

BEING A STRANGER IN A STRANGE LAND:  
THE RELATIONSHIP BETWEEN PERSON-ORGANIZATION FIT ON WORK-  
RELATED AND BROAD CULTURAL VALUE DIMENSIONS AND OUTCOMES  
RELATED TO EXPATRIATES' SUCCESS

by

Kerstin Annette Aumann

Submitted in partial fulfillment of the  
requirements for the degree of Doctor of Philosophy  
under the Executive Committee of the Graduate  
School of Arts and Sciences

COLUMBIA UNIVERSITY

2007

UMI Number: 3266523

Copyright 2007 by  
Aumann, Kerstin Annette

All rights reserved.

### INFORMATION TO USERS

The quality of this reproduction is dependent upon the quality of the copy submitted. Broken or indistinct print, colored or poor quality illustrations and photographs, print bleed-through, substandard margins, and improper alignment can adversely affect reproduction.

In the unlikely event that the author did not send a complete manuscript and there are missing pages, these will be noted. Also, if unauthorized copyright material had to be removed, a note will indicate the deletion.

**UMI**<sup>®</sup>

---

UMI Microform 3266523

Copyright 2007 by ProQuest Information and Learning Company.

All rights reserved. This microform edition is protected against unauthorized copying under Title 17, United States Code.

ProQuest Information and Learning Company  
300 North Zeeb Road  
P.O. Box 1346  
Ann Arbor, MI 48106-1346

© 2007

**Kerstin Annette Aumann**  
**All Rights Reserved**

## **ABSTRACT**

**BEING A STRANGER IN A STRANGE LAND:  
THE RELATIONSHIP BETWEEN PERSON-ORGANIZATION FIT ON WORK-  
RELATED AND BROAD CULTURAL VALUE DIMENSIONS AND OUTCOMES  
RELATED TO EXPATRIATES' SUCCESS**

**Kerstin Annette Aumann**

High failure rates of expatriates continue to pose a challenge for both individuals and organizations looking to succeed in today's global economy. This research applies a person-organization fit framework to understand the factors that contribute to a successful expatriate experience. Congruence between expatriates and their host country organizations on both work-related and broad cultural value dimensions is proposed to interact with the type of national culture characteristic of expatriates' home countries to influence expatriates' perceived overall fit with their host country organizations. The type of home country culture is thought to influence the importance of value dimensions with respect to person-organization fit. Congruence on important value dimensions is expected to be more strongly related to perceived overall fit than congruence on less important dimensions. Perceived overall fit, in turn, is expected to influence outcomes related to expatriate success, including cross-cultural adjustment, job satisfaction and turnover intentions. Data was collected from 165 expatriates currently working in U.S. organizations. Work-related values were assessed on five dimensions (innovation,

attention to detail, team orientation, outcome orientation and supportiveness) based on the Organizational Culture Profile (O'Reilly, Chatman & Caldwell, 1991). Broad cultural value dimensions were assessed on four dimensions (self-enhancement, openness to change, self-transcendence and conservation) based on Schwartz' Scale of Basic Values (Schwartz, 1992). Expatriates' home country cultures were classified into two types of cultural clusters based on the findings from past cross-cultural research. The results suggested that person-organization value congruence on four of the five work-related value dimensions (innovation, attention to detail, team orientation and supportiveness) interacted with expatriates' home country cultural cluster to influence perceived overall fit. Perceived overall fit, in turn, mediated the effect of the interaction between congruence on two work-related value dimensions (innovation, attention to detail) and home country cultural cluster on expatriates' outcomes (i.e., job satisfaction, turnover intentions). In addition, congruence on some value dimensions (supportiveness, self-enhancement, conservation) was directly related to expatriates' job satisfaction and turnover intentions. Perceived overall fit was positively related to job satisfaction and negatively to turnover intentions. Limitations, directions for future research and implications for practice are discussed.

## TABLE OF CONTENTS

|   | PAGE |
|---|------|
| CHAPTER I: INTRODUCTION   | 1    |
| CHAPTER II: LITERATURE REVIEW   | 9    |
| Expatriate Success  | 9    |
| Individual Factors  | 11   |
| Job-related and Organizational Factors  | 12   |
| Contextual Factors  | 13   |
| Summary   | 14   |
| Person-Organization Fit   | 16   |
| Person-Organization Value Congruence  | 17   |
| Types of Values Studied in Value Congruence Research                                  | 19   |
| Perceived Overall Fit   | 23   |
| Summary   | 24   |
| Person-Organization Value Congruence as a Framework for Predicting Expatriate Success | 26   |
| The Role of Values  | 27   |
| Emerging Evidence   | 29   |
| Fit on Broad Cultural and Work-Related Values   | 32   |
| The Moderating Influence of Expatriates' Home Country Culture                         | 35   |
| CHAPTER III: PILOT STUDY  | 54   |
| Development of the Work-Related Values Measure  | 54   |

|   | PAGE |
|---|------|
| Sample and Procedure  | 57   |
| Results   | 58   |
| CHAPTER IV: METHOD  | 61   |
| Sample  | 61   |
| Procedure   | 65   |
| Measures  | 66   |
| Work-Related Value Dimensions   | 67   |
| Broad Cultural Value Dimensions                                       | 70   |
| Perceived Overall Fit   | 74   |
| Home Country Culture  | 75   |
| Outcome Variables   | 76   |
| Demographic and Control Variables                                     | 77   |
| Data Analysis   | 77   |
| CHAPTER V: RESULTS  | 80   |
| Omnibus Tests   | 85   |
| Hypotheses 1a and 1b  | 86   |
| Results of Moderated Polynomial Regressions for Work-Related Values   | 87   |
| Results of Moderated Polynomial Regressions for Broad Cultural Values | 89   |
| Results of Difference Score Analyses for Work-Related Values          | 92   |
| Results of Difference Score Analyses for Broad Cultural Values        | 94   |

|  | PAGE |
|--|------|
| Hypothesis 2a: Work-Related Value Dimensions                         | 97   |
| Hypotheses 2b-e: Broad Cultural Value Dimensions                     | 100  |
| Hypotheses 3a and 3b   | 100  |
| Moderated Effect of Value Congruence on Perceived Overall Fit        | 101  |
| Moderated Effect of Value Congruence on Outcomes                     | 101  |
| Additional Notable Findings  | 111  |
| Effect of Value Congruence on Job Satisfaction                       | 111  |
| Effect of Value Congruence on Turnover Intentions                    | 117  |
| Effect of Perceived Overall Fit on Outcomes                          | 121  |
| CHAPTER VI: DISCUSSION   | 124  |
| Interaction Between Value Congruence and Home Country Culture Type   | 124  |
| The Role of Perceived Overall Fit                                    | 128  |
| Effect of Value Congruence on Outcomes Related to Expatriate Success | 130  |
| Supportiveness   | 131  |
| Conservation   | 133  |
| Self-Enhancement   | 134  |
| Lack of Significant Findings for Cross-Cultural Adjustment           | 136  |
| Limitations  | 137  |
| Size and Nature of the Sample  | 137  |
| Cultural Clusters  | 140  |



|  | PAGE |
|--|------|
| Measures   | 141  |
| Potential for Common Method Bias   | 141  |
| Potential for Type I Error   | 142  |
| Direction of Causality   | 143  |
| Additional Factors   | 143  |
| Implications for Theory and Research                                     | 144  |
| Implications for Expatriate Research                                     | 144  |
| Implications for Person-Organization Fit Theory                          | 145  |
| Implications for Practice  | 147  |
| Need for Increased Awareness of Individual and<br>Organizational Values  | 148  |
| Value Dimensions Important to Specific Home<br>Country Cultural Contexts | 149  |
| Universally Important Value Dimensions                                   | 151  |
| Facilitating Perceptions of Overall Fit                                  | 151  |
| Conclusion   | 152  |
| REFERENCES   | 154  |
| APPENDICES   | 165  |
| Appendix I: Recruiting Email Sent to Potential Participants              | 165  |
| Appendix II: Survey Questionnaires                                       | 166  |

## LIST OF TABLES

| TABLE     |  | PAGE |
|-----------|--|------|
| Table 1:  | Cultural Clusters Based on the GLOBE Findings  | 39   |
| Table 2:  | Summary of Hypotheses  | 50   |
| Table 3:  | Dimensions and Specific Items for the Revised OCP  | 59   |
| Table 4:  | Means, Standard Deviations, Internal Reliabilities and Intercorrelations for Individual Values on the OCP Value Dimensions               | 60   |
| Table 5:  | Means, Standard Deviations, Internal Reliabilities and Intercorrelations for Perceived Organizational Values on the OCP Value Dimensions | 60   |
| Table 6:  | Industries Represented in the Sample   | 63   |
| Table 7:  | Frequencies of Home Countries Represented in the Sample  | 63   |
| Table 8:  | Confirmatory Factor Analysis for Individual and Perceived Organizational Values on Work-Related Value Dimensions                         | 68   |
| Table 9:  | Confirmatory Factor Analysis for Individual and Perceived Organizational Values on Broad Cultural Value Dimensions                       | 72   |
| Table 10: | Work-Related and Broad Cultural Value Dimensions with Specific Items   | 74   |
| Table 11: | Means, Standard Deviations, Scale Reliabilities and Correlations of Variables  | 81   |
| Table 12: | Omnibus Tests for Perceived Overall Fit and Outcomes with All Dimensions of a Value Type Included Simultaneously                         | 85   |
| Table 13: | Results of Moderated Polynomial Regression Analyses with Work-Related Value Dimensions as Related to Perceived Overall Fit               | 89   |
| Table 14: | Results of Moderated Polynomial Regression Analyses with Broad Cultural Value Dimensions as Related to Perceived Overall Fit             | 90   |

| TABLE   | PAGE |
|---|------|
| Table 15: Tests Using Difference Scores to Examine the Interaction of Value Congruence on Work-Related Value Dimensions and Home Country Cultural Cluster as Related to Perceived Overall Fit   | 93   |
| Table 16: Tests Using Difference Scores to Examine the Interaction of Value Congruence on Broad Cultural Value Dimensions and Home Country Cultural Cluster as Related to Perceived Overall Fit | 95   |
| Table 17: Tests Using Difference Scores to Examine the Interaction of Value Congruence and Home Country Cultural Cluster as Related to Cross-Cultural Adjustment                                | 103  |
| Table 18: Tests Using Difference Scores to Examine the Interaction of Value Congruence and Home Country Cultural Cluster as Related to Job Satisfaction   | 106  |
| Table 19: Tests Using Difference Scores to Examine the Interaction of Value Congruence and Home Country Cultural Cluster as Related to Turnover Intentions                                      | 109  |
| Table 20: Results of Polynomial Regression Analyses with Work-Related Value Dimensions as Related to Job Satisfaction   | 113  |
| Table 21: Results of Polynomial Regression Analyses with Broad Cultural Value Dimensions as Related to Job Satisfaction   | 116  |
| Table 22: Results of Polynomial Regression Analyses with Broad Cultural Value Dimensions as Related to Turnover Intentions  | 119  |
| Table 23: Results of Regression of Perceived Overall Fit on Job Satisfaction  | 122  |
| Table 24: Results of Regression of Perceived Overall Fit on Turnover Intentions   | 123  |

## LIST OF FIGURES

| FIGURE    |   | PAGE |
|-----------|---|------|
| Figure 1: | Overall Theoretical Model   | 8    |
| Figure 2: | The Effect of the Interaction between Fit on “Innovation” and Home Country Cultural Cluster on Perceived Overall Fit          | 98   |
| Figure 3: | The Effect of the Interaction between Fit on “Attention to Detail” and Home Country Cultural Cluster on Perceived Overall Fit | 98   |
| Figure 4: | The Effect of the Interaction between Fit on “Supportiveness” and Home Country Cultural Cluster on Perceived Overall Fit      | 99   |
| Figure 5: | The Effect of the Interaction between Fit on “Team Orientation” and Home Country Cultural Cluster on Perceived Overall Fit    | 99   |
| Figure 6: | Value Congruence on “Supportiveness” Predicting Job Satisfaction  | 114  |
| Figure 7: | Value Congruence on “Conservation” Predicting Job Satisfaction  | 117  |
| Figure 8: | Value Congruence on “Self-Enhancement” Predicting Turnover Intentions   | 120  |
| Figure 9: | Value Congruence on “Conservation” Predicting Turnover Intentions   | 121  |

## ACKNOWLEDGEMENTS

This dissertation marks the completion of an important chapter in my life. I would like to thank those individuals who have served as “co-authors” by lending their expertise, experience and support throughout this process.

My professors had a profound impact on my learning and experience as a graduate student in the Social-Organizational Psychology Program. My sponsor, Dr. Elissa Perry, spent countless hours to help me develop, write and revise this dissertation. Thank you for your invaluable – and plentiful – feedback, patience and support. Dr. Caryn Block provided mentorship with a true sense of caring on a professional and personal level. Thank you for helping me develop my ideas and skills as a researcher. Dr. Cheri Ostroff was instrumental in conceiving the idea for this study. Thank you for teaching me about not only about fit, but also about being an academic and a teacher. Dr. Lee Knepfelkamp shared my enthusiasm for cross-cultural issues. Thank you for offering your expertise in this area. Dr. Jane Monroe and Dr. Madhabi Chatterji provided helpful advice on the method and the statistical analyses for this research. Dr. Joel Brockner offered helpful and thoughtful feedback. Thank you all for your contributions – you truly made my dissertation an exercise in learning and growth.

My fellow students in the Social-Organizational Psychology program were a constant source of learning, motivation and support. I treasure the memories of shared conversations, laughter and tears. A special thanks to Mathis, Jill, Brenda, Melinda, Marina, LaToya, Jen B., Jen G., Avina, Krister and Tony for their friendship and support

over the years. A special thank you also to some recent alumni of the Social-Organizational Psychology Ph.D. Program who made the process much easier by sharing their experience and advice: Gina, Riva, Alan, Órla, Deanna, Fred, Maxim and Yuhyung.

In addition to my mentors, colleagues and friends at Columbia, a diverse support network on both sides of the Atlantic helped make this accomplishment possible. Most importantly, I could not have done this without the unconditional love and support of my family. My parents, Manfred and Birgit Aumann, deserve the most special and heartfelt thank you for their generosity in supporting my educational endeavors not only as a doctoral student at Columbia, but also as an undergraduate at Northwestern. Thank you for inspiring and believing in me. Words cannot express what you have given me and how grateful I am. I would also like to thank Mike and Arlene Sinansky, my American family, for making me feel welcome and supported.

Last, but definitely not least, I do not know how I would have made it through the last couple of years without the love and support of Victor Sinansky, my personal chef, martial arts teacher, surfing- and skiing instructor, therapist, best friend and partner. With your boundless enthusiasm, curiosity and off-the-charts energy you taught me the true meaning of “fit.” Thank you for your unwavering belief in me and for making me laugh when I wanted to cry. Most of all, thank you for sharing your indomitable spirit. I do not know what the next chapters of my life will bring – but I do know, as long as I have you by my side, they will be full of love, life, excitement and challenge. I look forward to it!

## CHAPTER I: INTRODUCTION

In today's global economy, many professionals seek to enhance their careers by living and working outside their home countries for a certain amount of time to gain the international experience often required for upper management positions (Banai & Harry, 2005). Employees working in a location outside their home country are known as expatriates, international assignees or sojourners. Organizations of all sizes striving to compete in a global market send employees to work overseas on expatriate assignments (Gupta & Govindarajan, 2000). Many organizations reported an increase in their expatriate populations in 2004, a trend largely expected to continue in coming years (GMAC, 2005). Recent data suggests that expatriates play an integral strategic role in an organization's efforts to compete internationally, and may have a direct impact on the organization's financial performance (Morley & Heraty, 2004). However, expatriate assignments involve substantial challenges and often result in less than optimal outcomes for expatriates and their organizations (e.g., Black & Gregersen, 1999).

An expatriate is generally deemed successful when he or she completes the assignment, performs well, and achieves an adequate degree of cross-cultural adjustment (i.e., psychological comfort with various aspects of living and working in the host country) (e.g., Caligiuri, 1997). However, myriad studies document that expatriates often fail in these areas. For example, recent data from a global relocation survey indicates that 21% of expatriates left their company during their assignment, a turnover rate at least twice that of other employees (GMAC, 2005). Further, studies have shown that even when expatriates stay in their assignments for the entire duration, their job performance often falls short of expectations (Kraimer, Wayne & Jaworski, 2001; Shaffer & Harrison,

1998). Expatriate failure is costly for organizations because it tends to involve a loss of human capital and replacement expenses that run substantially higher than those for domestic employees (Guzzo, 1996). Further, a failed international assignment can mean a disruption or damage to an individual's career (Adler, 1997).

In light of the importance of expatriate assignments for both organizational effectiveness and individual career development, as well as the serious repercussions of failure, the question of how to predict and facilitate expatriates' success has become more urgent than ever. The present study applies a person-organization fit framework to explore whether outcomes relevant to expatriate success, such as cross-cultural adjustment, job satisfaction and turnover intentions, are influenced by the degree to which expatriates and their host country organization are similar or compatible in terms of values. Person-organization fit theory is a body of literature that conceptualizes the interaction between attributes of the individual and the organization (e.g., values) as the degree of fit between the person and the organization. Person-organization fit has been shown to more accurately predict employee attitudes and behaviors than individual or organizational predictors alone (e.g., Chatman, 1989). Greater levels of fit or congruence generally result in more positive outcomes, including increased job satisfaction, turnover intentions and actual turnover, individual performance and overall organizational effectiveness (e.g., Kristof-Brown, Zimmerman & Ryan, 2005; Ostroff, 1993).

Many studies exploring the antecedents of expatriates' success have focused on individual variables, such as personality, skills or past international experience, to aid in the selection of employees most likely to succeed on expatriate assignments (e.g., Caligiuri, 2000; Mendenhall & Oddou, 1985). Other studies have focused on job-related



and organizational predictors of expatriate success, including role clarity, role novelty, cross-cultural training, compensation and perceived organizational support (e.g., Naumann, 1993; Shaffer, Harrison & Gilley, 1999; Parker & McEvoy, 1993). However, less attention has been paid to the interaction between individual and organizational factors in shaping attitudes and behaviors related to expatriates' success. More specifically, expatriate research to date has paid little attention to the concept of fit between expatriates and their host country organizations. However, some studies have explored implicit notions of fit, such as cultural distance (i.e., the degree of cultural similarity between the national cultures of an expatriate's home and host countries). Expatriates who observe larger discrepancies between their home country and the host country are more likely to experience difficulty during their assignment than those who experience smaller differences (e.g., Black, Mendenhall & Oddou, 1991; Shaffer, et al., 1999). Many of these studies have focused on differences in surface-level manifestations of culture (i.e., readily-observable differences, such as general living conditions, food, climate, social customs) between the expatriate's home country and the host country (e.g., Black & Stephens, 1989). These studies have largely neglected the impact of deeper-level differences in cultural values, which have been shown to influence individuals' cognitive processes and behavioral responses to their social environments (Erez, 1994; Schwartz, 1992). Other studies have examined differences in national-level values (e.g., the national average score on individualism-collectivism) between an expatriate's home country and the host country (e.g., Stahl & Caligiuri, 2005). These studies have failed to consider that the values held by individuals and organizations may

differ in meaningful ways from their country's national average values (Earley & Mosakowski, 2002).

Recently, emerging evidence suggests that the degree of fit between expatriates' individual values and the values of their host country organization is related to expatriates' cross-cultural adjustment (Van Vianen, De Pater, Kristof-Brown & Johnson, 2004). These findings suggest that person-organization value congruence, a form of person-organization fit that refers to the degree of similarity between the values held by employees and those predominant in the organizational environment (Chatman, 1989), may offer a useful and interesting perspective for predicting expatriate success.

Cross-cultural research suggests that the values of individuals and organizations are embedded in and influenced by the national-level values of their home country's culture (e.g., Erez & Gati, 2004; Hofstede, 1980, 2001). Further, a substantial body of cross-cultural research has demonstrated that differences in cultural values imply significant differences in individuals' perceptual and cognitive processes and their attitudinal and behavior responses to environmental stimuli (e.g., Adler, Doktor & Redding, 1987; Erez & Earley, 1993). Thus, expatriates may differ considerably from the local workforce in their values, which implies their perceptions of, and responses to, organizational events may differ substantially from those of their local co-workers. As a result, expatriates are more likely to encounter difficulties in predicting the behaviors and responses of local employees and developing stable and supportive social relationships with them. Differences in cultural values between expatriates and local employees in the host country organization may contribute to increased cognitive uncertainty, anxiety and

feelings of frustration, which, in turn, may undermine important expatriate outcomes, including cross-cultural adjustment, job satisfaction and turnover intentions.

Person-organization value congruence research to date has focused primarily on single country contexts and on work-related value dimensions (e.g., innovation, attention to detail, emphasis on rewards), as opposed to the broad cultural value dimensions (e.g., conservation, self-enhancement) traditionally studied in cross-cultural research and used to describe national cultures. The work-related value dimensions traditionally studied in fit research are derived from U.S.-based studies and therefore reflect the needs and preferences of U.S. employees, as well as U.S. national culture. However, these U.S.-based work-related value dimensions do not necessarily capture the values, needs and preferences of individuals from non-U.S. national cultures (Vandenberghe, 1999). Thus, in cross-cultural contexts (e.g., international assignments), person-organization value congruence should also be assessed on broad cultural value dimensions because these broad dimensions have been shown to capture the values of individuals across a diverse range of national cultures (e.g., Hofstede, 1980, 2001; House, Hanges, Javidan, Dorfman & Gupta, 2004; Schwartz, 1992, 1994).

Broad cultural values have been shown to influence the informal and interpersonal processes in an organization (Faulkner, Pitkethly & Child, 2002; Gelfand, Erez & Aycan, 2007; Tayeb, 1995). Thus, a lack of congruence on broad cultural values is likely to compromise an individual's ability to maintain the stable and effective interpersonal relationships required to accomplish tasks and be effective in a work context, which will result in additional frustration, anxiety and uncertainty above and beyond the dissatisfaction arising from incongruence on work-related values. Therefore,

the present study assesses person-organization value congruence on both work-related and broad cultural value dimensions to gain a more complete picture of how person-organization value congruence processes affect expatriates' outcomes.

Recent research suggests that the effect of person-organization value congruence on individual outcomes is mediated by an individual's subjective overall perception of how well he or she fits the organization (i.e., perceived overall fit) (Cable & Judge, 1996, 1997; Cable & DeRue, 2002). The extent to which expatriates' values and those of the host country organization are congruent is expected to determine the degree to which expatriates develop perceptions of overall fit. Perceived overall fit, in turn, is expected to affect expatriates' outcomes, including cross-cultural adjustment, job satisfaction and turnover intentions.

Recently, fit scholars have suggested that the effects of person-organization value congruence on individual outcomes may differ as a function of national culture (e.g., Schneider, 2001; Van Vianen, 2001). The present study builds on emerging cross-cultural fit research (e.g., Nyambegera, Daniels & Sparrow, 2001; Parkes, Bochner & Schneider, 2001) by hypothesizing that the relationship between person-organization value congruence and expatriates' perceptions of overall fit with their host country organizations may vary in strength for expatriates from different national cultures. The type of national culture that characterizes an expatriate's home country culture (i.e., the overall configuration of the country's orientation on a given set of broad cultural values) is proposed to influence the importance of a given value dimension in the person-organization value congruence process (Van Vianen, 2001). Congruence (or incongruence) on important value dimensions is expected to have a strong impact on

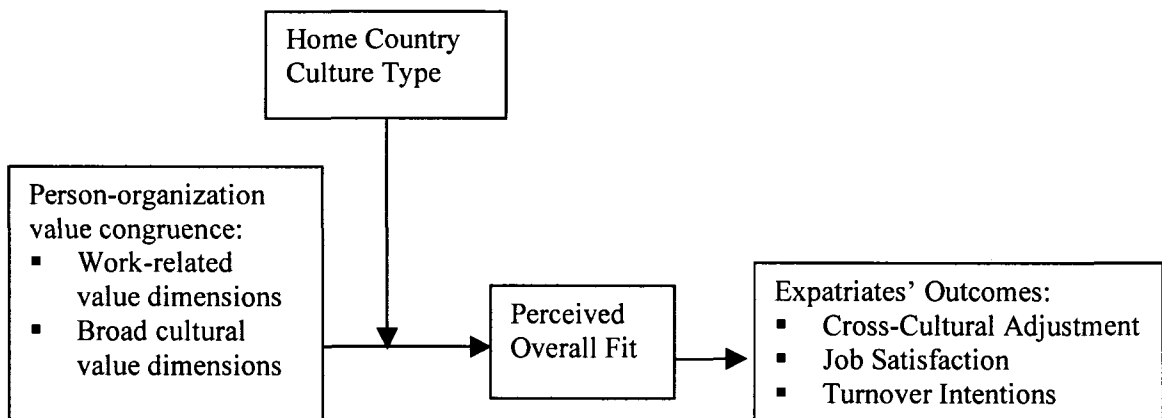
individual attitudes and behaviors because these dimensions are more central to the individual's self-concept and personal well-being than less important value dimensions. Thus, depending on the type of home country culture, congruence between the expatriate's values and those of the host country organization on important dimensions is likely to have a stronger positive effect on perceived overall fit, while a lack of fit on these same dimensions will have a stronger negative effect. Findings from this research may provide insights into the value dimensions that are most important for expatriates from a given type of home country culture to fit on with their host country organizations in order to facilitate successful outcomes.

The present study surveys an expatriate sample to explore the extent to which value congruence between expatriates and their host country organizations is related to perceived overall fit and expatriate outcomes, including cross-cultural adjustment, job satisfaction, and turnover intentions. Two types of values are studied in this research: 1) Work-related values traditionally studied in fit research, and 2) broad cultural values that are often used to describe individual- and national-level values in cross-cultural research. This study hypothesizes that the effect of person-organization value congruence on perceived overall fit is moderated by the type of culture in the expatriate's home country, such that the effect of person-organization value congruence on a particular dimension on perceived overall fit is enhanced or diminished depending the expatriates' home country cultural background. Further, the study conceptualizes perceived overall fit as a mediating variable in the relationship between person-organization value congruence and expatriates' outcomes and proposes that the effect of the interaction between value congruence and home country culture on expatriates' outcomes is mediated by perceived

overall fit. The proposed relationships between person-organization value congruence, the type of home country culture, perceived overall fit and outcomes related to expatriates' success are depicted in Figure 1.

Figure 1

Overall Theoretical Model



## **CHAPTER II: LITERATURE REVIEW**

This chapter reviews research on expatriates and person-organization fit pertinent to this study. First, current research on expatriates and the outcomes often associated with expatriate assignments is reviewed. Second, person-organization fit theory is presented as a theoretical framework for predicting employees' attitudes. Third, person-organization fit theory is applied as a framework for understanding and predicting expatriates' outcomes.

### **Expatriate Success**

Expatriate success is commonly defined in terms of three criteria. Completion of the international assignment is considered the most basic behavioral criterion of assessing expatriate success (Black & Gregersen, 1991; Garonzik, Brockner & Siegal, 2000). In addition, an expatriate's performance on the assignment is viewed as an important component of expatriate success, although few empirical studies have explored expatriate performance as a criterion (Caliguiri, 2000). Some studies indicate that expatriates who stay in their assignment for the entire duration often perform at levels short of their employers' expectations (Kraimer, et al., 2001; Shaffer & Harrison, 1998). Finally, cross-cultural adjustment, or the degree of psychological comfort an expatriate has with various aspects of the host culture, has emerged as an important indicator of expatriate success (Black, 1988; Black & Gregersen, 1991). Cross-cultural adjustment is conceptualized as a construct with three dimensions: Work adjustment (primarily related to the job, such as job responsibilities, supervision), general adjustment (primarily related to non-work aspect, such as general living conditions, social customs), and interaction

adjustment (interactions with host country nationals in both work and non-work contexts). Cross-cultural adjustment appears to influence other measures of expatriate success, including turnover (Black & Stephens, 1989), job performance (Parker & McEvoy, 1993), job satisfaction (Shaffer & Harrison, 1998), and organizational commitment (Gregersen & Black, 1990). A recent meta-analysis by Bhaskar-Shrinivas and colleagues (Bhaskar-Shrinivas, Harrison, Shaffer & Luk, 2005) found that higher cross-cultural adjustment was related to better task execution, relationship development, and overall performance. Their study also found that poorly adjusted expatriates expressed high job dissatisfaction and intentions to leave than more adjusted expatriates (Bhaskar-Shrinivas, et al., 2005).

In today's global business environment, the stakes for expatriate success are higher than ever as companies are recognizing the strategic importance of expatriates in establishing and maintaining international operations (Morley & Heraty, 2004). For example, expatriates play a critical role in knowledge transfer between the parent company and the local host organization (Riusala & Suutari, 2004). The costs to organizations associated with failed expatriate assignments are estimated to run as high as \$1 million per failed expatriate (Shannonhouse, 1996). Further, many employees find it hard to recover from a failed international assignment, which can undermine their motivation and commitment to the organization back in their home country and ultimately result in turnover (Black, 1988). Because most expatriates are selected based on technical skills and strong performance records, turnover among former expatriates means a significant loss of human capital to the organization (Guzzo, 1996). The importance of expatriate success has led researchers to devote much attention to



identifying individual, job-related, organizational and contextual factors predicting expatriate success.

***Individual Factors.*** Many studies exploring the antecedents of expatriate outcomes have focused on individual variables, such as personality and skills, to aid in the selection of those employees most likely to succeed in international assignments (e.g., Mendenhall & Oddou, 1985). A meta-analysis by Bhaskar-Shrinivas and colleagues (2005) found evidence that individual factors such as relational skills, and host country language ability are important predictors of cross-cultural adjustment, which in turn was related to job satisfaction, withdrawal cognitions (i.e., thoughts about quitting the assignment) and expatriates' performance. Similarly, certain personality attributes, such as openness, sociability, self-efficacy and self-monitoring, have been linked to expatriate adjustment and successful outcomes, such as completion of the assignment (Caligiuri, 2000; Harrison, Chadwick & Scales, 1996; Bhaskar-Shrinivas, et al., 2005). Studies by Shaffer and colleagues found that four of "the big five" personality traits (agreeableness, extraversion, emotional stability, intellect) were related to expatriate adjustment and performance (Shaffer, Harrison, Gregersen, Black & Ferzandi, 2006). Previous international experience has yielded mixed findings with respect to predicting expatriate adjustment and outcomes, which may be related to the inconsistent and inadequate measurement of the construct (Bhaskar-Shrinivas, et al., 2005). It is likely that not only the frequency or length of past international assignments, but also the quality, context and location of these experiences affect whether previous international experiences facilitate cross-cultural adjustment in present or future assignments (Bell & Harrison, 1996).

***Job-Related and Organizational Factors.*** Job-related characteristics including role clarity, role discretion, and role novelty have been identified as significant predictors of expatriate adjustment, as well as outcomes such as job satisfaction, performance and turnover intentions (Black, et al., 1991; Naumann, 1993; Shaffer, et al., 1999). In the meta-analysis by Bhaskar-Shrinivas et al. (2005), role clarity, role discretion and role conflict emerged as significant predictors of expatriates' adjustment, which was, in turn, related to job satisfaction, withdrawal cognitions and performance. Similarly, organizational factors such as logistical support and co-worker support both at home and abroad, significantly contributed to expatriate adjustment (Shaffer, et al., 1999). Kraimer, Wayne and Jaworski (2001) showed that perceived organizational support had a direct effect on expatriate adjustment, which in turn directly affected both task and contextual performance. Further, organizational practices such as compensation, career development and promotion opportunities have been shown to influence expatriate adjustment (Black, et al., 1991; Parker & McEvoy, 1993). However, a study by Guzzo and colleagues (1994) indicated that financial inducements and support provided by the organization were not necessarily effective at improving expatriates' retention-related attitudes (e.g., organizational commitment, intent to quit), suggesting that the relationship between organizational practices and expatriate retention may be more complex. Procedural fairness (i.e., employees' perceptions of fairness of the organization's decisions and practices) has been shown to interact with perceived outcome favorability in influencing expatriates' desire to stay in an assignment, such that expatriates who perceived low outcome favorability were less likely to report a desire to leave their assignment when perceived procedural fairness was high (Garonzik et al., 2000). Thus,

not only do organizational practices per se influence expatriates' outcomes, but expatriates' perceptions of organizational practices can also play a role in determining outcomes related to expatriate success. Finally, organizational practices such as training and preparation of the expatriate prior to the international assignment have also been linked to expatriate adjustment and retention- and performance-relevant attitudes, such as job satisfaction and turnover intentions (Black & Mendenhall, 1990). However, some scholars have found these relationships to be weaker than expected (e.g., Naumann, 1993).

***Contextual Factors.*** Both family/spouse adjustment and cultural novelty have emerged as important contextual predictors of expatriate adjustment and outcomes (Bhaskar-Shrinivas, et al., 2005). For expatriates who are married and accompanied by their spouses and/or children, family adjustment plays a pivotal role in predicting their own cross-cultural adjustment (Black, et al., 1991; Bhaskar-Shrinivas, et al., 2005). Expatriates whose families are experiencing problems with adjustment to various aspects of the host culture are more likely to experience low cross-cultural adjustment due to a "spill-over" effect (Staines, 1980). In other words, the expatriate's own adjustment is undermined when accompanying family members fail to adjust to living in the foreign culture, and are dissatisfied and wish to return to their home country. This, in turn, makes these expatriates more likely to terminate their assignment early (Black, et al., 1991).

Cultural novelty (Black, et al., 1991), also known as cultural distance (Hofstede, 1980), refers to the extent to which the host country is culturally dissimilar to the expatriate's home country. Traditionally, this construct is operationalized by asking

expatriates to rate differences between their home country and the host country on aspects such as general living conditions, everyday customs, health care facilities, types of food available, climate, general housing conditions, religious opportunities, recreational activities and cultural/arts opportunities (Black & Stephens, 1989). Thus, cultural novelty is typically measured directly by asking expatriates to report perceived differences between their home country and they host country with respect to readily observable surface-level aspects of culture (Van Vianen, et al., 2004). A more indirect operationalization of culture novelty/distance involves comparing the national averages of the expatriate's home country and the host country on the cultural value dimensions of Hofstede's typology of national cultures (e.g., Stahl & Caligiuri, 2005). This approach assumes that the expatriate's own values and those of the host country organization and host country nationals are similar to their respective national value orientations. Therefore, greater differences between the national value orientations of the expatriate's home country and the host country imply that the expatriate experiences greater cultural distance during the international assignment. This, in turn, increases the likelihood that the expatriate will encounter problems in adjusting to the host country culture.

*Summary.* Cross-cultural adjustment, job satisfaction, performance and turnover intentions are generally considered indicators of expatriate success. Researchers have identified myriad individual, job-related, organizational and contextual factors predicting outcomes related to expatriate success (e.g., cross-cultural adjustment, job satisfaction, turnover). While individual-level variables, such as attributes of expatriates, as well as job-related factors and practices of the home country organization have received much attention from expatriate researchers (e.g., Caligiuri, 2000; Naumann, 1993; Shaffer, et

al., 1999), less attention has been paid to the role of attributes of the host country organization, such as organizational values. In addition, much of the research involving cultural differences as a predictor of expatriate outcomes has focused on surface-level dimensions at the national level (i.e., readily observable differences between the home and the host country, such as differences in living conditions and customs), virtually ignoring less visible deeper-level dimensions, such as broad cultural values (Van Vianen, et al., 2004). Studies that have looked at discrepancies in cultural values (e.g., Stahl & Caligiuri, 2005; Ward & Chang, 1997) have generally treated home and host country cultures as proxies for the cultural orientation of expatriates and their host country organizations, thereby neglecting potentially meaningful variation from national-level cultural values at the individual and organizational levels (Earley & Mosakowski, 2002). Although some expatriate researchers have studied cultural fit at a national level of analysis (i.e., fit between the expatriate's home country and the host country) (e.g., Stahl & Caligiuri, 2005), little attention has been paid to fit between expatriates' values and those of their host country organization. However, person-organization fit research suggests that value congruence between employees and their organizations (i.e., the extent to which employees' values are similar to those of the organization) has important implications for employee outcomes, including job satisfaction and turnover intentions (e.g., Chatman, 1989; Kristof, 1996). Insights from person-organization fit theory can be applied to predicting expatriate success. More specifically, an explicit match between expatriates and the organizational culture of the host country organization is assumed to be beneficial for both expatriates and their organizations (Lueke & Svyantek, 2000). The present study explores these assumptions both theoretically and empirically by examining

the relationships between expatriates' values, the perceived organizational values of the host country organization, perceived overall fit with the host country organization and expatriates' outcomes, including cross-cultural adjustment, job satisfaction and turnover intentions. Integrating research on expatriates, person-organization fit and cross-cultural differences in values, the present study also explores whether expatriates' home country culture moderates the relationships between person-organization fit and outcomes.

### **Person-Organization Fit**

Person-organization fit theory is based on interactional psychology (e.g., Magnusson & Endler, 1977), which proposes that individual attitudes and behaviors can be more accurately predicted based on the interaction between individual and organizational factors than based on individual or organizational factors alone. Thus, person-organization fit theory proposes that the degree of similarity or fit between attributes of the individual (e.g., personal values) and those of the organization (e.g., organizational values) predicts individual attitudes and responses to the organizational environment above and beyond individual or organizational factors alone. The underlying assumption is that better fit leads to better outcomes, such as increased organizational commitment, job satisfaction, retention, performance, and overall organizational effectiveness. Myriad studies have demonstrated the relationship between person-organization fit and employee attitudes and behaviors (e.g., organizational commitment, job satisfaction, turnover intentions and actual turnover) in a single country context (usually the U.S.) (Kristof, 1996; Kristof-Brown, et al., 2005; O'Reilly, Chatman & Caldwell, 1991). More specifically, these studies have shown that person-organization

fit generally has a positive effect on employee attitudes and behaviors, such as increased job satisfaction and organizational commitment and decreased desire to leave the organization.

Person-organization fit is assumed to be a dynamic process, such that a lack of fit will prompt an individual to seek changes to achieve fit (e.g., by changing jobs or organizations) (e.g., Schneider, Smith & Goldstein, 2000). Further, fit theory proposes that individuals and organizations become more integrated and similar over time through naturally occurring fit processes such as attraction-selection-attrition (ASA) (Schneider, 1987). The ASA framework suggests that individuals are attracted to and selected by organizations with characteristics similar to their own. Individuals whose characteristics do not fit with the organization either adapt to become more similar during the socialization process or leave the organization.

***Person-Organization Value Congruence.*** Person-organization value congruence (i.e., the extent to which individuals' values are similar to or match the organization's values) is a form of person-organization fit that has received a great deal of attention from fit researchers and has been linked to a range of important employee attitudes and behaviors, including job satisfaction, organizational commitment, turnover intentions, actual turnover (O'Reilly, et al., 1991), individual performance (Adkins, Ravlin & Meglino, 1996) and overall organizational effectiveness (Ostroff, 1993). Social psychological theories such as Festinger's social comparison (1954) and Heider's balanced state theory (1958) have been used to explain the effects of person-organization value congruence on individual outcomes. These theories suggest that individuals prefer and seek situations that are consistent with their values and perspectives, while avoiding

those in which the prevailing values are incongruent with their own. Several underlying mechanisms help explain this phenomenon in organizational contexts.

The needs-supplies perspective suggests that when organizational values are similar to those of the individual, the organization's systems, practices, policies and behavioral norms will be set up in ways that are more likely to meet the underlying needs and motives of the individual (Dawis & Lofquist, 1984; Van Vianen, 2000). This type of match is perceived by employees as rewarding, satisfying and instrumental in gaining valued outcomes (Schneider, et al., 2000). A lack of fit implies that unfulfilled needs lead individuals to ascribe a negative psychological meaning to the situation (James, James & Ashe, 1990), which in turn results in feelings of frustration and dissatisfaction, as well as negative attitudes such as low job satisfaction and increased turnover intentions.

A related perspective proposes that value congruence positively affects individuals' outcomes because individuals with similar values are better able to predict each others' behaviors (Kluckhohn, 1951), and are more likely to agree on which behaviors are important in the workplace (Schein, 1985). As a result, ambiguity, tension and cognitive uncertainty should be reduced when interacting and working with these individuals, which in turn facilitates both increased satisfaction and performance (Adkins, et al., 1996). Moreover, since individuals who share similar values are more likely to perceive and interpret the work environment in similar ways and share a common system for communication, similarity in values facilitates more effective interpersonal relationships and reduces potential for conflict due to miscommunication (Adkins, et al., 1996; Schein, 1985). However, when people fail to comply with the normative



expectations of the prevailing value orientations in the environment, they are likely to experience implicit or explicit social sanctions, such as being ignored, ostracized or punished in some way (Holland & Gottfredson, 1976; Sagiv & Schwartz, 2000). A third perspective of the person-organization fit process is the view that individuals experience internal conflict in environments where the predominant value orientation is incongruent with their own, which decreases the individual's well-being (Sagiv & Schwartz, 2000; Schwartz, 1992).

***Types of Values Studied in Value Congruence Research.*** Most person-organization value congruence studies have assessed fit on narrowly-defined work-related value dimensions. For example, the Organizational Culture Profile (OCP) (O'Reilly, et al., 1991) has become one of the most popular tools for assessing value congruence (Verquer, Beehr & Wagner, 2003). The OCP (O'Reilly, et al., 1991) uses a Q-sort approach to assess congruence between organizational values and practices on the one hand, and individuals' preferences for those values and practices on the other hand. In the development of the OCP, O'Reilly and colleagues (1991) collected data from M.B.A. students and accountants, which showed that individuals' preferences for organizational values and practices fall onto eight dimensions. These dimensions reflected values specifically defined for the context of work organizations and included innovation, attention to detail, rewards orientation, outcome orientation, team orientation, supportiveness, aggressiveness, and decisiveness. Moreover, O'Reilly and colleagues (1991) found that the eight individual value dimensions were comparable to the underlying structures of organizational cultures identified by the OCP, which included work-related value dimensions such as innovation, attention to detail, team orientation

and aggressiveness. Further, the authors found that similarity between individuals' values and organizational cultures was predictive of individuals' job satisfaction and organizational commitment one year after the person-organization fit assessment, as well as turnover approximately two years later. These findings established the OCP as a useful tool in predicting individual attitudes and behaviors based on person-organization fit on work-related value dimensions.

Because the original OCP is relatively long and cumbersome to administer, revised versions of the OCP with fewer items were developed to shorten the time and resources required for its administration. Cable and Judge (1996) used a shortened version of the OCP to assess person-organization fit between job seekers and their prospective employers. Their findings indicated that congruence between job seekers' values and the values they perceived as predominant in the hiring organization significantly influenced job seekers' subjective perceptions of how well they would fit into the hiring organization. Job seekers who had perceptions of good fit with the recruiting organization reported that they would be more likely to accept a job in the organization than job seekers who had perceptions of poor fit. Further, job seekers' subjective perceptions of fit were positively related to organizational entry and work attitudes, including job satisfaction and organizational commitment, and negatively to turnover intentions. Thus, Cable and Judge (1996) introduced a shortened version of the OCP, as well as the notion that individuals' subjective perceptions of person-organization fit mediates the relationship between person-organization fit on the work-related value dimensions assessed by the OCP and work attitudes.

The OCP was developed and validated by studies conducted in the U.S. using U.S. samples (O'Reilly et al., 1991; Cable & Judge, 1996). Individuals and organizations are embedded in the broader cultural context of their home country (e.g., Hofstede, 1980). Thus, individual values of the U.S.-based samples used in the development of the OCP were influenced by the broader cultural values of U.S. national culture. As a result, the value dimensions captured by the OCP likely reflect the cultural values of the U.S. national culture. For example, the OCP value dimension aggressiveness reflects a relatively high degree of assertiveness that has been found to be characteristic, as a broad cultural value, of U.S. national culture (House, et al., 2004). Thus, in countries with national cultures that are low on assertiveness, the OCP value dimension of aggressiveness may not be as relevant in capturing individuals' work-related values as it is in the U.S. Some recent studies have provided initial evidence that the work-related value dimensions assessed by the OCP may not generalize to non-U.S. samples (e.g., Sarros, Gray, Denston & Cooper, 2005; Vandenberghe, 1999).

Vandenberghe (1999) applied the OCP to study whether person-organization fit was predictive of turnover in a sample of Belgian nurses. Although his study replicated findings by O'Reilly and colleagues (1991) that person-organization fit was negatively related to turnover one year after the fit assessment, it also raised questions about the validity of the OCP in a Belgian cultural context. Vandenberghe's (1999) data yielded a different factor structure than that found by O'Reilly et al. (1991), which suggested a different set of value dimensions emerged in the Belgian sample than in the U.S. sample. For example, a number of value dimensions emerged in the factor analysis of the data from the Belgian sample (i.e., easygoingness, risk-taking, analytical orientation,

passiveness and conscientiousness) that were not among the original OCP value dimensions. In addition, some value dimensions from the original OCP were not replicated in the factor analysis of the Belgian data (i.e., aggressiveness, supportiveness, outcome orientation, innovation and team orientation). Three value dimensions from the factor structure of the original OCP were replicated in the Belgian sample (i.e., emphasis on rewards, attention to detail and decisiveness). Vandenberghe (1999) argues that these differences in factor structure between his Belgian sample and the U.S. sample of the O'Reilly et al. (1991) study are likely to reflect cultural differences between the two countries.

Sarros and colleagues (2005) developed a revised version of the OCP using Likert-type scales, rather than the original Q-sort methodology, and tested it with a sample of Australian managers. Their findings indicated that the factor structure (i.e., structure of value dimensions) of the original OCP was not replicated in an Australian context. Two new factors, labeled stability and social responsibility, emerged from the data, while other factors from the original OCP factor structure did not emerge (e.g., aggressiveness, attention to detail, team orientation). Differences in broad cultural values between Australia and the U.S. purportedly contributed to the emergence of a different factor structure in the Sarros et al. (2005) study compared to previous U.S. studies. For example, cross-cultural research has suggested that Australian managers have more egalitarian values than their counterparts in the U.S. (Ashkanasy & Trevor-Roberts, 2002; House et al., 2004), which may explain a greater emphasis on supportiveness and social responsibility in the Australian sample relative to U.S. samples. The findings of the Sarros et al. (2005) and Vandenberghe (1999) studies suggest that although fit on work-

related value dimensions appears to predict employee outcomes in non-U.S. samples, the cross-cultural validity of the OCP value dimensions is questionable. Thus, in cross-cultural contexts, the OCP should be used with caution and the factor structure should be explored to identify potential differences relative to the factor structure of the original OCP. In addition, cross-culturally validated measures (e.g., Schwartz' Scale of Basic Values; Schwartz, 1992) can be used in conjunction with the OCP to assess individual and organizational values in cross-cultural contexts.

***Perceived Overall Fit.*** Some researchers have suggested that the relationship between person-organization value congruence on various value dimensions and individual outcomes, such as job satisfaction and turnover, is mediated by individuals' subjective overall perceptions of how well they fit with their organization (Cable & Judge, 1996, 1997; Edwards, Cable, Williamson, Lambert & Shipp, 2006). Recent findings suggest that people form holistic judgments about their overall fit with an organization based on congruence between their own values and perceived organizational values, which in turn influence individual attitudes and behaviors (Cable & Judge, 1996; Cable & DeRue, 2002; Edwards, et al., 2006). Perceived overall fit is assessed by directly asking individuals about their perceptions of how well they fit with their organization (Kristof, 1996). Perceived overall fit represents a construct that is conceptually and empirically distinct from conceptualizations of "actual" fit (i.e., where an indirect assessment of fit is made based on separate measurements of individual and organizational values on a variety of dimensions) (Cable & Judge, 1996; Edwards, et al., 2006; Meglino & Ravlin, 1998). Perceived overall fit is presumed to have a more proximal impact on individual attitudes and behaviors than indirect measures of fit (e.g.,

actual fit) because it reflects individuals' subjective experience rather than objective reality (Cable & DeRue, 2002).

In light of findings suggesting that perceived overall fit is a distinct factor directly influencing individual outcomes, researchers have turned their attention to the process by which people combine beliefs about themselves and their organization into perceptions of overall fit (Edwards, et al., 2006). Scholars have argued that perceived overall fit is more than a systematic combination of person and organizational attributes or the amount of actual person-organization fit, but rather is influenced by various cognitive factors to form a "gestalt" character (Edwards, et al., 2006; Meglino & Ravlin, 1998; Rice, 1989). Perceived overall fit assessments are made inside individuals' heads, which allows them to apply their own weighting scheme to the various value dimensions perceived in the environment (Kristof-Brown, et al., 2005). This implies that individuals' own values and cognitive schemas influence the extent to which value congruence on various dimensions translates into perceived overall fit. Thus, congruence on some value dimensions may have a more significant impact on perceived overall fit than congruence on other dimensions (Edwards, et al., 2006). For example, the importance of a value dimension to an individual (i.e., the degree to which the value dimension is central to the person's self-concept and well-being) has been proposed to influence the relationships between person-organization value congruence and perceived overall fit, such that congruence on important value dimensions has a stronger impact on the formation of overall fit perceptions (Edwards, et al., 2006; Meglino, Ravlin & Adkins, 1989).

**Summary.** A substantial body of evidence has established the relationship between person-organization fit and individual outcomes, such as job satisfaction and

turnover intentions, in a single country context (i.e., primarily U.S. employees in U.S. organizations) (for recent reviews and meta-analyses see Kristof-Brown, et al., 2005, and Verquer, et al., 2003). The majority of value congruence studies have assessed fit on narrowly-defined work-related value dimensions, such as those measured by the OCP (O'Reilly, et al., 1991). Recent findings suggest that perceived overall fit mediates the relationship between value congruence on various dimensions and individual attitudes and behaviors (Cable & Judge, 1996, 1997; Edwards, et al., 2006).

Little work has examined the effect of person-organization value congruence on individual outcomes in non-U.S. or cross-cultural contexts, which limits the extent to which findings from U.S.-based studies can be generalized to non-U.S. or cross-cultural contexts. The work-related value dimensions identified in U.S.-based fit research may not necessarily apply to different cultural settings (e.g., Sarros, et al., 2005). However, given that both individuals and organizations face an increasingly global environment, fit researchers are increasingly recognizing the importance of understanding person-organization fit processes in different cultural contexts (e.g., Nyambegera et al., 2001; Vandenberghe, 1999). Similarly, several fit scholars have called for an exploration of the role of national culture in person-organization fit processes (e.g., Parkes, et al., 2001; Schneider, 2001). Although some researchers have begun to study value congruence across cultural contexts, such as expatriate assignments (Van Vianen, et al., 2004), research in this area remains limited.

## **Person-Organization Value Congruence as a Framework for Predicting Expatriate Success**

Person-organization value congruence can serve as a useful framework for predicting individual success-related outcomes not only for domestic employees, who have been the focus of most fit research thus far, but also for expatriates. In fact, person-organization value congruence may be more useful in predicting expatriates' outcomes than the individual, job-related, organizational or contextual predictors traditionally studied in expatriate research because it takes the interaction between individual and organizational values into consideration. Person-organization fit theory proposes that this interaction explains more variance in individual outcomes than individual or organizational factors alone. The present study applies a person-organization fit framework to understand and predict expatriate outcomes. More specifically, it is expected that congruence between expatriates' values and the values of their host country organizations is related to expatriates' perceived overall fit with the host country organization. The type of national culture of an expatriate's home country is proposed to moderate the effect of person-organization value congruence on perceived overall fit, such that congruence on important dimensions weighs more heavily in the process by which expatriates form perceived overall fit than congruence on less important dimensions. Home country culture is assumed to influence expatriates' cognitive processes and weighting schemes that determine the importance of a value dimension with respect to perceived overall fit. Perceived overall fit, in turn, is expected to influence outcomes related to expatriate success (i.e., job satisfaction, turnover intentions, cross-cultural adjustment). The proposed relationships between value congruence, the



type of home country culture, perceived overall fit and expatriates' outcomes are depicted in Figure 1 (see page 8).

***The Role of Values.*** Cross-cultural research suggests that the values of individuals and organizations are embedded in and influenced by the national-level broad cultural values of their home country culture (Erez & Gati, 2004; Gelfand, et al., 2007; Locke, 1991). Individuals socialized in a shared social context are exposed to similar features and experiences within the environment. Through social learning processes (Bandura, 1986), individuals come to develop similar ways of perceiving and interpreting the world around them. As a result, members of a shared cultural context develop similar individual values. Therefore, individual values tend to be more similar within national cultures than across national cultures (e.g., Hofstede, 1980, 2001; House, et al., 2004).

Similarly, shared organizational values develop largely from social interactions among an organization's members as they use their individual value systems to perceive and make sense of the organizational environment (Hatch, 1993; Peterson & Smith, 2000; Trice & Beyer, 1993). Thus, organizational values are shaped by the aggregated individual-level values of an organization's members (Ostroff, Kinicki & Tamkins, 2003). As a result, national-level broad cultural values, which influence the development of individuals' values, also shape organizational-level values. Because individual values have been shown to be more similar within national cultures and organizational values can be conceptualized as an aggregation of the individual values held by members of an organization, organizational values also tend to be more similar within national cultures than across national cultures (Kopelman, Brief & Guzzo, 1990; House, et al., 2004). The OCP, which was designed and validated in the U.S., measures individual and

organizational values on work-related dimensions that are largely consistent with the broad cultural values of U.S. national culture. As a result, the OCP is appropriate for measuring work-related values within the U.S. cultural context, but is not necessarily appropriate for measuring individual and organizational values in non-U.S. or cross-cultural contexts where both broad cultural and specific work-related values may differ substantially from those typically held by individuals and organizations in the U.S.

As a result of cross-cultural variability in individual and organizational values, expatriates are likely to encounter substantial differences between their own values and those of the host country organization and its local workforce with respect to both broad cultural and specific work-related value dimensions. This implies that expatriates are likely to observe some degree of incongruence with their host country organizations on both types of value dimensions. The extent of this incongruence is presumed to affect the expatriates' experience of working and interacting with host country nationals, which in turn influences the outcomes of the international assignment.

When expatriates' values differ from the values prevalent in the host country organization, the needs-supplies perspective of person-organization value congruence suggests that the organizational environment is less likely to meet expatriates' physical and psychological needs. This lack of need fulfillment contributes to feelings of frustration and dissatisfaction, as well as negative attitudes such as low job satisfaction and turnover intentions. Similarly, expatriates whose values are different from those prevailing in the host country organization are less likely to share the normative beliefs and behaviors of their local colleagues. As a result, expatriates and host country nationals are less able to predict another's behaviors and less likely to have positive

social interactions (Adkins et al., 1996; Jun & Gentry, 2005). This may lead to expatriates experiencing social sanctions and less social support, which, in turn, undermines not only their subjective sense of well-being, but also job-related outcomes such as job satisfaction and intent to stay in the international assignment. Further, a lack of person-organization value congruence may lead expatriates to experience internal conflict, which in turn, decreases the expatriate's well-being and increases the likelihood that he or she will wish to terminate the international assignment early.

***Emerging Evidence.*** A recent study by Van Vianen and colleagues (2004) offers support for the notion that the extent to which expatriates fit the host country organization affects their cross-cultural adjustment. Noting a lack of attention in the expatriate literature to differences in broad cultural values, Van Vianen et al. (2004) examined the impact of cultural differences between expatriates and their host country organization on cross-cultural adjustment for two types of dimensions: Surface-level cultural differences between the expatriate's home country and the host country (i.e., readily observable differences in living conditions, climate, and customs) that have traditionally been studied in expatriate research, and deeper-level cultural differences on broad cultural value dimensions between expatriates and the majority of host country nationals in the organization. Surface-level cultural differences were measured directly with a cultural novelty scale (Black & Stephens, 1989) established in the expatriate literature as a measure of cultural distance between an expatriate's home country and the host country. The cultural novelty scale asked expatriates to rate the extent to which their host country differed from their home country on dimensions, such as general living conditions, housing, food, transportation and climate. Schwartz' Scale of Basic Values (Schwartz,

1992) was used to measure expatriates' broad cultural values, as well as their perceptions of the broad cultural values held by most host country nationals working in the organization. These measures were then used to indirectly assess congruence between expatriates' broad cultural values and their perceptions of the broad cultural values prevalent among their local colleagues. Cross-cultural adjustment was measured as the dependent variable using items derived from previous research on expatriate adjustment.

The authors predicted that surface-level differences would be related to general cross-cultural adjustment (i.e., adjustment related to non-work issues such as general living conditions), while deeper-level differences would be related to interaction and work cross-cultural adjustment (i.e., adjustment related to interacting with host country nationals and adjustment related to work, respectively). The authors surveyed 134 expatriates working for four multinational corporations in 52 host countries at two points in time. The first survey assessed expatriates' values on broad cultural value dimensions, perceived surface-level cultural differences between expatriates' home and host countries and demographic characteristics. The second survey assessed expatriates' perceptions of the broad cultural values held by most host country nationals in the organization and cross-cultural adjustment.

As predicted, Van Vianen et al. (2004) found that perceived surface-level cultural differences were related to general cross-cultural adjustment, while differences in broad cultural values between expatriates and the perceived values of most employees in the host country organization were related to both work and interaction adjustment. Congruence on the broad cultural value dimensions of self-enhancement (i.e., achieving social status), openness to change (i.e., desire for novelty, self-direction and pleasure) and

conservation (i.e., stability and harmony in social relationships and institutions) was not significantly related to general, work or interaction adjustment. However, congruence on the broad cultural value dimension of self-transcendence (i.e., people's relationship with others), significantly impacted expatriates' work and interaction adjustment.

The findings of the Van Vianen et al. (2004) study support the idea that expatriate adjustment is influenced by congruence between expatriates' broad cultural values and the broad cultural values held by most individuals in the host country organization. Van Vianen et al. (2004) looked at broad cultural values that are typically used in cross-cultural research, rather than the more narrowly-defined work-related value dimensions traditionally used in fit research. Broad cultural value dimensions, such as those assessed by Schwartz' Scale of Basic Values, have been shown to capture broadly-defined basic human goals and preferences. Cross-cultural studies have established that individuals need some degree of congruence on broad cultural values for their well-being and ability to function within broadly defined social environments (Sagiv & Schwartz, 2000). However, to get a more complete understanding of the impact of value congruence on expatriates, it may be helpful to consider both broad cultural value dimensions that have been established as cross-culturally valid and more narrowly-defined work-related value dimensions that have been established as valid predictors in person-organization fit research. The work-related value dimensions traditionally studied in person-organization fit research capture values specific to a work setting that influence individuals' perceptions and evaluation of work events (e.g., supervision, feedback). Thus, work-related value dimensions may capture specific work-related aspects that contribute to expatriates' experiences, while broad cultural values may capture more general aspects

(e.g., communication, quality of social relationships) of expatriates' experiences. In sum, the present study proposes that both work-related and broad cultural values are relevant to shaping the various elements of expatriates' experiences.

***Fit on Broad Cultural and Work-Related Values.*** Broad cultural values underlying national culture influence and constrain the development of more narrowly-defined organizational values (Aycan, Kanungo & Sinha, 1999; Gelfand, et al., 2007). To illustrate, a national-level broad cultural value that strongly emphasizes collectivism (i.e., collective interests over individual interests) should influence the range of more specific, organizational values (Aumann & Ostroff, 2006). For example, in a strongly collectivistic national culture, one organization may emphasize organizational values of team orientation and cooperativeness, while another may emphasize consensus-based decision-making. In both cases, the organizational values are consistent with the national-level broad cultural value of collectivism. However, shared higher-level influences, such as national culture, still allow for substantial variability in organizational values across organizations within the same country.

In a domestic context where individuals and the organization for which they work are from the same national culture, individual values are expected to be fairly congruent with organizational values on broad cultural value dimensions because both individuals and the organization were shaped by shared national-level broad cultural values (Aumann & Ostroff, 2006). However, it is possible for individuals to fit with their organizations on broad cultural value dimensions (e.g., collectivism), but not on more narrowly-defined work-related value dimensions (e.g., team orientation). The fact that individuals who are from the same national culture as their organization, and thus presumably have relatively

good person-organization value congruence on broad cultural value dimensions, can vary considerably with respect to value congruence on specific work-related value dimensions is well documented in traditional person-organization fit research (e.g., Kristof, 1996; Verquer, et al., 2003). For example, U.S. employees and U.S. organizations generally share similar broad cultural values (e.g., Hofstede, 1980; House, et al., 2004), which implies person-organization value congruence on these dimensions. However, studies conducted with U.S. employees in U.S. organizations have shown that individuals have varying degrees of congruence with their organizations on work-related value dimensions (e.g., O'Reilly, et al., 1991). Therefore, exploring fit on both broad cultural and work-related value dimensions is likely to capture different nuances of fit and yield a more complete picture of person-organization value congruence. This would allow for more accurate predictions of expatriates' outcomes, than exploring fit on either type of value dimension alone.

In the context of international assignments, the values of expatriates and host country organizations are likely to differ on both broad cultural and work-related value dimensions (Furnham & Bochner, 1986; Ros, Schwartz & Surkiss, 1999). Work-related organizational values are specifically relevant to the domain of work, and thus guide cognitive and evaluative processes around work-related events (e.g., job requirements, rewards, supervision). Thus, it is expected that incongruence on work-related values undermines expatriates' adjustment primarily with respect to work and work-related social interactions. Broad cultural values, however, are not bound by a specific, narrowly-defined context and guide individuals' cognitive and evaluative processes across a variety of domains, including the development and maintenance of social relationships in

general. For example, broad cultural values have been shown to influence the informal and interpersonal processes in an organization (Faulkner, et al., 2002; Gelfand, et al., 2007; Tayeb, 1995). Thus, a lack of congruence on broad cultural values is likely to compromise an individual's ability to maintain the stable and effective interpersonal relationships required for goal achievement, which will result in frustration, anxiety and uncertainty. As a result, incongruence on broad cultural values is likely to impact cross-cultural adjustment primarily with respect to interactions with host country nationals in both work and non-work contexts, thereby impacting expatriates' overall experience and satisfaction during their sojourn in the host country.

This study proposes that congruence between expatriates' values and the values of their host country organizations on both broad cultural and work-related value dimensions contributes to the degree to which expatriates' form an overall judgment that they fit in with their host country organization. In other words, it is expected that congruence on both types of value dimensions is related to expatriates' perceived overall fit. Fit research has shown that employees who perceive good fit with their organization are more likely to feel satisfied and willing to stay in their current job (Cable & Judge, 1996). These relationships between value congruence, perceived overall fit and outcomes, including job satisfaction and turnover intentions, depicted in the bottom part of Figure 1, are also expected to occur in the context of international assignments. In addition, perceived overall fit is proposed to affect expatriates' cross-cultural adjustment, such that expatriates who perceive better fit with their host country organization are expected to report higher levels of cross-cultural adjustment.



*The Moderating Influence of Expatriates' Home Country Culture.* As noted earlier, perceived overall fit is more than simply a combination of person-organization value congruence on different value dimensions. Rather, it is shaped by individuals' perceptual and cognitive processes (Edwards, et al., 2006; Kristof-Brown, et al., 2005). Congruence on some value dimensions weighs more heavily in these processes than others, and thereby has a stronger impact on perceived overall fit. This study proposes that the type of national culture in the expatriate's home country is related to the relative importance of value dimensions in the relationship between person-organization value congruence and perceived overall fit. Expatriates' home country culture is defined as the set of national-level values, beliefs and assumptions that individuals learn in early childhood and that differentiate the expatriate's home country culture from the cultures of other nations (Hofstede, 1991). National-level culture is conceptualized as the collective "software of the mind" (Hofstede, 1991) that guides individuals' thoughts, actions and responses to environmental stimuli in everyday life. Moreover, in a work context, national culture is considered a central organizing principle of employees' understanding to work, their approach to it and the way they expect to be treated (Newman & Nollen, 1996). This implies that employees from different national cultures bring different sets of mental programs about work, which influence their perceptions, interpretations of, and responses to the organizational environment (Aumann & Ostroff, 2006).

Home country culture purportedly influences the relative importance of the various value dimensions that constitute person-organization value congruence (Meglino, et al., 1989). Values are prioritized by individuals with respect to their importance in contributing to and ensuring the individual's well-being (Kluckhohn, 1951; Rokeach,

1969). Value importance is defined as the degree to which a value dimension is central to an individual's self-concept and well-being (Edwards, et al., 2006; Kluckhohn, 1951, Rokeach, 1969). Individuals from different national cultures tend to have different value hierarchies because the relative importance of values is in part determined by shared higher-level cultural influences (Kluckhohn, 1951). Values near the top of the hierarchy (i.e., values perceived as essential to the individual's well-being) for individuals from one country may place lower in the hierarchy (i.e., less essential to the individual's well-being) for individuals from another country. As a result, the importance of a given value dimension in the person-organization value congruence process and its impact on perceived overall fit are expected to differ as well. The relationship between person-organization value congruence on a particular value dimension and perceived overall fit is expected to be stronger when the value dimension is important to the individual (Edwards, et al., 2006). As the importance of a value dimension increases, individuals are more likely to attend to and process information regarding that dimension carefully and thoroughly (Beach & Mitchell, 1978; Petty & Cacioppo, 1986; Simon, 1976). These carefully derived judgments should weigh more heavily in individuals' overall assessments of fit than judgments about less important value dimensions.

Parkes, Bochner and Schneider (2001) were among the first researchers to study how person-organization value congruence affects individual outcomes, such as job satisfaction, organizational commitment, across national cultures and across organizational cultures. They focused on one of the most robust broad cultural values dimensions, individualism-collectivism (I-C) which refers to the extent to which individual goals and interests take precedence over collective goals and interests. Parkes

and colleagues (2001) surveyed employees in hospitals and management consultancies in Australia and South East Asia to assess individuals' orientations on individualism-collectivism (I-C). Two types of fit were analyzed with respect to their impact on job satisfaction, organizational commitment and tenure: Person-organization fit (i.e., fit between the individual's orientation on I-C and the organization's aggregated orientation on I-C) and person-nation (P-N) fit (i.e., fit between the individual's orientation on I-C and their country's national average score on I-C). Parkes et al. (2001) chose the organizations for their study based on their location within national cultures at diverging ends of the I-C dimension (i.e., Australia being highly individualistic and South Asian countries being highly collectivistic), as well as their organizational cultures (i.e., management consultancies being individualistic and hospitals being collectivistic).

As predicted, employees in the Asian sample had more collectivistic individual values than employees in the Australian sample, and hospitals had more collectivistic organizational cultures than management consultancies. While the interaction (i.e., fit) between individual and organizational values on the I-C dimension did not significantly predict employee outcomes, the interaction between individuals and national-level values on I-C significantly affected organizational commitment and tenure, such that collectivistic individuals reported greater organizational commitment and tenure in Asian organizations, but not in Australian organizations.

Applied to international assignments, the findings of the Parkes et al. (2001) study imply, for example, that individualistic expatriates will have less organizational commitment and shorter tenure in Asian organizations. The Parkes et al. (2001) findings further suggest that national culture may play a moderating role and possibly be more

important in predicting organizational commitment and tenure than person-organization fit per se (Parkes, et al., 2001; Schneider, 2001). More specifically, their findings suggest that the I-C dimension is less predictive of organizational commitment and tenure for Australians than for Asians. Thus, it appears that national culture may influence which value dimensions are most important in shaping employee outcomes.

The present study seeks to explore whether the type of national culture in an expatriate's home country plays a moderating role in the relationship between person-organization value congruence and perceived overall fit. Cross-cultural research has identified clusters (i.e., groupings) of national cultures that are relatively similar in their national-level broad cultural value profile (e.g., Gupta & Hanges, 2004; Hofstede, 1980; Ronen & Shenkar, 1985). Thus, different cultural clusters represent different types of national cultures. Clusters provide a useful way of summarizing intercultural similarities, as well as differences, and can serve as sampling guides in cross-cultural research to ensure adequate cultural variability within samples (Gupta, Hanges & Dorfman, 2002). Findings from GLOBE, a large-scale cross-cultural research project which examined the broad cultural values of 62 national cultures, provide the most recent typology of cultural clusters (House, et al., 2004; Gupta & Hanges, 2004). GLOBE researchers identified eleven distinct cultural clusters that can be grouped into four meta-configurations (i.e., North-Western, Latin, South-Eastern, and Asian meta-clusters) (Brodbeck, Frese, Ackerblom, Audia, Bakacsi & Bendova, 2000; Gupta & Hanges, 2004; Gupta, Hanges & Dorfman, 2002). Table 1 summarizes these clusters and meta-clusters, as well as the countries that comprise these clusters. Because national cultures are more similar within than across clusters or meta-clusters, meta-clusters were chosen to describe cultural

groupings (i.e., the type of national culture in an expatriate's home country) in the present study.

Table 1

Cultural Clusters Based on the GLOBE Findings

| GLOBE Meta-configuration | GLOBE Cluster      | Countries  |
|--------------------------|--------------------|--|
| North-Western            | Anglo              | USA, Canada, UK, Ireland, Australia, New Zealand, South Africa (White)                               |
|                          | Germanic Europe    | Germany, Austria, Switzerland (German-speaking), Netherlands   |
|                          | Nordic Europe      | Sweden, Denmark, Finland   |
| Latin                    | Latin Europe       | France, Switzerland, Spain, Portugal   |
|                          | Latin America      | Ecuador, El Salvador, Colombia, Bolivia, Brazil, Guatemala, Argentina, Costa Rica, Mexico, Venezuela |
| South-Eastern            | Eastern Europe     | Greece, Hungary, Slovenia, Poland, Russia, Georgia, Kazakhstan                                       |
|                          | Middle East        | Turkey, Egypt, Morocco, Qatar, Kuwait  |
|                          | Sub-Saharan Africa | Nigeria, South Africa (Black), Zimbabwe, Namibia, Zambia   |
| Asian                    | Southern Asia      | India, Thailand, Indonesia, Malaysia, Iran   |
|                          | Confucian Asia     | China, Japan, Hong Kong, Taiwan, Singapore   |

It is proposed that expatriates' home country cultural cluster influences the importance of a given value dimension with respect to individual well-being. The importance of value dimensions, in turn, influences individuals' perceptual and evaluative processes, such that information pertaining to important value dimensions is processed more carefully and thoughtfully. As a result, congruence or incongruence on important value dimensions is expected to play a stronger role in the formation of overall fit perceptions. Thus, it is hypothesized that the effect of person-organization fit on a particular value dimension is either enhanced or diminished depending on expatriates'

home country cultural cluster. Expatriates' home country cultural clusters differ in the relative importance of particular value dimensions with respect to person-organization fit. Person-organization fit on important value dimensions will have a stronger positive effect on perceived overall fit than person-organization fit on less important value dimensions. Similarly, a lack of person-organization fit on important value dimensions will have a stronger negative impact on perceived overall fit than a lack of fit on less important dimensions. It is hypothesized that with respect to work-related value dimensions, the effect of person-organization value congruence on perceived overall fit is moderated by expatriates' home country cultural cluster:

H1a: The relationship between person-organization value congruence on work-related value dimensions (assessed by the OCP) and perceived overall fit is moderated by the type of home country cultural cluster, such that the effect of value congruence on perceived overall fit is enhanced or diminished for a given work-related value dimension depending on the type of home country cultural cluster.

Similarly, with respect to broad cultural value dimensions, it is hypothesized that the effect of person-organization value congruence on perceived overall fit is moderated by expatriates' home country cultural cluster:

H1b: The relationship between person-organization value congruence on broad cultural value dimensions (assessed by Schwartz' Scale of Basic Values) and perceived overall fit is moderated by the type of home country cultural cluster, such that the effect of value congruence on perceived overall fit is enhanced or diminished for a given broad cultural value dimension depending on the type of home country cultural cluster.

As noted earlier, much research on person-organization value congruence has focused on work-related value dimensions, which were derived from U.S.-based research. The OCP (O'Reilly et al., 1991), the most widely used measurement instrument in value congruence research, was also developed and validated using U.S. samples. As a result,

the work-related value dimensions measured by the OCP have been shown to capture values that are important in person-organization fit processes for U.S. employees. However, the OCP has proven less useful in measuring values in national cultures other than the U.S., which implies that the OCP may be missing certain important work-related value dimensions of non-U.S. employees. As a result, the OCP is more likely to capture the work-related values that are important in person-organization fit processes of expatriates from countries with national cultures similar to that of the U.S. than for expatriates from culturally dissimilar countries. Thus, person-organization fit as measured by the OCP is more likely to be predictive of outcomes for expatriates from countries culturally similar to the U.S. than for expatriates from countries that are culturally dissimilar.

According to GLOBE findings, the U.S. is part of the Anglo cultural cluster, which in turn, is part of the North-Western meta-configuration, along with the Germanic and Nordic clusters (Gupta & Hanges, 2004). Thus, countries from the Anglo, Germanic and Nordic clusters share significant cultural similarities, such as a strong emphasis on individualism and performance orientation, as compared to countries from other clusters. As a result, expatriates from North-Western national cultures are more likely to have values similar to those of U.S. employees than expatriates from other types of national cultures. This implies that person-organization fit on work-related value dimensions, such as those assessed by the OCP, should be more predictive of outcomes for expatriates from North-Western countries in comparison to expatriates from other cultural clusters.

H2a: Person-organization value congruence on work-related value dimensions (assessed by the OCP) will have a more significant effect on perceived overall fit for expatriates from home countries in the North-Western cultural cluster than for expatriates from countries in other cultural clusters.

Schwartz conducted one of the most extensive research projects on broad-based basic cultural values to date. He developed a survey instrument with 54 items derived from the cross-cultural values literature and administered it to samples of school teachers and university students in 44 countries on all inhabited continents. By 1994, he had collected data from more than 25,000 respondents. Using the statistical technique of Smallest Space Analysis, Schwartz (1992, 1994) found ten basic value dimensions at the individual level (power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security). These values can be collapsed into four higher-order broad cultural value dimensions. The higher-order broad cultural value dimension of self-enhancement relates to the extent to which seeking social status and power is considered desirable. The dimension of openness to change refers to the extent to which individuals are open to new experiences and seek excitement, independence and pleasure. The self-transcendence dimension concerns the relationship between individuals and the world around them, including other people and nature. The conservation dimension refers to the extent to which tradition, respect and harmony are valued within social institutions.

Schwartz' (1992, 1994) higher-order value dimensions significantly overlap with those identified by Hofstede (1980, 2001) and GLOBE researchers (House et al., 2004; Hanges & Dickson, 2004). However, Schwartz (1994) argues that his four higher-order value dimensions (self-enhancement, openness to change, self-transcendence and



conservation) and their ten underlying value dimensions are distinct from other value typologies (e.g., Hofstede, 1980, 2001) because they capture a more refined and nuanced representation of broad cultural constructs. For example, in Hofstede's typology the dimension of individualism refers broadly to the relationship between the individual and other people, such that individualism means prioritizing individual interests over those of the group. Schwartz captures the individualism construct with a more detailed set of values than merely the importance of individual interests vis-à-vis collective interests. For example, Schwartz' assessment includes values related to self-direction, autonomy, individual thought and action (e.g., creativity, curiosity, a varied life), which taken together provide a more holistic picture of individualism (Schwartz, 1994).

In addition, the instruments assessing broad cultural values developed by Hofstede (1980) and the GLOBE researchers (House et al., 2004) are not appropriate for assessing values at the individual level of analysis because they were designed to measure values at higher levels of analysis (e.g., the organizational or national level). The psychometric properties of the Hofstede and GLOBE value scales do not transfer to the individual level. For example, these scales tend to have poor scale reliability at the individual level (e.g., Hanges & Dickson, 2004). Schwartz' Scale of Basic Values (Schwartz, 1992) is one of the few instruments assessing broad cultural values at the individual and higher levels of analysis with acceptable reliability. Thus, despite some conceptual and empirical overlap between Schwartz' dimensions and the value typologies by Hofstede (1980, 2001) and GLOBE (House, et al., 2004), Schwartz' dimensions are unique in that they can capture broad cultural values at the individual level. Schwartz's higher-order value dimensions were selected for the purposes of the present study

because they provide a more nuanced and reliable measure of broad cultural values at the individual level than other popular value scales (e.g., Hofstede, 1980; House et al., 2004).

Generally, value dimensions that stand out as salient attributes of a country's national culture (e.g., countries that have a high or low national average score on a particular value) will be relatively more important in person-organization value congruence processes. For a national average value score to fall on either the extreme high or low end of a values scale, there needs to be a fairly strong level of agreement among individuals within the country (i.e., most individuals agree on a high or low level of the value). Strong within-country agreement implies that there are strong social processes in place that consistently emphasize and reinforce a particular value orientation (Gelfand, Nishii & Raver, 2006; Triandis, 1989). Individuals are more likely to share an extremely high or low orientation toward a particular value dimension when this value orientation is made salient during important social learning processes (e.g., socialization, education) (Gelfand, et al., 2006). As a result of these social learning processes, individuals learn to integrate this value orientation as an important component of their own self-concept and individual value system (Erez, 1994). For example, the U.S. is known for its very strong individualistic value orientation (e.g., Hofstede, 1980) and for emphasizing individualism as a salient aspect in many domains (e.g., education, work, politics). The strong emphasis on individualism in early social learning processes implies that it becomes an important aspect of the self-concept and value systems held by many Americans (Markus & Kitayama, 1991; Oyserman, Coon & Kimmelmaier, 2002). In other words, in U.S. national culture, emphasizing one's individual interests is generally viewed as important to ensuring one's well-being. Similarly, values can be salient within

a national culture when they fall on the low end of a value dimension. Scandinavian cultures, for example, are known to emphasize low power distance (i.e., differences in power and status tend to be minimized) as a salient characteristic of their national cultures. Values with very high or low national average scores (e.g., in U.S. national culture, high individualism) are more likely to be salient and important for individuals in terms of person-organization value congruence.

Openness to change is one of Schwartz' broad cultural value dimensions and is negatively related to collectivism and power distance (Gupta & Hanges, 2004; Hofstede, 2001; Schwartz, 1994). According to GLOBE findings, North-Western national cultures tend to be highly individualistic (i.e., low on collectivism), as well as relatively low in power distance (i.e., have a relatively egalitarian view of power and status in society), as compared to Latin, South-Eastern and Asian cultures which tend to be more collectivistic and higher in power distance (i.e., differences in power and status are emphasized) (Gupta & Hanges, 2004; House, et al., 2004; Hofstede, 1980). Expatriates from individualistic cultures are more likely to endorse values related to openness to change, such as self-direction and stimulation (Oyserman, et al., 2002; Van Vianen et al., 2004). An emphasis on openness to change values is more congruent with North-Western cultures, which are more highly individualistic and lower in power distance than other types of cultures (Hofstede, 2001; House et al., 2004; Oyserman et al., 2002). This implies that person-organization value congruence on the openness to change value dimension is likely to have a stronger effect on perceived overall fit for expatriates from North-Western cultures, than for expatriates from Latin, South-Eastern or Asian cultures.

H2b: Person-organization value congruence on Openness to Change will have a more significant effect on perceived overall fit for expatriates from home countries in the North-Western cultural cluster than for expatriates from countries in other cultural clusters.

The broad cultural value dimension of conservation is positively correlated with collectivism (Gupta & Hanges, 2004; Hofstede, 2001; Schwartz, 1994). More specifically, the broad cultural values comprising the conservation dimension include respect for tradition, conformity, social order and security (Schwartz, 1992). These values are more characteristic of Asian cultures, where collectivistic values, interdependence and preserving harmonious relationships with others are paramount, in comparison to non-Asian cultures (Hofstede, 2001; Markus & Kitayama, 1991). In addition, the conservation dimension is positively correlated with power distance (Hofstede, 2001). Schwartz (1994) notes that high power distance is consistent with “conservation” oriented cultures, since these cultures tend to place a strong emphasis on preserving relationships, hierarchy and fixed social roles. Since Asian cultures are considered both highly collectivistic and relatively high in power distance, it is likely that expatriates from Asian cultures will place a relatively high importance on conservation values as compared to expatriates from non-Asian cultures. As a result, it is likely that for expatriates from Asian countries, person-organization value congruence on the conservation dimension plays a relatively more important role in determining overall perceptions of fit than for expatriates from other types of cultures, where conservation values are less emphasized.

H2c: Person-organization value congruence on Conservation will have a more significant effect on perceived overall fit for expatriates from home countries in the Asian cultural cluster than for expatriates from countries in other cultural clusters.

The higher-order value dimension of self-transcendence essentially focuses on the individual's relationships with others and includes broad cultural values such as being loyal and social justice (Schwartz, 1992). In a sample of expatriates mostly from countries in the North-Western cultural cluster, Van Vianen et al. (2004) found that fit between expatriates' values and those of the majority of the local workforce had a significant effect on expatriates' adjustment for the self-transcendence value dimension. Their findings suggest that the self-transcendence dimension is important in terms of person-organization fit for expatriates from North-Western countries. However, although fit on self-transcendence may be important for expatriates from Northwestern countries, it is likely to be even more important for expatriates from more collectivistic cultural clusters (e.g., the Asian or Latin clusters). Self-transcendence is relatively more important in collectivistic cultures where individuals are viewed as embedded in a social fabric with interdependent and fixed roles because maintaining stable and harmonious relationships with others is necessary in order to function within society (Schwartz, 1992). While self-transcendence values may also be important to people in more individualistic cultures, which emphasize an independent self-view (Markus & Kitayama, 1991), these values are relatively less important for survival and well-being in individualistic than in collectivistic cultures (Schwartz, 1994). Thus, it is hypothesized:

H2d: Person-organization value congruence on Self-Transcendence will have a more significant effect on perceived overall fit for expatriates from home countries in the Asian, Latin and South-Eastern cultural clusters than for expatriates from countries in the North-Western cultural cluster.

The broad cultural dimension of self-enhancement concerns the importance of individual power and achievement and is positively related to both individualism and

performance orientation (Hanges & Dickson, 2004; Hofstede, 2001; Schwartz, 1994, 1992). In cultures that place high value on social order, stable hierarchies and harmonious relationships, as is the case in collectivistic cultures such as the Asian, South-Eastern and Latin clusters, activities consistent with the pursuit of self-enhancement are often considered a threat to social order and harmony (Schwartz, 1994). As a result, self-enhancement values are less encouraged in collectivistic cultures. However, North-Western cultures are considered high on both individualism and performance orientation (Hofstede, 2001; House et al., 2004; Javidan, 2004), which implies that self-enhancement values are more likely to have a high priority for individuals from North-Western countries than for individuals from other cultural clusters not described as high in individualism and performance orientation. Thus, person-organization value congruence on self-enhancement is likely to have a more significant effect on perceived overall fit for expatriates from North-Western countries than for expatriates from other types of cultures.

H2e: Person-organization value congruence on Self-Enhancement will have a more significant effect on perceived overall fit for expatriates from home countries in the North-Western cultural cluster than for expatriates from countries in other cultural clusters.

In sum, the relative weight of the various value dimensions studied in the present research on the relationship between person-organization value congruence and perceived overall fit will vary depending on the type of culture that is characteristic of an expatriate's home country. Further, it is proposed that perceived overall fit mediates the effect of person-organization value congruence on expatriates' outcomes, including cross-cultural adjustment, job satisfaction, and turnover intentions. This implies that the

effect of the interaction between person-organization value congruence and home country cultural cluster on expatriates' outcomes is also mediated by perceived overall fit.

H3a: The effect of the interaction between person-organization value congruence on work-related value dimensions (assessed by the OCP) and expatriates' home country cultural cluster on expatriates' outcomes (i.e., cross-cultural adjustment, job satisfaction and turnover intentions) is mediated by perceived overall fit.

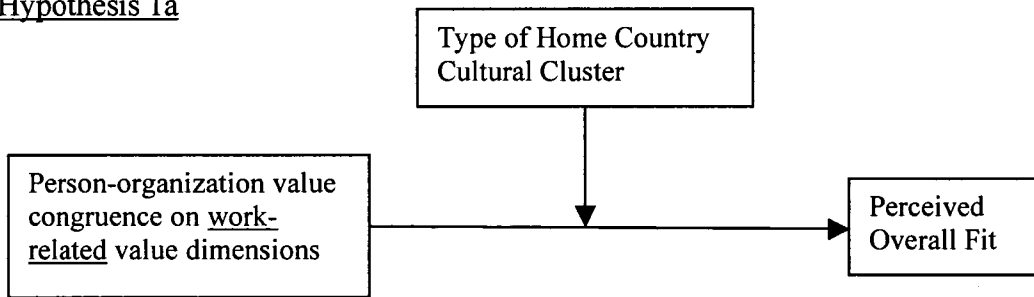
H3b: The effect of the interaction between person-organization value congruence on broad cultural value dimensions (assessed by Schwartz' Scale of Basic Values) and expatriates' home country cultural cluster on expatriates' outcomes (i.e., cross-cultural adjustment, job satisfaction and turnover intentions) is mediated by perceived overall fit.

In summary, the present study explores whether outcomes related to expatriates' success (i.e., cross-cultural adjustment, job satisfaction and turnover intentions) can be predicted based on person-organization value congruence assessed on the work-related value dimensions traditionally studied in fit research, as well as broad cultural value dimensions typically explored in cross-cultural research. The type of national culture characteristic of an expatriate's home country is proposed to moderate the impact of person-organization value congruence on perceived overall fit. Perceived overall fit, in turn, is proposed to mediate the effect of the interaction between person-organization value congruence and expatriates' home country cultural cluster on expatriates' outcomes. Table 2 summarizes the hypotheses of this study. Insights from this research are expected to enhance our understanding of what predicts successful outcomes for expatriates, which is important in light of increasing global mobility among professional employees and high expatriate failure rates.

Table 2

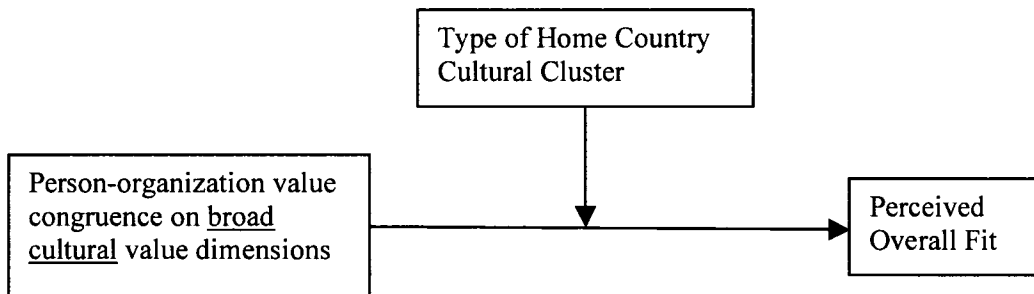
Summary of Hypotheses

Hypothesis 1a



H1a: The relationship between person-organization value congruence on work-related value dimensions (assessed by the OCP) and perceived overall fit is moderated by the type of home country cultural cluster, such that the effect of value congruence on perceived overall fit is enhanced or diminished for a given work-related value dimension depending on the type of home country cultural cluster.

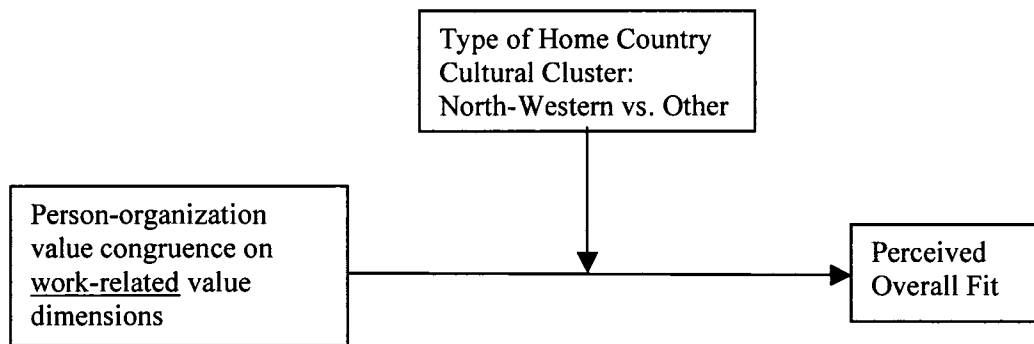
Hypothesis 1b



H1b: The relationship between person-organization value congruence on broad cultural value dimensions (assessed by Schwartz' Scale of Basic Values) and perceived overall fit is moderated by the type of home country cultural cluster, such that the effect of value congruence on perceived overall fit is enhanced or diminished for a given broad cultural value dimension depending on the type of home country cultural cluster.

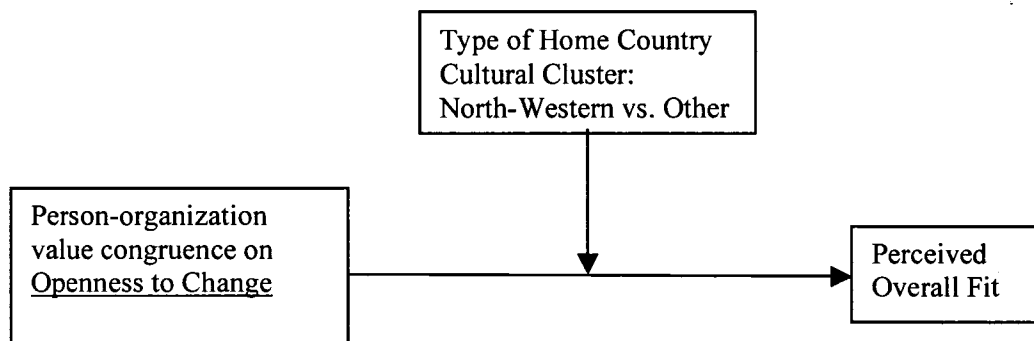


### Hypothesis 2a



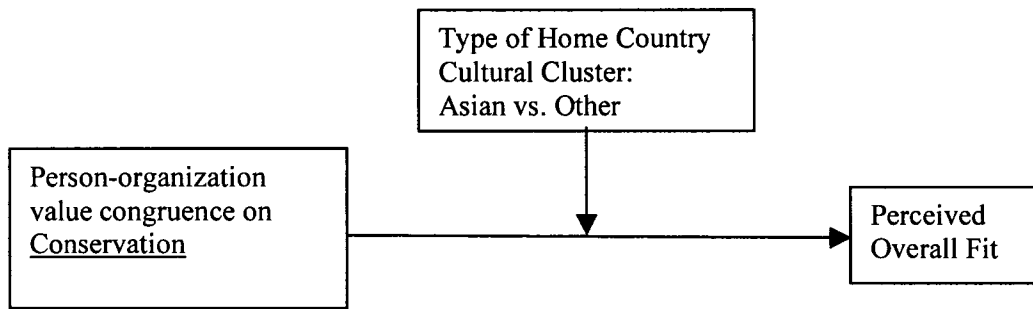
H2a: Person-organization value congruence on work-related value dimensions (assessed by the OCP) will have a more significant effect on perceived overall fit for expatriates from home countries in the North-Western cultural cluster than for expatriates from countries in other cultural clusters.

### Hypothesis 2b



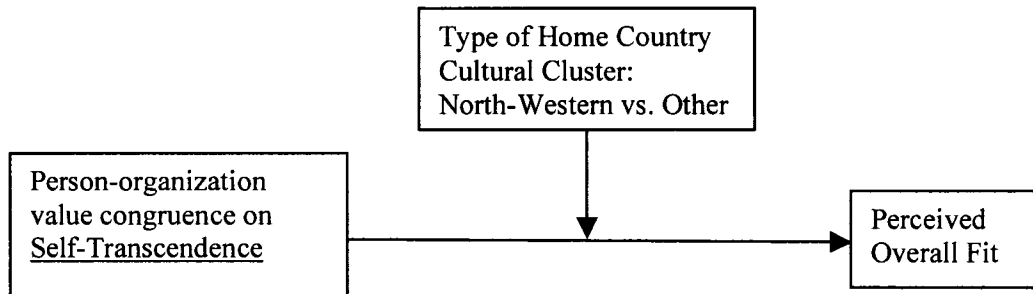
H2b: Person-organization value congruence on Openness to Change will have a more significant effect on perceived overall fit for expatriates from home countries in the North-Western cultural cluster than for expatriates from countries in other cultural clusters.

### Hypothesis 2c



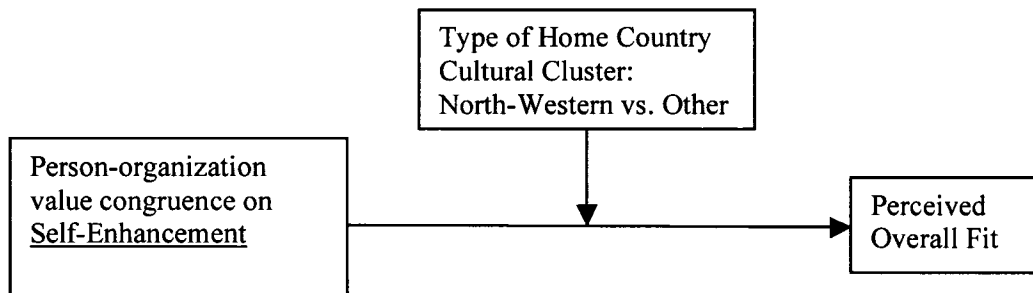
H2c: Person-organization value congruence on Conservation will have a more significant effect on perceived overall fit for expatriates from home countries in the Asian cultural cluster than for expatriates from countries in other cultural clusters.

### Hypothesis 2d



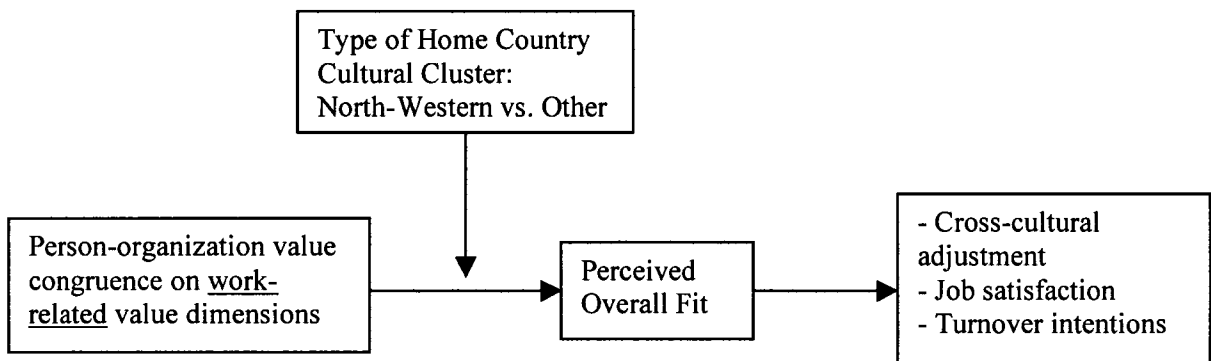
H2d: Person-organization value congruence on Self-Transcendence will have a more significant effect on perceived overall fit for expatriates from home countries in the Asian, Latin and South-Eastern cultural clusters than for expatriates from countries in the North-Western cultural cluster.

### Hypothesis 2e



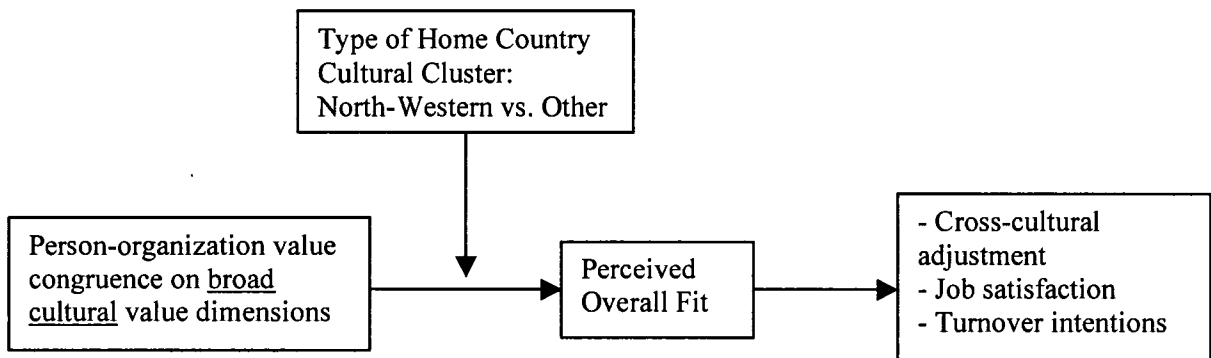
H2e: Person-organization value congruence on Self-Enhancement will have a more significant effect on perceived overall fit for expatriates from home countries in the North-Western cultural cluster than for expatriates from countries in other cultural clusters.

### Hypothesis 3a



H3a: The effect of the interaction between person-organization value congruence on work-related value dimensions (assessed by the OCP) and expatriates' home country cultural cluster on expatriates' outcomes (i.e., cross-cultural adjustment, job satisfaction and turnover intentions) is mediated by perceived overall fit.

### Hypothesis 3b



H3b: The effect of the interaction between person-organization value congruence on broad cultural value dimensions (assessed by Schwartz' Scale of Basic Values) and expatriates' home country cultural cluster on expatriates' outcomes (i.e., cross-cultural adjustment, job satisfaction and turnover intentions) is mediated by perceived overall fit.

### **CHAPTER III: PILOT STUDY OF VALUES MEASURES**

The main study required measures to assess expatriates' individual and perceived organizational values on broad cultural value dimensions traditionally studied in cross-cultural research and work-related value dimensions traditionally studied in person-organization fit research. Broad cultural value dimensions were assessed with Schwartz' Scale of Basic Values, which has been widely used and validated in cross-cultural research. To assess work-related value dimensions, a measure was developed on the basis of the original OCP (O'Reilly et al., 1991). Because the work-related values measure developed for the present research is a revised version of an existing instrument, it was necessary to establish the reliability of the revised version through a pilot study. Data was collected through a web-based electronic survey and analyzed using reliability analysis procedures.

#### **Development of the Work-Related Values Measure**

The OCP, originally developed by O'Reilly et al. (1991), measures work-related organizational values and individuals' preferences for these values on eight dimensions pertaining specifically to a work-related, organizational context. The individual value dimensions measured by the OCP include innovation, attention to detail, outcome orientation, aggressiveness, supportiveness, emphasis on rewards, team orientation and decisiveness. The original OCP instrument employed a Q-sort methodology (Block, 1978) and included 54 value statements, such as "working collaboratively with others" and "high pay for high performance." Respondents were asked to rank the items

according to the extent to which they were characteristic of their work organization and the extent to which they were characteristic of their individual values.

For the purpose of the present research, the original OCP was modified in two ways. First, the number of items was reduced from 54 to 28 items. One purpose of the pilot was to establish that the shortened version assessed the same work-related value dimensions as the original longer version of the OCP. Second, the format of the measure was revised from the Q-sort format used in the original OCP to a Likert-type format similar to that used by Sarros and colleagues (2005). Both the format change and the reduction of the number of items were done to facilitate web-based administration of the instrument, increase response rates, and allow for the use of polynomial regression procedures (Edwards, 1991, 1993, 1994) required for data analysis in the main study. The modified version of the OCP as developed for the present research has not been used before. Therefore, a pilot study was required to ensure the modified instrument assessed the intended work-related value dimensions with acceptable reliability.

To develop the modified OCP measure, 28 items were selected from the original 54-item OCP across all eight value dimensions. To the extent possible, items that had similar and high factor loadings for both individual values and organizational values based on an exploratory factor analysis reported by O'Reilly et al. (1991) were selected. The original wording of the items per O'Reilly et al. (1991) was retained. The same items were used to assess individual values and perceived organizational values. Sample items include "innovation" and "a willingness to experiment."

The format and instructions of the instrument were revised to reflect a seven point Likert-scale. The instructions for the original OCP (O'Reilly, et al., 1991) asked

respondents to sort the items into categories based on the extent to which the items were characteristic of their organization (organizational values) or how important it is for this characteristic to be part of the organization they worked for (individual values). The instructions for the modified OCP used in this research were based on the instructions used by Cable and Judge (1997) in their shortened version of the OCP. In addition, the instructions were supplemented with a sentence written to encourage honest responses from participants and minimize the potential for social desirability biases, consistent with instructions for similar value assessment instruments (e.g., House, et al., 2004). The section on individual values aimed to assess expatriates' personal orientation on the eight OCP value dimensions. The instructions for this portion of the survey read as follows:

“In this section, we are interested in the values that are indicative of you. There are no right or wrong answers, and answers do not indicate the goodness or badness of your values. Please click on the number that best reflects your response.”

The perceived organizational values section aimed to assess individuals' perceptions of the values that characterize the organization for which they currently work or have recently worked. Participants who were not currently or recently employed were asked to think of the school at which they were currently enrolled. The instructions for this section read as follows:

“In this section, we are interested in the values you perceive as indicative of the organization for which you currently work. In other words, we are interested in the way your organization is – not the way you think it should be. If you are not currently employed, please think of an organization for which you have recently worked, or think of the school at which you are enrolled. There are no right or wrong answers, and answers do not indicate goodness or badness of the organization. Please click on the number that best reflects your response.”

## **Sample and Procedure**

This pilot study used a cross-sectional survey design. The survey consisted of four parts: 1) The title page introducing the study and providing informed consent information, 2) individual values items, 3) perceived organizational values items, and 4) demographic items.

Participants were recruited to participate in a web-based electronic survey through an email sent via the international students listserv at a private urban graduate school in the Northeastern United States. This email invitation was sent to approximately 250 individuals. To encourage a higher response rate, all participants were eligible to win an iPod or one of two \$50 cash prizes in a lottery drawing. A total of 48 surveys were returned, yielding a response rate of approximately 19 percent. All of the 48 completed questionnaires were included in the data analysis. The sample included 36 women (75%), and represented individuals from 23 countries. The countries with the highest representation in the sample were: Taiwan (25%), Argentina (8.3%), and Canada (6%). The sample was 42% Asian, 17% White, 12% Hispanic, 2% Black, and 2% multi/bi-racial and 35% other/no response. Participants' average age was 28.7 years ( $SD=5$  years). Participants had spent an average of 3.4 years living in the United States ( $SD=2.6$  years). Forty percent of participants were full-time employees at the organization they described in the survey, 40 percent were part-time employees, 20 percent full-time students. Organizations described by participants were from the following industries: Services (14%), high technology (8%), healthcare (4%), finance/real estate (3%). The majority of participants (65%) indicated their organization's industry as "other", which

were most frequently identified by participants as educational or governmental organizations.

## **Results**

Reliability analysis procedures were used to analyze the data from the pilot study. The items for each dimension of the OCP were expected to form a scale with acceptable scale reliability. Three of the dimensions did not achieve acceptable reliability and were eliminated from the individual and perceived organizational values measure. In addition, seven items were dropped from across the remaining five dimensions retained for the main study. The five dimensions of the revised OCP are listed with their respective items in Table 3. Tables 4 and 5 show the means, standard deviations, intercorrelations and internal reliabilities for each of the five dimensions for individual values and perceived organizational values, respectively.

It is not surprising that the results of this pilot survey did not replicate the original eight dimensions of the OCP (O'Reilly, et al., 1991) because, unlike the all-American sample for the original OCP, the sample of the current study was multi-national. The original OCP dimensions may not readily transfer to non-U.S. samples (Sarros et al., 2005; Vandenberghe, 1999). However, the OCP is a widely used measure in fit research and, thus, serves as an important benchmark. Therefore, the modified OCP with five reliable work-related value dimensions derived from this pilot study was used to assess expatriates' individual and perceived organizational values in the main study. The final version of the modified OCP used in the main study is provided in Appendix II.



Table 3

Dimensions and Specific Items for the Revised OCP

| Dimension                      | Items   |
|--------------------------------|---|
| 1. Innovation                  | Being innovative<br>Risk taking<br>A willingness to experiment  |
| 2. Team Orientation            | Autonomy<br>Being team oriented<br>Working in collaboration with others   |
| 3. Attention to Detail         | Being precise<br>Paying attention to detail<br>Being analytical<br>Being highly organized<br>Being rule oriented  |
| 4. Supportiveness              | Praise for good performance<br>Sharing information freely<br>Being supportive<br>Being socially responsible   |
| 5. Rewards/Outcome Orientation | Fitting in<br>Opportunities for professional growth<br>High pay for high performance<br>Being results oriented<br>Having high performance expectations<br>Achievement orientation |

Table 4

Means, Standard Deviations, Internal Reliabilities and Intercorrelations for Individual Values on the OCP Value Dimensions

| Factor                 | Mean | SD   | 1     | 2     | 3     | 4     | 5     |
|------------------------|------|------|-------|-------|-------|-------|-------|
| 1. Innovation          | 5.00 | .99  | (.72) |       |       |       |       |
| 2. Team Orientation    | 5.42 | 1.16 | .27   | (.78) |       |       |       |
| 3. Attention to Detail | 5.30 | .84  | .03   | .34*  | (.72) |       |       |
| 4. Supportiveness      | 5.87 | .71  | .12   | .46** | .42** | (.61) |       |
| 5. Outcome Orientation | 5.49 | .80  | .15   | .27   | .34** | .62** | (.76) |

Note: Items are on a scale from 1 = not at all to 7 = very much

\*  $p < .05$ ; \*\*  $p < .01$ ; Scale reliabilities (alpha coefficients) are noted in parentheses

N=48

Table 5

Means, Standard Deviations, Internal Reliabilities and Intercorrelations for Perceived Organizational Values on the OCP Value Dimensions

| Factor                 | Mean | SD   | 1     | 2     | 3     | 4     | 5     |
|------------------------|------|------|-------|-------|-------|-------|-------|
| 1. Innovation          | 4.21 | 1.48 | (.82) |       |       |       |       |
| 2. Team Orientation    | 5.28 | 1.19 | .64** | (.54) |       |       |       |
| 3. Attention to Detail | 5.29 | .98  | .21   | .26   | (.75) |       |       |
| 4. Supportiveness      | 5.07 | 1.19 | .47** | .66** | .26   | (.72) |       |
| 5. Outcome Orientation | 4.96 | .94  | .43** | .32*  | .70** | .40** | (.76) |

Note: Items are on a scale from 1 = not at all to 7 = very much

\*  $p < .05$ ; \*\*  $p < .01$ ; Scale reliabilities (alpha coefficients) are noted in parentheses

N=48

## CHAPTER IV: METHODOLOGY

This chapter describes the research design and methodology of this study, including a detailed discussion of the sample, procedures, measures and analytic strategy.

### Sample

Human resources and relocation professionals identified and contacted through professional (e.g., human resources) and cultural organizations (e.g., international clubs) were asked to forward an email solicitation letter to expatriates working for or affiliated with their organizations. In addition, international students currently working in the U.S. on internships or post-degree practical training were invited to participate in this survey through a solicitation email letter sent by the international services office of a private graduate college in the Northeastern U.S. The solicitation letter invited expatriates to participate in an online survey on the experiences of expatriates currently living and working in the U.S. The text of the solicitation letter is included in Appendix I. In return for their participation, respondents were eligible to win an iPod nano.

Taken together, data was collected from eight different sources (i.e., a chemical company, financial services firm, consulting firm, relocation company, university international services office, alumni network, informal cultural networks such as international or country-specific clubs). Unfortunately, it is not possible to determine exactly how many expatriates received a solicitation to participate. This is not uncommon in web-based surveys (Gosling, Vazire, Srivastava & John, 2004). It is estimated that response rates for the present survey ranged between approximately 10 to

55 percent across the different sources of solicitation, based on an approximation of the total number of people solicited.

A total of 208 responses were received. However, responses that did not include data for both individual and perceived organizational values for all of the value dimensions had to be discarded because it was not possible to assess person-organization value congruence for these respondents. After incomplete responses were discarded, a total of 165 complete surveys were included in the analyses. Fifty-five percent of respondents were men and 45% were women. The racio-ethnic composition of the sample was 52% White, 25% Asian, 10% Hispanic, 1% Black, 1% mixed race. The average age of respondents was 37 years (SD = 9 years). All respondents had a college education, with the majority (63%) having completed a graduate degree. A majority of the respondents rated their fluency in the English language as excellent (68%) or good (27%). Seventy percent of respondents reported having international experience (e.g., travel, past expatriate assignments) prior to their current sojourn in the U.S., and 60% were accompanied by relatives. Time spent in the U.S. ranged from one month to more than twenty years, with a median of 2.75 years (mean = 5 years, SD = 8 years). Length of time spent in the U.S. was comparable to the average host country tenure traditionally found in the expatriate literature (e.g., Guzzo, 1996; Van Vianen et al., 2004). Respondents were employed in a variety of industries. Table 6 summarizes the representation of industries in the sample. The largest industry group represented was chemicals (40%), followed by finance (10%) and high tech (7%). Twenty-seven percent of the sample indicated their industry as “other.” The most frequently reported industry in this category was education.

Table 6

## Industries Represented in the Sample

| Industry                       | Percentage in sample |
|--------------------------------|----------------------|
| Chemicals                      | 40                   |
| Finance                        | 10                   |
| High Tech                      | 7                    |
| Services, media, entertainment | 4                    |
| Manufacturing                  | 4                    |
| Consumer products              | 2                    |
| Pharmaceuticals, healthcare    | 3                    |
| Other                          | 27                   |

N=165

Thirty-two nationalities were represented in the sample. The frequencies for each nationality in the sample are summarized in Table 7. German and British nationals were the largest national groups comprising 13% and 12% of the sample respectively.

Table 7

## Frequencies of Home Countries Represented in the Sample

| Cultural Cluster          | Home Country | Frequency |
|---------------------------|--------------|-----------|
| North-Western (n=64, 39%) | Germany      | 18        |
|                           | England      | 17        |
|                           | Canada       | 10        |
|                           | Australia    | 5         |
|                           | Ireland      | 4         |
|                           | Netherlands  | 4         |
|                           | Denmark      | 3         |
|                           | Sweden       | 2         |
|                           | South Africa | 1         |

Table 7 continued

| Cultural Cluster        | Home Country  | Frequency |
|-------------------------|---------------|-----------|
| Asian (n=39, 24%)       | India         | 9         |
|                         | South Korea   | 7         |
|                         | Japan         | 5         |
|                         | Taiwan        | 5         |
|                         | China         | 4         |
|                         | Hong Kong     | 3         |
|                         | Philippines   | 2         |
|                         | Singapore     | 2         |
|                         | Thailand      | 2         |
| Latin (n=35, 21%)       | Argentina     | 8         |
|                         | Spain         | 8         |
|                         | Brazil        | 6         |
|                         | France        | 6         |
|                         | Colombia      | 2         |
|                         | Guatemala     | 1         |
|                         | Italy         | 1         |
|                         | Mexico        | 1         |
|                         | Peru          | 1         |
|                         | Portugal      | 1         |
| South-Eastern (n=7, 4%) | Turkey        | 3         |
|                         | Greece        | 1         |
|                         | Israel        | 1         |
|                         | Pakistan      | 1         |
|                         | Ukraine       | 1         |
| Other (n=20, 12%)       | Belgium       | 2         |
|                         | Jamaica       | 1         |
|                         | Mauritius     | 1         |
|                         | Not specified | 16        |

N=165

A majority of participants in the present sample are from Northwestern European and Anglo home countries. This is consistent with studies showing that, traditionally, expatriates tend to be from either from the U.S. or Western Europe (Thomas, Lazarova & Inkson, 2005). Although the demographics of the present sample are relatively similar to samples traditionally found in the expatriate literature (e.g., in terms of average tenure in the U.S., home country nationality, level of education), the present sample differs from typical expatriate studies in that it has a more balanced gender composition. Samples in

expatriate research tend to be predominantly male expatriates in their 40s who were accompanied on their international assignments by family members (e.g., Black, 1988; Black & Stephens, 1989; Guzzo, 1996; Kraimer, et al., 2001; Shaffer & Harrison, 1998). The fact that a greater percentage of participants in the present study were women than in past expatriate research is consistent with the general trend of more women in expatriate assignments (e.g., GMAC, 2005).

### **Procedure**

This study used a cross-sectional survey design and was administered via the web-based survey technology provided by SurveyMonkey, an online survey provider (<http://www.surveymonkey.com>). Given the need to access a large number of participants in a variety of organizations in the U.S., a web-based survey design was deemed most appropriate. Web-based surveys have been found to be psychometrically equivalent to paper-and-pencil surveys (Donovan, Drasgow, & Probst, 2000; King & Miles, 1995; Stanton, 1998) and have gained in popularity among social sciences researchers because they offer advantages over traditional data collection methods (e.g., paper-and-pencil surveys) with respect to speed, flexibility, and cost effectiveness (Ballard & Prine, 2002; Best, Krueger, Hubbard & Smith, 2001). However, there are also some problems associated with web-based survey methods, such as response rate variability, concerns about confidentiality, and technological glitches (Sills & Song, 2003). Mixed findings have been reported regarding the rate of response associated with paper-and-pencil versus web-based survey designs. Some studies have found that web-based surveys result in lower response rates than paper-and-pencil based surveys, while

others have found the opposite, and still others have found no significant differences between the two formats (Thompson, Surface, Martin, & Sanders, 2003).

Potential participants received an email inviting them to participate in a survey on the experiences of expatriates, which would take approximately 10-15 minutes of their time (the text of the email is included in Appendix I). The email contained a link to the website where the online survey questionnaire was located. By clicking on this link, participants were directed to the survey's title page, which provided information about the study, as well as confidentiality and informed consent. Because it is not possible to obtain actual signatures on informed consent forms or provide participants with copies of the informed consent forms when using a web-based questionnaire, all of the consent information provided to participants on the survey's cover page served the same purpose as the standard practice of separating informed consent forms from the actual survey (Dillman, 1978). This practice is in compliance with recommended methods of obtaining informed consent in web-based research. In addition, participants were informed that they could exit the survey at any time by clicking on a text box labeled "exit survey." Following the section on informed consent, a button located at the bottom of the survey's cover page directed participants to the first page of the survey questionnaire. The instructions informed participants that by clicking on this button, and by submitting their responses, they had indicated their consent to participate in this survey.

## **Measures**

Six categories of variables were assessed: 1) Individual and perceived organizational values on work-related value dimensions, 2) individual and perceived



organizational values on broad cultural value dimensions, 3) perceived P-O fit, 4) home country, 5) outcome variables, including cross-cultural adjustment, job satisfaction, and turnover intentions, and 6) demographic and control variables. A copy of the survey including all items is included in Appendix II.

*Work-Related Value Dimensions.* For a detailed discussion of the development and pilot testing of the individual and perceived organizational values measures on work-related value dimensions, please see Chapter III. Individual and perceived organizational values on work-related value dimensions were assessed with parallel instruments using 20 items derived from the OCP (O'Reilly et al., 1991), an instrument specifically designed to assess work-related value dimensions. The individual values part of the measure asked respondents to rate the items in terms of the extent to which they were indicative of themselves, while the perceived organizational values part asked respondents to rate the items with respect to how indicative they were of the organization for which they work. Scores for each value dimension were calculated by averaging an individual's scores across all items for individual values and perceived organizational values, respectively, that comprise the dimension. Sample items included "innovation" and "paying attention to detail." Table 8 displays a complete list of the items in the work-related values measure. Respondents were asked to rate the items on a seven-point Likert scale ranging from "not all" (1) to 7 "very much" (7).

A confirmatory factor analysis across all items assessing individual and perceived organizational values revealed that individual values and perceived organizational values items loaded onto different factors, supporting the notion that respondents were able to differentiate between their own values and those they perceived as predominant in their

organizations. In addition, the items loaded onto their expected value dimensions, which provides evidence for the stability of the value dimensions assessed by the OCP-based instrument. Table 8 summarizes the factor loadings and scale reliabilities for the OCP-based measure assessing individual and perceived organizational values on work-related value dimensions.

Table 8

Confirmatory Factor Analysis for Individual and Perceived Organizational Values on Work-Related Value Dimensions

| Item                                  | Factor loadings   |
|---------------------------------------|---|
|                                       | <i>Individual innovation (<math>\alpha = .74</math>)</i>          |
| A willingness to experiment           | .780  |
| Risk taking                           | .718  |
| Being innovative                      | .659  |
|                                       | <i>Individual attention to detail (<math>\alpha = .81</math>)</i> |
| Begin precise                         | .912  |
| Paying attention to detail            | .872  |
| Being highly organized                | .550  |
|                                       | <i>Individual team orientation (<math>\alpha = .91</math>)</i>    |
| Working in collaboration with others  | .864  |
| Being team oriented                   | .978  |
|                                       | <i>Individual outcome orientation (<math>\alpha = .82</math>)</i> |
| Having high performance expectations  | .820  |
| Achievement orientation               | .768  |
| Being results oriented                | .757  |
| Opportunities for professional growth | .590  |
| High pay for high performance         | .535  |

Table 8 continued

| Item                                  | Factor loadings                                     |
|---------------------------------------|---|
|                                       | <i>Individual supportiveness (α = .77)</i>          |
| Being supportive                      | .765  |
| Being socially responsible            | .711  |
| Praise for good performance           | .675  |
| Sharing information freely            | .586  |
|                                       | <i>Organizational innovation (α = .87)</i>          |
| A willingness to experiment           | .833  |
| Risk taking                           | .821  |
| Being innovative                      | .847  |
|                                       | <i>Organizational attention to detail (α = .81)</i> |
| Begin precise                         | .864  |
| Paying attention to detail            | .873  |
| Being highly organized                | .583  |
|                                       | <i>Organizational team orientation (α = .92)</i>    |
| Working in collaboration with others  | .975  |
| Being team oriented                   | .884  |
|                                       | <i>Organizational outcome orientation (α = .83)</i> |
| Having high performance expectations  | .741  |
| Achievement orientation               | .814  |
| Being results oriented                | .779  |
| Opportunities for professional growth | .618  |
| High pay for high performance         | .639  |
|                                       | <i>Organizational supportiveness (α = .85)</i>      |
| Being supportive                      | .837  |
| Being socially responsible            | .661  |
| Praise for good performance           | .820  |
| Sharing information freely            | .751  |

Goodness of fit indices: Chi-square=983.6, df=482; GFI=.745; CFI=.838; TLI rho2=.812

The items for each value dimension formed a scale with acceptable scale reliability, which ranged from alpha=.74 (innovation) to alpha=.91 (team orientation) for individual values and from alpha=.81 (attention to detail) to alpha=.92 (team orientation)

for perceived organizational values. Three items (autonomy, being rule oriented, fitting in) were dropped to improve scale reliabilities for the team orientation, attention to detail and outcome orientation dimensions. Thus, 17 items of the OCP-based measure were included in the analyses.

***Broad Cultural Value Dimensions.*** Schwartz' Scale of Basic Values (Schwartz, 1992, 1994) was selected as a measure of individual and perceived organizational values on broad cultural value dimensions. It is one of the few instruments measuring broad cultural values at the individual and higher levels of analysis with acceptable reliability (Schwartz, 1992, 1994). Schwartz (1992) conceptualized broad cultural values as basic desirable goals derived from the universal requirements of human existence that vary in importance and serve as general guiding principles in people's lives. Thus, in contrast to the OCP-based values measure which assesses individuals' goals and preferences specifically in work-related organizational situations, Schwartz' Scale of Basic Values assesses general guiding principles and goals which influence individuals' cognitive and evaluative processes across a broad range of situations. Based on cross-cultural research in more than 200 samples from over 60 countries, Schwartz identified ten different types of values, each pertaining to a distinct motivational goal (Schwartz, 1992, 1994). The ten value types (power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security) can be collapsed into four higher-order basic value dimensions (self-enhancement, openness to change, self-transcendence, and conservation).

Similar to the measures used by Van Vianen et al. (2004), individual and perceived organizational values on broad cultural value dimensions were assessed in the

present study with two parallel versions of a measure containing 20 items from Schwartz' Scale of Basic Values (Schwartz, 1992, 1994). One version measured individual values by asking respondents to rate the 20 items with respect to their importance as "guiding principles" in their lives (Schwartz, 1992). The second version measured perceived organizational values by asking respondents to rate the items with respect to their importance as guiding principles of most employees in the host country organization. Respondents were asked to rate the items on a nine-point scale ranging from "opposed to my values" (-1) to "of supreme importance" (7) for individual values, and from "opposed to the values of most individuals' in the organization" (-1) to "of supreme importance" (7) for most individuals in the organization. Scores for each of the four dimensions were calculated by averaging an individual's scores across all items for that dimension for the individual values and perceived organizational values section of the survey respectively.

A confirmatory factor analysis was conducted across all items assessing individual and perceived organizational values on broad cultural value dimensions. The items assessing individual values loaded onto different factors than those assessing perceived organizational values, supporting the notion that individual values and perceived organizational values can be treated as independent constructs. In addition, the items loaded onto their expected value dimensions. Table 9 summarizes the results of the confirmatory factor analysis. In assessing expatriates' individual values, the scale reliabilities ranged from  $\alpha=.77$  (conservation) to  $\alpha=.82$  (self transcendence). In assessing expatriates' perceptions of the values held by most people in the host country organization, scale reliabilities ranged from  $\alpha=.78$  (conservation) to  $\alpha=.87$  (openness to change).

Table 9

Confirmatory Factor Analysis for Individual and Perceived Organizational Values on Broad Cultural Value Dimensions

| Item                    | Factor loadings  |
|-------------------------|--|
|                         | <i>Individual self-enhancement (<math>\alpha = .81</math>)</i>     |
| Authority               | .703   |
| Social power            | .685   |
| Successful              | .781   |
| Influential             | .716   |
|                         | <i>Individual openness to change (.81)</i>                         |
| Enjoying life           | .716   |
| Pleasure                | .721   |
| An exciting life        | .786   |
| A varied life           | .687   |
| Independent             | .523   |
| Choosing own goals      | .430   |
|                         | <i>Individual self-transcendence (<math>\alpha = .82</math>)</i>   |
| Social justice          | .849   |
| Equality                | .806   |
| Loyal                   | .566   |
| Forgiving               | .730   |
|                         | <i>Individual conservation (<math>\alpha = .77</math>)</i>         |
| Respect for tradition   | .803   |
| Humble                  | .615   |
| Obedient                | .745   |
| Social order            | .558   |
| Self-discipline         | .500   |
| Reciprocation of favors | .375   |
|                         | <i>Organizational self-enhancement (<math>\alpha = .85</math>)</i> |
| Authority               | .735   |
| Social power            | .757   |
| Influential             | .806   |
| Successful              | .771   |

Table 9 continued

| Item                    | Factor loadings  |
|-------------------------|--|
|                         | <i>Organizational openness to change (<math>\alpha = .87</math>)</i> |
| Enjoying life           | .794   |
| An exciting life        | .845   |
| Pleasure                | .839   |
| Choosing own goals      | .612   |
| Independent             | .564   |
|                         | <i>Organizational self-transcendence (<math>\alpha = .86</math>)</i> |
| Social justice          | .894   |
| Equality                | .831   |
| Loyal                   | .622   |
| Forgiving               | .739   |
|                         | <i>Organizational conservation (<math>\alpha = .78</math>)</i>       |
| Respect for tradition   | .674   |
| Humble                  | .635   |
| Obedient                | .610   |
| Social order            | .626   |
| Self-discipline         | .585   |
| Reciprocation of favors | .545   |

Goodness of fit indices: Chi-square=1750.6, df=712; GFI=.648; CFI=.704; TLI rho<sup>2</sup>=.676

The confirmatory factor analyses yielded poor fit statistics for both the work-related and broad cultural values measures. However, scale reliabilities were acceptable for both the OCP and Schwartz' Scale of Basic Values. In addition, the OCP is widely used in person-organization fit research and Schwartz' Scale of Values is widely used in cross-cultural research. Thus, these measures serve as important benchmarks. As a result, the OCP and Schwartz' Scale of Basic Values were retained as measures of individual and perceived organizational values in the present study. Table 10 summarizes the work-related and broad-cultural value dimensions assessed in this research and provides sample items for each dimension.

Table 10

Work-Related and Broad Cultural Value Dimensions with Specific Items

| Work-related value dimensions<br>(assessed by revised version of the OCP)  | Broad cultural value dimensions<br>(assessed by Schwartz' Scale of Basic Values)                                       |
|--|--|
| <i>Attention to detail</i><br>Being precise, being highly organized, paying attention to detail  | <i>Conservation</i><br>Respect for tradition, humble, obedient, social order, self-discipline, reciprocation of favors |
| <i>Innovation</i><br>A willingness to experiment, risk-taking, being innovative  | <i>Openness to change</i><br>A varied life, independent, choosing own goals, enjoying life, pleasure, an exciting life |
| <i>Outcomes/rewards orientation</i><br>High pay for high performance, being results oriented, having high performance expectations, achievement orientation, opportunities for professional growth | <i>Self-enhancement</i><br>Social power, authority, successful, influential  |
| <i>Supportiveness</i><br>Sharing information, being supportive, being socially responsible, praise for good performance  | <i>Self-transcendence</i><br>Equality, social justice, loyal, forgiving  |
| <i>Team orientation</i><br>Working in collaboration with others, being team oriented   |  |

**Perceived Overall Fit.** Perceived overall fit was assessed with a five-item measure based on measures used by Cable and Judge (1996), Cable and DeRue (2002), and Lauver and Kristof-Brown (2001) to assess individuals' perceptions of the extent to which their values fit with or match those of their work organizations. The items were measured on a seven-point Likert scale, and respondents were asked to click on the number that best reflected their response (1="not at all" and 7="very much"). Sample



items included: “The things I value in life are very similar to the things that my organization values” and “My values match those of the current employees of this organization.” Scale reliability was  $\alpha=.86$ .

***Home Country Culture.*** Participants were asked to identify their home country nationality. Expatriates’ home countries were classified based on data provided by the GLOBE project (House, et al., 2004; Gupta & Hanges, 2004) into one of four cultural clusters (i.e., North-Western, South-Eastern, Latin, and Asian). However, the Asian, Latin and South-Eastern cultural clusters had too few individuals (see Table 7) to allow meaningful comparisons across all four clusters. Therefore, the four original cultural clusters were collapsed into two groups: North-Western types of cultures and “other” types of cultures (i.e., Asian, Latin, and South-Eastern cultures). North-Western cultures include the U.S., which implies that countries from within the North-Western cultural cluster (e.g., Germany, England, Australia) are, on average, culturally more similar to the host country culture (i.e., the U.S.) than are countries from the “other” cultural grouping (Gupta & Hanges, 2004). In other words, the present study compares two broad cultural groups. One group consisted of North-Western cultures that are relatively similar to the U.S., while the other group represented cultures that are more dissimilar to the U.S. in comparison to North-Western types of cultures. Thus, although the original moderating variable was meant to reflect the type of culture prevalent in the expatriate’s home country, as a result of collapsing the four types of cultural clusters into two broad groups, the variable’s meaning was altered. Home country culture may in fact best reflect the degree of cultural similarity between the expatriate’s home country and the host country (the U.S.).

A dummy code was assigned to reflect to which of the two groups the expatriate's home country belonged (1=North-Western cluster, 0=other cluster). However, for Hypothesis 2c, which predicted a difference between Asian home countries and other home countries, a dummy code was created to reflect the comparison of the Asian cultural cluster to the other cultural clusters (1=Asian cluster, 0=other cluster).

**Outcome Variables.** All outcome measures were assessed with items on a seven-point Likert-type scale (1 = "not at all" to 7 = "very much"). Participants were asked to click on the number that best reflected their response. Cross-cultural adjustment was measured with 11 items based on cross-cultural adjustment scales used by Black (1988), Black and Stephens (1989), and Gao and Gudykunst (1990). The items included in this measure tap the three dimensions of cultural adjustment identified in the expatriate literature (Black & Stephens, 1989): Work adjustment, general adjustment (non-work issues), and interaction adjustment. Sample items included: "How comfortable do you feel living in the United States?" and "How comfortable do you feel working with American co-workers?" The reliability of the cross-cultural adjustment scale was  $\alpha=.90$ . Job satisfaction was assessed by three items drawn from job satisfaction measures used by Hackman and Oldham (1976), and Camman, Fichman, Jenkins and Klesh (1983). Sample items included: "All in all, I am satisfied with my job" and "I am very dissatisfied with my job" (reverse scored). The reliability of the job satisfaction scale was  $\alpha=.86$ . Intent to quit was assessed by four items used by Colarelli (1984). Sample items included: "I often think about quitting my job" and "I will probably look for a new job outside my present organization in the next year." Reliability was  $\alpha=.73$ .

***Demographic and Control Variables.*** Demographic data were collected on participants' age, primary race/ethnicity, gender, level of education, and years of work experience. In addition, participants were asked to identify the industry of their current employer, as well as the approximate size of their organization in terms of total number of employees. Past research on expatriates' outcomes indicated that cultural novelty (i.e., perceived differences between the home and host countries on dimensions such as climate, living conditions, etc.), tenure in host country, fluency in the host country's language, previous international experience and family adjustment influence cross-cultural adjustment and expatriates' attitudes (e.g., Black et al., 1991; Shaffer, et al., 1999), and are therefore commonly measured as control variables. Participants were asked to indicate how long they have been in their current expatriate assignment, as well as how long they have lived in the U.S. In addition, they were asked to indicate their facility with the English language, how much experience living or working abroad they had prior to their current assignment, and whether they were accompanied by any relatives on their current assignment. Cultural novelty was assessed with five items drawn from the cultural novelty scale (developed by Black and Stephens, 1989), which asked respondents to rate the extent to which their host countries differs from their home countries ( $\alpha=.77$ ) on surface-level dimensions such as living conditions and climate.

### **Data Analysis**

Consistent with accepted practices in person-organization fit research, the hypotheses involving person-organization value congruence were tested with polynomial regression procedures (e.g., Edwards, 1992, 1994). Polynomial regression offers several

advantages over analytical techniques, such as difference scores, that have been used traditionally in fit research (see Edwards, 1991, 1992, 1994 for a comprehensive discussion). For example, polynomial regression allows researchers to test the functional form of fit relationships (i.e., whether the level of values or the direction of differences between P and O values influence outcomes) because it retains the individual and organizational scores as separate values, rather than collapsing them into a single value (e.g., as is done when using difference scores). However, a disadvantage of polynomial regression is that it requires a relatively large sample size because polynomial regression requires a higher number of degrees of freedom than linear regression.

Prior to conducting the hypothesis tests with polynomial regression, all measures were centered at their mid-point to reduce multicollinearity and facilitate interpretation of the value congruence relationships. The control variables were entered in the first step, the mean scores for individual values (P) and perceived organizational values (O) were entered in the second step. In a third step, the squared terms of the individual and perceived organizational values scores ( $P^2$ ,  $O^2$ ) and the cross-products of the individual values score and the perceived organizational values score ( $P*O$ ) were entered. When a significant  $R^2$  and significant betas is obtained only in the second step described above (and the third step described above is not significant), only linear or additive relationships between individual values, perceived organizational values and outcome variables are observed, which implies weak support for a congruence hypothesis. A significant  $R^2$  change in the third step indicates that congruence effects are non-linear, and the functional form of congruence can be tested with follow-up tests on the response surface.

To more fully understand the congruence relationships for any given value dimension, it is important to examine the estimated response surfaces obtained through the polynomial regression procedure. First, the slope of perfect fit,  $P = O$  (individual values equal perceived organizational values), is indicated by  $a_1 = b_1 + b_2$  where  $b_1$  is the beta for individual values and  $b_2$  is the beta for perceived organizational values. A curve along the  $P = O$  line is evaluated by  $a_2 = b_3 + b_4 + b_5$  where  $b_3$  is the beta of individual values squared,  $b_4$  is the beta of perceived organizational values squared, and  $b_5$  is the beta for the cross-product of individual values times perceived organizational values. When  $a_1$  is significantly different from zero and  $a_2$  is not, the line of perfect fit is linear. When the value of  $a_1$  is negative, the line of perfect fit slopes downward or is concave, whereas when  $a_1$  is positive, the slope curves upward or is convex. The effects of incongruence will be tested through the  $P = -O$  line, which is perpendicular to the line of perfect fit and means that the individual value is rated higher than the perceived organizational value. The slope of the  $P = -O$  line is indicated by  $a_3 = b_2 - b_1$  and a curve along this line by  $a_4 = b_3 + b_4 + b_5$ . Similar to the interpretations of  $a_1$  and  $a_2$ , if  $a_3$  differs significantly from zero and  $a_4$  does not, the slope of  $P = -O$  is linear. If  $a_4$  is positive, the response surface curves upward along the  $P = -O$  line, whereas if  $a_4$  is negative, the response surface curves downward.

## CHAPTER V: RESULTS

Table 11 displays the means, standard deviations, scale reliabilities and correlations of the variables in the present study. The correlations between individual and perceived organizational values were generally low to moderate for both work-related and broad cultural value dimensions, suggesting that participants were able to distinguish between their own values and those they perceived as predominant in their host country organizations. Similarly, most of the correlations between the work-related value dimensions and the broad cultural value dimensions were low to moderate for both individual and perceived organizational values, which suggests that the work-related and broad cultural value dimensions represent distinct value types. Consistent with past research, there were some significant relationships between value dimensions within Schwartz' Basic Values. For example, consistent with Schwartz' model of Basic Values (Schwartz, 1992, 1994), the present data showed significant negative correlations between openness to change and conservation ( $r = -.67$ ,  $p < .01$  for individual values;  $r = -.64$ ,  $p < .01$  for perceived organizational values) and between self-enhancement and self-transcendence ( $r = -.52$ ,  $p < .01$  for individual values;  $r = -.55$ ,  $p < .01$  for perceived organizational values). There were also significant negative correlations between the work-related values of innovation and attention to detail ( $r = -.54$ ,  $p < .01$  for individual values;  $r = -.41$ ,  $p < .01$  for perceived organizational values). Further, perceived overall fit was positively correlated with job satisfaction ( $r = .60$ ,  $p < .01$ ) and negatively with intent to quit ( $r = -.52$ ,  $p < .01$ ). There was also a substantial negative correlation between job satisfaction and intent to quit ( $r = -.70$ ,  $p < .01$ ).

Table 11

## Means, Standard Deviations, Scale Reliabilities and Correlations of Variables

| Variable                                     | Mean | SD   | 1      | 2      | 3      | 4      | 5      |
|--|------|------|--------|--------|--------|--------|--------|
| <i>Individual values (OCP)</i>               |      |      |        |        |        |        |        |
| 1. Innovation                                | 5.30 | .96  | (.74)  |        |        |        |        |
| 2. Attention to detail                       | 5.19 | 1.21 | -.54** | (.81)  |        |        |        |
| 3. Team Orientation                          | 5.63 | .99  | .04    | -.29** | (.91)  |        |        |
| 4. Outcome Orientation                       | 5.81 | .73  | -.13   | -.32** | -.27** | (.76)  |        |
| 5. Supportiveness                            | 5.83 | .85  | -.26** | -.19*  | -.07   | -.36** | (.77)  |
| <i>Individual values (SBV)</i>               |      |      |        |        |        |        |        |
| 6. Self-enhancement                          | 3.79 | 1.32 | .17*   | .01    | .06    | .22**  | -.50** |
| 7. Openness to change                        | 5.18 | 1.05 | .21**  | -.19*  | .19*   | -.12   | .03    |
| 8. Self-transcendence                        | 4.98 | 1.35 | -.25** | -.01   | -.04   | -.17*  | .51    |
| 9. Conservation                              | 3.88 | 1.34 | -.17*  | .18*   | -.21*  | .05    | .02    |
| <i>Perceived organizational values (OCP)</i> |      |      |        |        |        |        |        |
| 10. Innovation                               | 4.27 | 1.36 | .22**  | -.02   | .03    | -.19*  | -.02   |
| 11. Attention to detail                      | 5.19 | 1.10 | -.17*  | .16    | .05    | -.08   | .03    |
| 12. Team Orientation                         | 5.44 | 1.29 | -.08   | -.19*  | .13    | .22**  | .02    |
| 13. Outcome Orientation                      | 5.10 | 1.05 | .03    | -.02   | -.13   | .26**  | -.21   |
| 14. Supportiveness                           | 4.91 | 1.15 | -.05   | .02    | -.03   | -.14   | .21    |
| <i>Perceived organizational values (SBV)</i> |      |      |        |        |        |        |        |
| 15. Self-enhancement                         | 4.28 | 1.45 | .07    | .02    | .01    | .04    | -.16   |
| 16. Openness to change                       | 3.62 | 1.39 | -.22*  | .21*   | .04    | -.16   | .11    |
| 17. Self-transcendence                       | 3.63 | 1.58 | .06    | -.18*  | .13    | .12    | -.04   |
| 18. Conservation                             | 3.39 | 1.31 | .10    | -.09   | -.14   | .03    | .08    |
| <i>Outcome variables</i>                     |      |      |        |        |        |        |        |
| 19. Perceived P-O fit                        | 5.06 | 1.14 | .03    | .02    | -.04   | .07    | -.11   |
| 20. Cross-cultural adjustment                | 5.63 | .82  | .07    | -.05   | .11    | -.03   | -.05   |
| 21. Job satisfaction                         | 5.69 | 1.11 | .01    | -.01   | .00    | .01    | -.01   |
| 22. Intent to quit                           | 3.12 | 1.29 | .10    | -.08   | .00    | -.10   | .10    |
| <i>Control variables</i>                     |      |      |        |        |        |        |        |
| 23. Cultural novelty                         | 4.22 | 1.31 | .13    | -.06   | -.05   | -.08   | .05    |
| 24. Family situation <sup>1</sup>            | 1.36 | .48  | .09    | -.13   | -.02   | .03    | .07    |
| 25. Time in U.S.                             | 5.00 | 8.10 | -.06   | .03    | .00    | -.10   | .14    |
| 26. Prior intl. experience <sup>2</sup>      | 1.22 | .42  | -.03   | .02    | .02    | -.02   | .01    |

<sup>1</sup> "accompanied by relatives," 1; "not accompanied by relatives," 0

<sup>2</sup> "prior international experience," 1; "no prior international experience," 0

\* p<.05; \*\* p<.01; \*\*\* p<.001; scale reliabilities (alpha coefficients) are noted in parentheses on the diagonal where applicable; N=165

Table 11 continued

| Variable                                     | 6      | 7      | 8     | 9      | 10     | 11     | 12     |
|--|--------|--------|-------|--------|--------|--------|--------|
| <i>Individual values (OCP)</i>               |        |        |       |        |        |        |        |
| 1. Innovation                                |        |        |       |        |        |        |        |
| 2. Attention to detail                       |        |        |       |        |        |        |        |
| 3. Team Orientation                          |        |        |       |        |        |        |        |
| 4. Outcome Orientation                       |        |        |       |        |        |        |        |
| 5. Supportiveness                            |        |        |       |        |        |        |        |
| <i>Individual values (SBV)</i>               |        |        |       |        |        |        |        |
| 6. Self-enhancement                          | (.81)  |        |       |        |        |        |        |
| 7. Openness to change                        | -.21*  | (.81)  |       |        |        |        |        |
| 8. Self-transcendence                        | -.52** | -.16   | (.82) |        |        |        |        |
| 9. Conservation                              | -.28   | -.67** | -.14  | (.77)  |        |        |        |
| <i>Perceived organizational values (OCP)</i> |        |        |       |        |        |        |        |
| 10. Innovation                               | .07    | .05    | -.02  | -.10   | (.87)  |        |        |
| 11. Attention to detail                      | .01    | -.12   | .03   | .09    | -.41** | (.81)  |        |
| 12. Team Orientation                         | .10    | .04    | .02   | -.14   | -.26** | .03    | (.92)  |
| 13. Outcome Orientation                      | .03    | .05    | -.06  | -.03   | -.41** | -.16   | -.25** |
| 14. Supportiveness                           | -.19*  | -.03   | .04   | .16    | -.10   | -.41** | -.17*  |
| <i>Perceived organizational values (SBV)</i> |        |        |       |        |        |        |        |
| 15. Self-enhancement                         | .18*   | .07    | -.16  | -.11   | -.03   | .03    | -.11   |
| 16. Openness to change                       | -.08   | -.07   | .05   | .11    | .24**  | .05    | -.04   |
| 17. Self-transcendence                       | -.07   | .18*   | .03   | -.13   | -.01   | -.17*  | .15    |
| 18. Conservation                             | -.06   | -.13   | .10   | .09    | -.20*  | .04    | .04    |
| <i>Outcome variables</i>                     |        |        |       |        |        |        |        |
| 19. Perceived P-O fit                        | .07    | .07    | .06   | -.18*  | .01    | -.26   | .14    |
| 20. Cross-cultural adjustment                | -.01   | .22*   | .00   | -.20*  | -.12   | .02    | .23**  |
| 21. Job satisfaction                         | .05    | .16    | .05   | -.23** | -.11   | -.14   | .08    |
| 22. Intent to quit                           | -.13   | -.09   | -.04  | .24**  | .07    | .06    | -.07   |
| <i>Control variables</i>                     |        |        |       |        |        |        |        |
| 23. Cultural novelty                         | -.04   | .01    | -.09  | .09    | .04    | -.11   | -.21*  |
| 24. Family situation <sup>1</sup>            | .06    | .01    | .01   | -.07   | -.06   | -.02   | -.02   |
| 25. Time in U.S.                             | -.10   | -.15   | .20*  | .08    | -.08   | .19*   | .08    |
| 26. Prior intl. experience <sup>2</sup>      | -.011  | .14    | -.04  | -.10   | .05    | -.08   | -.05   |

<sup>1</sup> "accompanied by relatives," 1; "not accompanied by relatives," 0

<sup>2</sup> "prior international experience," 1; "no prior international experience," 0

\* p<.05; \*\* p<.01; \*\*\* p<.001; scale reliabilities (alpha coefficients) are noted in parentheses on the diagonal where applicable; N=165



Table 11 continued

| Variable                                     | 13     | 14     | 15     | 16     | 17    | 18    | 19     |
|--|--------|--------|--------|--------|-------|-------|--------|
| <i>Individual values (OCP)</i>               |        |        |        |        |       |       |        |
| 1. Innovation                                |        |        |        |        |       |       |        |
| 2. Attention to detail                       |        |        |        |        |       |       |        |
| 3. Team Orientation                          |        |        |        |        |       |       |        |
| 4. Outcome Orientation                       |        |        |        |        |       |       |        |
| 5. Supportiveness                            |        |        |        |        |       |       |        |
| <i>Individual values (SBV)</i>               |        |        |        |        |       |       |        |
| 6. Self-enhancement                          |        |        |        |        |       |       |        |
| 7. Openness to change                        |        |        |        |        |       |       |        |
| 8. Self-transcendence                        |        |        |        |        |       |       |        |
| 9. Conservation                              |        |        |        |        |       |       |        |
| <i>Perceived organizational values (OCP)</i> |        |        |        |        |       |       |        |
| 10. Innovation                               |        |        |        |        |       |       |        |
| 11. Attention to detail                      |        |        |        |        |       |       |        |
| 12. Team Orientation                         |        |        |        |        |       |       |        |
| 13. Outcome Orientation                      | (.82)  |        |        |        |       |       |        |
| 14. Supportiveness                           | -.29** | (.85)  |        |        |       |       |        |
| <i>Perceived organizational values (SBV)</i> |        |        |        |        |       |       |        |
| 15. Self-enhancement                         | .37**  | -.35** | (.85)  |        |       |       |        |
| 16. Openness to change                       | -.28   | .01    | -.21** | (.87)  |       |       |        |
| 17. Self-transcendence                       | -.21   | .31**  | -.55** | -.20*  | (.86) |       |        |
| 18. Conservation                             | .06    | .10    | -.37** | -.64** | .00   | (.78) |        |
| <i>Outcome variables</i>                     |        |        |        |        |       |       |        |
| 19. Perceived P-O fit                        | .09    | .06    | -.07   | .01    | .17*  | -.07  | (.86)  |
| 20. Cross-cultural adjustment                | -.08   | .05    | -.03   | -.11   | .18*  | .00   | .07    |
| 21. Job satisfaction                         | .09    | .12    | .00    | -.04   | .17*  | -.09  | .60**  |
| 22. Intent to quit                           | -.11   | .02    | .04    | .04    | -.19* | .06   | -.52** |
| <i>Control variables</i>                     |        |        |        |        |       |       |        |
| 23. Cultural novelty                         | .12    | .08    | .07    | .03    | .04   | -.13  | -.01   |
| 24. Family situation <sup>1</sup>            | .05    | .05    | .01    | -.13   | -.04  | .15   | .06    |
| 25. Time in U.S.                             | -.16   | .02    | -.10   | .09    | -.05  | .04   | -.14   |
| 26. Prior intl. experience <sup>2</sup>      | .06    | .01    | .10    | -.09   | .08   | -.07  | .17*   |

<sup>1</sup> "accompanied by relatives," 1; "not accompanied by relatives," 0

<sup>2</sup> "prior international experience," 1; "no prior international experience," 0

\* p<.05; \*\* p<.01; \*\*\* p<.001; scale reliabilities (alpha coefficients) are noted in parentheses on the diagonal where applicable; N=165

Table 11 continued

| Variable                                     | 20    | 21     | 22    | 23    | 24   | 25   |
|--|-------|--------|-------|-------|------|------|
| <i>Individual values (OCP)</i>               |       |        |       |       |      |      |
| 1. Innovation                                |       |        |       |       |      |      |
| 2. Attention to detail                       |       |        |       |       |      |      |
| 3. Team Orientation                          |       |        |       |       |      |      |
| 4. Outcome Orientation                       |       |        |       |       |      |      |
| 5. Supportiveness                            |       |        |       |       |      |      |
| <i>Individual values (SBV)</i>               |       |        |       |       |      |      |
| 6. Self-enhancement                          |       |        |       |       |      |      |
| 7. Openness to change                        |       |        |       |       |      |      |
| 8. Self-transcendence                        |       |        |       |       |      |      |
| 9. Conservation                              |       |        |       |       |      |      |
| <i>Perceived organizational values (OCP)</i> |       |        |       |       |      |      |
| 10. Innovation                               |       |        |       |       |      |      |
| 11. Attention to detail                      |       |        |       |       |      |      |
| 12. Team Orientation                         |       |        |       |       |      |      |
| 13. Outcome Orientation                      |       |        |       |       |      |      |
| 14. Supportiveness                           |       |        |       |       |      |      |
| <i>Perceived organizational values (SBV)</i> |       |        |       |       |      |      |
| 15. Self-enhancement                         |       |        |       |       |      |      |
| 16. Openness to change                       |       |        |       |       |      |      |
| 17. Self-transcendence                       |       |        |       |       |      |      |
| 18. Conservation                             |       |        |       |       |      |      |
| <i>Outcome variables</i>                     |       |        |       |       |      |      |
| 19. Perceived P-O fit                        |       |        |       |       |      |      |
| 20. Cross-cultural adjustment                | (.90) |        |       |       |      |      |
| 21. Job satisfaction                         | .35** | (.86)  |       |       |      |      |
| 22. Intent to quit                           | -.16  | -.70** | (.73) |       |      |      |
| <i>Control variables</i>                     |       |        |       |       |      |      |
| 23. Cultural novelty                         | -.19* | -.13   | .07   | (.77) |      |      |
| 24. Family situation <sup>1</sup>            | -.07  | .09    | -.14  | -.10  |      |      |
| 25. Time in U.S.                             | .20   | -.03   | .03   | -.25  | -.15 |      |
| 26. Prior intl. experience <sup>2</sup>      | -.02  | .07    | .01   | .22   | -.07 | -.13 |

<sup>1</sup> "accompanied by relatives," 1; "not accompanied by relatives," 2

<sup>2</sup> "prior international experience," 1; "no prior international experience," 2

\* p<.05; \*\* p<.01; \*\*\* p<.001; scale reliabilities (alpha coefficients) are noted in parentheses on the diagonal where applicable; N=165

## Omnibus Tests

To obtain an estimate of overall effect size across all value dimensions of a value type (i.e., work-related values or broad cultural values) omnibus tests were conducted for perceived overall fit and the outcome variables (cross-cultural adjustment, job satisfaction, turnover intentions). Two separate sets of omnibus tests were conducted. One set included terms for all of the work-related dimensions, while the other set included terms for all of the broad cultural value dimensions. The omnibus tests used the linear (P, O), squared (P<sup>2</sup>, O<sup>2</sup>) and interaction terms (P\*O) for the entire set of value dimensions of a value type (i.e., five work-related value dimensions or four broad cultural value dimensions) as predictors. Table 12 presents the results of the omnibus tests. The results indicate significant overall effects across all five work-related value dimensions on perceived overall fit, job satisfaction and turnover intentions. Further, the results reveal significant overall effects across all four broad cultural value dimensions on perceived overall fit, cross-cultural adjustment, job satisfaction and turnover intentions.

Table 12

Omnibus Tests for Perceived Overall Fit and Outcomes with All Value Dimensions of a Value Type Included Simultaneously

|                       | Perceived P-O fit        | Cross-cultural adjustment | Job satisfaction         | Intent to quit           |
|-----------------------|--------------------------|---------------------------|--------------------------|--------------------------|
| Value type:           |                          |                           |                          |                          |
| Work-related values   | R <sup>2</sup> = .558*** | R <sup>2</sup> = .265     | R <sup>2</sup> = .468*** | R <sup>2</sup> = .376*** |
| Broad cultural values | R <sup>2</sup> = .460*** | R <sup>2</sup> = .296**   | R <sup>2</sup> = .364*** | R <sup>2</sup> = .334*** |

\*\* p<.01; \*\*\* p<.001

The results of the omnibus tests indicate that a significant amount of variance in perceived overall fit and the outcomes of job satisfaction and turnover intentions can be explained by examining person-organization fit on work-related and broad cultural dimensions. A significant amount of variance in cross-cultural adjustment can be explained by examining fit on work-related dimension, but not on broad cultural dimensions. Although the omnibus tests provide an estimate of overall effect size, they do not necessarily provide evidence for specific person-organization value congruence effects (e.g., the effects may be driven by individual or perceived organizational value alone). The omnibus tests do not allow for detailed interpretation of the regression coefficients. Therefore, to more fully explicate the relationships between individual and perceived organizational values, perceived overall fit and the outcome variables, separate polynomial regressions are required for each value dimension. A significant omnibus test indicates that it is appropriate to examine specific value congruence hypotheses for each work-related and broad cultural value dimension.

### **Hypotheses 1a and 1b**

Hypotheses 1a predicted that the relationship between person-organization value congruence on work-related value dimensions and perceived overall fit would be moderated by the type of cultural cluster of an expatriate's home country, such that for a given value dimension, the effect of value congruence on perceived overall fit would be enhanced or diminished depending on the type of culture in an expatriate's home country. Hypothesis 1b made the same prediction for broad cultural value dimensions.

Hypotheses 1a and 1b were tested using moderated polynomial regression procedures with a dummy variable representing the cultural grouping of the expatriates' home country (i.e., North-Western = 1, "other" = 0). Thus, perceived overall fit was regressed on the individual values (P) and perceived organizational values (O) scores on a given value dimension in step 1, individual values squared ( $P^2$ ), perceived organizational values squared ( $O^2$ ) and the cross-product of individual values times perceived organizational values ( $P*O$ ) in step 2, the dummy variable representing home country's cultural cluster in step 3, and the five cross-product terms between the cultural cluster dummy variable and the terms in the equation ( $\text{dummy}*P$ ,  $\text{dummy}*O$ ,  $\text{dummy}*P^2$ ,  $\text{dummy}*O^2$ ,  $\text{dummy}*P*O$ ) in step 4. A significant increase in  $R^2$  when the set of cross-product terms for the home country cultural grouping dummy variable was entered in the equation in step 4 would indicate a significant difference in the response surfaces between home country cultural clusters, which implies differential patterns across home country cultural clusters in the relationship between value congruence and perceived overall fit.

***Results of Moderated Polynomial Regressions for Work-Related Values.*** The results for the moderated polynomial regressions with work-related value dimensions are summarized in Table 13. A significant increase in  $R^2$  in the fourth step was found for only one of the work-related value dimensions. The  $R^2$  for "attention to detail" increased significantly when the cross-product terms for the home country cultural grouping variable was entered into the polynomial regression equation predicting perceived overall fit ( $R^2=.178$ ,  $p<.01$ ;  $\Delta R^2=.092$ ,  $p<.05$ ). Further, the increases in  $R^2$  when cross-product terms for home country cultural grouping were entered into the equation approached

significance for three additional work-related value dimensions. These value dimensions were team orientation ( $\Delta R^2=.062$ ;  $p<.10$ ), supportiveness ( $\Delta R^2=.051$ ;  $p<.10$ ), and innovation ( $\Delta R^2=.062$ ;  $p<.10$ ). A significant difference in  $R^2$  indicates significant differences in response surfaces between the cultural clusters. However, the sample sizes for the cultural clusters were too small to allow for meaningful interpretation of the response surfaces of each cultural group. Thus, the present findings only provide partial support for hypothesis 1a at a general level. Due to the small sample size, it was not possible to deconstruct the nature of the moderated relationship.

Table 13

## Results of Moderated Polynomial Regression Analyses with Work-Related Value Dimensions as Related to Perceived Overall Fit

| Value dimensions    | Step | R <sup>2</sup> | ΔR <sup>2</sup> |
|---------------------|------|----------------|-----------------|
| Innovation          | 1    | .111***        |                 |
|                     | 2    | .148***        | .036            |
|                     | 3    | .148***        | .000            |
|                     | 4    | .210***        | .062†           |
| Attention to detail | 1    | .017           |                 |
|                     | 2    | .087*          | .070*           |
|                     | 3    | .087*          | .001            |
|                     | 4    | .178**         | .091*           |
| Team orientation    | 1    | .174***        |                 |
|                     | 2    | .211***        | .037†           |
|                     | 3    | .211***        | .000            |
|                     | 4    | .272***        | .062†           |
| Outcome orientation | 1    | .256***        |                 |
|                     | 2    | .301***        | .045*           |
|                     | 3    | .306***        | .005            |
|                     | 4    | .317***        | .012            |
| Supportiveness      | 1    | .247***        |                 |
|                     | 2    | .327***        | .080**          |
|                     | 3    | .327***        | .000            |
|                     | 4    | .378***        | .051†           |

† p < .10; p < .05; \*\* p < .01; \*\*\* p < .001

Step 1: P, O; Step 2: P<sup>2</sup>, O<sup>2</sup>, P\*O; Step 3: Culture type; Step 4: P\*cultural cluster, O\*cultural cluster, P<sup>2</sup>\*cultural cluster, O<sup>2</sup>\*cultural cluster, P\*O\*cultural cluster<sup>1</sup>

<sup>1</sup> “North-Western cultures,” 1; “Other cultures,” 0

**Results of Moderated Polynomial Regressions for Broad Cultural Values.** The results of the moderated polynomial regressions with broad cultural value dimensions are summarized in Table 14. A significant increase in R<sup>2</sup> in the fourth step was found for only one of the broad cultural value dimensions. The R<sup>2</sup> for “self-enhancement” increased significantly when the cross-product terms for the home country cultural

grouping variable was entered into the polynomial regression equation predicting perceived overall fit ( $R^2=.189$ ,  $p<.01$ ;  $\Delta R^2=.088$ ,  $p<.05$ ). Again, the sample sizes of each of the cultural clusters were too small to allow for follow-up analyses to explore differences in response surfaces across cultural clusters. Thus, the results of the moderated polynomial regression analyses showed partial support for hypothesis 1b at a general level.

Table 14

Results of Moderated Polynomial Regression Analyses with Broad Cultural Value Dimensions as Related to Perceived Overall Fit

| Value dimensions   | Step | R <sup>2</sup> | ΔR <sup>2</sup> |
|--------------------|------|----------------|-----------------|
| Self-enhancement   | 1    | .019           |                 |
|                    | 2    | .101**         | .082**          |
|                    | 3    | .109**         | .008            |
|                    | 4    | .189**         | .080*           |
| Openness to change | 1    | .108***        |                 |
|                    | 2    | .223***        | .115***         |
|                    | 3    | .223***        | .000            |
|                    | 4    | .237***        | .014            |
| Self-transcendence | 1    | .209***        |                 |
|                    | 2    | .293***        | .084**          |
|                    | 3    | .294***        | .001            |
|                    | 4    | .340***        | .046†           |
| Conservation       | 1    | .079**         |                 |
|                    | 2    | .140***        | .061*           |
|                    | 3    | .140***        | .000            |
|                    | 4    | .171**         | .031            |

†  $p < .10$ ;  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$

Step 1: P, O; Step 2: P<sup>2</sup>, O<sup>2</sup>, P\*O; Step 3: Culture type; Step 4: P\*cultural cluster, O\*cultural cluster, P<sup>2</sup>\*cultural cluster, O<sup>2</sup>\*cultural cluster, P\*O\*cultural cluster<sup>1</sup>

<sup>1</sup> “North-Western cultures,” 1; “Other cultures,” 0



Taken together, the present findings partially support the notion that the relationships between person-organization value congruence and perceived overall fit are moderated by the type of cultural cluster of an expatriate's home country. However, it was not possible to deconstruct the nature of the moderated relationships because the sample sizes for the respective cultural clusters were too small to analyze response surfaces of the different cultural groupings. In addition, given the large number of predictors in the moderated polynomial regression equations and the relatively small sample size, the moderated polynomial regression models tended to be overfitted (i.e., included too many predictors given the sample size). Therefore, hypotheses 1a and 1b were also tested using difference scores as an alternative analytic method because this method requires fewer predictors. As result, analyses with difference scores allow for deconstruction of significant moderation effects despite of the small sample size. Difference scores were traditionally used in fit research to assess congruence before polynomial regression gained popularity among fit researchers (e.g., French, Caplan & Harrison, 1982; Turban & Jones, 1988; Vancouver & Schmitt, 1991). In the present study, difference scores were calculated for each value dimension as the squared difference between the average score for individual values and the average score for individual values. For each value dimension, perceived overall fit was regressed on the difference score in step 1, the cultural cluster dummy variable in step 2 and on the difference score, the cultural cluster variable and the interaction term (difference score \* cultural cluster variable) in step 3. A significant change in  $R^2$  in step 3 and a significant regression coefficient for the interaction term would indicate a significant moderation effect.

***Results of Difference Score Analyses for Work-Related Values.*** Table 15

summarizes the results of the analyses for hypothesis 1a using difference scores to predict perceived overall fit based on difference scores for the work-related value dimensions. The results revealed expatriates' home country cultural cluster significantly moderated the relationships between value congruence on four of the five work-related value dimensions and perceived overall fit. More specifically, significant moderation effects were found for innovation ( $R^2=.127$ ,  $p<.001$ ;  $\Delta R^2=.052$ ,  $p<.01$ ;  $\beta=.123$ ,  $p<.01$ ), attention to detail ( $R^2=.086$ ,  $p<.01$ ;  $\Delta R^2=.044$ ,  $p<.01$ ;  $\beta=.154$ ,  $p<.01$ ), team orientation ( $R^2=.164$ ,  $p<.001$ ;  $\Delta R^2=.061$ ,  $p<.01$ ;  $\beta=-.185$ ,  $p<.01$ ) and supportiveness ( $R^2=.219$ ,  $p<.001$ ;  $\Delta R^2=.022$ ,  $p<.05$ ;  $\beta=.085$ ,  $p<.05$ ). These findings indicate significant differences in the relationships between value congruence on innovation, attention to detail, team orientation and supportiveness and perceived overall fit across the cultural groupings (i.e., North-Western countries and other countries). The nature of these differences is explored in the analyses for hypothesis 2a.

Table 15

Tests Using Differences Scores to Examine the Interaction of Value Congruence on Work-Related Value Dimensions and Home Country Cultural Cluster as Related to Perceived Overall Fit

| Step and predictor variables                     | R <sup>2</sup> | ΔR <sup>2</sup> | β                  |
|--|----------------|-----------------|--------------------|
| <i>Innovation</i>                                |                |                 |                    |
| Step 1   | .074**         |                 |                    |
| Difference score                                 |                |                 | -.073**            |
| Step 2   | .074**         | .000            |                    |
| Difference score                                 |                |                 | -.073**            |
| Cultural cluster <sup>1</sup>                    |                |                 | -.031              |
| Step 3   | .127***        | .052**          |                    |
| Difference score                                 |                |                 | -.139***           |
| Cultural cluster <sup>1</sup>                    |                |                 | -.443*             |
| Difference score * cultural cluster <sup>1</sup> |                |                 | .123**             |
| <i>Attention to Detail</i>                       |                |                 |                    |
| Step 1   | .042*          |                 |                    |
| Difference score                                 |                |                 | -.074*             |
| Step 2   | .042*          | .000            |                    |
| Difference score                                 |                |                 | -.073*             |
| Cultural cluster <sup>1</sup>                    |                |                 | -.039              |
| Step 3   | .086**         | .044**          |                    |
| Difference score                                 |                |                 | -.164***           |
| Cultural cluster <sup>1</sup>                    |                |                 | -.320              |
| Difference score * cultural cluster <sup>1</sup> |                |                 | .154**             |
| <i>Team Orientation</i>                          |                |                 |                    |
| Step 1   | .099***        |                 |                    |
| Difference score                                 |                |                 | -.104***           |
| Step 2   | .103***        | .005            |                    |
| Difference score                                 |                |                 | -.108***           |
| Cultural cluster <sup>1</sup>                    |                |                 | -.159              |
| Step 3   | .164***        | .061**          |                    |
| Difference score                                 |                |                 | -.057 <sup>†</sup> |
| Cultural cluster <sup>1</sup>                    |                |                 | .161               |
| Difference score * cultural cluster <sup>1</sup> |                |                 | -.185**            |

Table 15 continued

| Step and predictor variables                     | R <sup>2</sup> | ΔR <sup>2</sup> | β        |
|--|----------------|-----------------|----------|
| <i>Outcome Orientation</i>                       |                |                 |          |
| Step 1   | .212***        |                 |          |
| Difference score                                 |                |                 | -.187*** |
| Step 2   | .218***        | .006            |          |
| Difference score                                 |                |                 | -.191*** |
| Cultural cluster <sup>1</sup>                    |                |                 | -.183    |
| Step 3   | .218***        | .000            |          |
| Difference score                                 |                |                 | -.190*** |
| Cultural cluster <sup>1</sup>                    |                |                 | -.179    |
| Difference score * cultural cluster <sup>1</sup> |                |                 | -.033    |
| <i>Supportiveness</i>                            |                |                 |          |
| Step 1   | .195***        |                 |          |
| Difference score                                 |                |                 | -.114    |
| Step 2   | .197***        | .002            |          |
| Difference score                                 |                |                 | -.115    |
| Cultural cluster <sup>1</sup>                    |                |                 | -.107    |
| Step 3   | .219***        | .022*           |          |
| Difference score                                 |                |                 | -.139*** |
| Cultural cluster <sup>1</sup>                    |                |                 | -.307    |
| Difference score * cultural cluster <sup>1</sup> |                |                 | .085*    |

<sup>1</sup> "North-Western cultures," 1; "Other cultures," 0

Unstandardized regression coefficients reported; † p<.10; \* p<.05; \*\* p<.01; \*\*\* p<.001

***Results of Difference Score Analyses for Broad Cultural Values.*** Table 16

summarizes the results of the analyses using difference scores for the broad cultural value dimensions. These results did not indicate that the relationship between value congruence on any of the broad cultural value dimensions and perceived overall fit was moderated by home country cultural cluster. Thus, partial support for hypothesis 1b was found only in the moderated polynomial regression analyses.

Table 16

Tests Using Differences Scores to Examine the Interaction of Value Congruence on Broad Cultural Value Dimensions and Home Country Cultural Cluster as Related to Perceived Overall Fit

| Step and predictor variables                     | R <sup>2</sup>    | ΔR <sup>2</sup> | β                  |
|--|-------------------|-----------------|--------------------|
| <i>Self-Enhancement</i>                          |                   |                 |                    |
| Step 1   | .023 <sup>†</sup> |                 |                    |
| Difference score                                 |                   |                 | -.042 <sup>†</sup> |
| Step 2   | .024              | .002            |                    |
| Difference score                                 |                   |                 | -.042 <sup>†</sup> |
| Cultural cluster <sup>1</sup>                    |                   |                 | -.091              |
| Step 3   | .025              | .001            |                    |
| Difference score                                 |                   |                 | -.050 <sup>†</sup> |
| Cultural cluster <sup>1</sup>                    |                   |                 | -.142              |
| Difference score * cultural cluster <sup>1</sup> |                   |                 | .020               |
| <i>Openness to Change</i>                        |                   |                 |                    |
| Step 1   | .169***           |                 |                    |
| Difference score                                 |                   |                 | -.067***           |
| Step 2   | .169***           | .000            |                    |
| Difference score                                 |                   |                 | -.067***           |
| Cultural cluster <sup>1</sup>                    |                   |                 | -.005              |
| Step 3   | .182***           | .012            |                    |
| Difference score                                 |                   |                 | -.083***           |
| Cultural cluster <sup>1</sup>                    |                   |                 | -.203              |
| Difference score * cultural cluster <sup>1</sup> |                   |                 | .036               |
| <i>Self-Transcendence</i>                        |                   |                 |                    |
| Step 1   | .194***           |                 |                    |
| Difference score                                 |                   |                 | -.057***           |
| Step 2   | .195***           | .001            |                    |
| Difference score                                 |                   |                 | .057***            |
| Cultural cluster <sup>1</sup>                    |                   |                 | -.082              |
| Step 3   | .197***           | .002            |                    |
| Difference score                                 |                   |                 | -.061***           |
| Cultural cluster <sup>1</sup>                    |                   |                 | -.140              |
| Difference score * cultural cluster <sup>1</sup> |                   |                 | .011               |

Table 16 continued

| Step and predictor variables                     | R <sup>2</sup> | ΔR <sup>2</sup> | β        |
|--|----------------|-----------------|----------|
| <i>Conservation</i>                              |                |                 |          |
| Step 1   | .103***        |                 |          |
| Difference score                                 |                |                 | -.076*** |
| Step 2   | .105***        | .002            |          |
| Difference score                                 |                |                 | -.076*** |
| Cultural cluster <sup>2</sup>                    |                |                 | -.099    |
| Step 3   | .106**         | .000            |          |
| Difference score                                 |                |                 | -.072**  |
| Cultural cluster <sup>2</sup>                    |                |                 | -.079    |
| Difference score * cultural cluster <sup>1</sup> |                |                 | -.095    |

<sup>1</sup> “North-Western cultures,” 1; “Other cultures,” 0; <sup>2</sup> “Asian cultures,” 1; “Other cultures,” 0; Unstandardized regression coefficients reported;

† p<.10; \* p<.05; \*\* p<.01; \*\*\* p<.001

All in all, the findings suggest partial support for a moderated relationship between person-organization value congruence and expatriates’ perceived overall fit with their host country organizations, as proposed by hypotheses 1a and 1b. Hypotheses 2a-e made specific predictions about differences across country groupings in the relationships between person-organization value congruence and expatriates’ perceived overall fit. More specifically, these hypotheses propose that congruence on a given value dimension would be more strongly related to perceived overall fit for expatriates from one type of cultural cluster than for expatriates from other types of cultural clusters. Thus, hypotheses 2a-e aimed to deconstruct any significant moderated effects found in the analyses described above. Given the small sample size, hypotheses 2a-e were tested using difference scores.

### **Hypothesis 2a: Work-Related Value Dimensions**

Hypothesis 2a predicted that person-organization value congruence on the four work-related value dimensions assessed by the OCP would have a more significant impact on perceived overall fit for expatriates from countries in the North-Western cluster than for expatriates from other clusters. Figures 2, 3, 4 and 5 depict, respectively, the moderated relationships between person-organization value congruence and perceived overall fit for the work-related value dimensions innovation, attention to detail, team orientation and supportiveness. Figures 2, 3 and 4 show that, contrary to the predictions of hypothesis 2a, the effect of value congruence on the dimensions innovation, attention to detail and supportiveness on perceived overall fit was stronger for expatriates from countries in cultural clusters other than the North-Western cluster. The predictions of hypothesis 2a were supported only for the dimension of team orientation. Figure 5 indicates that, consistent with hypothesis 2a, person-organization value congruence on team orientation had a stronger effect on perceived overall fit for expatriates from countries in the North-Western cultural cluster than for expatriates from countries in other cultural clusters. These findings indicate partial support for hypothesis 2a.

Figure 2

The Effect of the Interaction Between Fit on “Innovation” and Home Country Cultural Cluster on Perceived Overall Fit

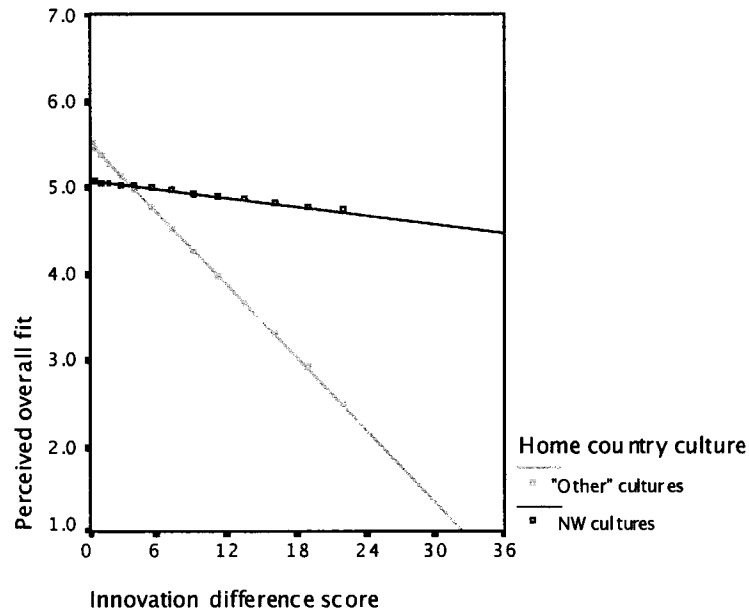


Figure 3

The Effect of the Interaction Between Fit on “Attention to Detail” and Home Country Cultural Cluster on Perceived Overall Fit

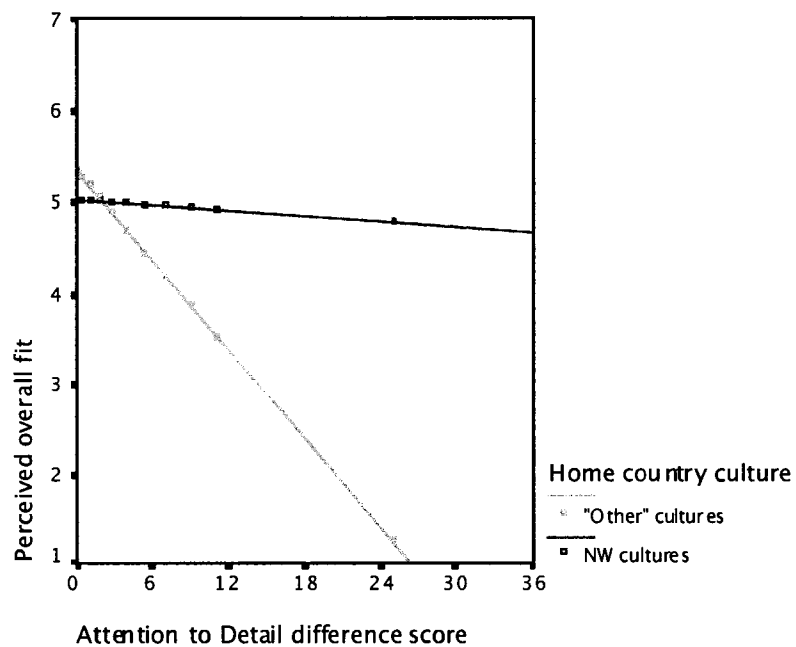




Figure 4

The Effect of the Interaction Between Fit on “Supportiveness” and Home Country Cultural Cluster on Perceived Overall Fit

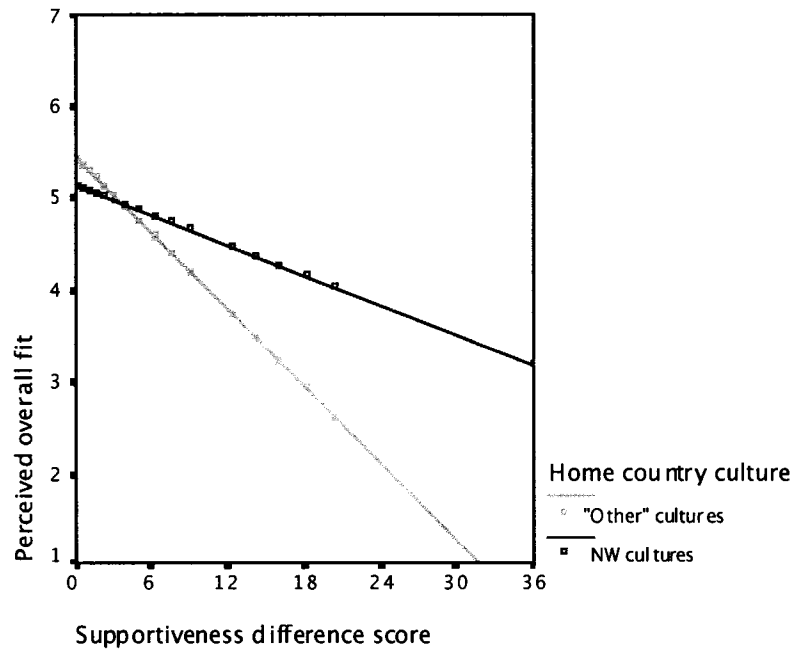
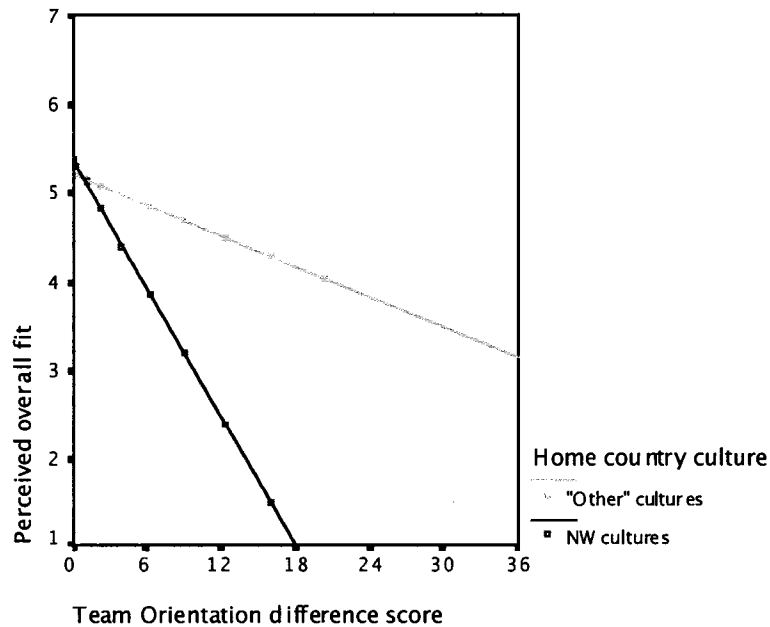


Figure 5

The Effect of the Interaction Between Fit on “Team Orientation” and Home Country Cultural Cluster on Perceived Overall Fit



### **Hypotheses 2b-e: Broad Cultural Value Dimensions**

Hypotheses 2b-e made specific predictions about moderation effects for the relationship between person-organization value congruence and perceived overall fit for the broad cultural value dimensions self-enhancement (Hypothesis 2b), openness to change (Hypothesis 2c), self-transcendence (Hypothesis 2d) and conservation (Hypothesis 2e). As indicated in Table 16, there were no significant moderation effects for the relationship between value congruence on broad cultural value dimensions and perceived overall fit. Thus, hypotheses 2b-e were not supported by the present data.

### **Hypotheses 3a and 3b**

Hypothesis 3a and 3b predicted that the effect of the interaction between person-organization value congruence on work-related and broad cultural value dimensions, respectively, and home country cultural cluster on expatriates' outcomes (i.e., cross-cultural adjustment, job satisfaction and turnover intentions) would be mediated by perceived overall fit. The analyses for hypothesis 3a and 3b were conducted using differences scores, rather than moderated polynomial regression, to avoid overfitting the regression models. Three sets of analyses were required to establish mediated moderation according to the Baron and Kenny (1986) approach (Muller, Judd & Yzerbyt, 2005). The first step consisted of demonstrating a moderated relationship between person-organization value congruence and perceived overall fit. The second step required establishing a moderated relationship between person-organization value congruence and the outcome variables. The final step consisted of exploring whether the relationships between person-organization value congruence and the outcome variables

are attenuated when perceived overall fit was included in the regression along with the interaction between value congruence and home country cultural cluster. Partial mediated moderation as proposed by hypotheses 3a and 3b would be supported when the moderated relationship between person-organization value congruence and outcomes becomes less significant when controlling for perceived overall fit.

***Moderated Effect of Value Congruence on Perceived Overall Fit.*** The analyses using difference scores to test the moderated relationship between person-organization value congruence and perceived overall fit are summarized in Tables 15 and 16 (see analyses for hypotheses 1a and 1b). These analyses indicate that moderated effects by home country cultural cluster were found only for the work-related value dimensions of innovation, attention to detail, team orientation and supportiveness. Thus, only these four value dimensions satisfied the requirements of the first step in testing hypotheses 3a and 3b (i.e., a moderated relationship between person-organization value congruence and perceived overall fit). The remaining steps of testing the mediated moderation hypotheses were conducted only for these work-related value dimensions. Hypothesis 3b was not supported due to a lack of moderated relationships between person-organization value congruence on broad cultural value dimensions and perceived overall fit.

***Moderated Effect of Value Congruence on Outcomes.*** The next set of analyses regressed the outcome variables (cross-cultural adjustment, job satisfaction, turnover intentions) on the difference score for a given value dimension in step 1, the cultural cluster dummy variable in step 2, the cross-product term for the difference score and the cultural cluster dummy variable in step 3, and perceived overall fit in step 4. When a significant increase in  $R^2$  is obtained in step 3 and the regression coefficient for the cross-

product term is significant, there is evidence for a significant moderated relationship between value congruence and the outcome variable. When a significant increase in  $R^2$  is obtained in step 4, the regression coefficient for perceived overall fit is significant and the regression coefficient for the interaction between difference score and cultural cluster becomes insignificant, the relationship between person-organization value congruence and the outcome variable is mediated by perceived overall fit.

As indicated in Table 17, a moderated relationship between person-organization value congruence and home country culture on cross-cultural adjustment could only be established for the value dimension of innovation ( $R^2=.110$ ,  $p<.01$ ;  $\Delta R^2=.034$ ,  $p<.05$ ). However, step 4 of the regression equation did not yield a significant increase in  $R^2$  ( $R^2=.117$ ,  $p<.01$ ;  $\Delta R^2=.007$ , n.s.). Thus, for the innovation dimension, there was no evidence that the effect of the interaction between person-organization value congruence and home country cultural cluster on expatriates' cross-cultural adjustment was mediated by perceived overall fit. This implies that hypothesis 3a was not supported with respect to the outcome of cross-cultural adjustment.

Table 17

Tests Using Differences Scores to Examine the Interaction of Value Congruence and Home Country Culture on Cross-Cultural Adjustment

| Step and predictor variables                     | R <sup>2</sup>    | ΔR <sup>2</sup> | β                  |
|--|-------------------|-----------------|--------------------|
| <i>Innovation</i>                                |                   |                 |                    |
| Step 1   | .019 <sup>†</sup> |                 |                    |
| Difference score                                 |                   |                 | .026 <sup>†</sup>  |
| Step 2   | .076**            | .057**          |                    |
| Difference score                                 |                   |                 | .025               |
| Cultural cluster <sup>1</sup>                    |                   |                 | .396**             |
| Step 3   | .110**            | .034*           |                    |
| Difference score                                 |                   |                 | .063**             |
| Cultural cluster <sup>1</sup>                    |                   |                 | .636***            |
| Difference score * cultural cluster <sup>1</sup> |                   |                 | -.071*             |
| Step 4   | .117**            | .007            |                    |
| Difference score                                 |                   |                 | .072**             |
| Cultural cluster <sup>1</sup>                    |                   |                 | .665***            |
| Difference score * cultural cluster <sup>1</sup> |                   |                 | -.079 <sup>†</sup> |
| Perceived overall fit                            |                   |                 | .065               |
| <i>Attention to Detail</i>                       |                   |                 |                    |
| Step 1   | .001              |                 |                    |
| Difference score                                 |                   |                 | .008               |
| Step 2   | .060 <sup>†</sup> | .059**          |                    |
| Difference score                                 |                   |                 | .006               |
| Cultural cluster <sup>1</sup>                    |                   |                 | .403**             |
| Step 3   | .066*             | .006            |                    |
| Difference score                                 |                   |                 | .030               |
| Cultural cluster <sup>1</sup>                    |                   |                 | .479**             |
| Difference score * cultural cluster <sup>1</sup> |                   |                 | -.042              |
| Step 4   | .066*             | .001            |                    |
| Difference score                                 |                   |                 | .033               |
| Cultural cluster <sup>1</sup>                    |                   |                 | .485**             |
| Difference score * cultural cluster <sup>1</sup> |                   |                 | -.044              |
| Perceived overall fit                            |                   |                 | .018               |

Table 17 continued

| Step and predictor variables                     | R <sup>2</sup> | ΔR <sup>2</sup> | β      |
|--|----------------|-----------------|--------|
| <i>Team Orientation</i>                          |                |                 |        |
| Step 1   | .001           |                 |        |
| Difference score                                 |                |                 | .008   |
| Step 2   | .064**         | .063**          |        |
| Difference score                                 |                |                 | .016   |
| Cultural cluster <sup>1</sup>                    |                |                 | .420** |
| Step 3   | .064*          | .000            |        |
| Difference score                                 |                |                 | .016   |
| Cultural cluster <sup>1</sup>                    |                |                 | .420** |
| Difference score * cultural cluster <sup>1</sup> |                |                 | .000   |
| Step 4   | .064*          | .001            |        |
| Difference score                                 |                |                 | .018   |
| Cultural cluster <sup>1</sup>                    |                |                 | .417** |
| Difference score * cultural cluster <sup>1</sup> |                |                 | .004   |
| Perceived overall fit                            |                |                 | .020   |
| <i>Supportiveness</i>                            |                |                 |        |
| Step 1   | .006           |                 |        |
| Difference score                                 |                |                 | .014   |
| Step 2   | .067**         | .061**          |        |
| Difference score                                 |                |                 | .016   |
| Cultural cluster <sup>1</sup>                    |                |                 | .412** |
| Step 3   | .071*          | .004            |        |
| Difference score                                 |                |                 | .024   |
| Cultural cluster <sup>1</sup>                    |                |                 | .474** |
| Difference score * cultural cluster <sup>1</sup> |                |                 | -.026  |
| Step 4   | .074*          | .003            |        |
| Difference score                                 |                |                 | .030   |
| Cultural cluster <sup>1</sup>                    |                |                 | .488** |
| Difference score * cultural cluster <sup>1</sup> |                |                 | -.030  |
| Perceived overall fit                            |                |                 | .046   |

<sup>1</sup> "North-Western cultures," 1; "Other cultures," 0

Unstandardized regression coefficients reported; † p<.10; \* p<.05; \*\* p<.01; \*\*\* p<.001

As indicated in Table 18, the analyses predicting job satisfaction yielded significant increases in  $R^2$  in step 3 for innovation ( $R^2=.087$ ,  $p<.01$ ;  $\Delta R^2=.030$ ,  $p<.05$ ) and attention to detail ( $R^2=.107$ ,  $p<.01$ ;  $\Delta R^2=.052$ ,  $p<.01$ ). In addition, step 4 of the regression equations for innovation and attention to detail yielded substantial increases in  $R^2$  ( $R^2=.505$ ,  $p<.001$ ;  $\Delta R^2=.418$ ,  $p<.001$  for innovation;  $R^2=.510$ ,  $p<.001$ ;  $\Delta R^2=.403$ ,  $p<.001$  for attention to detail). Finally, the regression coefficients for perceived overall fit were significant for both innovation ( $\beta=.666$ ,  $p<.001$ ) and attention to detail ( $\beta=.640$ ,  $p<.001$ ), while the regression coefficients for the interaction between value congruence and cultural cluster became non-significant ( $\beta=.008$ , n.s., for innovation;  $\beta=.062$ , n.s., for attention to detail). These findings support mediated moderation as proposed by hypothesis 3a for the work-related value dimensions of innovation and attention to detail with respect to the outcome of job satisfaction.

Table 18

Tests Using Differences Scores to Examine the Interaction of Value Congruence and Home Country Culture on Job Satisfaction

| Step and predictor variables                     | R <sup>2</sup>    | ΔR <sup>2</sup> | β                  |
|--|-------------------|-----------------|--------------------|
| <i>Innovation</i>                                |                   |                 |                    |
| Step 1   | .018 <sup>†</sup> |                 |                    |
| Difference score                                 |                   |                 | -.034 <sup>†</sup> |
| Step 2   | .057*             | .039*           |                    |
| Difference score                                 |                   |                 | -.036 <sup>†</sup> |
| Cultural cluster <sup>1</sup>                    |                   |                 | .444*              |
| Step 3   | .087**            | .030*           |                    |
| Difference score                                 |                   |                 | -.084**            |
| Cultural cluster <sup>1</sup>                    |                   |                 | .144               |
| Difference score * cultural cluster <sup>1</sup> |                   |                 | .089*              |
| Step 4   | .505***           | .418***         |                    |
| Difference score                                 |                   |                 | .008               |
| Cultural cluster <sup>1</sup>                    |                   |                 | .439**             |
| Difference score * cultural cluster <sup>1</sup> |                   |                 | .008               |
| Perceived overall fit                            |                   |                 | .666***            |
| <i>Attention to Detail</i>                       |                   |                 |                    |
| Step 1   | .016              |                 |                    |
| Difference score                                 |                   |                 | -.044              |
| Step 2   | .055*             | .039*           |                    |
| Difference score                                 |                   |                 | -.046 <sup>†</sup> |
| Cultural cluster <sup>1</sup>                    |                   |                 | .441*              |
| Step 3   | .107**            | .052**          |                    |
| Difference score                                 |                   |                 | -.140**            |
| Cultural cluster <sup>1</sup>                    |                   |                 | .149               |
| Difference score * cultural cluster <sup>1</sup> |                   |                 | .161**             |
| Step 4   | .510***           | .403***         |                    |
| Difference score                                 |                   |                 | -.036              |
| Cultural cluster <sup>1</sup>                    |                   |                 | .354*              |
| Difference score * cultural cluster <sup>1</sup> |                   |                 | .062               |
| Perceived overall fit                            |                   |                 | .640***            |



Table 18 continued

| Step and predictor variables                     | R <sup>2</sup> | ΔR <sup>2</sup>   | β                  |
|--|----------------|-------------------|--------------------|
| <i>Team Orientation</i>                          |                |                   |                    |
| Step 1   | .047**         |                   |                    |
| Difference score                                 |                |                   | -.070**            |
| Step 2   | .074**         | .027*             |                    |
| Difference score                                 |                |                   | -.062*             |
| Cultural cluster <sup>1</sup>                    |                |                   | .372*              |
| Step 3   | .091**         | .017 <sup>†</sup> |                    |
| Difference score                                 |                |                   | -.036              |
| Cultural cluster <sup>1</sup>                    |                |                   | .534**             |
| Difference score * cultural cluster <sup>1</sup> |                |                   | -.094 <sup>†</sup> |
| Step 4   | .506***        | .415***           |                    |
| Difference score                                 |                |                   | .002               |
| Cultural cluster <sup>1</sup>                    |                |                   | .425**             |
| Difference score * cultural cluster <sup>1</sup> |                |                   | .032               |
| Perceived overall fit                            |                |                   | .678***            |
| <i>Supportiveness</i>                            |                |                   |                    |
| Step 1   | .169***        |                   |                    |
| Difference score                                 |                |                   | -.103***           |
| Step 2   | .199***        | .030*             |                    |
| Difference score                                 |                |                   | -.100***           |
| Cultural cluster <sup>1</sup>                    |                |                   | .386*              |
| Step 3   | .199***        | .000              |                    |
| Difference score                                 |                |                   | -.101***           |
| Cultural cluster <sup>1</sup>                    |                |                   | .385*              |
| Difference score * cultural cluster <sup>1</sup> |                |                   | .001               |
| Step 4   | .524***        | .325***           |                    |
| Difference score                                 |                |                   | -.014              |
| Cultural cluster <sup>1</sup>                    |                |                   | .576***            |
| Difference score * cultural cluster <sup>1</sup> |                |                   | -.052 <sup>†</sup> |
| Perceived overall fit                            |                |                   | .621***            |

<sup>1</sup> "North-Western cultures," 1; "Other cultures," 0

Unstandardized regression coefficients reported; <sup>†</sup> p<.10; \* p<.05; \*\* p<.01; \*\*\* p<.001

Table 19 shows that the analyses predicting turnover intentions yielded significant increases in  $R^2$  in step 3 only for the dimension of attention to detail ( $R^2=.087$ ,  $p<.01$ ;  $\Delta R^2=.038$ ,  $p<.01$ ). Further, step 4 of the regression equation yielded a significant increase in  $R^2$  ( $R^2=.415$ ,  $p<.001$ ;  $\Delta R^2=.327$ ,  $p<.001$ ). Finally, the regression coefficient for perceived overall fit was significant ( $\beta=-.669$ ,  $p<.001$ ), while the regression coefficient for the interaction between value congruence and cultural cluster became non-significant ( $\beta=-.059$ , n.s.). These findings support mediated moderation as proposed by hypothesis 3a for attention to detail with respect to the outcome of turnover intentions. Taken together, the analyses suggested partial support for the hypothesized mediated moderation in the relationships between person-organization value congruence on work-related value dimensions and expatriates' outcomes, as proposed by hypothesis 3a.

Table 19

## Tests Using Differences Scores to Examine the Interaction of Value Congruence and Home Country Culture on Turnover Intentions

| Step and predictor variables                     | R <sup>2</sup> | ΔR <sup>2</sup> | β        |
|--|----------------|-----------------|----------|
| <i>Innovation</i>                                |                |                 |          |
| Step 1   | .033*          |                 |          |
| Difference score                                 |                |                 | .054*    |
| Step 2   | .048*          | .015            |          |
| Difference score                                 |                |                 | .058*    |
| Cultural cluster <sup>1</sup>                    |                |                 | -.320    |
| Step 3   | .058*          | .010            |          |
| Difference score                                 |                |                 | .088*    |
| Cultural cluster <sup>1</sup>                    |                |                 | -.123    |
| Difference score * cultural cluster <sup>1</sup> |                |                 | -.059    |
| Step 4   | .408***        | .350***         |          |
| Difference score                                 |                |                 | -.011    |
| Cultural cluster <sup>1</sup>                    |                |                 | -.437*   |
| Difference score * cultural cluster <sup>1</sup> |                |                 | .028     |
| Perceived overall fit                            |                |                 | -.708*** |
| <i>Attention to Detail</i>                       |                |                 |          |
| Step 1   | .033*          |                 |          |
| Difference score                                 |                |                 | .073*    |
| Step 2   | .048*          | .015            |          |
| Difference score                                 |                |                 | .075*    |
| Cultural cluster <sup>1</sup>                    |                |                 | -.317    |
| Step 3   | .087**         | .039**          |          |
| Difference score                                 |                |                 | .170**   |
| Cultural cluster <sup>1</sup>                    |                |                 | -.023    |
| Difference score * cultural cluster <sup>1</sup> |                |                 | -.162*   |
| Step 4   | .415***        | .327***         |          |
| Difference score                                 |                |                 | .060     |
| Cultural cluster <sup>1</sup>                    |                |                 | -.237    |
| Difference score * cultural cluster <sup>1</sup> |                |                 | -.059    |
| Perceived overall fit                            |                |                 | -.669*** |

Table 19 continued

| Step and predictor variables                     | R <sup>2</sup> | ΔR <sup>2</sup>   | β                  |
|--|----------------|-------------------|--------------------|
| <i>Team Orientation</i>                          |                |                   |                    |
| Step 1   | .062**         |                   |                    |
| Difference score                                 |                |                   | .093**             |
| Step 2   | .069**         | .007              |                    |
| Difference score                                 |                |                   | .088**             |
| Cultural cluster <sup>1</sup>                    |                |                   | -.216              |
| Step 3   | .088**         | .019 <sup>†</sup> |                    |
| Difference score                                 |                |                   | .056               |
| Cultural cluster <sup>1</sup>                    |                |                   | -.417 <sup>†</sup> |
| Difference score * cultural cluster <sup>1</sup> |                |                   | .116 <sup>†</sup>  |
| Step 4   | .408***        | .319***           |                    |
| Difference score                                 |                |                   | .017               |
| Cultural cluster <sup>1</sup>                    |                |                   | -.306              |
| Difference score * cultural cluster <sup>1</sup> |                |                   | -.011              |
| Perceived overall fit                            |                |                   | -.691***           |
| <i>Supportiveness</i>                            |                |                   |                    |
| Step 1   | .142***        |                   |                    |
| Difference score                                 |                |                   | .109***            |
| Step 2   | .152***        | .010              |                    |
| Difference score                                 |                |                   | .108***            |
| Cultural cluster <sup>1</sup>                    |                |                   | -.253              |
| Step 3   | .158***        | .006              |                    |
| Difference score                                 |                |                   | .122***            |
| Cultural cluster <sup>1</sup>                    |                |                   | -.137              |
| Difference score * cultural cluster <sup>1</sup> |                |                   | -.049              |
| Step 4   | .417***        | .259***           |                    |
| Difference score                                 |                |                   | .032               |
| Cultural cluster <sup>1</sup>                    |                |                   | -.335 <sup>†</sup> |
| Difference score * cultural cluster <sup>1</sup> |                |                   | .006               |
| Perceived overall fit                            |                |                   | -.644***           |

<sup>1</sup> "North-Western cultures," 1; "Other cultures," 0

Unstandardized regression coefficients reported; <sup>†</sup> p<.10; \* p<.05; \*\* p<.01; \*\*\* p<.001

### **Additional Notable Findings**

Based on the limited evidence of mediated effects in the current study, additional analyses were conducted to explore potential direct effects of person-organization value congruence (on work-related and broad cultural dimensions) on outcomes related to expatriate success (i.e., cross-cultural adjustment, job satisfaction and turnover intentions). It is possible that limited support for mediated relationships resulted from the relatively narrow conceptualization of perceived overall fit as fit specifically with the host country organization. It is possible that the effect of person-organization fit occurred directly, rather than through perceived overall fit with the host country organization as a mediator. A direct effect of value congruence on expatriates' outcomes would be particularly likely for the broad cultural value dimensions, which may not be as relevant to shaping perceived overall fit with the host country organization as the more specific work-related value dimensions. Therefore, additional analyses were conducted to explore the direct effects of value congruence (on work-related and broad cultural dimensions) on expatriates' outcomes. The analyses indicated no significant value congruence effects on cross-cultural adjustment. However, the results showed significant relationships between value congruence and the outcomes of job satisfaction and turnover intentions for some value dimensions.

***Effect of Value Congruence on Job Satisfaction.*** Sample size was sufficient to conduct the analyses for direct effects with polynomial regression. Table 20 shows the results of the polynomial regressions for the work-related value dimensions as related to job satisfaction. The results indicated a significant increase in  $R^2$  in the third step for the dimension of outcome orientation ( $R^2 = .309$ ,  $p < .001$ ;  $\Delta R^2 = .067$ ,  $p < .01$ ). However, an

examination of the regression coefficients in step 3 of the polynomial regression equation for outcome orientation indicated that the effect is driven by perceived organizational values alone, since only the regression weights for perceived organizational values ( $\beta = .338, p < .001$ ) and its squared term ( $\beta = -.173, p < .01$ ) were significant. In addition, the results indicated a significant increase in  $R^2$  for the supportiveness dimension ( $R^2 = .355, p < .001; \Delta R^2 = .114, p < .001$ ). The beta-weights for the terms for perceived organizational values ( $\beta = .307$ ), perceived organizational values squared ( $\beta = -.153$ ) and the interaction ( $\beta = -.222$ ) were significant, providing evidence for a person-organization value congruence effect for supportiveness.

Table 20

## Results of Polynomial Regression Analyses with Work-Related Value Dimensions as Related to Job Satisfaction

|                  |                  | DV = Job satisfaction |                     |                   |                     |                   |
|------------------|------------------|-----------------------|---------------------|-------------------|---------------------|-------------------|
| Value dimensions |                  | Innovation            | Attention to detail | Team orientation  | Outcome orientation | Supportive-ness   |
| <i>Step 1</i>    |                  |                       |                     |                   |                     |                   |
|                  | Time in U.S.     | -.020                 | -.020               | -.020             | -.020               | -.020             |
|                  | Prior intl. exp. | .413                  | .413                | .413              | .413                | .413              |
|                  | Family situation | .078                  | .078                | .078              | .078                | .078              |
|                  | Cultural novelty | -.160                 | -.160               | -.160             | -.160               | -.160             |
| R <sup>2</sup>   |                  | .062 <sup>†</sup>     | .062 <sup>†</sup>   | .062 <sup>†</sup> | .062 <sup>†</sup>   | .062 <sup>†</sup> |
| <i>Step 2</i>    |                  |                       |                     |                   |                     |                   |
|                  | Time in U.S.     | -.016                 | -.021 <sup>†</sup>  | -.015             | -.061               | -.011             |
|                  | Prior intl. exp. | .376                  | .418                | .382 <sup>†</sup> | .307                | .288              |
|                  | Family situation | .140                  | .117                | .172              | .140                | .120              |
|                  | Cultural novelty | -.152*                | -.151*              | -.110             | -.142*              | -.153*            |
|                  | P                | -.044                 | -.017               | -.046             | -.109               | -.066             |
|                  | O                | .158                  | .136                | .297***           | .474***             | .432***           |
| R <sup>2</sup>   |                  | .094*                 | .079 <sup>†</sup>   | .167***           | .242***             | .240***           |
| Δ R <sup>2</sup> |                  | .032 <sup>†</sup>     | .017                | .105***           | .180***             | .178***           |
| <i>Step 3</i>    |                  |                       |                     |                   |                     |                   |
|                  | Time in U.S.     | -.015                 | -.020               | -.015             | -.005               | -.017             |
|                  | Prior intl. exp. | .320                  | .350                | .345              | .110                | .286              |
|                  | Family situation | .060                  | .096                | .150              | .152                | .099              |
|                  | Cultural novelty | -.126 <sup>†</sup>    | -.156*              | -.110             | -.110               | -.148*            |
|                  | P                | -.082                 | .036                | -.075             | -.158               | -.050             |
|                  | O                | .149*                 | .069                | .265**            | .338***             | .307***           |
|                  | P <sup>2</sup>   | .012                  | .045                | -.053             | -.083               | -.048             |
|                  | O <sup>2</sup>   | -.045                 | -.099 <sup>†</sup>  | -.035             | -.173**             | -.153***          |
|                  | P*O              | -.179 <sup>†</sup>    | -.001               | .023              | .039                | -.222*            |
| R <sup>2</sup>   |                  | .142*                 | .106 <sup>†</sup>   | .174**            | .309***             | .355***           |
| Δ R <sup>2</sup> |                  | .048 <sup>†</sup>     | .027                | .007              | .067**              | .114***           |

Analyses including steps 1-3 were conducted separately for the five work-related value dimensions (innovation, attention to detail, team orientation, outcome orientation, supportiveness); unstandardized regression coefficients

<sup>†</sup> p < .10; \* p < .05; \*\* p < .01. \*\*\* p < .001

Figure 6 depicts the response surface for the person-organization value congruence relationships for the supportiveness dimension as related to job satisfaction. Job satisfaction was highest when perceived organizational values were high on supportiveness, regardless of whether the individual also highly valued this dimension. However, job satisfaction dropped sharply when both individual and perceived organizational values scored low on supportiveness. Job satisfaction was lowest when individual and perceived organizational values matched at a low level of supportiveness. Thus, contrary to expectations, job satisfaction was lower when individual and organization matched at low levels of the supportiveness dimension than when they did not match.

Figure 6

Value Congruence on “Supportiveness” Predicting Job Satisfaction

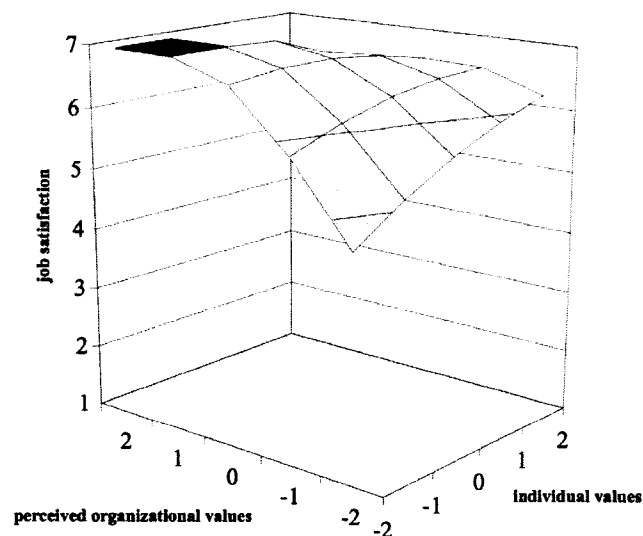




Table 21 shows the results of the polynomial regressions using broad cultural value dimensions to predict job satisfaction. The results revealed a significant increase in  $R^2$  in step 3 for the dimension openness to change ( $R^2 = .189, p < .01; \Delta R^2 = .109, p < .01$ ). However, only the squared term for perceived organizational values had a significant regression coefficient ( $\beta = -.153, p < .001$ ). Similarly, there was a significant increase in  $R^2$  in step 3 for self-transcendence ( $R^2 = .246, p < .001; \Delta R^2 = .111, p < .001$ ), but only the squared term for perceived organizational values had a significant regression coefficient ( $\beta = -.125, p < .001$ ). These results imply that the effects observed for openness to change and self-transcendence were driven by perceived organizational values, rather than by person-organization value congruence.

A significant increase in  $R^2$  in step 3 was also found for conservation ( $R^2 = .175, p < .01, \Delta R^2 = .096, p < .01$ ). The interaction term was significant ( $\beta = .120, p < .05$ ), as well as the squared term for perceived organizational values ( $\beta = -.163, p < .01$ ), indicating a person-organization value congruence effect. Figure 7 depicts the response surface for the relationships between individual and perceived organizational values on the conservation dimension and job satisfaction. Job satisfaction is highest along the line of agreement, where individual and perceived organizational values match, and lowest where the discrepancies between individual and perceived organizational values are largest. The drop in job satisfaction is more pronounced when the organization's values are perceived as higher on conservation than those of the individual.

Table 21

## Results of Polynomial Regression Analyses with Broad Cultural Value Dimensions as Related to Job Satisfaction

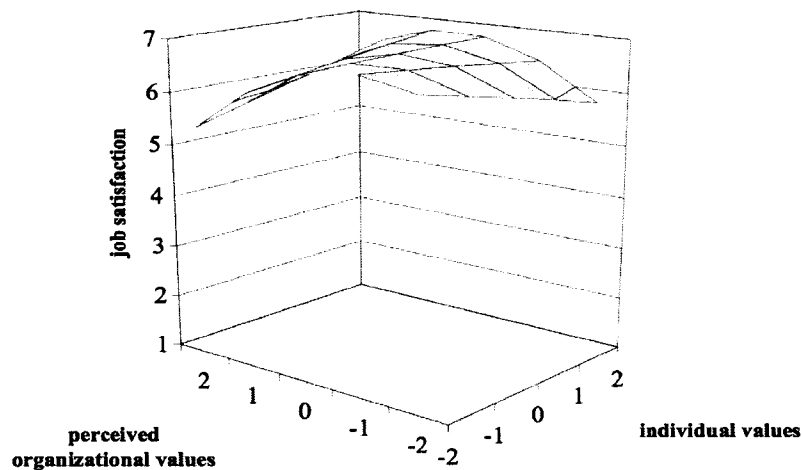
|                  |                  | DV = Job Satisfaction |                    |                    |                    |
|------------------|------------------|-----------------------|--------------------|--------------------|--------------------|
| Value dimensions |                  | Self-enhancement      | Openness to change | Self-transcend.    | Conservation       |
| <i>Step 1</i>    |                  |                       |                    |                    |                    |
|                  | Time in U.S.     | -.020 <sup>†</sup>    | -.020 <sup>†</sup> | -.020 <sup>†</sup> | -.020 <sup>†</sup> |
|                  | Prior intl. exp. | .406 <sup>†</sup>     | .406 <sup>†</sup>  | .406 <sup>†</sup>  | -.406 <sup>†</sup> |
|                  | Family situation | .072                  | .072               | .072               | .072               |
|                  | Cultural novelty | -.157*                | -.157*             | -.157*             | -.157*             |
| R <sup>2</sup>   |                  | .060 <sup>†</sup>     | .060 <sup>†</sup>  | .060 <sup>†</sup>  | .060 <sup>†</sup>  |
| <i>Step 2</i>    |                  |                       |                    |                    |                    |
|                  | Time in U.S.     | -.200                 | -.021 <sup>†</sup> | -.016              | -.020              |
|                  | Prior intl. exp. | .405 <sup>†</sup>     | .439 <sup>†</sup>  | .321               | .329               |
|                  | Family situation | .073                  | .114               | .094               | .007               |
|                  | Cultural novelty | -.161*                | -.168*             | -.159*             | -.133 <sup>†</sup> |
|                  | P                | .000                  | .022               | -.052              | -.130              |
|                  | O                | .043                  | .119 <sup>†</sup>  | .201**             | .100               |
| R <sup>2</sup>   |                  | .063                  | .081 <sup>†</sup>  | .135**             | .079 <sup>†</sup>  |
| Δ R <sup>2</sup> |                  | .003                  | .020               | .074**             | .019               |
| <i>Step 3</i>    |                  |                       |                    |                    |                    |
|                  | Time in U.S.     | -.018                 | -.022 <sup>†</sup> | -.018              | -.018              |
|                  | Prior intl. exp. | .311                  | .332               | .175               | .267               |
|                  | Family situation | .122                  | .090               | .123               | -.005              |
|                  | Cultural novelty | -.132 <sup>†</sup>    | -.135 <sup>†</sup> | -.120 <sup>†</sup> | -.107              |
|                  | P                | .023                  | .053               | .085               | .020               |
|                  | O                | -.027                 | .045               | .122 <sup>†</sup>  | -.061              |
|                  | P <sup>2</sup>   | .022                  | -.039              | .036               | -.004              |
|                  | O <sup>2</sup>   | -.095*                | -.153***           | -.125***           | -.163**            |
|                  | P*O              | .092                  | .030               | -.003              | .120*              |
| R <sup>2</sup>   |                  | .116*                 | .189**             | .246***            | .175**             |
| Δ R <sup>2</sup> |                  | .053 <sup>†</sup>     | .109**             | .111***            | .096**             |

Analyses including steps 1-3 were conducted separately for the four broad cultural value dimensions (self-enhancement, openness to change, self-transcendence, conservation); unstandardized regression coefficients

<sup>†</sup> p < .10; \* p < .05; \*\* p < .01. \*\*\* p < .001

Figure 7

Value Congruence on “Conservation” Predicting Job Satisfaction



*Effect of Value Congruence On Turnover Intentions.* Table 22 summarizes the results of the polynomial regressions using broad cultural value dimensions to predict turnover intentions. Significant increases in  $R^2$  in the third step were found for all four broad cultural value dimensions. For the dimension of self-transcendence ( $R^2=.187$ ,  $p<.01$ ;  $\Delta R^2=.050$ ,  $p<.01$ ), the regression coefficients indicated that this effect was driven primarily by perceived organizational values because only the coefficients for perceived organizational values and its squared term were significant ( $\beta = -.206$ ,  $p<.01$ , and  $\beta = .097$ ,  $p<.01$ , respectively). For the dimension openness to change ( $R^2=.154$ ,  $p<.01$ ;  $\Delta R^2=.090$ ,  $p<.01$ ), the regression coefficients for the squared term for perceived organizational values ( $\beta = .147$ ,  $p<.01$ ) was significant and the interaction term was

marginally significant ( $\beta = -.134, p < .10$ ). This indicated that person-organization value congruence on openness to change had a marginal effect on turnover intentions.

Table 22

## Results of Polynomial Regression Analyses with Broad Cultural Value Dimensions as Related to Turnover Intentions

| Value dimensions | Turnover Intentions |                    |                   |                   |
|------------------|---------------------|--------------------|-------------------|-------------------|
|                  | Self-enhancement    | Openness to change | Self-transcend.   | Conservation      |
| <i>Step 1</i>    |                     |                    |                   |                   |
| Time in U.S.     | .024 <sup>†</sup>   | .024 <sup>†</sup>  | .024 <sup>†</sup> | .024 <sup>†</sup> |
| Prior intl. exp. | -.193               | -.193              | -.193             | -.193             |
| Family situation | -.265               | -.265              | -.265             | -.265             |
| Cultural novelty | .102                | .102               | .102              | .102              |
| R <sup>2</sup>   | .036                | .036               | .036              | .036              |
| <i>Step 2</i>    |                     |                    |                   |                   |
| Time in U.S.     | .022                | .025               | .017              | .022              |
| Prior intl. exp. | -.228               | -.227              | -.072             | -.083             |
| Family situation | -.264               | -.312              | -.291             | -.166             |
| Cultural novelty | .105                | .116               | .105              | .066              |
| P                | -.076               | .043               | .083              | .191              |
| O                | -.011               | -.162              | -.270***          | -.163             |
| R <sup>2</sup>   | .042                | .064               | .137**            | .069              |
| Δ R <sup>2</sup> | .006                | .027               | .100**            | .033 <sup>†</sup> |
| <i>Step 3</i>    |                     |                    |                   |                   |
| Time in U.S.     | .020                | .026 <sup>†</sup>  | .020              | .021              |
| Prior intl. exp. | -.094               | -.095              | .043              | -.036             |
| Family situation | -.350               | -.306              | -.321             | -.143             |
| Cultural novelty | .068                | .080               | .076              | .044              |
| P                | -.102               | -.021              | -.001             | .041              |
| O                | .086                | -.067              | -.206**           | .015              |
| P <sup>2</sup>   | -.015               | .019               | -.011             | .032              |
| O <sup>2</sup>   | .138**              | .147**             | .097**            | .151**            |
| P*O              | -.158*              | -.134 <sup>†</sup> | .000              | -.162*            |
| R <sup>2</sup>   | .129*               | .154**             | .187**            | .145**            |
| Δ R <sup>2</sup> | .087**              | .090**             | .050**            | .076**            |

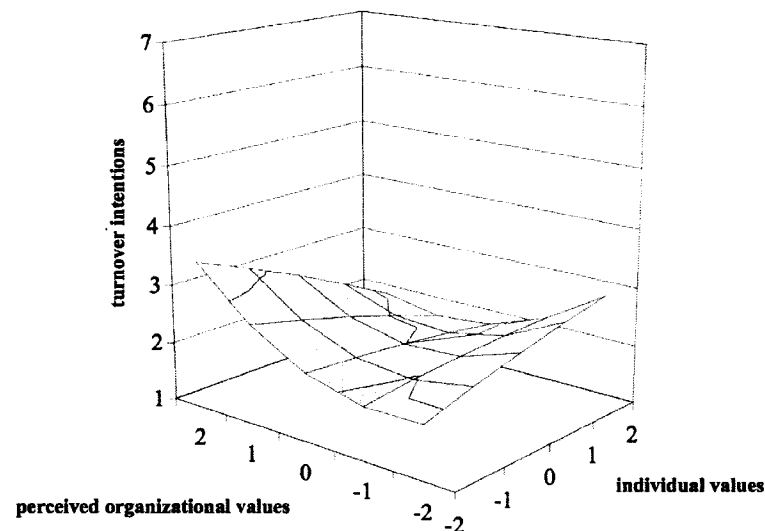
Analyses including steps 1-3 were conducted separately for the four broad cultural value dimensions (self-enhancement, openness to change, self-transcendence, conservation); unstandardized regression coefficients; <sup>†</sup> p < .10; \* p < .05; \*\* p < .01. \*\*\* p < .001

For self-enhancement (R<sup>2</sup>=.129, p<.05; ΔR<sup>2</sup>=.087, p<.01), the regression coefficients for the squared term for perceived organizational values and for the

interaction were significant ( $\beta = .138, p < .01$ , and  $\beta = -.158, p < .01$ , respectively), indicating a significant person-organization value congruence effect on turnover intentions for the self-enhancement dimension. Figure 8 depicts the response surface for the value congruence relationships for self-enhancement as related to turnover intentions. Turnover intentions are highest at the points where individual and perceived organizational values are most dissimilar and lowest when both individual and perceived organizational values score high on the self-enhancement dimension.

Figure 8

Value congruence on “Self-Enhancement” Predicting Turnover Intentions

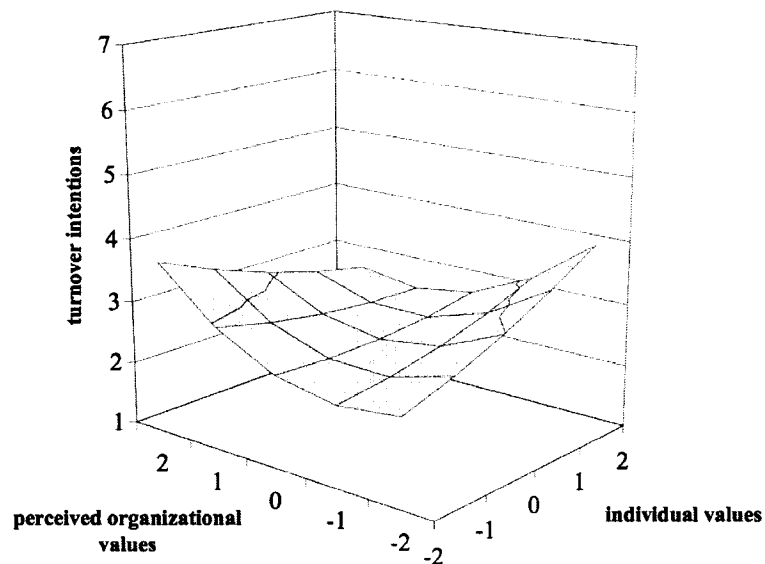


Finally, for the conservation dimension ( $R^2 = .145, p < .01$ ;  $\Delta R^2 = .076, p < .01$ ), the regression coefficients of the squared term for perceived organizational values ( $\beta = .151, p < .01$ ) and the interaction ( $\beta = -.162, p < .05$ ) were significant, which implies a person-organization value congruence effect. Figure 9 depicts the response surface for the value

congruence relationships for the conservation dimension as related to turnover intentions. Turnover intentions are lower when individual and perceived organizational values are similar in their conservation orientation and higher when they are dissimilar.

Figure 9

Value Congruence on “Conservation” Predicting Turnover Intentions



***Effect of Perceived Overall Fit on Outcomes.*** Finally, additional analyses were conducted to explore the relationships between perceived overall fit and expatriates’ outcomes. Perceived overall fit was found to have a significant impact on expatriates’ job satisfaction and turnover intentions. The results summarized in Table 23 indicate a significant positive relationship between perceived overall fit and job satisfaction ( $R^2 = .486, p < .001; \Delta R^2 = .423, p < .001$ ). In addition, the findings summarized in Table 24

support a significant negative relationship between perceived overall fit and turnover intentions ( $R^2 = .410, p < .001; \Delta R^2 = .375, p < .001$ ).

Table 23

Results of Regression of Perceived Overall Fit on Job Satisfaction

| Step and predictor variables                | $R^2$             | $\Delta R^2$ | $\beta$            |
|---|-------------------|--------------|--------------------|
| <i>Step 1</i>                               | .062 <sup>†</sup> |              |                    |
| Time in U.S.                                |                   |              | -.020 <sup>†</sup> |
| Prior international experience <sup>1</sup> |                   |              | .413 <sup>†</sup>  |
| Family situation <sup>2</sup>               |                   |              | .078               |
| Cultural novelty                            |                   |              | -.160*             |
| <i>Step 2</i>                               | .486***           | .423***      |                    |
| Time in U.S.                                |                   |              | -.003              |
| Prior international experience <sup>1</sup> |                   |              | .047               |
| Family situation <sup>2</sup>               |                   |              | .041               |
| Cultural novelty                            |                   |              | -.110 <sup>†</sup> |
| Perceived overall fit                       |                   |              | .661***            |

<sup>1</sup> “prior international experience,” 1; “no prior international experience,” 0

<sup>2</sup> “accompanied by relatives,” 1; “not accompanied by relatives,” 0

Unstandardized regression coefficients; <sup>†</sup>  $p < .10$ ; \*  $p < .05$ ; \*\*  $p < .01$ . \*\*\*  $p < .001$ ;  
N=144



Table 24

## Results of Regression of Perceived Overall Fit on Turnover Intentions

| Step and predictor variables                | R <sup>2</sup> | ΔR <sup>2</sup> | β        |
|---|----------------|-----------------|----------|
| <i>Step 1</i>                               | .035           |                 |          |
| Time in U.S.                                |                |                 | .024     |
| Prior international experience <sup>1</sup> |                |                 | -.185    |
| Family situation <sup>2</sup>               |                |                 | -.257    |
| Cultural novelty                            |                |                 | .099     |
| <i>Step 2</i>                               | .410***        | .375***         |          |
| Time in U.S.                                |                |                 | .004     |
| Prior international experience <sup>1</sup> |                |                 | .213     |
| Family situation <sup>2</sup>               |                |                 | -.218    |
| Cultural novelty                            |                |                 | .045     |
| Perceived overall fit                       |                |                 | -.717*** |

<sup>1</sup> “prior international experience,” 1; “no prior international experience,” 0

<sup>2</sup> “accompanied by relatives,” 1; “not accompanied by relatives,” 0

Unstandardized regression coefficients; † p < .10; \* p < .05; \*\* p < .01. \*\*\* p < .001;  
N=144

## DISCUSSION

The purpose of the present study was to explore whether outcomes related to expatriate success, including cross-cultural adjustment, job satisfaction and turnover intentions, could be predicted by the degree of congruence between an expatriate's individual values and the perceived organizational values of the host country organization. This research assessed two types of value dimensions: 1) work-related values specifically defined for organizational contexts and traditionally studied in person-organization fit research, and 2) broad-based cultural values typically studied in cross-cultural research.

### **Interaction Between Value Congruence and Home Country Culture Type**

The present research predicted that the type of national culture characteristic of an expatriate's home country would moderate the relationship between person-organization value congruence and perceived overall fit, such that the importance of a particular value dimension in shaping perceived overall fit would increase or diminish depending on the type of home country culture. Person-organization fit on important value dimensions was expected to have a stronger impact on expatriates' perceived overall fit with the host country organization than fit on less important dimensions. The present study measured expatriates' home country cultures as two broad cultural clusters with one cluster representing North-Western home countries with cultures that are relatively similar to the culture of the U.S. and the other cluster representing countries that are culturally dissimilar to the U.S. The results of the analyses using difference scores showed

differential patterns across the two types of home country culture in the relationships between value congruence on four of the five work-related value dimensions and perceived overall fit. Depending on expatriates' type of home country cultural background, congruence on some work-related value dimensions played a stronger role in shaping perceived overall fit with the host country organization. This implies that the relative importance of value dimensions in the person-organization fit process varies across cultures. We cannot assume that value dimensions shown to be important for person-organization fit for expatriates from one country are necessarily important for expatriates from a different country. Thus, the present findings support the notion that the effects of person-organization fit are culturally bound and suggests that more work is needed to explore the role of national culture as a moderating influence on person-organization fit processes.

It was predicted that fit on work-related value dimensions (i.e., innovation, attention to detail, team orientation, outcome orientation and supportiveness) would play a stronger role in predicting perceived overall fit for expatriates from North-Western countries (i.e., countries with national cultures that are relatively similar to the U.S.). However, this pattern was only found for one of the work-related value dimensions, team orientation. Fit on team orientation was more strongly related to perceived overall fit when the expatriate's home country was in the North-Western cluster than when expatriates were from countries in the other clusters. Thus, team orientation seems to be an important dimension with respect to person-organization fit for expatriates from North-Western countries, while for expatriates from other types of cultures, fit on team-orientation appears to be less important. Fit on team orientation may be more important

for expatriates from North-Western countries because these countries tend to have individualistic cultures (i.e., where the needs and interests of the individual take precedence over those of the group) (e.g., Hofstede, 2001; Triandis, 1990). Working within a team may require individuals to put the team's interests ahead of their own interests. This kind of team-oriented behavior may be more difficult for individuals from individualistic cultures than for individuals from collectivistic cultures. Thus, it may be more important for expatriates from individualistic North-Western types of cultures to have some degree of congruence on team orientation than for expatriates from other, more collectivistic types of cultures.

Significant moderation by home country cultural cluster was also found for the work-related dimensions of innovation, attention to detail and supportiveness. However, for these dimensions, the patterns of relationships between value congruence and perceived overall fit were opposite of the hypothesized pattern. The results indicated that fit on these work-related dimensions was more important for expatriates from other cultural clusters and less important for expatriates from North-Western cultures. More specifically, fit on innovation, attention to detail and supportiveness significantly impacted perceived overall fit only for expatriates from the Asian, Latin and South-Eastern clusters, but not for expatriates from the North-Western cluster. These findings are surprising because it was expected that the work-related value dimensions would capture important value dimensions for North-Western expatriates because their home country cultures are relatively similar to U.S. national culture, which is the cultural context in which the work-related value dimensions (as assessed in the present study) were derived and validated. However, it is possible that fit on these dimensions was

more important to expatriates from countries outside the North-Western cluster because these expatriates presumably faced greater cultural differences overall than North-Western expatriates. It is also possible that expatriates from the more collectivistic Asian, Latin and South-Eastern cultural clusters had a greater need for value congruence to perceive some degree of overall fit with their host country organizations because their collectivistic home country cultures emphasize the importance of harmonious social relationships within collective social units (e.g., family, work organization). Expatriates from the more individualistic North-Western cluster may have had a greater tolerance for not fitting into their host country organization on work-related value dimensions than expatriates from more collectivistic other clusters.

Interestingly, using the difference score approach, there was no evidence for moderated relationships between value congruence on broad cultural value dimensions and perceived overall fit. Congruence between expatriates' values and perceived organizational values (as indicated by difference scores) on broad cultural dimensions generally impacted perceived overall fit, but there were no differential patterns in these relationships across cultural clusters. In other words, congruence on broad cultural values appears to be equally important to expatriates from the North-Western and other cultural clusters. This implies that broad cultural values may be universally important for expatriates' person-organization fit, regardless of the expatriate's cultural background. This may be due to the fact that the broad cultural value dimensions are cross-culturally validated (e.g., Sagiv & Schwartz, 2000) and thus more universal than the more narrowly-defined work-related value dimensions, which are based on U.S. cultural values and lack cross-cultural validity.

An alternative explanation for the lack of significant moderation effects in the relationship between fit on broad cultural value dimensions and perceived overall fit may be that fit on broad cultural values may not be directly relevant to expatriates' perceptions of overall fit with the host country organization. Perceived overall fit was defined specifically as fit with respect to the host country organization, which implies that work-related value dimensions may be more relevant to forming perceptions of overall fit with the host country organization than broad cultural value dimensions. It is possible that broad cultural value dimensions would have emerged as significant in the analyses if perceived overall fit had been defined more generally (e.g., perceived overall fit with the host country).

### **The Role of Perceived Overall Fit**

Expatriates' perceived overall fit was significantly related to both increased job satisfaction and decreased turnover intentions. These findings suggest that expatriates' overall judgment of how well they fit into the host country organization does play a significant role in shaping expatriates' success. This implies that clear sense of fitting in or belonging to the host country organization may contribute to a more satisfying and successful expatriate experience. These results suggest that expatriates' perceived overall fit with their host country organizations is a significant predictor of expatriate success, which has not yet received attention in the expatriate research. The question of how organizations might be able to help their expatriates feel an overall sense of fit in spite of cultural differences should be explored in future research. A better understanding of the

factors that contribute to expatriates' perceived overall fit may provide new insights into how expatriate success can be more effectively facilitated.

The results of this study further support the notion that perceived overall fit plays an important role in shaping expatriates outcomes as perceived overall fit was found to mediate the relationship between person-organization value congruence and the outcomes of job satisfaction and turnover intentions. More specifically, the effect of the interaction between value congruence on two of the work-related value dimensions (i.e., innovation and attention to detail) and home country cultural cluster on expatriates' job satisfaction and turnover intentions was mediated by perceived overall fit. The effect of the interaction between value congruence on innovation and home country cultural cluster on job satisfaction was mediated by perceived overall fit only for expatriates from countries in the Asian, Latin and South-Eastern clusters. More specifically, person-organization value congruence on innovation was significantly related to perceived overall fit only for expatriates from countries with dissimilar cultures than the U.S. (e.g., Asian, Latin or South-Eastern countries). Perceived overall fit, in turn, was significantly related to job satisfaction for expatriates from culturally dissimilar countries.

Similar patterns were found for the attention to detail dimension with respect to job satisfaction and turnover intentions. For the attention to detail dimension, the effect of the interaction between person-organization value congruence and home country cultural cluster on job satisfaction was mediated by perceived overall fit only for expatriates from the Asian, Latin and South-Eastern clusters. More specifically, person-organization fit on attention to detail values was significantly related to perceived overall fit for expatriates from home countries with cultures dissimilar to the U.S. Perceived

overall fit, in turn, was related to job satisfaction for expatriates from these countries. The same mediated moderation pattern applied to turnover intentions, such that perceived overall fit mediated the effect of the interaction between fit on attention to detail and home country cultural cluster only for expatriates from Asian, Latin and South-Eastern countries.

The findings of this research suggest that the factors that influence perceived overall fit differ across cultures. While for U.S. employees in U.S. organizations, person-organization value congruence on work-related value dimensions influences perceived overall fit (e.g., Cable & Judge, 1996; Cable & DeRue, 2002), the relationship appears to be more complex in cross-cultural situations. Expatriates' home country cultural cluster was found to moderate the effect of value congruence on a particular dimension on perceived overall fit, which suggests that individuals from different types of cultures apply different weighting schemes with respect to forming perceptions of overall fit. This implies that a particular value dimension can be important in the person-organization value congruence process for individuals from one type of culture, but not for individuals from another. It would be worthwhile to conduct additional research to gain further insights into cross-cultural differences in the importance of various value dimensions for the relationship between value congruence and perceived overall fit.

### **Effect of Value Congruence on Outcomes Related to Expatriate Success**

Overall, the present results provided limited support for perceived overall fit as a mediating factor in the relationship between person-organization value congruence and outcomes related to expatriates' success (e.g., job satisfaction, turnover intentions, cross-



cultural adjustment). Specifically, the interaction between value congruence and home country culture had a significant effect on perceived overall fit only for four out of five work-related value dimensions and for none of the five broad cultural value dimensions. As noted earlier, it is possible that the narrow conceptualization of perceived overall fit (i.e., perceived overall fit with the host country organization) used in this study may have contributed to these weak findings, particularly with respect to broad cultural values. Alternatively, some value dimensions may be universal in their importance to expatriates with respect to person-organization fit. Thus, fit on these values might impact outcomes (job satisfaction, turnover intentions and cross-cultural adjustment) regardless of the type of culture prevalent in expatriates' home countries.

As a result, additional analyses were conducted to explore potential direct effects of person-organization value congruence on outcomes related to expatriate success. The findings indicated that person-organization fit on some value dimensions was predictive of expatriates' job satisfaction and turnover intentions regardless of expatriates' home country cultural background or perceived overall fit as a mediating factor. More specifically, congruence effects were found for the work-related value dimension of supportiveness, as well as the broad cultural value dimensions of conservation and self-enhancement. These findings imply it may be important for expatriates from all countries to have some degree of fit on these value dimensions in order to facilitate a successful expatriate experience.

***Supportiveness.*** Congruence between expatriates' values and perceived organizational values on the work-related value dimension of supportiveness was significantly related to job satisfaction, such that job satisfaction was highest when

expatriates perceived the host country organization as high on supportiveness, regardless of whether their individual values were high or low on this dimension. Thus, it appears that organizations can contribute to expatriates' job satisfaction by fostering perceptions of supportive organizational values. Not surprisingly, job satisfaction declined sharply as organizational values were perceived as less supportive. The present findings are consistent with theory and research about the role of organizational support in shaping expatriates' outcomes. For example, several studies have established a link between perceived organizational support and outcomes related to expatriate success, such as cross-cultural adjustment (Guzzo, et al., 1994) and turnover intentions (Kraimer & Wayne, 2004). The role of organizational support (e.g., in the form of resources, rewards and social support), particularly in terms of support provided by the host country organization, has received attention in the expatriate literature as a predictor of expatriate success (e.g., Aycan, 1997; Kraimer & Wayne, 2004). The present findings underscore the notion that supportiveness as a characteristic value of the host country organization is an important dimension in the processes shaping expatriates' experiences and ability to succeed.

Interestingly, fit between expatriate and perceived organizational values at low levels of supportiveness predicted the lowest levels job satisfaction in comparison to other constellations of fit or misfit. In other words, expatriates whose individual values did not match the perceived organizational values on supportiveness reported higher levels of satisfaction than expatriates whose values did match perceived organizational values at a low level of supportiveness. It is possible that expatriates who value supportiveness, but do not perceive their organization's values as supportive are finding

other sources of support (e.g., from certain individuals or groups within the organization), which may mitigate any potential negative effects of the mismatch between individual and perceived organizational supportiveness. Expatriates who find that their organization values supportiveness are likely to benefit from the organization's supportive culture and practices (e.g., by receiving training, resources, help from other employees), regardless of whether they value supportiveness as individuals. The pattern of relationships between person-organization value congruence and job satisfaction with respect to supportiveness suggests that organizations that do not value supportiveness can benefit from selecting expatriates who value supportiveness at least to some extent. Similarly, individuals who do not place a high value on supportiveness can benefit from joining organizations that do value supportiveness to maximize the probability of a satisfying expatriate experience.

***Conservation.*** Person-organization value congruence on the broad cultural value dimension of conservation was predictive of expatriates' job satisfaction and turnover intentions. Expatriates whose individual values matched perceived organizational values on the conservation dimension were more likely to report satisfaction with their current jobs and were less likely to report intent to leave the organization than expatriates whose individual values did not match perceived organizational values on this dimension. The conservation dimension includes values such as tradition, conformity and security (Schwartz, 1992). Thus, the conservation dimension implies a desire for stability and harmony, which, in turn, may imply less tolerance for differences or deviation from the norm. As a result, individuals with high conservation values presumably have a high need or valence for fitting in with their social environment. Similarly, it is likely that individuals with low conservation values feel constrained or restricted in social

environments where high conservation is the prevalent value orientation because these environments tend to have stricter rules and norms than environments with lower conservation values. Therefore, a match between individual and perceived organizational values on the conservation dimension, regardless of whether the match is at a high or low level of the dimension, is likely to be more satisfying for the individual.

***Self-Enhancement.*** The present data indicated a significant relationship between person-organization value congruence on self-enhancement and expatriates' turnover intentions. Expatriates whose self-enhancement values did not match the perceived organizational values of their host country organization were more likely to express a desire to leave the organization. Self-enhancement values pertain to an individuals' desire to increase individual power and achievement. Thus, individuals with high self-enhancement values will be likely to be frustrated by organizational environments where the individual pursuit of power and achievement are not valued. Consistent with the premises of the ASA framework (Schneider, 1987), which proposes that individuals will leave organizations that do not match their values and fulfill their needs, a mismatch on self-enhancement is likely to motivate expatriates to seek opportunities elsewhere. Similarly, expatriates with low self-enhancement values are likely to be frustrated by the competitive pressures and lower levels of social support that often characterize high self-enhancement environments where individuals seek to enhance their individual positions.

Conservation and self-enhancement emerged as significant broad cultural value dimensions with respect to the relationship between person-organization value congruence and expatriates' outcomes. The cross-cultural literature has suggested that these two value dimensions are related to the individualism-collectivism value

dimensions, which has received much attention by cross-cultural researchers. With its focus on social order, harmony and stability, the conservation can be considered as on the collectivistic end of the individualism-collectivism, while the self-enhancement dimension with its emphasis on individual influence and accomplishments can be considered as the individualistic end of the spectrum (e.g., House, et al., 2004; Schwartz, 1994). Thus, the present findings of conservation and self-enhancement as significant dimensions of value congruence can be viewed as consistent with findings from the Parkes et al. (2001) study. Parkes et al. (2001) explored the relationships between person-organization value congruence on individualism-collectivism and individual outcomes across national cultures on opposite ends of the individualism-collectivism dimension. Their findings suggested that individuals are more committed to and more likely to stay with their organizations when their own value orientation matched the predominant value orientation of their environment. Thus, the individualism-collectivism dimension emerged as important with respect to fit processes. Similarly, the present findings indicate that broad cultural value dimensions related to individualism-collectivism, namely conservation and self-enhancement, are important with respect to person-organization fit processes in the context of expatriate assignments.

Overall, the fact that certain value dimensions (i.e., supportiveness, conservation, self-enhancement) emerged as important in the relationship between person-organization fit and the outcomes of job satisfaction and turnover intentions, while other value dimensions did not play a significant role, is consistent with the notion that not all value dimensions are equally important in person-organization fit processes. Fit scholars have noted that the effect of person-organization congruence on individuals' attitudes is

influenced to a significant extent by their cognitive processes and weighting schemes (e.g., Edwards, et al., 2006; Kristof-Brown, et al., 2005). As a result, different value dimensions are likely to differ in terms of their relative weight in influencing individuals' responses to person-organization value congruence. The value dimensions that emerged as significant in the relationships between value congruence and expatriates' attitudes in the present research (i.e., supportiveness, conservation and self-enhancement) may represent dimensions of greater relative importance in the person-organization fit process.

### **Lack of Significant Findings for Cross-Cultural Adjustment**

The present study did not find evidence of significant relationships between person-organization value congruence or perceived overall fit and cross-cultural adjustment. It is possible that other factors played a more salient role in shaping the cross-cultural adjustment of expatriates in the current sample. For example, consistent with past research on cross-cultural adjustment (e.g., Black, et al., 1991), the results of this study suggested that cross-cultural adjustment was predicted by the amount of time expatriates have spent in the U.S.

The lack of support for a significant relationship between value congruence and cross-cultural adjustment is somewhat surprising in the light of the findings by Van Vianen and colleagues (2004), which indicated that fit on the value dimension of self-transcendence was related to cross-cultural adjustment. However, it should be noted that expatriates in the study by Van Vianen and colleagues (2004) were employed in a range of host countries, while expatriates in the present study were all employed in the U.S. The fact that the U.S. was the only host country in the present study may have affected

the findings for cross-cultural adjustment. Given the pervasiveness of U.S. popular culture in many countries around the world, it is likely that expatriates were already somewhat adjusted to or comfortable with certain aspects of U.S. culture before even setting foot on U.S. soil. The fact that cultural novelty (i.e., the similarity between expatriates' home country and the host country cultures) was not significant as a control variable in predicting cross-cultural adjustment supports the notion that expatriates in the present sample already may have been relatively familiar with various aspects of U.S. culture. It should also be noted that there was less variability in the sample for cross-cultural adjustment than for the other outcome variables (job satisfaction, turnover intentions), which supports the notion that the expatriates may have been exposed to similar influences of U.S. culture before their assignment.

### **Limitations**

*Size and Nature of the Sample.* The sample presents several important limitations of this study. The final sample size was smaller than desired, which renders the use of polynomial regression as an analytic tool somewhat problematic. However, statistical power analysis showed that the sample size was adequate. In addition, the present sample size was slightly larger than that of the expatriate study by Van Vianen and colleagues (2004), which also used polynomial regression as an analytic tool. Missing data was a contributing factor to the small sample size. Approximately twenty percent of the surveys that were submitted were incomplete and thus, had to be excluded from the analyses. It is unclear why these surveys were left incomplete. It is also unclear whether there were any systematic biases that contributed to the high percentage of

incomplete responses. The smaller than expected sample size prompted the use of difference scores as analytic method to deconstruct the interactions between value congruence and home country cultural cluster. Although difference scores have been widely used in person-organization fit research (e.g., French, et al., 1982; Turban & Jones, 1988), this method has recently received some criticism for its empirical shortcomings (e.g., Edwards, 1991). For example, because difference scores collapse individual and organizational scores into a single difference score, it is not possible to test hypotheses about specific functional forms of fit. However, the present research was exploratory in nature in that it aimed to establish the general importance of person-organization value congruence as a predictor of expatriate success. It is up to future studies to explore specific hypotheses about the functional form of person-organization value congruence relationships.

The nature of the sample presents important limitations with respect to the generalizability of the present findings to the larger expatriate population. First, it is not known to what extent the individual values of expatriates in this sample represented the central tendencies of their home countries' national values. It is possible that expatriates' individual values differed to some extent from the national average value orientations in their home countries. The extent to which an expatriate's values are dissimilar to his or her home country's national average values would reduce the relevance of home country culture in shaping the relationship between value congruence and perceived overall fit.

The current study did not include expatriates who ostensibly failed (e.g., terminated their assignments early). As a result, this sample is not representative of the larger population of both successful and unsuccessful expatriates. It is also not clear to



what extent the individual values of the expatriates in this sample are representative of the individual values of the larger expatriate population. It is possible that this sample had broad cultural values that were relatively similar to the broad cultural values of the host country culture. Consequently, the relevance of broad cultural values may be diminished in the person-organization fit process, while work-related values become more central. This may explain why significant findings emerged primarily for work-related value dimensions in the current study. In a similar vein, it should be noted that the present sample included only expatriates currently in the U.S., which has a national culture that is pervasive and well-known to educated individuals around the world. Thus, it is likely that expatriates in this research were already somewhat familiar with or adjusted to the broad cultural values of U.S. national culture. As a result, expatriates in the present sample may have been prepared for some degree of fit or misfit on broad cultural value dimensions with their U.S organizations. Being able to anticipate areas of fit or misfit may reduce anxiety and uncertainty, which, in turn, may decrease the impact of fit or misfit on expatriates' overall experience and well-being. Thus, the findings of this study may not necessarily generalize to expatriates going to host countries with less well-known cultures.

Finally, the present study explored person-organization value congruence in the context of only one host country culture (the U.S.). Future studies should extend this research to a broad array of host countries. These studies should also explore whether the host country culture plays a moderating role in the relationships between value congruence, perceived overall fit and expatriates' outcomes.

***Cultural Clusters.*** It is debatable whether the cultural clusters used to represent expatriates' home country cultures in the present study are an accurate reflection of the importance of a particular value dimension within the context of home country culture. Thus, future studies should explore whether direct assessments of the importance of a given value dimension are more appropriate than assessments using home country cultural clusters as a proxy of value importance.

The moderating variable compared the North-Western cultural cluster to "other" types of cultures. As a result, the moderating variable became a crude representation of cultural similarity or cultural distance, rather than an accurate reflection of expatriates' home country culture. Consequently, cultural differences and nuances were obscured by collapsing home country culture types into two broad groups. The within group differences in the "other" cluster are likely to be quite large. This was likely to increase the difficulty of detecting the influence of home country culture as a moderator of the relationship between value congruence and perceived overall fit. Thus, the present findings reflect the influence of cultural similarity/dissimilarity, rather than the importance of cultural values in expatriates' home countries.

Further, one might question whether grouping expatriates' home countries according to findings from the GLOBE study yields an accurate reflection of cultural realities. Although the GLOBE study represents one of the most recent and comprehensive efforts to develop a typology of national cultures, it has received criticism on a number of fronts (e.g., Graen, 2006), including its methods, validity and approach to classifying cultures. Thus, caution should be exercised when interpreting the findings of the present research. Future studies may want to explore alternative ways of

operationalizing home country culture and classifying home country groupings (e.g., by geographical location).

**Measures.** There are limitations that should be noted with respect to the measures used to collect data on individual and perceived organizational values. First, the use of self-report measures to capture both individual and perceived organizational values can be problematic because participants may not have been able, or willing, to give an accurate report of their own values and those they perceived as predominant in their organizations. It is possible that social desirability biases may have led participants to describe their values in ways they believed would be desirable or make them look good to the researcher. However, the anonymous nature of the web-based survey and the instructions on the survey questionnaire were designed to minimize the potential for social desirability bias. In addition, many cross-cultural and person-organization fit studies have used self-report measures and established their reliability and validity (e.g., Hofstede, 1980; O'Reilly, et al., 1991; Schwartz, 1992; Van Vianen, et al., 2004).

Similarly, it may be questioned whether expatriates' descriptions of perceived organizational values were accurate representations of their host country organization's actual values. However, some fit scholars have argued that that it is individuals' perceptions of the values in their environment that drive individual attitudes, rather than the objective reality of the environment that is important (e.g., Krisof-Brown et al., 2005). Thus, using a self-report measure of perceived organizational values appears to be an acceptable approach in person-organization fit research.

**Potential for Common Method Bias.** The simultaneous collection of all measures may increase the potential for common method bias, particularly with respect to

the measurement of individual and perceived organizational values. However, earlier studies have demonstrated that individuals are generally able to distinguish between these two constructs and give relatively independent descriptions of both individual and perceived organizational values (Kristof-Brown et al., 2005). In addition, the confirmatory factor analysis and relatively low correlations between individual and perceived organizational values in the current data support the notion that the measures of individual and perceived organizational values were independent in the present research. Finally, common method variance is unlikely to explain interaction effects and therefore is unlikely to account for some of the variance in the present results.

*Potential for Type I Error.* Person-organization value congruence effects had to be analyzed separately for each value dimension to allow for meaningful interpretation about a particular value dimension's role in shaping expatriates' perceived overall fit and outcomes. Given that there were nine value dimensions in total, a relatively large number of regressions was required, which implies an increased potential for type I error. However, significant effects were found only for a limited number of value dimensions and outcomes. This suggests that type I error is less likely to be a problem in this research than if statistical significance had been found for most or all value dimensions. In addition, polynomial regression is considered a conservative statistical technique, given the large number of predictors in each equation. Given that the omnibus tests using polynomial regression to estimate the overall effect size across all work-related or broad cultural value dimensions were significant indicates that the overall effects of value congruence were fairly robust and less likely to have been caused by chance alone. This implies that it is less likely that type I error was a problem in the present research.

***Direction of Causality.*** Due to the correlational nature of this research, the findings do not allow for any causal inferences. Thus, it is not clear whether, for example, person-organization value congruence leads to greater job satisfaction, or whether people report more similar individual and perceived organizational values because they are satisfied with their jobs.

***Additional Factors.*** There may have been factors in addition to the control variables measured in this study that could have affected the results. For example, participants' geographic location within the U.S. was not controlled. This represents a limitation because it is likely that expatriates' experiences differ across different regions within the U.S. In addition, full-time versus part-time status of employment was not controlled. The impact of person-organization value congruence and perceived overall fit on job satisfaction and turnover intentions may be less powerful for expatriates who work on a part-time basis. Although the vast majority of expatriates are generally employed full-time, it is possible that the presence of a small number of part-time expatriates may have somewhat weakened the relationships between value congruence, perceived overall fit and outcomes. Finally, it should be noted that both person-organization fit and cross-cultural adjustment are developmental processes that unfold over time. Although expatriates' time spent in the U.S. was measured as a control variable in this research, future studies might explicitly explore how person-organization fit and expatriates' cross-cultural adjustment develop over time. To this end, longitudinal studies would yield useful insights.

## **Implications for Theory and Research**

The results of this study have implications for theory and research with respect to both the expatriate literature and person-organization fit research.

*Implications for Expatriate Research.* Many expatriate studies to date have explored the impact of a variety of individual, organizational and contextual factors on outcomes related to expatriate success. However, few studies have explored how different types of factors interact to influence expatriates' outcomes (Garonzik et al., 2000). The present study extends expatriate research by exploring the effect of the interaction between expatriates' individual values and their perceptions of their host country organization's values on expatriates' outcomes. The results of this research imply that outcomes related to expatriate success are determined by complex interactive processes. Thus, future expatriate research would benefit from taking an interactional approach, rather than studying main effects only.

The finding that person-organization value congruence is predictive of expatriates' perceived overall fit and success-related outcomes under certain conditions (i.e., depending on expatriates' home country culture) implies that both individual factors and perceived organizational attributes need to be considered to make accurate predictions about expatriates' success. More specifically, this research implies that both expatriates' individual values and their perceptions of the host country organization's values play a role in shaping expatriates' experiences and outcomes. Thus, the findings support the notion that differences in values between expatriates and their organizations need to receive more attention in expatriate research than they have thus far. More specifically, this research suggests that future expatriate studies should consider both

differences in broad cultural values and more narrowly-defined work related values. Such studies would significantly extend the current expatriate literature, which has largely focused on differences in surface-level dimensions (e.g., living conditions, climate, food) or national-level broad cultural values (e.g., national average values of the home and host country cultures).

Further, this study suggests that the processes determining expatriates' outcomes differ depending on the expatriates' home country cultural background. Home country culture as a potential moderator of expatriates' experiences and outcomes has not yet received much attention by expatriate researchers. A better understanding of how expatriates' experiences of their assignments in a particular host country or organization differs depending on their home country cultural background could further enhance our ability to predict expatriate success and develop targeted interventions to facilitate it.

***Implications for Person-Organization Fit Theory.*** The results of this study affirm the need to extend person-organization research into cross-cultural contexts. Consistent with the arguments made by some fit scholars (e.g., Van Vianen, 2001), the present findings indicate that the effect of person-organization fit on individual outcomes differs across national cultures. National culture appears to operate as a moderating influence on person-organization fit processes. More work is needed to increase our understanding of how national culture influences the relationships between person-organization fit, perceived overall fit and outcomes, including job satisfaction and turnover intentions. Presumably, national culture influences individuals' cognitive processes and, thus, influences the relative importance assigned to fit on a particular dimension in individuals' minds. The current findings support the notion that value

dimensions differ in their importance in terms of person-organization fit for individuals from different countries. However, the relationship between national culture and the relative importance of value dimensions in the person-organization fit process has not yet been explored explicitly.

In addition, the present study extends person-organization fit research by exploring person-organization value congruence not only on the work-related value dimensions traditionally studied in fit research, but also on broad cultural value dimensions studied in the cross-cultural literature. Broad cultural value dimensions need to be considered when studying fit in cross-cultural contexts because the work-related value dimensions traditionally studied in the fit literature have important limitations with respect to their cross-cultural validity. Nevertheless, work-related value dimensions seem to be relevant in cross-cultural situations as well. Moreover, national culture needs to be considered as a moderator because the relevance of work-related value dimensions for person-organization fit appears to differ across national cultures.

The present study identified a number of both work-related and broad cultural value dimensions (supportiveness, conservation and self-enhancement), which appear to be universally important for person-organization fit, regardless of the individual's cultural background. This supports the proposition that there are key value dimensions for which individuals have a fundamental desire for fit with their environments (Van Vianen, 2000). Future research should further explore the notion of key value dimensions in the person-organization fit process because it has been suggested that fit is most beneficial when it occurs on a limited number of important dimensions (Ostroff, 1993). This would entail explicitly exploring the importance of various value dimensions



within the individual's value system. Measuring the importance of work-related and broad cultural value dimensions within individuals' value systems may contribute insights into the person-organization fit process above and beyond home country culture because importance of a value dimension to an individual would have a more proximal impact on the individual's attitudes and behaviors than his or her home country culture and may differ within cultures. Some scholars have noted that fit on too many dimensions can be too much of a good thing (e.g., Schneider, 1987) and become detrimental to the organization's effectiveness because too much person-organization fit implies a high degree of homogeneity among an organization's employees. Too much homogeneity within an organization can undermine the organization's capability for creative thinking, problem-solving and innovation, thereby threatening its long-term success. Thus, it is important to determine fit "for whom" and "on what" to ensure positive outcomes (Schneider, Goldstein & Smith, 1995). Determining the key dimensions of person-organization fit may be particularly important for expatriates because expatriates are often employed for specific purposes (e.g., expansion of the organization into new areas, innovation) that may require a certain level of incongruence or tension between the individual and organization to ensure a diversity of perspectives and ideas.

### **Implications for Practice**

The finding that the degree of fit between individual and organizational attributes influences expatriates' outcomes (e.g., job satisfaction, turnover intentions) has implications both for organizations employing expatriates and for individuals seeking an

expatriate assignment to further their careers. Efforts to increase expatriates' value congruence and perceived overall fit with their host country organizations may help increase positive outcomes, such as increased job satisfaction and reduced turnover intentions. Organizations can use two general strategies for improving person-organization fit of their employees. First, organizations can focus their selection and recruiting efforts on individuals who fit on key dimensions. Second, they can use socialization and training practices to teach individuals about their organizational values and encourage assimilation of individual values to be consistent with organizational values. The selection and socialization/training approaches to facilitating person-organization fit are also applicable in the context of expatriate assignments. However, there are several issues that deserve special attention when working to improve person-organization fit among expatriates.

***Need for Increased Awareness of Individual and Organizational Values.***

Expatriates and organizations would benefit from increased awareness of their value orientation on both broad cultural and work-related dimensions. Organizations should identify and prioritize their key values and make those salient during the selection and socialization process. In selecting expatriate employees, organizations may be able to increase the probability of successful outcomes by identifying candidates who match on these key value dimensions. Similarly, expatriates should be aware of their own value system and priorities, as well as those of prospective host country organizations prior to accepting an expatriate assignment. Improved knowledge and awareness of values on broad cultural and work-related dimensions can help both individuals and organizations anticipate and better prepare for potential areas of misfit.

To facilitate increased awareness of values at the individual and organizational levels, targeted assessment tools to identify individual and organizational values on broad cultural and work-related value dimensions could be developed. These assessment tools need to be validated across different cultural contexts to ensure they provide an accurate, comprehensive and reliable picture of individual and organizational values on both work-related and broad cultural value dimensions. This may entail developing customized measures, such as country-specific versions of the OCP, to be used with expatriates and organizations from a given national culture.

*Value Dimensions Important to Specific Home Country Cultural Contexts.* The present findings suggest that the impact of person-organization fit on some dimensions depends on expatriates' home country cultural background. Specifically, the importance of some value dimensions with respect to the relationship between value congruence and perceived overall fit depends on the extent to which expatriates' home country cultural is similar to that of the host country.

The current results suggest that team orientation, a work-related value dimension, has an important impact on person-organization fit processes for expatriates from North-Western countries (i.e., countries that are culturally similar to the U.S.). This implies that organizations looking to hire expatriates from North-Western countries should select individuals whose own team orientation values are similar to those of the organization. Further, organizations should make their level of team orientation salient to prospective expatriates from North-Western countries during the selection and recruitment process. Finally, in order to help North-Western expatriates succeed in U.S. organizations, attention should be paid to team-related issues and skills during the orientation and

training process to ensure that these expatriates not only understand their host country organization's team orientation, but also possess adequate skills to effectively work and develop relationships within their new environment. For example, for organizations where team orientation is valued highly, training programs for North-Western expatriates should include developing communication and team building skills relevant for effective team functioning in U.S. organizations.

Expatriates coming to the U.S. from countries in the Asian, Latin or South-Eastern cultural clusters are coming from national cultures that tend to be quite dissimilar to that of the U.S. This implies that expatriates from these countries have different needs than expatriates from North-Western countries with cultures that are relatively similar to that of the U.S. As the results of this study suggest, a different set of value dimensions is important in shaping the experiences of expatriates from the Asian, Latin and South-Eastern clusters than for North-Western expatriates when it comes to working in U.S. organizations. The value dimensions that emerged as important in the person-organization fit process of expatriates from countries culturally dissimilar to the U.S. included the work-related values of innovation, attention to detail and supportiveness. Thus, in hiring expatriates from Asian, Latin or South-Eastern countries, U.S. organizations should look for individuals whose values match their organizational values on these dimensions. Similarly, organizations should make their orientation with respect to innovation, attention to detail and supportiveness salient to prospective expatriates from these countries. Training and socialization programs for expatriates coming to the U.S. from culturally dissimilar countries should also address the dimensions of innovation, attention to detail and supportiveness.

***Universally Important Value Dimensions.*** As noted above, the importance of some value dimensions differs depending on whether expatriates are coming to the U.S. from culturally similar or dissimilar countries. However, the present research also indicates that there are value dimensions that appear to be universally important on which expatriates should fit their host country organizations, regardless of their home country's culture. These dimensions include supportiveness, self-enhancement and conservation. Organizations should screen all prospective expatriates to ensure they are compatible with their organizational values on these dimensions. Moreover, organizations should ensure that all prospective expatriates understand the organization's orientation on these dimensions. While work-related values can be readily addressed in training and socialization programs, broad cultural values such as self-enhancement and conservation are more difficult to capture effectively in specific interventions. Although expatriates may be able to learn and change with respect to work-related values to adapt to their host country organizations, it is unlikely that interventions such as training or orientation programs will be effective at changing expatriates' broad cultural values. Therefore, it is crucial that some degree of fit on broad cultural values exists between expatriates and their host country organizations before the start of the assignment.

***Facilitating Perceptions of Overall Fit.*** It may not always be realistic to achieve optimal levels of person-organization value congruence in the context of expatriate assignments. Cultural realities may make finding the ideal expatriate impractical, particularly when an organization needs expatriates from culturally dissimilar countries to meet specific business needs. The current findings suggest that expatriates' perceived fit with their host country organizations plays a significant role in shaping success-related

attitudes, such as job satisfaction and turnover intentions. Thus, organizations may be able to improve their expatriate success rates by fostering perceptions of overall fit with the organization. While the results of this study indicate that person-organization value congruence on some dimensions influences perceived overall fit, the results also suggest that the relationship between value congruence and perceived overall fit is more complex than previously thought and appears to be influenced by other factors. For example, interventions, such as formal orientation or informal mentoring programs, may help expatriates feel welcome in their host country organizations and develop a sense of “belonging” in spite of cultural differences. In addition, having a substantial number of colleagues who are also expatriates or from diverse cultural backgrounds may facilitate increased perceptions of overall fit among expatriates because “fitting in” does not equal having to be the same as everyone else in the organization.

## **Conclusion**

Expatriates’ success is critical for both individuals and organizations in today’s competitive global market. However, when it comes to maximizing the chances of a successful expatriate experience, there is no “one size fits all” solution. More specifically, the interplay of different types of variables, such as expatriates’ individual values and their perceptions of their host country organization’s values needs to be considered. Expatriates’ individual values and their perceptions of the host country organization’s values need to be assessed on both work-related and broad cultural value dimensions. Expatriates should have some degree of person-organization fit on key value dimensions. While some value dimensions (e.g., conservation, self-enhancement) are

important for all expatriates, there are certain dimensions that may be more or less important in terms of fit with the host country organizations depending on the expatriate's home country cultural background. Perceived overall fit plays a pivotal role in shaping expatriates' experiences with respect to job satisfaction and turnover intentions. However, the criteria used to combine person-organization value congruence on various dimensions into an overall perception of fit with the host country organization are different for individuals from different cultures. More work is needed to enhance our understanding of how insights from person-organization fit theory and cross-cultural research can be integrated to improve expatriate experiences for both individuals and organizations.

## REFERENCES

- Adler, N. J. (1997). *International dimensions of organizational behavior*. Cincinnati, OH: South-Western.
- Adler, N. J., Doktor, R., & Redding, S. G. (1986). From the atlantic to the pacific century: Cross-cultural management reviewed. *Journal of management*, 12, 295-318.
- Adkins, C. L., Ravlin, E. C., & Meglino, B. M. (1996). Value congruence between co-workers and its relationship to work outcomes. *Group and organization management*, 21, 439-460.
- Ashkanasy, N. M., & Trevor-Roberts, E. (2002). Leading in australia: The egalitarian visionary suits our style. *Mt. Eliza Business Review, Autumn*, 33-39.
- Aumann, K. A., & Ostroff, C. (2006). Multi-level fit: An integrative framework for understanding HRM practices in cross-cultural contexts. In F. Yammarino & F. Dansereau (Eds.), *Research in multi-level issues* (Vol. 5): JAI Press.
- Aycan, Z. (1997). Expatriate adjustment as a multifaceted phenomenon: Individual and organizational level predictors. *The international journal of human resource management*, 8, 434-456.
- Aycan, Z., Kanungo, R. N., & Sinha, J. B. P. (1999). Organizational culture and human resource management practices: The model of culture fit. *Journal of cross-cultural psychology*, 30, 501-526.
- Ballard, C., & R., P. (2002). Citizen perceptions of community policing: Comparing Internet and mail survey responses. *Social science computer review*, 20, 485-493.
- Banai, M., & Harry, W. (2005). Boundaryless global careers: The international itinerants. *International studies of management and organization*, 34, 96-120.
- Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Englewood Cliffs, NJ: Prentice-Hall.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51, 1173-1182.
- Beach, L. R., & Mitchell, T. R. (1978). A contingency model for the selection of decision strategies. *Academy of management review*, 3, 439-449.
- Bell, M. P., & Harrison, D. A. (1996). Using intra-national diversity for inter-national assignments: A model of bicultural life experiences and expatriate adjustment. *Human resources management review*, 6, 47-74.



- Best, S. J., Krueger, B., Hubbard, C., & Smith, A. (2001). An assessment of the generalizability of Internet surveys. *Social science computer review*, *19*, 131-145.
- Bhaskar-Shrinivas, P., Harrison, D. A., Shaffer, M. A., & Luk, D. M. 2005. Input-based and time-based models of international adjustment: Meta-analytic evidence and theoretical extensions. *Academy of management journal*, *48*, 257-281.
- Black, J. S. (1988). Work role transitions: A study of American expatriate managers in Japan. *Journal of international business studies*, *19*, 277-294.
- Black, J. S., & Gregersen, H. B. (1991). Antecedents to cross-cultural adjustment for expatriates in Pacific Rim assignments. *Human Relations*, *44*, 497-515.
- Black, J. S., & Gregersen, H. B. (1999). The right way to manage expats. *Harvard Business Review*, *March/April 1999*, 52-62.
- Black, J. S., Mendenhall, M., & Oddou, G. (1991). Toward a comprehensive model of international adjustment: An integration of multiple theoretical perspectives. *Academy of management review*, *16*, 291-317.
- Black, J. S., & Stephens, G. K. (1989). The influence of the spouse on American expatriate adjustment and intent to stay in Pacific Rim overseas assignments. *Journal of management*, *15*, 529-544.
- Block, J. (1978). *The Q-sort method in personality assessment and psychiatric research*. Palo Alto, CA: Consulting Psychologists Press.
- Brodbeck, F. C., Frese, M., Ackerblom, S., Audia, G., Bakacsi, G., & Bendova, H. (2000). Cultural variation in leadership prototypes across 22 European countries. *Journal of occupational and organizational psychology*, *73*, 1-29.
- Cable, D. M., & DeRue, S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of applied psychology*, *87*, 875-884.
- Cable, D. M., & Judge, T. A. (1996). Person-organization fit, job choice decisions, and organizational entry. *Organizational behavior and human decision processes*, *67*, 294-311.
- Cable, D. M., & Judge, T. A. (1997). Interviewers' perceptions of person-organization fit and organizational selection decisions. *Journal of applied psychology*, *82*, 546-561.
- Caligiuri, P. M. (1997). Assessing expatriate success: Beyond just "being there". In D. M. Saunders & Z. Aycan (Eds.), *New approaches to employee management* (Vol. 4, pp. 117-140). Greenwich, CT: JAI Press.

- Caligiuri, P. M. (2000). Selecting expatriates for personality characteristics: A moderating effect of personality on the relationship between host national contact and cross-cultural adjustment. *Management international review*, 40, 61-80.
- Cammann, C., Fichman, M., Jenkins, G. D., & Klesh, J. R. (1983). Assessing the attitudes and perceptions of organizational members. In Seashore, Lawler, Mirvis & Camman (Eds.), *Assessing organizational change: A guide to methods, measures and practices* (pp. 71-138). London: Wiley.
- Chatman, J. A. (1989). Improving interactional organizational research: A model of person-organization fit. *Academy of management review*, 14, 333-349.
- Colarelli, S. M. (1984). Methods of communication and mediating processes in realistic job previews. *Journal of applied psychology*, 69, 633-642.
- Dawis, R. V., & Lofquist, L. H. (1984). *A psychological theory of work adjustment*. Minneapolis, MN: University of Minnesota Press.
- Dillman, D. A. (1978). *Mail and telephone surveys: The total design method*. New York: Wiley-Interscience.
- Donovan, M. A., Drasgow, F., & Probst, T. M. (2000). Does computerizing paper-and-pencil job attitude scales make a difference? New IRT analyses offer insight. *Journal of applied psychology*, 85, 305-313.
- Earley, P. C., & Mosakowski, E. (2002). Linking culture and behavior in organizations: Suggestions for theory development and research methodology. *Research in multi-level issues*, 1, 297-319.
- Edwards, J. R. (1991). Person-job fit: A conceptual integration, literature review, and methodological critique. In C. Cooper (Ed.), *International review of industrial and organizational psychology* (Vol. 6, pp. 283-357). Chichester, UK: Wiley.
- Edwards, J. R. (1993). Problems with the use of profile similarity indices in the study of congruence in organizational research. *Personnel psychology*, 46, 641-665.
- Edwards, J. R. (1994). Alternatives to difference scores as dependent variables in the study of congruence of congruence in organizational research. *Organizational behavior and human decision processes*, 64, 307-324.
- Edwards, J. R., Cable, D. M., Williamson, I. O., Lambert, L. S., & Shipp, A. J. (2006). The phenomenology of person-environment fit: Linking the person and environment to the subjective experience of person-environment fit. *Journal of applied psychology*, 91, 802-827.

- Erez, M. (1994). Toward a model of cross-cultural industrial and organizational psychology. In H. C. Triandis, M. D. Dunette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (2<sup>nd</sup> ed., Vol. 4, pp. 559-608). Palo Alto, CA: Consulting Psychologist Press.
- Erez, M., & Earley, P. C. (1993). *Culture, self-identity and work*. New York: Oxford University Press.
- Erez, M., & Gati, E. (2004). A dynamic, multi-level model of culture: From the micro level of the individual to the macro level of a global culture. *Applied psychology: An international review*, 53, 583-598.
- Faulkner, D., Pitkethly, R., & Child, J. (2002). International mergers and acquisitions in the UK 1985-1994: A comparison of national HRM practices. *International Journal of human resource management*, 13, 106-122.
- Festinger, L. (1954). A theory of social comparison processes. *Human relations*, 7, 117-140.
- French, J. R. P. J., Caplan, R. D., & Harrison, R. V. (1982). *The mechanisms of job stress and strain*. London: Wiley.
- Furnham, A., & Bochner, S. (1986). *Culture shock: Psychological reaction to unfamiliar environments*. London: Methuen.
- Gao, G., & Gudykunst, W. B. (1990). Uncertainty, anxiety, and adaptation. *International journal of intercultural relations*, 14, 301-317.
- Garonzik, R., Brockner, J., & Siegel, P. A. (2000.) Identifying international assignees at risk for premature departure: The interactive effect of outcome favorability and procedural fairness. *Journal of applied psychology*, 85, 13-20.
- Gelfand, M. J., Nishii, L. H., & Raver, J. L. (2006). On the nature and importance of cultural tightness-looseness. *Journal of applied psychology*, 91, 1225-1224.
- Gelfand, M. J., Erez, M., & Aycan, Z. (2007). Cross-cultural organizational behavior. *Annual review of psychology*, 58, 479-514.
- GMAC. (2004). Global relocation survey.
- Gosling, S. D., Vazire, S., Srivastava, S., & John, O. P. (2004). Should we trust web-based studies? A comparative analysis of six preconceptions about Internet questionnaires. *American psychologist*, 59, 93-104.
- Graen, G. B. 2006. In the eye of the beholder: Cross-cultural lesson in leadership from Project GLOBE: A response viewed from the Third Culture Bonding (TCB) model of cross-cultural leadership. *The Academy of Management Perspectives*, 20, 95-101.

- Gregersen, H. B., & Black, J. S. (1990). A multifaceted approach to expatriate retention in international assignments. *Group and organization studies*, 15, 461-485.
- Gupta, A. K., & Govindarajan, V. (2000). Managing global expansion: A conceptual framework. *Business horizons*, 43(2), 45-54.
- Gupta, V., & Hanges, P. J. (2004). Regional and climate clustering of societal cultures. In R. J. House, Hanges, P. J., M. Javidan, P. W. Dorfman & V. Gupta (Eds.), *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
- Gupta, V., Hanges, P. J., & Dorfman, P. W. (2002). Cultural clusters: Methodology and findings. *Journal of World Business*, 37, 11-15.
- Guzzo, R. A. (1996). The expatriate employee. *Journal of organizational behavior*, 3, 123-137.
- Guzzo, R. A., & Noonan, K. A. (1994). Human resource practices as communications and the psychological contract. *Human resource management*, 33, 447-462.
- Guzzo, R. A., Noonan, K. A., & Elron, E. (1994). Expatriate managers and the psychological contract. *Journal of applied psychology*, 79, 617-626.
- Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of applied psychology*, 60, 159-170.
- Hanges, P. J., & Dickson, M. W. (2004). The development and validation of the GLOBE culture and leadership scales. In R. J. House, P. J. Hanges, M. Javidan, P. W. Dorfman & V. Gupta (Eds.), *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
- Harrison, D. A., Chadwick, M., & Scales, M. (1996). The relationship between cross-cultural adjustment and the personality variables of self-efficacy and self-monitoring. *International journal of intercultural relations*, 20, 167-188.
- Hatch, M. J. (1993). The dynamics of organizational culture. *Academy of management review*, 18, 657-693.
- Heider, F. (1958). *The psychology of interpersonal relations*. Chichester, UK: Wiley.
- Hofstede, G. (1980). *Culture's consequences*. Newbury Park, CA: Sage.
- Hofstede, G. (1991). *Culture and organizations: Software of the mind*. London: McGraw-Hill.
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations*. Thousand Oaks, CA: Sage.

- Holland, J. L., & Gottfredson, G. D. (1976). Using a typology of persons and environments to explain careers: Some extensions and clarifications. *The counseling psychologist*, 6, 20-29.
- House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
- James, L. R., James, L. A., & Ashe, D. K. (1990). The meaning of organizations: The role of cognition and values. In B. Schneider (Ed.), *Organizational culture and climate* (pp. 40-84). San Francisco, CA: Jossey-Bass.
- Javidan, M. (2004). Performance orientation. In R. J. House, P. J. Hanges, M. Javidan, P. W. Dorfman & V. Gupta (Eds.), *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
- Javidan, M., House, R. J., & Dorfman, P. W. (2004). A non-technical summary of GLOBE findings. In R. J. House, P. J. Hanges, M. Javidan, P. W. Dorfman & V. Gupta (Eds.), *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
- Jun, S., & Gentry, J. W. (2005). An exploratory investigation of the relative importance of cultural similarity and personal fit in the selection and performance of expatriates. *Journal of World Business*, 40, 1-8.
- King, W. C., & Miles, E. W. (1995). A quasi-experimental assessment of the effect of computerizing non-cognitive paper-and-pencil measurements: A test of measurement equivalence. *Journal of applied psychology*, 80, 643-651.
- Kluckhohn, C. (1951). Values and value orientations in the theory of action. In T. Parsons & E. Shihls (Eds.), *Toward a general theory of action*. Cambridge, MA: Harvard University Press.
- Kopelman, R. E., Brief, A. P., & Guzzo, R. A. (1990). The role of climate and culture in productivity. In B. Schneider (Ed.), *Organizational climate and culture* (pp. 282-318). San Francisco: Jossey-Bass.
- Kraimer, M. L., & Wayne, S. J. (2004). An examination of perceived organizational support as a multidimensional construct in the context of an expatriate assignment. *Journal of management*, 30, 209-237.
- Kraimer, M. L., Wayne, S. J., & Jaworski, R. A. (2001). Sources of support and expatriate performance: The mediating role of expatriate adjustment. *Personnel psychology*, 54, 71-99.
- Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurements, and implications. *Personnel psychology*, 49, 1-49.

- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel psychology, 58*, 281-342.
- Lauver, K. J., & Kristof-Brown, A. L. (2001). Distinguishing between employees' perceptions of person-job and person-organization fit. *Journal of vocational behavior, 59*, 454-470.
- Locke, E. A. (1991). The motivation sequence, the motivation hub, and the motivation core. *Organizational behavior and human decision processes, 50*, 288-299.
- Lueke, S. B., & Svyantek, D. B. (2000). Organizational socialization in the host country: The missing link in reducing expatriate turnover. *International journal of organizational analysis, 8*, 380-400.
- Magnusson, D., & Endler, N. S. (1977). Interactional psychology: Present status and future prospects. In D. Magnusson & N. S. Endler (Eds.), *Personality and the crossroads: Current issues in interactional psychology* (pp. 3-35). Hillsdale, NJ: Erlbaum.
- Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition. Emotion, and motivation. *Psychological Review, 98*, 224-253.
- Meglino, B. M., & Ravlin, E. C. (1998). Individual values in organizations: Concepts, controversies, and research. *Journal of management, 24*, 351-389.
- Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1989). A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes. *Journal of management, 24*, 351-389.
- Mendenhall, M., & Oddou, G. (1985). The dimensions of expatriate acculturation: A review. *Academy of management review, 10*, 39-47.
- Morley, M., & Heraty, N. (2004). International assignments and global careers. *Thunderbird international business review, 46*, 633-646.
- Muller, D., Judd, C. M., & Yzerbyt, V. Y. (2005). When moderation is mediated and mediation is moderated. *Journal of personality and social psychology, 89*, 852-863.
- Naumann, E. (1993). Antecedents and consequences of satisfaction and commitment. *Group and organization management, 18*, 153-187.
- Newman, K. L., & Nollen, S. D. (1996). Culture and congruence: The fit between management practices and national culture. *Journal of international business studies, 27*, 753-779.

- Nyambegeera, S. M., Daniels, K., & Sparrow, P. (2001). Why fit doesn't always matter: The impact of hrn and cultural fit on job involvement of kenyan employees. *Applied psychology: An international review*, 50, 109-140.
- O'Reilly, C. A., Chatman, J. A., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of management journal*, 34, 487-516.
- Ostroff, C. (1993). Relationships between person-environment congruence and organizational effectiveness. *Group and organization management*, 18, 103-122.
- Ostroff, C., Kinicki, A. J., & Tamkins, M. M. (2003). Organizational culture and climate. In W. C. Borman, D. R. Ilgen & R. J. Klimoski (Eds.), *Comprehensive handbook of psychology* (Vol. 12: I/O Psychology, pp. 565-593). New York: Wiley & Sons.
- Oyserman, D., Coon, H. M., & Kemmelmeier, M. (2002). Rethinking individualism and collectivism: Evaluation of theoretical assumptions and meta-analyses. *Psychological Bulletin*, 128, 3-72.
- Parker, B., & McEvoy, G. (1993). Initial examination of a model of intercultural adjustment. *International journal of intercultural relations*, 17, 355-379.
- Parkes, L. P., Bochner, S., & Schneider, S. K. (2001). Person-organization fit across cultures: An empirical investigation of individualism and collectivism. *Applied psychology: An international review*, 50, 81-108.
- Peterson, M. F., & Smith, P. B. (2000). Sources of meaning, organizations, and culture: Making sense of organizational events. In N. M. Ashkanasy, C. P. M. Wilderom & M. F. Peterson (Eds.), *Handbook of organizational culture and climate* (pp. 101-116). Thousand Oaks, CA: Sage.
- Petty, R. E., & Cacioppo, J. T. (1986). The elaboration likelihood model of persuasion. In L. Berkovitz (Ed.), *Advances in experimental social psychology* (pp. 123-205). New York, NY: Academic Press.
- Riusala, K., & Sutari, V. (2004). International knowledge transfers through expatriates. *Thunderbird international business review*, 46, 743-770.
- Rokeach, M. (1969). *Beliefs, attitudes and values: A theory of organization and change*. San Francisco, CA: Jossey-Bass.
- Ronen, S., & Shenkar, O. (1985). Clustering countries on attitudinal dimensions: A review and synthesis. *Academy of management review*, 10, 435-454.
- Ros, M., Schwartz, S. H., & Surkiss, S. (1999). Basic individual values, work values, and the meaning of work. *Applied psychology*, 48, 49-71.

- Sagiv, L., & Schwartz, S. H. (2000). Value priorities and subjective well-being: Direct relations and congruity effects. *European Journal of Social Psychology, 30*, 177-198.
- Sarros, J. C., Gray, J., Denston, I. L., & Cooper, B. (2005). The organizational culture profile revisited and revised: An Australian perspective. *Australian Journal of Management, 30*, 159-182.
- Schein, E. (1985). *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- Schneider, B. (1987). The people make the place. *Personnel psychology, 40*, 437-453.
- Schneider, B. (2001). Fits about fit. *Applied psychology: An international review, 50*, 141-152.
- Schneider, B., Goldstein, H. W., & Smith, D. B. (1995). The ASA framework: An update. *Personnel psychology, 48*, 747-773.
- Schneider, B., Smith, D. B., & Goldstein, H. W. (2000). Attraction-selection-attrition: Toward a person-environment psychology of organizations. In W. B. Walsh, K. H. Craik & K. H. Price (Eds.), *Person-environment psychology* (pp. 61-86). Mahwah, NJ: Erlbaum.
- Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. In M. P. Zanna (Ed.), *Advances in experimental social psychology* (Vol. 25, pp. 1-65). San Diego, CA: Academic Press.
- Schwartz, S. H. (1994). Beyond individualism/collectivism: New cultural dimensions of values. In U. Kim, H. C. Triandis, C. Kagitcibasi, S. C. Choi & G. Yoon (Eds.), *Individualism and collectivism: Theory, method and applications* (pp. 84-119). London: Sage.
- Shaffer, M. A., & Harrison, D. A. (1998). Expatriates' psychological withdrawal from international assignments: Work, non-work, and family influences. *Personnel psychology, 51*, 87-118.
- Shaffer, M. A., Harrison, D. A., & Gilley, K. M. (1999). Dimensions, determinants, and differences in the expatriate adjustment process. *Journal of international business studies, 30*, 557-581.
- Shaffer, M. A., Harrison, D. A., Gregersen, H. B., Black, J. S., & Ferzandi, L. A. (2006). You can take it with you: Individual differences and expatriate effectiveness. *Journal of applied psychology, 91*, 109-125.
- Shannonhouse, R. (1996, November 8). Overseas assignment failures. *USA Today/International edition*, p. 8A.



- Sills, S. J., & Song, C. (2002). Innovations in survey research: An application of web-based surveys. *Social science computer review*, 20, 22-30.
- Simon, H. A. (1976). *Administrative behavior* (3 ed.). New York, NY: Free Press.
- Stahl, G., & Caligiuri, P. M. (2005). The effectiveness of expatriate coping strategies: The moderating role of culture distance, position level, and time on the international assignment. *Journal of applied psychology*, 90, 603-615.
- Staines, G. L. (1980). Spillover versus compensation: A review of the literature on the relationship between work and non-work. *Human relations*, 33, 111-129.
- Stanton, J. M. (1998). An empirical assessment of data collection using the Internet. *Personnel psychology*, 51, 709-725.
- Tayeb, M. H. (1995). The competitive advantage of nations: The role of HRM and its socio-cultural context. *International journal of human resource management*, 6, 588-605.
- Thomas, D. C., Lazarova, M. B., & Inkson, K. (2005). Global careers: New phenomenon or new perspectives? *Journal of world business*, 40, 340-347.
- Thompson, L. F., Surface, E. A., Martin, D. L., & Sanders, M. G. (2003). From paper to pixels: Moving personnel surveys to the web. *Personnel psychology*, 56, 197-227.
- Triandis, H. C. (1989). The self and social behavior in differing cultural contexts. *Psychological Review*, 96, 506-520.
- Triandis, H. C. (1990). Cross-cultural studies of individualism and collectivism. In J. Berman (Ed.), *Nebraska symposium on motivation, 1989* (pp. 41-133). Lincoln, NB: University of Nebraska Press.
- Trice, H. M., & Beyer, J. M. (1993). *The cultures of work organizations*. Thousand Oaks, CA: Sage.
- Turban, D. B. & Jones, A. P. 1988. Supervisor-subordinate similarity: Types, effects, and mechanisms. *Journal of applied psychology*, 73, 228-234.
- Vancouver, J. B. & Schmitt, N. W. 1991. An exploratory examination of person-organization fit: Organizational goal congruence. *Personnel psychology*, 44, 333-352.
- Vandenberghe, C. 1999. Organizational culture, person-culture fit, and turnover: A replication in the health care industry. *Journal of organizational behavior*, 20, 175-184.

- Van Vianen, A. E. M. (2000). Person-organization fit: The match between newcomers' and recruiters' preferences for organizational cultures. *Personnel psychology*, *53*, 113-149.
- Van Vianen, A. E. M. (2001). Person-organization fit: The match between theory and methodology: Introduction to the special issue. *Applied psychology: An international review*, *50*, 1-4.
- Van Vianen, A. E. M., De Pater, I. E., Kristof-Brown, A. L., & Johnson, E. C. (2004). Fitting in: Surface- and deep-level cultural differences and expatriates' adjustment. *Academy of management journal*, *47*, 697-709.
- Verquer, J. L., Beehr, T. A., & Wagner, S. H. (2003). A meta-analysis of the relationship between person-organization fit and work attitudes. *Journal of vocational behavior*, *63*, 473-489.
- Ward, C., & Chang, W. C. (1997). "Cultural fit": A new perspective on personality and sojourner adjustment. *International journal of intercultural relations*, *21*, 525-533.

## APPENDICES

### APPENDIX I: Recruiting email sent to potential participants

#### EXPATRIATES: SHARE YOUR EXPERIENCE AND WIN AN IPOD NANO

Are you a foreign national currently living and working in the US? If so, you are invited to participate in a brief online survey about expatriates and their experiences in the US. Your participation in this survey is very important, so that we can get an accurate picture of the broad range of expatriates' experiences in a variety of organizational settings. Results from this study will help improve our understanding of how organizations can create more satisfying work environments for expatriates, as well as individuals from diverse cultural backgrounds more generally.

You will be asked to complete an online questionnaire, which will take approximately 10-15 minutes of your time. In appreciation for your participation, you will be eligible to win an **iPod Nano**.

Please click on the link below for more information on this research, and to complete the online questionnaire. Thank you!

**Link:** <http://www.surveymonkey.com/s.asp?u=101902583480>

Kerstin Aumann  
Ph.D. Candidate, Social-Organizational Psychology  
Columbia University  
New York, NY 10027  
kaa2001@columbia.edu

**APPENDIX II**  
**SURVEY QUESTIONNAIRES**

**Your Personal Values: Part A**

In this section, we are interested in the values that are indicative of you.

There are no right or wrong answers, and answers do not indicate goodness or badness of your values.

Please circle the number that best reflects your response.

|                                | Not at<br>all |   |   |   |   |   | Very<br>much |
|--------------------------------|---------------|---|---|---|---|---|--------------|
| 1. Being innovative            | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 2. Risk taking                 | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 3. A willingness to experiment | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 4. Being rule oriented         | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 5. Paying attention to detail  | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 6. Being precise               | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 7. Being highly organized      | 1             | 2 | 3 | 4 | 5 | 6 | 7            |

---

|   | Not at<br>all |   |   |   |   |   | Very<br>much |
|---|---------------|---|---|---|---|---|--------------|
| 8. Autonomy                               | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 9. Being team oriented                    | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 10. Working in collaboration with others  | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 11. Opportunities for professional growth | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 12. Achievement orientation               | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 13. Fitting in                            | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 14. Having high performance expectations  | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 15. Being results oriented                | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 16. High pay for high performance         | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 17. Being supportive                      | 1             | 2 | 3 | 4 | 5 | 6 | 7            |

---

|                                 | Not at<br>all |   |   |   |   |   |   | Very<br>much |
|---------------------------------|---------------|---|---|---|---|---|---|--------------|
| 18. Sharing information freely  | 1             | 2 | 3 | 4 | 5 | 6 | 7 |              |
| 19. Praise for good performance | 1             | 2 | 3 | 4 | 5 | 6 | 7 |              |
| 20. Being socially responsible  | 1             | 2 | 3 | 4 | 5 | 6 | 7 |              |

**Your Personal Values: Part B**

In this section, please rate how important each value below is as a guiding principle in your life.

There are no right or wrong answers, and answers do not indicate goodness or badness of your values.

Please circle the number that best reflects your response.

|                        | Opposed to<br>their values | Not<br>important |   |   | Important |   |   | Very<br>important | Of supreme<br>importance |
|------------------------|----------------------------|------------------|---|---|-----------|---|---|-------------------|--------------------------|
| 1. Social power        | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 2. Authority           | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 3. Successful          | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 4. Influential         | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 5. A varied life       | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 6. An exciting<br>life | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 7. Pleasure            | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |



|                              | Opposed to<br>their values | Not<br>important |   |   | Important |   |   | Very<br>important | Of supreme<br>importance |
|------------------------------|----------------------------|------------------|---|---|-----------|---|---|-------------------|--------------------------|
| 8. Enjoying life             | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 9. Independent               | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 10. Choosing<br>own goals    | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 11. Equality                 | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 12. Social justice           | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 13. Forgiving                | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 14. Loyal                    | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 15. Respect for<br>tradition | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 16. Humble                   | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |

---

|                                | Opposed to<br>their values | Not<br>important |   |   | Important |   |   | Very<br>important | Of supreme<br>importance |
|--------------------------------|----------------------------|------------------|---|---|-----------|---|---|-------------------|--------------------------|
| 17. Obedient                   | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 18. Self-<br>discipline        | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 19. Social order               | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 20. Reciprocation<br>of favors | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |

---

**Your Organization's Values: Part A**

In this section, we are interested in the values you perceive as indicative of the organization for which you currently work.

There are no right or wrong answers, and answers do not indicate goodness or badness of the organization.

Please circle the number that best reflects your response.

|                                | Not at<br>all |   |   |   |   |   | Very<br>much |
|--------------------------------|---------------|---|---|---|---|---|--------------|
| 1. Being innovative            | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 2. Risk taking                 | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 3. A willingness to experiment | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 4. Being rule oriented         | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 5. Paying attention to detail  | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 6. Being precise               | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 7. Being highly organized      | 1             | 2 | 3 | 4 | 5 | 6 | 7            |

---

|   | Not at<br>all |   |   |   |   |   | Very<br>much |
|---|---------------|---|---|---|---|---|--------------|
| 8. Autonomy                               | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 9. Being team oriented                    | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 10. Working in collaboration with others  | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 11. Opportunities for professional growth | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 12. Achievement orientation               | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 13. Fitting in                            | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 14. Having high performance expectations  | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 15. Being results oriented                | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 16. High pay for high performance         | 1             | 2 | 3 | 4 | 5 | 6 | 7            |
| 17. Being supportive                      | 1             | 2 | 3 | 4 | 5 | 6 | 7            |

|                                 | Not at<br>all | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Very<br>much |
|---------------------------------|---------------|---|---|---|---|---|---|---|--------------|
| 18. Sharing information freely  |               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |              |
| 19. Praise for good performance |               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |              |
| 20. Being socially responsible  |               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |              |

**Your Organization's Values: Part B**

In this section, please rate how important you feel each value below is as a guiding principle of (most of) the local people in your organization.

There are no right or wrong answers, and answers do not indicate goodness or badness of your organization.

Please circle the number that best reflects your response.

|                         | Opposed to<br>their values | Not<br>important |   |   | Important |   |   | Very<br>important | Of supreme<br>importance |
|-------------------------|----------------------------|------------------|---|---|-----------|---|---|-------------------|--------------------------|
| 21. Social power        | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 22. Authority           | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 23. Successful          | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 24. Influential         | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 25. A varied life       | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 26. An exciting<br>life | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 27. Pleasure            | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |

|                              | Opposed to<br>their values | Not<br>important |   |   | Important |   |   | Very<br>important | Of supreme<br>importance |
|------------------------------|----------------------------|------------------|---|---|-----------|---|---|-------------------|--------------------------|
| 28. Enjoying life            | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 29. Independent              | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 30. Choosing<br>own goals    | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 31. Equality                 | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 32. Social justice           | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 33. Forgiving                | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 34. Loyal                    | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 35. Respect for<br>tradition | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 36. Humble                   | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |

---

|                                | Opposed to<br>their values | Not<br>important |   |   | Important |   |   | Very<br>important | Of supreme<br>importance |
|--------------------------------|----------------------------|------------------|---|---|-----------|---|---|-------------------|--------------------------|
| 37. Obedient                   | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 38. Self-<br>discipline        | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 39. Social order               | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |
| 40. Reciprocation<br>of favors | -1                         | 0                | 1 | 2 | 3         | 4 | 5 | 6                 | 7                        |

---



### Perceived Overall Fit Measure

Here are some statements about you and your organization. How much do you agree or disagree with each?

Please click on the number that best reflects your response.

|   | Strongly disagree | Disagree | Slightly disagree | Neither agree nor disagree | Slightly agree | Agree | Strongly agree |
|---|-------------------|----------|-------------------|----------------------------|----------------|-------|----------------|
| 1. My values match those of the current employees in this organization.   | 1                 | 2        | 3                 | 4                          | 5              | 6     | 7              |
| 2. The things I value in life are very similar to the things that my organization values.                               | 1                 | 2        | 3                 | 4                          | 5              | 6     | 7              |
| 3. My values fit or match this organization.  | 1                 | 2        | 3                 | 4                          | 5              | 6     | 7              |
| 4. I am able to maintain my values at this organization.  | 1                 | 2        | 3                 | 4                          | 5              | 6     | 7              |
| 5. My values prevent me from fitting in at this organization because they are different from the organization's values. | 1                 | 2        | 3                 | 4                          | 5              | 6     | 7              |

Higher scores indicate higher perceived P-O fit. Item 5 is reverse scored.

## Outcome Measures

Here are some statements about you and your job. How much do you agree or disagree with each?

Please click on the number that best reflects your response.

|   | Strongly disagree | Disagree | Slightly disagree | Neither agree nor disagree | Slightly agree | Agree | Strongly agree |
|---|-------------------|----------|-------------------|----------------------------|----------------|-------|----------------|
| 1. All in all, I am satisfied with my job.  | 1                 | 2        | 3                 | 4                          | 5              | 6     | 7              |
| 2. I would do anything to keep this assignment for the expected duration.               | 1                 | 2        | 3                 | 4                          | 5              | 6     | 7              |
| 3. I will probably look for a new job outside my present organization in the next year. | 1                 | 2        | 3                 | 4                          | 5              | 6     | 7              |
| 4. I often think about quitting.  | 1                 | 2        | 3                 | 4                          | 5              | 6     | 7              |
| 5. In general, I like working here.   | 1                 | 2        | 3                 | 4                          | 5              | 6     | 7              |
| 6. I am very dissatisfied with my job.  | 1                 | 2        | 3                 | 4                          | 5              | 6     | 7              |
| 7. If I could choose again, I would choose to work here.                                | 1                 | 2        | 3                 | 4                          | 5              | 6     | 7              |

Higher scores indicate higher job satisfaction and turnover intentions.

Job satisfaction items: 1, 5, 6 (reverse scored)

Turnover intentions items: 2 (reverse scored), 3, 4, 7 (reverse scored)

Here are some questions about your experience living and working in the United States. Please click on the number that best reflects your response.

|  | Not at all |   |   | Moderately |   |   | Extremely |
|--|------------|---|---|------------|---|---|-----------|
| 1. How comfortable do you feel living in the United States?                                | 1          | 2 | 3 | 4          | 5 | 6 | 7         |
| 2. How satisfied are you living in the American culture?                                   | 1          | 2 | 3 | 4          | 5 | 6 | 7         |
| 3. How much is life in the United States an enjoyable experience?                          | 1          | 2 | 3 | 4          | 5 | 6 | 7         |
| 4. How satisfied are you with your English ability in daily communications with Americans? | 1          | 2 | 3 | 4          | 5 | 6 | 7         |
| 5. How comfortable do you feel interacting with Americans on a day-to-day basis?           | 1          | 2 | 3 | 4          | 5 | 6 | 7         |
| 6. How comfortable do you feel interacting with Americans outside of work?                 | 1          | 2 | 3 | 4          | 5 | 6 | 7         |
| 7. How comfortable do you feel socializing with Americans?                                 | 1          | 2 | 3 | 4          | 5 | 6 | 7         |
| 8. How comfortable do you feel working with American co-workers?                           | 1          | 2 | 3 | 4          | 5 | 6 | 7         |
| 9. How adjusted are you to your job and responsibilities?                                  | 1          | 2 | 3 | 4          | 5 | 6 | 7         |
| 10. How adjusted are you to the performance standards and expectations in your job?        | 1          | 2 | 3 | 4          | 5 | 6 | 7         |
| 11. How satisfied are you with your work experience in the United States?                  | 1          | 2 | 3 | 4          | 5 | 6 | 7         |

Higher scores indicate higher cross-cultural adjustment; General adjustment: Items 1-3; Interaction adjustment: Items 4-8; Work adjustment: Items 9-11

## Control and Demographic Variables

### Cultural novelty

How similar or different are the following things in your home country compared to the United States?

Please click on the number that best reflects your response.

|   | Very similar |   |   | Very different |   |   |   |
|---|--------------|---|---|----------------|---|---|---|
| 1. Everyday customs that must be followed | 1            | 2 | 3 | 4              | 5 | 6 | 7 |
| 2. General living conditions              | 1            | 2 | 3 | 4              | 5 | 6 | 7 |
| 3. Available quality and types of food    | 1            | 2 | 3 | 4              | 5 | 6 | 7 |
| 4. Climate                                | 1            | 2 | 3 | 4              | 5 | 6 | 7 |
| 5. General housing conditions             | 1            | 2 | 3 | 4              | 5 | 6 | 7 |

Higher scores indicate greater cultural novelty.

### Demographics

Please provide the following information about your background. This information will be kept strictly confidential and will only be used to describe the sample.

1. Your age: \_\_\_ years

2. Your gender: \_\_\_ Female \_\_\_ Male

3. What is your home country:

(drop down menu of 62 countries from GLOBE studies; other please specify: \_\_\_\_\_)

4. How long have you lived in the United States: \_\_\_years \_\_\_ months

5. How long have you worked in your current assignment: \_\_\_ years \_\_\_ months

6. Expected duration of your current assignment: \_\_ years \_\_ months

7. How much experience have you had living or working in a foreign country prior to your current assignment:  
\_\_years \_\_months

8. Are any of your relatives (e.g., spouse, children) accompanying you on your current assignment?  
\_\_yes \_\_no

9. Which best describes the industry in which your organization operates?

- |  |  |
|--|--|
| <input type="checkbox"/> High Tech (electronics, software, computers, e-commerce, telecomm.) | <input type="checkbox"/> Consumer Products, Retailing                                  |
| <input type="checkbox"/> Finance, Insurance, Real Estate                                     | <input type="checkbox"/> Machinery, Shipbuilding, Manufacturing                        |
| <input type="checkbox"/> Chemicals, Agriculture  | <input type="checkbox"/> Services, Publishing, Advertising, Hospitality, Entertainment |
| <input type="checkbox"/> Energy, Utilities, Mining   | <input type="checkbox"/> Pharmaceuticals, Medical Diagnostics, Healthcare              |
| <input type="checkbox"/> Construction, Engineering   | <input type="checkbox"/> Transportation  |
| <input type="checkbox"/> Other, please specify: _____  |  |

10. How many employees (or students, faculty and staff) does your organization have?

- |                                |                                  |                                  |                                      |                                       |  |                                   |
|--------------------------------|----------------------------------|----------------------------------|--------------------------------------|---------------------------------------|--|-----------------------------------|
| <input type="checkbox"/> < 100 | <input type="checkbox"/> 100-499 | <input type="checkbox"/> 500-999 | <input type="checkbox"/> 1,000-4,999 | <input type="checkbox"/> 5,000-14,999 | <input type="checkbox"/> 15,000-19,999 | <input type="checkbox"/> > 20,000 |
|--------------------------------|----------------------------------|----------------------------------|--------------------------------------|---------------------------------------|--|-----------------------------------|

11. Please indicate your overall level of fluency in English on a scale from 1 (not at all) to 5 (excellent):

- |            |   |          |   |           |
|------------|---|----------|---|-----------|
| 1          | 2 | 3        | 4 | 5         |
| Not at all |   | Moderate |   | Excellent |

12. What is your educational background:

- High school diploma
- Some college or technical school training
- Graduated from college (e.g., B.A., B.S. or other Bachelor's Degree)
- Some graduate school
- Graduate Degree (e.g., Masters, Professional or Doctorate degree)

13. How much work experience do you have (including full-time, part-time, paid and unpaid employment)? \_\_ years \_\_ months

14. What best describes your primary racial/ethnic background: \_\_\_\_\_