



RAYMAKERSvDBRUGGEN

# DO INTERNATIONAL ASSIGNMENTS PAY OFF?

WHITEPAPER



# DO INTERNATIONAL ASSIGNMENTS PAY OFF?

A STUDY OF THE EFFECTS OF EXPATRIATION ON ORGANIZATIONS AND THE  
CAREER DEVELOPMENT OF EXPATS IN THE NETHERLANDS



## Foreword

Today's global economy has created a dynamic and complex environment which is influencing the way business is conducted. Companies start globalizing, but whereas other departments (such as strategy, finance, operations and marketing) have taken a global approach, the Human Resource department appears to be generally lagging behind.

This is especially notable in The Netherlands. We are an open economy, dealing with a large amount of international trade. In addition, through our favourable business climate, we have a relatively large number of (regional) headquarters of international companies. In short, from a Dutch point of view, there is every reason to assume that there would be international HR perspective in The Netherlands. In practice, it was found that this is not always the case.

RvdB as a Dutch HR company wants to help rectify this. Not only by coaching & finding international HR talents and designing & implementing effective HR tools, but also by conducting research

in different aspects of international HR. In 2014, we researched the HR phenomenon of global mobility/ expatriation. By broadening our HR knowledge and sharing the research results, we aim to contribute to the professionalization of the field of international HR.

We will not only share this with other researchers and students from universities and colleges, but also with people in the industry - our candidates and our clients. With this knowledge, they can create the tools and processes to make a more global scope in HR a reality.

*Michiel van Asbeck*  
*Managing Partner*



# Introduction

In the context of further globalization, HR specialized agency RaymakersvdBruggen (RvdB) is particularly interested in the effects of globalization on the way Human Resources is conducted within multinational organizations in The Netherlands.

This particular research paper focusses on the use of expatriation of employees on international assignments and its effect on the organization as well as the careers of the individual expats. By expatriation and international assignments, we mean working and living abroad on an expat contract for a minimum duration of one year.

RvdB's research topic came to life in 2014 with the invaluable help of Annick Beekmans, who conducted the research for her Master's thesis at the Amsterdam Business School of the University of Amsterdam.

## *Research question*

One of the main questions we were asking ourselves was "What is the added value of expat assignments as a HR tool for the organization and what is the added value for the career development of the individual employee? In short: do international assignments pay off?"

## *Research method*

In order to answer that question, we combined RvdB's extensive HR experience with our own quantitative research, a study into previous academic research, as well as qualitative analysis through structured interviews with various HR leaders in The Netherlands.

The quantitative analysis was based on an experiment research method, in which various CV's were evaluated and ranked by HR professionals in The Netherlands. Survey questions were added to clarify the perspective of the respondents. This way, we could determine the external career effects of expatriation for individual employees. In addition, it gave us an insight into how HR professionals and recruiters of various organizations in The Netherlands value international HR experience.

After examining previous international academic research on the subject, structured interviews were held with HR leaders of various

multinational organizations in The Netherlands. This was done to explore the results of the quantitative and academic research and also to create a larger contextual framework for the internal career opportunities after repatriation.

## *Set up of this paper*

In the first section some background information will be provided on the use and effects of expatriation within multinational organizations, the supply and demand of expats, as well as on the discrepancy between the perceived and actual career effects that have been found in previous research.

Then, our own local research will be discussed: starting with the expectations and conceptual model of the quantitative research, followed by the results of the quantitative and qualitative research and ending with the final conclusions and further discussion.

# Previous research

## *Expatriation strategies*

In general, from an organizational point of view, three company strategies of expatriation have been distinguished<sup>1</sup>:

- position filling
- organizational control
- management development

## *Position filling strategy*

In a position filling strategy, there are usually no potential employees available to fill a vacancy locally. International transfers can offer the solution by filling the local lack of expertise with foreign qualified manpower. On the one hand, it can be used as a structural solution by ensuring permanent knowledge transfer from the expat to the local employees. On the other hand, expatriation with regard to position filling can limit itself to a temporary solution, i.e. without further permanent knowledge transfer to the local colleagues.

## *Organizational control strategy*

Within the organizational control strategy of expatriation, three types of control can be exerted:

- centralized control
- decentralized control
- control by socialization

In a centralized control strategy, rules and procedures are imposed by the company headquarters. Those can be installed by the expat, ensuring long term reporting lines back to the company head office.

Decentralized control strategies allow for some local decision making. Expats usually install the overall communication processes which are then tailored to local needs.

In a socialization strategy, the expat develops procedures and communication processes that fit with the functional behaviour of local employees. This is done in a process of socialization which requires the employee to understand how the organizational network is structured as a whole - and how the specific subsidiary fits in that network. When understanding the interdependent organizational network, the employee can use his or her influence in an effective manner. This strategy of control tries to internalize functional organizational behaviour and thus making the use of rules and procedures redundant.

#### *Management development strategy*

The expatriation strategy of management development focuses on personal and professional skill development of the expat. It is often part of succession planning and talent management

strategies to develop future leaders. It is classified as a learning driven strategy as opposed to the demand driven strategies of organizational control and position filling.

The explicit and tacit knowledge, skills, and abilities that can be developed during expatriation, will be explained in the next paragraph. Since MD expatriation focusses on personal growth, the knowledge, skills and abilities are most likely to develop in this strategy.

It must be noted that even though three goals of expatriation have been distinguished, they are not mutually exclusive. Often, the different strategies are applied simultaneously.

#### *Effects of expatriation*

During international assignments, research has found employees will usually develop explicit or tacit knowledge, skills, and abilities that will be discussed here.

Firstly, one can gain general, or market specific knowledge on international business. Additionally, market complexities and the social context of the organization can be better understood. The expat can also gain knowledge on local techniques, languages and new social networks.

Secondly, one can develop global management skills and a deep understanding of complexities in a multinational

context. Therefore, the employee will be better able to manage internationally interdependent organizations upon repatriation. Additionally, the unique challenges, heightened responsibility and complex environments of international assignments lead to management and leadership skills that are transferable to the domestic organization.

Thirdly, expatriation provides a unique opportunity for the development of abilities that often stretch past mere professional development. Those abilities include the development of a global mindset, cognitive flexibility, social abilities and a better understanding of personal strengths and weaknesses. This awareness has been argued to lead to strengthened self-confidence, patience and broadmindedness. Overall, the knowledge, skills and abilities that are developed on expatriation are useful for the individual as well as for the organization. However, there is also a danger for the expat in the loss of social network in the home country. This social network (particularly at work) tends to reduce as one can be considered 'out of sight, out of mind'. On the other hand, one often gains new social networks abroad.

#### *Demand for expats*

It becomes clear that expatriation serves several purposes. In previous research<sup>2</sup>, it has been argued that the demand for expats and an internationally experienced workforce is rising faster than

the supply of employees who are willing to expatriate. Due to the pace of development in the emerging markets, organizations increasingly rely on management by expats. However, it is hard to find employees who are willing to go to these areas. Additionally, demand is rising due to the rapid growth in international joint ventures, in which the human resources are identified as the crucial factor for successful globalization<sup>3</sup>.

#### *Supply of expats*

On the supply side, four issues have been identified constraining the availability of expat employees:

- dual careers
- lower female participation
- lack of strategic talent management
- unsuccessful repatriation

The first two constraints are about the availability of expats. As female labour participation is rising, expatriation becomes more disruptive to family life, as one of the two wage earners is likely to have to quit his/her job. These dual-career issues are increasingly restraining to the willingness of expats.

The traditional gender roles are not as clearly fading in the field of expatriation. Even though female participation in expatriation has risen from around 3% in the early 80's to around 20% in 2014<sup>4</sup>, it is still behind on total female labour participation.

The issues on talent management and repatriation are relating to how global mobility matters are managed within multinational organizations. In previous research it was found that talent management on a global scale is often lacking a clear strategic focus<sup>5</sup>. Even though the exclamation of the 'war for talent' is trying to re-focus our attention to this matter, organizations still lack effective strategies to attract and develop high potential employees with global mindsets<sup>6</sup>.

Also, the process of repatriation is often followed by high turnover rates of personnel. This leads to a loss of important human capital in the organization (in the worst case to the competition), as well as reluctance amongst new potential expats to go on an international assignment<sup>7</sup>.

Reasons for the turnover after repatriation are twofold. The expats often get confronted with changed home country situations upon return, leading to a 'reversed culture shock'. Within the organization, expats generally experience a loss of autonomy when they return, as the home organization struggles to find a fitting position for the expat.

Several measures have been proposed to result in higher retention rates, by combining the struggles of the expat with those of the organization. Expectation management and clarity about the repatriation process should be established by the organization. Additionally, repatriation training programs should aim at reducing the reversed culture shock in work and non-work situations.

*"Nobody can guarantee anything nowadays. So a 'return guarantee' after the international assignment does not really mean a whole lot."*

#### *Career effects of expat experience*

When there is a shortage of a specific type of capital, its value increases. This would mean that in a globalizing world, international work experience gives one employee competitive advantage over another. It should increase their marketability on the labour market, even in the domestic labour market. Similarly, newspapers and articles claim the positive results of international experience on one's career<sup>8</sup>, which might lead to the general belief of the presence of this relationship. In contrast to these sources,

empirical research<sup>9</sup> has been carried out, substantiating that there is only a perceived and not an actual advantage from international work experience on career advancement.

*"Expat experience is like the difference between going to Virginia Community college and going to Harvard. Even though you may have learned the same subject, all of a sudden the package is shiny and sparkly."*

Expats generally expect that a foreign assignment will help their internal and external career opportunities. Additionally, they expect a steeper salary growth during the assignment and upon their return. An international assignment is generally seen as a stepping stone for the expat's future career. This makes the repatriation process often frustrating when upon return it appears that their international experience is not valued higher by their employers.

It has been found that there are no significant pay differences between internationally experienced employees and their domestic counterparts<sup>10</sup>, even on an executive level<sup>11</sup>. Expats also receive fewer external recruiting calls.

Only 17% of the repatriates actually receive a promotion upon return, whereas 15% even experiences a demotion<sup>12</sup>. For senior management promotions it has been found that 93% of the executives do not actually consider international experience as a top 5 criterion<sup>13</sup>.

Moreover, CEO's of top 500 companies in Europe and the US take longer to reach their position when they have been on international assignments than their non-international counterparts<sup>14</sup>.



# RvdB's HR research set up

## Research expectations

Combining the above paragraphs on previous international research outcomes and RvdB's experience of interviewing HR candidates and clients in The Netherlands, we set out to test our assumptions by a quantitative study. This study aimed to find out how international work experience affects the external career opportunities of the individual expat after returning to The Netherlands. The internal career opportunities were explored more specifically in our interviews with HR leaders of multinationals in The Netherlands. Both should provide clarity on the previously explained discrepancy in perceived and actual career effects.

This paper is aimed at helping HR professionals in The Netherlands advise their management and employees more effectively on the topic of global mobility. Additionally, we chose the subject of our quantitative research experiment to be HR CV's so we could advise the HR professional on their own career prospects in relation to expatriation.

With an increased understanding of the effects of international work experience on careers, potential (HR) expats will be able to make a more informed decision about their assignment. On the side of the organization, it should make HR, global mobility and talent management departments more aware of (career) issues that repatriates are coping with.

## Set up of the research

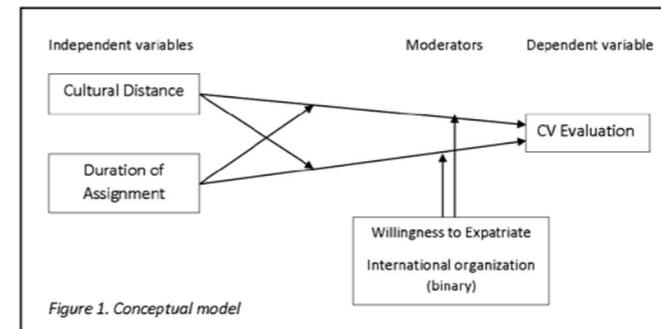
The quantitative analysis was based on an experiment research method, in which various HR CV's were evaluated by over 300 HR professionals with recruitment tasks in The Netherlands. Each respondent graded 3 random anonymous CV's in which only the number of years of expat experience and the location of the international assignment differed.

In the CV's, the international assignment duration varied from 0 (thus no international experience) to 10 years in one particular assignment. We chose only two alternate locations (England or China), deliberately varying in cultural distance to The Netherlands.

After the evaluation of the CV's, various survey questions were asked to determine the respondents' perspective and the potential discrepancy between the perceived and actual appreciation of international experience.

## Conceptual framework

Based on earlier academic findings, we considered the duration and the cultural distance of the international assignment important possible career influencers<sup>15</sup>. We also decided to test the assumption that the respondent's international orientation would influence the research results. Therefore, the willingness to expatriate and the level of internationality of their own organization were chosen as moderators. See also the illustration of the conceptual framework:



## Expectations on duration of expat assignment

The duration of an international assignment determines how much experience one can gain. Congruent with the learning curve theory, we expected that most will be learnt in the beginning of an experience.

While the positive effects from an international assignment reduce over time, certain negative effects come into play. One might be labeled a permanent expat and organizations might increasingly fear re-adjustment problems when one is staying away for a longer period of time<sup>16</sup>. Concluding, an inverted U-shaped curve is likely to emerge, illustrating the relationship between the duration of an international assignment and the evaluation of a CV.

## Expectations on cultural distance of assignment

Higher cultural distance was expected to be negatively evaluated due to the "similar to me" effects. People tend to like others who they can identify with. Additionally, when an assignment has taken place in a culturally distant location, the knowledge, skills and abilities might be perceived as less transferable to the home country<sup>17</sup>. In this research of CV evaluation by HR professionals in The Netherlands, we chose the culturally close international assignment to be in England, and the culturally far assignment in China.

## The respondents' perspective

Past research has shown HR professionals to be relatively locally minded<sup>18</sup>. Therefore, a survey part was included in which the respondents were asked several questions relating to their own willingness to expatriate. Also, the degree of internationality, i.e. the international scope of the organization the respondent is working for, was added as a variable, because of its proven relation to the evaluation of international work experience in past research<sup>19</sup>.

## Findings of quantitative research

### Perceived versus actual career effects

In our research findings, there seemed to be a discrepancy between the perceived and the actual career effects of expat work experience, i.e. the actual external career effects were less favourable than the perceived effects.

The experiment measured actual behaviour, whereas the survey measured opinions. Like in previous academic research, also in our findings there was an inconsistency between what one explicitly prefers and one's actual behaviour.

### Findings on duration of assignment

In our findings, the duration of the international assignment had a significant effect on the CV evaluation after repatriation of the expat in question.

In our case, the actual evaluation of the CV's by our HR respondents was varying like in Figure 2, whereas the perceived effect when explicitly asked was an inverted U-shape like in Figure 3. The most positive evaluation of an assignment duration was 2,96 years.

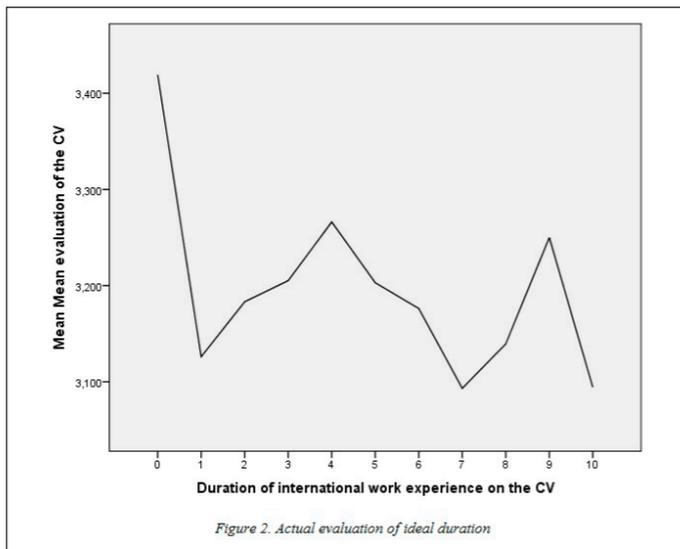


Figure 2. Actual evaluation of ideal duration

### Findings on cultural distance

In our research analysis, cultural distance was also found to have a significant effect on CV evaluation. From the experimental findings it appeared that the effect of cultural distance on CV evaluation is negative. This means that the respondents evaluated the CV

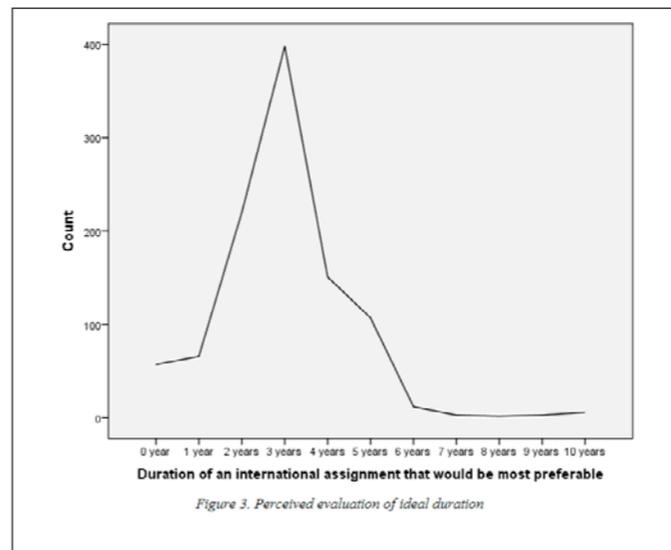


Figure 3. Perceived evaluation of ideal duration

including expat experience in China less positive than the CV with experience in England. Contrary to the hypothesized effect, the home-based CV was even evaluated the most favourable! However, this was not the case when respondents were asked explicitly which CV they preferred. In that case they valued expat experience in England higher than no expat experience on the CV or experience in China.

### Findings on the respondents' perspectives

Surprisingly, both moderating variables - the willingness to expatriate and the degree of internationality of the work environment of the respondent - were found to be non-significant in our research results. The willingness to expatriate did however show a trend in the hypothesized direction, meaning that when one showed more willingness to expatriate, cultural distance and duration were both rated higher.

### Other findings

Other interesting correlations were found when it comes to how HR professionals in The Netherlands perceive the effect of expat experience to future external career opportunities.

The list below includes findings on our control variables, namely age and gender of the respondent, as well as in how far they were involved in recruitment tasks.

Duration and cultural distance:

- HR professionals who like culturally far assignments also prefer longer assignments

Distinctions relating to work environment:

- HR professionals who are more willing to expatriate work at international organizations more
- HR professionals who work at international organizations like long assignments more

Distinctions relating to recruitment tasks:

- HR professionals with more recruitment tasks prefer culturally far assignments
- HR professionals with more recruitment tasks prefer longer assignments
- HR professionals with more recruitment tasks work in more international organizations

Distinctions regarding willingness to expatriate:

- HR professionals who are more willing to expatriate like cultural distant assignments more
- HR professionals who are more willing to expatriate like longer assignments more

Age distinctions:

- Younger HR professionals like CV's with shorter assignments
- Younger HR professionals evaluate CV's higher in general
- Younger HR professionals have more recruitment tasks

Male – female distinctions:

- Men show a higher willingness to expatriate
- Men work more at international organizations
- Women have more recruitment tasks

## Findings from our interviews

### Expatriation strategies

According to the interview answers, position filling was deemed the primary reason for expatriation, with an emphasis on expertise and knowledge transfer. Some organizations found it especially important to develop local talent pools by steering on effective knowledge transfer from the expat to local employees.

It was also stated that management development is never the sole and usually not the primary goal of international assignments. It usually was regarded a secondary goal that is 'nice to have'.

Another finding was added to our list of reasons why companies choose expatriation as a HR tool. In most interviews it appeared that for a multinational company being able to offer international assignments in due course, was having a positive effect on their employer branding. It helped to attract new talents (with a global mindset), whether or not they actually ever would go on an expat assignment or not.

### Demand-supply gap

When addressing the demand-supply gap, the following areas were indeed found to be problematic for multinational organizations: dual career issues, strategic global talent management and successful repatriation. On repatriation it was noted that although organizations provide job guarantees, it often turned out to be difficult to find a position that fits the experience that the expat gained abroad.

In general, it was argued that over the last few decades, the demand as well as the supply of expats was growing due to further globalization and demographics. In recent years however, the HR leaders noticed a shift due to the current financial crisis. Organizations consider cheaper, or more short term alternatives to expatriation. The generous compensation packages of expats are generally reviewed more critically, leading to a more feasible execution of international strategies, such as localization. This was considered a potential permanent change, rather than a temporary shift.

*“If the company has been in another country for a hundred years, it would be strange if all key functions are still executed by Dutchmen.”*

### Perceived versus actual career effects

Regarding the perceived versus the actual career effects, during the interviews two reasons were given to explain the inconsistent findings in our quantitative research.

Firstly, it was argued that the HR vision could be blurred by journals and vacancy texts claiming that international experience is an advantage. As such, the explicit evaluation of international work experience becomes biased by social desirability.

Secondly, Dutch HR professionals supposedly tend to think of themselves as more internationally orientated than they really are. As such, we were wondering if the HR profession would be perceived as more locally orientated than general management or other functions. On this argument, the opinions depended on which particular aspects or specializations within the HR profession we were discussing.

*“Just like we (the Dutch) think we are very good at speaking English, we believe that we are very international minded. So, no extra value is being placed on extra international experience in the field of HR: ‘It is not necessary; what you have learned there, we all know already. You cannot teach us anything’.”*

For the HR roles dealing with issues such as labour law, employee relations and regulation issues, it was deemed to require a high amount of local knowledge. For roles focusing more on Talent Acquisition or Talent Management, emphasis was placed on the understanding of local culture, values and communication styles.

It was noted that both sides should recognize their opportunities for internationalization, as HR should be the trendsetter on globalization strategies. HR should on the one side develop overall compensation and benefits systems and human resource information systems that operate on a global level. On the other side, HR should be working on creating a global mindset in the organization and develop globally coordinated talent management systems.

#### *Advantages of expat experience*

General perceived advantages that result from expatriation were increased knowledge on languages, cultures and local business markets. Intercultural skills can help one to manage complex interdependencies, also leading to general managerial skills. Abilities are generally indicators of cognitive flexibility, such as being able to leave one's comfort zone, adjustability and learning agility.

#### *Disadvantages of expat experience*

Disadvantages that were argued to relate to expat careers are perceived over-qualification, leading to fear of difficulties finding the next best career move and/or higher salary demands. Expats that have been on multiple or culturally distant assignments have also been perceived as 'adventure seekers who are unable to stay in one place for too long'.

Like in previous studies, loss of the home-country social network and reversed culture shock were both found to be valid by multiple interviewees (some also by their own personal experience as previous expats).

The influence that the advantages and disadvantages have on the hire-ability of the repatriate is dependent on his/her next step and the (perceived) transferability of the acquired knowledge, skills and abilities from the assignment.

#### *Risks involved*

Expatriation was deemed by the HR leaders a relatively expensive and 'risky' HR practice. Risky on the side of the sending and receiving organizations, as well as on the side of the expat.

Expatriation proved to be still often managed in an "over-the-wall" method, where the expat in question is "just kind of thrown in". The expat initially sees the international assignment as an

opportunity for career advancement by using it as a "stepping-stone", and "CV boost". However, afterwards they discover that the subsequent career opportunities are not all as bright as they had pictured them, internally as well as externally.

## Conclusion

Our own research with HR professionals in The Netherlands has shown similar results as previous international studies of expatriation: the perceived career effects of expat experience are more positive than the actual career effects after repatriation. In our quantitative study we even found that the CV's with no expat experience were valued higher than the CV's including expat experience.

We also found that the views on the ideal duration of an expat assignment varied. On paper our Dutch HR respondents said to prefer nearly 3 years of expat experience (over less or more years), whereas the actual valuation showed a far more varied preference pattern.

On ideal expat location, lower cultural distance country England was preferred over China (perceived as well as actual order). Surprisingly, answers did not vary much between respondents

who had no willingness to expatriate themselves and those who did. Neither did answers vary whether the respondents were working in a multinational environment or not.

We learned from our interviews with HR leaders in The Netherlands, that multinational companies primarily use expatriation for the purpose of position filling and/or to exert organizational control over local subsidiaries, with explicit knowledge transfer to local staff. An added effect of expatriation was deemed the 'employer branding' effect, making the company more desirable in the eyes of high potentials with a 'global mindset'.

The Management Development strategy seemed to play a side role, often more 'nice to have' than a deliberate strategy. Knowing this, it is not surprising that the MD effect of career advancement after repatriation is limited. Literature shows only 17% of expats get promoted after their return and 15% even get demoted. Reasons given for this in our interviews were: loss of network contacts with the home organization during expatriation, reversed culture shock and lack of insight by the home organization into which acquired knowledge, skills and abilities are transferable.

Answering the question ‘Do international assignments pay off’ depends on the perspective you choose. From the organizational point of view, even the relatively expensive option of sending an expat over still pays off when it comes to pure position filling (compared to having a permanent vacancy) or increased organizational control over the local subsidiary. With the current recession however, cheaper alternatives are being explored, varying from short term assignments, cheaper expat packages to the more structural solution of developing the subsidiary more, for example by creating local talent pools.

Relating to management development and career advancement, it appears that a lot can still be gained by more successful repatriation and more strategic talent management. Even if the MD strategy is not the main strategy, added effects can be achieved by improving the design and implementation of these two HR tools.

From the point of view of the individual expat, it seems crucial that there is transparency about the expected career effects after return. Before deciding to expatriate, it should be clear what the main purpose of the international assignment is and what the career prospects afterwards would be.

As long as the expectations are managed, with position filling and organizational control strategies it might be considered a sufficient reward to increase one’s knowledge, skills and abilities for personal reasons, in combination with an attractive financial expat package. In that case, career effects afterwards might not even be deemed an important motivator for the expat. However, if the employee is taking the international assignment for the main purpose of creating future career opportunities after repatriation, it seems crucial to arrange this beforehand.

To fight the ‘out of sight, out of mind’ effect during expatriation, it was deemed advisable to keep in close contact with the relevant managers of the home organization, as well as with the HR professionals involved with succession planning and talent management. In addition, measures can be taken to prevent the reversed culture shock after returning, like providing coaching and training. As for the external career opportunities, intensive networking was advised as well as keeping a close eye on the most popular duration and location of the expat assignment for the new employer. Also, alternatives to international assignments could be explored in order to reach the envisioned career goals.

## Further discussion

Regarding the hazards in expatriation, it seems crucial that the organization/HR department communicates clearly with the potential expat about the intentions of the expat assignment. In this matter, the support during and after the international assignment should be discussed. Consequently, the expat’s expectations can be managed and disappointing career effects afterwards could be avoided.

Especially in the Dutch economy where globalization is very much on the agenda, companies might profit even more if they used expatriation for management development strategies as well. If expatriation was to be used in a more planned and strategic way and close contact was kept during the assignment, the acquired knowledge, skills and abilities abroad could be traced and managed better. This would make it easier for the home organization to create the right career opportunities afterwards, avoiding disappointment and reaping the fruits of expatriation for a longer period of time.



Notes:

- <sup>1</sup> Edström & Galbraith, 1988
- <sup>2</sup> Collings, Scullion & Morley, 2007
- <sup>3</sup> Schuler & Tarique, 2006
- <sup>4</sup> Brookfield, 2014; Collings et al., 2007; Tung, 2004
- <sup>5</sup> Collings, Scullion & Morley, 2007
- <sup>6</sup> See also: War for talent, time to re-armor (RvdB, May 2014)
- <sup>7</sup> Ernst&Young, 2012
- <sup>8</sup> Chura, 2006; Martin, 2004
- <sup>9</sup> Bossard & Peterson, 2005
- <sup>10</sup> Benson & Pattie, 2008
- <sup>11</sup> Judge, Cable, Boudreau & Bretz, 1995
- <sup>12</sup> Kraimer, Shaffer & Bolino, 2009
- <sup>13</sup> Tung & Miller, 1990
- <sup>14</sup> Hamori & Koyuncu, 2011
- <sup>15</sup> Bolino, 2007; Hamori & Koyuncu, 2011; Kraimer, Shaffer & Bolino, 2009
- <sup>16</sup> Bolino, 2007; Kraimer, Shaffer & Bolino, 2009
- <sup>17</sup> Benson & Pattie, 2008; Pan & Tse, 2000
- <sup>18</sup> Harzing, 2001; Mendenhall, Black, Jensen & Gregersen, 2003
- <sup>19</sup> Hamori & Koyuncu, 2011; Carpenter, Sanders & Gregersen, 2001



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