

GEARING EXPATRIATES TO GULF BUSINESS ORGANIZATIONS

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ABSTRACT

Assignment of staff overseas is one of the most critical areas of the global business operations. This study brings out the comprehensive survey of expatriate pre-departure training needs and concerns as identified by the expatriates themselves working in the Gulf States. Survey responses are analyzed and the findings are used to review current training programmes design in terms of content and delivery. One of the significant findings of the study is to identify important areas of the expatriate's decision-making process, before accepting the overseas posting. Most of the respondents (70%) have almost the knowledge of the gulf business environment laws. The findings of this study could be applicable to all business entities in Gulf countries.

Keywords, Gulf States, Globalization, Expatriate, International assignment

INTRODUCTION

For many international companies, expatriation is a challenging task of their international staffing programme. Due to increasing globalization of business, a growing number of alternatives are now being explored, for example, short-term assignment, "in-patriation", commuting arrangements and even tele-conferencing. Against this background, the traditional expatriation programmes should be increased in the most effective and efficient utilization of staff throughout the total organization's operations.

This research shows that the various key determinants of the overall quality of the expatriate assignment. These key determinants are related to the individual and the company as well. Failure to prepare adequately can have serious consequences on adjustment, leading ultimately to expatriate failure, serious cost and performance implications for the organization.

This study brings out the views of individual expatriates currently on assignment about their own experience of preparation and to comment on the type of preparation that they are willing to undertake. The aim of this report is to highlight the factors of effective pre departure training for expatriates in the modern business context. This report specifically covers expatriate motivation and preparation to go abroad.

Research Objectives:

- The main objective of this study is to carry out a comprehensive survey of expatriate pre-departure training needs and concerns as identified by the expatriates working in Gulf business organizations.

- The survey responses are analyzed and the findings are used to review current training programmes design in terms of content and delivery.

Expatriate Cycle:

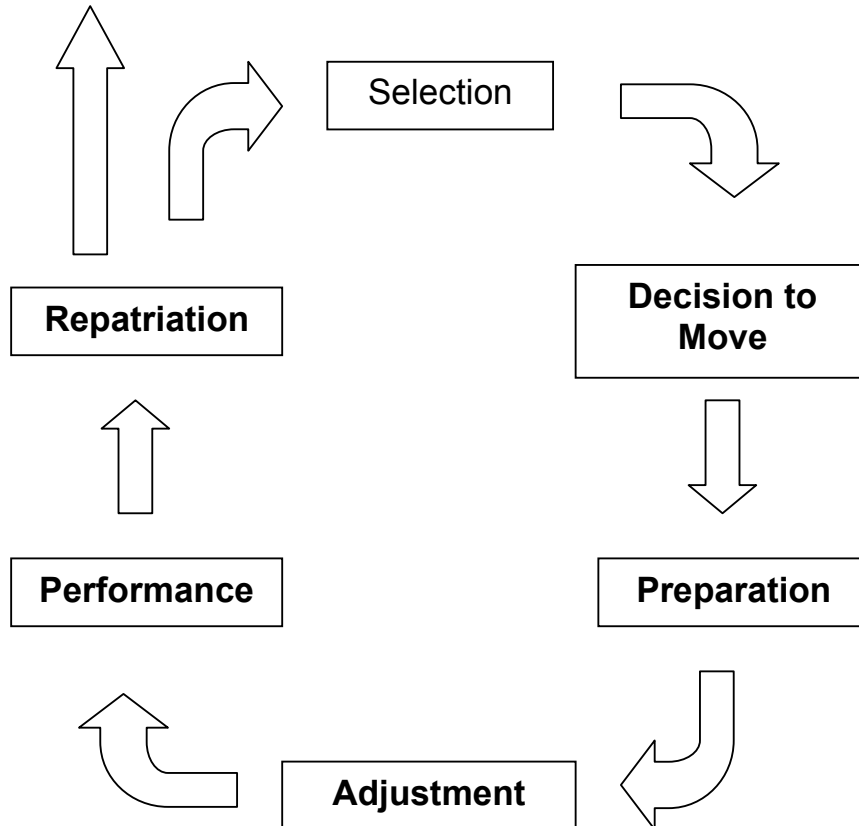


Fig. 1

Ensuring an effective and efficient expatriation process requires close attention to all links in expatriate cycle.

This study specifically covers expatriate motivation to go abroad and prepare for expatriation. Expatriate pre-departure training will not guarantee high performance if the selection process fails to select or choose someone with necessary technical and multicultural skills.

LITERATURE REVIEW

In the private sector International Human Resource Management literature, a number of writers, including Chowanec and Newstrom (1991) and Oddou (1991) point out to four key aspects contribute to the success of expatriate assignments. These aspects are selection, preparation, management (active support), and repatriation. In the area of selection, Sullivan and Tu (1993:25) indicate that the three major factors to be considered when choosing an individual for an overseas assignment are technical and decision-making skills, personal characteristics and the family situation.

The GCC countries in general, and Saudi Arabia in particular, have depended on expatriate managers (MEIRC, 1989). A study of Muna (1989) reported that the GCC countries share a certain dependence on expatriate manpower.

There was a greater tendency for companies to use expatriates in less developed countries due to the weak pool of available local management talents. (Scullion, 1991: 255)

For example, some Saudi companies feel that expatriates have more expertise than locals. The problem of using expatriates was recognized in a doctoral dissertation by Aba-Alkhail:

“The basic problem of the present administration in Saudi Arabia is the lack of trained and qualified employees [at] all levels. This is the result of the lack of specialists in administration, who can introduce modern administrative techniques and methods.” (Aba-Alkhail, 1988:174)

A diversity of nationalities could enable local managers to learn about other cultures and provide international managers with real experience of living and working across boundaries.

To prepare for relocation, Shilling (1993:63) indicate that organizations should have clear relocation policies, pre-departure orientation and on-site cultural adaptation training. However, a number of researchers, including Enderwick and Hodgson (1993:147), have highlighted deficiencies in the preparatory activities undertaken by organizations for their expatriate personnel and families prior to departure. Indeed, Davidson and Kinzel (1995:109) observed that family-oriented support does not appear to be a priority for many companies. They also report that assisting expatriates’ spouses to gain employment seems to be of little concern to the companies sampled.

Chowanec and Newstrom (1991:69) indicated that the third issue, management or active support, is the natural continuation of the training process. Shilling (1993:63) recorded that some transnational companies have a mentor program with assigned mentors located at headquarters. These mentors are to maintain regular contact with expatriates, allowing them to stay informed of changes and events occurring at headquarters. Chowanec and Newstrom (1991:69) also noted that the family needs a support programme tailor-made for its specific circumstances.

With respect to the fourth aspect, repatriation, Harries (1989:53) recommended that cross-cultural training is provided for the repatriate, spouse and family. Coyle (1994:4) noted that although companies are recognizing that repatriation is a major issue in overseas relocation, in practice, it is largely put in the ‘too hard’ basket.

The observation made by Goodman in Brislin and Yoshida (1994:34) that business people are perhaps the largest group of people who have lived overseas for extended periods of time may well be challenged by organizations in the public and non-government sectors.

Although the public sector literature addressing the management of expatriates appears to be relatively scarce, articles such as Stening (1994), which investigated the expatriate management practices, used during the British administration of India, are reminders of the long history of expatriate service in the public sector. Similarly, the non-government sector has a long history of expatriate service.

The value of appropriate training for missionary candidates is endorsed in the literature. Taylor (1993:243-244) suggested that training should include cross-cultural studies, pre-field equipping and on-field training, to maximize service. Highlighting the length of time mission organizations have been sending missionaries overseas, lefever (1969:287) reported that the study of the language of the field to which the missionary is appointed was stressed both in 1910 and 1960.

The lack of awareness of the need to manage or actively support missionaries is observed by Jones (1993:295), who noted that mission boards are constantly revising their per-field orientation programs and more on-field orientation programs. However, he commented that, to her knowledge, very few any, mission boards have a systematic, ongoing counseling program for their new missionaries.

Attention to reparation is linked to research into international adjustment, which includes at least three dimensions: adjustment to the overseas workplace, adjustment to interaction with host nationals, and adjustment to the general overseas environment (Black, Mendenhall & Oddou 1991). They identified from the literature various individual level skills, which need to be developed in order to cope with intentional assignments: These skills include self-efficacy, relational and perceptual skills. Other key variables in the adjustment process are the impact of culture novelty, family-spouse adjustment, job variables, and organizational culture variables.

Previous work on preparation and training for expatriation has shown, as the most significant finding, that such preparation is far from widespread. Studies in the 1970s found that amongst US MNCs only two thirds provided any training at all (Baker and Ivancevich 1971) and less than 25% provided any formal orientation training (Baker and Ivancevich 1971, Lannier 1979); Baliga & Baker 1985). Another that research shows around 40% of American firms providing cultural orientation and two thirds providing language training (Tung 1982:66). European MNCs tend to do more, (Tung 1982, Torbiorn 1983; Baliga and Baker 1985, Brewster 1991).

The challenges of repatriation are also acknowledged. Austin and Beyer (1984:68) observed that missionary families returning to their home country often undergo a stressful re-entry period.

METHODOLOGY:

In order to explore these issues I developed and piloted a questionnaire. The format consists of an initial section asking for demographic information, a second section inquires about practical knowledge requirements; a third section related to business arrangements; a fourth section covering worries and concerns about the move and a final section examining social and family issues.

Items covered under the practical knowledge section include language, immigration procedures, general bureaucracy, hygiene, personal finance, children's education, shopping, and climate. Items in the social and family section include social customs, political and economic background, basic history of the country, underlying ethnic or religious divides, local social dress code, relationships with host nationals, how host nationals view expatriates, finding children activities, dealing with security concerns, and support from the expatriate community. Under the Business Relationships section, items include local business law,

dealing with local partners, relations with host national at work, local business practice, local contracts for guidance, and structure of financial markets.

The questionnaire is designed to ensure that respondents follow certain specific instructions. Some questions are open-ended which allow the respondents to answer in terms of what they have felt about their situation. Other questions ask respondents to select answers from a given list by checking appropriate boxes.

The questionnaires were distributed in 2001 by Al-Ahsa Chamber of Commerce and Industry to foreign managers who are working in Gulf business companies. The nature of this method mean that although I am sure that the survey is getting to a wide range of current expatriates, I have no information about how many managers received copies or the demographic composition of the original sample. It will not be possible therefore to give statistical details of response rates. An official follow-up letter from King Faisal University and a further questionnaire were distributed to non-respondents from all Gulf States.

Findings

Table 1 shows that the 41% of expatriates in Gulf States are mostly came from the Western Europe. This indicates that Western Europe companies are more active through strategic partnership with Gulf counterparts. Furthermore, local governments realize the importance of attracting those companies for economic development.

Table 1 shows that the bulk of expatriate come from various countries. However the majority of expatriates subjectively come from: Western Europe, Indian sub cont., North America for the highest percentage among other countries (73%).

Table 1: Nationality Spectrum of Foreign Expatriates in Gulf States

NATIONALITY	%
Western Europe	41
Indian sub cont.	17
North America	15
Far East	10
Middle East	7
Africa	4
Aust & NZ	3
South America	2
Caribbean	1
Pacific Islands	1
Eastern Europe	0
Total	100

The Decision to Move Abroad:

The factors involved in the decision to become an expatriate reveal some the interesting results. As the table 2 shows, Children education and Physical safety are key factors to move overseas for all categories. If they can provide a good education facility with the safe physical

security abroad they are ready to move. To provide good education, they need better salary with job satisfaction. So we can take these factors as key elements to make the decision to move abroad.

Table 2: Reasons to Move Abroad

	Not Very Important	Not Important	No Opinion	Important	Very Important
Expatriate posting is key to your career development	10	13	7	42	20
Salary level	1	2	4	53	39
Interesting job	0	3	2	47	46
Partner / family objections	4	9	7	47	32
Partner work concerns	10	24	16	35	13
Partner social concerns	2	10	15	47	22
Children education concerns	8	3	10	24	48
Children social concerns	7	7	10	39	31
Physical safety	2	5	9	37	45
Social isolation	10	18	19	35	19

This information is useful for the selection process and shows to the motivation of the expatriate at work. It is very interesting to see that factors such as the possibility of the partner working, children social concerns and social isolation are all of lesser importance to the acceptance of an expatriate posting. This contrasts with a lot of the comment regarding social isolation in the Middle East.

The following three subsections show the overall percentages of valid responses for each question. The format follows that of the questionnaire. The format is not the most ‘user friendly’ possible, but it gives the complete set of results, with comments, for the entire questionnaire.

The tables, as mentioned, are for all the valid responses for each set of columns. Thus those who ticked a box, for example in the “level of knowledge before leaving home country” set of columns total 100%. Similarly for “how had you learnt the subject before leaving”. The results are designed to exclude those whose level of knowledge before leaving was “none”, from the second set of columns. The third set of columns, “should you have known more than you did or was your knowledge sufficient” again comprises all valid responses, regardless of the level of pre-departure knowledge.

1. The Knowledge about Local Customs

Table 3: The Knowledge about Local Customs

	Level of knowledge before coming to Gulf States				How had you learnt the subject before coming?			Should you have known more than you did or was your knowledge sufficient?	
	none	Little	Average	Good	self-taught	Company briefing	External briefing	More	Sufficient
PRACTICAL KNOWLEDGE									
Language	49	24	9	18	53	20	27	52	48
Immigration Procedures	26	30	26	18	23	58	19	43	57
Other bureaucracy e.g. how to get a driving license	34	29	22	13	18	47	12	39	51
Hygiene, e.g. drinking water, washing vegetables	11	19	33	37	40	30	20	21	71
Personal finance/local banking	23	24	30	20	30	35	19	34	56
Cost of living	14	24	41	17	24	39	24	32	59
Medical problems, what medicines to take etc.	14	21	41	24	33	41	16	26	67
Medical facilities, what will be available	12	26	32	28	13	58	19	34	60
Transport. E.g. do you rely on a taxi or a bus? Is a second car essential?	16	22	33	27	27	39	19	26	67
Accommodation. Did you know what choices are available?	16	27	24	33	10	64	15	33	60
What to take with you	13	16	34	33	30	39	16	31	59
Safety related do's and don'ts	12	16	36	34	24	44	19	29	61
Children's education	19	21	24	22	20	34	19	28	50
Shopping	13	17	39	30	30	33	24	22	67
Climate	10	10	31	47	28	33	26	16	76
Food availability of their own kind	10	10	32	46	30	10	40	34	66

The respondents feel that they need more knowledge about the language. They had learnt the subject before coming to Gulf countries by their own. The company and external factors does

not play an important role. Interestingly, the respondents have little practical knowledge about their immigration procedures by company briefing. They feel that the level of knowledge is sufficient for them. About the hygiene and climate the respondents have sufficient knowledge. They have more than 70% of knowledge about it. Most respondents get their practical knowledge from the company's briefings. Generally, most respondents are satisfied with their knowledge about local customs.

Table 4 The Significant Difference Between Those Who Said They had Sufficient Knowledge and Those Who Indicated They Needed More Regarding Practical Knowledge for Local Customs

Practical Knowledge of Local Customs	Company Classification	Respondent's age	Nationality	Marital Status
Language	0.08	0.05	-0.03	0.09
Immigration Procedures	0.07	----	0.08	0.01
Other bureaucracy	0.01	0.18*	-0.03	0.10
Hygiene	0.15	0.10	0.10	0.23**
Personal finance/local banking	0.07	0.17*	0.12	0.17*
Cost of living	0.03	-0.02	0.10	0.05
Medical problems	0.03	0.22*	0.13	0.18
Medical facilities	0.10	0.12	0.12	0.12
Transport	0.04	0.13	0.05	0.13
Accommodation	-0.02	0.14	0.03	0.15
What to take with you	-0.03	0.21*	0.15	0.24**
Safety related do's and don'ts	0.11	0.17*	0.05	0.20*
Children's education	-0.06	0.05	-0.14	0.24**
Shopping	-0.05	0.11	0.05	0.24**
Climate	0.01	0.16	0.05	0.27**
Food availability	-0.02	0.14	0.03	0.15

N = 135

Means without * are not significant

* Significant at 0.05% level

** Highly Significant at 0.01% level

One-way ANOVA technique is used to test the significant differences based on company classification, respondent's age, nationality and marital status. Table 4 summarises those factors about local customs with significant differences for each variable. There was a significant difference between those who said they had sufficient knowledge and those who indicated they needed more.

For Climate, shopping, children's education and hygiene factors there were highly significant differences at 0.01% level between those who said they had sufficient knowledge and those who needed more. For what take with you, medical problems, and other bureaucracy factors there were significant differences at 0.05% level between the same two groups (sufficient and

need more). According to safety relate do's and don'ts and personal finance/local banking factors there were significant difference between the above two groups.

Table 4 shows that the martial status represents the most important factors in determining the significant differences between the two groups (sufficient & more). This means that channels of communication between these expatriates and the community where they work and live are not sufficient enough to guide these expatriates to the proper way of understanding the important conditions of living in a different country.

Regarding respondent's age (See Table 4) significance level is less than martial status. Within the variable group Table 4 shows that medical problems factor tops the list. What to take with you and other bureaucracy factors occupied second and third places, respectively. Doubtless to say that the age is critical factors in determining the significant difference level among these factors. For example, respondents are very sensitive to medical problems and pay also some attention to what to take with them in foreign country. One of the important explanation is that medical services offered in less developing countries are of less quality compare to these services offered by developed countries. Furthermore, the cost of medical services in Gulf countries are higher compare to other countries. On the other hand, higher interest rates in Gulf countries affect personal finance.

2. Social and Family

Table: 5 The Knowledge about Social and Family Factors

Social and Family	Level of knowledge before coming to Gulf States				How had you learnt the subject before coming?			Should you have known more than you did or was your knowledge sufficient?	
	None	Little	Average	Good	Self-taught	Company briefing	External briefing	More	Sufficient
Social customs	16	29	31	19	35	30	22	45	45
Political and economic background	8	33	34	20	34	24	28	40	49
Basic history of country	13	24	37	21	44	21	24	32	59
Underlying ethnic or religious divides	15	29	27	21	36	22	21	42	47
local social dress code	11	18	33	32	34	29	25	27	61
Relationship with host national on a day to day basis	17	22	35	20	29	36	19	36	52
Socialising with host nationals	20	29	30	16	34	27	18	45	44
How host nationals view expatriates	21	34	24	14	28	23	24	50	37
Education for children	16	19	27	18	16	33	18	33	41
Finding children's activities	19	27	24	8	23	22	19	42	31
How to deal with local security concerns	24	30	24	14	25	33	14	47	39
Support from expatriate community	21	28	33	12	32	28	17	47	41

Interestingly, table 5 shows that the respondents have 61% of knowledge about local social dress code. Before leaving their country, they had interest to know about the local social dressing culture about the Gulf States. They gained their previous knowledge about social and family customs by their own way. The company doesn't show an interest to teach them in this regard. Similarly, the respondents want to learn more about social customs, host national views, children's activities, local security concerns and support from expatriate community. They need pre-departure training in these areas. The result show no significant differences between those who said they had sufficient knowledge and those who indicated they needed more.

2. Business Relationships

Table 6 shows that the respondents do not have more knowledge about business relationships. The basic required information has been taught by their companies. They want to learn more about local business laws, local contacts for guidance, dealing with local partners, local business practice, and structure of financial markets. The reason why the respondents have no idea about the local business laws may due to the lack of published information about local business laws for the Gulf countries.

Table: 6 Knowledge about Business Relationships

Business Relationship	Level of knowledge before coming to Gulf States				How had you learnt the subject before coming?			Should you have known more than you did or was your knowledge sufficient?	
	None	Little	Average	Good	Self-taught	Company briefing	External briefing	More	Sufficient
Local business laws	37	30	11	7	27	35	13	56	33
Dealing with local partners	27	29	22	13	22	35	15	45	38
Relations with host nationals at work	16	29	25	23	28	36	17	39	50
Local business practice	21	31	27	13	24	38	14	44	41
Business etiquettes	15	20	36	22	25	32	24	38	50
Local contacts for guidance	27	24	28	15	27	33	16	46	42
Structure of financial markets	30	26	31	6	24	27	18	41	43

All data in Table 7 show that there were no significant differences among the above four variables (company classification, respondent's age, nationality and marital status) and business relationship factors. The only significant factor is business etiquette for marital status variable. However, there is no clear explanation on interpretation for the above factor.

Table 7 The Significant Difference Between those who said they had sufficient knowledge and those who indicated they needed more

Business Relationship	Company Classification	Respondent's age	Nationality	Marital Status
Local business law	0.13	0.01	-0.01	0.02
Dealing with local partners	0.02	-0.00	-0.02	-0.04
Relations with host nationals at work	0.09	0.04	-0.04	0.09
Local business practice	0.15	0.02	-0.07	-0.01
Business etiquette	0.12	0.16	0.08	0.17*
Local contacts for guidance	0.05	0.13	0.10	0.15
Structure of financial markets	0.08	0.04	-0.04	0.03

N =135

Means without * are not significant

* Significant at 0.05% level

** Highly Significant at 0.01% level

Conclusions

Preparation for an expatriate posting needs to cover: general cultural sensitization, specific cultural information, previous knowledge about local customs and traditions, and business knowledge. The relative importance of each element depends on the location, job, family circumstances, etc.

It is perhaps not surprising therefore that this survey concludes that preparation for practical and more obvious cultural differences is at present reasonably advanced. People do try to find out about local business law of Gulf countries. These information becomes less important in similar countries or culture.

Unsurprisingly the survey also shows that first time expatriates need more support related to certain practical issues. The lack of awareness of local business issues amongst top managers in large companies was very high. There is very clear need for some kind of country specific training covering an outline of the legal system, business etiquette etc.

One-way ANOVA test is also applied to determine the significant differences for the two groups in Table 3, 5 and 6 (Group 1 level of knowledge before coming to Gulf states and Group 2 How had the expatriate learnt the subject before coming to Gulf States). Appendix A, B and C show important results for the four variables (company classification, respondent's age, nationality and marital status). For example, it is evident from Appendix A that the language factor has significant difference between group 1 which means that expatriates coming from far countries with different backgrounds and culture compare to those coming from near countries. In addition, Appendix B illustrates that familiarity with

local business laws Group 1 and Business etiquette fro Group 2 reflects the need for more information about these tow factors.

Appendix A

One Way ANOVA test to determine if there were significant differences between groups in Table 3 (Group # 1 Level of knowledge before coming to Gulf States and Group # 2 How had they learnt the subject before coming to Gulf States)

Practical Knowledge of Local Customs	Company Classification	Respondent's Age	Nationality	Marital Status
Language	-0.18691	0.06132	-0.2946	0.04065
	0.03*	0.4798	0.0005**	0.6397
Language	-0.20684	-0.19968	-0.13693	-0.18359
	0.0161*	0.0202*	0.1133	0.033*
Immigration Procedures	0.05561	0.22407	-0.09364	0.10802
	0.5217	0.009**	0.28	0.2124
Immigration Procedures	0.05785	0.0673	-0.07046	-0.01783
	0.5051	0.438	0.4167	0.8374
Other bureaucracy	-0.01192	0.12945	-0.1286	-0.06367
	0.8909	0.1346	0.1371	0.4632
Other bureaucracy	-0.06712	0.03411	-0.08748	-0.01771
	0.4393	0.6945	0.313	0.8385
Hygiene	-0.04428	0.11411	0.02816	0.00741
	0.6101	0.1876	0.7458	0.9321
Hygiene	0.00942	0.06118	0.04578	0.01873
	0.9136	0.4809	0.598	0.8293
Personal Finance/Local Banking	0.01168	0.27564	0.08322	-0.00495
	0.893	0.0012**	0.3373	0.9546
Personal Finance/Local Banking	0.0752	0.16553	0.11368	0.11305
	0.386	0.055*	0.1892	0.1917
Cost of Living	0.09256	0.26186	-0.00252	0.1073
	0.2856	0.0022**	0.9769	0.2155
Cost of Living	-0.01127	0.19398	-0.07793	-0.00885
	0.8968	0.0242*	0.369	0.9189
Medical Problems	-0.00385	0.09961	0.09468	-0.08846
	0.9647	0.2504	0.2747	0.3076
Medical Problems	0.04339	0.1195	0.10784	0.11556
	0.6173	0.1674	0.2131	0.182
Medical Facilities	0.02371	0.27903	0.0978	0.02841
	0.7849	0.001**	0.2591	0.7436
Medical Facilities	-0.02834	0.07171	0.01299	-0.04188
	0.7442	0.4085	0.8811	0.6296
Transport	-0.04348	0.11679	-0.00526	0.01474
	0.6166	0.1774	0.9517	0.8653
Transport	-0.04357	-0.00426	-0.11312	-0.02514
	0.6158	0.9609	0.1915	0.7723
Accommodation	0.0816	0.16371	0.03535	0.04214
	0.3468	0.0578	0.684	0.6275

Practical Knowledge of Local Customs	Company Classification	Respondent's Age	Nationality	Marital Status
Accommodation	-0.08306	0.09864	0.04634	0.05777
	0.3382	0.255	0.5936	0.5057
What to take with you	0.00908	0.24257	0.08798	0.10919
	0.9168	0.0046**	0.3103	0.2074
What to take with you	-0.03581	0.14257	-0.06475	-0.01718
	0.6801	0.099	0.4556	0.8432
Safety	0.00513	0.12055	0.13316	-0.02683
	0.953	0.1637	0.1236	0.7574
Safety	-0.02811	0.03455	0.01051	-0.05274
	0.7462	0.6908	0.9037	0.5435
Children's education	0.01859	0.15986	-0.10175	0.21366
	0.8305	0.064	0.2403	0.0128*
Children's education	-0.05404	0.07181	-0.14325	0.11917
	0.5336	0.4078	0.0974	0.1686
Shopping	-0.01647	0.10909	0.13731	0.01098
	0.8496	0.2079	0.1123	0.8995
Shopping	-0.03804	0.05665	-0.01895	-0.0239
	0.6614	0.514	0.8273	0.7832
Climate	0.10619	0.2005	0.14301	0.20149
	0.2203	0.0197*	0.098	0.0191*
Climate	0.00322	0.01157	-0.03394	0.02377
	0.9704	0.894	0.696	0.7843
Food availability of their own	-0.00385	0.09961	0.09468	-0.08846
	0.9647	0.2504	0.2747	0.3076
Food availability of their own	0.04339	0.1195	0.10784	0.11556
	0.6173	0.1674	0.2131	0.182

* Significant at 0.05% level

** Significant at 0.01% level

Appendix B

One Way ANOVA test to determine if there were significant differences between groups in Table 6 (Group # 1 Level of knowledge before coming to Gulf States and Group # 2 How had they learnt the subject before coming to Gulf States)

Business Relationship	Company Classification	Respondent's Age	Nationality	Marital Status
Local business law	-0.01573	0.16999	-0.18307	0.0801
	0.8563	0.0487*	0.0336*	0.3557
Local business law	0.01971	0.04851	-0.05806	-0.00128
	0.8205	0.5764	0.5035	0.9883
Dealing with local partners	-0.03024	0.02219	-0.15785	-0.10021
	0.7277	0.7984	0.0675	0.2475
Dealing with local partners	0.01886	0.0606	-0.04977	0.0301
	0.8282	0.485	0.5665	0.7289
Relation with host nationals	0.00501	0.14564	-0.05213	0.07638
	0.954	0.0919	0.5482	0.3786
Relation with host nationals	-0.02835	0.13596	-0.01137	0.21651
	0.7441	0.1159	0.8959	0.0117*
Local business practice	-0.01719	0.11901	-0.10659	-0.00996
	0.8431	0.1692	0.2185	0.9087
Local business practice	0.06248	0.11978	0.06346	0.10606
	0.4716	0.1664	0.4647	0.2208
Business etiquettes	0.12666	0.16316	0.05725	0.1549
	0.1432	0.0586	0.5096	0.0728
Business etiquettes	0.02206	0.03379	0.18896	0.13331
	0.7996	0.6972	0.0282*	0.1232
Local contacts for guidance	-0.00414	0.1203	0.03121	0.10589
	0.962	0.1646	0.7193	0.2216
Local contacts for guidance	-0.00088	0.08126	0.10278	0.0974
	0.9919	0.3488	0.2355	0.2611
Structure of financial markets	-0.07523	0.05743	-0.02561	-0.07613
	0.3858	0.5082	0.7681	0.3802
Structure of financial markets	-0.04881	0.09104	0.03548	0.05068
	0.574	0.2936	0.6829	0.5594

* Significant at 0.05% level

** Significant at 0.01% level

Appendix C

One Way ANOVA test to determine if there were significant differences between groups in Table 5 (Group # 1 Level of knowledge before coming to Gulf States and Group # 2 How had they learnt the subject before coming to Gulf States)

Social and Family	Company Classification	Respondent's Age	Nationality	Marital Status
Social customs	0.09596	0.17049	-0.04518	0.00308
	0.2682	0.048*	0.6029	0.9718
Social customs	-0.11037	0.01544	0.05566	-0.11054
	0.2025	0.8589	0.5214	0.2018
Political and economic background	0.16758	0.24656	-0.05076	0.05738
	0.052	0.0039**	0.5587	0.5086
Political and economic background	-0.01808	0.024	0.14938	-0.00702
	0.8352	0.7823	0.0838	0.9355
Basic history of country	0.12689	0.16321	-0.04645	-0.04813
	0.1425	0.0586	0.5927	0.5793
Basic history of country	0.10176	0.05845	0.08156	-0.10252
	0.2402	0.5007	0.347	0.2367
Underlying ethnic	0.10654	0.08556	0.02189	-0.07897
	0.2188	0.3238	0.801	0.3626
Underlying ethnic	0.01288	-0.04635	0.10689	-0.17399
	0.8822	0.5935	0.2172	0.0436*
Local social dress code	0.17954	0.14629	0.09969	-0.03993
	0.0372*	0.0904	0.25	0.6457
Local social dress code	0.0527	-0.01204	0.15212	-0.03936
	0.5438	0.8898	0.0782	0.6504
Relationship with host national	0.02441	0.0867	-0.02352	-0.00594
	0.7787	0.3174	0.7866	0.9455
Relationship with host national	-0.13618	0.01633	0.1037	0.01894
	0.1153	0.8509	0.2313	0.8274
Socializing with host nationals	0.08303	0.07679	0.00792	-0.10263
	0.3384	0.376	0.9274	0.2362
Socializing with host nationals	-0.02926	-0.001	0.02605	-0.09434
	0.7362	0.9908	0.7642	0.2764
How host nationals view expt.	0.03396	0.07679	0.04801	-0.06976
	0.6957	0.3761	0.5803	0.4214
How host nationals view expt.	-0.11655	0.15803	-0.00366	-0.04073
	0.1782	0.0672	0.9664	0.6391

Social and Family	Company Classification	Respondent's Age	Nationality	Marital Status
Educational for children	-0.0304	0.16802	-0.11816	0.11673
	0.7264	0.0514	0.1723	0.1776
Educational for children	-0.14164	0.04319	-0.17683	0.06718
	0.1013	0.6189	0.0402	0.4388
Finding children's activities	-0.03699	0.12846	-0.14791	0.11557
	0.6701	0.1376	0.0869	0.1819
Finding children's activities	-0.16601	0.04825	-0.13107	0.05527
	0.0543	0.5784	0.1297	0.5243
How to deal with local security	-0.00446	0.09636	-0.00264	-0.03214
	0.959	0.2662	0.9758	0.7113
How to deal with local security	-0.07834	0.10381	0.03714	-0.08717
	0.3664	0.2308	0.6689	0.3148
Support form expt. community	-0.00357	0.14727	-0.01378	-0.02084
	0.9672	0.0883	0.874	0.8104
Support form expt. community	-0.1362	0.13923	0.09225	-0.03338
	0.1152	0.1073	0.2872	0.7007

* Significant at 0.05% level

** Significant at 0.01% level

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