcher to define a priori codes based on existing literature or practices. The a priori codes in this study were derived by the literature discussed earlier. Nevertheless, I stayed open to adjust or discard the developed a priori codes during the analysis process (King, 2012; Symon & Cassell, 2012) and nevertheless, most of the codes were developed during the analysis of the interview transcriptions. The grounded theory analysis allows an examination of human interaction processes and aims at generating a theory or hypotheses to explain the participants' behaviours (Bolderston, 2012). I started the data analysis right after I conducted and transcribed the first few interviews by using the open coding technique described in the grounded theory analysis. First, the text of the interview transcriptions was read and then broken down into fragments or quotations and each of those pieces were given a label, called code. In order to establish unity, codes were compared to each other using constant comparative analysis (Boeije, 2010). In the beginning, all data was coded to produce as many codes as feasible to ensure all relevant aspects were incorporated. I repeated this process until no new codes were discovered and saturation was achieved. I paid especially attention to possible disconfirming statements. Hereby it was important to adjust the interview questions according to found codes and disconfirming evidence to be able to understand those phenomena (Corbin & Strauss, 2008). After the initial open coding process, I resumed the analysis with the axial coding method. Hereby, I organised the codes that belonged together into specific categories, which described an overall subject. In this way I started identifying patterns by searching for similarities or differences between the codes and their respective comments and explored the factors that had an impact on those similarities or differences

31

(Corbin & Strauss, 2008). I continued this step until certain main categories and some sub-categories evolved, which could be distinguished from each other. The established categories included for example *Uncertainty avoidance of Germans* and one of its respective sub groups contained *Germans attempt to reduce unpredictability*. In this way, I could summarise the multiple codes into groups, which made it easier to structure them further, using the selective coding method. Hence, I analysed the created categories according to evolving relationships with each other and developed a map describing the connections and influences of the core concepts on each other. Consequently variables how distinctive cultural differences play a role in innovation or creativity development could be established and a theory about which differences play certain roles in creative or innovative occupations could be elaborated (Boeije, 2010). I used an iterative analysis to compare the data and to develop a framework as it was used in leading research journals (Isabella, 1990; Sonenshein, 2010). This approach allowed me to identify a theoretical framework that best visualises the role of the findings of my study, which I outline in the next chapter.

FINDINGS

The final template comprised 22 first level themes, which I will use to describe my findings below. For each theme I will explain the most interesting or most commonly used codes. Quotes from participants will illustrate particular points and interesting issues. Whereas my aim was to find shared challenges, perceptions of cross-cultural differences and similarities to define a structure and develop a concept, I also paid attention to differing perspectives and will describe all of them in the following section. Unfortunately, due to the detailed coding and the resulting amount of themes and codes, I will not be able to describe all codes in detail in this section. The findings include answers to the elaborated research questions which deal with the cultural differences between the home and the host country that play a role in the creativity and innovative work of the self-initiated Anglo expatriates, the as most relevant perceived cross-cultural challenges to their creativity and innovation in Germany and the adjustment related and cross-cultural challenges that play a role in their creativity and innovation process.

UNCERTAINTY AVOIDANCE

The most cited first level theme with the most codes (25 codes) is *uncertainty avoidance*. This theme describes the perceived differences in uncertainty avoidance between Anglo expatriates and their German contacts. All of the interviewees stated that they experienced to some degree a difference in this dimension. They described that not only the Germans they have met, but also the structures, authorities and bureaucracy reflect the German tendency to avoid unpredictable events. The most cited codes in decreasing order are a perceived *higher uncertainty avoidance of Germans*, *Germans attempt to reduce unpredictability, fear of failure in Germany* and *more risk taking in Anglo countries*. Some aspects of this theme were positively assessed:

"Reliability and predictability is something Germans really like and it's not at all a bad thing."(Musician/composer, Canada, Interview 4)

The participants also described the perceived consequences of this tendency, namely that it is a lot harder to change processes or procedures in Germany due to many rules and standards, which were difficult to change if at all. Further, possible alterations have to be tested until proven to be better than the used processes before they can be put in place. The role of this perceived difference on self-initiated Anglo expatriates' creativity or innovation, especially related to new product development, explained one participant:

"And Germans don't like uncertainty and again that prohibits innovation because there is this uncertainty to this product, then it has to be researched more and longer and again that prohibits innovative ideas to ever reach the market or to even be first to market. Because it could always be a little bit better or we could always be more sure or more cheaper or whatever. And the other countries are like "Let's sell this thing, who cares if it's not that great."" (Research engineer, US, Interview 12)

WORK CULTURE

There was a variety of codes grouped in the theme *work culture*, which describe the particularities of the culture in the work place, especially comparing the home and the host country of the participants. Many interviewees perceived the work culture as being more different than non-work factors such as living conditions, transportation or food. Hence, some expatriates felt well adjusted in their private life but still not fully adjusted or confronted with challenges in their workplace. Nevertheless, this code also includes one differing viewpoint: *Same difference between work and private life as anywhere else*, which implies that the perceived difference between work and private life is as big in Germany as it would be in any other country.

Another interesting code of this category is: *Slow process in Germany*. Several participants experienced a difference in speed of work processes between their host and their home country. They explained that they had the impression that in Germany processes are slower, especially because there seems to be a higher need to plan, calculate and forecast possible outcomes. This difference was partly perceived as positive since the result of such slower processes appeared to be of better quality, on the other hand, some interviewees judged a slower process as a hindrance for innovations since in this case, they took longer to reach the market, which gives competitors a greater chance to first launch the innovative product or service.

"Here in Germany it is very cautious and slow but what comes out at the end is typically high quality and that first goes out t the customer at that point." (Engineer for drivers assistant systems, US, Interview7)

Another interesting aspect of this theme is that some participants noticed a difference between the overall support of innovations and creativity. They explained that they felt there was a high push and demand for innovation but that creativity, especially creative ideas or change propositions, were rather unwelcome:

"I think it is actually kind of double sided for me here in Germany. The innovation is highly supported by just the culture, the company culture, so we have a research centre here and there is constant push for development. [...]However the creativity can be limited because everything is often so slow and safely so at the end everything is then well but sometimes it can be very difficult to be creative because creativity is sometimes something new." (Engineer for drivers assistant systems, US, Interview7)

Hence, the self-initiated Anglo expatriates perceived some aspects of the work culture, like the slower processes, as challenging for their creativity but on the other hand, they felt that their innovation was supported by the different work culture in Germany.

ADJUSTMENT

One of the first level themes conceptualised with one of the most second level codes (16 codes) was *adjustment*. Participants stated that after their adjustment improved, meaning their level of stress was lower and their level of comfort higher, this also enhanced their creativity or innovativeness. Some explained that this was because they could focus better on their innovative or creative work when their mind was not occupied with cross-cultural and communication issues and hence, they were more effective.

"At the beginning it was much more challenging to be effective in my team and to be productive and I think that was due to both the culture and the language." (Engineer for drivers assistant systems, US, Interview7)

Nonetheless, there were also two expatriates who explained that they actually were more creative or innovative due to the adjustment phase. Either because it was a source of inspiration or because it gave them an avenue for thought:

"So it [adjustment phase] increases creativity. It is not the one time thing and you get inspired it goes on, on a daily basis where I'm confronted with that." (Lawyer, US, Interview 8)

Some Anglo expatriates recommended that awareness and openness towards cultural differences supports adjustment. However, the identified codes could not fully answer the research question that aims to assess the adjustment-related challenges, which play a role in self-initiated Anglo expatriates' creativity or innovation process.

WORK ADJUSTMENT

One of the codes of this theme is *Novelty has an impact on work adjustment.* One participant stated, for example, that since she could carry her job with her to Germany, there was no real work adjustment needed. All her tasks were the same so she could continue working as before. However, there was also a differing perspective to this code where an Anglo expatriates explained that even though that there are so many similarities in her job, she recognises definite differences:

"And as soon as I came to Germany even in the same division which is of course the same broad goals there was not as much brainstorming, definitely not as much willingness to think outside the box or to something that has never been done before and much more difficulty working in teams."(PR Manager, US, Interview 6)

It seems that work role novelty can have two differing aspects, one that adjustment is easier since the work tasks are the same, and on the other hand that adjustment is harder since small differences may seem clearer if everything else is the same.

A further code of this theme is: *Previous overseas work experience has an impact on work adjustment.* Here participants explained that adapting to different cultures and also work styles was easier before they did it before and knew how to behave. Especially when the expatriates dealt with seemingly more dissimilar cultures or with the German culture before:

"I worked with German companies before but not in Germany so I knew what to expect." (Contract administrator, UK, Interview 14)

However, I could not identify a direct role of this kind of adjustment in the expatriates' creative or innovative work.

CULTURE

The theme *culture* describes how the participants described the experience of a different culture and is hence related to the previously described theme *adjustment*. Some expatriates had the impression that there were more similarities than differences between their home and their host culture.

"The culture is much more similar than they are different. So there weren't really a lot of other culture shocks." (Voice over artist, actor and singer, US, Interview 9)

Others described distinct dissimilarities between the German regions, especially between Bavaria, Swabia, Rhineland and Berlin. Three interviewees explained that even though they

felt very adjusted and comfortable in Germany, they always have an awareness of their cultural background.

Nevertheless, I did not identify a connection between this theme and innovation or creativity related issues.

CULTURE SHOCK

The theme *culture shock* describes especially the ways in which the participants dealt with culture shock and the reasons for its occurrence. Some interviewees explained that they did not experience any culture shock, partly because they expected differences or because of their previous international experiences:

"I worked in so many different countries so there is nothing shocking anymore." (Contract administrator, UK, Interview 14)

Reasons for culture shock of other participants were for example just many small things, honesty, convenience shopping including opening times of stores and how the shop staff behaved towards them. The ways of dealing with culture shock comprised the following codes: *Dealing with culture shock by analysing it, dealing with culture shock by adapting to it, dealing with culture shock by getting used to it* and *dealing with culture shock by interacting with others.* Especially talking to other people about their experiences has helped many participants to deal with culture shock since it showed them a different perspective and helped them to understand the situation better:

"It is just being able to talk with someone about what is going on and that I'm upset about it, that I don't understand it and that I'm angry or really anxious about it. To be able to talk with various people about this and get feedback has helped me."(US Patent attorney, US, Interview 19)

This theme also lacked a connection to self-initiated Anglo expatriates' creativity or innovation.

ASSERTIVENESS

A theme, which includes some a-priori codes and also differing perspectives, is *Assertiveness*. The majority of expatriates described Germans as being more direct, which was sometimes perceived as a positive characteristic, since it was observed as speeding up communication.

"So now I become more direct and I actually see the strength in the German approach of being more direct in the work command. It is better to learn earlier what the issue is rather than not be sure or learn later." (Internal communications manager, UK, Interview 11)

Similar to this code many interviewees stated that Germans are more straight forward. I found disconfirming evidence regarding the question if Germans are overall more assertive or if they are more aggressive than members from the Anglo cluster. The code *Germans are less aggressive* occurred more often than the code *Germans are more aggressive,* whereas the latter was defined as neutral or passive instead of active aggressive. The most cited codes of this theme also included codes such as Germans are more confrontational, Germans are ruder and Germans are more serious.

CRITICISM

The theme *criticism* explains how the interviewed Anglo expatriates explained their perceptions of criticism experienced in Germany. The participants stated that Germans, especially in the workplace, use a more direct and strict way of criticism, which, in contrast to the criticism used in the Anglo cluster, normally lacks a positive element.

"When you get feedback in Germany it is more "I don't like this." More direct. Whereas in England it would be "This could be improved, do you have an idea how this could be improved?"" (Communications intern, UK, Interview 16)

In the countries of the Anglo cluster there seems to be more a kind of sandwich-criticism system, where the feedback includes a positive introduction part, a negative criticism part and then at the end again a positive feedback to stay polite:

"In America you go with the sandwich type: Something good, something bad and then something good. And the German just says "it sucks"." (Managing Director, US, Interview 10)

The more direct and negative criticism approach in Germany was perceived as decreasing the expatriates' ability to improve their criticised work, additionally interviewees stated that with the less direct criticism approach of the Anglo-countries there is more room for improvement, open discussion and a welcome atmosphere for opinions.

HUMANISTIC

Participant of this study often perceived Germans as having a tendency to be less caring about the feelings of others. This code seems to be partly but not solely connected with the

directness of Germans of the theme *assertiveness*. Similar to this, some Anglo expatriates noticed a difference in courtesy of their host and their home culture. They stated that they experienced a lower level of courtesy in Germany:

"Really small things like queuing, like waiting for the bus or holding the door open. I'm still put out a little bit." (Internal communications manager, UK, Interview 11)

One self-initiated Anglo expatriate even perceived the judging nature of Germans as a hindrance for new ideas.

IDEAS

The theme *ideas* also played a big role during some interviews. Participants explained that they perceived it as *harder to break barriers or come up with new ideas in Germany*. This code describes that interviewees felt it was harder to propose to do something different from the used ways or that even to express new ideas was more difficult than in their home country. This effect was partly increased by a further code: *In Germany: Reaction to ideas negative.* Many Anglo expatriates had the experience that the reactions towards their ideas were mostly negative instead of supporting:

"My experience in the US is the first reaction is, "well if you can do it, go for it". And here [Germany] the first reaction is usually "no, but maybe I will think about it"" (Engineer for drivers assistant systems, US, Interview7)

This theme describes one perceived challenge to the self-initiated Anglo expatriates' creativity and innovativeness in Germany, which is based on cross-cultural differences, namely the acceptance of and the reaction to new ideas and propositions.

COLLABORATION

Most Anglo expatriates emphasised the importance of collaboration to be creative or innovative.

"I think when you are doing something that nobody has ever done before, then actually it has to be a team experience."(Financial manager, UK, Interview 18)

Hereby the possibility to combine one's own knowledge with the experiences and knowledge from co-workers or possible business partners played an important role for the interviewees. A further related and often stated code included *diversity to be creative/innovative*; expatriates explained that different perspectives sometimes opened up new possibilities or valuable

feedback. On the other hand, one lawyer explained that collaboration did not have an impact on his creative or innovative work since his occupation itself is normally conducted alone without any collaboration.

INTERPERSONAL CONTACTS

The theme *interpersonal contacts* contains how participants perceive the interaction and the connections between individuals and groups. Anglo expatriates stated that in Germany, compared to their home country, there is overall less social interaction in the workplace and a greater tendency to work isolated.

"Someone who walked past your office, come in and discussed things with you. Whereas here (Germany) this rarely happens." (Senior Project Manager, NZ, Interview 20)

Nevertheless, one participant also explained that in his workplace there was a lot of interaction between people and a great degree of camaraderie amongst work mates.

Overall, participants often said that good, already established social contacts or happy family members in Germany were beneficial for various reasons; on the one hand they helped them to deal with culture shock or other barriers such as administrative tasks, on the other hand they made them feel more comfortable and home in their host country because they reduced the feeling of being a stranger. The benefits of good social contacts even included an increased creativity and innovativeness based on the aforementioned effects.

COMMUNICATION

The three most cited codes of the theme *communication* were: *Communication important for creativity and innovation, Miscommunication* and *Misunderstandings have bad impact on creativity and innovation.* Expatriates explained that only by communicating with each other they could share their knowledge, combine ideas to be creative or innovative or know what kind of expectations are there.

"With anything in sort of creative field it is a matter of communicating of what we want in a language that people can understand. That is one important thing I have noticed is understanding what you want from each other and finding like a common language." (Musician/composer, CA, Interview 4)

However, many Anglo expatriates also experienced misunderstanding when communicating with Germans. One of the reported reasons was that the expatriates understood the words and

took for granted that they mean exactly what has been said, but the meaning and the specific words differed. Some participants described it as hidden cues of the German language.

"So from their cultural perspective they have already told me without saying it as explicitly as I did, they had already implied that." (Engineer for drivers assistant systems, US, Interview7)

On the other hand, one person explained that cultural misunderstandings did not only inhibit creativity or innovation but that he perceived it as a two-sided influence, which could also be beneficial for creative or innovative work:

"It frustrates the creativity on the one hand but on the other hand it feeds the fire a little bit because I have to see that there is never one way to answer everything so then I have think again how do I handle that."(Lawyer, US, Interview 8)

Hence, the themes *communication* as well as *collaboration* play a role in the self-initiated Anglo expatriates' creativity and innovativeness including a perceived impact on their knowledge sharing and combining possibilities.

SUPERVISOR

One question of the interview dealt with the role of the respective supervisors on being creative or innovative. Overall there were more cases where the corresponding supervisor supported their subordinates to be creative or innovative, especially by listening to ideas, discussing ideas, giving the freedom to work independently and respecting new ideas.

"I think the way he helped me was by listening and by helping me figure out which one of my ideas was the one to go with and then actually letting me do this and giving me the freedom and support to actually do it." (Managing Director, US, Interview 10)

However, there were also cases when a supervisor inhibited creativity or innovation, for example by giving too tight time constrains, sticking too closely to the office politics or by allocating too much of the administrative work onto the interviewees.

Nevertheless, this theme shows how important the self-initiated Anglo expatriates perceived the role of a supervisor in their creative or innovative work, especially by providing the needed support and confidence but also by inhibiting their aspirations.

AUTONOMY

The theme *autonomy* describes how Anglo expatriates perceived their work environment regarding freedom to operate and choosing their own way of work. Many participants had the

impression that there is a higher level of freedom to operate and more independence in the workplace in Germany than in their home country. Furthermore, the majority of interviewees described freedom to operate as beneficial for creativity and innovation development:

"Absolutely essential, that creativity depends on an open and free working environment." (Financial manager, UK, Interview 18)

Nevertheless, one self-initiated Anglo expatriates felt that there was a lower level of autonomy in Germany, compared to his home country, and that he could not act as freely.

EMPLOYEE MOTIVATION

Another very interesting and valuable theme is called *Employee motivation* and deals with the experiences that motivated the participants to be creative or innovative or to the contrary, decreased their motivation to be creative or innovative. Some Anglo expatriates explained that taking away risks from employees allows them to be creative or innovative.

"I knew I could go back to my position in the US at any time so I wasn't really so worried. So I was fairly secure in what I was doing and figured "why not, just try it." Just try and make some new things happen." (Managing Director, US, Interview 10)

Additionally, several participants explained that from their point of view, commencing a creative or innovative activity requires extra motivation. Reasons for this perception were for example that creativity and innovation sometimes requires breaking barriers or going beyond one's job description. A barrier to employees' motivation to engage in creative or innovative activities was a perceived lack of praise. The participants explained that recognition and positive feedback can encourage employees to be creative but due to a lack of acknowledgment or praise they would be less motivated to do more than is expected from them.

"If you not getting pray for doing well or great you wont bother doing it. There is no expectation to actually be creative, the expectation is actually to do the exact job you were paid for." (Contract administrator, UK, Interview 14)

Consequently, this theme gives valuable insights into the reasons why self-initiated Anglo expatriates engage in creative or innovative activities in Germany and additionally, some cross-cultural challenges to their creativity and innovation.

Most of the participants agreed that their expatriate experience increased their creativity and innovativeness. Some of the mentioned reasons for this phenomenon were new learned techniques, new experiences, greater knowledge base, new way of thinking and increased flexibility due to being confronted with a different culture.

"Just by having that background and having a broader horizon and experiences to draw upon that definitely contributes to my ability to be creative or to have innovative solutions to problems that somebody who is only German or only American wouldn't have." (Lawyer, US, Interview 15)

Hence, this code is partly linked with another often-mentioned code of this theme: *Cognitive flexibility due to expatriate experience.* Here, the participants describe that due to their exposure to a different country whilst their expatriate experience, they are able to use and combine their knowledge in different ways and judge new situation from various perspectives or use learned methods in different settings:

"You have different associations, you see things in different ways and it is easier to compare and contrast and challenge the way how things work." (Financial manager, UK, Interview 18)

A further code of this theme is *Combination of best of both cultures*. This code describes the perceived possibilities of the participants to combine host and home cultural characteristics to benefit their work outcome or their personal life. Hereby, the Anglo expatriates explained that it would be beneficial to combine their home country's characteristics such as fearlessness, faster processes, and just-do-it mentality with Germans' directness, detail orientation and high quality of products to achieve better results.

"If you combine the American and German working culture, if you combine the fearlessness and sort of innovativeness and sort of "just do it", not worrying about permission, just trying it out, combine that with the directness and very clear communication and to the point and also sort of a very detail oriented work ethics that Germans have, also an American, then it is a very strong combination." (Managing Director, US, Interview 10)

Two expatriates even felt that members of the Anglo cluster tend to be better in coming up with creative ideas and Germans seem to be better in implementing those ideas properly.

EXPATRIATE STATUS

Expatriate status has different aspects for the participants. Many Anglo expatriates stated that their expatriate status was actually beneficial or even a resource for their occupation. Reasons for this were a higher acceptance of different approaches due to their foreign nationality, being an English native speaker, having a different perspective or tackling problems in a bolder way, which they related to their belonging to the Anglo-cluster. Unfortunately, three participants also experienced unpleasant reactions due to being a foreigner. One Anglo expatriate stated that it was difficult for him to find a nice accommodation because landlords preferred German tenants and further, he had the feeling that his Germans colleagues tended to blame bad things on foreigners. Two participants said that they were classified as the "good foreigners" since they came from English-speaking countries.

"One time I had an interview with a German company and they said to me: "There are too many foreigners here." And I said: "Well, I'm a foreigner." And they said: "We didn't mean you, the other type..."" (Senior Project Manager, New Zealand, Interview 20)

Although some of the interviewed expatriates used their expatriate status as a resource in their occupation, they perceived a higher role of their expatriate experience in their creativity and innovativeness than of their status as an expatriate.

HIERARCHY

For some participants the size of the company and the amount of hierarchy levels played a big role in being innovative or creative. The codes most cited of this theme were: *Hierarchy hinders idea generation and change* and *Big companies/high level of hierarchies hinders innovation and creativity.* Some Anglo expatriates combined those two codes even and explained that they perceived bigger organisations as less innovative or creative because idea generation is considered difficult due to many levels of hierarchy:

„I find that company because it is so big it is very resistant to change or innovation. If we have an idea you bang your head against the wall and nobody wants to listen and there are so many people and so many levels of the hierarchy and nothing really seems to get through. If you have a good idea it is difficult to get it implemented." (Senior Project Manager, NZ, male, Interview 20)

Although this theme has a connection to creativity and innovation, the participants of my study stressed the point that the role of hierarchies in a company may be the same regardless the culture it is embedded in.

INDUSTRY SPECIFIC

Almost all participants who worked in the music industry agreed that their occupations were not as much affected by cultural issues: *Creative industry has own globally applicable culture.* One manager explained that since their industry requires a minimum of creativity or innovativeness to be successful, it only attracts a special kind of characteristics. A further participant said, that this industry even used a global language, namely English, and that the work in this industry is the same all over the world.

„We are in a creative industry and we do attract a certain type of persons. We attract German people who are fairly creative and who are fairly able to work out the row." *(Financial manager, UK, Interview 18)*

One participant from another industry also described that people from his occupation, namely lawyer, behave almost the same all over the world. This was not supported but neither denied by other interviewees with the same occupation.

RESOURCE

Resource includes codes that define creativity as a resource or as being part of the job description. Participants explained that they have been hired to come up with creative solutions for a variety of problems or that they need to be creative to actually fulfil their job.

"I mean it is a creative field to be in, I have to be creative and I get paid to be creative." *(Musician/composer, CA, Interview 4)*

This is especially often the case in creative occupations such as musicians, comedians or artists but also in jobs of the legal field that, according to the interviewed expatriate lawyers, includes a need to be creative or innovative to find best possible solutions to a variety of previously unknown issues.

PERCEIVED CREATIVENESS

Three participants also described their overall perceptions regarding creativity and innovativeness of their home and host countries. They expressed that they viewed Germany as less creative or innovative and accordingly their home country, in those cases the USA, as being more creative or innovative:

"Those people [US citizens] are some of the most innovative and bold people you could probably find in the professional world." *(PR Manager, US, Interview 6)*

This explicit point of view was not mentioned by many participants but was included in the template since it sheds some interesting light on very personal viewpoints of the subject.

SUMMARISED FINDINGS
According to the previously described findings, German processes and procedures were reportedly harder to change, which may impede creativity or innovation. Additionally, the German work culture was perceived as slower, which may further hinder innovative products or ideas to reach the market before the ones of competitors but on the other hand, this process was evaluated as beneficial for the quality of the innovation or creativity outcome.

A higher adjustment rate was assessed as beneficial role for innovativeness and creativity of self-initiated Anglo expatriates and previous overseas work experience supporting an overall adjustment to the German culture. Some expatriates reported a difference between German regions but described the German culture as overall similar to their home culture. If the interviewees experienced culture shock then talking to other people as well as analysing the situation helped them to overcome this issue.

Some expatriates explained that Germans are more direct whilst communicating, which was sometimes seen as more effective, whereas a perceived direct, strict and mostly negative criticism in Germany was valuated as negative, as well as an observed lower caring attitude of Germans. Those perceptions may be connected to the interviewees' feeling that it is harder to come up with new ideas in Germany and that the reaction to those is mostly negative.

On the other hand, collaboration, diversity and interpersonal contacts were rated as beneficial for innovations and creativity since it aids at combining different experiences, knowledge and perceptions; nevertheless, social interaction at German workplaces was experienced as being less than in the Anglo cluster's workplaces, whereas communication was observed as supporting knowledge sharing and idea development. The expatriates rated a supportive supervisor who listens to ideas as positive for innovations and creativity, although some interviewees reported about supervisors who hindered their ability to be creative or innovative. Furthermore, freedom to operate and taking away risks from employees encouraged expatriates to be creative or innovative, whereas a perceived lack of praise in Germany was evaluated as hindering the expatriates' motivation to engage in creative or innovative activities.

The interviewed expatriates explained that their expatriate experience increased their creativity and innovativeness by combining both cultures, different methods and increasing

their cognitive flexibility. The status as an expatriate was mostly perceived as positive and sometimes even beneficial for the expatriates' occupations.

Not only the different culture but also the structure of the firm the self-initiated expatriates worked in played a role in being creative or innovative. Some interviewees explained that more hierarchy levels or bigger companies impeded innovations or creativity but this perception was not connected to a specific cultural cluster. Almost all interviewed expatriates who were engaged in the music industry reported that they did not experience a big difference in work culture between their home and their host country due to the usage of a global language and a certain requirement of creative characteristics in the related occupations. Closely related to industry specifications, some interviewees explained that creativity is a resource to fulfil their job since it is included in their job description.

Few expatriates of this study expressed that they experienced their home country as being more creative or innovative than Germany.

The findings section includes all established themes and the most important and interesting codes of those themes (a comprehensive table with all elaborated themes and codes can be found in the appendix). Nevertheless, not all themes played a role in answering any of the three research questions by connecting the role of the cross-cultural differences and innovation and creativity. Consequently, only the themes that aid in achieving the research goal will be part of the subsequent framework elaboration and discussion of the findings.

FRAMEWORK ELABORATION

The previous paragraphs described the findings based on the perceptions and experiences of the interviewed Anglo expatriates who worked in creative or innovative occupations. To better evaluate and use those research results a theory concept will be developed. This concept will be a proposition of the usage of my findings to better give recommendations for future research and applications.

An existing framework will be used to illustrate the meaning of the perceived challenges of the interviewed self-initiated Anglo expatriates of my study. As explained in the previous chapter, employee motivation played an important role in the interviewees' creative and innovative work; hence this aspect will also be a main part of the framework. Amabile (1996) developed a componential framework to explain her theory about the creative process. This framework illustrates how intrinsic and extrinsic motivation influence individuals in their creative course in specific phases. (Amabile, 1996).

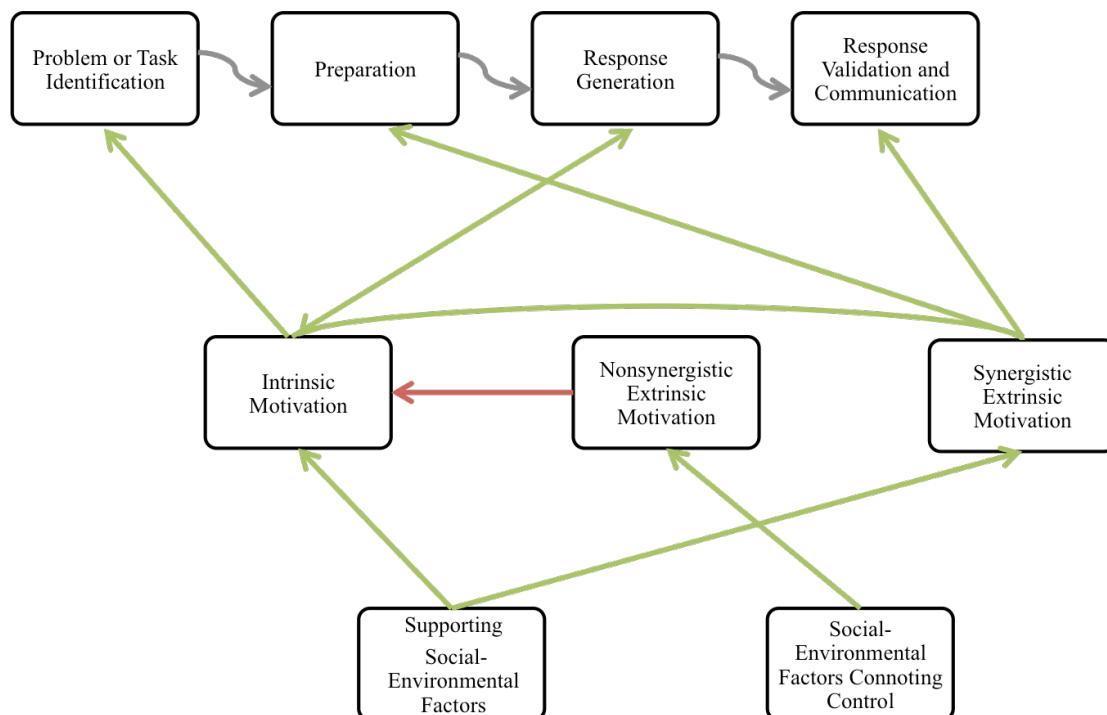*Figure 6* Amabile's (1996) theoretical framework

Note. Green arrows define positive and red arrows negative influences on the respective factors. The wavy arrows imply that the sequence is not set but can be changed or repeated.

The theory explains that an individual needs intrinsic motivation to utilise and collect information to start and maintain creative action. The steps of the creativity process illustrated

in this framework are all essential for creativity but not one is sufficient if solely done. The steps are seen as a multiplicative model where if one is left out, creativity is not achieved, and the higher each of them, the higher the resulting creativity. The different steps can be repeated or interchanged according to the situation; nevertheless, the illustrated order is the one that is most likely in a creative process (Amabile, 1996).

 The first phase of this model is called the problem or task identification. Here, either the individual identifies a problem or task and engages in it if his intrinsic motivation is high or a task or problem will be presented to him, which is seen as decreasing the intrinsic motivation and hence the likelihood to solve the problem or task creatively (Amabile, 1996).

The second step, preparation, describes the development or reactivation of information concerning the task or problem. In case the relevant individual already possesses sufficient knowledge about the subject area, this step will only be a short rehearsal, whereas this phase can be time consuming if new knowledge and expertise needs to be acquired (Amabile, 1996).

The third step is labelled the response generation and defines the novelty of the result of the creative process. The individual develops possibilities for the solution of the problem or task through the examination of available options and the relevant environment. A cognitive pathway that the individual follows each time it repeats this step defines this phase. An important aspect of this step is being open to possible options of pathways since there is a positive connection between the number of generated ideas and the quality of creative ideas. Intrinsic motivation enhances the idea generation by adding to the willingness to take risks, to use non-obvious possibilities and to achieve certain flexibility whilst solving this task (Amabile, 1996).

The fourth stage defines the response validation and communication. The individual needs to analyse and assess his possibilities to solve the task or the problem and additionally, needs to communicate this solution to turn it into a creative outcome since the articulation of the idea or product leads to the existence of creativity (Amabile, 1996). This step defines if the solution is valuable, useful and correct, which is another precondition for creativity (Bisadi et al., 2012; Piffer, 2012).

Intrinsic motivation influences especially the first and the third step the framework since there the level of creativity is defined. A high intrinsic motivation in the first phase leads to a creative approach of the problem or task whereas the individual may also get engaged in the problem or task if intrinsic motivation is low and extrinsic motivation is high but it is more

probable that in this case he will use only a low level of creativity to solve the task or problem even though he might have the knowledge and skills to be highly creative. In the third stage intrinsic motivation enables a higher concentration on the creative task to establish more possibilities and ideas for the solution. The third stage is also the one that is most likely to benefit from cognitive flexibility and risk taking since those characteristics enhance a high level of creativity. Those features are more probable to be used if the intrinsic motivation is high (Amabile, 1996).

Certain types of extrinsic motivations decrease intrinsic motivation whereas other kinds of extrinsic motivation benefit intrinsic motivation. The extrinsic motivations enhancing intrinsic motivation and creativity are aspects that encourage the individuals feeling of his own competence or facilitate the individual to engage in the task or problem in the first place but at the same time keeping a sense of own autonomy. In the discussed framework those aspects are called synergistic extrinsic motivation and are beneficial for intrinsic motivation as well as having an influence on the second and the fourth step of the creativity process. Here, the level of novelty is not as important as in the other stages but the synergistic extrinsic motivation enhances the individual's focus on completing the task or solving the problem in an applicable manner. On the other hand, extrinsic motivation that is controlling, enhancing competition against own workmates, holding the prospect of negative assessment of the individual's ideas and restricting the task solving approaches, has a negative impact on intrinsic motivation (Amabile, 1996).

The framework also includes social-environmental factors that have either a positive effect on intrinsic motivation and synergistic extrinsic motivation or on nonsynergistic extrinsic motivation, the latter connoting control and being a hindrance for intrinsic motivation, the first supporting competence, autonomy or task involvement (Amabile, 1996).

To adapt Amabile's (1996) framework to the present study, I integrated a further step, namely the implementation or innovation, which implies the implementation of creative ideas according to the previously used definition of creativity and innovation (Amabile et al., 1996; Gumusluoglu & Ilsev, 2009). The transition from the response validation and communication to the implementation and innovation phase is promoted by the possible existence of a champion. A champion is an individual who supports possible innovations with self-motivation and enthusiasm, whereas he does not need to be especially assigned to the project itself. He shows a high degree of personal involvement and significant contribution to the

process, a willingness to fail and accounts for the innovation (Gemünden, Salomo, & Hölzle, 2007; Howell, Shea, & Higgins, 2005).
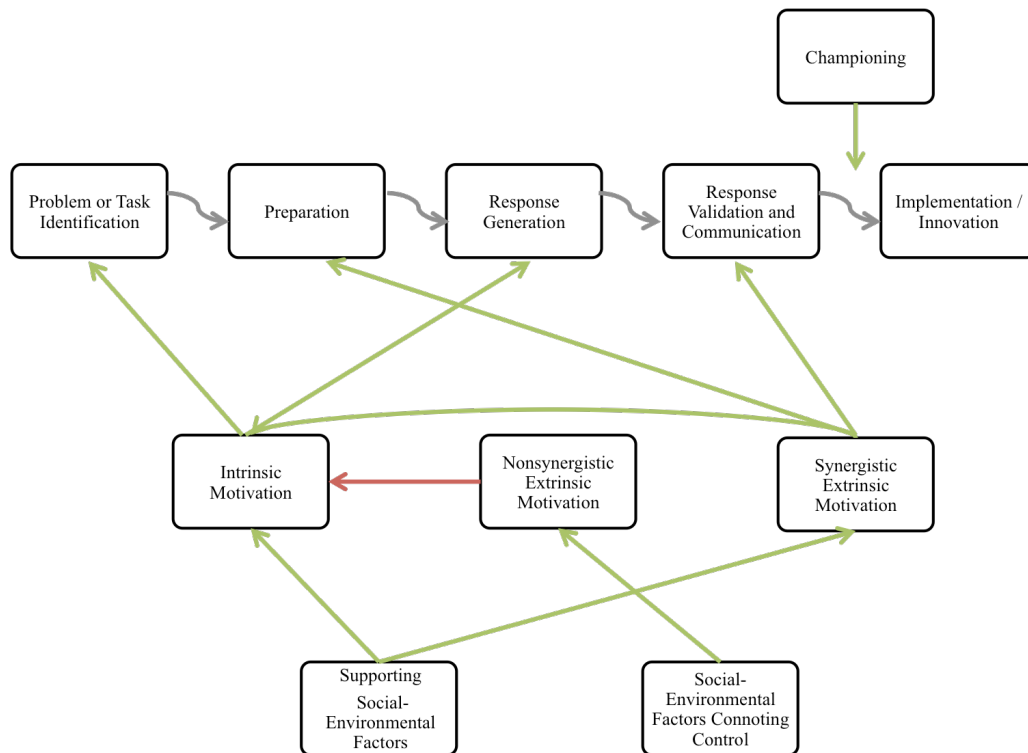
Figure 7 Adapted framework of Amabile (1996)

Based on the findings of the previous chapter, I analysed the most significant influences on the different stages of the creativity process discovered by this study. The perceptions and experiences of the Anglo expatriates described challenges of each step of the creativity process. Additionally, they also perceived impacts on their intrinsic and extrinsic motivation and described social environmental factors relevant to the creativity process and implementation. The following framework summarises those influences and illustrates them.
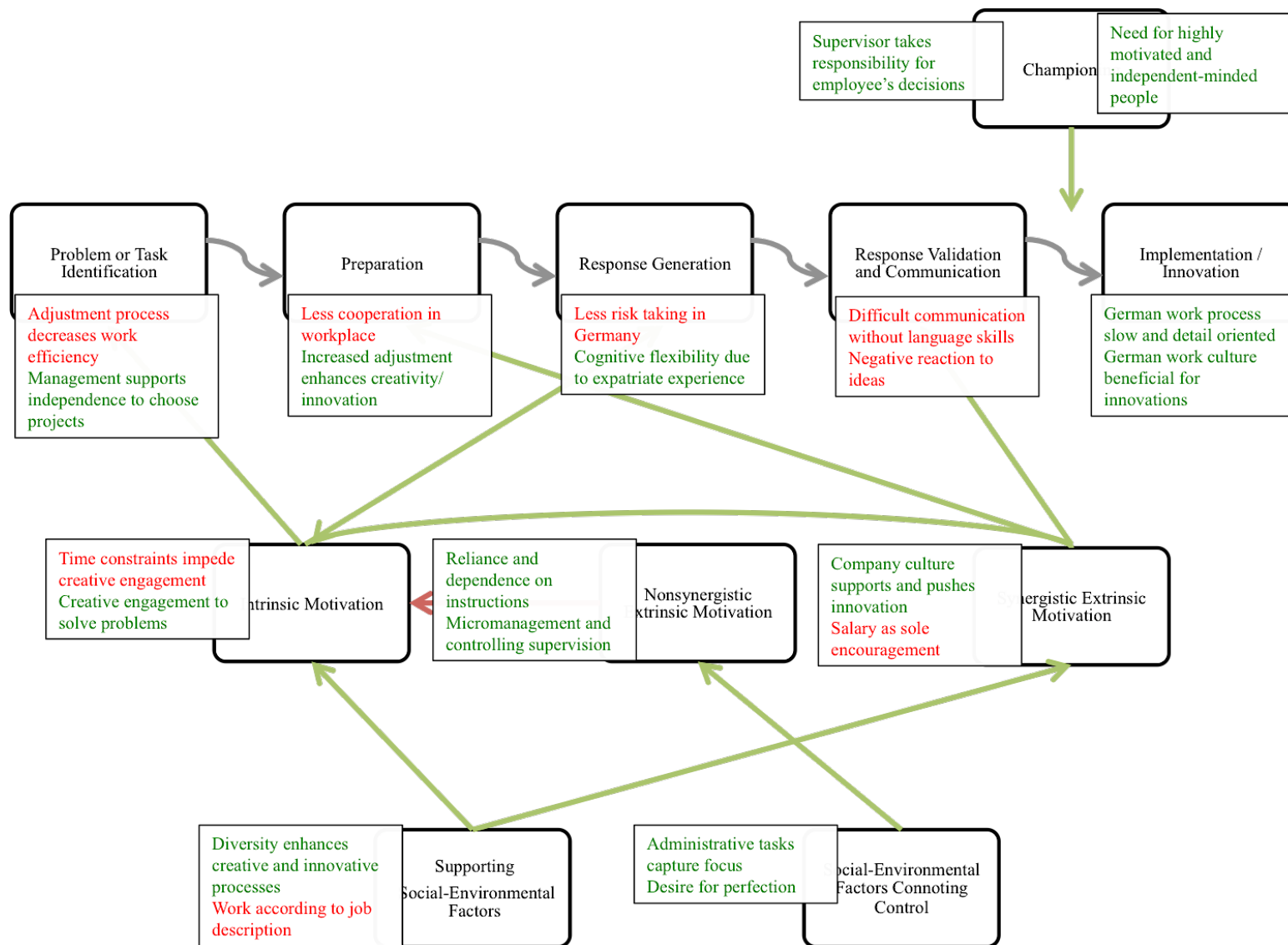
Figure 1 Theoretical framework with perceived challenges

Note. The square boxes describe coded examples of the interviews with the Anglo expatriates, which influence the related factors. Green writing implies a positive impact and red writing a negative impact on the respective factors next to the square box.

According to Amabile (1996), the first step of the creative process describes the identification of a problem or task. This is consistent with the results of the interviews with the self-initiated Anglo expatriates. A high portion of self-initiated Anglo expatriates of my study explained that they became creative because they identified a problem. However, the interviewees perceived their adjustment phase as influencing their work effectiveness, which in turn may hinder the actual identification of a problem or task if the individual is preoccupied with cross-cultural issues. The participants explained that during their first months in Germany cross-cultural issues, everyday tasks such as convenience shopping and the overall adjustment to the living and work environment captured a high proportion of their focus. On the other hand, the interviewees often mentioned that freedom and independence to do own work projects was beneficial for them to be creative or innovative. They argued that by choosing their own work style, time frame and place in an open and free work environment they had the opportunity to develop, consider and realise their own ideas and experiment by taking advantage of new approaches. Additionally, some expatriates explained that broad task description gave them the freedom to be proactive and choose their own way of proceeding. Therefore, I identified this aspect as beneficial for getting engaged in creative activities or to recognise possible problems or tasks. Koestler (1964) supports this assumption by explaining that a state of freedom from controlling forces is beneficial to realise the highest levels of creativity. He explained that in such situations it is easier for individuals to use their intuitive areas of their mind (Koestler, 1964).

The second step consists of knowledge gathering or reactivating that is related to the identified task or problem. Hereby cooperation with workmates might be helpful since they possibly possess relevant information related to the topic or know where to access this knowledge. Nevertheless, the participants of this study stated that they felt there was less cooperation in German workplaces, which diminishes the mentioned possibility. Overall the expatriates explained that they perceived a lower rate of socialising, teamwork and collaboration in their German workplace. Some of the interviewees described the German work style as isolated, lacking cooperation between departments and that there colleagues are sometime even reluctant to share knowledge or to go beyond their employment function to help others. Since the second step of the creativity process focuses on knowledge gathering, a work culture characterised by a reluctance to share knowledge, collaborate or help each other is unfavourable for creativity. On the other hand, the Anglo expatriates felt an increase in their creativity after they reached a higher level of adjustment. They explained that at this point they are more capable of concentrating on the creativity process they got engaged into.

The interviewees explained that after they got used to the new work situation in their host country, they were able to become more proactive.

The third step, namely the response generation, benefits from risk taking and a high quantity of ideas (Amabile, 1996), however the interviewed expatriates experienced a lower willingness to take risks in Germany combined with a need for predictability and certainty, which in turn could have a negative impact on this stage. The interviewees perceived that it was harder to use new work approaches or to experiment in their German workplace where taking chances was perceived as a negative practice and mistakes as unacceptable. Nevertheless, one finding of this study was a perceived increase in cognitive flexibility due to the expatriate experience, which describes a beneficial aspect of this step in the creativity process since it is seen as advantageous for creativity (Amabile, 1996). Many expatriates of this study explained that they increased their comprehension of both cultures and their ability to use various perspectives and methodologies to solve upcoming problems. They further felt more open minded, especially to change, due to the exposure to a different culture.

The fourth step might the most challenging for the self-initiated Anglo expatriates in Germany since this stage requires the communication of the validated ideas. The participants of this study explained that it was harder for them to be innovative with lacking language skills. Hereby, they explained that even though they could understand the words, they felt that there was an ambiguity about what was said, that they were at first unable to grasp the hidden cues and meanings behind the said words. Huff (2013) also found that host language proficiency had a positive impact on certain types of adjustment, unfortunately he did not find proof for a benefit to work-related adjustment (Huff, 2013). Furthermore the interviewees felt that their ideas were not as appreciated in Germany as they were in their home country. Some interviewees explained that the first reaction to new ideas in their German workplace was usually negative and refusing because of the novelty of the idea. One expatriate even expressed his feeling that his German colleagues judged their associates by their expressed ideas, consequently he felt that they assumed that an as stupid rated idea belonged to a stupid person. Those experiences challenge the success of this phase since it complicates sharing ideas with their workmates or supervisors.

A champion, as described earlier in this chapter, can enhance the transition from the validation and communication of the idea to the actual implementation and innovation launch. After the idea was shared and an individual is confident of the importance of this creativity, he might get involved in it and supports it to be implemented. Some interviewed expatriates

described their supervisor as the person who most resembled a champion by trusting their decisions and accounting for their ideas. Zhang & Bartol (2010) support this perception as they explain that managers need to promote and support creativity due to their greater knowledge about their employees' abilities (Zhang & Bartol, 2010). During the interviews, there was an identified need for an individual who is willing to go the extra mile and do tasks that are not included in their job description. This need resembles the definition of a champion as explained before; hence in this case one possible champion is the supervisor of the individual who is engaged in a creativity process. Research has also shown that a society with a high uncertainty avoidance and therefore many rules, norms and procedures prefers champions who help overcome those factors to support innovations (Shane, Venkataraman, & MacMillan, 1995).

Some Anglo expatriates from this study experienced the German work culture as supportive for the implementation of creative ideas and innovation development. They felt that there was a constant push and support for innovation development and improvement. Additionally, they also perceived their German workmates as cautious and their processes as slow but observed this difference as beneficial for the quality of the result since new product were only realised after they reached a certain degree of perfection. Henceforth, the creativity process of Anglo expatriates seems to experience some challenges in Germany whereas the implementation of those creative ideas benefits from the higher uncertainty avoidance of Germans. Hofstede & Hofstede (2005) support this proposition. They describe that the implementation of innovations benefits of a detail-oriented approach that is more often found in cultures with a high uncertainty avoidance (G. Hofstede & Hofstede, 2005).

Further cross-cultural influences were experienced on the intrinsic motivation of the Anglo expatriates. Some expatriates explained that serious time constraints limit their creativity, which decreases their self-motivation to engage in creative activities. Those time constraints were usually because of too many administrative, mundane or repetitive tasks that did not leave any room or motivation for own projects or idea generation. Zhang & Bartol (2010) also found a positive correlation between intrinsic motivation, creative process engagement and intrinsic motivation and employee creativity (Zhang & Bartol, 2010). Nonetheless, many of the self-initiated expatriates described that the reason why they got involved in the creativity processes was to solve a problem. The identification of a problem and the willingness to solve this involves a certain degree of intrinsic motivation (Amabile, 1996).

Unfortunately, some Anglo expatriates also reported from aspects which are part of the non-synergistic extrinsic motivation factor that has a negative impact on their intrinsic motivation (Amabile, 1996). They observed that some of their German colleagues waited for orders and then strictly followed them instead of behaving autonomously. This work approach did not allow collaboration, experimental work approaches or self-motivation. Amabile (1996) explained that is more likely that a person is intrinsically motivated when he identifies a problem or task himself instead of a second person presenting a problem or task to them (Amabile, 1996). Additionally, few Anglo expatriates discovered a tendency of their supervisor to micromanage and control their work processes and outcomes, which can be classified as one of the aspects of nonsynergistic extrinsic motivation Amabile (1996) described in her theoretical framework. Hunter & Cushenbery (2011) stress the importance of leaders not to act overly dominant during creative processes so subordinates are comfortable and do not feel afraid to discuss their ideas (Hunter & Cushenbery, 2011).

On the other hand, there was also a perceived positive impact on the synergistic extrinsic motivation of the Anglo expatriates. Few interviewees reported an innovation-supporting company culture in Germany and felt an overall push for innovation development, which facilitates the involvement in creative or innovative activities. Nevertheless, some participants of this study felt a lack of praise and encouragement for their work, especially regarding their creativity. They perceived that their German supervisors regarded their salary as sufficient encouragement for their work; hence they felt not motivated to engage in extra tasks or problem solving activities that might involve creative processes. Since research found that psychological empowerment is positively associated to creative process engagement (Zhang & Bartol, 2010), a lack of praise, acknowledgment of good work and encouragement to be creative or innovative might hinder the individuals to engage in creative actions.

The social environmental factors that support intrinsic motivation and the discussed synergistic extrinsic motivation are summarised in table 2. One perceived benefit was a diverse team or workforce. Many of the interviewed expatriates felt that a diverse team increases creativity or innovation by including new perspectives and knowledge to the process. Various researchers support this perception (Chan & Mann, 2011; Jöstingmeier & Boeddrich, 2007; Mann, 2011). Furthermore, interviewees perceived a greater degree of freedom and independence in their German workplace, which allowed them to engage in activities, determined by themselves. As explained before, the participants also observed an innovation-supporting work culture and often benefitted of the support of their supervisor

who took the responsibility for the creative ideas of their subordinates. On the other hand, few expatriates experienced that their colleagues only worked according to their job description and based on this justification denied collaborating or helping their associates with their respective tasks. Further challenges to social environmental factors that support intrinsic motivation and synergistic extrinsic motivation are a perceived lack of praise, which was reportedly negative for the motivation of the participants, an observed higher fear of failure in Germany, which decreased the confidence in own ideas including a refusing reaction to creative propositions.

Table 3

Social-environmental influences on creativity

	Positive	Negative
General	• *German management supports freedom and independence*	• Germans use more negative criticism • Lack of praise in Germany • Germans more judging
Organisational	• *Supervisors impact on creativity/innovation positive* • *Innovation supported in Germany* • Collaboration and diversity perceived as beneficial for innovation and creativity but not perceived as higher in Germany	• Less small talk in Germany • Fear of failure in Germany • Slow processes in Germany • Germans more reliance on hierarchies • In Germans work according to job description • More standards in Germany • Social interaction less in German workplace • Reaction to ideas negative in Germany • High uncertainty avoidance of Germans • Desire for perfection

Note. (Italics = likely to have direct impact on intrinsic motivation)

Finally, there were some perceptions, which positively impact the social environmental factors connoting control, which in turn increases the nonsynergistic extrinsic motivation that negatively influences the intrinsic motivation. Some Anglo expatriates of this study experienced that their German colleagues used more negative, instead of constructive, criticism and judging towards their associates, which one expatriate perceived as a hindrance for creative idea generation. Additionally, some participants observed that there was a higher reliance on hierarchies, bureaucracies and standards. According to Amabile (1996) rigid procedures have negative influences on creativity. Furthermore, a perceived desire for perfection in Germany and the hereby resulting critical evaluation of ideas add to the social environmental factors connoting control.

The elaborated concept is based on the perceptions of the self-initiated Anglo expatriates who participated in my study. The framework aims at a better understanding of the interacting roles of the observed challenges and also some advantages of the cross-cultural differences. To further elaborate the described influences I discuss my findings in relation to the existing literature in the next section.

Discussion

The goal of this research study was to investigate which cross-cultural aspects play a role in self-initiated Anglo expatriates' creative or innovative processes, what kind of challenges to their creativity and innovativeness were observed and if self-initiated Anglo expatriates' level of adjustment has a meaning in their ability to engage in creative or innovative tasks or problems. The findings based on the experiences and perspectives of the self-initiated Anglo expatriates who participated in semi-structured interviews gave valuable insights in this subject and offered implications for the first two research questions; unfortunately the third research question concerning the meaning of the different adjustment levels could not be fully explained in this study. Following, I will discuss the research results, which play a role in creativity and innovation as explained in the findings section and the framework elaboration and will finally show some possible synergies.

UNCERTAINTY AVOIDANCE

One challenge to Anglo expatriates' creativity and innovativeness was observed in the higher uncertainty avoidance tendency of Germans. The participants felt hindered in their effort to be creative or innovative due to many rules, restrictions, standards, hierarchies and norms, which resulted in a high bureaucratic effort to change processes or products. This is consistent with Hofstede & Hofstede (2005) who stated that in countries with higher uncertainty avoidance, during innovative processes employees feel more often restricted by rules and regulations (G. Hofstede & Hofstede, 2005). It further complements the findings of the GLOBE study which also explained a higher uncertainty avoidance of the German society (Szabo et al., 2002). The reliance on more hierarchies was also evaluated as hindering creativity and innovation since any creativity or innovation needed to be assessed by too many levels of hierarchies and some Anglo expatriates stated, that they did not know who was responsible for which kind of creative or innovative idea. The GLOBE study also observed that members of the Anglo cluster oppose work environments with a high use of structure and authorities such as found in organisations that rely heavily on hierarchies (Ashkanasy et al., 2002). Sharing ideas was further complicated due to the great need to avoid unpredictability. Often ideas needed to be worked out and possible consequences exposed before the German co-workers would feel that the idea was worth listening to. Shane et al. (1995) also summarised that new approaches are more accepted in countries with lower uncertainty avoidance than in countries with high uncertainty avoidance such as Germany. They further found that in high uncertainty avoiding

countries people prefer that new approaches are justified and done according to the used procedures (Shane et al., 1995). Consequently, the German colleagues preferred ideas to be worked out according to the organisation's unwritten norms. This demotivated most of the Anglo expatriates and they explained that there is a great value of discussing ideas with co-workers to develop them to creative or innovative results. Hunter & Cushenbery (2011) also support this perception by stating that ideas are mainly of cognitive nature and hence there is a great value of alteration, refining and adjusting ideas in a team during the creativity process (Hunter & Cushenbery, 2011). The participants felt that a lot of time could be saved by talking to colleagues about their propositions since they may have gone through this subject before or knew something about it. Nonetheless, due to the great reliance on rules, also on employment rules, it seemed that the German colleagues had a great tendency to work more isolated and only according to their job description. Hence collaboration was further hindered, which was one of the most stated factor benefiting innovations and creativity. That the behaviour of only working according to their job description has a negative impact on creativity was supported by Ford (1996) who explained that employees decide not to engage in a creative actions, even when circumstances are advantageous to creativity, when their normal job tasks seem more attractive because they do not involve any risk taking (Ford, 1996).

A further obstructive result of the higher uncertainty avoidance of Germans was reported as a greater fear of failure because mistakes were not as accepted as in Anglo countries and the participants observed a desire for perfection in Germany. Consequently, employees felt more often doubtful about creative or innovative propositions since this behaviour posed a greater degree of risk for them than it would in countries of the Anglo-cluster where, according to the participants, failure and mistakes are more accepted. Dewett (2006) supports this observation, he explains that there is a risk in elaborating and discussing new ideas since they are seen as interruptions and changes in the work processes and involve evaluations that may lead to negative consequences for the individual who expressed the idea since ideas are often not separated from the person that created it. He found that the encouragement for innovation was positively related to the employees' willingness to take risks, which in turn was positively linked to creativity (Dewett, 2006). Some Anglo expatriates explained that an acceptance of mistakes is essential for creativity or innovation because if they try out something new, the outcome is often not totally certain, which is in line with Dewett's (2006) statement that the outcome of the creative proposition is not known because there are no experiences from which knowledge can be derived. He further found in his study that willingness to take risks

was positively related to creativity (Dewett, 2006), which additionally approves the Anglo expatriates' view.

On the other hand the planned and organised approach of the German organisations was valued as beneficial for the final product, hence the actual implementation of creative or innovative ideas seemed to benefit of the greater uncertainty avoidance of the Germans. The standards and desire for perfection result in a higher quality innovation. Hofstede & Hofstede (2005) also support this observation by explaining that the implementation of innovations need a detail-oriented approach which is more often found in countries with a high uncertainty avoidance (G. Hofstede & Hofstede, 2005). Nevertheless, the downside of this effect was a slower and longer-lasting process until the actual innovation could reach the market.

ADJUSTMENT

According to the Anglo expatriates a higher level of adjustment was beneficial for their creativity or innovation since they could concentrate better on their innovative or creative work when their mind was not occupied with adjustment issues such as convenience shopping or communication issues. Bhaskar-Shrinivas et al. (2005) also found that adjustment has a positive effect on overall job performance; unfortunately their research did not integrate innovation or creativity. Nevertheless, their explanation for the improved performance after the expatriates were better adjusted is conform with the explanation the participants of this study gave: well-adjusted expatriates can concentrate their personal resources, such as time, emotions and effort, on their job tasks (Bhaskar-Shrinivas et al., 2005). Mead (1998) found similar effects of culture shock. He explains that if expatriates would not be able to handle their culture shock and overcome it, they will be considerably less productive than they would be in their home country (Mead, 1998).

COLLABORATION

Collaboration and diversity was both evaluated as beneficial for innovation and creativity and the majority of interviewees stated this impact. The collaboration as mentioned by the participants of this study included collaboration with German colleagues as well as collaboration with other expatriates or even inter-organisational collaboration. Various researchers agreed on the positive effect of collaboration or diversity on creativity and innovations. A great divergence and a combination of different kinds of people is described as the key for creativity and innovation (Jöstingmeier & Boeddrich, 2007; Mann, 2011). There is

a great importance of collaborations and support from various people to develop innovations and be creative (Chan & Mann, 2011).

COMMUNICATION

Mann (2011) explains that the environment also plays an impact on creativity and innovation through collaboration. An open communication of ideas and a fair environment of evaluation and implementation of those ideas support a positive outcome (Mann, 2011). The participants of this study also perceived the beneficial impact of communication on creativity and innovation, especially sharing ideas openly as mentioned by Mann (2011) was evaluated as important for creativity and innovations.

IDEAS

The interviewed expatriates also expressed the relevance of ideas for creativity and innovativeness. They stated that the dismissal of ideas hinders innovation and creativity as I already assumed based on the research of Unsworth & Clegg (2011) who explained that an organisational culture which refuses ideas as well as the person who shared this idea has a negative impact on creativity and innovation (Unsworth & Clegg, 2010).

INTERPERSONAL CONTACTS

The positive effect of collaborations and the importance of communication and idea sharing leads to a further topic that relates to those themes. The Anglo expatriates of this study observed a lower degree of social interaction in their workplace in Germany than they did in their home country. This may be due to the previously discussed issue of uncertainty avoidance, especially that employees rather stick to their exact job description than engaging in activities that are not conform with their job description. Nevertheless, less interaction at the workplace could also impede collaboration or sharing ideas with workmates. On the other hand, participants explained that established social contacts helped them to adjust. Toh & Srinivas (2012) also agree on the positive effect of interpersonal contacts. They explain that host country nationals can assist expatriates to fell more accepted, welcome and offer them instrumental aid when needed (Toh & Srinivas, 2012).

MOTIVATION

The participants of this study described that a lack of praise inhibits creativity and innovation and that they need extra motivation to engage in creative and innovative actions. Ford (1996) supports this view and explains that employees need a certain type of motivation to engage in creative activities, including the perception that the work environment will be supportive and rewarding concerning the creative outcome (Ford, 1996). Additionally, Amabile et al. (1996)

emphasise the importance of additional intrinsic motivation to be creative (Amabile et al., 1996) and Zhang & Bartol (2010) found a positive relation between intrinsic motivation, creative process engagement and employee creativity (Zhang & Bartol, 2010). A further aspect encouraging Anglo expatriates to be creative or innovative is to take away the possible risks of those activities. The participants explained that if there was fewer responsibility or negative consequences of being creative or innovative, then this would benefit innovation and creativity. This perception relates to the previously discussed higher stigma on failure and that creativity or innovations always include some kind of novelty that associated to a certain degree of risks combined with Ford (1996) explanation that employees rather engage in tasks that do not involve risk taking (Dewett, 2006; Ford, 1996).

SUPERVISOR

The possible beneficial role of supervision on creativity and innovation is explained by Oldham & Cummings (1996) who explain that a non-controlling an supportive supervision can enhance creativity and innovation (Oldham & Cummings, 1996). This is in line with the expatriates' perception that freedom supports their creativity and innovation as well as the support of their supervisors. The interviewees of this study stated that their supervisors supported creativity and innovation by listening, discussing and appreciating their ideas. Hunter & Cushenbery (2011) also support the viewpoint that though the individual has the idea, there is a significant benefit in sharing the idea with a group which then can commonly evaluate and examine it and potentially improve or alter it (Hunter & Cushenbery, 2011).

EXPATRIATE EXPERIENCE

The expatriate experience itself can also play a positive role in creativity and innovation. Consistent with the literature discussed in the theory section of this study (Fee & Gray, 2012; Maddux & Galinsky, 2009), the participants stated that their expatriate experience made them overall more creative and innovative which was partly because of an enhanced cognitive flexibility. An additional positive effect of expatriate experience is the potential combination of the best characteristics of both cultures. Whereas the Anglo expatriates of this study agreed with Hofstede & Hofstede (2005) to combine the low uncertainty avoiding cultures' ability to provide creative ideas and the high uncertainty avoidance cultures' skills to implement them, they also proposed a further combination. They also suggested that the directness of their German workmates was beneficial and that it would further support their own faster pace of creativity and innovation processes.

CONCLUSION

Comparing the previous research studies and the findings of this study, one can see that most of the findings were at least partially supported by the already established body of knowledge. Nevertheless, this study's results extend this knowledge by shedding light on the cross-cultural issues on innovation and creativity that self-initiated Anglo expatriates experience in Germany.

The first two research questions were answered in the findings section and again examined on the basis of the existing research studies. The first question was summarised in the elaborated concepts, which shows the most important positive and negative perceived effects of cultural difference between the expatriates' home and host country on creativity and innovation. The observed impact of the different level of uncertainty on creativity and innovation was explained. The different levels of assertiveness resulted in differing perceptions of the interviewees but overall some aspects could be distinguished. The second research question deals with challenges to the creativity and innovativeness of self-initiated Anglo expatriates in Germany and their specific experiences and interpretations. This question was also answered both in the findings section and the theory elaboration. The answers to the last research question, concerning possible effects of different levels of adjustment were assessed in the findings section and in the elaborated framework but could not be fully elaborated.

PRACTICAL IMPLICATIONS

Based on the key findings of my study, there are several implications for self-initiated Anglo expatriates and organisations that employ or plan to employ self-initiated Anglo expatriates. The framework showed that there are some factors influencing the Anglo expatriates' creativity and innovativeness. I suggest enhancing the positive effects and finding a solution to deal with the negative impacts.

Since collaboration, ideas and employee motivation were reportedly beneficial for creativity and innovation, this opportunity should be exploited. German supervisors with Anglo expatriates as their subordinates should be open to their ideas and be willing to discuss those propositions with them. According to my findings, an accepting and encouraging environment for idea elaboration would further enhance the employee motivation of Anglo expatriates to engage in actions resulting in creativity and innovation. Additionally, there should be a possibility for Anglo expatriates in Germany to interact with their workmates. Formal or informal network possibilities developed by the firm are especially beneficial for the adjustment and integration of expatriates in the first stages of their expatriation (Suutari & Burch, 2001). Often, the colleagues at their workplace are the only social contact expatriates have after coming to a new country, hence to avoid isolation it is essential to support this opportunity. Here, the organisation can support this socialising, for example by assigning teams to work together on a project or by organising socialising events. Toh & Srinivas (2012) also found this approach as beneficial for the expatriates' adjustment and state that it further enhances information sharing (Toh & Srinivas, 2012). Hence, the organisation can increase creativity and innovations by achieving a greater degree of collaboration and idea elaboration due to the recommended approach. By doing so, the obstacle of employees only working according to their job description will also be minimised since their job description will including a socialising factor. Since the interviewed Anglo expatriates described the experienced hierarchies as hindering for their creativity or innovativeness by complicating their idea sharing process, a procedure that would support idea generation will be helpful. A supportive supervisor who acts as a champion (Howell et al., 2005) and facilitates this procedure could also achieve this. Hence, by using the previously elaborated framework the challenges to Anglo expatriates' creativity and innovation can be decreased, their intrinsic motivation increased and consequently creativity and innovation development enhanced (Amabile, 1996).

A further important finding of this study explains the possible synergies of the culture of the Anglo-cluster and Germany. It is advisable to use this advantage by allocating creativity developing tasks to Anglo expatriates who were defined as more venturesome and impulsive regarding creativity and communicating it than their German workmates, but on the other hand, the implementation of those creative ideas seem to benefit from the German work culture and hence should be done in cooperation of both or by a German team. Additionally, Anglo expatriates explained that the direct communication and also feedback approach of their German colleagues was more effective than their own communication style. Nevertheless, this communication style also resulted in the perception that Germans do not care about their fellows' feelings, which leads to the suggestion that there needs to be a specific kind of training to converge both communication styles or to teach Anglo expatriates the German communication style for work situations.

In summary, it was presented that there are several challenges to self-initiated Anglo expatriates creativity and innovativeness in Germany but there are also opportunities to benefit from this situation. A specific training would be beneficial, but it is strongly recommended that this training involves especially the German workmates of Anglo expatriates to assure that both sides understand the specific working styles and advantages of each other. An appropriate way of achieving a successful training in this case may be the involvement of role plays covering the particular creativity and innovation relevant cultural differences between the Anglo-cluster and Germany. It is supposed that cross-cultural training leads to an increased toleration and adjustment to specific norms, habits, work and management styles and policies of the respective host country (Bozionelos, 2009).

FUTURE RESEARCH

Additional empirical data about Anglo expatriates in Germany and the role of cross-cultural differences on creativity or innovation processes, collected through different research methods, may add to the findings of this study by possibly confirming its results. Future research suggestions also include further qualitative interview studies of expatriates from different clusters in Germany, hereby a combination of those findings will be very interesting to give further recommendation for expatriates in Germany and also find additional possible synergies, likewise, qualitative interview studies including Anglo expatriates in other host countries. Additionally, qualitative studies about other self-initiated expatriates in creative or innovative occupations in other cultural cluster will increase the body of knowledge in this subject and will aid in complementing the research body in this area. Furthermore, there is a need for theoretical work including the development of propositions that examine the effects of definite differences between host and home countries' culture on self-initiated Anglo expatriates' creativity and innovativeness in Germany. Moreover, I suggest a statistical survey study that investigates self- initiated expatriates' creativity and innovative behaviour when confronted with different cross-cultural challenges, based on the results of supervisor' ratings of their performance (George & Zhou, 2001; Rank, Nelson, Allen, & Xu, 2009). Additionally, further research focusing on the role of different types of adjustment (Black, 1988) on self-initiated expatriates' creative or innovative behaviour is needed to shed light on this subject since this study could not satisfactorily answer the related research question. Hence, there is more research needed that analyses the creativity and innovation processes of self-initiated expatriates based on the predictors for creativity and innovation.

LIMITATIONS

The findings of this research study extended the knowledge about the field of self-initiated expatriates and creativity and innovations. Although, due to the concentration on personal perceptions and experiences of Anglo expatriates this study could reveal how the participants observed the complexities and dissimilarities in this cross-cultural situation, which are frequently oversimplified (Belhoste & Monin, 2013). Nevertheless, the results and elaborated theory of this research cannot be generalised or applied to self-initiated expatriates from different cultural clusters who work in countries other than Germany. However, there is a value for other self-initiated Anglo expatriates who work in other countries of the Germanic cluster since the results of this cluster resemble each other (Szabo et al., 2002). As discussed, there is a further value in additional studies concerning the findings of this study to test the results of this research. Further insights on the role of the level of adjustment in innovative and creative occupations are needed to fully answer the third research question.

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APPENDIX

CONTENT OF APPENDIX

Appendix A: Interview study consent

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ECONOMICS AND
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Participation in an interview

Dear participant,

thank you very much for your interest in our interview study. We are interested in your experience as an expatriate here in Germany and how your expatriate status as well as your cultural background relate to your creative or innovative work. Please confirm with your signature that you would like to participate in the interview and have been informed of the following points.

Informed consent

I have been informed that my participation in this interview study is voluntary. The interview will last between half an hour and one hour. The interview will be conducted by a member of the research team (Katharina Sehnert, Dr. Johannes Rank). I am allowed to stop the interview or refuse to answer questions at any time without giving reasons. The interview will be taped so that it can be typed up and properly analyzed. My responses are treated in a confidential manner and will be anonymized in any research reports; this means that my personal identifying information (e.g., my name) will not be reported. In a few months, I will receive a summary report about the results of the study and some additional information about the topics of the study if I write down my email address below. If I have any questions, I may contact Dr. Johannes Rank (phone number and email address listed above).

_____

(Date / Signature)

Optional: Email address _____

APPENDIX B: INTERVIEW QUESTIONS

1.1.   When did you move to Germany and how long have you lived here in Germany?
Have you lived in Germany before?

Have you had another international experience before?

Have you worked in your home country before and for how long?

How (if at all) have you prepared for your stay in Germany?

1.2.   What is your current job and how long have you had it?
Is this your first job here in Germany?

Have you secured this job before moving to Germany?

Is this a permanent or temporary position?

How long do you plan to stay here in Germany?

1.3.   What exactly are you doing in your current job?
Which company are you working for?

What is your role and your main tasks?

How is your job related to creativity or innovation?

Are you developing and/or applying new products, services, technologies, work processes or ideas?

2.1.   How well do you as an expatriate feel adjusted to German culture (adjustment means that your level of comfort with being an expatriate is quite high and your level of stress is quite low)?

2.2.   Have you experienced any culture shock here in Germany (that is, after arriving in Germany you were confused or frustrated regarding differences between your home country and Germany)?

How if at all were you able to deal with culture shock?

2.3.   How well do you feel adjusted in relation to your work tasks, in relation to interacting with Germans inside and outside of your workplace and in relation to nonwork factors such as living conditions, food or transportation?

Can you say how any of this might influence your creative or innovative work?

3.1.   As mentioned before, we are interested in your creativity and innovation-related performance. Can you please give an example from your workplace (a project or situation) when you were highly creative or innovative (please talk about the most recent significant incident)?

What did you do exactly?

What (if anything) in your workplace has helped you to be creative or innovative?

Has your expatriate status or your cultural background played any role in this example (if so, how)?

3.2.   If you have a German supervisor or team leader:

We are now interested in the relationship with your supervisor or team leader.

How does your supervisor or team leader support you to be creative or innovative? (Can you please describe an example)

How does he or she inhibit you from being creative or innovative (can you please give an example)?

3.3.   Have you experienced any culturally related misunderstandings or challenges in your workplace (if so, could you please give an example)?

Can you say how such problems might relate to your creative or innovative work?

4.1.   What do you experience as some cultural differences between you as an employee from _____ and most of the Germans you have met in your work?

How do these differences look like in your workplace?

4.2.   In your experience, do find that Germans avoid uncertainty more than _____ by relying on rules and bureaucracy to make things predictable?

If so, how does this difference look like in your workplace?

4.3.   Do you find that Germans compared to _____ are more assertive, confrontational and aggressive in social relationships?

If so, how does this difference look like in your workplace?

4.4.   Can you please say if and how these cultural differences might influence your creative and innovative work?

4.5.   What advantages in terms of your professional and personal growth has being an expatriate in Germany brought to you?

Has your expatriate experience made you more creative or innovative?

Additional questions:

Being a native English speaker actually helped you in your job?

Does teamwork also help you to be creative or innovative?

Do you think breaking barriers or coming up with new ideas is harder in Germany than in _____?

Do you have the feeling that criticism is different in Germany?

Did collaboration help you to be creative or innovative?

Do you have the feeling that there is less small talk in Germany?

Is it also that if you have an idea that it has to be already developed before you actually can tell somebody about it, so not like brainstorming but you have to be sure about it before you tell anybody in Germany?

Do you think that freedom to operate and experiment has an influence on creativity or innovation?

Do you think that freedom to share your opinion has an influence on creativity or innovation?

Do you think there is a bigger fear of failure in Germany than in ____?

Did you try to actively integrate yourself?

APPENDIX C: CODING TABLE AFTER CODING THE FIRST TEN INTERVIEWS ONE TIME

Note. A-priori codes in bold

Theme / Codes	Work vs. nonwork	UA	Size of company	Motivation	Interpersonal contacts	Industry specific	Freedom	Foreigner	Expatriate experience	Communication	Assertiveness	Adjustment
1	Work culture more different than non-work factors	Positive about standards & quality in Germany	Big companies/ high level of hierarchies hinders innovation and creativity	Creativity/ innovation to solve problems	**Collaboration to be creative and innovative**	Creative industry has own globally applicable culture	German management supports freedom and undependability	Anglo expatriates classified as "good" foreigner	**Expatriate experience increases creativity and innovativeness**	Communication important for creativity and innovation	Direct and rude appearance of Germans (negative)	**More adjustment leads to better creativity/ innovation**
2		**Dismissal of ideas hinders creativity or innovation**		Lack of praise inhibits creativity and innovation	Too many expectations decrease creativity and innovation		**Encouragement of ideas supports creativity and innovation**	Discrimination against foreigners	Combination of best of both cultures supports creativity and innovation	Being open-minded supports creativity and innovation	Germans straight forward, assertive and honest (positive)	More adjustment decreases native skills
3		Slow process in Germany		Taking away risks for employees allows them to be creative or innovative	Social interaction less in German workplace		Freedom supports creativity/ innovation				Germans more assertive (neutral)	Factors supporting adjustment

79

Theme / Codes	Work vs nonwork	UA	Size of company	Motivation	Interpersonal contacts	Industry specific	Freedom	Foreigner	Expatriate experience	Communication	Assertiveness	Adjustment
4		Fear of failure in Germany		Creativity and innovation requires extra motivation	Social contacts help with cultural differences						Anglo expatriates less assertive, more polite	
5		More risk taking in Anglo countries		Creativity as resource	Anglo: team goal more important than individual goal						Germans more serious	
6		Anglo countries more creative/innovative than Germany			Germany: Individual more important than team						Germans more assertive in workplace than in private life	
7		Innovation supported in Germany, creativity less			Feeling isolated						Germans less assertive in private life	
8		UA of Germans									Germans arrogant	
9		Form over function										

Appendix C continued

Theme Codes	Work vs nonwork	UA	Size of company	Motivation	Interpersonal contacts	Industry specific	Freedom	Foreigner	Expatriate experience	Communication	Assertiveness	Adjustment
10		Germans reluctant to openly communicate										
11		In Germany: first proof than accepted Anglo: Accepted until proven otherwise										

APPENDIX D: FINAL CODING TABLE

Note. (A-priori codes in bold, crossed out codes were dismissed)

Theme Codes	Adjustment	Assertiveness	Collaboration	Communication	Criticism	Culture	Culture shock	Employee motivation	Expatriate experience	Expatriate status	Autonomy
1	Decreasing native language skills due to speaking German	**Germans more confrontational**	Diversity to be creative/innovative	Communication important for creativity and innovation	German criticism more direct/ strict	Cultural differences	Reverse culture shock	Creativity/innovation to solve problems	**Expatriate experience increases creativity and innovativeness**	Expatriate status as resource	German management supports freedom and independence
2	Adaption to fit in	**Germans more aggressive (neutral, active, passive)**	Collaboration to be creative and innovative	Communication important	Anglo criticism: sandwich-type	Awareness of cultural background	No culture shock	Lack of praise inhibits creativity and innovation	**Cognitive flexibility due to expatriate experience**	Expatriate status no role in creative/ innovative incident	Less freedom but also less responsibility in Anglo countries
3	**More adjustment leads to better creativity/ innovation**	Germans not more aggressive	Anglo: team goal more important than individual goal	Miscommunication	Germans use more negative criticism	Similar culture	Culture shock	Lack of praise in Germany	Combination of best of both cultures	Anglo background helpful in work situations	Anglo countries value freedom more
4	Less effective due to adjustment phase	Germans are more straight forward	Germany: Individual more important than team	Misunderstandings have bad impact on creativity & innovation		Regional differences in Germany	Examples of culture shock	Taking away risks from employees allows them to be creative or innovative	Help other expatriates with own experience	Anglo Expatriates classified as "good" foreigner	Freedom supports creativity/innovation

Theme	Adjustment	Assertiveness	Collaboration	Communication	Criticism	Culture	Culture shock	Employee motivation	Expatriate experience	Expatriate status	Autonomy
Codes											
5	Awareness and openness towards cultural differences supports adjustment	Germans more direct (neutral, positive)	Anglo more collaborative	Misunderstandings have positive impact on creativity & innovation		Different cultures of other Expatriates	Dealing with culture shock by analysing it	Pressure to be innovative and creative	Expatriate experience results increases language skills	Discrimination against foreigners	More freedom in Germany
6	Having a common language supports adjustment	Germans are more outspoken	D: no team player	Share ideas openly positive for creativity & innovation			Dealing with culture shock by adapting to it	Creativity and innovation requires extra motivation	Expatriate experience results positive for social skills		Less freedom in Germany
7	Dealing with authorities harder for expatriates	Germans are more honest		Anglo: strong communication skills			Dealing with culture shock by getting used to it	Feeling welcome / comfortable beneficial for innovation and creativity	Expatriate experience results increased openness		More acceptance in Germany
8	Working between two cultures hinders adjustment	Germans ruder		Being open-minded supports creativity and innovation			Dealing with culture shock by interacting with others	Reason for creativity	Expatriate experience results positive for work		
9	Active integration	**Germans more assertive**		Result counts				Reason for innovation	Expatriate experience results		

Appendix D continued

Theme / Codes	Adjustment	Assertiveness	Collaboration	Communication	Criticism	Culture	Culture shock	Employee motivation	Expatriate experience	Expatriate status	Autonomy
10	Not fully adjusted	Anglo expatriates less assertive, more polite						Too many expectations decrease creativity and innovation	Own background influences hiring preference		
11	Adjustment	Germans more serious						Need to believe in what you do			
12	Colleagues in receiving countries need training	Germans more assertive in workplace than in private life									
13	Training according to national needs	Germans less assertive									
14		Anglo more confident									
15		Germans less proactive									
16		Assertiveness depends on individual									

Theme Codes	Hierarchy	Humanistic	Ideas	Industry specific	Interpersonal contacts	Perceived creativeness	Resource	Supervisor	Uncertainty avoidance	Work adjustment	Work culture
1	Hierarchy hinders idea generation and change	**Germans tend to be less friendly**	**Dismissal of ideas hinders creativity or innovation**	Creative industry has own globally applicable culture	Social interaction less in German workplace	Anglo countries think outside the box	Creativity as a job	Supervisor's impact on creativity/ innovation positive	More standards in Germany	**Novelty has an impact on work adjustment**	Work culture more different than non-work factors
2	Big companies/ high level of hierarchies hinders innovation and creativity	~~Germans tend to be less generous~~	Harder to break barriers or come up with new ideas in Germany	Legal industry similar all over the world	Relations in Germany take longer to build up	Anglo more creative	Creativity as resource	Supervisor's impact on creativity/ innovation negative	Anglo: First try before giving up	~~Role ambiguity has an impact on work adjustment~~	Anglo work culture supports creativity/ innovation
3	Anglo social hierarchy	**Germans tend to be less fair**	Support of ideas in Anglo countries		Feeling isolated	Germans less creative/inno vative	Internet		Anglo initiator, German second	**Role conflict has an impact on work adjustment**	Work environment does not support creative/ innovative (in Germany)
4		**Germans tend to be less caring**	In Germany: Reaction to ideas (positive, negative)		Less smalltalk in Germany		Factors supporting innovation and creativity		More risk taking in Anglo countries	~~Role overload has an impact on work adjustment~~	Experts (Germany) vs Generalists (Anglo countries)

Theme Codes	Hierarchy	Humanistic	Ideas	Industry specific	Interpersonal contacts	Perceived creativeness	Resource	Supervisor	Uncertainty avoidance	Work adjustment	Work culture
5		Germans judging	In D: Idea needs to be worked out to be shared		Established contacts in Germany help adjustment				D: Work according to specific job description	~~Role discretion has an impact on work adjustment~~	Positive work conditions in D
6		Germans arrogant			Expatriates prefer contact to other English speakers				**UA of Germans**	**Previous overseas work experience has an impact on work adjustment**	Positive living conditions in D
7		Less courtesy in Germany			Germans not so open towards other people				**Form over function**	**Pre-departure knowledge has an impact on work adjustment**	Different work approach but same results
8		Germans expect active integration			False niceness (Anglo)				In Germany: first proof than accepted Anglo: Accepted until proven otherwise		High taxes "punish" "good" emigrants
9		Gender role different							Anglo: less rules		Work intensity

Theme Codes	Hierarchy	Humanistic	Ideas	Industry specific	Interpersonal contacts	Perceived creativeness	Resource	Supervisor	Uncertainty avoidance	Work adjustment	Work culture
10									**Germans rely more on rules**		Innovation supported in Germany
11									**Germans rely more on rules**		Slow process in Germany
12									**Germans rely more on bureaucracy**		Anglo: quick action, less preparation
13									Germans rely more on social norms		
14									**Germans attempt to reduce unpredictabi lity**		
15									Germans very planned		
16									Desire for perfection in D		

Appendix D continued

Theme Codes	Hierarchy	Humanistic	Ideas	Industry specific	Interpersonal contacts	Perceived creativeness	Resource	Supervisor	Uncertainty avoidance	Work adjustment	Work culture
17									Germans use more forms and handbooks		
18									Germans more reliance on hierarchies		
19									UA of Germans changes		
20									Pushing boundaries in D		
21									Anglo not so organised		
22									Acceptance of mistakes		
23									Fear of failure in Germany		
24									Germans try to save their face		
25									Rules and bureaucracy essential		