

An Exploratory Study On The Trailing Spouses' Adjustment On A Foreign Soil

Dr. Sara Rashid, Dr. Khurram Shakir, Arsalan Ahmed, Dr. Faheem Bukhari, Dr. Nazia Abdul Rehman

Abstract: Spouse adjustment is regarded as the most notable personal factor playing a vital role in the adjustment of an expat. This study focuses on the determinants of trailing spouse adjustment overseas and their importance in the successful adjustment of an expatriate. The cooperation, commitment and contribution of a partner to the personal and emotional wellbeing of an expatriate can't be overlooked. This study examines the factors of spouse adjustment across national boundaries and highlights the importance of organizational support and cultural intelligence as factors that aid in adjustment and adaptation of expats and their families in a foreign environment. An online administered survey was carried out in order to analyze the determinants of adjustment of Pakistani trailing spouses in a foreign location. Data was collected using snowball sampling method. The findings of the study emphasize the importance of trailing spouse adjustment in influencing an expatriate's adjustment during an overseas assignment.

Keywords: Trailing Spouse, Globalization, Cultural quotient, Organizational behavior, Cross cultural trailing, Organizational support.

1 INTRODUCTION

Globalization enabled organizations to conduct their operations in foreign countries. This led organizations to send their employees as expatriates for foreign assignments. The relational and personal factors of an expatriate play a vital role in his/her adjustment in a foreign environment (Haile and White, 2019). Among the personal factors, spouse adjustment has been acknowledged to play a predominantly strong role in expat adjustment and success of a foreign assignment. Spouse successful adjustment depends upon the social involvement (Webber and Vögel, 2019) and openness in attitude of the spouses (Vainikka, 2016). As per literature a well-adapted and a contented spouse advances the expatriate's performance at work by progressing the interactional adjustment of the expatriate at a rapid pace. The present literature is limited to the expatriate adjustment of western expatriates (Du-Babcock, 2000; Herleman et al., 2008; Takeuchi et al., 2007). During the past two decades a large number of Asian employees have migrated to foreign countries due to work. Moreover, many multinationals belonging to Asia have shifted their businesses from domestic markets to foreign markets. The current trend towards globalization of markets and globalization of production has resulted in multi-cultural work force. This has redirected the focus of International human resource management researches towards the adjustment process, determinants, outcomes and antecedents of Asian expatriates and their families. The present research studies the determinants of Pakistani expat adjustment in a foreign culture and explores the significance of perceived managerial assistance in effecting the adjustment of expats and their spouses. Organizations must consider the importance of family adjustment and provide necessary support in adaptation to a foreign environment (Vainikka, 2016). The success of an expatriate depends upon the adjustment of the trailing spouse; therefore, this fact increases the significance for organizations to pay heightened consideration to the trailing spouse adjustment and wellbeing (Eriksson and Lindström, 2013). Literature suggests that there are various reasons of an expatriate's foreign assignment failure. These causes of failure can be job related factors, personal factors or organizational factors. Organizational factors include expatriate selection and preparation, training and development needs, and cultural adjustment (Haile and

White, 2019). Job related factors include organizational strategic control and job dissatisfaction (Wang and Varma, 2019). However, the personal factors include cultural shock, family dissatisfaction and incompetence to adjust in a new environment and culture. Among these factors cultural distance plays a dominant role in premature return of an expatriate and it is moderated by management practices (Wang and Varma, 2019). Cross cultural adjustment plays a mediating role in effecting the association between intelligence and expat adjustment (Chew, Ghurburn, Terspstra-Tong and Perera, 2019). Organizations play a crucial part in the adjustment of their expatriates in a new environment (Salgado and Bastida, 2017). As per previous research, one of the reasons for an expats failure in a foreign country is the lack of ability of the trailing spouse in adjusting in a foreign location (Gupta, Banerjee, and Gaur 2012). This results in an early return of an expat (Forster; 2000). Human resource systems within organizations have widely ignored the personal factors of an expatriate that aid in the emotional wellbeing and adjustment of an expat. This research highlights the importance of a trailing spouse in an expat's adjustment in a foreign country. Spouses play the vital part in the life of an individual. A spouse not only serves as a counsellor, a companion and a care giver rather a spouse plays an essential part in the success and happiness of an individual. Unfortunately, Pakistanis habitually overlook the needs of their female counter part in terms of their career choices. Moreover, their professional identity is often not recognized and acknowledged. In many Asian countries including Pakistan, the perception of female spouses is ignored while making crucial life decisions such as job relocation (Iftikhar and Awan, 2019). Moreover, Multinational enterprises have also consistently ignored the importance of both physical and mental wellbeing of a trailing spouse while planning, designing and executing support systems for their expatriates. The term "Trailing spouses" was first used by Mary Bralove in 1981 (Wall Street Journal). It was used to describe the spouses of expatriates that accompany them overseas (Mary Bralove, Wall Street Journal 1981 as cited Cangià, 2018). A trailing spouse not only worries about the obvious reasons such as the general living conditions including housing, climate, health conditions, education of children rather there are other veiled reasons for their concern about living in a foreign destination. These concealed reasons include the loss of identity, foregoing their own career and leaving

behind family and friends. More and more trailing spouses are concerned about their loss of professional identity and career goals thus leading to unhappiness and lack of adjustment in a foreign country (Parfitt and Jenkins, 2008). One of the most notable reasons of an expat failure is the incapability of a trailing spouse and family to adjust in the host country (Tung, 1982, 1987). Literature has highlighted the importance of family adjustment as the most notable factor affecting the success of an expatriate in a foreign country (Selma, 2002). It is challenging for a Multinational enterprise is to devise corporate strategies keeping in view the expat family adaptability factors. This study explores the roots of Pakistani trailing spouses' adjustment factors. The trailing spouses of expatriates working in United States of America, Great Britain, Canada, Australia, Malaysia, Singapore and Middle East countries (including Bahrain, Saudi Arabia, Oman and Kuwait) were considered for this research. This study sheds light on an importance of organizational support mechanisms and practices in assisting expat family adjustment thereby ensuring spouse loyalty towards the organization. Pakistan has a rich culture that is different from western countries while the work ethics of Pakistan is different from Shinto, Confucianism and protestant work ethic. The culture of Pakistan is marked by collectivism as opposed to individualism (Islam, 2004). The Pakistani culture is not marked by 100 percent work attendance every day, nor does the culture encourages work from home or flexible work hours. Therefore, when a Pakistani expat works in a foreign environment then he has to adjust and adapt as per the culture, living conditions and work ethics of the new country. Hence, this study is novel and unique and it contributes to the spouse adjustment and expat adjustment of Pakistani expatriates who form a global workforce and are present in almost every region of the globe. The conceptual model presented in this study is based upon the theoretical model (see Fig.1) which has been adapted from the previous work on Expatriate's Family Adjustment (Caligiuri and Lazarova, 2002) and cross-cultural adjustment of female trailing spouses (Caligiuri, Hyland, Joshi and Bross, 1998). Therefore, the aim of this study is to explore the determinants of spouse adjustment in a foreign location and then study its impact on the foreign adjustment of an expat. The outcome of this study will assist multinational corporations in devising organizational support systems keeping in view the expats' family preferences and spouse adjustability. Previous researches have been conducted in Asian continent including Japan, Malaysia, India and Indonesia as well as Western continents of Europe and America. Adding information from the context of Pakistani trailing spouse in a foreign soil would be an addition in the academic literature. This unexplored segment warrants a potential to conduct a research in this area.

2 LITERATURE REVIEW

2.1 Cultural Intelligence

The term Cultural intelligence or cultural quotient (CQ) has been widely used by academic researchers in the context of business, education, government and organizational behavioral theories. It denotes the capability of an individual to work efficiently across various cultures. This concept was

first introduced by Earley and Ang in the year 2003 and is based upon the Theory of successful intelligence given by Sternberg and Dettermans (1986) and the theory of multiple facets of intelligence by Gardner (1993). Current researches in multidisciplinary areas have emphasized the importance of cultural intelligence in today's multicultural work environment and settings. As per the literature generated on Cultural Intelligence since the year 2002 till date, it has been found that cultural intelligence effects negotiation performance (Imai and Gelfand, 2010), global leadership (Sutton et al., 2013), expatriation intention (Richter et al., 2019) and job performance (Ang et al., 2007, Wu, and Ang, 2011). As per literature, two determinants of cultural intelligence have been recognized namely, exposure to other cultures (such as acquiring education in a foreign environment or working in a foreign country) and the level of exposure from these experiences (Crowne, 2008). During the past twenty years, tremendous research has been carried out to explore different dimensions of intelligence. They include including emotional, cultural, social and practical intelligence (Sternberg and Detterman 1986). Literature supports the concept of cultural intelligence as a predecessor of different variables such as job performance (Jyoti and Kour, 2017), cross border leadership effectiveness (Rockstuhl, Seiler, Ang, Van Dyne, and An, namely, 2011) and job effectiveness in different cultural environments (Ott and Michailova, 2018). In a globalized world that is marked by diversity in work force, it is crucial for a business leader to understand the international business in the presence of societal and cultural influences as the managers and leaders are in charge of multicultural teams. The development of such global leadership requires high Cultural Intelligence of a leader (Tuleja, 2014). Cultural intelligence was found to have mainly four dimensions, namely: cognitive, meta cognitive, behavioral and motivational dimensions (Ang et al., 2007). The dimensions metacognitive, cognitive and motivation are related to conceptual capabilities however behavioral are considered as overt actions. Meta cognitive cultural intelligence denotes the ability of a person to be culturally aware and apply cultural knowledge in order to adapt to a culture while interacting in a foreign culture (Ang and Dyne, 2008). It was emphasized by Bogilovic and Skerlava (2016) that the higher the metacognitive skill of an individual, the greater will be the creativity of an individual in a multicultural setting. Cognitive Cultural intelligence denotes the knowledge of a person about values, norms, practices, aesthetics, conventions, manners, religious practices, occasions, festivals, legal systems, languages, cultural differences and cultural similarities. This knowledge can be acquired through various methods including experience and education (Ang and Dyne, 2008). Motivational Cultural quotient is divided into three types namely efficacy, enhancement and consistency (Ng and Earley, 2006). These components have both a direct and an indirect influence on the capability of an individual to adjust to a new nation in terms of cultural values. Behavioral dimension of cultural intelligence refers to the social behavior of an individual in a multi-cultural environment. People with a great degree of behavioral cultural intelligence are aware of applying the correct words, gestures, tones and facial expressions in order to meet the anticipation of others (Ang et al., 2007).

Adjustment has been studied as a mediator between cultural intelligence and expatriate job performance (Ramalu, Rose, Uli, and Kumar, 2012). It is essential for corporations to improve the level of cultural quotient of their expat employees through cultural trainings so as to be successful internationally. Organizational social support and logistical help such as schooling, housing and spousal employment aids expat to reduce the anxiety and ambiguity experienced during their process of cross-cultural adjustment to a foreign cultural environment (Shaffer, Harrison, and Gilley, 1999; Bhaskar-Shrinivas et al., 2005). Cultural intelligence has spillover effects over expat and their spouse's cross-cultural adjustment (Ramalu, Rose, Uli, and Kumar, 2012; Ang and Van Dyne, 2015). A research conducted in Malaysia supported the importance of cultural intelligence in building spouse general and interactional adjustment in a foreign country (Malek and Budhwar, 2013). Henceforth, the above information leads to the development of the following hypothesis:

H1: Cultural Intelligence has a positive impact on Spouse Adjustment.

Literature supports the idea that higher cultural intelligence leads to well adjustment in a novel cultural setting and it leads to increased job performance of an expatriate. It is vital for multinational enterprises to provide trainings to their personnel in order to enhance their Cultural intelligence and prepare the prospective applicants for global projects. Human resource development and training programs such as mentoring from both the host and the home country managers and peers, role play, cultural simulations, may assistance expatriate adjustment and allow them to performance efficiently in a multicultural business environment. The advent of globalization, management of multi-cultural work force and diversification is vital for the success of any organization. Cultural Quotient envisions a variety of vital consequences in intercultural contexts, namely expatriate performance, multicultural team processes, cultural adaptation, intercultural negotiation and global leadership (Van Dyne, Ang, Ng, Rockstuhl, Tan, and Koh, 2012). Cultural intelligence has been found to have a significant impact on the performance of an expatriate in a foreign country (Guðmundsdóttir, 2015). It has further been found that Cultural quotient significantly influences the cross-cultural adjustment (general, interaction, and work) of an expat (Templer, and Chandrasekar, 2006). Cultural intelligence is a surviving tool for an expatriate in a foreign country as it helps to overcome the cultural shock and assist in the adaptation process (Lin, Chen, and Song, 2012). Cultural intelligence plays a vital role on the performance of an expat by affecting the adjustment of an expat on a foreign assignment (Wang et al., 2019). Thus, the above information leads to the development of the following hypothesis:

H2: Cultural Intelligence is positively associated with Expat Adjustment.

2.2 Perceived Organizational Support

In the domain of Organizational behavior and employee relationships, the most notable theory has been acknowledged as the Social exchange theory (Cropanzano, Anthony, Daniels, and Hall, 2017). This theory emphasizes the importance of trust and support in the relationship between personnel and their corporations (Yu, Mai, Tsai

and Dai, 2018). An organization's supportive work place environment results in positive outcomes including employee engagement, loyalty and commitment (Nazir and Islam, 2017). Perceived Organizational support is considered to be the determinant of high efficiency of an employee due to high level of trust and commitment. Thus, the relationship between the personnel and their organization is greatly dependent upon the perceived organizational support (Kim, Eisenberger and Baik, 2016). Perceived organizational support reduces employee stress, anxiety, health concern and depression therefore it results in an employees' positive work outcomes. Academic researchers have applied the logic of Perceived Organizational Support to the discipline of global human resource management and specifically to the study of expatriate management practices (Ekrot, Rank, Kock, and Gemünden, 2018). As per the Organizational support theory the employees make a general perception about the degree to which an organization values its employees contribution and the attention that it pays about the wellbeing of its employees (Kurtessis, Eisenberger, Ford, Buffardi, Stewart, and Adis, 2017). The level of organizational support in any company depends upon the organizational structure, organizational ethics and organizational culture (Winnubst, 2017). Organizations not only are responsible for the financial needs of an employee including the wages, health benefits etc. But they are also in charge of the socio emotional needs of employees that include factors like respect, recognition and care. Perceived Organizational support has a direct and positive impact on employee commitment and job satisfaction (Byrne and Hochwarter, 2008). It decreases the turnover rate and absenteeism within organizations (De Stobbeleir, 2018).

2.3 Perceived Organizational Support And Adjustment

Organizational social support includes financial support, career support and adjustment support. Career support states the degree to which an enterprise takes into consideration an expatriate employees' personal goals related to career development both pre and post expatriation. Over sees tasks serve as the basis for the development of an employees' international management skills (Tungli and Peiperl 2009). The second dimension of Perceived Organizational Support includes finance support which refers to the magnitude of financial support from the parent company to the expatriate post international transfer. Financial support includes allowances, housing provisions and cost of living (Kraimer and Wayne 2004, Wu and Ang 2011). Third aspect of perceived organizational support includes Adjustment organizational support. Adjustment organizational support includes the level at which an organization supports the expatriate and his/her family during the adjustment process. It includes all forms of social support such as cross-cultural training, environmental briefing, cultural assimilation programs, language training, relocation assistance such as support in finding appropriate schools for children (Wu and Ang 2011). It also includes support by an Organization in dealing with legal issues and housing issues (Aycan 1997). Past research has acknowledged the importance of a developing a career counselling program for the trailing spouses by corporations (Coyle, 1996). The requisite of cross-cultural transfer training was also supported in the past (Black and

Mendenhall, 1990; Tung, 1987). It is crucial to take suitable measures for preparing a trailing spouse to adjust in a new country through pre departure training programs and ensuring career options by providing a work permit for the spouse. The support given to the family members specially the wives of expats in turn helps the expatriates to adjust easily in the new environment (Lazarova, McNulty, and Semeniuk, 2015). Hence the following hypothesis has been conceptualized. Therefore, the above information leads to the development of the following hypothesis:

H3: Perceived Organizational Support has a positive impact on Trailing Spouse Adjustment.

The level and the quality of the psychological contract between an expatriate and an organization is reflected through perceived support provided by that organization. The organizational support in the form of cultural trainings, language trainings and environmental briefings, prior to the departure of an expat to a new destination, serve as the foundation of the process of preparing an expat employee for the foreign task (Chen and Shaffer, 2017). As per prior literature the perceived organizational support moderates the relationship between home or host country Leader member exchange and expatriate employee voice (Sher, Zhuang, Wang, Peng, and Lee, 2019). As per a research conducted by Kraimer and Wayne (2004), it is claimed that organizational support has a direct impact on expat adjustment (Froese, and Peltokorpi, 2011). Previous literature has supported the idea that perceived organizational support has a positive and significant impact on expatriate's adjustment in a foreign country (Du-Babcock, 2018). Hence the subsequent proposition is hypothesized:

H4: Perceived organizational support has a positive impact on expatriate adjustment.

2.4 Expat Adjustment

The performance of an expatriate on a foreign assignment depends greatly upon four factors, namely length of the assignment, Reluctance to accept an overseas project, Psychological and work-related factors (Dowling, Festing, and Engle, 2008). Low expat work performance and high expat failures have been associated with the inability of an expatriate to adjust to the new culture (Shin, Morgeson and Campion, 2007). The technical competency of the personnel has a minute effect on an employee's capability to adjust to a novel culture (Selmer, 2000; Harvey and Novicevic, 2001). As per literature the most important psychological factor that effects an expat's adjustment is the adjustment of the spouse. Failed assignments are a result of spouse dissatisfaction and the spouse's inability to adapt to a foreign environment (Lazarova, McNulty and Semeniuk, 2015). Literature proves that organizational support in terms of emotional and psychological support is essential to expat adjustment (Gudmundsdottir, Gudlaugsson, and Adalsteinsson, 2019). Prior literature strongly supports the impact of spouse cross cultural adjustment on expatriate adjustment in a foreign environment (Takeuchi et al. (2002). A well-adjusted, happy trailing spouse makes their working spouse happy and more productive for their company (Barnett, Marshall, and Sayer, 1992, Lambert, 1990). Such employees are more likely to be successful on foreign posts. Thus, we conclude the following hypothesis:

H5: Trailing Spouse Adjustment is positively associated with Expat Adjustment.

2.5 Spouse Adjustment

Trailing spouses differ in their approach to move from the home country to the host country. Some may embrace the adventure of moving to a foreign destination, however others may feel a great sense of stress, fear and depression to leave behind their immediate family members and friends. Many trailing spouses usually females have to leave their professional careers to accompany their expatriate spouses (Suutari and Brewster, 2000). These spouses face challenges that are different from their counterpart. They are usually responsible for setting-up the new accommodation, finding right schools for the children, and managing the logistical dimensions of relocation. The term used to describe these spouse (usually women) is "trailing spouses or forgotten partners (McNulty, 2015). Mostly organizations have support programs and trainings for their employees but they usually neglect the spouses of expats leaving them with no support group. This results in spouse depression, isolation and feelings of loneliness (De Cieri et al., 1991). It has been argued that spouse has a greater challenging role in a foreign location as compared to the expat (Adler and Kwon, 2002). Cultural shock has a greater impact on the trailing spouse than it does on the expatriate employee. Loss of identity, leaving friends, family, career path and a familiar network is a major factor that results in lack of adjustability leading to unhappiness of the trailing spouse (Debra Bryson and Charise Hogi). Trailing Spouses' overall satisfaction with the foreign environment is positively related to expatriates' non-work satisfaction caused by crossover effects (Shaffer and Harrison, 1998). Moreover, literature suggests that partner adjustment affects not only expatriate adjustment but can also cross over to expatriate engagement in both the work and the family context (Lazarova et al., 2010). The general living conditions including the climate, health and safety conditions, housing and education are critical for a spouse (Harvey, 1985; Black and Gregersen; 1991). Interaction with the Host country nationals guides the spouse to better understand the host culture, behaviors, etiquettes and norms. (Black and Gregersen; 1991). Social interaction also positively affects the adjustment process of the spouse (Black and Gregersen, 1991). It is important for the trailing spouse too overcome the cultural shock due to the foreign environment. Three family characteristics as described by the family theory, contribute to adjustment among expatriate spouses, namely; cohesion, adaptability and communication. (Van Der Zee and Sanders; 2003). A happy trailing spouse in turn makes the expatriate happy resulting in increased productivity and longer stay of the expat (Barnett, Marshall and Sayer, 1992; Lambert; 1990). Adjustability behavior depends on personality traits. As per literature extroverts adjust easily to a new environment, however people who stay aloof, nervous, quiet take a greater time to adjust to new locations. Cultural intelligence enhances an individual's ability to communicate with host country nationals. Literature supports the strong impact of cultural intelligence on cross cultural training moderated by work experience (Jyoti, Pereira, and Kour, 2019). Moreover, it has been suggested that cross cultural adjustment plays the role of a mediator between cultural intelligence and

knowledge sharing relationship (Jyoti, Pereira, and Kour, 2019). Culturally intelligent people have a high degree of adaptability and adjustment abilities. Spouse with a high cultural intelligence can easily adjust to a foreign environment due to their ability to communicate successfully with individuals belonging to dissimilar cultural backgrounds. Therefore, they assist their expat partners to adapt and adjust to a foreign environment while working overseas. The following hypothesis is conceptualized:

H6: Trailing Spouse Adjustment mediates the association between Cultural Intelligence and Expat Adjustment.

Multinational organizations must initiate organizational support strategies for trailing spouses, as failure to do so could endanger their expansion activities in Asian countries. Several studies on the importance of spouse adjustment in effecting expat's ability to work overseas highlight the necessity for Organizational support policies that focus on spouses (Black and Gregersen, 1991; Brett and Stroh, 1995). Organizations that do not undergo the practice of training the expats and their families for overseas assignments have been considered to "send people into combat without teaching them how to fight" (Carpenter, 2001). Literature suggests that organizational support such as cross-cultural training has a significant impact on expatriate and their spouse's adjustment (Deshpande and Viswesvaran, 1992). A happy trailing spouse causes the expat employee to be more successful, productive, and satisfied (Mohr and Klein, 2004). Literature suggests that cross cultural adjustment plays the role of a mediator in the relationship between organizational social support and expatriate adjustment (Ramos, Mustafa, and Haddad, 2017). Previous studies suggest that organizations should focus their support activities towards the adjustment of spouses of their expats (Tahir and Oasis, 2019). Thus, the following hypothesis has been conceptualized:

H7: Trailing Spouse Adjustment mediates the association between Organizational Support and Expat Adjustment.

This research contributes to the field of international Human resource management and organizational behavioral studies. The findings of this research can be utilized by HR managers to design organizational support programs for both the expat and their spouses keeping in view their cultural intelligence. This research therefore gives a road map for the nature and duration of pre departure training to be provided to expats and their families prior to departure. It further stresses the need for a constant socio support system for expat and their families during relocation. This research has implications for training as well as for the management of foreign assignments and it creates new avenues for research on expatriate management. Hence, the above discussion leads to the development of the following three major research questions:

1. What are the factors impacting the expatriate adjustment on a foreign soil?
2. Does trailing spouse mediates the association between cultural intelligence and organizational support with expat adjustment?

3 METHODOLOGY

This is a quantitative study and the data was collected from the spouses of Pakistani expatriates residing in different parts of the world through an online survey method. The

selected countries were USA, Canada, Europe (Great Britain), Middle East (Saudi Arabia, Bahrain, Oman, Kuwait), Singapore, Malaysia and Australia. Moreover, the snowball sampling technique was used to determine the sample size. A well-devised questionnaire on a five-point Likert scale was developed and sent to 320 expat's spouses residing in the countries mentioned above. The main reason for choosing the stated countries was due to the maximum presence of Pakistani expats over the last couple of years. Moreover, the combination of various regions would give a substantial and in-depth finding over the subject matter. Hence. A wholesome finding from various regions would add value to the academic literature. The questionnaire was adapted from past studies and modified as per the study objectives (Ang, Van Dyne, Koh, Ng, Templar, Tay and Chandrasekar 2007; Yvonne McNulty 2012; Van der Zee and Van Oudenhoven 2000, 2001; Black and Stephens 1989). The researchers assured the rigor by following the robust process of data collection. At the initial stage, a pre-test was conducted wherein the survey questionnaire was sent to the domain experts, ensuring the right content/wording of the survey questions. The response was positive and encouraging; however, few changes were made in terms of the statements being asked in the questionnaire. Once the pre-testing was completed, the pilot test was carried out with 40 respondents to check the reliability of the survey instrument. The results of the reliability analysis permitted the researcher to move further for the final data collection stage. The final survey administered to 320 respondents via online media such as email, skype and social media. Before entering the final data, the questionnaires were checked for any missing data. This initial screening revealed that out of 320 questionnaires 300 filled correctly. Therefore, the response rate was 94 percent. Data normality was also checked by reviewing the residual plots, which found to be at an acceptable level, the skewness and kurtosis values were also near to zero. Thus, the conception of normality was taken into consideration. Hence, the notion of reliability and validity was not ignored by the researcher. Partial Least Square (PLS) method was utilized to assess the outcomes of the study. Reinartz, Haenlein, and Henseler, (2009) suggested that Partial Least Square (PLS) method is very convenient even when sample size is small. According to Hair, Sarstedt and Ringle (2012), PLS delivers complete examination about variables and items used in the scale. Chin (1998) proposed that PLS method is capable of measuring partial relationships in absence of complete structured model and handle latent constructs where data is not normal.

4 RESULTS

4.1 Demographic Profile Of The Respondents

The responses collected on 320 survey questionnaires from expat and their spouses were evaluated for completeness and only 300 questionnaires were found duly filled, so 20 incomplete questionnaires were excluded from the study. Therefore, only 300 questionnaires were processed for data analysis. The participants were either currently trailing spouses or have been a trailing spouse in the past 5 years. 32.4% of the participants were relocated in United States of America, 13.1% were based in Singapore, 22.1%

in Middle East,8.5% in United Kingdom and 23.9% in other destinations. All the participants were females. 1.4 % respondents lie in the age bracket of 18 -22 years, 20.1 % lie between 23 -27 years, 32.2% females were aged between 28-32years, 26.2% were in the bracket 33-40 years and 20.1% lie above 40 years. Average family size of the respondents was 4 members per house hold. Moreover, the average time spent by the trailing spouse in the host country was 3.09 years.

4.2 Measurement Model Analysis

Hair, Hult, Ringle, and Sarstedt, (2017), recommends that internal consistency of measurement model can be validated by construct reliability and validity which can be confirmed by results of composite reliability, average variance extracted, factor loading, Cronbach alpha, convergent and discriminant validity. Hair, Black, Babin, Anderson and Tatham (2006), recommended that factor loading values should be 0.7 or higher in this study factor loading of all constructs items are ranging from 0.706 to 0.933 which are considered as good. Brakeman and Gottman (1986) suggested Cronbach’s Alpha values 0.7 or higher for the reliability of constructs. Fornell and Larcker, (1981) proposed minimum composite reliability values 0.7 and average variance extracted values 0.5 for convergent validity of constructs. All the values mentioned in Table 1 below depicts acceptable range of reliability and convergent validity of measurement model. Henseler, Ringle and Sarstedt (2015), proposed Heterotrait-monotrait HTMT method for the assessment of discriminant validity, where values under 0.85 are acceptable for discriminant validity. Discriminant validity values depicted in Table 2 confirms that latent constructs have no issue of collinearity and measurement model fulfill the discriminant validity criteria.

Table: 1 Summary of Reliability and Validity of Measurement Model

Factor Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Cultural Intelligence	0.971	0.973	0.645
CI1	0.806		
CI10	0.798		
CI11	0.716		
CI12	0.756		
CI13	0.865		
CI14	0.829		
CI15	0.822		
CI16	0.811		
CI17	0.755		
CI18	0.727		
CI19	0.788		
CI2	0.79		
CI20	0.774		
CI3	0.757		
CI4	0.707		
CI5	0.887		

CI6	0.858		
CI7	0.83		
CI8	0.856		
CI9	0.892		
Expat Adjustment		0.96	0.961 0.625
EA1	0.722		
EA10	0.836		
EA11	0.833		
EA12	0.816		
EA13	0.774		
EA14	0.759		
EA15	0.782		
EA16	0.737		
EA2	0.706		
EA3	0.709		
EA4	0.788		
EA5	0.789		
EA6	0.858		
EA7	0.877		
EA8	0.809		
EA9	0.829		
Organizational Support		0.939	0.94 0.597
OS1	0.738		
OS10	0.804		
OS11	0.827		
OS12	0.809		
OS2	0.772		
OS3	0.725		
OS4	0.775		
OS5	0.748		
OS6	0.742		
OS7	0.774		
OS8	0.782		
OS9	0.77		
Trailing Wives Adjustment		0.99	0.991 0.729
TSA1	0.895		
TSA10	0.852		
TSA11	0.892		
TSA12	0.824		
TSA13	0.868		
TSA14	0.857		
TSA15	0.771		
TSA16	0.885		
TSA17	0.876		
TSA18	0.798		
TSA19	0.854		
TSA2	0.817		
TSA20	0.816		
TSA21	0.824		
TSA22	0.898		
TSA23	0.899		
TSA24	0.883		

TSA25	0.85
TSA26	0.852
TSA27	0.846
TSA28	0.848
TSA29	0.838
TSA3	0.853
TSA30	0.82
TSA31	0.895
TSA32	0.907
TSA33	0.89
TSA34	0.875
TSA35	0.857
TSA36	0.867
TSA37	0.909
TSA38	0.933
TSA4	0.892
TSA5	0.736
TSA6	0.794
TSA7	0.789
TSA8	0.775
TSA9	0.869

Table: 2 Discriminant Validity Heterotrait- Monotrait Ratio (HTMT)

	CI	EA	OS	TSA
CI				
EA	0.423			
OS	0.438	0.463		
TSA	0.429	0.428	0.354	

4.3 Structural Model Fit Analysis

SMF (Structure model fit) is normally tested by R square (coefficient of determination) value, as it identifies whether the model is fit or not. R square represents the change in dependent variable explain by all independent variables linked with dependent variable (Hair, Hult, Ringle and Sarstedt, 2017). In this study value of R square for expat adjustment (EA) and trailing spouse adjustment (TSA) are 0.306 (30%) and 0.214 (21%) which is good for model fitness. Further SRMR (standardized root mean square residual value) is an absolute measure of fit, which is standardized and shows the relationship between observed and model implied matrix Hu and Bentler, (1999) identified that SRMR value must be Less than 0.08 and SRMR value of this model is 0.045, which is a good fit, so result of measurement model (MM) and structural model(SM) confirmed that model of this study is valid to run data in PLS.

Table: 3 Summary of PLS analysis

	Original Sample	T Statistics	P Values
CI -> EA	0.28	3.066	0.002
CI -> TSA	0.341	5.247	0

OS -> EA	0.327	4.077	0
OS -> TSA	0.2	3.115	0.002
TSA -> EA	0.233	3.634	0
CI -> TSA -> EA	0.079	2.865	0.004
OS -> TSA -> EA	0.047	2.217	0.027

Table: 4 Hypotheses Assessment Summary

Hypothesis	Results
H1: Cultural Intelligence is positively related with Trailing Wives Adjustment.	Supported
H2: Cultural Intelligence is positively related with Expat Adjustment.	Supported
H3: Organizational Support is positively related with Trailing Wives Adjustment.	Supported
H4: Organizational Support is positively related with Expat Adjustment.	Supported
H5: Trailing Wives Adjustment is positively related with Expat Adjustment.	Supported
H6: Trailing Wives Adjustment mediates the association between Cultural Intelligence and Expat Adjustment.	Supported
H7: Trailing Wives Adjustment mediates the association between Organizational Support and Expat Adjustment.	Supported

5 DISCUSSION

According to the Year Book by Ministry of Overseas Pakistanis (2018), there are around 8.84 million OPs working and living worldwide, representing a major segment of the global workforce, and for them job relocation remains a concern. Having scored high on collectivism (Country Comparison - Hofstede Insights, 2020) the role of spouse adjustment for successful overseas assignment of Pakistani expats should not be ignored. Additionally, due to belongingness from male dominant society, the organizations as well as the male spouses do not take into consideration the consent of the female spouses for overseas assignments (Iftikhar and Awan, 2019) leaving them with the only option to move abroad. Given the scenario, the role of cultural intelligence and organizational support towards the trailing spouse adjustment and expat adjustment held significant importance for successful job relocation. During the research, 7 hypotheses were tested and all of them are accepted. The research supported the positive relationship between cultural intelligence and trailing spouse adjustment which is consistent with the research by (Malek and Budhwar, 2013) while the positive relationship between cultural intelligence and expat adjustment was also tested and supported as did in the work presented by (Guðmundsdóttir, 2015; Templer and Chandrasekar 2006) (Lin, Chen, and Song, 2012; Wang et al., 2019). Other than cultural intelligence, the role of perceived organizational support towards trailing spouse adjustment was also studied and the results donated a significant positive relationship between them as highlighted by (Lazarova, McNulty and Semeniuk, 2015). In addition, the role of perceived organizational support towards expatriate adjustment was tested and there exists a significant positive relationship between them as well; as

mentioned previously by (Chen & Shaffer, 2017; Du-Babcock, 2018). Positive relationship between trailing spouse adjustment and expat adjustment is also supported as stated by (Takeuchi et al., 2002; Barnett, Marshall and Sayer, 1992) (Lazarova et al., 2010). Furthermore, the mediating role of trailing spouse adjustment between cultural intelligence and expat adjustment was also studied and found to be supported and seconding (Jyoti, Pereira, and Kour, 2019) whereas the role of trailing spouse adjustment in mediating the association between organizational support and expat adjustment was also supported as consistent with the researches by (Mohr & Klein, 2004; Ramos, Mustafa and Haddad, 2017). Effectively handling and dealing people of diverse culture is required in today's global management and cultures that are high on collectivism provide different challenges to managers as compared to individualism. The research provides an insight to international human resource managers regarding how to accommodate and help expats and their spouses in foreign relocation. The move abroad is regarded as a transitional phase for the expat and spouse, demanding organization's support throughout the process. In Pakistan, nearly all trailing spouses are wives and the male dominant nature of the society contains the organizations to seek female spouse approval consequently impacting them emotionally and psychologically, which in return might have an impact on expat's job performance.

5.1 Practical Implications

An improved understanding of the cultural intelligence of expatriates and their spouses is considered imperative for providing the desired training for adjusting in an alien environment. Other than cultural training, organization should provide the trailing spouse and the family with an opportunity to get in touch with likeminded people or groups in assigned country for getting hands on experience for reducing their uncertainties.

5.2 Future Research

Further research can be done in this area by comparing the role of different country's culture in facilitating spouse adjustment, which can assist the multinational enterprises in selecting appropriate individuals for their international assignments. Further a qualitative phenomenological interview can also be conducted wherein the participants lived experience can be gauged and reported. Along with the in-depth interviews, researchers can also conduct the focus group study to enrich the data from diversified participants at a given point in time. From a quantitative perspective, a larger sample size can be used to further extract the research findings. Besides, there is also an opportunity of a mixed method study aimed to investigate the relationship between the stated factors and expatriate adjustment.

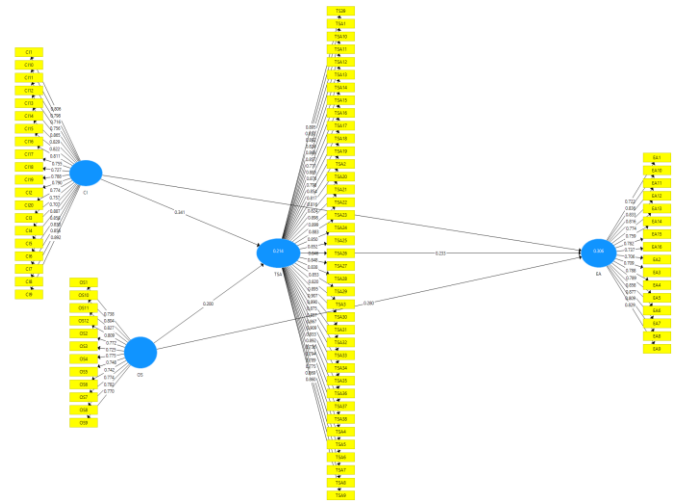


Figure: 1 Path coefficients and significant values of Model

REFERENCES

- [1]. Ang, S., and Van Dyne, L. (2015). Conceptualization of cultural intelligence: Definition, distinctiveness, and nomological network. In Handbook of cultural intelligence (pp. 21-33). Routledge.
- [2]. Ang, S., Van Dyne, L., Koh, C., Ng, K. Y., Templer, K. J., Tay, C., and Chandrasekar, N. A. (2007). Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance. *Management and organization review*, 3(3), 335-371.
- [3]. Bakeman R, Gottman JM. Observing interaction: An introduction to sequential analysis. New York, NY: Cambridge University Press; 1986
- [4]. Black, J. S., and Stephens, G. K. (1989). The influence of the spouse on American expatriate adjustment. *Journal of Management*, 15(4), 529.
- [5]. Bogilovic, S., and Skerlavaj, M. (2016). Metacognitive and motivational cultural intelligence: Superpowers for creativity in a culturally diverse environment/ metakognitivna in motivacijska kulturna inteligentnost: Super moći za usvarjalnost v kulturno raznolikem okolju. *Economic and Business Review for Central and South-Eastern Europe*, 18(1), 55.
- [6]. Bralove, M. (1981). Husband's hazard. *Wall Street Journal*, 1-2.
- [7]. Byrne, Z. S., and Hochwarter, W. A. (2008). Perceived organizational support and performance. *Journal of Managerial Psychology*.
- [8]. Caligiuri, P., and Lazarova, M. (2002). A model for the influence of social interaction and social support on female expatriates' cross-cultural adjustment. *International Journal of Human Resource Management*, 13(5), 761-772.
- [9]. Cangià, F. (2018). Precarity, Imagination, and the mobile life of the 'trailing spouse'. *Ethos*, 46(1), 8-26.
- [10]. Chen, Y. P., and Shaffer, M. A. (2017). The influences of perceived organizational support and motivation on self-initiated expatriates' organizational and community embeddedness. *Journal of World Business*, 52(2), 197-208.
- [11]. Chew, E. Y., Ghurbum, A., Terspstra-Tong, J. L., and

- Perera, H. K. (2019). Multiple intelligence and expatriate effectiveness: the mediating roles of cross-cultural adjustment. *The International Journal of Human Resource Management*, 1-33.
- [12]. Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, 295(2), 295-336.
- [13]. Cropanzano, R., Anthony, E. L., Daniels, S. R., and Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479-516.
- [14]. Crowne, K. A. (2008). What leads to cultural intelligence? *Business horizons*, 51(5), 391-399.
- [15]. De Stobbeleir, K. E., De Clippeleer, I., Caniëls, M. C., Goedertier, F., Deprez, J., De Vos, A., and Buyens, D. (2018). The inside effects of a strong external employer brand: how external perceptions can influence organizational absenteeism rates. *The international Journal of human resource management*, 29(13), 2106-2136.
- [16]. Dollwet, M. (2013). *Socializing Expatriates and Their Spouses: New Considerations for Expatriate and Spouse Adjustment through Organizational Onboarding* (Doctoral dissertation, The Claremont Graduate University).
- [17]. Dowling, P. J., Festing, M., and Engle Sr, A. D. (2008). *International Human Resource Management*, 5th edition Thomson.
- [18]. Du-Babcock, B. (2018, October). Perceived Organizational Support for Communication and Expatriate Adjustments: A Case of a China-Based Multinational Corporation. In 83rd Annual International Conference.
- [19]. Ekrot, B., Rank, J., Kock, A., and Gemünden, H. G. (2018). Retaining and satisfying project managers—antecedents and outcomes of project managers' perceived organizational support. *The International Journal of Human Resource Management*, 29(12), 1950-1971.
- [20]. Eriksson, M. M., and Lindström, R. (2013). International assignments: An updated picture of important factors for expatriate spouse adjustment.
- [21]. Fornell, C., and Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of marketing research*, 382-388.
- [22]. Forster, N. (2000). The myth of the 'international manager'. *International Journal of Human Resource Management*, 11(1), 126-142.
- [23]. Froese, F. J., and Peltokorpi, V. (2011). Cultural distance and expatriate job satisfaction. *International Journal of Intercultural Relations*, 35(1), 49-60.
- [24]. Government of Pakistan Ministry of Overseas Pakistanis and Human Resource Development Islamabad, 2019. Year Book 2017-18. [online] Available at: <<http://www.ophrd.gov.pk/SiteImage/Downloads/Year-Book-2017-18.pdf>> [Accessed 25 March 2020].
- [25]. Guðmundsdóttir, S. (2015). Nordic expatriates in the US: The relationship between cultural intelligence and adjustment. *International Journal of Intercultural Relations*, 47, 175-186.
- [26]. Guðmundsdóttir, S., Guðlaugsson, T. O., and Adalsteinsson, G. D. (2019). The diplomatic spouse. *Journal of Global Mobility: The Home of Expatriate Management Research*.
- [27]. Gupta, R., Banerjee, P., and Gaur, J. (2012). Exploring the role of the spouse in expatriate failure: a grounded theory-based investigation of expatriate spouse adjustment issues from India. *The International Journal of Human Resource Management*, 23(17), 3559-3577.
- [28]. Haile, S., and White, D. (2019). Expatriate Failure Is a Common Challenge for Multinational Corporations: Turn Expatriate Failure to Expatriate Success. *International Journal of Business and Public Administration*, 16(1).
- [29]. Haile, S., and White, D. (2019). Expatriate Failure Is a Common Challenge For Multinational Corporations: Turn Expatriate Failure To Expatriate Success. *International Journal of Business and Public Administration*, 16(1).
- [31]. Hair J.F., Black W.C., Babin B.J., Anderson R.E., and Tatham R.L. (2006). *Multivariate data analysis 6th Edition*. Pearson Prentice Hall. New Jersey.
- [32]. Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., and Thiele, K. O. (2017). Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods. *Journal of the Academy of Marketing Science*, 45(5), 616-632.
- [33]. Henseler, J., Ringle, C. M., and Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135. <https://doi.org/10.1007/s11747-014-0403-8>
- [34]. Hofstede Insights. 2020. Country Comparison – Hofstede Insights. [online] Available at: <<https://www.hofstede-insights.com/country-comparison/pakistan/>> [Accessed 22 March 2020].
- [35]. Hu, L.T., and Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, 6(1), 1–55. <https://doi.org/10.1080/10705519909540118>
- [36]. Iftikhar, R., and Awan, M. A. (2019). Break the Silence: Pakistani Women Facing Violence. *Journal of Political Studies*, 26(2).
- [37]. Islam, N. (2004). Sifarish, sycophants, power and collectivism: Administrative culture in Pakistan. *International Review of Administrative Sciences*, 70(2), 311-330.
- [38]. Jyoti, J., and Kour, S. (2017). Cultural intelligence and job performance: An empirical investigation of moderating and mediating variables. *International Journal of Cross Cultural Management*, 17(3), 305-326.
- [39]. Jyoti, J., Pereira, V., and Kour, S. (2019). Examining the impact of cultural intelligence on knowledge sharing: role of moderating and mediating variables. In *Understanding the role of business analytics* (pp. 169-188). Springer, Singapore.

- [40]. Kim, K. Y., Eisenberger, R., and Baik, K. (2016). Perceived organizational support and affective organizational commitment: Moderating influence of perceived organizational competence. *Journal of Organizational Behavior*, 37(4), 558-583.
- [41]. Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., and Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of management*, 43(6), 1854-1884.
- [42]. Lazarova, M., McNulty, Y., and Semeniuk, M. (2015). Expatriate family narratives on international mobility: Key characteristics of the successful moveable family. In *Work and family interface in the international career context* (pp. 29-51). Springer, Cham.
- [43]. Lin, Y. C., Chen, A. S. Y., and Song, Y. C. (2012). Does your intelligence help to survive in a foreign jungle? The effects of cultural intelligence and emotional intelligence on cross-cultural adjustment. *International Journal of Intercultural Relations*, 36(4), 541-552.
- [44]. Malek, M. A., and Budhwar, P. (2013). Cultural intelligence as a predictor of expatriate adjustment and performance in Malaysia. *Journal of world business*, 48(2), 222-231.
- [45]. Nazir, O., and Islam, J. U. (2017). Enhancing organizational commitment and employee performance through employee engagement. *South Asian Journal of Business Studies*.
- [46]. Ng, K. Y., and Earley, P. C. (2006). Culture+ intelligence: Old constructs, new frontiers. *Group and Organization Management*, 31(1), 4-19.
- [47]. Parfitt, J., and Jenkins, D. (2008). *A career in your suitcase*. Cabal Group Limited.
- [48]. Ramalu, S. S., Rose, R. C., Uli, J., and Kumar, N. (2012). Cultural intelligence and expatriate performance in global assignment: The mediating role of adjustment. *International Journal of Business and Society*, 13(1), 19.
- [49]. Ramos, H. M., Mustafa, M., and Haddad, A. R. (2017). Social support and expatriate spouses' wellbeing: The mediating role of cross-cultural adjustment. *International Journal of Employment Studies*, 25(2), 6.
- [50]. Reinartz, W., Haenlein, M., and Henseler, J. (2009). An empirical comparison of the efficacy of covariance-based and variance-based SEM. *International Journal of research in Marketing*, 26(4), 332-344.
- [51]. Rockstuhl, T., Seiler, S., Ang, S., Van Dyne, L., and Annen, H. (2011). Beyond general intelligence (IQ) and emotional intelligence (EQ): The role of cultural intelligence (CQ) on cross-border leadership effectiveness in a globalized world. *Journal of Social Issues*, 67(4), 825-840.
- [52]. Salgado, J. F., and Bastida, M. (2017). Predicting expatriate effectiveness: The role of personality, cross-cultural adjustment, and organizational support. *International Journal of Selection and Assessment*, 25(3), 267-275.
- [53]. Sarstedt, M., Ringle, C. M., Henseler, J., and Hair, J. F. (2014). On the emancipation of PLS-SEM: A commentary on Rigdon (2012). *Long range planning*, 47(3), 154-160.
- [54]. Sher, P. J. H., Zhuang, W. L., Wang, M. C., Peng, C. J., and Lee, C. H. (2019). Moderating effect of perceived organizational support on the relationship between leader-member exchange and expatriate voice in multinational banks. *Employee Relations: The International Journal*.
- [55]. Shin, S. J., Morgeson, F. P., and Campion, M. A. (2007). What you do depends on where you are: Understanding how domestic and expatriate work requirements depend upon the cultural context. *Journal of International Business Studies*, 38(1), 64-83.
- [56]. Tahir, R., and Oasis, D. S. (2019). *Expatriate Spouse Adjustment: An Analysis of Challenges Facing Western Female Expatriate Spouses in the United Arab Emirates*. Unpublished research.
- [57]. Templer, K. J., Tay, C., and Chandrasekar, N. A. (2006). Motivational cultural intelligence, realistic job preview, realistic living conditions preview, and cross-cultural adjustment. *Group and Organization Management*, 31(1), 154-173.
- [58]. Tuleja, E. A. (2014). Developing cultural intelligence for global leadership through mindfulness. *Journal of Teaching in International Business*, 25(1), 5-24.
- [59]. Tung, R. L. (1982). Selection and training procedures of US, European, and Japanese multinationals. *California management review*, 25(1), 57-71.
- [60]. Tung, R. L. (1982). Selection and training procedures of US, European, and Japanese multinationals. *California management review*, 25(1), 57-71.
- [61]. Tung, R. L. (1987). Expatriate assignments: Enhancing success and minimizing failure. *Academy of Management Perspectives*, 1(2), 117-125.
- [62]. Tung, R. L. (1987). Expatriate assignments: Enhancing success and minimizing failure. *Academy of Management Perspectives*, 1(2), 117-125.
- [63]. Vainikka, M. (2016). Adjustment of foreign workers' spouses: the factors influencing satisfaction and adjustment of foreign workers' spouses in Finland.
- [64]. Vainikka, M. (2016). Adjustment of foreign workers' spouses: the factors influencing satisfaction and adjustment of foreign workers' spouses in Finland.
- [65]. Van der Zee, K. I., and Van Oudenhoven, J. P. (2000). The multicultural personality questionnaire: A multidimensional instrument of multicultural effectiveness. *European Journal of Personality*, 14, 291-309.
- [66]. Van der Zee, K. I., and Van Oudenhoven, J. P. (2001). The multicultural personality questionnaire: Reliability and validity of self- and other ratings of multicultural effectiveness. *Journal of Research in Personality*, 35, 278-288.
- [67]. Van der Zee, K. I., and van Oudenhoven, J. P. (2014). Personality and multicultural effectiveness.

- [68]. Van Dyne, L., Ang, S., Ng, K. Y., Rockstuhl, T., Tan, M. L., and Koh, C. (2012). Sub-dimensions of the four factor model of cultural intelligence: Expanding the conceptualization and measurement of cultural intelligence. *Social and personality psychology compass*, 6(4), 295-313.
- [69]. Wang, C. H., and Varma, A. (2019). Cultural distance and expatriate failure rates: the moderating role of expatriate management practices. *The International Journal of Human Resource Management*, 30(15), 2211-2230.
- [70]. Wang, C. Y. P., Lien, M. C., Jaw, B. S., Wang, C. Y., Yeh, Y. S., and Kung, S. H. (2019). Interrelationship of expatriate employees' personality, cultural intelligence, cross-cultural adjustment, and entrepreneurship. *Social Behavior and Personality: an international journal*, 47(12), 1-16.
- [71]. Webber, E. L., and Vögel, A. J. (2019). The preparation, training and support requirements of expatriate trailing spouses. *South African Journal of Economic and Management Sciences*, 22(1), 1-10.
- [72]. Winnubst, J. (2017). Organizational structure, social support, and burnout. In *Professional burnout* (pp. 151-162). Routledge.
- [73]. Wu, P. C., and Ang, S. H. (2011). The impact of expatriate supporting practices and cultural intelligence on cross-cultural adjustment and performance of expatriates in Singapore. *The International Journal of Human Resource Management*, 22(13), 2683-2702.
- [74]. Yu, M. C., Mai, Q., Tsai, S. B., and Dai, Y. (2018). An empirical study on the organizational trust, employee-organization relationship and innovative behavior from the integrated perspective of social exchange and organizational sustainability. *Sustainability*, 10(3), 864.