

Degrees of Expatriate Management Adjustment: A Study
of expatriate managers working in the Libyan Oil Industry

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Declaration

The work in this thesis was fulfilled in accordance with the regulations of the University of Gloucestershire and is original except where indicated by specific reference in the text. No portion of this thesis has been submitted in support of any other academic award. The thesis has not been presented to any other education institution in the United Kingdom or overseas.

Any views expressed in the thesis are those of the author and in no way, represent those of the University.

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DEDICATED TO

My LATE FATHER, MOTHER

MY WIFE, SONS AND DAUGHTER

My BROTHERS, SISTERS

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In the Name of Allah, the most beneficent, the merciful.

Praise is to Allah, the Almighty, on whom ultimately, we depend for sustenance and guidance.

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Abstract

In this study my focus/aim/main concern is the successful or unsuccessful adjustment of non- Libyans from across the world who have worked in Libyan oil companies. I want to know what factors create success. To help me to do this I also ask some Libyan managers (who have worked out of Libya) what they think makes for success. From this data, I have derived a model which identifies the differences between all the other process models for expatriate success and my own Libyan contextual model. The study of socio-cultural and psychological adjustment in the literature on cross-cultural adjustment has maintained that there is a difference between these forms of adjustment, however I wanted to investigate the possibility that there might be a close relation between the two. My study is relevant as international mobility and cross-cultural adjustment is becoming a common experience for a growing number of employees sent on long-term international assignments.

The methodology used initially starts with the collection of quantitative data then moves toward a more interpretive stance; with the collection of qualitative data therefore I adopted an interpretivist paradigm using numbers and words. In my study a questionnaire was distributed to a group of participants because of quantitative analysis of the data collected a subsequent group were identified who are at either end of the cross-cultural adjustment scale and they were invited to take part in an interview. Because of the qualitative analysis of data gathered from these interviews an exploration was carried out using thematic analysis to discover whether managerial, organisational or societal factors have had an impact on these individuals' feelings of adjustment. A key aim was to clearly identify the factors that affect adjustment. My process model for an Arabic nation is based on the adjustment of expatriate managers working in the Libyan oil industry and highlighting the key factors that influence their ability to adjust. My findings indicate that a manager coming from an individualised society to a more collective one or vice versa, may have difficulty in adjusting or feeling they are a part of the group. Such feelings are related to the theories of social identity and social categorisation. There has been very little previous expatriate adjustment research carried out using an interpretivist methodology, which I have conducted to find out these managers' actual perceptions hence can talk about their levels of adjustment and the need for experience.

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Chapter One

Background to the area of Research

1.0. Introduction

In this introductory chapter the research questions and objectives are detailed, as is the rationale and importance of the thesis. It is important to remember that ethics and research are indivisible, and therefore choices made about research design have inherently ethical aspects (Farrimond, 2013); this is a topic that will be considered further in the methodology chapter. Furthermore, the plans and the procedures for this research, which highlight the steps taken from broad assumptions to detailed methods of data collection, analysis and interpretation, are considered to introduce the research approach. The research approach selected should be based on the nature of the research problem or issue being addressed (Creswell, 2014).

In section 1.1 the research questions and objectives are presented while section 1.2 explains the rationale behind this research. In section 1.3 I introduce the research design and approach and in section 1.4. I present my contribution to knowledge. In this study, I am concerned with the vital role of expatriate managers as a means for trans-national companies to add crucial skills and expertise to their overseas performance, enabling them to remain competitive in today's global marketplace (Forster, 2000). These expatriate managers normally serve three major functions: filling staff vacancies, management, and organizational development (Forster, 2000). There is a need for greater study of management practices in the Arab world.

This study focuses on the second function - that of management and expatriate managers' perceptions of their experiences in helping them to make the necessary socio-cultural and psychological adjustments to be effective in their management role. The study of socio-cultural and psychological adjustment in the literature on cross-cultural adjustment has maintained that there is a difference between these factors however, I wanted to investigate the possibility there might be a close relationship between the two. Socio-cultural adjustment refers to the ability of an individual to fit in the culture or effectively and efficiently mix with the host country's culture (Cerdin et al., 2009). The variables involved in socio-cultural adjustments are those which are responsible for promoting and facilitating the learning of the new culture and acquiring the new social expertise in

the new structure (Chenyi & Baruch, 2010). Psychological adjustment refers to individuals' subjective well-being or satisfaction in their new cultural environments (Selmer et al., 2007). Psychological adjustment is associated with the individuals' emotional state, cognitive perceptions, and personal trait variables (Ward & Kennedy, 1996). The concept of psychological adjustment encompasses a problem-oriented view, which focuses on attitudinal factors of the adjustment process (Selmer et al., 2007) and the concept of subjective well-being has been associated with the psychological aspects of international adjustment.

In previous research the concept of subjective well-being has been applied about outcomes of expatriate adjustment. Research carried out in Hong Kong examined the psychological well-being of expatriate workers as represented by quality of life (Aryee & Stone, 1996, Brady et al., 2014). They found that the expatriate managers expressed an average positive degree of quality of life well above the average of the measure used. Black et al. (1991) argue that the degree of cross-cultural adjustment should be treated as a multidimensional concept rather than as a unitary phenomenon. The socio-cultural notion of the adjustments therefore laid emphasis on the theory of learning social behaviour and social skills that are practiced in a foreign culture and that underline the attitudinal factors (Black & Mendenhall, 1991; Eisenberg et al., 2015; Araci, 2015). Although theories are an essential resource for making sense of identity, it is useful to think of theory as a perspective, or perhaps as a 'lens' that leads us to see something in a way (Kenny et al., 2011). But as they point out, a lens is also a way of not seeing. In each theory considering different aspects of identity some highlight the dynamics of power, while others focus on relationships between individuals and the social groups they belong to, like the social identity theory approach. This approach proposes that individuals will identify with certain social groups (the in-group) and dis-identify with other social groups (the out-group). The theory also proposes that people have a natural tendency to generalize from their own experiences as well as underestimate differences within the in-group and overemphasize differences with the out-group. Identification of an individual with either in-groups or out-groups can be understood and analyzed, from what people say or do, through interviews.

Following on from the argument advanced by Cerdin et al. (2009) that socio-cultural adjustment refers to the ability of an individual to fit into a culture or effectively and efficiently mix with the host country's culture. In this exploratory study, I will draw on Tajfel and Turner's (1979) Social Identity Theory {SIT}. Furthermore, as Olsen and Martins (2009) suggest, psychological adjustment can be linked to a sense of belonging to a group or groups, I also consider Turner's Social Categorization Theory {SCT} (1985) to better understand the role of the group in encouraging

successful expatriate adjustment. These SIT and SCT theories seek to clarify the distinction between social identity and personal identity, expanding the remit of social identity research from intergroup relations to group behaviour in general (Reicher et al., 2010). Both SIT and SCT are linked by their concern with the processes that surround the way that people define themselves as members of a social group (Olsen & Martins, 2009). However, SCT goes beyond SIT in proposing that interpersonal behaviour is not simply underpinned but also made possible by a salient personal identity, just as intergroup behaviour is both underpinned and made possible by a salient social identity (Fiske & Taylor, 1991). It is most important therefore to consider when a person's sense of identity shifts from the personal to the social level for then there is a corresponding shift in emotions and attitudes (Postmes & Branscombe, 2010). Social identity theory proposes that one's self-concept is comprised of a personal identity, and social identities, based on group memberships. In this conceptualization, an "in-group" is a group to which one belongs, while an "out-group" is a relevant comparison group that is viewed in contrast to one's in-group (Williams & Giles, 1996). Through the process of differentiation between in-groups and out-groups, individuals show favoritism toward their own group and act discriminatorily against the relevant out-groups (Tajfel & Turner, 1979). In Libya expatriate managers are typically recruited by oil companies and those in other industries to provide managerial and technical skills that are found to be lacking in the Libyan pool of manpower. The reasons for ineffective or unsuccessful expatriate assignments refer to 'culture shock', stress, frustration, interaction with strangers, different political systems and institutional work practices and expatriate managers' family flexibility. In my study, I argue that non-Libyan expatriates are likely to be seen by Libyans as the out-group, not part of any tribe and so will be discriminated against unless they are well-adjusted and can identify on a social and personal level with the in-group locals.

A review of the existing research has found that inadequate cross-cultural adjustment is a key determinant of poor expatriate performance and early repatriation (Caligiuri 1997; Shaffer and Harrison 1998; Kraimer, Wayne & Jaworski, 2001; Kraimer & Wayne, 2004; Zhu et al, 2016). What is clearly identifiable in the expatriation literature is a series of antecedents that are strongly associated with cross-cultural adjustment, including individual characteristics such as personality traits (Arthur and Bennett, 1995; Caligiuri, 2000; Shaffer et al., 2006; Jannesari et al., 2016). Arthur and Bennett (1995) questioned expatriate managers from various countries to rate the importance of several personal attributes for expatriate success. They found the following factors were of importance: family situation, flexibility/adaptability, job knowledge and motivation, relational skills, and extra-cultural openness. Personality traits it is argued are more important determinants of cross-cultural adjustment than skills, knowledge, and abilities because they enable expatriate managers to

cope with stress and make sense of their environment (Caligiuri, 2000), Jannesari et al. (2016). The relational abilities, the personality and the ability to work in teams are also important criteria in all countries, although differently valued Araci (2015). These traits are interesting and could be an area for further study, they are relatively stable, enduring patterns of how individuals behave, feel, and think and are regarded as among the most important determinants of expatriate adjustment (Shaffer et al., 2006). As was previously mentioned it has been strongly suggested that ineffective expatriate performance and premature returns have been found to relate primarily to an inability to adjust to the foreign environment rather than a lack of technical competence (Andreason, 2003; Krishnayeni & Arthi, 2015). Personal and social identity and belonging to an in-group, or not, fit within the remit of my study of cultural adjustment as I intend to explore whether managerial, organizational or societal factors contribute to an individual's level of adjustment.

1.1. Research Questions and Objectives

Symon and Cassell (2012) suggest that in pursuing research that has a qualitative element and adopts an interpretive approach, researchers need to be aware of their own influence on the selection of what data is important and what is not, as well as being direct about what their research wants to achieve. Therefore, researchers should be “careful in their writings to indicate to potential assessors what the aims of the research were and therefore how it should be judged” (Symon & Cassell, 2012, p. 221). In this study my main concerns are the social, cultural and personal factors that influence expatriate managers' ability to be successful in their role; therefore, I focus on the factors that impact adjustment of non-Libyans in Libya and Libyans outside of Libya.

To do this, the research questions will need to be answered:

1. What are the key characteristics of national and work culture that might impact on expatriate managers working in Libya or on assignment abroad?
2. What are the key characteristics of cultural values and managerial styles that might impact on the adjustment of expatriate managers?
3. In what ways if any, do expatriate managers change their style of working to ‘fit’ the organizational cultures of the companies in which they find themselves working?

The objectives of this research are to:

- a. Identify from the extant literature the key characteristics of national, organizational culture and work ethic that influence cross-cultural adjustment for expatriate managers.
- b. Explore Tajfel and Turner's Social Identity Theory {SIT} (1979) and Turner's Social Categorization Theory {SCT} (1985) to discover their impact on cross-cultural adjustment and identity of expatriate managers in the Trans-National Oil Companies (TNOCs) in Libya and those Libyans who have worked abroad.
- c. Conduct a survey of expatriate and host country managers in Trans-National Oil Companies (TNOCs) operating in Libya to identify characteristics of Libyan management cultural values and managerial styles that might impact on personal identity and adversely affect the adjustment of these expatriate managers in the Libyan oil industry.
- d. Discover whether cultural difference and managerial or organizational factors have an impact the creation of in-groups or out-groups that influence individual's adjustment.
- e. To produce because of the data gathered in the survey a Model of the Cross-Cultural Adjustment (CCA) Process for a Libyan/Arabic context.

1.2. Rationale and importance of the Research

The oil industry in Libya has faced a different set of problems regarding expatriate adjustments in addition to the problem of adjustments faced by the expatriate managers in oil companies in general because of differences in culture. There is an unstable government and policy in Libya together with the security concerns for an expatriate working in these oil companies (Samovar & Porter, 2004). I myself have worked in the Libyan oil industry, albeit as a manager who was never expatriated. Due to my previous experience in the field of work under investigation I am to some extent an 'insider' researcher and as such I had to be aware of my own biases in the conduct of my research. This included cultural bias in terms of my beliefs and values and my relative cultural affinity with Libyan participants, bias in terms of opinions already formed on the issues under investigation and confirmation bias in choosing to present evidence that supports a pre-existing position while

rejecting others (Haynes, 2012). In doing so it was necessary that I was a reflexive in my approach to my research: Cunliffe (2003) states that researchers should carefully examine how they make truth claims and construct meaning, and this observation influenced my research. Further discussion of ‘insider research’ and truth claims is given in chapter five (Methodology); however, I was also conscious of the challenge posed by the following observation:

“No matter what topic or area or what methods we use, we are all ... picking and choosing to pay attention and ignore ... excluding, including, concealing, favoring some people, some topics, some questions, some forms of representation, some values. Can we do our writing in a way that is ‘self-conscious’ of our choices?” (Calas & Smircich 1999 as quoted in Haynes, 2012, p. 83).

I believe that the best way to be self-conscious of my choices is to reveal my aims and methods as clearly as possible in this thesis while attempting to account for the motivations of both aims and research methods. My more recent experience as an expatriate living and studying in this country have given me an insight into the types of difficulties an expatriate in any country might experience. I and my family initially had difficulty with the language but soon overcame this problem. My wife and children have now managed to integrate as I have done and now no longer experience any great difficulty with the culture. It is these experiences that motivated me to conduct my research into management and the problems faced by expatriate managers who are asked by their companies to live and work abroad in a different culture. In Chapter Eight, section 8.8 I comment further on my personal reflections.

Recent studies found that trans-national companies face great difficulties in managing their personnel on international assignments (Bonachea & Noethen, 2014). For example, a 2007 study of Global Relocation Service and National Foreign Trade Council (GMAC) showed that 57% of the interviewed human resource managers mentioned that workers at GMAC referred to as expatriate employees were unable to adjust to their new environment resulting in ineffective or unsuccessful expatriate assignments. The reasons for ineffective or unsuccessful expatriate assignments were given as ‘culture shock’, stress, frustration, interaction with strangers, different political systems and institutional work practices (Chi and Levitt, 2009, Fish, 2005, Krishnayeni, & Arthi, 2015) and expatriate managers’ family flexibility (Rosenbusch & Cseh, 2012; Andreason, 2008). Thus, in expatriate management, great attention is paid to the management of cross-cultural adjustment (Konanahalli et al., 2012). This study aims to investigate those factors that influence expatriate

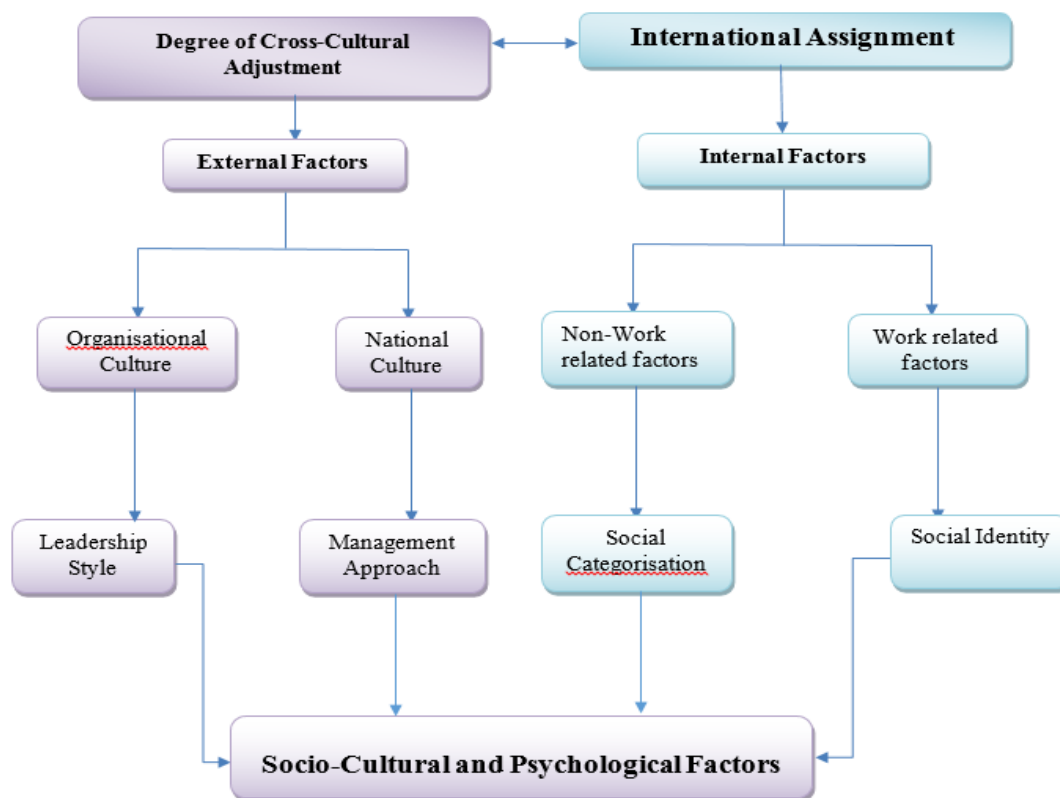
managers working in Libyan TNOCs. To do this, both job related as well as national and organizationally related factors are to be considered as is management in Arab countries which is different from that in other countries (Atiyah, 1993). Over the years, management theories and practices from the West (for example, less hierarchical organizational cultures and more consultative management styles) have influenced the Arab countries through MNCs' investments and the teaching of Western management education that have been introduced. Some of these theories and practices have been transferred successfully; however, it has not been easy to implement them because the practice of management in general and HRM in Arab countries is affected by traditional norms and cultural values, and by the religion of Islam (Branine, 2011). The topic of this study is relevant due to the increase of business globalization leading to international mobility therefore cross-cultural adjustment is becoming a common experience for a growing number of employees sent on long-term international assignments. Additionally, recent studies suggest that international organizations are increasingly struggling to manage their personnel on international assignments. Furthermore, as companies should consider the cost involved in sending and maintaining personnel overseas this makes the process of selecting, training and managing expatriate managers of importance. There is therefore a major challenge faced by international organizations concerning how they effectively use their expatriate managers to deliver their overseas assignments. The expectation placed on an expatriate manager will be to perform their usual functions in a totally different and complex environment. Effectively, as increased globalization has produced a greater need for companies to transfer staff to manage their overseas operations to be able to perform abroad, expatriate managers must be able to harmonize themselves to the conditions prevailing in the host country. Expatriate managers would also have to get accustomed to living, working and interacting with the host country nationals, a process that is commonly referred to as 'cross-cultural adjustment' (Jannesari et al., 2016). This research employed Tajfel and Turner's Social Identity Theory [SIT] (1979) and Turner's Social Categorization Theory [SCT] (1985) to better understand individual factors that may affect adjustment as well as the role of the group through ethnic cultural differences.

It was my intention to consider the attitudes of both expatriate and host country managers to these themes and to do this many questions needed to be answered including, discovering the key external characteristics of Libyan national and work culture that might impact on western expatriate managers working in the Libyan oil industry. As well as those internal Western and Libyan management, cultural values and managerial styles that might also have an impact on their adjustment. There are, however, various factors which influence this process of adjustment as can be seen in figure 1.1 below.

In this model the factors affecting Cross-Cultural Adjustment (CCA) have been color coded: purple inculcates external factors, which companies can use to provide training courses and assistance with planning an expatriate assignment before the manager even leaves his or her own country. The blue boxes represent internal factors, and because it is difficult for the host country to teach an expatriate manager about the adjustments they will need to make in terms of how things are done at a corporate level it is necessary for successful CCA that the host company or organization gives the expatriate manager sufficient support at an individual and family level. Internal and External factors are investigated further throughout the thesis and figures that represent the development of Figure 1.1 are included in each Chapter. The color coding on external factors (purple) and internal (blue) is carried over into figure 2.1 in Chapter Two to indicate the kind of support that will be necessary in each individual setting and the interlocking relationships between each set of factors.

Figure 1.1 Conceptual Framework

Source: The author.



As part of my research I asked respondents to the questionnaire about what statements they felt best described their own country's national culture, the statements were based on Hofstede's work. For example, his 'Power distance' dimension is described as one where the less powerful person in a society accepts inequality in power and considers it normal. This is compared with the 'Uncertainty avoidance' dimension which indicates the extent to which people in a culture are made nervous by situations because they consider themselves as unstructured, unclear, and in a situation in which they try to avoid such circumstances by adopting strict codes of behaviour and a belief in absolute truths. The 'Individualism' dimension is described as a cultural predisposition in which a person's allegiance is to his/her immediate family, whereas collectivism is seen to operate where people perceive themselves as, belonging to one or more cohesive groups from which they cannot detach themselves. 'Masculinity and femininity' is a dimension that refers to the extent that a society's dominant values emphasize masculine social values like a work ethic expressed in terms of money, achievement and recognition as opposed to feminine social values, which show more concern for people and quality of life. Moreover, in his 2001 study Hofstede added a further dimension: long term versus short term orientation. This dimension seeks to measure attitudes to risk; in other words, it suggests that in some cultures individuals are prepared to accept relatively high risk to gain large short term rewards, whereas in others they prefer to minimize risk in the expectation of greater long term rewards.

The following study was intended to conduct an exploration of the cultural and cross-country adjustments and factors that have an impact on this in the experiences of expatriate managers. As can be seen from Figure 1.1, the Conceptual Framework this study will investigate the various factors that may have an impact on the success or failure of international assignments, and the problems that may occur with an expatriate's adjustment to international assignments. In each of the following literature chapters I concentrate on factors including national and organizational cultural climate, the internal factors that affect cross-cultural adjustment; job related factors as well as non-job related factors are investigated. Additionally, further investigation of Social Identity Theory (SIT) and Social Categorization Theory (SCT) are carried out to highlight the socio-cultural and psychological factors which affect an individuals' cross-cultural adjustment.

To investigate both management approach and leadership style I refer to the GLOBE survey, which I felt was the most important piece of leadership research applicable to my study. Project GLOBE (House, Javidan & Dorfman, 2001) was a large-scale contemporary research

program that took as its main area for scrutiny the relationship between national (or societal) culture, organizational culture and leadership within organizations. The authors noted that the most important goal of GLOBE was to “develop an empirically-based theory to describe, understand and predict the impact of specific cultural variables on leadership and organizational processes and the effectiveness of these processes” (House et al., 2004, p. 492). These GLOBE researchers in approaching their study were concerned to identify dimensions of culture (in their case, both societal and organizational) to identify intra-cultural similarities and inter-cultural differences. These dimensions will be considered further in Chapter Four. Arab managers tend to follow the rules and regulations and obey them completely with a view to accomplishing the task assigned. In some other nations, the practice is slightly different, in that managers can within certain limits use their own professional judgments and skill when attempting to accomplish a task. Employees from outside Libya working in the Libyan institutional structure may therefore experience feelings of powerlessness when exercising their managerial functions.

Considering the differences in cultural dimensions identified by Hofstede (2001) the study will investigate managerial motivations in the western oil sector companies operating in Libya. The reason why it is desirable for the oil companies in Libya to seek out expatriate managers from abroad is that these managers are driven by their professional judgments regarding profitability and personal financial rewards (Organization for Economic Cooperation and Development [OECD], 2010).

1.3. Research Design and Approach

Many authors have reported that any research depends on its philosophical assumptions, which relates to the underlying ontology and epistemology that guides the research design. In this study, the selection of interpretivist research philosophy was based on the relevance of such a philosophy to the research questions and objectives. The research design must begin with a purpose and a question(s) (Thomas, 2011) and it is my questions which are at the heart of my research. The design followed on from that rather than the other way around. Additionally, the research approach selected has been based on the nature of the research problem or issue being addressed (Creswell, 2014). In this study with the help of a group of participants an exploration was carried out to discover whether managerial, organizational or societal factors have had an impact on individuals' adjustment. I am an expatriate myself and my personal experience of an adjustment in British culture sometimes has been that I have sometimes developed reluctance to mix with the host community and I felt myself more

secure when dealing with expatriate Libyan community in UK, especially when my knowledge of English culture and language was in the developmental stage. I was aware that the phenomenon I was studying was not unlike my own personal experience as a researcher. I was living in the UK and working as a student, and having to deal with issues of cultural adjustment, family problems and other factors like those experienced by my research sample. Moreover, as I engaged with ideas around my subject; particularly through my literature review, I became aware that my own experiences could be useful to me as a critically reflective researcher, especially in terms of being an interpretive analyst of the qualitative (interview) data. In seeking to add to the understanding of expatriate adjustment I was aware that to make either a theoretical or a practical contribution to this area I would need to establish the 'truth' of my findings. In this sense, 'truth' can be regarded as having two key components: firstly, the participants in my study had to be convinced in the truth of my aims and objectives and of my ethical guarantees to them, in order that they would give my rich, unguarded and reliable data in both the quantitative and qualitative phases of data collection. I needed to establish rapport and draw on my own experience of the industry I was studying and the phenomenon under investigation (cross-cultural adjustment); these areas are considered further in Chapter Five (Methodology).

1.4. The Research Contribution

This study contributes to knowledge in a few ways. Firstly, I identify the various factors of culture, work values and managerial styles that influence expatriate managers working in trans-national oil companies operating in Libya. Secondly, by applying of SIT and SCT theories, which had never been done before to my knowledge, I was able produce a framework/model for future research studies to understand how expatriate managers from various nationalities adjust their working styles to fit into the Libyan (national and working) culture. Thirdly, I believe that there is also a contribution to knowledge in terms of my methodology, which operates in two ways: on the one hand it measures levels of adjustment quantitatively; on the other hand it also collects the perceptions of expatriate managers (Western managers working in Libya and Libyan managers working abroad) on the extent to which they: firstly, felt adjusted to a new working environment in a country culturally different from their own; and secondly, agreed with the calculation of their adjustment made in the quantitative phase of data collection.

1.5. The Structure of this Thesis

Chapter One

In this first chapter the background to this exploratory piece of research is introduced as are the research questions and objectives. I also introduce the rationale for this research and its design and approach. Finally, I introduce the contribution this research will make and identify the structure of my thesis.

Chapter Two

This research focuses on the national and organizational cultural climate in Libya, and investigates whether the influence of organizational culture and management style are reasons for non-adjustment. In Libya, today most of the security covering the country is provided by former revolution militias, but they do not always work under the order of the government. Additionally, there is even more rampant corruption in the country that has become deep rooted. These conditions and the social structure form a unique ground to create the non-adjustment of expatriate managers who come there on international assignments to work in the oil industry, which is the largest income source for the country. These difficulties serve as a threat to the oil industry and oil production and to the contracts held with the international oil companies working in Libya.

Chapter Three

In this chapter the internal factors that affect cross-cultural adjustment are considered in detail job related factors as well as non-job related factors are investigated. The duties and assignments that are to be performed by an individual are looked at as job novelty but first the positive effects of pre-departure stage and in-country cross-cultural training are considered. Additionally, greater attention is paid to Social Identity Theory (SIT) and Social Categorization Theory (SCT).

Chapter Four

There are three main organizational factors that can significantly affect expatriate adjustment these are organizational culture novelty; social support from co-workers and superiors; and logistical support. In this chapter factors that influence expatriate managers working in Libyan oil organizations who typically welcome managers from their partners abroad, as well as Libyan nationals who have worked as expatriate managers abroad are investigated. The

aim of this research is to examine challenges that appear from cross-cultural differences between the western and Libyan national cultures and values, as well as the range of diverse organizational cultures and management styles within Libya's oil industry.

Chapter Five

In this chapter, an overview of research methodology is presented and the research purpose aims and objectives are revisited. The main types of research methodology are classified and the philosophy for this research is introduced. The main research approaches and strategies are considered and compared and evaluated with other methods. The need to carefully plan a research project is investigated as is the need for ethical research. The data collection methods and the need to select a sample of respondents to question and then interview are discussed, as are the issues of credibility, reliability and validity and the necessity to pilot these data collection methods. Finally, the data analysis strategy is presented.

Chapter Six

In this chapter, all the analysis of the data collected from both the questionnaire distributed and the subsequent interviews carried out with respondents are presented. This chapter commences the statistical analysis for this research; the results presented in this chapter are related to the objectives of the study. Because of the data collected from interviews with selected respondents a thematic analysis is carried out in an interpretive manner to allow an in-depth view of their feelings toward cross-cultural adjustment to be presented.

Chapter Seven

In this chapter comparisons are made between the results of both the quantitative and qualitative data collected from the questionnaire, subsequent interviews, and the literature reviewed in the first four chapters. I present a discussion to fully interpret the analysis of both quantitative and qualitative data; and make comparisons between both these sets of data and link these to the emerging empirical themes.

Chapter Eight

In this Chapter the key conclusions as well as the contributions and implications for practice are presented. I also present my own model of the Cross-Cultural Adjustment Process to assist organizations in Libya to better address the difficulties faced both by expatriate managers visiting Libya as well as those Libyan managers sent abroad.

Chapter Two

An overview of the literature on Expatriate Adjustment in International Assignments

2.0 Introduction

In this chapter I intend to indicate the purpose and ideas/content that will be discussed to enable a better understanding of how the content relates to my research questions/objectives. In addition to providing an overview of the importance of cross-cultural adjustment (CCA) in Section 2.2 this chapter will also be followed by two more detailed chapters examining the internal and external factors that play a role in determining the success or otherwise of an international assignment. It is invaluable to understand the need that most Multi-National Companies (MNCs) must send employees of theirs on international assignments there are however problems inherent in this process, cross-cultural adjustment. In this chapter I consider the dimensions, determinants and differences which exist that may affect an expatriate managers' cross-cultural adjustment. As this study is intended to investigate factors that influence expatriate managers working in Libyan TNOCs both job related as well as national and organizationally related factors need to be considered as management in Arab countries is different from that in other countries. In Figure 2.1 p 24. I highlight the areas to be considered for this research. Moreover, in this chapter an initial introduction of the context of my research is provided to inform the reader. In section 2.1 I highlight the role of human resources (HR) in international assignments while section 2.2. Considers the cross-cultural adjustment that may take place. In section 2.3 and 2.4 I highlight the work of Hofstede on culture and consider differing cultural dimensions and the determinants and differences that can affect expatriate managers and their adjustment.

In many ways, the success of companies' international business activities today depends on expatriate managers; for example, how well they can function in the new environment to which they are transferred, cooperate with locals, apply their competences and knowledge, learn new things, and cope with uncertainty. Whether expatriate managers can succeed in these tasks depends on their cross-cultural adjustment (CCA) to the host environment/country, that is, the extent to which an expatriate feels psychologically comfortable in relation to a variety of aspects of a new environment (Tung, 1998; Mezias & Scandura, 2005; Koveshnikov et al., 2013; Krishnayeni & Arthi, 2015).

The oil industry in Libya faces a variety of problems regarding expatriate adjustment apart from the problem of the adjustment by the expatriate managers themselves in oil companies because of differences in national and organizational culture. Recent events in Libya since the Arab Spring and the removal of the previous regime has led to an unstable government in Libya. This coupled with increasing security concerns for expatriate managers working in these oil companies (Samovar and Porter, 2004) has led to many Western companies recalling their expatriate managers home. The use of international assignments has for most companies become an indispensable tool for attracting, developing, and retaining talent (Gunter et al, 2009). However, there is evidence to suggest that international organizations are increasingly struggling to manage their personnel on international assignments, particularly as it relates to assisting expatriate managers and their families to stay on these assignments until completion and then retaining their enthusiasm for future postings (GMAC, 2007). Another factor that these companies should consider is the high cost of sending and maintaining personnel overseas (Hechanova et al., 2003), Brady et al, (2014) which makes the process of selecting, training and managing these expatriate managers of importance. This means that a major challenge faced by international organization is how to effectively use their expatriate managers to deliver their overseas assignments (Chi and Levitt, 2009). The expectation placed on an expatriate manager will be to perform their usual functions in a totally different and complex environment (Yamazaki & Kayes, 2005; Brady et al., 2014).

Cultural differences will play a part in any difficulty with adjustment; fortunately, research around the classification of cultures had been going on for some time. Therefore, to draw out the expatriate managers' differences in cultural understanding it is important to review the work of researchers who have attempted to classify aspects of culture see section 2.3. One such researcher who is considered in much more detail in this and subsequent chapters is Hofstede (2001); his research is particularly relevant to this study because he provides measurements of cultural differences between parts of the world based on issues that affect managerial work, such as uncertainty avoidance and attitude to risk; he conducted his research and collected data in a corporate setting; and his work is wide-ranging enough to provide a point of comparison between Western and Arabic cultures.

The aspect of adjustment has been investigated in the past, in one study carried out by Konanahalli et al (2012) they qualitatively explored through an interpretive approach the influence of organizational, work and non-work factors on what they called the three facets of adjustment. In my research, I contribute to knowledge in terms of my differing methodology

(see section 5.3.3) and in the conclusions, I make in Chapter Eight. In their research Konanahalli et al (2012) point out that there is interaction adjustment which deals with the comfort levels when dealing or interacting with host country nationals at work and in non-work situations. Interaction, Konanahalli et al. (2012) believe, is the most difficult of the three facets of adjustment. Next there is work adjustment which involves individuals needing to adapt to new job tasks, roles and environment: this form of adjustment is easier to cope with if there are similarities between the parent and the host subsidiary in terms of procedures, policies and task requirements. Finally, there is general adjustment this is another facet that concerns the overall adjustment needed to live in a foreign land and adjust to its culture. General adjustment comprises factors such as housing conditions, healthcare, cost of living, etc. in chapters three and four internal and external factors that may affect an individuals' adjustment are considered further. These researchers also believed that increased globalization produced this greater need for companies to transfer staff to manage their overseas operations. However, to be able to perform abroad, expatriate managers must be able to harmonize themselves to the conditions prevailing in the host country Konanahalli et al. (2012). Expatriate managers would have to get accustomed to living, working and interacting with the host country nationals, a process that is commonly referred to as 'cross-cultural adjustment'.

2.1. The role of HR in international assignments

According, to Leopold et al. (2005), any discussion of the management of human resources on international assignments requires imagining employees working in outposts of their organizations where the national and organizational cultures may be different. Customs, language, food, climate and laws could also be different from those of the home country. Unfortunately for those practitioners involved with the administration of international work assignments, "this topic is more likely to involve organizing travel and accommodation arrangements; devising intricate reward packages; and attending to all manner of bureaucratic and legal formalities" (Leopold et al, 2005). At the time that Leopold et al. (2005) were writing international assignments were increasingly linked to the organizational and career development process, and the management development function became increasingly important for developing high-potential local managers and third-country national staff (Scullion and Linehan, 2005). One of the objectives of my study is to identify the key characteristics of national and work culture and work ethic that influence cross-cultural working for expatriate managers.

For many MNCs just finding the required numbers of people with the desired competencies for international assignments was a major IHRM challenge (Gupta and Govindarajan, 2002; Schuler et al., 2002; Schneider & Barsoux, 2003). International mobility is becoming more problematic in many firms due to several factors including uncertainties associated with re-entry; the growing unwillingness to disrupt the education of children; the growing importance of quality-of-life considerations; and, finally, continued uncertainty regarding international terrorism and political unrest (Scullion & Linehan 2005). They suggest that there has for some time of course been a growing awareness that potential expatriate managers will be more reluctant to accept the offer of international assignments in companies which fail to handle repatriation issues effectively. There is a suggestion that to cope with this internationalisation, companies must develop more international managers. This of course makes sense as international experience has traditionally been an essential stepping-stone to senior management in many Western multinational companies. However, in Libya things have been and are even more so now very different from the West. An IMF study of Libya in 2003 produced an assessment on the country's competitiveness. Per this report even though Libya had been taking 'major steps forward, the necessary reforms had been piecemeal and unsystematic'. The IMF Report concluded that Libya needed to act in four different areas to improve its competitiveness.

The first of these was the Governance system which the report suggested should comprise of a Libyan democracy, by leveraging information communication technology (ICT) and redesigning processes to reduce inefficiencies. There was also a need the Report stated, to establish a governance structure comprising of special purpose entities such as an Economic Development Board and Competitiveness Council that could drive and accelerate the reform process. The Report further suggested the education and empowerment of a new generation of Libyan business leaders. These new business leaders the report said would be required to rapidly expand the nation's capacity to act and drive workforce readiness through a radically improved education system connected to market needs and new immigrant workforce policies as well as cultural adjustment. These managers would also need to be educated with the necessary knowledge to adequately work a broad if necessary but also can manage any expatriate employees that came to their company from abroad.

2.2 Cross Cultural Adjustment

As was mentioned previously in the introduction there is a difference between the study of socio-cultural and psychological adjustment in the literature on cross-cultural adjustment

(Wray & Grace, 2007); I believe there may however a close relation between the two. The socio-cultural adjustment element according, to Cerdin and Pargneux, (2009) essentially refers to the ability of an individual to fit in the culture or effectively and efficiently mix up with the host country culture, which may be affected by an individual's sense of personal identity. Chenyi and Baruch (2010) pointed out that the variables in this element of the adjustment process are those which are responsible for promoting and facilitating the learning of the new culture and acquiring the new social expertise in the new structure. On the other hand, the psychological adjustment element considers the well-being of the expatriate or his level of satisfaction in the new cultural structure which could be affected by how well or how badly individual fits in to a social category. This element has also been related to the emotional state of the individual, his perceptions and personal trait variables (Cerdin & Pargneux, 2009). The socio-cultural notion of adjustment therefore has tended to lay emphasis on the theory of learning social behaviour and social skills that are practiced in a foreign culture and that underline the attitudinal factors (Black and Mendenhall, 1991). While from the psychological adjustment notion emphasis is placed on the individuals' emotional state, cognitive perceptions, and personal trait variables (Ward & Kennedy, 1996). The distinction between socio-cultural and psychological adjustment will be considered further in Chapter Three where they will be linked to the theories of SIT and SCT in the next Chapter and I incorporate them into my own Model of Cross-Cultural Adjustment in Chapter Eight.

In the context of international assignments expatriate adjustment has three different facets or dimensions, the first being adjustment to new job, adjustment in an individuals' interaction with people and finally general adjustment to the culture and society of the country (Black, 1988), Maertz et al, (2016), Zhu et al, (2016). In later research involving an extensive review of the literature on foreign adjustments by Black, Mendenhall and Oddou (1991) there was proposed a model of foreign expatriate adjustments focusing on the different sets of factors that have a significant influence on cultural adjustments. This model was later expanded on by Shaffer, et al, (1999). They went on to highlight the different factors that were job related, organizationally related, and included looking at the position of the individual, the non-work factors that could have an effect and finally the factors which were adhering to the individual's personality. The various adjustment variables discussed in the following section play a key role in the case of foreign expatriate managers taking up assignments in the foreign country multinationals.

2.3 Hofstede and Cultural Dimensions, Determinants and Differences

As was mentioned in the introduction to this chapter the Libyan oil industry faces a variety of problems regarding expatriate adjustment, apart from the problem of adjustment by the expatriate managers themselves in oil companies. This is because of differences in national and organizational culture. Perhaps the best known cultural researcher was Hofstede who in the 1960's conducted a piece of research at IBM, employees in the company had been asked to complete an attitude survey. IBM had been organizing incidental surveys of parts of its organization since 1950, but it was decided to standardize an international survey to provide a management tool for organization development. The survey process which ran for thirteen years resulted in 117,000 responses from 88,000 employees in 66 countries. The findings from the data collected were used by Geert Hofstede, to develop his cultural indices and he used these indices to provide four dimensions of national culture for each one of the countries surveyed (Baskerville, 2003). In his work based on research carried out in 1980 Geert Hofstede theorized and developed a typology consisting of five cultural dimensions by which a society may be classified: power distance, uncertainty avoidance, individualism, masculinity, and Confucianism (Hofstede & Bond, 1987; Adler, 1997; Rodrigues, 1997). A further dimension, long-term versus short term orientation was added based on a study among the students in 23 countries by using a questionnaire prepared by the Chinese Value Survey in Hong Kong (Hofstede & Bond, 1987). The data suggest that China is somewhat different from the western countries such as the United Kingdom and United States on dimensions of masculinity and uncertainty avoidance. Furthermore, there is a substantial gap between western and eastern countries on power distance, individualism and long-term orientation.

2.3.1 Discussion of Hofstede's work.

I used Hofstede's ideas in my own data collection because they identified socio cultural concepts which form part of my theoretical framework, the outcomes of the data gathering are explored in chapters 5 and 6. It is apparent from the context of this study, which looks at cross-cultural differences in a typically Arab nation like Libya, that a weakness of Hofstede's model of dimensions is his view of religion. The cultural relevance of religion is minimized by Hofstede, (1991), who states in this original research that religious affiliation is less culturally relevant than is often assumed. Humphrey's (1996), however, perceived religion to be the major source of cultural perspective while testing Hofstede's dimensions with Egyptian and British respondents see Table 2.1 below

Table 2.1 Index Scores and Ranks for the Arab Countries and East, and West Africa

Country	Power Distance		Uncertainty Avoidance		Individualism /Collectivism		Masculinity /Femininity		Long/Short Term Orientation	
	Index	Rank	Index	Rank	Index	Rank	Index	Rank	Index	Rank
Arab Countries	80	7	68	27	38	26-27	53	23		
East Africa	64	21-23	52	36	27	33-35	41	39	25	28-29
West Africa	77	10-11	54	34	20	39-41	46	30-31	16	33

Source: Hofstede (2001, p.500)

Table 2.2: Culture Dimensions Responses

DIMENSION	UK	EGYPT
Power-distance index	Very low	Moderate
Uncertainty avoidance index	Low	High
Individualism–collectivism index	High individualism	Extremely low individualism
Masculinity-feminity index	Extremely low masculinity	Moderate masculinity

Source: Humphreys (1996, p.36)

As can be seen from Table 2.1 Hofstede’s results Arab countries score extremely high on Power Distance, with an index of 80, according, to Humphrey’s see Table 2.2 however Egypt has only a moderate score on this index, possibly due to the extent of foreign direct investment into Egypt and the number of MNCs operating within it. Arab countries score high on Uncertainty Avoidance, scoring 68. Hofstede’s results and Humphrey’s results confirm this. The Arab countries scored relatively low on Masculinity, according, to Hofstede, scoring 53. In Humphrey’s (1996) results for this dimension the Arab countries score was moderate. The ‘Masculinity dimension refers to the extent that a society’s dominant values actually emphasize the work ethic expressed in terms of money, achievement and recognition. According, to Humphrey’s in those countries with a high collectivist orientation in their national culture, there is a tendency to employ an organizational culture that leans toward cooperative decisions as opposed to individual decision-making. Consensus and co-operation is more valued than individual initiative in such an organizational culture. Effort and

motivation derive from a sense of belonging, and rewards are based on being part of the group. The role of management in such cultures is to facilitate team effort and integration to foster a supportive atmosphere and to create the necessary context for a group/organizational culture. Finally, in terms of historical development, Hofstede (2001) considers that cultural change over time is an essential element which might invalidate his scores on the indexes in the national cultural context.

Schwartz (1994) proposed a cultural value symbolizing the relationship between personality and cultural factors. His model was developed based on the Hofstede (1980) work and new data were collected from respondents across 38 countries. There are two dimensions in Schwartz model: conservatism versus autonomy (affective and intellectual) and self-enhancement (hierarchy and mastery) versus self-transcendence (egalitarian commitment and harmony). According to Schwartz (1994), the two broad cultural archetypes of societies with different assumptions about life and work can be characterized as contractual culture and relationship cultures. China and United States of America have contrasting values in Schwartz's model. For instance, in the Chinese culture, the observed values are such as collectivism, larger power distance, strong uncertainty avoidance, long-term orientation, outer directed relationship and conservation. In contrast, in the western culture, people are more towards individualism, small power distance, weak uncertainty avoidance, short-term orientation, and inner-directed, contractual, autonomy, tension between mastery and egalitarian commitment / harmony.

Fons Trompenaars' (1997) work on culture was in part carried out in collaboration with Charles Hampden-Turner. When considering Trompenaars' contribution to this area as a guide for my research it was important to recognize his background as a business consultant with an expressed aim to provide practical guidance for managers engaged in cross-cultural business activity. Trompenaars and Hampden-Turner, (1997 and 2004) identified seven dimensions during his initial research which involved 30 companies in 50 different countries. There are five dimensions under the broad heading of relationships with people, which consists of universalism versus particularism, individualism versus communitarianism, neutral versus emotional, specific versus diffuse and achievement versus ascription. However, for the sixth dimension, it concentrates on attitudes to time and the seventh dimension is attitudes to the environment. Trompenaars and Hampden-Turner are useful because like Hofstede they focus on the world of work and on dimensions that are relevant to managerial work; moreover, their additional dimensions build on Hofstede's more theoretical outlook to

include practical issues such as attitudes to timekeeping and consideration of the environmental impacts of activities. Therefore, these seven-dimension's model build a useful extra layer to Hofstede's model as Trompenaars' dimension of attitudes to time is related to Hofstede's dimension of individualism and long-term orientation in any individualist culture. In the next section of this chapter other determinants of expatriate/cross-cultural adjustment are considered.

2.4 Other Determinants of Expatriate Adjustment

As was previously mentioned in the context of international assignments, expatriate adjustments have three different dimensions or determinants, the first is adjustment to the new job, then there is the adjustment needed in interactions with people and finally a general adjustment to the culture and society of the country (Black, 1988). Later, Black, Mendenhall and Oddou (1991) made an extensive review of the literature on foreign adjustment wherein they proposed a model of foreign expatriate adjustment focusing on the different sets of factors that have a significant influence on cultural adjustments. This model has been simplified for this study and the simple form is presented below, showing a basis for the conceptual model (figure 1.1). Figure 2.1 presents the individual manager's experience of cross-cultural adjustment, coping with the international assignment itself (and its internal factors) while also having to contend with cultural factors and determinants as well (external factors). Black et al. (1991) went on to highlight the different factors that were job related, organizationally related, and included the position of the individual, as well as non-work factors.

2.5 Chapter Conclusions

This chapter was intended to consider the area of international assignments in general and was the starting point of my research framework. Globalization has increased the need for companies to send their employees abroad and this raises the need to answer the questions of to what extent can the process of cross-cultural adjustment be caused or mitigated by internal or external factors.

In Libya, today the oil industry is facing many problems regarding expatriate adjustment. Apart from the problem of the adjustment by the expatriate managers themselves in oil companies because of differences in national and organizational culture there is also the fact that there is an unstable government in Libya together with the security concerns for

expatriate managers working in these oil companies. To develop these arguments, this research investigates the types of support that are provided by organization to host country nationals and to the expatriate managers whilst on international assignments who may experience cross cultural adjustment. Although there is a perceived difference between the study of socio-cultural and psychological adjustment in the literature on cross-cultural adjustment I believe there may however be a close relation between the two. The distinction between socio-cultural and psychological adjustment will be considered further in Chapter Three where they will be linked to the theories of SIT and SCT.

In figure 1.1 (Conceptual Model) I divided the forces or influences acting upon and expatriate manager into internal and external factors. From the perception of an individual manager, in the process of cross cultural adjustment he or she has some ability to change and direct internal factors but very little control over external factors, especially national culture. To achieve successful adjustment, therefore, the manager must rely on his or her organization for support in dealing with external factors, and the nature and efficacy of this support in combination with the manager's personal experience and skills will determine the degree to which expatriate managers achieve cross cultural adjustment. Therefore, the factors affecting cross cultural adjustment that have been associated with internal and external factors are developed further in figure 2.1 below.

Figure 2.1 Internal and External Factors affecting Cross-Cultural Adjustment: Source: The author.



In Figure 2.1 above I have highlighted the areas to be further considered for this research, including the internal factors that could affect an expatriate's cross-cultural experience. These may include work related factors such as their personal feelings of identity and their sense of belonging to a group. This investigation is necessary because in international assignments expatriate adjustment has three different dimensions, the first is an individual's adjustment to the new job, and then there is the need for adjustment in an individual's interaction with people and finally general adjustment to the culture and society of the country (Black, 1988). In subsequent work carried out by Black et al. (1991) it was proposed that a model of foreign expatriate adjustments that focused on different sets of factors would have a significant influence on cultural adjustments. Additionally, the company and its objectives as well as methods of selection used to nominate managers to be sent abroad as well as any cross-cultural training they receive can also have an impact on these managers' cross-cultural adjustment. I also wanted to consider any non-work related factors such as the number of times any manager had been on international assignment and whether these previous assignments had allowed the manager to gain valuable experience and produce behaviors which would make their adjustment any easier. There are of course many external factors that must be acknowledge that will affect the adjustment of managers who are sent abroad; therefore, I also wanted to consider these. Factors such as organizational culture, work values, management approach and leadership style would of course be affected by the nature of the society an expatriate manager found themselves in. There would also be an influence from religion, particularly when managers travelled from West to East of vice versa, and the individualistic or collectivistic nature of the society a manger found themselves in would also play a part in their feelings of adjustment.

Review of the literature in the subsequent chapters indicate the distinction between socio-cultural and psychological adjustment, and further indicate this distinction is consistent with the separation of individual behaviour from attitudinal acculturation. Acculturation is the process of changing to a novel culture, and involves a series of emotional and psychological reactions, the arrangement of which forms a cycle of adjustment which is known as a culture shock. Culture shock is the reaction and response of an expatriate to a new, random and, therefore uncertain environment. To overcome cultural shocks these expatriate managers need higher pre-departure training that should equip them with working knowledge and fluency of the language in the host country. Knowledge of host country is of more importance for functional heads where the skills of language in general are more important for those holding top management positions.

Additionally, social support is also needed by expatriate managers their spouse and family as this type of support will act as a buffer for the stress experienced by these managers and their

family members. The level of adjustment experienced not only depends on hierarchical position of expatriate in the host organization but also on the functional area in which he or she works, e.g. technical, managerial. Furthermore, the degree and types of logistical support offered to employees involved in international transfers can differ from company to company. Assistance with local housing, local schools, and even the provision of local grocery stores and other amenities, could potentially reduce the uncertainty associated with these significant issues. The logistical support deals with non-work issues, and it is therefore reasonable to expect that this kind of support would have a stronger relationship with interaction, and especially general adjustment, rather than with work adjustment. All the types of support mentioned will depend on the organizational and managerial culture prevalent within the home and host companies and the type of leadership this culture creates. As leadership is cultural and cultural forces in the countries or regions in which the leaders function will to certain extent dictate a style. I believe that a contingency model that considers cultural contingencies then determines the cross-cultural transferability of a specific management approach; concept or leadership style is needed. From the discussion in this chapter the important external factors for understanding expatriate experiences are those of cross-cultural differences between the western and Libyan national cultures and values, as well as the range of diverse organizational cultures and management styles within Libya's oil industry.

Although many factors that may influence expatriate managers' cross-cultural adjustment have been highlighted in this chapter the internal as well as external factors that should be considered are investigated further in the subsequent chapters of this literature review. In the next chapter, internal factors affecting cross-cultural adjustment are considered in more detail.

Chapter Three

A review of the literature on Internal factors affecting Cross-Cultural adjustment to International Assignments

3.0 Introduction

The previous chapter explored international assignments and the various factors that affect expatriate adjustment including company objectives and selection methods for international assignment as well as cross-cultural training, Figure 2.1 conceptually associates these different factors with elements of the individual managers' experience of cross cultural adjustment. This chapter considers those internal factors that may affect the cross-cultural adjustment of managers in greater detail. Therefore, in this chapter both work related and non-work related factors as well as individual social identity and the individual's desire to be related to a group are explored, (see Fig 1.1, Conceptual model). Section 3.1 explores factors that relate to an individual expatriate manager's job, including any pre-departure training given. Job novelty and role clarity are also considered in this section. Section 3.2 highlights those non-work factors that can affect an individual manager. These include the adjustment of their spouse and family and highlights other more personal factors that could affect cross-cultural adjustment. In section 3.3 two theories are introduced: Social identity theory and Social Categorization theory. They will provide a theoretical framework within which the research will be able to determine a degree of cross cultural adjustment in its participants through the quantitative findings, thus permitting the qualitative data to account for differences in Cross-Cultural Adjustment (CCA). There is also discussion of social identification, social comparison and personality traits to consider their influence on cross-cultural adjustment.

In their research, Black, Mendenhall and Oddou (1991) proposed a model of foreign expatriate adjustments focusing on the different sets of factors that have a significant influence on cultural adjustments. Their model indicated different factors that affected an individual's adjustment; these were job related, organizationally related, and included the position of the individual, as well as non-work factors and finally another factor which was related more specifically to the individual, namely personality traits. In this Chapter I will consider these factors and, drawing on relevant literature, suggest that while personality traits are important, what is more important to the success of an expatriate assignment is the fit between the personality traits of an individual and the cultural dimensions of the country his/her expatriate assignment is in (Tun Cli & Peiperl, 2009).

3.1 Job related factors

The job factors in expatriate adjustments, in relation too foreign national and organizational cultures refers to the set of duties and assignments to be performed by an individual. Often it happens that the company sending employees abroad pre-determines the role and the area of responsibility of the expatriate in the task assigned abroad. Even in the case when the expatriate decides, to a limited extent, how to perform and succeed in the task assigned, if the resulting behaviour conflicts with what is expected of him, this also leads to uncertainty in behaviour and adjustments (Black et al., (1991), Zhu et al, (2016). The reason behind this is that the individual within a new organizational setting may have difficulty in understanding and organizing the messages received before executing an appropriate reply and behaviour. The problem with this for expatriate managers is that the role of the person is defined in one country and is to be executed in another which can have a completely different cultural and organizational culture.

3.1.1 Pre-departure Training

Although Black et al. (1991) proposed that pre-departure training as well as previous expatriate experience help to form accurate expatriate expectations and such training had been identified as having a positive effect on expatriate adjustment (Black and Mendenhall 1990; Black et al. 1991; Caligiuri et al. 2001), Araci, (2015). Brewster and Pickard (1994), as part of their research found that previous international experience in terms of Black's three facets had no significant effect on an expatriate's positive views of pre-departure training. In his research (Brewster 1995) indicated that those expatriate managers' with and without previous international experience viewed pre-departure training as a necessity, and that expatriate managers do in fact find some benefit in pre-departure training. Such training will aid in the reduction of uncertainty about the expatriate's work role and provide the expatriate with more firm-specific information than they would find on their own initiative (Jenkins & Mockaitis, 2010). However, in their research Jenkins and Mockaitis, (2010) discovered that if pre-departure training was provided, many more expatriate managers in their study experienced more adjustment difficulties. This fact I believe maybe as a direct result of the type or length of training provided by firms being inadequate.

3.1.2 Job Novelty

Yet another factor that can influence the expatriate's adjustment in a foreign work situation is job novelty which can be understood as the degree to which the current job is different from the earlier jobs or assignments (Black et al., 1991). The new cultural environment may not only result in contradictory signals regarding expected behaviour but also call for the expatriate to learn new skills and make behaviour changes. Often it is the situation that the nature of the job in respect of how it is performed may be different from how it is to be performed abroad in the host country compared with how it was performed in the home country. Added to this the expatriate's performance is also affected by the difference in the economic, social, cultural, technical, and physical environment Bonachea and Noethen, (2014), Krishnayeni and Arthi, (2015). These differences can lead to stress, making adjustments even more difficult.

3.1.3 Role Clarity

In contrast to the above, role clarity gives the expatriate manager an insight on the expected set of behaviors and discretion in their role for that assignment. This therefore allows the individual to adapt their behaviour and role to the present setting and gives some idea beforehand so that cultural shocks and an immediate uneasiness and stress can be avoided due to the change. Previous studies by Steuer and Wood, (2008) and Vickers, (2008) have suggested that multinational firms should place more emphasis or stress on clarifying the job role of the expatriate and the extent of role discretion before sending them abroad. The goals expected to be achieved on an international assignment should be designed in a manner that allows greater discretion and outlines the roles of the expatriate clearly in the new structure (Steuer & Wood, 2008). Moreover, these multinational firms should communicate what realistic levels of performance are expected of the expatriate in an assignment at an early stage so that the individual is not forced into performing too much in too short a time or too much is not expected too soon (Vickers, 2008), Bonachea and Noethen, (2014). Organizations therefore must provide expatriate managers with suitable training especially in the case when they are likely to experience greater roles of novelty in their assignment.

3.2 Non-work factors

As noted in the previous sections, expatriate managers not only have to deal with new working conditions in a foreign state but also should become a part of the country culture while they interact with people and adjust to living conditions there for instance housing, health care, spousal assistance, and schooling. There are some cultures in different parts of world which are more difficult to adapt to in comparison with other cultures. Moreover, there are likely to be

other conditions and differences that are not work related but that exist between the home and host country (Shaffer et al, 1999). Acculturation that can take place both in and outside the workplace and is understood as process of changing to a novel culture, includes a complete series of emotional and psychological reactions, arrangement of which forms a cycle of adjustment which is known as a culture shock. Culture shock therefore, is the reaction and response of expatriate to a new, random and therefore uncertain environment (Black, 1990, Maertz et al., 2016, Zhu et al., 2016). In many cases, expatriate managers on their first overseas assignment need more pre-departure training to overcome these cultural shocks in a new culture and a more robust in-country support system. These previous pieces of research that included factors that are independent of work and are called non-work factors such as culture novelty, also included the spouse/family adjustment as well as other internal factors. These other internal psychological factors are achievement and social self-efficacy, relational and perceptual skills, previous experience of international assignment and language skills. However, they are integral parts of the SIT and SCT theories that will be considered later in this Chapter.

3.2.1 Spouse/family adjustment

In an expatriate movement from home country to host country family members may also experience culture shock in different stages and to different intensities. In their research, Chi and Levitt (2009) indicated that the incapability of the spouse in adjusting to these cultural shocks was the single most important reason that was most cited in the cases of premature expatriate returns, or in cases of non-adjustment. Yet in the USA and Europe only some companies adopted pre-departure training or international assignment interviews that included the spouse (Chi & Levitt, 2009). Similarly, previous researchers have established that the adjustment of the spouse is linked to the adjustment of the expatriate manager and their children as results show the same behaviour and adjustment with their partner/parent's experiences and reactions (Black & Stephens, 1989). The spouse's difficulty of adjustment may be related to several factors. In case of an expatriate assigned a task in another country, it is frequently the accompanying spouse who is more occupied in the local culture. It may thus happen that the expatriate manager is shielded from the local culture and interactions outside the organization and the children immersed and protected by the routine and continuity of the school and their academic life. However, the expatriate's spouse must in most cases function without the accustomed link of family and friends, without language familiarity, fluency and knowledge, or adequate cultural training and without any other programs for social security to assist them in evolving a suitable way of life abroad (Adler, 1997).

Black and Stephens (1989) suggest that multinationals could reduce the risk of failure by providing training, including language training. The home firm could also implement frequent communication between the expatriate family with company headquarters, to assist them in their day-to-day life needs like grocery shopping, schooling and travel. They could also assist these families by providing them with social security programs (Black & Stephens, 1989) and by assistance in job search, career counselling and interactions training to help create a meaningful life abroad. Through these kinds of support and assistance programs the family members or spouse of the expatriate managers can be encouraged to learn and understand the expectations from the foreign task (Black & Stephens, 1989), get involved with the local community and international clubs or similar support groups, develop some leisure time, hobbies, get involved in activities that keep them busy like school, shopping, religious and other social and community activities etc. However, if spouses are not properly prepared for the cultural adjustment and supported when with their partners, they may become frustrated and try to get jobs; this is when problems of work permission can arise (Gordon & Jones, 1990; Reynolds & Bennett, 1991).

3.2.2 Psychological factors and cross-cultural adjustment

Apart from basic skills for management and technical competence, there are certain characteristics of an individual that should be considered before a person is assigned to an international assignment as they may affect an individual, at work, as well as out of work. Among these are psychological factors see Figures 1.1 and 2.1 are aspects of an individual that are focused on achieving self-efficacy, social self-efficacy, relational and perceptual skills. Self-efficacy is understood as a model that reflects the ability of an individual to adjust to a foreign situation (Scullion & Collings, 2006). Self-efficacy can be conceptualized as a person's ability to believe in oneself and accordingly deal with adjustment in an effective manner (Mendenhall & Oddou, 1985). It has in the past been the belief that these types of individuals can use feedback given by host managers on an expatriate assignment in an effective and efficient way thereby reducing uncertainty, and can adapt and rectify their behaviour to correspond and suit the change in conditions (Black et al, 1991). Self-efficacy can therefore contribute to adjustment in two ways: first to cause an improvement in performances and then assist in the development of interpersonal relationships.

There is however another argument that focuses on the relational skills of the individual which allows them to have an easier interaction with host country nationals. Scullion and Collings (2006) argued that a component of self-efficacy adds to an individual's relational skills, thereby making it easier for them to interact with nationals of the host country. It has also been argued

that previous experience especially in a country where an expatriate is assigned work is of immense help in reducing the culture shock encountered in changing to a new organizational and socio-cultural structure

This self-efficacy component also provides the individual with greater skill of perception, that reduces the risk of uncertainty in understanding and interpreting and therefore adjudicating what is appropriate and inappropriate in a host nations' culture. It has also been argued that previous experience especially in a country where an expatriate is assigned work is of immense help in reducing the culture shock encountered in changing to a new organizational and socio-cultural structure. In addition, a person with an experience in the same country would have previous knowledge of relocation, which would help in reducing uncertainty and improving their general experiences at work (Black et al., 1991). Soin and Scheytt (2006) support this aspect in the context of international assignments and indicate that this experience will not only help with internal factors of adjustment but also organizational factors. Expatriate managers on their first assignment would obviously need more local support and help in the management of the organization. This therefore suggests that multinationals in case of first-time expatriate managers should take adequate steps to improve on support networks for them (Shaffer et al., 1999).

3.3 Social Identity/Social Categorization Theory

This study will draw on Tajfel and Turner's Social Identity Theory [SIT] (1979) and Turner's Social Categorization Theory [SCT] (1985) to better understand the role of the group in encouraging successful adjustment see section 1.2. SIT theory is about the individual psychological factors and SCT more about the socio-cultural factors that can affect a person's feelings of adjustment. I propose to put forward a different theory/model coming at adjustment issues from different perspectives. In this section of the literature review my concern is with how the social identity and social categorization theories (see Figure 3.1) impact on an individual's ability to adjust in an alien culture while combating the stresses which are created by living in such a culture. As was mentioned in Chapter Two in their research Konanahalli et al. (2012) pointed out that there is interaction adjustment which deals with the comfort levels when dealing or interacting with host country nationals at work and in non-work situations. This Konanahalli et al. (2012) believe is the most difficult of the three facets of adjustment, next there is work adjustment. Work adjustment involves individuals needing to adapt to new job tasks, roles and environment. This form of adjustment is easier to cope with if there are similarities between the parent and the host subsidiary in terms of procedures, policies and task requirements. Finally, there is general adjustment this is another facet that concerns the overall

adjustment needed to live in a foreign land and adjust to its culture. As can be seen in section 2.4 Black et al. (1991) highlighted different factors in relation to adjustment these were job related, organizationally related, and included the position of the individual, as well as non-work factors. I agree with that Konanahalli et al. (2012) interaction, work and general adjustment are probably a better way of describing these factors.

According, to Wray, and Grace, (2007) there is also a difference between the study of socio-cultural and psychological adjustment in the literature on cross-cultural adjustment however I set out with the intention to show there may be a close relation between the two. The first element according, to Cerdin and Pargneux, (2009) refers to the ability of an individual to fit in the culture or effectively and efficiently mix up with the host country culture. This socio-cultural element of the adjustment process is responsible for promoting and facilitating the learning of the new culture and acquiring the new social expertise in the new structure, (Chenyi & Baruch, 2010). The psychological adjustment element considers the well-being of the expatriate and affects his level of satisfaction in the new cultural structure; this element has also been related to the emotional state of the individual, his perceptions and personal trait variables (Cerdin & Pargneux, 2009). This psychological adjustment notion places emphasis on the individuals' emotional state, cognitive perceptions, and personal trait variables (Ward & Kennedy, 1996), while the socio-cultural notion has tended to lay emphasis on the theory of learning social behaviour and social skills that are practiced in a foreign culture and that underline the attitudinal factors (Black & Mendenhall, 1991).

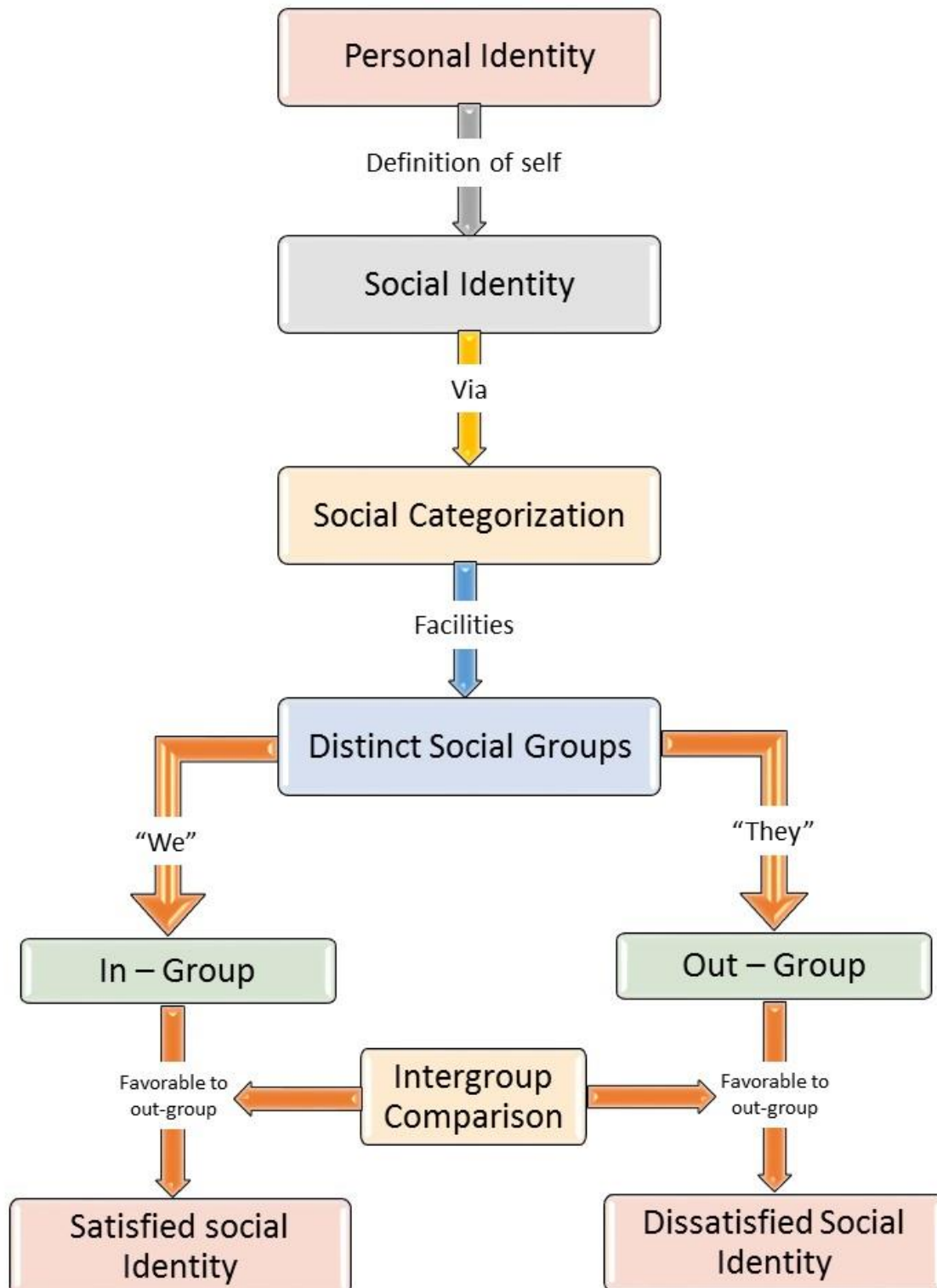
After conducting a series of studies investigating prejudice and inter-group differentiation, Tajfel in conjunction with Turner developed the essential building blocks that eventually led to social identity theory (Postmes & Branscombe, 2010). As can be seen from Figure 3.1 p 35, Turner and Tajfel later began developing self-categorization theory, which was at the same time an extension of Tajfel's ideas about social identity and their social influence, and an elaboration of the cognitive underpinnings of the self, Postmes and Branscombe, (2010) Pichler et al, (2012). Theories are an essential resource for making sense of identity according, to Kenny et al. (2011), and they were specifically concerned with theories that were influential in the field of organization studies.

As result of their research Kraimer, et al (2012), suggest that expatriate turnover research could benefit from a further examination of identity-related processes and how they act as drivers of cross-cultural adjustment difficulties that lead to expatriate managers quitting. In their review

of the turnover literature, they could not find any studies that examined this phenomenon from an identity theory perspective. Kraimer et al, (2012), relate that although a few studies have applied social identity theory (Tajfel, 1982) to explain the effects of organizational identification and relational demography on turnover (intentions) none of these studies have examined the psychological mechanisms underlying social identity theory which according, to Kraimer et al, (2012) is based on different foci and cognitive processes than is identity theory. Identity theory has a focus on individuals and there is an assumption that the role which an individual occupies defines her/his social identity. Social identity theory by contrast, is more concerned with the collective level and assumes that the social identity of an individual is derived from belonging to a social group, an in-group (see figure 3.1 below). From their findings Kraimer et al, (2012) conclude that employees look to their organizations and their colleagues to validate who they are and who they have become based on their job roles. Without such validation, employees are more likely to leave the organization because of psychological strain.

There can in certain circumstances be a situation where groups are disadvantaged in their workplace (Kenny et al, 2011); this can be attributed to the fact that people tend to prefer the company of their 'own kind'. This idea that people are 'homosocial' meaning they prefer to associate with, and give preference to, people who are more like them or part of the same social category relates to the social identity theory (SIT) perspective discussed in more detail in 3.3.1. The social category perspective focuses upon how people tend to group others into categories (see figure 3.1 below). This idea of 'homo-sociability' highlights how we as individuals tend to be drawn to those who we identify as being like ourselves and who we therefore view in a positive light. Those groups of people who are different are perceived as being 'other' (see figure 3.1 below) and are often attributed negative, stereotypical characteristics.

Figure 3.1: Social Identity Theory: Tajfel and Turner (1979)



In my study, I want to identify and consider the impact of various internal as well as external factors on cross-cultural adjustment. If home country nationals (HCNs) and expatriate managers identify with the same social group, these HCNs will be more willing to support the group through cooperation with expatriate members at work and possibly even outside work. Both (SIT) and (SCT) are linked by their concern with the processes that surround the way that people define themselves as members of a social group. As part of my study it was necessary to investigate this social identification process that defines and shapes the social reality for the firm's employees. I suggest that although many managers talk culture they have little idea of how to shape it.

3.3.1 Social Identity Theory (SIT)

Olsen and Martins (2009) revealed that previous studies on expatriate managers had tended to focus primarily on psychological, organizational, and contextual variables as predictors of an expatriate's experience on an international assignment. They went on to point out that expatriate demographics - national origin, ethnicity, sex, and age had not been explored in much detail as a variable therefore in their research they used social identity theory as the basis of a theoretical framework of the relationship between these expatriate demographic characteristics and host country nationals (HCN) support for expatriate managers (Olsen & Martins, 2009). These researchers' explanation of SIT proposes that one's self-concept is comprised of a personal identity, and social identities, based on group memberships. In this conceptualization, an "in-group" is a group to which one belongs, while an "out-group" is a relevant comparison group which is viewed in contrast to one's in-group. This quest for positive distinctiveness means that when people's sense of who they are is defined in terms of "we" rather than "I", they want to see "us" as different from and better than "them" to feel good about who they are and what they do. Social identification is where people become a group not insofar as they developed positive interpersonal attitudes based on mutual need satisfaction but insofar as they defined themselves in terms of a shared social category membership. Social comparison is where people evaluate their opinions and abilities by comparison respectively with the opinions and abilities of others. Social identity theory (SIT) can help explain how life experiences associated with significant work role transitions can alter employee's sense of self and their subsequent attitudes and behaviors toward their organizations.

SIT was based on the assumptions that individuals seek a positive self-concept, group memberships and tend to carry with them socially defined positive or negative evaluations,

and individuals evaluate their own groups by way of comparisons with other groups (Tajfel & Turner, 1979). Olsen and Martins, (2009) explain Tajfel and Turner (1979), noted that through the process of differentiation between in-groups and out-groups, individuals will show feelings of favoritism toward their own in-group and discriminate against the relevant out-groups. This is a problem however as any feelings of favoritism or discrimination between groups will have implications in organizations as such biases can either facilitate or inhibit cooperative and supportive behaviour. The SIT approach suggests that how an expatriate's demographic characteristics are perceived by HCNs matters greatly in determining their ability to adapt and be absorbed by the in-group (Olsen & Martins, 2009). SIT research has found that salient demographic characteristics such as national origin, ethnicity, sex, and age are likely to be used as bases for social categorization. A better understanding of the effects of expatriate demographic characteristics could contribute not only to the personal and professional development of the expatriate, but also to organizations' abilities to develop effective training and international human resource development programs.

According, to Twati and Gammack, (2004), identity theory can be described as an individual's self-concept which is derived from their position in an organized structure of relationships such as social roles or social types. Salient role identities are those that are meaningful to the individual and are more likely to be invoked in variety of situations (Price, Waterhouse, Cooper, 2011). There has also been recent research on multiple identities which indicates that individuals think of themselves as members of a variety of social groups simultaneously (Blader, 2007; Chiu & Cheng, 2007) and that individuals differ in their experiences and self-construal of their multiple role identities (Downie et al, 2004).

In my study, I investigate whether HCNs and expatriate managers identify with the same social group, for these HCNs will then be more willing to support the group through cooperation with expatriate members at work and possibly even outside work. The second theory SCT is a subset of SIT and proposes that interpersonal behaviour is not simply underpinned but also made possible by a salient personal identity, just as intergroup behaviour is both underpinned and made possible by a salient social identity (Fiske & Taylor, 1991; Peltokorpi & Froese, 2009). SCT is discussed in greater detail the following section.

3.3.2 Social Categorization Theory (SCT)

Turner (1987) used categorization theory to argue that demographic differences such as physical appearance and language, ethnocentric attitudes, values dissimilarity and perceived pay discrepancy between expatriate managers and HCNs increase the salience of nationality among HCNs and led to their out-group categorization. This in turn prevents HCNs from showing helping behaviors towards expatriate managers within their organization. The outcome of this was that expatriate managers were less likely to adjust to the host environment and more likely to exhibit poor performance in their work. More recently Toh (2003) using (SCT) as her guiding framework, put forward the theory that HCNs will be less willing to engage in helping behaviors towards expatriate managers if they feel expatriate managers are a part of an out-group. An out-group can be categorized based on race, color, gender and ethnicity (Salk & Shenkar, 2001). In the framework that Toh (2003) provided she argues that salience of national identity leads to out-group categorization. However, she argues that internal factors such as demographic differences, values dissimilarity, ethnocentric attitudes and pay discrepancy increases the salience of national identities and thereby create an 'us versus them' mind set among HCNs and expatriate managers. This is probably more likely with HCNs and expats from widely differing cultures such as Libya and Western countries although oil is a very international industry.

Chatman and Spataro (2005) suggest that (SCT) indicates the extent to which a person is demographically similar or different from co-workers and an organization's cultural emphasis not only influences the social categorization processes, but also people's resulting cooperative behaviour. Their findings indicated that similar people were, surprisingly, less cooperative in collectivistic than in individualistic cultures which suggested to them that the social categorization process may not actually be fully redundant with existing work groups for these people. Social Categorization Theorists categorize objects to easily identify and understand them, they have a similar way to categorize people and use social categories like Christian, Muslim, Black, White, Australian, Canadian, Asian or African. Similarly, they define applicable behaviour about the types of groups they belong to, but it also true that an individual can belong to many different groups Pichler et al, (2012). As mentioned in Section 1.2 Arab managers tend to follow the rules and regulations and obey them completely with a view to accomplishing the task assigned. Non-Libyan employees from working in a Libyan institutional structure may therefore experience feelings of powerlessness when exercising their managerial functions. External factors for understanding expatriate experiences are those of cross-cultural differences between the western and Libyan national cultures and values, as

well as the range of diverse organizational cultures and management styles within Libya's oil industry. Because of this study, I want to understand the challenges expatriate managers face when adjusting to Libyan cultural and work values and managerial styles.

However, it is important to remember criticisms of SCT which challenge the idea that homo-sociability is part of human nature and is 'hard wired' into our brains (Kenny et al, 2011). There are critics of SCT who point to the role of discourse in shaping who we see as 'one of us' or 'one of them'. This means that an individual's sense of the 'in-group' may be flexible and contingent on the context they are in and homo-sociability may simply act to maintain the status quo in an organization. Individuals also strive to maintain their own 'comfort zone' of identity (Kenny et al, 2011) and effectively exclude themselves from experiences that might unsettle that zone. Informal socializing may take place where individuals share a common language or similar culture. Such informal activities tend to lead to friendships and acquaintances between people, whose values and interests are, in effect, broadly shared (Kenny et al, (2011), Pichler et al, (2012)). However, for those who find themselves in a minority, such as expatriate managers working in a host country, culture and company, or indeed women in many MNC's, the informal networks or 'in-groups' that are formed are difficult to break into.

An interesting point raised by Kenny et al, (2011) is that in certain cases, the homo-sociability of those who remain outside the dominant order can contribute to maintaining existing divisions. Marginalized groups perhaps of expatriate managers from the same country or from a similar culture may stay marginalized due to the fact they tend to associate mainly or even exclusively with others in the same group as them (Pichler et al, (2012)). This raises an industry issue for my study as the oil industry is international and depends on the arrival of expatriate managers who can adjust to their new environment and working effectively will local employees.

3.3.3 Social Identification

As a further subset of SIT Turner (1978) theorized that psychological group formation was a matter of social identification rather than group cohesion. This meant, he felt, that people were part of a group not because they developed positive interpersonal attitudes based on mutual need satisfaction but based on how they defined themselves in terms of a shared social category membership which led to a shared social identity that emerged because of cognitive

criteria such as shared fate, shared situation, or shared positive or negative attributes. Jabnagin (2007) explained that to build a strong corporate culture that allows employees a shared situation, an organization should develop a frame of reference to create a viable social identity. This framework will shape the shared attitudes, values, goals, and practices that then characterize the organization. In my study as I wanted to consider the impact of various internal (to the individual) as well as external (to the environment the individual is in) factors, it was necessary to investigate this social identification process that defines and shapes the social reality for the firm's employees.

3.3.4 Social Comparison

In relation to SIT so far, the discussion has focused on Social Categorization which is best described as the ordering of social environment in terms of groupings of persons in a manner which makes sense to the individual. The second element of SIT discussed above was the social identification process which not only shapes but also defines the social reality for any firm's employees. The final element of SIT to be considered is Social Comparison which can be described as any individual's desire to strive to achieve a satisfactory concept or image of themselves and it is this comparative perspective which links social categorizing with social identity and maybe of more importance to expatriate managers. Postmes and Branscombe (2010) relate that any individual has a drive to evaluate their opinions and abilities and tend to do so by evaluating these opinions and abilities by comparison respectively with the opinions and abilities of others. Both Libyan and Non-Libyan expatriates who are sent to work abroad need to have the personality or the ability which may come about by experience to be able to integrate successfully and be accepted by locals as part of the group.

3.3.5 Personality Traits

As I mentioned previously on many occasions personality could be an area for further research. They are enduring and relatively stable patterns which indicate how individuals behave, feel, and think. These traits are regarded as among the most important determinants of expatriate adjustment (Shaffer et al., 2006). It is furthermore argued that these traits are more important determinants of cross-cultural adjustment than either skills, knowledge, or personal abilities because they enable expatriate managers to cope with stress and make sense of their environment (Caligiuri, 2000). Additionally, it has been strongly suggested that ineffective expatriate performance and premature returns have been found to relate primarily

to an inability to adjust to the foreign environment rather than a lack of technical competence (Andreason, 2003). In their research, Shaffer, et al, (1999) highlighted the different factors that were job related, organizationally related, but also included looking the position of the individual, as well as the non-work factors that could have an effect emphasizing the factors which were adhering to the individual's personality. The relationship between personality and cultural factors was investigated by Schwartz (1994) who proposed a cultural value symbolizing the relationship. There were two broad cultural archetypes of societies with different assumptions about the life and work that could be characterized as contractual cultures and relationship cultures (Schwartz, 1994). In Western cultures people tend more towards individualism, small power distance, weak uncertainty avoidance, short-term orientation, and inner-directed, contractual autonomy, with a tension between mastery and egalitarian commitment/harmony. In relationship cultures, such as Libya, people tend to take a more collectivist attitude, with strong bonds within extended families (tribes) and greater power distance between individuals in hierarchies, both socially and at work (Twati & Gammack, 2004). Relationship cultures depend more on social links and the obligations these are understood to imply and there is less autonomy regarding actions taken to satisfy and individual's needs or wants. Relationships within hierarchies are understood and largely accepted and seniority is more connected to age than performance. Black, Mendenhall and Oddou (1991) proposed a model of foreign expatriate adjustments focusing on the different sets of factors that have a significant influence on cultural adjustments. Tun Cli and Peiperl (2009) and Peltokorpi, and Froese (2012), Jannesari et al, (2016), all talk about a cultural fit hypothesis which maintains that it is not only the expatriate personality traits per se, but the cultural fit between expatriate personality traits and host country cultural values, norms, and prototypical personality traits that predict expatriate adjustment in host countries, perhaps this is another reason for considering personality as an area for further research.

Among contemporary personality psychologists there is a strong consensus that the most important individual differences in personality traits are organized with respect to the "big five" personality dimensions (Hudson & Roberts, 2014). These dimensions include extraversion, agreeableness, conscientiousness, emotional stability and openness to experience. However, personality traits are only one component of people's personalities, other aspects of personality, including motives—such as desires and goals—are also thought to influence individuals' thoughts, feelings, and behaviors, independently of their personality traits (Hudson & Roberts, 2014).

The emergence of a unified, well-developed theory of personality, referred to as the Big Five Personality, has provided an opportunity to test the relationship between personality and expatriate cross-cultural adjustment. Unfortunately, I was unable to carry out adequate testing

and instead asked the managers to indicate their own personality asking if they were extravert, agreeable, conscientious, stable, or open.

Personality has been defined as the enduring emotional, interpersonal, experiential, attitudinal, and motivational style that explains individual's behaviour in different situations. The first of the Big Five dimensions, is extraversion, which has been related with a heightened level of sociability. Those individuals who are extraverted tend to like groups and gatherings, they are talkative and energetic and generally they are more active and assertive. The conscientiousness dimension includes individuals who are more likely to conform to rules and standards, and this dimension is linked to traits like responsibility, organization, hard work, impulse control, and prudence. This type of individual is also said to be dependable and trustworthy (Hudson & Roberts, 2014). Agreeableness has been associated with conformity with others in the group and friendliness in interpersonal settings. These agreeable individuals tend to be more helpful and sympathetic towards others, as well as more trusting of the intentions of other people. The fourth dimension, openness to experience appears to be a personality trait that reflects individuals' habitual willingness to try new ideas, tolerate ambiguity and dissonance, and generally be curious and eager to learn (Hudson & Roberts, 2014). These individuals tend to be open minded, original in thought, intelligent, imaginative, and non-judgmental. Finally, neuroticism is associated with lessened emotional control and stability these neurotic individuals tend to have relatively negative core self-evaluations, leading to emotional distress and associated behaviors. Neuroticism is also related to a person's general tendency to experience negative effects such as fear, sadness, embarrassment, anger, guilt, and disgust. In their study Peltokorpi and Froese (2012) used the Multicultural Personality Questionnaire (MPQ) to measure expatriate personality traits. Unlike the Big Five, which is alleged not to provide the level of specificity of the effects of personality traits on work-related outcomes in cross-cultural settings. The MPQ is specifically designed to measure personality traits underlying multicultural effectiveness and shown to explain more variance in intercultural settings.

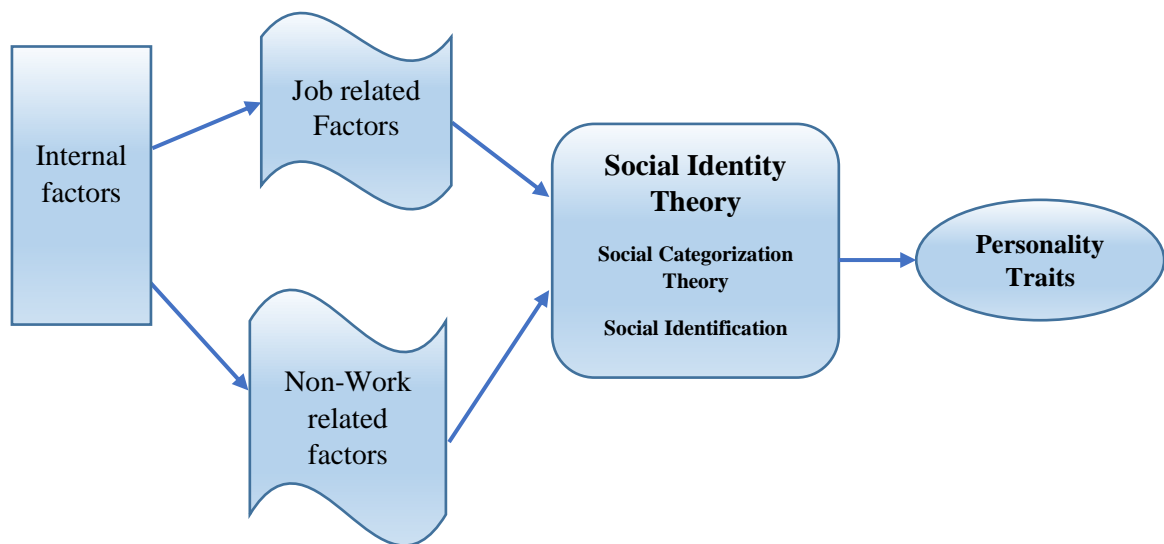
In this study, I wanted to consider expatriate managers' successful adaption to overseas job requirements and from effective development of interpersonal relationships with host company employees. The Big Five personality characteristics have been linked with universal adaptive mechanisms which allow individuals to adapt with and meet the demands of physical, social and cultural environments. Extroversion is linked with an individuals' ability to learn hierarchies in society. Agreeableness is their willingness to cooperate. Conscientiousness is their capacity for reliable work and enduring commitment while Emotional Stability is their ability to handle stress and Openness, Intellect is their propensity for innovation or astuteness in solving problems. Individuals possessing the appropriate

personality trait are expected to adjust effectively to new cultural contexts abroad (Caligiuri, 2000).

3.4 Chapter Conclusions

In this chapter the intention was to investigate further the internal factors which may influence an individuals' ability to adjust when sent on international assignment. These internal factors (as can be seen from Figure 3.2 below) which are a development of job as well as non-work related factors, see Figure 2.1 include individuals' social identity and social categorization as well as personality traits.

Figure 3.2 Psychological factors affecting Cross-Cultural Adjustment Source: The author.



The oil industry in Libya attracts a huge inflow of expatriate managers and business professionals to tap oil resource which lends this study greater importance as there is a need to understand the various internal factors that the expatriate managers face within their assignments in the country. As was previously mentioned, Black et al. (1991) proposed a model of foreign expatriate adjustment that focused on different sets of factors that would have a significant influence on cultural adjustment. The model was tested and expanded by Shaffen et al. (1999) who proposed that the different factors were both job and organizationally related, and included the position of the individual, but also non-work factors. Shaffen et al. (1999) included three positional factors: hierarchical level, functional area and assignment vector, however they also tested another factor which was related more specifically to the individual, namely personality traits. These personality traits within the individual may enable expatriate managers to cope with stress and make sense of the environment they find themselves in.

Finding themselves in a new cultural structure expatriate managers may experience contradictory signals regarding expected behaviour or they may have to learn new skills or change their behaviour. Additionally, the nature of the job in respect of how it is performed may be different from how it is to be performed abroad in the host country compared with the home country. Furthermore, the expatriate managers' performance can also be affected by the difference in the economic, social, cultural, technical, and physical environment; these differences lead to stresses, making adjustment even more difficult (Maertz et al., 2016). Expatriate managers may also have to learn how to interact with and manage the host country nationals in unknown cultural surroundings and will therefore be cautious and desperately trying not to make any mistakes or cause offence. Therefore, the goals expected to be achieved on an international assignment should be designed in a manner that allows greater discretion and outlines the roles of the expatriate clearly in the new structure. Organizations therefore must provide expatriate managers with suitable training especially in the case when they are likely to experience greater roles of novelty in their assignment. This exploratory study will apply both SIT and SCT as discussed in more detail in 3.3.2 to understand the challenges expatriate managers face when adjusting to Libyan cultural and work values and managerial styles. In previous research Stankov (2011) found that the least and possibly negligible effects of culture are on personality/psychological traits and the largest are on measures of social norms, such as the perception of the rules that are prevalent in society, with social attitudes being in the middle. Previous studies on expatriate managers had tended to focus primarily on psychological, organizational, and contextual variables as predictors of the degree of cross cultural adjustment to an international assignment.

As was previously mentioned in Chapter One and again in Chapter Two, there is a distinction between socio-cultural and psychological adjustment, and this distinction is consistent with the separation of individual behaviour from attitudinal acculturation. This distinction led Black et al. (1991) to argue that the degree of cross-cultural adjustment should be treated as a multi-dimensional concept rather than as a unitary phenomenon. Acculturation, which is understood as the process of adjusting to a novel culture, includes a complete series of emotional and psychological reactions, arrangement of which forms a cycle of adjustment which is known as a culture shock. Culture shock therefore is a reaction and response of an expatriate to a new, random and, therefore uncertain environment (Black, 1990). In many cases, expatriate managers need higher pre-departure training to overcome these cultural shocks in a new culture and a more robust in - country support system (Chi & Levitt, 2009).

For this study, social categorization is best described as the ordering of social environment in terms of groupings of persons in a manner which makes sense to the individual. The social identification process which not only shapes but also defines the social reality for any firm's employees was also considered. The final element of SIT is social comparison and can be described as an individual's desire to strive to achieve a satisfactory concept or image of themselves. The comparative perspective links social categorizing with social identity and relates that any individual has a drive to evaluate their opinions and abilities and tend to do so by evaluating their opinions and abilities by comparison respectively with the opinions and abilities of others. Identity theory can help explain how life experiences associated with significant work role transitions can alter employee's sense of self and their subsequent attitudes and behaviors toward their organizations and finally their feelings of adjustment.

When a manager moves himself and family members from home country to host country they may also experience cultural shock in different stages and to different intensities. As was previously mentioned the home country employer can reduce this risk of adjustment difficulties for the spouse or family moving for instance from a Western city to the Libyan environment by providing them with proper pre-departure training including language training. The home country employer could also implement frequent communication between the expatriate family with company headquarters, to assist them in their day-to-day life needs like grocery shopping, schooling and travel. In addition to the basic skills for management and technical competence, there are certain characteristics of an individual that should be considered before a person is assigned to an international assignment. Among these are factors which are focused on achieving self-efficacy, social self-efficacy, relational and perceptual skills, international assignments, and language skills. The support received by individual managers in their home country before departing for an international assignment and then the support they are given in the host country can both be factors affecting the degree of cross cultural adjustment they achieve support may and prove to be essential to the success of any individual's experiences abroad. This chapter has considered factors that associate with the internal elements of CCA; external factors will be considered in Chapter Four.

Chapter Four

A review of the literature on External factors affecting Cross-Cultural adjustment to International Assignments

4.0 Introduction

It has been made apparent in the previous chapter that in international assignments expatriate adjustment comprises three different dimensions: firstly, the adjustment an individual makes in his or her interaction with people; secondly, a general adjustment to the culture and society of the country (Black, 1988, Black, Mendenhall & Oddou, 1991, Maertz et al, 2016, Zhu et al, 2016). Thirdly, there is an individual's adjustment to their new job. However, the literature also identifies three organizational factors that can significantly affect expatriate adjustment (Black et al., 1991). The three main organizational factors that can significantly affect expatriate adjustment (Black et al., 1991) are organizational culture novelty; social support from co-workers and superiors; and logistical support. Therefore, these will be considered in this chapter in greater detail and linked to the Libyan context. The first of two of these factors are expected to impact primarily on an expatriate manager's work adjustment, whereas logistical support is expected to impact primarily on their social interaction and general adjustment (Andreason, 2003).

In the first section of this chapter (section 4.1) I want to consider the novelty an expatriate will experience in a different organizational culture than the one they are used to. Section 4.2 highlights Libyan societal, organizational culture, and organizational leadership while section 4.3 investigates the management approach prevalent in the West and the impact a different approach to management or the various leadership styles could have on expatriate adjustment.

4.1 Organizational culture novelty and support

There have been many reports which suggest that the expatriate managers were unable to perform up to the expectations of their superiors (Black & Gregersen, 1999). Just as the job novelty (already discussed in Chapter Three p29) has its impact on the expatriate performances, additionally, organizational culture and novelty also have a significant impact on the expatriate performance Bonachea & Noethen, (2014). Even though cultural novelty which refers to working with other individuals from different cultures in an unfamiliar environment (Jenkins and Mockaitis, 2010) may be having an impact on the expatriate

performance, some researchers fail to distinguish between cultural novelty in general and organizational novelty. This is perhaps because sometimes it is difficult to isolate the effects of one from the other (Flemming, 2009). In the study and research carried out by Shaffer et al. 1999, they found that there were many important interactions that took place at the hierarchical level. There have been pieces of research carried out by House (1981), Kupka & Cathro (2007) to prove that the social support given to the expatriate managers, their spouse and family often acts as a buffer for the stress experienced by these managers. It can be defined as the help support and training offered by the sending organization and it can also have an indirect effect on their job satisfaction (Wray & Grace, 2007).

Organizations often differ in the degree and types of logistical support they offer to employees they involve in international transfers (Tung, 1982). Logistical support from organizations to expatriate employees regarding local housing, local schools, and even the provision of local grocery stores and other amenities, could potentially reduce the uncertainty associated with these significant issues (Black et al. 1991; Andreason, 2003; Bhaskar-Shrinivas, et al. 2005; Konanahalli, et al. 2012). Additionally, those organizations operating on the international stage should recognize the need to establish tangible support systems in the form of compensation and benefits packages to those employees who are being sent abroad (Andreason, 2003). Such packages should be specifically designed first to attract and retain staff, and additionally to provide an incentive for managers to leave the home country on a foreign assignment. Furthermore, these packages must help to facilitate the transfer to the foreign location and back but also allow the expatriate to maintain an acceptable standard of living in the foreign location. Finally, the package should provide the expatriate with opportunities for financial advancement through income and/or savings (Dowling et al, 1999, Bozionelos, (2009).

4.2 Libyan Societal, organizational culture, and organizational leadership

In the early 1980s international oil prices fell, marking the beginning of Libya's fourth phase of economic development, with falling oil revenues significantly reducing the revenue to Libya's government there was an ensuing marked decline in economic activity (Lahmeyer 2003). Responding to the economic crises caused by the decline in international oil prices, the Libyan government departed from its centralized planning approach and introduced a series of liberalization measures. Private shops were encouraged to reopen and the government proposed an increase in privatization, announcing that Libya would be able to import and export in complete freedom. Libya's quest for economic progress meant facing up too many

managerial and social problems. The two main issues, which stand out, are, the transfer of Western management techniques and practices, and the selection of appropriate business models to achieve the Libyan government's ambitious developmental goals. It is because of globalization that many developing countries, in eastern Europe and now in Africa including Libya, have paid a great deal of attention to national economic and social problems, but less attention has been given to managerial and organizational problems, which have an important impact on the performance of national development plans, (Almhdie & Nyambegera 2004). Globalization & international competitive pressures are not new, but a new spate of economic liberalization in some African countries is perhaps an indication of the far-reaching effects of globalization and its accompanying international demand for competitiveness, (Scullion & Lineham 2005). In the countries like Libya that are undergoing transition, political liberalization is a component of economic reform, since capitalism is believed to operate at its best, in a democratic political environment. This means that the 'rolling back of the state' becomes as much a political, as an economic process. The assertion of developed nations is that it is only by adopting their ideological economic path, as well as a full package of templates for everything from the structure of the State, through cultural influences, to HRM practices, that countries in transition will completely develop. In many countries throughout the Arab world today, just as there were in the Eastern European countries in the 1990s, many transformations are taking place which involve political democratization and a more liberal capitalism as the dominant economic discourse (Lynham & Cunningham, 2006). This meant that in many African nations like Libya, managers had to confront the sudden need to adapt to liberal market structures due to the process of economic liberalization and the arrival of Western multi-national companies (MNCs) wishing to do business (Okpara & Wynn 2008). Increasingly oil companies in Libya are managed by expatriate managers who are driven by their professional judgments regarding profitability and personal financial rewards (OECD, 2010).

Another traditional factor that plays a key role in Libyan society is religion it has a significant role in shaping the values of Libyan culture (Vandewalle, 2006). Islam is recognized as a comprehensive religion which covers political and social aspects as well as piety of soul along with moral principles of behaviour of the people (Twati, 2006). Also, cultural values inspire behaviour as well as provide guidance to evaluations of decisions (Kimbel & Bourdon, 2008) and in the case of communication at the place of work, social relationships have a significant role to play (Kimbel, & Bourdon, 2008) and the ability to develop these relations with HCNs would be of tremendous benefit to an expatriate. Eye contact as well as the utilization of personal space are of very sensitive concerns, and may cause embarrassment

easily in the Libyan culture, especially among males and females (Samovar & Porter, 2004). In the culture of Islam, a person is not permitted too close his/her office door during a conversation with a colleague of the opposite sex. It can also be argued that many cultural values in Libya are based on religion which further leads to differences in genders in the process of communication, behaviour as well as structure society (Hofstede, 2003). Another reason for a difference in relationships may be the social tradition which boosts respect and obedience towards parents as well as elderly people (Abouhidba, 2005). Hence, a deep understanding of the culture of a nation has a serious impact on how supervisors and subordinates communicate for, the purpose of making decisions and for the interpretation of their job roles (Hanky, 2004). Furthermore, the superiors or the supervisors in any Libyan organization are more expected to have a central role in the process of decision making (Lee, 2005). Individuals agree to take unequal distribution of power in organizations as well as in society. This may result in the use of dominant and official language in organizational communication (Hofstede, 1997).

Therefore, it has been argued by Kimbel and Bourdon, (2008) that involvement in the locating of goals and the process of decision making are intensely reliant on communication as well as the relations between employees as well as their leaders. In Libyan society, just as in other Arab countries, there is prohibition on the feedback of qualified subordinates to give advice or keep their supervisors informed (Twati & Gammack, 2004). Thus, this led to the rise of central management and a process of central decision making in Libyan organizations. Consequently, in the collectivist culture of Libya, it is problematic for the non-Libyan expatriate staff to work in accordance with the organizational culture without being prejudiced by their cultural background. In other words, companionship and other relationships that exist in any society have an impact on the fulfilment of tasks in Libyan organizations (Greenberg, 2011).

In Chapter Two it was pointed out that there are cultural dimensions which are different in different countries and have direct impact on the expatriate success in another country while taking up international assignments. This was taken from one of the most popular models for the study of expatriate adjustments in cross-cultural comparisons written by Hofstede. However, Fang (2003) questioned, for example, whether Hofstede's analysis, and Hofstede and Bond's (1987) five dimensions of culture, reflect the richness and complexity of various national cultures. In this chapter I am more concerned with organizational culture which is defined as, "a normative order that serves as a source of consistent behaviour within the

organization” (Sorensen, 2002, p. 1). He believes that in this sense, organizational culture is a social control mechanism and at the same time frames people’s interpretations of organizational events and basic assumptions about organizational processes. Organizational cultures “provide group members with a way of giving meaning to their daily lives, setting guidelines and rules for how to behave, and, most important, reducing and containing the anxiety of dealing with an unpredictable and uncertain environment” (Schein, 1991 p. 15); this could be a problem area for non-Libyan expatriate workers. Such widespread agreement about basic assumptions and values in an organization should increase behavioral consistency and thereby enhance organizational performance (Sorensen, 2002), which is a function of the potential return to an organization’s activities and its ability to carry out those activities. Organizational culture is affected by “internal factors, such as the vision, mission and values of the company” Nayir and Uzunarili (2008, p. 144). The GLOBE survey was a study of societal culture, organizational culture, and organizational leadership which expands Hofstede’s (2001) five well known dimensions to nine (House et al., 2004). This work is now considered to be an illustration of the underlying principles that have driven a good deal of cross-cultural research (French, 2007). The most important goal of GLOBE according to its authors was to develop an empirically-based theory to describe, understand and predict the impact of specific cultural variables on leadership and organizational processes and the effectiveness of these processes. These authors were particularly concerned to identify societal and organizational dimensions of culture to identify intra-cultural similarities and inter-cultural differences as well as considering leadership and management styles within organizations.

4.3 Management Approach/Leadership Style

Companionship and other relationships of society have an impact on the fulfilment of tasks in the Libyan organization. Additionally, Arabs follow the rules and regulations and obey them with a view to reach or complete the task assigned to them. This is in contrast with managers from Anglo American origin that use their own professional judgments and management skills to run the assignment successfully with different style and orientation (Atiyah, 1993). Other than Atiyah who wrote about management development on Arab countries, the work of other Muslim scholars in management is rarely mentioned (Fontaine, 2008). More recently there has been emergence of a field known as management from an Islamic perspective (MIP). Scholars in this field go through the Koran, the prophetic statements and the life of the Prophet Muhammad to deduce guiding principles or Islamic values that are relevant to management. Ahmad (2006) discussed the role of Islam in relation to planning, organizing,

leading and controlling. Ali (2005) looked at the Islamic perspective in relation to work ethics, group behaviour, decision styles, leadership and human resource processes. Key areas that are often discussed are conflict resolution and leadership (Fontaine, 2008).

Table 4.1 Cultural Classifications

Figure 1 Cultural Classifications and Some of Their Influences on Management	
CULTURAL CLASSIFICATIONS	MANAGERIAL INFLUENCES
Large power distance	Authoritative decision-making and leadership styles may work best
Small power distance	Participative/consultative decision-making and leadership styles may work best
Collectivism	Heavy reliance on informal controls; team approach highly applicable
Individualism	Heavy reliance on formal controls; team approach not very applicable
Strong uncertainty avoidance	Mechanistic organisation may work best
Weak uncertainty avoidance	Organic organisational structures may work best
Masculinity	Equal employment opportunity programmes may be resisted by males
Femininity	Equal employment opportunity programmes may be resisted relatively less by males
Confucianism	Organisations may rely more on informal than on formal controls; individuals prefer authoritative decision making and leadership
Master-of-destiny	With the right rewards, there is likely to be high employee commitment to plans
Fatalism	There is likely to be low commitment to plans; strong formal controls may be required; greater use of expatriates may be needed
Quest for improvement	Planning and implementing change may be feasible
Maintaining status quo	Planning and implementing change may not be feasible, and strong motivational incentives and control mechanisms may be required
Enterprise is important	Managers may be able to delegate a high degree of authority to subordinates
Relationships are important	Managers might be able to delegate only a low degree of authority to subordinates, and strong control mechanisms may be required; greater use of expatriates may be required.
Selection based on merit	Employees may be highly motivated to work
Selection based on relationships	Employees in outer circle may be lowly motivated to work, and so may family members and members of the inner circle; strong work incentives and controls may be needed; greater use of expatriates may be required
Accumulation of wealth	A higher commitment to the organisation's goals and objectives may be obtained
"Just enough"	There may be a lower commitment to the organisation's goals and objectives; strong controls may be needed; greater use of expatriates may be needed
Sharing in decision-making	Participative decision-making and leadership styles may work best, and substantial authority may have to be delegated to subordinates
Few people make decisions	Authoritative decision-making and leadership styles may work best
Decisions based on data	Looser control mechanisms can be applied
Decision based on emotions	Stronger control mechanisms may have to be applied; greater use of expatriates may be required
High-context cultures	Business transactions and negotiations may have to be slow paced
Low-context cultures	Business transactions and negotiations may have to be fast paced

Rodrigues, 1998, p30

As can be seen from Table 4.1 because different cultures hold different views, a managerial style that is effective in one culture will not necessarily be effective in another (Rodrigues, 1998), therefore adaptations should be made in approach and style of management and leadership, either by those Libyan managers who manage expatriate managers or by the expatriate managers themselves who must try to understand and not operate as they would in their own countries. Rodrigues (1998) describes numerous cultural classifications of societies and the ways they might affect managerial styles. These descriptions may serve as useful aids in training and developing expatriate managers for foreign assignments and/or to understand why foreign managers behave as they do. However, French, (2007) relates that scores on cultural classification schemes are probabilistic rather than definitive, therefore it is conceivable that some of the behaviors associated with astrictive or collectivist societies could be displayed in both achievement or individualist countries — but maybe not to the same extent in each.

Numerous studies have indicated that Arab countries exhibit higher levels of loyalty toward community (or collectivistic orientation), power distance, and paternalism. These cultural orientations are highlighted in organizations in a variety of ways. Individuals in such societies maintain the tradition of extended family and joint family systems, and feel a strong sense of loyalty to their families and communities. Additionally, the extended family, clan, tribe, village, and Islam play a major role in community life and interpersonal relationships, which is a common practice. Thus, organizations are managed by fulfilling personal obligations toward in-group members rather than meeting organizational needs (Hayajenh et al., 1994). Religions can have a certain degree of influence on the cultural characteristic of any nation's people and institutions' this is particularly relevant in Islamic countries, (Tayeb, 1997). Additionally, in Islamic countries family, rather than the individual is the main unit in society, within which men and women have a complementary role, and family is a cultural asset. The main abiding principles include recognition of the man as the sole breadwinner of the family, a code of modesty that rests on the dignity and reputation of the woman that enforces restrictions on interactions between men and women, (Metcalfe, 2007). This leads to “an unequal balance of power in the private sphere that is anchored in family laws based on Sharia” (Metcalfe, 2007:56).

4.3.1 Western Management Approaches

The Western approach postulated in Human Resource Management is said to provide motivations through the involvement and commitment of employees in the employment relationship which will subsequently enhance organizational effectiveness. The debate on whether national culture has an impact on organizations and their human resource management practices remains unresolved (Redding, 1994; Miller & Sharda, 2000). Further developments in the thoughts of others about management approaches include those of Othman and Poon, (2000), quality management approach (Foot, & Hook, 2005), performance management approach (Zhu et. al., 2007), collectivist management approach and Rodrigue (2008), who talked about an Islamic management approach. The ‘culture-free’ position argues that relationships among the major components of organizational culture are similar across different cultures. This is a structuralist argument while, the ‘culture-bound’ position maintains that management and organizational culture is essentially the product of socio-cultural forces. With respect to ‘Arab management’, it has been argued that this culture-bound position is unfounded (Dedoussis, 2004). Although culture does not offer a full explanation, it nevertheless provides an underlying substantiation for explanations that may turn out to be very varied (Weir, 2001). Budhwar (2001) asserts that HRM practice is context specific and that national HRM practice is determined by both culture free and culture bound factors. The HRM practices normally used by employing organizations in a country are therefore likely to be influenced by both culture and institutional arrangements. However, as Budhwar and Sparrow (2002) point out, it is difficult to deconstruct the various cultural and institutional influences upon managerial behaviour and therefore on how expatriate managers are managed and how they adjust. There is a need for management practices in the Arab world to be studied as an entity as many “...major Arab businesses and institutions imitate foreign procedures, regulations, and organizational structures”, (Weir, 2001:17).

4.3.2 Leadership Style as a factor that impacts on expatriate adjustment

As has been previously mentioned the GLOBE survey studied societal culture, organizational culture, and organizational leadership, and its results now underlie the principles that have driven a good deal of cross-cultural research (French, 2007). Over the years there have been many studies that purport to identify leadership styles which are advocated in terms of both achieving set tasks and satisfying or even inspiring followers (French, 2007), Eisenberg et al, (2015). In his work, French (2007) attempted to place these studies within the debate on the links between culture and leadership. In my study, I want to highlight the difference in management processes that are usually dictated from within the organizational hierarchy and

leadership style that may be an aspect of an individual, but could also be because of cultural forces in the countries or regions in which the leaders function (Alas et al, 2007), Eisenberg et al, (2015). However, economic transition can also impact on leadership, when a nation transforms from being an authoritarian centralized totalitarian socialist state, to a democratic country with a free market economy and different attitudes and values Alas et al (2007), Eisenberg et al, (2015). Historically leadership in East European transitional countries like Estonia, where Alas et al (2007) carried out their research, was more autocratic and less participative, less focused on a human resource management approach and more status oriented and, at least partly more formal than in others. Additionally, there is evidence to suggest that within a relatively small geographical area, cultural differences clearly give rise to distinctive leadership styles Fincham & Rhodes, (1999), Eisenberg et al, (2015). Furthermore, globally based studies have also identified distinctive Germanic, French, Anglo-Saxon, and Asia-Pacific leadership styles (e.g. Hofstede, 1991; Hampden-Turner and Trompenaars, (1993). However, the work of Hampden-Turner and Trompenaars (2000), Hofstede (2003); and House et al. (2004) who all undertook global studies on leadership, although they have developed cultural dimensions and typologies for classifying and differentiating countries across the globe, have also diminished the functional value of such research efforts as results tend to get diluted by their extensive global sweep (Jacob, 2005).

If countries are indeed culturally indistinguishable in terms of leadership, is it anyway useful to compare them against each other, for instance countries with high power distance scores can be so different from countries with low power distance scores that managers from the first type may not be able to work in the latter type and vice versa (Jacob, 2005). Additionally, in countries with high power index scores there may be individuals who may have low scores as well. What needs to be done is to see the complex interplay between culture and leadership in terms of a constantly evolving dynamic, because both are constantly evolving Jacob, (2005). I have closely observed Libyan culture for most of my life and I have experienced both Libyan management approaches and leadership style in operation.

4.3.3 Various Leadership Styles

Differences in culture can pose problems for multinationals, when the difference between the national culture of the host country and the national and organizational culture of the multinational creates problems with the acceptance, implementation and effectiveness of management practices in host countries. The term leadership refers to the process through which one member of a group (its leader) influences the other group members toward the

attainment of shared group goals (Baron & Byrne, 2003). A democratic leadership is a style actively prescribed by some for ethical, psychological, political, and economic reasons. Perhaps the most interesting questions raised by leadership research is how the forms of authority experienced by individuals in organizations correspond to how it is exercised more broadly in society.

Societies in the 21st Century are mostly increasing people's expectations for openness, access to information, collaboration, communication, and consultation. However, these expectations and the democratic ideals from which they can mean there is a stark contrast between these normative assumptions on authority and the way authority is exercised in organizations. Democratic leadership raises very fundamental issues about the nature of power and control in organizations additionally, because of its emphasis on deliberation and participation; it can be much more expensive and slower than autocratic and directive styles. In a survey looking at multicultural companies in Hungary a combination of quantitative and qualitative methods was used, this study by Borgulya and Hahn (2008) discovered that just like in other Central Eastern European (CEE) countries experiencing the transition from centrally planned to market-based economies, CEE countries experienced significant changes in the world of work. Full employment, a fundamental feature of centrally planned economies, disappeared. The transition led to a distortion in labor markets. Many cultural conflicts at work have their origin in the relationship between superiors and subordinates, especially in multicultural companies.

The debate on organization culture reflects the new global competition growing uncertainty experienced by many companies due to the appearance of new competitor nations, new technologies and new types of consumer demand. This global competition is now making it increasingly likely that MNCs will send employees abroad as expatriate managers. Huang et al (2005) are clear that the ability in companies to be culturally innovative is strongly related to leadership culture.

Classic research in social psychology suggested that leaders vary in terms of two basic dimensions: consideration and initiating structure additionally, they vary along two key dimensions which are: autocratic—participative and directive—permissive. The transformational leader is charismatic and can exert a profound effect that can often change an organization or even a society. The nature of such leadership stems from certain behaviors by leaders, these include stating a clear vision, framing the group's goals in ways that magnify, their importance, and possessing a strong personal style. The transformational leader

tends to foster independent followers by inspiring them with visions and values and providing them with individualized support, transactional leaders merely focus on short-term goals and the proper exchange of resources. Transformational leadership can enhance any organizations' performance, but only when organizations face rapidly changing, unpredictable environments (Baron & Byrne, 2003).

4.4 Chapter Conclusions

In this section I want to explain the discoveries made throughout the literature chapters that have led me to identify and develop several themes that I believe are significant in our understanding of cross-cultural adjustment. In Chapter Two the role of international assignments was investigated as were the determinants of cross-cultural expatriate adjustment. In Chapter Three job related as well as non-work related factors were investigated and the relevance of the social identity and social categorization theories were introduced to provide an understanding of the internal factors affecting expatriate adjustment on international assignments. In this Chapter I have considered external factors such as organizational culture novelty, particularly Libyan societal, organizational culture, and organizational leadership.

Review of the literature for my research highlighted that as the need for international assignments increased the need to ensure that such assignments were successful clearly became more and more important. The study of cross-cultural adjustment has also proved more popular with many researchers considering the dimensions, determinants and differences that will influence an expatriate manager's adjustment. For my study, I reviewed the literature looking at both possible internal as well as external factors beginning with those that are either job or non-job related. In Figure 1.1 p 8, I provided a conceptual framework as a guide to the areas I wanted to consider in my research, in Figure 2.1 p 24, I proposed that the need for companies to send managers on international assignment would have consequences for the company and the manager involved if the expatriate who was sent abroad had difficulty adjusting. Furthermore, there were a few cultural factors and determinants which affect the managers from both an internal and external perspectives and play a part in their cross-cultural adjustment.

As can be seen from Figure 2.1 p24, those work-related factors that I believe contribute to the adjustment of expatriate managers on international assignments include the need for cross-

cultural training, the method of selection and specifically the quality and ability of a candidate to identify and integrate with the people of the host country. Figure 2.1, also indicates the non-work related factors such as the expatriate manager's previous experience of working abroad and more importantly the behaviors they exhibited when they did so. My review of the literature pertaining to the external factors, also referred to in Figure 2.1, that may affect an expatriate manager's cross-cultural adjustment leads me to suggest that both national as well as organizational culture play a part. In the first instance with the influence of religion and next with the nature of society itself and whether it is individualistic or collective. At an organizational level I believe that the organizations structure as well as management approach and preferred leadership style will also influence any individual manager's ability to adjust on an international assignment.

In recent years in many African nations like Libya, managers have had to adapt to liberal market structures due to the process of economic liberalization and the arrival of Western multi-national companies (MNCs) wishing to do business. Oil companies are managed by expatriate managers who are driven by their professional judgments regarding profitability and personal financial rewards. Over the years' central management and a process of central decision making has been prevalent in Libyan organizations. In Libya, as in other collectivist cultures it may be problematic for some staff to work in accordance with the organizational culture without being prejudiced by their own cultural background. Arab managers tend to follow the rules and regulations and obey them with a view to reach or complete the task assigned to them. This is in contrast with managers from Anglo-American origin that use their own professional judgments and management skills to run the assignment successfully with different style and orientation. Therefore, it is apparent that different cultures hold different views, and a managerial style that is effective in one culture will not necessarily be effective in another. This means that adaptations should be made in approach and style of management and leadership.

The internal and external factors represented in Figure 2.1 are used as part of the analysis of the data collected, themes are developed from these to analyses the findings from data collected by quantitative as well as qualitative means and used finally to present my conclusions. This is discussed further in Chapters Six, Seven and Eight. In Chapter Five I present the research journey undertaken by me to investigate cross-cultural adjustment and those factors that I feel can influence expatriate managers' ability to succeed while on international assignments.

Chapter Five

Research Methodology

5.0. Introduction

In this chapter I present the research journey undertaken by me to investigate cross-cultural adjustment. This topic I felt was of relevance as there had been an increase of business globalization leading to international mobility; therefore, cross-cultural adjustment was becoming a common experience for a growing number of employees sent on long-term international assignments. This increased globalization produced a greater need for companies to transfer staff to manage their overseas operations. In Libya in oil companies it was important that they could train, develop and retain staff who had acquired expatriate expertise that allowed these companies to compete in the wider world markets. Therefore, to be able to perform abroad, these expatriate managers had to be able to harmonize themselves to the conditions prevailing in the host country and had to become accustomed to living, working and interacting with the host country nationals, this process is commonly referred to as 'cross-cultural adjustment'. As can be seen from Figure 1.1 in Chapter One, Figure 2.1 in Chapter Two the main themes for my research were culture, work values, organizational culture and managerial styles.

Expatriation research in the field of business and management studies has increased over the past two decades; however, scholars in this area have mostly relied on positivistic research methodologies and there has been very little work completed on the subjective nature of the expatriate experience. For a subject that involves human beings coping with issues of displacement, cultural adjustment and new living and working environments the subjective approach seems extremely relevant; as Saunders et al. (2007) point out "the subjectivist view is that social phenomena are created from the perceptions and consequent actions of social actors. What is more, this is a continual process in that through the process of social interactions these social phenomena are in constant state of revision" (p. 108). Therefore, any attempt to explain these social phenomena and propose how they may be made easier for individuals involved and more effective for the organizations employing them must take account of subjective data through a qualitative phase of enquiry. A foremost researcher in business expatriation, Mendenhall (1999), believed that studying expatriation through the lens of alternative paradigms would capture important insights and result in a more comprehensive understanding of the expatriate experience. I believe that through the literature review, quantitative phase and subjective, qualitative analysis of expatriate managers' experiences and perceptions this study can achieve a two-paradigm analysis of cross-cultural adjustment.

This research employed Tajfel and Turner's Social Identity Theory [SIT] (1979) and Turner's Social Categorization Theory [SCT] (1985) to better understand individual factors that may affect adjustment as well as the role of the group through ethnic cultural differences. I intended to consider the attitudes of both expatriate and host country managers to these themes. To do this many questions needed to be answered, including: discovering the key external characteristics of Libyan national and work culture that might impact on western expatriate managers working in the Libyan oil industry, as well as those internal Western and Libyan management cultural values and managerial styles that might also have an impact on their adjustment. Finally, this study was intended to investigate the ways that expatriate managers, be they from the West and working in Libya or Libyans working abroad, change their style of working to 'fit' the organizational cultures in which they find themselves. The remainder of this chapter will describe the research philosophy that underpins the project, and outline that approach and methods that constitute the study's methodology. The most commonly used examples of differing epistemological positions are positivism and interpretivism. Positivism is an epistemological position that applies 'scientific' methods to observe (objective) reality. This study's ontological position is constructivism and I seek to construct meaning about the phenomenon under investigation (cross-cultural adjustment in expatriate assignments) from the perceptions and experience of individuals with experience of this phenomenon. This allows the questions asked and the objectives set to be achieved.

Section 5.1 considers the philosophy and methodology of this research. The approach taken for this research and the need to employ an inductive or deductive strategy are considered in section 5.2. The choice of research methodology is an important part in any research project as it provides a coherent and systematic framework during the research process. I present my chosen strategy and methodology in section 5.3 and consider the use of descriptive and explanatory surveys as well as the advantages and disadvantages of questionnaires and interviews. I was also aware that in the pursuit of adding to the understanding of expatriate adjustment and to make either a theoretical or a practical contribution to this area I would need to establish the 'truth' of my findings. In section 5.4 the companies to be studied are introduced and includes a description of the processes used to develop my questionnaire and interviews and explains the need to have credibility, reliability, validity, transparency and authenticity. This section also includes a description of how I piloted both my questionnaire and interview schedule to enhance the effectiveness of the survey and collect the best data I could. The method of analysis for my data both quantitative and qualitative is explained in Section 5.5.

5.1 The Philosophy and Methodology of Research

In the design of this research methodology the first thing I considered was the research philosophy or paradigm I wanted to use. Saunders et al. (2003) state that the research philosophy reflects the way researchers think about the development of knowledge, which will affect the way they go about doing research. Amongst the reasons for the need to understand philosophical issues the first is that such understanding helps to clarify research designs (Easterby-Smith et al., 2002). By having knowledge of research philosophy, I could recognize which design would work for my study and which would not. Additionally, research philosophy contains important assumptions about the way in which a researcher views the world (Saunders et al., 2009); furthermore, research philosophy, consisting of ontology and epistemology can be considered as the foundation upon which research is built (Grix, 2010).

5.2. Research Approaches

Enquiries can be classified in terms of their purposes as well as the research strategy which is used (Saunders et al., 2007). In general, three types of research purpose exist: exploratory, descriptive, and explanatory. Descriptive research and explanatory research are commonly used in social research (Vaus, 2001; Saunders et al., 2009; Grix 2010). The study I conducted investigated a research problem or issue as it was apparent that there are very few or no earlier studies to which we can refer for information about the issue or problem.

Given the lack of previous research in my area, this study is descriptive, exploratory and explanatory in nature, and adopts an interpretivist epistemological stance with an inductive approach to the primary qualitative data. The aim is to generate theory from the quantitative data collected and the deductive analysis conducted on it. Gill and Johnson (2002, p. 34) observe that a researcher can move between inductive and deductive approaches without necessarily having a positivist ontological output; as a deductive approach “entails the development of a conceptual and theoretical structure prior to testing through empirical observation”. In this study my quantitative work underpinned the deductive piece I initially examined the literature which gave me key themes, which I then used to gain quantitative data which led me to explore more deeply via the qualitative interviews. Therefore, I went from inductive (literature) to a more deductive process (the questionnaire) and back to a more inductive process (the interviews.) This approach is supported by Saunders et al., (2007) who regarded the combination of deductive and inductive approaches as not only perfectly possible within the same piece of research, but it is often advantageous to do so. Before starting this

research, there were many methodological strategies to consider. Saunders et al, (2003) points that each of these strategies can be linked to an approach or philosophy, but the research strategy chosen reflects the fact that careful thought was given to the strategy selected.

5.3 Research Strategy

Having considered that a research philosophy based on constructivism and an interpretive approach was most appropriate to the study's aim and research questions, there were a few objectives that had to be met to answer these research questions, which included identifying from the extant literature the key characteristics of Libyan national and work culture that influence cross-cultural working for expatriate managers. Because research methodology is the logical link between research questions, conceptual approaches, the methods, the justification, and data sources, Grix (2010) indicated that research methodology consists of the choice of research strategies: "the logic of research enquiry". Therefore, in this research I wanted to follow a process of enquiry and investigation that had to be conducted systematically using appropriate methods to collect and analyses the data and address the research problem (Collis and Hussey, 2003). Furthermore, as my research philosophy is constructivism, I wanted to construct meaning about the phenomenon I was investigating concerning the key characteristics of Libyan national and work culture that might impact on expatriate managers.

5.3.1 Descriptive and explanatory surveys

Many surveys simply collect data to describe something; these are the simplest of all surveys, though they may collect data on a vast number of variables and the design of the survey and its questions might be quite sophisticated (Williams, 2003). Explanatory surveys on the other hand set out to explain things in the context of a theory rather than simply describing them (Williams, 2003). At its heart my survey research provides data collected initially by questionnaire and subsequently by interview (Bryman & Bell, 2011). In this research the quantitative (questionnaire) phase of data collection and analysis seeks patterns of association in the variables of cross-cultural adjustment derived from the extant literature. In survey research, there are typically two main forms of data collection: self-administered questionnaires and standardized interviews (Leeuw, 2008) which can be characterized by the absence versus presence of an interviewer. This study employs both to provide a more complete picture of the social phenomenon under investigation.

5.3.2 A note on Truth Claims

In seeking to add to the understanding of expatriate adjustment I was aware that to make either a theoretical or a practical contribution to this area I would need to establish the ‘truth’ of my findings. In this sense, ‘truth’ can be regarded as having two key components: firstly, the participants in my study had to be convinced in the truth of my aims and objectives and of my ethical guarantees to them, in order that they would give me rich, unguarded and reliable data in both the quantitative and qualitative phases of data collection. I needed to establish rapport and draw on my own experience of the industry I was studying and the phenomenon under investigation (cross-cultural adjustment). As Miles and Huberman, (1994, p.291) observe “weak consent usually leads to poorer data: Respondents will try to protect themselves in a mistrusted relationship, or one formed with or by superiors only”. In view of this observation I realized that in the Libyan context, it was essential that I establish a good relationship with all the participants. Before distributing the questionnaire, at most of the companies involved I could arrange an informal meeting with the senior manager who was my initial contact at the company and to meet him in his office at the company. He would invite any respondent to attend these meetings, during which, I would lay out the aims of my research and answer any questions respondents had about it. I found that this informal meeting helped to give confidence to the respondents that my research was approved by the company they worked for as well as my university and my employers (The Libyan Ministry of Labor and Capacity Building). Researchers such as Hutching and Weir (2006) have pointed out the importance of close social relationships to conducting business in the Arab world, and the need for a network of contacts to achieve objectives. Agnaia (1997) mentions that personal relationships are crucial to the process of employing managers and to facilitate transactions, and I do not believe the responses I got both my interviews and questionnaire would have been so complete or useful had I not established good relationships with the Libyan (and other) managers at the start of the data collection process. Furthermore, I spoke about my work at the Ministry as well as my previous work in the department of the Oil Services Office, Ministry of Labor and Rehabilitation responsible for approving the work permits of expatriate managers and I think this helped to establish my credentials as someone with similar experience to them, especially as I was a student working in the UK as an expatriate while collecting my data. At the end of these informal meetings respondents were generally happy to provide their contact details in case I wanted to interview them as a follow-up to my questionnaire.

In addition to reassuring my respondents and forming a relationship with them, I also needed to convince the readers of my study that my approach, methods, conduct and conclusions were trustworthy and deserving of attention: central to this endeavor would be the careful combining of my quantitative data with the qualitative findings produced by my interviews. In short, my research would need to be credible, and “for quantitative research, credibility is earned through

reliability, replicability, consistency, and accuracy” (Golafshani, 2003 as cited in Tracy, 2010, p.843). Therefore, in conducting the quantitative research through a questionnaire I was aware of issues of population, sampling, the use of appropriate questions and rigorous data analysis (all covered elsewhere in this chapter) but also as I mentioned earlier I had managed to win the trust of my participants due perhaps in the main that I had previously worked in their industry and had for a number of years now been living as an expatriate in the UK, which meant I could empathize with their experiences.

Tracy (2010) suggests eight criteria by which she argues all qualitative research can be assessed. She calls them eight “markers of quality in qualitative research” (p. 837), which comprise: worthy topic; rich rigor; sincerity; credibility; resonance; significant contribution; ethics; and meaningful coherence. In terms of this study being a worthy topic, Tracy observes that “studies of little-known phenomena or evocative contexts are intrinsically interesting” (p.841).

This research study conforms to the Handbook of Research Ethics of the University of Gloucestershire. Shamo & Resnick argue that ‘integrity’ is a particularly important virtue in research ethics (2009, p.14). The information ethically obtained was used to understand the behaviors and reactions of participants to expatriation in Libya. The quantitative data for this research was collected by a questionnaire, which does not reveal any of the names of participants or any other forms of identification because a system of coding was employed. This anonymity was also promised to respondents who subsequently took part in guided interviews. These were carried out with participants who were selected after the data from the questionnaire results were analyzed to provide for a greater variety of opinions and give these respondents who feel extreme levels of adjustment/unadjustment the opportunity to offer additional information.

These participants were asked for informed consent (Yin, 2009); if they agreed, their participation consisted of taking part in an approximately 60 minute, guided conversation in person or by phone where they were asked questions related to their experience as expatriate managers. Their participation was voluntary and they did not have to answer any of the questions if they did not wish to. They could withdraw any time if they wished to. In such a case, all information pertaining to them would be destroyed. The participants were informed about the nature and the purpose of this study. The participants were informed that the interview would be audio recorded and transcribed afterwards if this was acceptable, otherwise written notes were made. The interview data would only be used for research purposes. Everything

would be anonymous and kept confidential, because as mentioned before the participant companies' names were to be used, individual respondent's questionnaires and interviews were coded. If direct quotes were used, respondents were assured that any identifying information would be removed to protect their identity, and that all data collected would be stored securely and would be deleted when no longer required for research purposes.

In this study, I was required to become a critically reflective researcher; for example, in conducting my interviews with both Libyan managers who had worked abroad and expatriate Western managers with experience of working in Libya I needed to be aware of the potential for both implicit and explicit bias. In terms of explicit bias, I had to be aware that I shared a culture and language with one group of respondents and not with the other, and this could affect the questions I asked and my response to them in the analysis phase, even though all interviews were conducted in English. As regards implicit bias, there was a possibility that my own experience as an expatriate, (in my case a student) could add an emotional dimension to the interview process and analysis. In terms of my approach to writing up my research, evidence of my ability to critically reflect on my work can be found in, for example 5.3.3, 5.5.4, 6.2.1, 7.2.2 and 8.8.

By investigating issues of cross-cultural adjustment for expatriate managers in contexts of national and organizational culture I was aware that the phenomenon I was studying was not unlike my own personal experience as a researcher. I was living in the UK and working as a student, and having to deal with issues of cultural adjustment, family problems and other factors like those experienced by my research sample. Moreover, as I engaged with ideas around my subject; particularly through my literature review, I became aware that my own experiences could be useful to me as a critically reflective researcher, especially in terms of being an interpretive analyst of the qualitative (interview) data. However, I learned by practice that any bias has important implications in the adjustment process in a new culture particularly for organizations where expatriate managers, struggle to adjust too Libyan national and work culture, need to overcome these biases and participate fully in the community activities to fill the gaps in their understanding of Libyan work culture. However, I am an expatriate myself and during my personal experience of an adjustment to British culture I sometimes developed a reluctance to interact with the host community and I felt myself more secure when dealing with expatriate Libyan community in UK, particularly when my knowledge of English culture and language was in developmental stage.

5.3.3 Research Methodological Contribution

I believe there may be a contribution to knowledge in terms of my differing methodology for it operates in two distinct ways, firstly by measuring levels of adjustment, amongst other factors quantitatively. Secondly it collects the perceptions of expatriate managers (Western managers working in Libya and Libyan managers working abroad) on the extent to which they felt adjusted to a new working environment in a country culturally different from their own. But these findings qualitatively gathered agreed with the calculation of their adjustment made in the quantitative phase of data collection which I discussed in Section 5.2. In this research both inductive and deductive approaches were adopted a deductive approach was used in developing the theoretical framework from the literature that identifies the key themes. The research methodology chosen by this researcher was based on the research questions and objectives. The main themes for my research were culture, work values, organizational culture and managerial styles, as well as personality traits to a limited extent these I believe could be the topic of a much more detailed research project looking at not only the Libyan environment or the oil sector. But also, other sectors of industry in Libya who encourage expatriate managers to come and work for them as well as a survey to be conducted in other countries. This study was intended to investigate the ways that expatriate managers change their style of working to 'fit' the organizational cultures in which they find themselves. I to have lived and studied in England as an expatriate and this fact played a major part in my decision to pursue this area of research. In the final section of this chapter I will consider my own personal journey and the changes that have taken in Libya since I began my research.

5.4 The companies to be studied and the piloting that took place

The study population consisted of two groups: firstly, Libyan expatriate managers who had previously been assigned international tasks to work abroad and had experience of expatriation; and secondly Western managers (i.e. from a European or North American country) who had experience of expatriate work in Libya. I chose the oil sector in Libya for its potential to provide the largest number of foreign companies working employing expatriate managers in this sector from all over the world, and most likely to send Libyan managers abroad to gain experience and knowledge. The research data were collected, from 23 foreign and Libyan companies operating in the oil sector, these companies are either totally Libyan controlled or controlled by other nations some companies are operating in partnership typically the share is Libyan 51% and the other nation 49%, as shown in the Table 5.1 through my travels over two trips to Libya in difficult and dangerous circumstances, as shown later .

Table 5.1 Companies and Individuals sampled

Company Name	Nationality	Method	Number of Questionnaires	Respondents	Non-Respondent	Incomplete Questionnaires
1. <i>Arabian Gulf Oil</i>	Libyan	M	20	15	5	0
2. <i>Sirte Oil</i>	Libyan	M	12	9	0	3
3. <i>Veba</i>	Libyan/German	M	2	2	0	0
4. <i>Bosnia-Oil</i>	Bosnian	M	5	4	1	0
5. <i>Wintershall</i>	Libyan/German	E	11	11	0	0
6. <i>Zueitin Oil Terminal</i>	Libyan/American	M	15	9	6	0
7. <i>Zadco</i>	UAE	E	6	6	0	0
8. <i>Ferrostaal</i>	German	M	2	1	1	0
9. <i>Zawia Oil</i>	Libyan	E	11	10	1	0
10. <i>Schlumberger</i>	French/American	E	5	5	0	0
11. <i>Halliburton</i>	American	E	5	2	3	0
12. <i>Mellitah Oil Services</i>	Libyan/Italian	M	16	8	8	0
13. <i>Nalco Ltd</i>	American	E	3	1	2	0
14. <i>Bonatti</i>	Italian	M	5	5	0	0
15. <i>Mellitah Gas Services co.</i>	Libyan/Italian	M	20	8	12	0
16. <i>Ras-Lanof Oil Terminal</i>	Libyan	E+M	23	11	9	3
17. <i>Libya Technology</i>	Libyan	M	3	3	0	0
18. <i>Angeta</i>	Spanish	M	3	3	0	0
19. <i>Alstom</i>	French	E	5	2	3	0
20. <i>Elabdh for Oil Services</i>	Libyan	M	3	3	0	0
21. <i>Baker Hughes</i>	American	E	2	2	0	0
22. <i>Lifeco</i>	Libyan/Norwegian	E	1	0	0	1
23. <i>Hoper Caterers Libya</i>	Malta	M	3	2	0	1
TOTAL			181	122	51	8

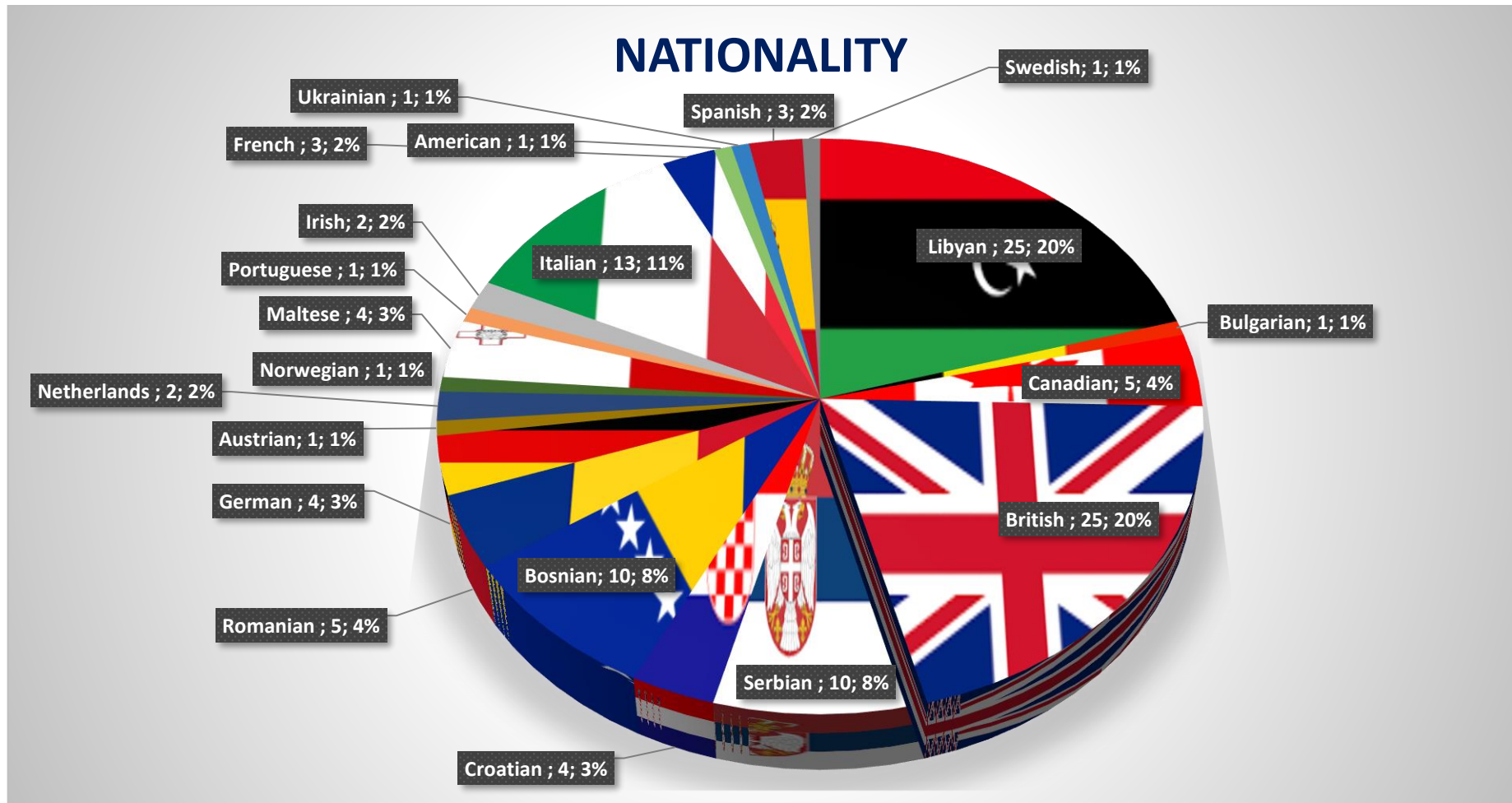
Method of Delivery (M-Manual, E-Electronic)

Of the 23 respondent companies (see Table 5.1) only 6 were entirely Libyan owned. It has long been the practice in Libya to have co-operative arrangements with international oil companies many of whom have sent their employees on international assignments to Libya. Furthermore, many Libyan nationals have been sent abroad on international assignments and it was my intention to survey those employees at the 23 companies sampled by distributing a self-completion questionnaire to discover a group of both expatriate managers and Libyan nationals who had been abroad. My intention was to identify from those who had completed a questionnaire, the ones who felt a significant level of adjustment or alternatively felt unadjusted to their respective host countries. Although thirty companies in Libya were approached only twenty-three agreed to the research being carried out, five companies had sent their expatriates home because of the security situation. In two company's their HR managers failed to get approval from their senior management.

The companies chosen for the sample were selected from a list of oil companies operating in Libya accessed via the National Oil Corporation (NOC) website. My intention following the analysis of the data from the quantitative survey (see section 5.6) was to identify a sub-group of respondents who indicated extreme views on their own feelings of adjustment to their host country. This group of both expatriate managers living in Libya and Libyan nationals who had lived abroad would then be interviewed and that data would be analyzed qualitatively.

I distributed 181 questionnaires in total, and the questionnaire was delivered and completed in English in all cases the respondents spoke English to a high standard. Of those 130 were returned and of that number only 122 were used for analysis as 8 were incomplete, this is a response rate of 72%. The questionnaire conveys the views and feedback of 122 managers who had been working for Oil companies in Libya over the last few years. These included 25 Libyan nationals who had previously worked abroad the majority non- Libyan expatriate managers see Figure 5.1.

Figure 5.1 Nationality of the 122 respondents



The questionnaire was distributed either manually by hand or electronically via e-mail, in either case to increase the level of response the respondents were made fully aware of the purpose of the survey and assured that the results would only be used for research purposes and their identities would be protected using a coding system. Response rate is significant because unless it can be proven that, those who do not participate, do not differ from those that do, there is likely to be the risk of bias. In other words, if, as is likely, there are differences between participants and refusals, it is probable that the findings relating to the sample will be affected. If a response rate is low, it seems likely that the risk of bias in the findings will be greater (Bryman, 2001).

The questionnaire for this research was adapted from research carried out by others and involved gathering data relevant to my main themes. The questionnaire was tested by distributing it for comment from a few colleagues at my University. Thus, a few questions were slightly adjusted in terms of their wording to add clarity and avoid ambiguity, but no questions were added or rejected. In this research, interviews were weakly structured with selected and developed themes and research questions used as a guide. The initial questions were tested on a pilot sample of participants like the target population and as part of the interview process respondent were asked to complete a feedback form see (Appendix 6, p 236). This process allowed me to identify whether respondents would understand the questions, and whether the meaning of questions would be the same for all respondents (Kelley et al., 2003). There was no need to change any of the content.

5.4.1 The Questionnaire

The questionnaire designed for this research was adapted from the work of Hofstede, (1980), 1991, 1997, 2001); Black, (1988); Black and Stephens, (1989); Selmer, (2005); Selmer et. al. (2007); Khalil and Abu-Saad, (2009); Stahl et al., (2009); Tun Cli and Peiperl, (2009); Cole and McNulty, (2011); Varma et. al., (2011); Konanahalli, et al. (2012); Peltokorpi and Froese, (2012); Wang and Tran, (2012). Each of these had carried out previous research into the various aspects culture and factors affecting cross-cultural adjustment, using various research philosophies.

First, I wanted to investigate the objectives that the companies had for sending employees on international assignments. Therefore, I adapted questions from Stahl et al. (2009), who claim that international assignments have become an important part of managers' careers and are considered one of the most effective leadership development tools. However, they go on to point out that some studies have consistently shown that companies sometimes fail to integrate

international assignments with long-term career development and succession planning and that a substantial percentage of expatriate managers leave the company upon completion of the international assignment. In the next section of the questionnaire selection methods for international assignments were considered the questions asked were adapted from Tun Cli and Peiperl (2009), who in their article presented the expatriate management policies and practices of 136 large multinational companies (MNCs) based in four different countries: Germany, Japan, the United Kingdom, and the United States. They conducted their research to discover if management practices were converging or diverging they were also interested in any cross-cultural training that took place. I adapted their question on this topic for the next section of my questionnaire. As an objective of my research was to conduct an exploration of SIT and SCT to discover if these theories had any impact on cross-cultural adjustment. I included questions asking respondents for their thoughts on their co-workers and the relations they had with them. Tun Cli and Peiperl (2009) also talked about a cultural fit hypothesis which maintains that it is not only the expatriate personality traits per se, but the cultural fit between expatriate personality traits and host country cultural values, norms, and prototypical personality traits that predict expatriate adjustment in host countries; perhaps this is another reason for considering personality as an area for further research. I also considered the work of Hofstede in the questionnaire and in one section national culture is investigated by adapting questions from Hofstede (1980, 1991, 1997, 2001). To investigate culture further the next section of the questionnaire considers culture novelty and questions were adapted from the work of Black, Mendenhall, and Oddou, (1991) who to move toward a theoretical framework for guiding future research, integrated theoretical and empirical work of both the international and the domestic adjustment literatures. I was also interested in the work of Konanahalli et al. (2012), who explained that to be able to perform abroad, expatriate managers must harmonize themselves to the conditions prevailing in the host country which include getting accustomed to living, working and interacting with the host country nationals. This harmonization process I felt would also be connected to the organizational and work values that the employee had experienced in their home company and were now experiencing in the host company. Therefore, the next section adapted questions from the work of Khalil and Abu-Saad, (2009) who explained that work values in a wide range of cultural settings indicates that they are key constructs in the socialization process and reflect conditions of education, occupation, politics, religion, culture, and the family. Their work also relates to the fact that in the West the concept of the individual has been basic to social thought whereas the opposite of this is true of Arab society, which has tended to de-emphasize the individual as an end in and of itself and emphasize instead the network of obligations and responsibilities that the individual assumes as a member of his family and his immediate community. The traditional Arab values emphasize the group rather than the individual, as Arab society is a collectivist one.

In most of the substantive body of theory and research on this topic as well as in the literature on international adjustment of expatriate managers there is an assumption that growing cultural dissimilarity between host and home culture, i.e. “cultural distance” (CD) will increase adjustment difficulties. There was however a need to investigate the relationships among pre-departure cross-cultural training, post-arrival cross-cultural training, language training, expatriate managers’ adjustment (general, interaction, work), and job performance. Therefore, the work of Wang and Tran (2012) was useful as their results indicated that pre-departure cross-cultural training, post-arrival cross-cultural training, and language training are all positively associated with general interaction and work adjustment ability.

According, to Varma et al., (2011) due to the steady globalization of economies around the world, which has led to the continuing need for multinational companies (MNCs) to send employees on expatriate assignments their roles have involved helping organizations set up their international operations. By training host country nationals (HCNs), expatriate managers play a vital role in MNC strategy, and can often be the difference between success and failure in an organization’s globalization efforts. As part of the questionnaire the next section considered international relations, which Varma et. al. (2011) believe is factor likely to impact Host Company Nationals’ (HCNs) decisions to offer support to expatriate managers. My study will include an aspect of the HCN/Expatriate interaction that has been hitherto missing in related investigations, that is the HCN/ Expatriate working relationship. This aspect is considered in the last two sections of the questionnaire.

The first page of the questionnaire in Appendix 3 p212 asks general questions of the respondents. In sections 1A and 1B they were asked to comment on their company’s main objective in organizing international assignments and the nature of any cross-cultural training. Section 2 covered national culture while Section 3 questioned the respondents about cultural novelty and Section 4 raised the topic of organizational culture and work values. In Section 5 respondents were question on individualism and collectivism in their host country and in section 6 they were explicitly asked about cross cultural adjustment. In Section 7 and 7A respondents are questioned on international relations as well as work relations in their company. The main advantage of the use of a questionnaire in this research was that it could be self-completed by many respondents and this researcher could then collect all the completed responses within a reasonably short period. In almost all the organizations studied, I could introduce the research topic through a covering letter that was sent with the questionnaire promising anonymity and asking the respondents to offer their frank answers (Sekaran, 2003), in cases where this was not possible the HR specialist I initially contacted carried out this task for me.

Likert Scale is the most widely used approach to scaling responses in survey research, when responding to a Likert item, respondents specify their level of agreement or disagreement on a symmetric agree-disagree scale for a series of statements. However, Likert scales may be subject to distortion from several causes as respondent's may try to avoid using extreme response categories out of a desire to avoid being perceived as having extremist views. Choose agreement with statements, disagree with sentences as presented out of a defensive desire to avoid making erroneous statements and/or avoid negative consequences that respondents may fear will result from their answers being used against them, especially if misinterpreted and/or taken out of context. Additionally, respondent's may provide answers that they believe will be evaluated as indicating strength or lack of weakness or try to portray themselves or their organization in a light that they believe to be more favorable than their true beliefs. Designing a scale with balanced keying (an equal number of positive and negative statements and, especially, an equal number of positive and negative statements regarding each position or issue in question) can obviate the problem of acquiescence bias, since acquiescence on positively keyed items will balance acquiescence on negatively keyed items, but defensive, central tendency, and social desirability biases are somewhat more problematic.

In my questionnaire see Appendix 3, p 212 you can see that a five-point scale was used in all the sections, in sections 1, 1A, 1B, 1C, 2, 4, 5, 7 and 7A respondents were asked to state if they agreed or disagree to some extent with a series of statements. In section 3 these respondents were asked to state how similar or different the following (conditions) were compared to their own country. At the heart of my study is the aim of understanding cross-cultural adjustment so in section 6 respondents were asked to indicate how unadjusted OR adjusted they felt towards many (situations) by this I meant how satisfied, involved or embedded they feel/or felt. Although there is a commonly occurring problem with self-completion questionnaires that is a low response rate, good planning increased the response rate (Robson, 2002) as I pointed out in section 5.3.2.

In summary then the questionnaire was conducted in English, thereby negating the need of any difficulties arising from translation see section 5.4. There were general questions about the individual, the objectives and selection processes for international assignments as well as the pre-departure support provided. Further sections include questions pertaining to work values, the individualistic or collectivistic tendencies in national and organizational culture and cultural novelty. The nature of expatriate adjustment was considered as well as international and work relations and the support given to expatriate managers. Each questionnaire was given a discreet

and confidential identifier to allow follow –up respondents to be contacted and invited to participate in an interview.

5.4.2 The Interviews

The objective of the subsequent guided interview technique used was to bring some preliminary issues raised from the findings of the questionnaire to the surface so that I could determine what variables need further in-depth investigation. This meant that I could adapt the questions as necessary, clarify doubts, and ensure that the responses were properly understood, by repeating or rephrasing the questions and using prompts and examples. In these interviews, I had a schedule (see Appendix 5, p 231) containing a list of themes and questions to be covered but additional questions could be asked to further explore the research question and objectives given the nature of events within an organization. The nature of the questions asked and the ensuing discussion meant that the data had to be recorded by note-taking, and tape-recording of the conversation. The respondents who were sent a questionnaire also received a letter of explanation (see Appendix 2, p 211). A letter of explanation was also sent to those respondents who were selected for the follow-up interview. In the follow-up interviews the intention is to gain a greater insight into respondents' views on the areas covered above as well as asking them about organizational culture and structure in the host nation's companies that they work/or worked in. They were also asked about management approach and the leadership style they encountered on their international assignments.

Although face-to-face interviewing has the highest potential regarding types of questions asked, and the complexity of interviews requires both well-trained interviewers and well-tested interview questions. The interview method of data collection is costly and time-consuming and only worth it in certain situations especially if being carried out in a country that is large and sparsely populated. Additionally, the presence of an interviewer in the survey research process may also be its greatest weakness as their presence may influence the answers respondents give, especially when sensitive questions are being asked. Telephone interviews in some instances may have less potential regarding types of questions asked than face-to-face interviews, as no visual communication is possible. But interviewers can help and guide the respondent and complex questionnaires may be used but fewer questions can be asked as telephone interviews must be far shorter than face-to-face interviews. There may also be difficulties with cell phones, coverage may be sub-optimal but if the sample dispersion is very high telephone surveys are often the only interview mode feasible. The telephone interview allows better quality control as interviewers can be closely monitored and immediate feedback is possible.

In this study, it was possible to conduct some of the interviews face-to-face (for example, with Western expatriate managers who had worked in Libya but were now resident in their home countries) but others had to be conducted via Skype or over the telephone due to the difficulty of travelling to and within Libya. Prior to these interviews taking place each of the participants had been sent an Interview Schedule, which allowed them to see the questions and the show cards. Face-to-face interviews were the easiest to conduct and gave the most useful data; Skype was conducive to semi-structured interviewing but less useful than being in the same room; telephone interviews were the hardest to conduct because they lack context and visual clues such as body-language and facial expression were lost. All my interviews whether they were face to face or by Skype were conducted in English. Since the sample of participants in the qualitative phase of data collection were a mixture of Western expatriate managers who had worked for oil companies in foreign countries and Libyan managers who had worked as expatriate managers outside Libya. Bryman and Bell (2011) point out that there is sometimes criticism of qualitative researchers by those engaged in quantitative research because their findings are overly subjective and impressionistic, resulting from a lack of methodological rigor in their approaches. As research with both quantitative and qualitative data collection phases I was aware that while my qualitative approach allowed me to investigate issues of association more deeply and probe for emergent themes that might not be covered in the literature, I had to be aware that my involvement as researcher carried risks for the study's validity and reliability see section 5.5.

Table 5.2 Interviews undertaken

TYPE OF INTERVIEW	This table represents the date that an interview was carried out the type of interview conducted and includes the code number given to a respondent's 'original questionnaire and the level of adjustment they felt in response to the expatriate adjustment question.					
ONE TO ONE	Interviewee No2 Adjustment level 4 Respondent Code 16 Senior Manager Libyan National Worked in the UK	Interviewee No 5 Adjustment level 4 Respondent Code 4 Junior Manager Expatriate from Scotland	Interviewee No14 Adjustment level 4 Respondent Code 49 Senior Manager Libyan National Worked in the UK			
SKYPE	Interviewee No 3 Adjustment level 4 Respondent Code 106 Senior Manager Libyan National Worked in the UK	Interviewee No 4 Adjustment level 4 Respondent Code 121 Mid-Level Manager Expatriate from the UK	Interviewee No 8 Adjustment level 4 Respondent Code 3 Senior Manager Expatriate from Canada	Interviewee No 9 Adjustment level 5 Respondent Code 56 Mid-Level Manager Expatriate from Sweden	Interviewee No13 Adjustment level 4 Respondent Code 50 Junior Manager Libyan National Worked in the UK	
PHONE	Interviewee No 1 Adjustment level 5 Respondent Code 82 Mid-Level Manager Expatriate from the US	Interviewee No 6 Adjustment level 1 Respondent Code 122 Senior Manager Expatriate from Malta	Interviewee No 7 Adjustment level 5 Respondent Code 42 Senior Manager Expatriate from Canada	Interviewee No10 Adjustment level 4 Respondent Code 51 Senior Manager Libyan National Worked in France	Interviewee No 11 Adjustment level 5 Respondent Code 67 Senior Manager Libyan National Worked in the UAE	Interviewee No 12 Adjustment level 5 Respondent Code 88 Mid-Level Manager Libyan National Worked in Canada

I conducted my follow-up interview with a sample of those participants who had responded to the questionnaire by indicating their level of adjustment. These levels of adjustment ranged from 1-5 on the questionnaire. These levels of expatriate adjustment raised in section 6 of the questionnaire range through

1-Unadjusted 2-Slightly Unadjusted 3-Neither 4-Slightly Adjusted 5- Adjusted

As can be seen in Table 5.2 above only those participants who indicated a clear level of adjustment at either ends of the spectrum in their responses to the questionnaire were then selected as possible interviewees the sample taken are shown and their level of management, nationality and most recent host country are clearly indicated. There are seven Libyan Nationals who recently worked abroad and the remaining seven participants were working as expatriate managers in Libya at the time of the survey. Those respondents to the questionnaire who had expressed they felt a certain level of adjustment or un-adjustment were contacted via e-mail and asked to participate in a follow up interview. The interview schedule created comprised seven sections or themes that I had created from the literature reviewed or had developed from the analysis of the quantitative data, which are colored in Blue below. As mentioned previously each interview lasted on average about 45-65 minutes typically the interviews which were conducted face-to-took longer than those carried out by phone or on skype.

Company objective of international assignment:

Selection method:

Cross-cultural training:

National Culture:

Expatriate Adjustment

Experience:

Behaviors:

Social Identification:

Social Categorization:

This study was also intended to investigate three topics that were not included in the questionnaire above but were discussed in the literature review and included in the interview, these are colored in Green and were developed separately and contribute to knowledge and provide a further contribution that I have drawn conclusions from in Chapter Eight.

Organizational Culture and Work Values:

Management Approach:

Leadership Style:

Social categorization, which leads to psychological group formation, is covered in its own section of the interview section and questions were developed from the work of Postmes and Branscombe (2010) and Pichler et al, (2012). Throughout the interview where necessary the respondents were given access to example of words or statements to assist them in answering the questions.

The following sections of the interview schedule asked interviewees for their thoughts on company objectives for international assignments, followed by selection method, cross-cultural training, national culture and expatriate adjustment particularly their experience and behaviors. The final topic that was also investigated in the questionnaire namely organizational culture/structure and work values is also included in the interview schedule and were based on the work of French (2007). Organizational culture, according, to French (2007), is a focal point for shared values and identities and the complex linkages between organizational, professional and national or regional cultures. It is necessary however to see culture as a concept manifested at the level of both individuals and social institutions to comprehend its nature and potential effects.

It was my reading of the work by French (2007) discussed earlier in Chapter Four that led to the development of my last two themes - management approach and leadership style - for although any variance in organizational culture maybe primarily due to the contingencies faced and not to societal or cultural location of a company. There is an argument to be made that what is needed is a contingency model that considers cultural contingencies which determine the cross-cultural transferability of a specific management approach or concept. Perhaps one involving a more democratic management approach manifested in informal styles of leadership and communication. Different leadership styles were linked to countries and that leaders held contrasting views regarding appropriate styles.

5.5 Credibility, Reliability and Validity

Anyone conducting research, no matter whether it is quantitative or qualitative, will need to demonstrate the credibility of their findings. It is considered good practice for a research project to provide sufficient information on the methods used and the justification for their use to demonstrate the credibility of its findings (Robson, 2004). The issue of credibility is very important. Qualitative researchers aim to collect data from a narrower range of participants than quantitative researchers and seek to compensate for this by collecting richer, deeper data. In

doing so I became much more a part of the research process: I became a research tool, using whatever skills and qualities I possessed to apply to the data interpretively. “Good qualitative research delves beneath the surface to explore issues that are assumed, implicit, and have become part of participants’ common sense. Noticing, analyzing, and unpacking this knowledge is key to understanding interaction and behavior in the scene” (Tracy, 2010, p. 843).

Different research approaches have different inherent strengths and weaknesses, which need to be considered in relation to the goals of the research. From quantitative research, validity refers to whether the identified inputs within their attributes, produce the expected output, as well as the extent to which any research findings can be generalized or extrapolated beyond the immediate research sample or setting in which the research took place (Robson 2004). Reliability refers to the consistency of results obtained in the research, i.e. the reliability of the methods of collecting evidence (McNeill, 1990). Owing to its scientific background, validity and reliability ‘measure’ in quantitative methods have been very well defined and include construct, content related and criterion related in demonstrating validity whilst scoring agreement, test-retest, equivalent forms and internal consistency in demonstrating reliability (Sutrisna 2009). A more positivist piece of research may use validity and reliability as methods of assessing the importance or significance of the data collected. Validity and reliability are perceived differently in qualitative research. Many qualitative researchers refuse to use the terminology (Sutrisna, 2009). As there is no clear and accepted single set of convention for analysis corresponding to those observed with quantitative methods (Robson, 2004), demonstrating credibility in qualitative research commonly addresses issues about the quality of the data and the appropriateness of the methods used in carrying the research project. These are important particularly in the social sciences due too different philosophical and methodological approaches in studying human activity. In demonstrating the quality of qualitative data, it is not uncommon to demonstrate ‘triangulation’ of various data source thus provide results from different angles (Miles & Huberman, 1994). Validity is concerned with whether the findings are really about what they appear to be about (Saunders et al., 2000). Moreover, qualitative research allows researchers to explore ‘real-world’ issues through the perceptions of human actors, and Lincoln and Guba (2007) discuss research in a naturalistic environment and suggest that in evaluating the trustworthiness of qualitative data collected in such settings a different set of criteria are needed, which can be considered as analogues of the conventional criteria applied to quantitative data analyzed from a positivist perspective, which are: internal and external validity, reliability and objectivity. They devise new designations of data validity and describe them thus: “credibility as an analogue to internal validity, transferability as an analogue to external validity, dependability as an analogue to reliability, and confirmability as an analogue to objectivity” (Lincoln & Guba, 2007, p. 18). As a researcher, the implications of these

qualitative analogues are to underpin the method, approach, and sample analysis adopted and add weight to the conclusions drawn from the data collected. However, as an interpretivist I would still address my quantitative data in the same way that I would address my qualitative data and I am more interested in the credibility and authenticity of the numbers as opposed to the words.

5.5.1 Transparency and Authenticity

In section 5.3.2 above I discussed truth claims and the strategy I chose for my study and commented that few if any studies have previously explored the phenomenon which I have explored and certainly not in the way I have explored it. Tracy (2010) explains that, to be both credible and useful, studies must convince their readership of the complexity of data collection and analysis that has contributed to the study findings; she calls this context “rich rigor”. While conceding that “rich rigor is *a necessary but not sufficient* marker of qualitative quality” (p. 841) she insists that without it any reader will have doubts over the trustworthiness of any conclusions drawn from a study. Rigor can consist of something as simple as the care with field notes are taken and preserved, to the choice of research philosophy that is appropriate to the field of investigation. In this study, I intentionally designed my method to include the collection of quantitative data first to select a sample of the right type of participant to then go onto interview (see section 5.3.2).

The third of Tracy’s (2010) markers of qualitative quality that is particularly relevant to this study is sincerity. She states that “sincerity means that the research is marked by honesty and transparency about I’s biases, goals, and foibles as well as about how these played a role in the methods, joys, and mistakes of the research” (p.841) and observes that “self-reflexive researchers examine their impact on the scene and note others’ reactions to them”. Haynes suggests that reflexivity is “the process by which research turns back upon and takes account of itself” (2012, p. 72), implicitly requiring the researcher to justify to himself why he is doing something (or not doing it) and taking care to include this justification in writing up the research so that assessors can make a judgement of the justification. Therefore, reflexivity goes further than reflection: it requires the researcher to add interpretation to reflection and account for why something was done and what this reveals about the researcher, in addition to what was discovered by the data collected (Haynes, 2012).

In this research the companies to be studied were contacted and meetings were arranged with the most senior manager, to attain permission to carry out the research. This manager was sent a

letter/e-mail of introduction (see Appendix 1, p 210), and a copy of the questionnaire (see Appendix 3, p.212). Permission was then granted to send a copy of the questionnaire to the HR department of each company and to the ex-patriot departments, where they existed. The questionnaire was then distributed to any level of manager who was on expatriate assignment from abroad or had been sent abroad in the past by the company. In this research, I contacted the companies to be studied and arranged meetings with the most senior manager available, to obtain permission to carry out the research but also to establish a personal relationship with that person and the respondents who would provide the study's raw data. I sent each manager a letter/e-mail of introduction (see Appendix 1, p.210), and a copy of the questionnaire (see Appendix 3, p. 212). Generally, the manager responded by granting permission to send a copy of the questionnaire to the HR department of each company and to the ex-patriot departments, if there was one. The questionnaire was then distributed to any level manager who was on expatriate assignment from abroad or had been sent abroad in the past by the company. In the informal meetings arranged by me with the senior managers the participants were often present and this gave me an opportunity to begin to know their personality before beginning the formal process of data collection and for them to assess my sincerity and the value of my research aims and approach. I believe I was successful in this regard as several participants offered to take part in the follow-up interviews at this informal stage and mostly did so even when they had been obliged to leave Libya and return to their home countries due to the security situation.

I believe that I have achieved authenticity in this research by providing context that will convince the reader that the narrative is presented in a coherent and authentic manner and included section 8.8 (Personal Reflection) in Chapter Eight. Additionally, the words and ideas of the participants must truly be theirs and the interpretation of the data must present their voices. Quotes have been used to present their exact words, and the participants were encouraged to read through the notes made at the time of interview. Also, participant selection, which was discussed previously in section 5.4, added to the study's authenticity as the people questioned were describing their own feelings toward cross-cultural adjustment

5.6. Sampling and Data Analysis

The research was based upon well-established statistical principles of sampling (Williams, 2003) an identified population of people were selected and as far as possible procedures were devised to allow the sample taken to act as census and reflect the characteristics of the wider population in the company. Adopting an interpretive approach to some of the data collected allowed the study of respondents' attitudes in their context but also consideration of the subjective meanings that people produce in their situation. A self-completion questionnaire and

personally conducted guided interviews were the data collection methods used in this survey as this researcher felt that there was a need to employ multiple data collection methods. The sampling technique for this research was a purposive one; however, the validity and understanding that was gained from the data was much more to do with the data collection and its analysis than with the size of the sample

5.6.1 Quantitative Analysis

Since the study variables are measured using ordinal Likert scale see section 5.4.1, p70 the variables are coded to be ready to use for statistical data analysis. After entering coding, the data is entered to computer to be analyzed using statistical software SPSS 21. The strength and direction of the relationship amongst the factors is important, as it gives me a better understanding of how individual expatriate managers link their perceptions and ideas in their own minds. I used both descriptive statistics and much more detailed parametric statistics, to establish relationships. Cross-tabulation between the demographic questions, and between position and the status, demographic factors of age, sex, level of management and previous experience were also considered. Using mean and median, respondents level of agreement or disagreement with statements were tested and ranked. Perhaps most significantly investigating cultures will provide us with an indication of how these managers from various cultures interact with each other, and the wider culture in which they find themselves and how well they manage to adjust.

5.6.2 Qualitative Analysis

Qualitative analysis is primarily associated with meaning and interpretation and is described as a method of research which seeks to describe, decode, translate and otherwise come to terms with the meaning, not the frequency of certain, more or less naturally occurring, phenomena in the social world. Qualitative analysis is concerned with what is sometimes known as soft data, that which it is not easy to count define or measure, and as such it is distinct from quantitative research which looks for hard evidence involving numbers and often statistical analysis. The criticisms of qualitative analysis include that it is subjective (due to the closeness of I to the situation), unreliable (in danger of being influenced by I's perspectives and biases) and un-generalizable (due to the small area from which data is collected). Qualitative Analysis is a thoughtful as well as a creative process and began when the fieldwork was still in progress. To draw conclusions, I had to categorize data and measure the frequency of occurrences of specific categories to note the re-occurrence of certain patterns or themes. One way of doing this was to group those objects, persons, activities, settings, etc. with similar characteristics and then group

certain variables into themes drawn from the framework of other researchers' models to see if they are present in the data I collected.

5.6.3 Thematic Analysis

According to Silverman (2001) there are three commonly used ways of analyzing texts; these are: content analysis, thematic analysis, and narrative analysis. In every study employing the collection of some qualitative data from interviews I is then faced with the decision of how to analyse it. Thematic analysis is the approach used to analyse qualitative data in this research. Thematic analysis concentrates on individual themes or subjects and patterns which Bryman (2001) describes as the commonest approach to qualitative data analysis. However, it must be remembered that the criteria employed in the identification of themes need to be made clear. Any theme is more likely to be identified the more times the phenomenon it denotes occurs during coding.

A criticism sometimes levelled at qualitative research is that the publications on which it is based are often anecdotal, giving the reader little guidance as to the prevalence of the issue to which the anecdote refers. There can be widespread use of brief sequences of conversation, or small snippets from interview transcripts. There is the related risk that a particularly striking statement by someone or an unexpected activity may have more significance attached to it than might be warranted in terms of its frequency.

Thematic analysis can be a research method that either reports experiences, meanings and the reality of participants, or it can be used to examine the ways in which events, realities, meanings, experiences and so on are the effects of a range of discourses operating within society. Therefore, thematic analysis can be a method which works both to reflect reality, and to unpick or unravel, the surface of 'reality' (Braun & Clarke, 2006). Any theme captures something important about the data in relation to the research question, and represents some level of patterned response or meaning within the data set (Braun and Clarke, 2006). However, it is important to address when coding what counts as a pattern or theme and what size does a theme need to be, ideally there will be many instances of a theme occurring across the data set however a higher number of instances does not necessarily mean the theme itself is more crucial.

In thematic analysis themes or patterns can be identified in two primary ways, first in an inductive or ‘bottom up’ way or secondly in a theoretical or deductive or ‘top down’ way (Braun & Clarke, 2006). In the inductive approach chosen for this study themes are linked to the data which has been specifically collected for the research. A ‘theoretical’ thematic analysis tends to be driven by I’s theoretical or analytic interest in the area, and therefore is more analyst-driven and therefore provides less a rich description of the data overall, more a detailed analysis of some aspects of the data. Because of the literature review and my intention to advance a model of my own I asked questions relating to several themes in the questionnaire see section 5.4.1, 70. In the follow-up interview see section 5.4.2, p74. I asked questions that were relevant to the developed themes that I wanted to investigate for my own model which I will present as a contribution to knowledge in my conclusions.

In summary, this chapter has described the research philosophy that underpins the study and provided insight into the methodological approach adopted. Starting from the basis that little research has been done into cross-cultural adjustment in Libya the study adopts an exploratory approach to the first phase of data collection, deriving variables of cross-cultural adjustment from the literature and collating them through a quantitative questionnaire survey analyzed through SPSS 21. Having established certain associations to be present, the study shifts its epistemological paradigm, moving to a more interpretive stance, collecting qualitative data and attempting to complement the study’s earlier exploratory position with an explanatory investigation of participants’ experience of expatriate assignments and cross-cultural adjustment. Descriptions of the data collection phases and their analysis processes have been given to establish validity and reliability, and I discussed issues of research ethics, and the practical implications of field research in a challenging environment. The themes that I took for my interviews see section 5.4.2 p74, were a combination of those factors considered in the questionnaire but also included developed themes, such as SIT, SCT, Organizational Culture, Management style and Leadership which I discussed earlier.

In the next chapter, all the analysis of the data collected from both the questionnaire and the interviews carried out with respondents are presented. It begins by presenting the statistical analysis for this research. Because of the data collected from interviews with selected respondents a thematic analysis is carried out in an interpretive manner to allow an in-depth view of their feelings toward cross-cultural adjustment. Their feelings of social identity, social categorization as well as their management’s approach and leadership style are also presented.

Chapter Six

Analysis of Quantitative and Qualitative Data Collected

6.0 Introduction

In this chapter, all the analysis of the data collected from both the questionnaire distributed and the subsequent interviews carried out with respondents are presented. Whilst the previous chapter was devoted to the research methodology and methods employed to achieve this research's objectives, this chapter commences with the statistical analysis for this research. All the results presented in this chapter are related to the objectives of the study, which are listed in Section 1.1 Research Questions and Objectives on p 4 of the Introductory Chapter. To provide context, the basic characteristics of the managers working in the Libyan oil industry are presented first. Then within the questionnaire the factors of their company's objective in sending employees on international assignments and the selection methods used to appoint these employees are considered. The factors of cross-cultural training, national culture, culture novelty and work relations are also considered and these factors are linked to my third research objective conducting a survey to identify characteristics of Libyan management cultural values and managerial styles that might impact on the adjustment of these in the Libyan oil industry. Other factors to be considered to satisfy my second objective which was to discover the impact of SIT and SCT theories on cross-cultural adjustment and identity of expatriate managers in the Trans-National Oil Companies (TNOCs) in Libya included Organizational Culture/Work values, Individualism/collectivism and International relations. The final factor of Expatriate Adjustment was related to the two remaining objectives that I set myself these were to identify from the extant literature the key characteristics of Libyan national and work culture that influence cross-cultural working for expatriate managers. But also, to discover whether managerial or organizational factors have an impact on individual's adjustment or whether it is purely an inherent personality trait that these individuals possess. Unfortunately, as I did not run any psychometric personality tests on the participants all I cannot whether their self-reported traits had any impact, as I have no 'proof' as to whether these traits are really them or not. As was previously mention this could be an area that warrants further study, for the time being however, my results are purely speculative.

In section 6.1 data presented are taken from the results of the questionnaire (see Appendix 3, p 212). In this section I explore the views of the respondents towards the factors (dimensions) of interest, represented in Figure 2.1 and investigated in the literature review chapters, using the items of each factor. The data presented in section 6.3 of this chapter provides a richer picture of the perceptions and stories of the participants through qualitative analysis and presents them

in their own words, this data was also used to my own Model of Cross-Cultural Adjustment. All the results are linked to the objectives of the study, to provide context about the basic information of the managers, are shown first. Additionally, the aims of their companies in dispatching managers on international assignments and the selection method used to appoint these managers are included within the questionnaire. Moreover, the causes of cross-cultural training, national culture, culture novelty and work relations are also considered. Other factors are considered to support an objective, which is to use the theoretical perspectives of SIT and SCT theories to understand the quantitative data collected on cross cultural adjustment.

6.1 Quantitative Analysis: The Questionnaire

These views and responses were sampled to the factors of interest (see Chapter Five Section 5.4.1, p 70). In sections 1A and 1B of the questionnaire which had been conducted in English respondents were asked to comment on their company's main objective in organizing international assignments and the nature of any cross-cultural training. In the following tables, mean and median were used to rank the questions (statements/items) of each factor per the level of scale (from 1-strongly agree/very similar/unadjusted to 5-strongly disagree/very different/adjusted). The statements are arranged in ascending order, where the low value of mean or median for a statement is an indication of importance for that statement, per the sample responses.

These descriptive statistics 'fit' with an interpretivist philosophy in that all they are doing is describing/exploring a series of ideas. To understand the sample of the study we find the cross-tabulation between the demographic questions, as this will help us to know more about the characteristics of the study.

Table 6.1 below shows the cross-tabulation between the position and the status. The sample consists of 9 Libyan senior managers and 19 expatriate managers from a variety of different countries. Also, it consists of 8 middle managers from Libya and 52 of these expatriate managers', additionally 8 juniors- managers from Libya and 26 of these expatriate managers. These demographic factors of age, sex, level of management and previous experience are considered throughout this chapter.

Table 6.1 Cross-tabulation between Position and Status

		Q2		Total
		Libyan National	Expatriate	
Q1	Junior- level Management	8	26	34
	Mid-level Management	8	52	60
	Senior Management	9	19	28
Total		25	97	122

Table 6.1a Cross-tabulation between Position and Gender

		Q5		Total
		Female	Male	
Q1	Junior- level Management	0	34	34
	Mid-level Management	1	59	60
	Senior Management	1	27	28
Total		2	120	122

Table 6.1b Cross-tabulation between Position and Age

		Q6						Total
		20-30	30-40	40	40-50	50	50+	
Q1	Junior- level Management	5	14	0	0	1	14	34
	Mid-level Management	2	23	1	5	1	28	60
	Senior Management	0	5	0	1	0	22	28
Total		7	42	1	6	2	64	122

Table 6.1c Cross-tabulation between Gender and Age

		Q6						Total
		20-30	30-40	40	40-50	50	50+	
Q5	Female	0	0	0	0	0	2	2
	Male	7	42	1	6	2	62	120
Total		7	42	1	6	2	64	122

Table 6.1a above shows the cross-tabulation between position and gender. Junior-level management includes 0 female, 34 males and a total of 34 persons. Mid-level management includes 1 female and 59 males and a total of 60 persons. Lastly senior management includes 1 female and 27 males and a total of 28 persons. So, the result shows that ratio of male was greater than female as there were only 2 females and 120 males. This is not surprising given the location of oil fields in the deep desert. Table 6.1b shows the cross-tabulation between the position and age. In junior level management, there were 5 persons aged between 20-30. In addition, there were 14 aged between 30-40. Hence, there was no one aged 40 or in the range of 40-50 but 14 persons aged 50 plus. However, at mid-level management there were two persons in range of 20-30; while there were 28 persons in range of 30-40, only 1 person is in range of 40-50 and none of the age 50. It is perhaps surprising that there were 22 persons aged 50 plus; however, this surprise may be an example of researcher bias. In Libya I, would expect anyone over 50 to hold a senior manager position, because promotion is often based on age, whereas this might not be the case in expatriate managers' organizations where seniority may be more performance related. In senior management, unsurprisingly, no one was aged between 20-30, with 5 persons aged between 30-40 but none in the age range 40 or 50, as expected the largest group was 22 persons aged 50 plus. Table 6.1c shows the cross-tabulation between gender and age. There was not even one female aged in the range of 50, although there were two females aged 50 plus. Both female participants were expatriate managers, meaning there were no Libyan women in the sample. Out of a total of 97 expatriate managers, only two women one from Canada who worked in Tripoli and the other from Italy who worked for Alzawia Oil in their Head Office. This is a very low figure; however, this may be due to the nature of the industry (oil), or possibly that cultural adjustment to a national culture like Libya's might be considered more difficult by expatriate women or their organizations. As compared to male, the male ratio was much greater in that there were 7 in the range of 20-30, 42 in the range of 30-40, only one person aged 40, 6 aged between 40-50 in addition 2 aged 50 and the most surprisingly 64 men aged 50 plus. The data shows that there was a total of 2 females and 120 men.

Table 6.2 Company objective for international assignments

Statements	Strongly & Mildly Agree %	Mean	Median	Rank
To train and orientate local staff?	83.8%	1.80	1.61 ^a	1
Gain experience, skills and exposure for future positions within the home company?	83.6%	1.82	1.67 ^a	2
To develop international management skills?	79.5%	1.87	1.73 ^a	3
To fill a skills gap?	78.7%	1.89	1.75 ^a	4
To provide career development opportunities?	76.5%	1.91	1.78 ^a	5
Gain experience, skills and exposure for future positions within the host company?	67.2%	2.29	2.12 ^a	6
Set up a new operation?	59.8%	2.39	2.29 ^a	7
To find jobs for surplus managers?	39.3%	3.02	2.89 ^a	8

Table 6.2 shows that the respondents found the following statements: train and orientate local staff, gain experience, skills and exposure for future positions within the home company, development, international management skills and fill a skills gap, respectively, as being most important. These were then, followed by the following statements: development of international management skills and filling a skills gap, providing career development opportunities, gaining experience, skills and exposure for future positions within the host company and setting up a new operation. The respondents showed neutrality towards the objective of finding jobs for surplus managers and there was no discernible difference in views from the different levels of managers or from Libyans or expatriate managers. Table 6.2 presents the views of different people about a range of statements, and includes the ranking of the statements and how strongly people agreed to them. Starting from the strongly agreed statements, the first statement is “to train and orientate local staff”: 83.8% people strongly or mildly agreed to this statement, so this statement looks very well supported. Additionally, its mean or average is 1.80 and median is 1.61 and without any doubt it is on the 1st rank. Moving on to the next statement, which is “gain experience, skills and exposure for future positions within the home company?” it was a statement that resonated with the respondents and 83.6% people strongly or mildly agreed to it, hence its mean is greater than the first statement, that is 1.82, and it is on the 2nd rank. The third statement is “to develop international management skills” and 79.5% people agreed to it, that is why it is on the 3rd rank. Its mean is 1.87, greater than the statements in 1st and 2nd rank! This result suggests that while fewer participants agreed to this statement, those that did agree agreed strongly. Details of the next two statements, which are quite similar statements, are “to fill a skill gaps” and “to provide career development opportunities”. Respectively 78.7% and 76.5% agreed to them, moreover they are on 4th and 5th rank. Finally, there were three statements which were expected to find broad support; however, the lowest percentage of people agreed to these statements, which were “gain experience, skills and exposure for future positions within the host company” with 67.2%, “set up a new operation” with 59.8%, and “to find jobs for surplus manager” with 39.3%. In addition, they are on 6th, 7th and 8th rank with a greater average.

Table 6.2a Selection methods for international assignments

Item	Strongly & Mildly Agree %	Mean	Median	Rank
References?	88.0%	2.07	2.00	1
Technical/Professional skills?	87.7%	1.65	1.00	2
Language proficiency?	80.3%	1.84	2.00	3
Structured interview	80.0%	1.93	2.00	4
Experience in the company?	76.2%	1.98	2.00	5
Previous international experience?	71.3%	2.05	2.00	6
Expatriate managers' willingness to go?	63.9%	2.25	2.00	7
Family's willingness to go?	58.2%	2.36	2.00	8
Personal contacts?	56.6%	2.48	2.00	9
Age	45.1%	2.71	3.00	10
Gender	38.5%	2.88	3.00	11

The respondents' replies were in accord with Tun and Peiperl (2009) as all 122 respondents gave extreme significance to references, skills, language proficiency, experience in company and abroad and surprisingly also to family willingness. This shows that the respondents were less concerned about issues such as age, gender and personal contacts, which were not considered to be of much importance by respondents. Therefore, per the data, on the top was references because respondents strongly agreed to (88.0%). In addition, professional skills were just 0.3% behind references but after that the difference was not stationary, as respondents did not ascribe much importance to the remaining selection methods, as can be seen from Table 6.2a. Again, there was no discernible difference in views from the different levels of managers or from Libyans or expatriate '. The respondents showed neutrality towards age and gender. Each participant's company's main methods in preparing employees for international assignments were examined by three items of cross-cultural training as shown in Table 6.3.

In cross cultural training participants agreed on language training the most (68.9%), therefore it is 1st rank as they stated that language training was easier and enabled people to improve exponentially in understanding things. Hence, country-specific cross cultural training is far behind (58.2%) and is on 2nd rank as people usually did not use to practice this. Now the percentage in linear as general cross-cultural training is on 57.4 %. Language training is ranked as the most important, and then country-specific cross-cultural training and general cross-cultural training. My results concur with those of Wang and Tran (2012) indicated that pre-departure cross-cultural training, post-arrival cross-cultural training, and language training are all positively associated with general interaction and work adjustment ability.

Table 6.3 Cross-Cultural training

Item	Strongly & Mildly Agree %	Mean	Median	Rank
Language Training	68.9%	2.07	2.00	1
Country-specific cross-cultural training	58.2%	2.03	2.00	2
General cross-cultural training	57.4%	2.01	2.00	3

Four items were used to measure the national culture, see Table 6.4. Per the strongly and mildly agree percentage, they agreed in their home country (the country which they are from) a person's loyalty is to his/her immediate family, and dominant cultural values emphasized a work ethic expressed in terms of money, achievement and recognition. 62.3% agreed that culture in their home country adopted strict codes of behaviour and a belief in absolute truths. Once more there were no discernible in views from the different levels of managers or from Libyans or expatriate managers. In terms of national culture a person's loyalty to their family is most agreed by respondents at 68.9%. Strict codes of behaviour are also agreed at 52.5%. There were 28.7% of respondents who agree with the last statement, describing the inequality of less powerful person in the society. However, the views of participants show that loyalty is the first thing to be considered. In addition, cultural values are also given importance to a greater level by participants. Lastly, the views of participants about the less powerful person in society are less significant as they did not seem to agree to this.

Table 6.4 National Culture

Item	Strongly & Mildly Agree %	Mean	Median	Rank
'In my home country, a person's loyalty is to his/her immediate family'?	68.9%	2.02	2.00	1
In my home country, dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'?	62.3%	2.40	2.00	2
'The culture in my home country adopts strict codes of behaviour and a belief in absolute truths'?	52.5%	2.52	2.00	3
In my home country, the less powerful person in society accepts inequality in power and considers it normal'?	28.7%	3.21	3.00	4

Table 6.5 Culture Novelty

Item	Strongly & Mildly Agree %	Mean	Median	Rank
Everyday customs must be followed?	37.7%	2.93	3.00	1
Available quality and types of goods?	33.6%	3.30	4.00	2
General living conditions?	29.5%	3.48	4.00	3
General work conditions?	23.0%	3.55	4.00	4
Transportation system used in the country?	22.8%	3.67	4.00	5

To assess cultural novelty which was considered previously in Section 4.1, as can be seen in Table 6.5 above five items were introduced to see how similar or different the items compared to views of the expatriate manager's home country. Using mean and median, the respondents believed that the items concerned with everyday customs must be followed and available quality and types of goods were either similar or different to their country. In this part responses, do not show a clear agreement as the percentages of agreement are low. In fact, for customs to be followed 37.7% people agreed to it and general living conditions and work conditions here also people did not agree much as the percentage is 29.5 and 23.0; lastly transportation system used in country is agreed with at very low rate, 22.8%. Therefore, participants did not regard cultural novelty as a major issue because all the statements are not given much importance. Cultural novelty was discussed in Chapter Four and refers to working with other individuals from different cultures in an unfamiliar environment and according, to Jenkins and Mockaitis, (2010) have an impact on the expatriates' performance. However, in some instances it proves difficult to distinguish between cultural novelty in general and organizational novelty. This is perhaps because, as Flemming, (2009) suggested, sometimes it is difficult to isolate the effects of one from the other.

Fifteen statements were used to measure the organizational culture/work values, see Table 6.6 below. Using mean and median, the respondents strongly agreed with the following ranked items as important items for the organizational culture/work values: cooperation benefits society, strive to achieve better results, good work benefits oneself and others, better relations between all groups in organizations, cooperation providing satisfaction, dedication to work being a virtue and work giving one the chance to be independent, respectively. There were neutral responses to the items concerned with: work is not a source of satisfaction, and work is not a source of self-fulfillment, perhaps because participants were reluctant to make a decisive comment on these. 95.1% of my respondents agreed that cooperation gives very many benefits to society. Thereafter the percentages decline in a linear way as all are forceful facts; however, the great change in the results is at the statement 'life has no meaning without work' that is 58.2 % as it is not considered convincing by people. In the end the least agreed items are "work is not a source of satisfaction" and "work is not a source of self-fulfillment" they are on 27.9 % and 23% and it is not surprising as people are working for their needs. So, this data shows that respondents strongly agree to cooperation, one should strive for results, better relations, dedication to work and cooperation for satisfaction.

Table 6.6 Organizational Culture/Work values

Item	Strongly & Mildly Agree %	Mean	Median	Rank
Cooperation benefits society?	95.1%	1.32	1.00	1
One should strive to achieve better results?	94.3%	1.36	1.00	2
Good work benefits oneself and others?	92.8%	1.41	1.00	3
Better relations between all groups in organizations should be emphasized and encouraged?	92.6%	1.48	1.00	4
Cooperation provides satisfaction?	91.0%	1.57	1.00	5
Dedication to work is a virtue?	84.4%	1.62	1.00	6
Work gives one the chance to be independent?	83.9%	1.64	1.00	7
Cooperation is a virtue in work?	83.2%	1.67	1.00	8
Cooperation provides satisfaction?	83.1%	1.57	1.00	9
Exploitation of employees in work is not praiseworthy?	68.9%	2.07	2.00	10
The state should provide work for everyone willing and able to work?	63.9%	2.20	2.00	11
Life has no meaning without work?	58.2%	2.39	2.00	12
Those who do not work hard often fail in life?	54.9%	2.43	2.00	13
Work is not a source of satisfaction?	27.9%	3.40	4.00	14
Work is not a source of self-fulfillment?	23.0%	3.49	4.00	15

Table 6.7 Individualism/collectivism

Item	Strongly & Mildly Agree %	Mean	Median	Rank
One should be proud of his/her own achievements and accomplishments?	89.3%	1.54	1.00	1
One's loyalty should be first and foremost to his/her family?	73.8%	2.05	2.00	2
An individual is the best judge of their own best interests	65.6%	2.26	2.00	3
To be successful one must rely on oneself?	61.5%	2.36	2.00	4
Individual incentives and rewards should be given priority over group incentives and rewards?	54.1%	2.41	2.00	5
Loyalty to one's superior is necessary for an organization to survive	54.0%	2.47	2.00	6

Six statements were used to assess individualism (Hofstede,1984), see Table 6.7 above. Using mean and median, the respondents, who were from various nations strongly agreed that one should be proud of his/her own achievements and accomplishments which is an indication of individualism. The respondents also agreed that: one's loyalty should be first and foremost to his/her family (collectivism); an individual is the best judge of their own best interests; to be successful one must rely on oneself (individualism); individual incentives and rewards should be given priority over group incentives and rewards (collectivism), and loyalty to one's superior is necessary for an organization to survive (collectivism), respectively. All the items in this are strongly agreed with as they are facts of one's life. Participants agreed that one should be proud of his or her own achievements, suggesting they felt a person should be happy for what they have. Then "loyalty should be to family" it is also true a person needs to be loyal to survive. For discussions on Arabic culture see section 4.3, p50. This belief also comes from my own understanding of Libyan society, (see section in Chapter One and section 3.3.2 as well as 8.8. where I include my personal reflections. Therefore, a person should also be loyal to himself/herself and it is also agreed by people. Lastly loyalty to one's superior is also necessary because in life you should take help of others in every aspect of life. As can be seen from Table 6.8 below fourteen statements were used to assess the respondents' feelings towards expatriate adjustment. Per the resulting mean and median, the respondents' feelings were neutral towards most statements concerning factors which could affect expatriate adjustment, such factors included entertainment/ recreation facilities and opportunities, health care facilities, shopping, respectively. A feeling of slight adjustment was observed from respondents concerning the affect living conditions in general, cost of living, housing conditions, interacting with host nationals outside of work, food, socializing with host nationals, and socializing with host nationals, respectively. Also, a feeling of slight adjustment was seen regarding the remaining statements: performance standards and expectations, interacting with host nationals on a day-to-day basis, speaking with host nationals, supervisory responsibilities and specific job responsibilities. Above data is about persons' daily life and social life and it is the least agreed data as all statements are at a low agreement percentage. Surprisingly, job responsibilities are at an even lower percentage, that is 9%, Hence this shows that respondents did not feel they had fully adjusted to social life and living conditions peripheral to their work.

Table 6.8 Expatriate Adjustment

Item	Strongly & Mildly Agree %	Mean	Median	Rank
Entertainment/ recreation facilities and opportunities?	38.5%	3.09	3.00	1
Health care facilities?	36.1%	3.55	4.00	2
Shopping?	28.7%	3.29	3.00	3
Living conditions in general?	28.9%	3.43	4.00	4
Cost of Living?	28.7%	3.51	3.00	5
Housing conditions?	28.5%	3.51	4.00	6
Interacting with host nationals outside of work?	27.2%	3.77	4.00	7
Food?	26.2%	3.53	4.00	8
Socializing with host nationals?	23.0%	3.57	4.00	9
Performance standards and expectations?	18.5%	3.69	4.00	10
Interacting with host nationals on a day-to-day basis?	18.0%	3.77	4.00	11
Speaking with host nationals?	16.4%	3.79	4.00	12
Supervisory responsibilities	15.6%	3.80	4.00	13
Specific job responsibilities?	9.0%	4.07	4.00	14

Table 6.9 International relations

Item	Strongly & Mildly Agree %	Mean	Median	Rank
I work/worked closely with these people?	86.1%	1.67	1.00	1
I spend/spent much time with these people at work?	83.6%	1.74	2.00	2
I see/saw these people often?	81.1%	1.76	1.00	3
I do/did/was help/helped to make life easier in the job	73.8%	1.76	1.00	4
I am/was provide/provided with information on what is expected in the job?	73.7%	2.18	2.00	5
I am /was aware of our respective cultures when meeting these people?	73.0%	2.06	2.00	6
I am/was provide/provided with information on how to perform specific aspects of the job	69.7%	2.18	2.00	7
I view/viewed the locals and foreign nationals in the organization as belonging to the same group?	65.6%	2.21	2.00	8
I am/was provide/provided with information on the behaviors and attitudes that the company values and expects?	63.9%	2.30	2.00	9
I am/was provide/provided with information on their performance in the job	62.7%	2.32	2.00	10
I am/was aware of our respective nationalities when meeting these people?	62.3%	2.32	2.00	11
I am/was provide/provided with information on how appropriate their social behaviour is at work	56.6%	2.36	2.00	12
I regard/regarded these people as casual acquaintances?	43.4%	2.89	3.00	13
My relations with these people are/where very formal?	32.8%	3.05	3.00	14

Fourteen statements were used to assess the attitudes of Non-Libyan expatriate managers and those Libyan Nationals who had previously worked abroad (see table 6.11, p 107) towards international relations which is a catch all term used to describe the relationship that expatriate managers may have with their host company employees. Per the resulting mean and median given in Table 6.9 above, the respondents strongly agreed or agreed towards most statements of international relations. The highest level of strong agreement was for “worked closely with these people”, “spent much time with these people at work” and “saw these people often”, respectively. The feeling of slight adjustment was observed for living conditions in general, cost of living, housing conditions, interacting with host nationals outside of work, food, socializing with host nationals, socializing with host nationals, respectively. The respondents agreed with “make life easier in the job”, “provide with information on what is expected in the job”, “aware of our respective cultures when meeting these people”, “viewed the locals and foreign nationals in the organization as belonging to the same group”, “provide with information on the behaviors and attitudes that the company values and expects” and “aware of our respective nationalities when meeting these people”. Regarding the attitudes of expatriate managers or Libyan nationals towards employees from other countries and their relations within them, there was high agreement with “work closely with these people” at 86.1% and the least agreed with the statement is “relations with these people were formal” at 32.8 %. Most respondents agreed most to statements, work closely with these people, spend time with these people. Additionally, this shows the good nature of respondents as there was little support for just having ‘formal relations’ with their host country colleagues.

6.2 Qualitative Analysis

As mentioned in Chapter Five, qualitative analysis is primarily associated with meaning and interpretation and is described as a method of research which seeks to describe, decode, translate and otherwise come to terms with the meaning, not the frequency of certain more or less naturally occurring phenomena in the social world. Therefore, this form of analysis is concerned more with soft data, that which it is not easy to count, define or measure. As in general, analysis can be either inductive or deductive, then from a functional point of view the main point to consider in my research was how to cope with a mass of data which must be broken down and described. From an interpretative point of view, I must decide, not only, what all this data means but also which can be taken literally and what can be believed. Therefore, it was my objective in the 14 subsequent guided interviews conducted to bring some preliminary issues raised from the quantitative findings of the questionnaire to the

surface so that certain further variables could be investigated in-depth. In the follow-up interviews my intention was to gain a greater insight into respondents' views on the areas covered in the questionnaire about organizational culture and structure in the host nations companies that they work/or worked in. Additionally, they were also asked about management approach and the leadership style they encountered on their international assignments.

Thematic analysis discussed in Section 5.6.3 p 83, was the research method used as it allowed participants' experiences, meanings and the reality of these to be reported it was also used to examine the ways in which events, realities, meanings, experiences and so on are the effects of a range of discourses operating within society. Additionally, the themes established captured something important about the data in relation to the research questions, and represents some level of patterned response or meaning within the data set. To achieve authenticity in this research I have provided context to convince the reader that the narrative is presented in a coherent and authentic manner. Additionally, the words and ideas of the participant are theirs alone and the interpretation of the data presents their voices (see Section 5.6.2, p 82). Quotes are used to present participant's exact words, as the people questioned were describing their own feelings toward cross-cultural adjustment.

6.2.1 Themes established and developed

Because of the literature review and my intention to advance a model of my own I asked questions relating to many themes investigated in the questionnaire but also developed and integrated some themes that I wanted to investigate further (see Table 6.10) below.

Table 6.10 Defining the Themes

Code	Title	Section	Definition
COIA	Company objective for international assignments	2.1	Data that indicates the interviewees understanding of the main objectives for companies sending managers on international assignments
SMIA	Selection methods for international assignments	2.1	Data that indicates the interviewees understanding of the main forms of selection used in choosing managers who are to be sent abroad
ASME	Actual Selection Method Encountered	2.1	Data that indicates the actual selection method the interviewees encountered when they were chosen to be sent abroad
CCT	Cross-Cultural training	2.2	Data that indicates what training if any was given to interviewees before they were sent abroad
NCCN	National Culture/Culture Novelty	2.3/4.1	Data that indicates what difficulties interviewees encountered with the national culture and cultural novelty they experienced when they worked abroad
EAEB	Expatriate Adjustment/Experience and Behaviour	2.4	Data that indicates interviewees level of experience from previous international assignments and what behaviors they developed to help them adjust
OCWV	Organizational Culture/Work values	4.1	Data that indicates any differences interviewees encountered in the organizational culture and work values they experienced abroad
SISC	Social Identification/Categorization	3.3	Data that indicates to what extent interviewees felt their own self-identification and ability to operate within different groups assisted in their ability to adjust
MALS	Management Approach/ Leadership Style	4.3	Data that indicates to what extent interviewees felt their host company's management approach and leadership style differed from what they were used to and how these factors affected their cross-cultural adjustment

6.3 Findings from the Qualitative Analysis

In this section I present the findings from the qualitative analysis as can be seen from Table 5.1 p67, in the previous chapter, there were 122 completed questionnaires and the answer each respondent gave to questions in Section Six of the questionnaire (See Appendix 3, p212) regarding expatriate adjustment provided me with a sample group who felt various levels of adjustment. A sample of fourteen interviewees was drawn from those participants who expressed feeling some level of adjustment, 4 or 5 on the Likert Scale or un-adjustment 1 or 2 on that scale, in their responses to the questionnaire (See section 5.4.1 p70). Members of this sample group were contacted by e-mail and asked if they would be prepared to take part in a subsequent interview to allow me the opportunity to consider their personal views, feelings and experiences towards international assignments and have presented the findings from the data collected in their own words as much as possible. As was previously mentioned in the introduction to this chapter the final factor of expatriate adjustment was related to the second and fourth research objectives that I set myself.

I was particularly interested in what these participants believed were the main objectives their companies had in sending managers abroad (see section 2.1 of the literature review p16) as well as Table 6.2, and the main forms of selection used by their companies in choosing managers who were to be sent abroad. I felt it was of importance to discover what training if any was offered by way of departure training to managers being sent abroad by their companies and whether training, advice or guidance was given to expatriate managers when they arrived at the host company (see section 3.1 of the literature review, p 28). This training advice and guidance would prove invaluable to managers arriving in a strange cultural environment and so I also asked participants about any difficulties they encountered with the national culture and cultural novelty they experienced when they worked abroad (see section 2.2 of the literature review, p 17) and Tables 6.4 and 6.5.

The developmental themes I created were because experienced managers of a certain age may have been on many international assignments to various host countries, so I also wanted to investigate what level of experience each participant had from previous international assignments and what behaviors they developed to help them adjust more easily, this information had not been discernible from the quantitative data collected. From an organizational point of view, I also wanted to discover what differences if any, there were in the participant's home versus host organizational culture and work values they experienced abroad so I also developed this as a theme.

Furthermore, I also developed a theme to explore to what extent if any, these participants, felt their own self-identification and ability to operate within different groups assisted in their own ability to adjust. Finally, I wanted to investigate to what extent respondents felt their host company's management approach and leadership style differed from what they were used to and how these factors affected their cross-cultural adjustment. I have combined certain of the main and developmental themes and present the findings from the data collected in the following sections.

All the interviewees had various levels of experience and some had worked in more than one country which may have contributed to their various levels of adjustment (see Table 6.11) below. The levels of adjustment range from unadjusted which is number 1 through slightly unadjusted and slightly adjusted to adjusted which is number 5. Only those participants who indicated a clear level of adjustment were selected as possible interviewees. There are seven Libyan Nationals who recently worked abroad, one in Canada, one in France, another in the UAE, while the others had worked in the UK the remaining seven participants were working as expatriate managers in Libya at the time of the survey.

Table 6.11 Participants Origin, Status Adjustment and Experience

Int. No	Level of Adjustment	Origin and Status	Level of Experience	Host Countries
No 1	Level 5	from US /Mid	numerous times over the last six years	I've worked in many different countries
No 2	Level 4	Libyan /Senior	two times	Canada and the UK
No 3	Level 4	Libyan/Senior	once	In the UK
No 4	Level 4	from UK/Mid	3 or 4 times	UAE, Kuwait and Libya
No 5	Level 4	from Scotland/Junior	twice	Libya and Saudi Arabia
No 6	Level 1	from Malta/Senior	More than one	always work in Africa
No 7	Level 5	from Canada/Senior	once	Libya
No 8	Level 4	from Canada/Senior	three assignments	Abu Dhabi, Oman and Libya
No 9	Level 5	from Sweden/Mid	More times than I can count; but not for long assignments	Norway, Denmark, Finland to UK, USA, Jordan, Libya, Algeria, Morocco, in Germany, in France, Hungary etc.
No 10	Level 4	Libyan/Senior	5 times	UK, USA, France, Netherlands and Qatar
No 11	Level 5	Libyan/Senior	3 or more times	Egypt, France, UAE and others
No 12	Level 5	Libyan/Mid	Just once	Canada
No 13	Level 4	Libyan/Junior	Quite frequently	Middle East, UAE and UK
No 14	Level 5	Libyan/Junior	Once	UK

The data in Table 6.11 indicates that those participants who feel the most adjusted tend to be those who have worked abroad many times in different countries albeit for small periods of time. However, Interviewee No 8 from Canada was the exception here for although he felt a strong level of adjustment (Level 4) he had only been on an expatriate assignment once to Libya. This was also the case for Interviewee No 12 with a level 5 adjustment who had also only been on international assignment once to Canada. There were five of the participants who felt only slightly adjusted (Level 4) they ranged from Libyans to a Canadian and a Scot all of whom had only been on international assignment once or twice. The participants were also asked if they had developed any behaviors while they were abroad to help them adjust to the new culture they found themselves in, Interviewee No 6 said “*Um... no, not really, no, not really, no*”. Interviewee No 4 said he simply learned as he went along although he did not develop any strategy he stated that patience is helpful in a new situation. Interviewees No 7 and 8 stated that openness and trying to develop trust with the local co-workers were very important, to get a good working relationship. Also, that it comes down to respecting the country and culture. Interviewee No 9 said that his strategy is to be true to himself and try to be a part of the culture he is visiting. Interviewee No 1 advocated accepting people for who they are, respecting the different opinions of both cultures and understanding that you are a guest and not the host. Interviewee No 5 advised that anyone going abroad, should look up the culture before going, and try to understand some of it and to respect the people in the country you are visiting.

Two of the Libyan managers were full of advice and such as being open minded to everybody, “*to the other culture, to the other values in the host culture, you know. It’s different when you are in your home country but I became very open minded, I can say like this*”. It was suggested that expatriate managers should read local magazines and newspapers, also have a meal or beverage, or a long talk with other locals experiencing the same challenges. One tried to keep himself healthy through regular exercise and eating habits and accepted invitations to activities that allowed him to see areas of the host culture outside the office and meet new people. The remaining Libyan managers offered more limited advice, one suggesting expatriate managers fit into the local culture as much as possible but still can complete job function, another recommending getting involved in the everyday customs. The final Libyan manager was confident and stated that he could now adjust to any culture within the first week or two at max. This interviewee No11 found that adjusting to a host country became easier as you gained experience of working abroad as did all the other participants. This interviewee went on to point out that his level of adjustment had changed “*dramatically in the first year and it grow up at lesser rate the years after*”. Another Libyan manager interviewee No12 stated that his level of adjustment had changed to “*the best*”; another said he “*eventually developed the ability to function in the new culture*”. My sense of “*foreignness*” diminished significantly he stated

“and I became more comfortable with the host culture, I also felt a part of it.” Of the remaining two Libyan managers, interviewees No 2 and No 3, the first felt he was much more capable to *“evaluate situations and adjust appropriately”*. While the other stated that his level of adjustment had

“highly changed, you know and it changed to better adjustment, because when you work in multi-cultural uh. . .environment you became (become) very open to other cultures and you have. . .you became (become) very open and try to understand other cultures and other values. So, you became (become) more careful about many issues compared to my country, you know.”

Both British respondents, interviewees No 4 from England and No 5 from Scotland, stated that their levels of adjustment had increased with experience. Of the two Canadian expatriate managers' interviewee, No 7 simply said that her adjustment level had improved. But interviewee No 8 explained that he managed expectations and his level of adjustment increased. Of the three remaining participants, interviewee No 9 from Sweden was the most expansive in his responses when asked whether adjusting to a host country became easier as you gained experience of working abroad. He said

“Yes, yes I...of course. The more. ...the more you travel, the more you see, the easier it is to adapt and to see the subtle differences and then try to fit in, so to speak, within the culture and not do anything that..., that would upset anyone or make anybody feel embarrassed.”

In response to the question concerning to what extent his level of adjustment had changed he was very informative. As he said *“I think that the more you travel, the better (more) self-confidence you have in that you actually can overcome and you can fit in in many cultures.”* The American participant, Interviewee No 1 stated *“I typically adjust very easily.”* While the manager from Malta interviewee No 6 when asked since your previous experiences abroad, how would you say your level of adjustment has changed? Answered

“It hasn't changed at all because, as I told you, if you adjust yourself for each country you go to, then if you go back to your country you adjust yourself again, that's your culture so it doesn't affect anything.”

6.3.1 Objective, Selection and Training for international assignments

As can be seen in Table 6.10, p104) I collected data from my participants that indicated their understanding of the main objectives for companies sending managers on international assignments. Data was also collected indicating the main forms of selection used by their host company in choosing managers who are to be sent abroad as well as the actual selection method the interviewees encountered when they were chosen to be sent abroad. In answer to the questions regarding these themes there were a few participants who appeared to be unsure about what their company's objectives were in sending employees on international assignments. However, a few reasons did become apparent, participants from the West stated that the main objective was to "to increase profits", "to generate more business", "to transfer the knowledge of experience to employees and teams in developing regions", "to get more experience for the managers, maybe to broaden their cultural research or culture awareness" and "to serve the client and give them the best available service". The Libyan managers felt that companies sent their employees abroad to "test their employees' ability to remain accountable in higher stress environments", "to gain more experience, more skills or to fill skill gaps", "develop international Management skills" "Short term business needs; Control and coordination and Developmental (strategic)". The last participant a Senior Libyan manager believed the objectives of international assignments were three-fold:

"Competency, skills and knowledge transfer between countries come first. The second one will be having a mobile work force that can be directed to any place when there is new activity or shortage of people. From that, they will be also getting an excellent pool of well exposed management potentials who are ready to manage the company without having any culture issues".

The main forms of selection were indicated from the interviewees understanding of the main forms used in choosing managers who are to be sent abroad as well as the actual selection method the interviewees encountered when they were selected. Western participants stated that "employees with the necessary skills, willingness to deploy and an attitude of cooperation and encouragement for others were those who would be selected", The senior manager from Canada who was the only female participant believed there were a mixture of factors including "a willingness to go abroad, qualifications and experience". A senior manager from Libya, with expatriate experience felt that suitable applicant should be from senior levels and can adapt quickly, work with people from different backgrounds and have the necessary qualifications as well. In contrast, a mid-level Libyan manager felt technical or professional skills were the most important factor in the selection process. From the remaining participants consisting of two

Libyan senior managers and two junior Libyan managers, and a mid-level manager from the UK, as well as the Swedish mid-level manager, there was a list of selection methods with which they were chosen. These included *“the individual’s years of experience; their achievements; quality of the applicant’s work record; their performance, potential, and the purpose of the assignment”*. These would be apparent as part of the personal face to face interviews, or using recruitment agencies but most importantly *“a selection method should be used to find in the appropriate person who is capable both technically and socially to ensure that the client is served in the best possible way”*. A senior Libyan manager stated that the selection process

“starts at the beginning of an employee’s career for more than 50% of the new engineer recruits. For the rest the people selected are very adaptable, and accepting of other cultures and religions, and can survive easily working outside of their home country”.

There was no indication of any discrepancies between what the interviewees understood as the main forms of selection used in choosing managers who are to be sent abroad and the actual selection method the interviewees encountered when they were chosen to be sent abroad. However, their responses to the question regarding cross cultural training were quite varied.

6.3.2 Cross-Cultural Training, National/Organizational Culture, and Adjustment

Data was collected to indicate what training if any was given to interviewees before they were sent abroad or what difficulties interviewees encountered with the national culture and cultural novelty they experienced when they worked abroad. The mid-level manager from the US, both a senior and a junior manager from Libya and a Canadian senior manager as well as the manager from England stated that they received no cross-cultural training before going on their international assignments. But pointed out the company that I’m working for, they produced a handbook for the uh. . . how to adjust to the local environment or local Arabic culture, like the dress code and the religion and how to go about outside, what to wear, what not to wear, where to go, where not to go.

The other Canadian senior manager said that although there had been no such training for his most recent assignment, a previous company had a three-day induction which included advice on dress code, culture, and safety. The mid-level Swedish manager stated that *“they haven’t done much, I would say. Um. . . they asked me if I want to go and I said yes. That’s the training I’ve been given”*. The Scottish junior manager said his company did prepare him when he went overseas to Libya they *“...give you some idea what was going to happen”*.

The remaining participants were all Libyan, the junior and mid-level managers, who had previously worked in the UK and Canada respectively stated that they had received language training. Of the remaining senior Libyan managers, one who had previously worked in France another who had worked in the UAE while the remaining two had been working in the UK. One said that *“it’s more on job training rather than having actual courses or training before the assignment”*. Another stated in his home company he was given language training as well as courses on new technology and equipment

In the next section of the interview I wanted to get an impression of the national culture in each participants’ home/host country so I provided them with a show card and asked if they could tell me a little bit about national culture. As you can see from show card No 1, participants were asked to comment on these statements and say which they thought represented the culture in their country. These statements are drawn from Hofstede’s work on the dimensions of national culture, which was the most relevant to my study. In Hofstede’s work on national culture, the ‘Power distance’ dimension is described as one where the less powerful person in a society accepts inequality in power and considers it normal. This is compared with the ‘Uncertainty avoidance’ dimension which indicates the extent to which people in a culture are made nervous by situations because they consider themselves as unstructured, unclear, and in a situation in which they try to avoid such circumstances by adopting strict codes of behaviour and a belief in absolute truths. The ‘Individualism’ dimension is described as a cultural predisposition in which a person’s allegiance is to his/her immediate family, whereas collectivism is seen to operate where people perceive themselves as, belonging to one or more cohesive groups from which they cannot detach themselves. The ‘Masculinity and femininity’ is a dimension that refers to the extent that a society’s dominant values emphasize masculine social values like a work ethic expressed in terms of money, achievement and recognition as opposed to feminine social values, which show more concern for people and quality of life.

Show Card No 1

Examples:

Do you think that the less powerful person in society accepts inequality in power and considers it normal in your home/host country?

Does the culture in your home/host country expect a person to adopt strict codes of behaviour and a belief in absolute truths’?

Is the culture in your home/host country dominated by cultural values that emphasize a work ethic expressed in terms of money, achievement and recognition?

Does the culture in your home/host country require a person's loyalty to his/her immediate family'?

Of the seven Libyan participants two of the senior managers the mid-level manager and both junior managers picked the first example on the show card believing that inequality is prevalent in their home country. There was a senior Libyan manager who stated that he did not think "*a person who lacks power in our society would easily accept this power contrast and would not be at ease with it*". He did however agree that "*the culture in my home country does expect reasonable adaptation of a person to the prevailed way of life in general*". He also said that "*work ethic is indeed an important part of the cultural values as expressed in terms of achievement and recognition*" and that "*Loyalty to the family is indeed dictated by the prevailed culture*". Another senior Libyan manager believed that "*the less powerful person in society accepts inequality in power and considers it normal*". He also responded positively to the statement that "*culture in home country expects a person to adopt strict codes of behaviour and a belief in absolute truths*". However, he also felt that "*the culture in his country is dominated by cultural values that emphasize a work ethic expressed in terms of money, achievement and recognition*" but now he says "*work ethic is not important if you can generate a lot of cash*". Finally, this respondent stated that he felt culture in his home country required "*a person's loyalty to his/her immediate family most of the time*". The mid-level Libyan manager stated that he thought "*that the less powerful person in society accepts inequality in power and considers it normal*". The final two Libyan participants did not refer to the show card but one stated that he believed "*...a person requires to be loyal to his or her immediate family*" while the other said "*So I mean, in Libya the systems there are very flexible and friendly in my home country*". These Libyan participants also comment on the difficulties they experienced in their host countries later.

A mid-level manager from the US believed that that "*the less powerful person in society accepts inequality in power and considers it normal in his host country*". However, he did not think that "*the culture in his host country expected a person to adopt strict codes of behaviour and a belief in absolute truths*". But did think that the culture in his host country was "*dominated by cultural values that emphasize a work ethic expressed in terms of money, achievement and recognition*" and requires "*a person's loyalty is to his/her immediate family*". A mid-level manager from England stated that "*Yes, actually the culture is very strict in Libya, so we have to stick uh. . . to the culture of the host country*". Specifically, like I told you, "*about the dress code, about the umm. . . the behaviour, about the true state, um. . . telling the truth about the things that you achieve, that you didn't achieve*". He went on to point out that valuing local culture is very important.

The junior manager from Scotland stated that he did not think "*the less powerful people in society accept inequality in power and consider it normal, certainly not in Scotland anyway*",

but in Libya he said *“it was, to a certain extent, true”*. He went on to point out that culture in Libya is dominated by the different values compared to those in his home country. In Libya, he said religion came into things a lot more than it does in his country, even regarding work. He also felt that whether it is home or host country culture a person’s loyalty is to their family.

In response to the first statement on the show card; both senior managers from Canada thought *“the less powerful person in society accepts inequality in power and considers it normal in their host country”*. The first stated *“Oh, I would say yes, you know, in both Libya and the UK and Canada”*. But the second said *“Ok for the first one where the less powerful accept inequality in power, in my home country, this is not true and I would say that this is not true in Libya, especially after 2011”*. The participant from England felt that *“there are general social codes of behaviour in my home country but I would say that the host country places a greater emphasis on religion”*. This participant went on to state about the statement regarding ‘work ethics’ being ‘dominated by cultural values’ expressed in terms of money, achievement and recognition that *“I wouldn’t say so, not in the UK. In the host countries, I have worked in, work ethic was expressed in terms of money, especially. So, there’s a little bit of a difference there.”* Finally, this participant stated that *“in the UK, the family unit is not as strong as it used to be but I would say that loyalty to immediate family is common; but, not as strong as in the host country.”* The mid-level manager from Sweden pointed out *“the national culture of his home country is very open and honest and people think of the group before they think of the individual”*. Additionally, he stated that Libya is

“a very proud nation with a lot of hard working people but they also., you can see it’s (there’s) more hierarchy than we have in Sweden. Sweden’s more ...it’s equality between sexes, equality between rank in the company; it’s equality between the rank, uh, in your position at work. But in Libya, my impression is that rank or social status is much more, um..., it’s much more important than it is in Sweden. And it also shows that the boss is the boss.”

This statement indicates the importance of considering any difficulties encountered with the national culture of their host country because of cultural novelty and the extent to which the age and experience of managers and the number of international assignments they had been on would mitigate these difficulties. They were asked to have a look at Show Card No 2 and indicate if they had experienced any difficulties in these areas.

Show Card No 2

Examples:

- Everyday customs
- General living conditions
- Transportation system

General work conditions

Available quality and types of goods

The mid-level manager from the US did not relate his answer to the show card but instead stated that *“Treatment of women, refusal to consider others’ opinion versus their own- freedom does mean that one is free to do whatever they please”*. The Maltese senior manager stated that if a person simply adjusts themselves they will not find any difficulty. This of course will depend on the persons’ situation, their ability and perhaps more importantly their personality.

Both British participants, one from England and the other from Scotland had difficulties with their new culture in Libya and stated that general working conditions and the transport system were of difficulty to them. The two Canadian participants disagreed on the nature of any difficulties they experienced while working abroad in a new culture. The first explained that when he had first gone abroad it was the general living conditions and the transportation systems that were very bad. However, *“they’ve improved quite a bit over the last twenty-five years... back then, they were not very good.”* The latter said she really didn’t find any of these really difficult to adjust to; *“uh... I would say the transport system took a bit of getting used to, especially as I am used to driving in, you know, in my own country. But no other. . . no problems, really. No difficulties.”*

Of the seven Libyan participants, all except one maintained that they had in fact experienced difficulties on international assignments. One had difficulty with the everyday customs as everything was done he said *“On a more personal level”*. Another had difficulty with general work conditions, whilst another had difficulty in his journey abroad with *“The consumable culture (spend all money you make) in Europe, especially from young people and the lack of ethics and general living conditions.”* Another Libyan participant had comments to make on all of the examples in show card 2 and stated that *“Ok, about the everyday customers (customs), it is easy to adjust, you know, during the daily routine and during the day life. I really adjust my... I find it easy to adjust here in the UK, you know. I adjust myself with the culture, with the system.”* However, on general living conditions he was less positive and said *“...it is difficult to adjust (to) because, uh... the living (is) expensive in England and is totally different than (in) Libya and even the. . .climate; the weather here in England very changeable so, you know so that’s difficult to adjust (to), to be honest with you.”* This participant did like the transportation system in the UK and said it *“is easy, a very good system here so it’s easy to adjust for the transportation system.”* He also found the general work conditions easy to adjust to and enjoyed the availability and quality and types of goods. Another Libyan participant stated that *“Actually in my case I barely had much difficulty adjusting to most aspects of the new cultures, on the*

contrary my family and I found the new life even more convenient and very easy to adapt to.”

Another commented on the general living conditions and working conditions as well. The final Libyan participant stated that for him it was the general work conditions and everyday customs. According, to this participant, he adopted the work conditions which he felt rely heavily on the system, even though the system is not correct, people believe the system.

The Swedish participant had a lot to say and pointed out that

“If we take Libya as the example, I would say the security level is the one and although I didn’t feel threatened, I didn’t feel uncomfortable however, there was always the knowledge of (that) something might happen and uh, especially after the January bombing of the hotel in Tripoli when Isis is also making a move which is more disturbing than the two governments trying to get power over Libya. So, I’m most of all afraid of, of let’s say, the internal Libyan politics that might do with my travels because I don’t think that will affect me as a foreign national, especially not working, in this case, with their national oil corporation. However, the very random and hostile Isis is something different which is the scariest part of the trip. That is, I would say is the most difficult adjustment”.

The next theme to be considered involved participant’s home versus host organizational culture and work values which can be seen in Figure 2.1. This involved the analysis of data which indicated any differences interviewees encountered in the organizational culture and work values they experienced abroad. Interviewee No 1 from the US is a mid-level manager and said

“The employees have come to understand who we are and what we are about and the value that we have to provide; they have changed, they have, they have uh adjusted their ways because I told them that if they didn’t, they would not be working for us very much longer- they would be looking for a new job.”

The participant from the England stated that

“I think in home countries, the expectation is quite high regarding organizational culture because they value the people, the employees work very hard and they stick to their organizational culture values. Like uh, promotion, like um. . . cooperation, they cooperate better because they are homogenous group of workers in your host...in your home country. Therefore, the organizational culture in home country affects employees work values tremendously”.

The Scottish participant said

“I think same as anywhere in the world where you work. Culture which you get from the company you work for. How they treat you is the only thing that affects our value as a worker in that company, whether it’s host or home. The host company for me... we had pretty good feedback on how we performed every month, so it made you feel that

you were part of the organization and that you were appreciated, by having good reviews, you know, to see what's happening, to let you know the overall picture of the company, not just our little field in Hamadah, but we would see how the rest of the sites, so we'd give you return information, which is a great help to everybody”.

The female Canadian manager stated that

“The organizational culture in my home country affects work values in a negative way; staff don't always agree with management policy but can't really change them. So, it has a negative effect in my home country, I have found.”

Two of the Libyan managers stated that both in their home and host companies organizational culture affected employees work values to a certain extent. Of the remaining Libyan managers' one said

“Yes, the organizational culture affects the employee too much (a lot), because the, uh. . .the time schedule in my home uh. . .company in Libya, is two weeks on, one week off or two weeks off uh. . . uh. . .two weeks work so this affect their life, their social life and their family commitments so it's really affecting the employees. Compared to England, you know; because the system in Libya is different”.

Another Libyan manager stated that in his home company organizational culture make employees *“more accountable for their work and decisions”*. While in his host company *“they are not so accountable and have limited decision making”*.

The final question participants were asked regarding organizational culture concerned the level of involvement the culture allowed employees. Once again, a show card was used to assist interviewees. (See Show card 4 below)

Show Card 4

Examples

Distribute power and business information

Create incentive rewards and provide employees with the skills and knowledge they need to make decisions.

Encourage employees to feel fully involved and that they are in control of their work

Have accurate feedback procedures concerning employee performance and make them feel they will be rewarded for that performance.

There were three Libyan managers who participated who felt that the organizational culture in their host company did allow employees to be fully involved. Interviewee No 3 stated that employees were fully involved in his host country which was England. The company created incentive rewards and provide employees with the skills, and the knowledge they need to make decisions this and encouraged employees to feel full involved and they are in control of their work.

Interviewee No 10 who had been working in France and felt that his host company “*encouraged employees to feel fully involved and that they are in control of their work*”. This was also the opinion of Interviewee No 12 who had been working in Canada. Interviewee No 1 had been working in the UAE and stated “*I work in the same company but in different countries, values and organizational cultures in host or home country are the same*”. Interviewee No 2 is a Libyan manager who had also been working in the UK but stated that his host company did not allow employees to be fully involved as “*the organization is autocratic.*” Interviewee No 13 stated that “*there must be a chance where employees are involved but it’s not like fully involved.*” Interviewee No 14 stated that although in some jobs employees need to be fully as they understand what the job is and the boss does not. But when looking at how to organize the job for the future the employees do not need to know how they plan this. The remaining non-Libyan managers who were expatriate managers’ working for Libyan host companies felt that their host company did allow employees to be fully involved. Interviewee No 1 the participant from the US stated that employees receive training, guidance and mentoring so that they have a full understanding of what is expected of them.

Interviewee No 8 the second Canadian participant stated

“Uh... in my host company... yes, I think so- they had a lot of meetings before deciding on something. In my home country, we have some feedback procedures on performance but I usually know if I can improve. So, there’s a slight difference there; I think. Um... they are involved, in the host country. In my home country, uh. . . there are systems but maybe they’re not as effective”.

Interviewee No 4 from England started his response by saying

“Yea, I think in the host company, yes, they. . . the employees are fully involved in the organizational culture, how they do their practices how they run the organization, how they train, how they reward, how they have power, how they have information, how they encourage professional development, their feedback, how uh. . . management is chosen, what do they need to do with management. They are fully. . . workers are fully involved with the running of the organization in the host country”.

However, he then went on to say,

“If you’re talking about the um. . . company, you know, expats...you know, it’s not fully involved because now, there are no workers’ unions in this country, so therefore, it’s very difficult to get fully involved, like a union, distribution of power, feedback on professional development, by asking their opinion. . . they don’t respect. They. . . in the Middle East, they do what they need to do; they don’t have any worker involvement, much. The environment is completely different. If you threaten them . . . you know, you lose power and information- they just give you their information . . . otherwise they’re very threatened, they don’t feel uh. . . secure themselves. It’s not really uh. . . fully involved, I don’t think”.

These results are interesting especially when we consider that most participants, both Libyan and Non-Libyan, stated that cooperation as their strongest work value (see Table 6.13) below. This data indicates to what extent interviewees felt their own self-identification and ability to operate within different groups assisted in their ability to adjust. Also to what extent they interacted with colleagues in the host company namely to what extent they socialize with host nationals and interact with host nationals on a day-to-day basis.

Table 6.12 Social Categorization and Adjustment

Interviewee	Interaction	Socialization	Daily basis	Behaviors/Strategies
Interviewee No 1 Adjustment level 5 Respondent Code 82 Mid-Level Manager Expatriate from the US	extensive interaction	extensive interaction	Ate meals together	I developed an understanding and respect of the Islam religion
Interviewee No2 Adjustment level 4 Respondent Code 16 Senior Manager Libyan National Working in the UK	Daily	On occasions for special events	On a casual basis	Able to, uh communicate in their language
Interviewee No 3 Adjustment level 4 Respondent Code 106 Senior Manager Libyan National Working in the UK	very much	I became their friend	I interacted with them actively	I'm trying to develop a technical practice you know and I try to add value to the technical team.
Interviewee No 4 Adjustment level 4 Respondent Code 121 Mid-Level Manager Expatriate from the UK	very little or no interaction	daily	Daily...you know, when we need to um... get some work done	No, not particularly, no
Interviewee No 5 Adjustment level 4 Respondent Code 4 Junior Manager Expatriate from Scotland	Every day... so it's not socializing, it's work	Daily, as colleagues, at work	Very, because I was working the same as I would work with anybody, whether it's home or away. You should work with the people you're around.	I didn't uh. . . develop any strategy

Interviewee	Interaction	Socialization	Daily basis	Behaviors/Strategies
Interviewee No 6 Adjustment level 1 Respondent Code 122 Senior Manager Expatriate from Malta	There was nothing, there was nothing.	if you adjust with the., the culture, then you have no problem.	None	I know how to speak; I know where to go. I know everything, so there is no difficulty at all
Interviewee No 7 Adjustment level 5 Respondent Code 42 Senior Manager Expatriate from Canada	Extensively	generally, for special occasions	constantly interacted with them	No, not really because, like I said, I work mainly to be neutral, even though they were the predominant group
Interviewee No 8 Adjustment level 4 Respondent Code 3 Senior Manager Expatriate from Canada	daily — we didn't only talk about school matters but talked about general things and they became friends	My company policy did not encourage socializing	Quite a lot- the man from the greengrocer, the bakery, the driver- I had extensive interaction on a day to day basis.	I tried to learn the language
Interviewee No 9 Adjustment level 5 Respondent Code 56 Mid-Level Manager Expatriate from Sweden	Every day. Interacting a lot; asking questions	A high degree, I socialize with host nationals	Very much so; I interacted with them a lot	Try to learn and be open and try to see their way rather than your way
Interviewee No10 Adjustment level 4 Respondent Code 51 Senior Manager Libyan National Worked in France	Varies from place to place but generally mostly work-related	I found socializing outside of work is beneficial	Very frequently	Try to get immersed in the culture by socializing and educating oneself about the host culture.
Interviewee No 11 Adjustment level 5 Respondent Code 67 Senior Manager Libyan National Worked in the UAE	Very deep to the point that I attended most of the local holydays celebrations... I did that in all countries I worked in	As before	As before	I answered this one

Interviewee	Interaction	Socialization	Daily basis	Behaviors/Strategies
Interviewee No 12 Adjustment level 5 Respondent Code 88 Mid-Level Manager Libyan National Worked in Canada	A little	A little	A little	None
Interviewee No13 Adjustment level 4 Respondent Code 50 Junior Manager Libyan National Worked in the UK	I have a great interest interacting with others	I'm kind of a very social person. I like socializing with people	I keep contact with them and still have good relations with them	How to joke with people, how to react to them, how to communicate with them You must familiarize yourself with the local culture
Interviewee No14 Adjustment level 4 Respondent Code 49 Senior Manager Libyan National Worked in the UK	Now most of them are my friends.	Socialized with the host national colleagues a lot	I dealt with this day after day, day after day and then ...most of them became my friends.	I prepared myself for a strategy. One of them: to know the people there, how they feel, how they are. Are they good? What they like, what they don't like

As can be seen from Table 6.12 above the five participants with Level 5 adjustment include Interviewee No 1 the Mid-level manager from the US, Interviewee No 7 a Senior manager from Canada, Interviewee No 9 another Mid-level manager this time from Sweden. The other two Level 5 adjusters are both Libyan nationals, one a Mid-level manager (Interviewee No 12) who had worked most recently as an expatriate in Canada and the other was a Senior manager (Interviewee No 11) who had spent his most recent international assignment in the UAE. This participant informed me that his interaction with host nationals was *“Very deep to the point that I attended most of the local holydays celebrations... I did that in all countries I worked in”*

But Interviewee No 12 stated that he only interacted *“a little”* even though he stated earlier that he was well adjusted perhaps the difference is his nationality, he may find the best way to adjust is not to interact or socialize but simply to be oneself and quietly get on with the job. The expatriate managers with Level 5 adjustment scores from Canada, Sweden and the US all stated they had interacted extensively with host nationals and socialized with them and daily ate with these work colleagues. They were also asked if they developed any strategies while working abroad that helped their adjustment to the host company and helped them identify with the predominant group. Interviewee No 1 from the US who was working in Libya said he developed an understanding and respect of the Islam religion. Interviewee No 9 from Sweden suggested trying to and be open and try to see their way rather than your way. However, Interviewee No 7 the Canadian stated regard to behaviors and strategy he could suggest to other expatriate managers working in a foreign country, *“No, not really because, like I said, I work mainly to be neutral, even though they were the predominant group”*. The remaining participants apart from one were all Level 4 adjusters the bulk of these stated they interacted frequently and socialized daily with their host national colleagues. There were a number who offered advice to others regarding adjustment on international assignment these pieces of advice included be able to communicate in their language and try to get immersed in the culture by socializing and educating oneself about the host culture. To explore the fact that only five of the respondents to the questionnaire chose the top level on the adjustment scale I was interested in finding out what caused the remainder to feel only slightly adjusted. From an organizational point of view, I also wanted to discover what differences if any, there were in the participant’s home versus host organizational culture and work values they experienced abroad that may have effected their feeling of adjustment.

In response to the questions on organizational culture all the Libyan managers questioned had stated that they had no difficulty adjusting to the host company. Interviewee No 3, a Level 4

adjuster, who had worked in the UK stated *“There is not any difficulty to adjust at this stage-uh. . .it’s very easy to adjust in my host company so there is no difficulty, to be honest with you, to adjust.”* However, interviewee No 10 a Libyan Senior Manager who had been on international assignment admitted he did have some difficulty adjusting *“Possibly some related to general work condition”*. Interviewees No 9 from Sweden, No 6 from Malta and No 1 from the US all stated that they had no difficulties adjusting to the organizational culture of their host countries but only the US participant scored himself as a Level 5 adjuster. The participant from England interviewee No 4, a Mid-level manager who scored himself Level 4 on the adjustment scale in the questionnaire, at interview initially stated he had no difficulties either. However, when this participant was prompted to explain the aspects of organizational culture he found most difficult to adjust to he stated that *“management expect too much of you and very quickly rather than give you the time and plan- they expect you to know the answers very quickly, this is quite difficult”*. Additionally, interviewee No 8, another Level 4 adjuster, from Canada also initially stated she had no difficulty adjusting, then said she did have some difficulty with

“The lack of a sense of urgency, but then expecting results or action without much warning. You know, they didn’t seem to be in a hurry to do things but then, at short notice they wanted results.”

Of the remaining participants two of the Libyans stated they had experienced no great difficulty even though both had most recently been working in the UK only one claimed to be a Level 5 adjuster the other put himself as a Level 4 in the questionnaire. The remaining Libyan Interviewee No 2 who had also recently worked in the UK stated that the company he worked in had a tall organization structure and that he had difficulty *“following a strict chain of command”*. The Scottish participant who stated he was Level 4 adjuster in the questionnaire said when interviewed that he had a little difficulty adjusting to the organizational culture in his host company. The remaining Canadian Interviewee No 7, a Level 5 adjuster, explained that for him

“probably the biggest challenge was to maintain neutrality and not get involved with you know one local group or the other local group; you should stay neutral, you know. With the various factions in the country, you know how the Libyan culture is, and the different groups support different people and it’s important that you stay neutral and you don’t fight with one group or the other.”

The most difficult aspect to adjust to he said was

“the fact that, I would say, a lot of the people that make decisions in the company always try to avoid responsibility. So, they always try to pass the decisions on to other people.”

When they were specifically asked about general work relations in their home company compared to their host company a few respondents of various nationalities said they were the same. Interviewee No 9 from Sweden stated *“I think it’s fairly much the same; you’re free to speak to whoever you like, but the boss is always the boss.”* The participant from the US said *“Urn, the work relations in general are very good.”* Interviewee No 3 from Libya believed *“The general, uh, the general work conditions in my home company are more friendly and flexible, compared to the host company.”* Interviewee No 4 from England agreed and stated that *“I’d say more friendly and more relaxed and uh. . . more inward —looking rather than uh. . . you know, outward looking in my home country. I think they’re more friendly here.”* Another Libyan participant, interviewee No 2, said he found his work relations better in the host country as there *“is not so much compensation. . . competition, yah.”* The final participant interviewee No 6 from Malta when asked to describe general work relations in your home company compared to your host company simply said *“State provision of employment for everyone.”* When the participants were then asked is there any difference between the work values that are most prevalent in your home country compared with your host country and shown a card with examples statements (see Show Card 3 below)

Show Card 3

Examples:

Work is a source of satisfaction

Work is a source of self-fulfillment

Exploitation of employees in work is not praiseworthy

There were a variety of answers to this question from the participants, the participant from the US felt work values were very different. Many the Libyan managers agreed and one stated that “Work is a source of satisfaction”, another felt his home country of Libya was very competitive and another stated that there are different work values, you know. I mean,

uh. . .for example, in England punctuality is very important. But, in my home country punctuality is not (as) important as here in England but uh. . .in my home company, the most important is the...uh. achievement.

He reiterated that work is source of satisfaction and as source of self-fulfillment however exploitation of the employees in work is not praiseworthy in his opinion. There were two other participants who felt that differences existed between home and host country in relation to work values. One of these was the participant from Sweden who stated that

“Yes- the work values here, if you look at Sweden in general, are more like uh ...everybody has the right to have a job and everybody has the right to have a good pension scheme and everybody should have the right to have a certain salary”.

The participant from England said that

“yes. Yes, I think uh. . . sometimes they exploit uh. . . employees. There’s a . . . however we get a lot of respect back home in the UK than we do here; especially the students and even the staff- the local staff- we have more value back home. Here, we’re just regarded as entities, we’re just regarded as goods; they pay us and then we work, otherwise, just go home and they don’t care”.

The remaining Libyan participants did not feel that there were any differences in work values, with one stating that *“In my case, work wise, not much really because, as I mentioned before, the oil-industry work culture is very similar almost everywhere”.* While the other said *“No, I work on the same company but in different countries, values are the same”.*

The Scottish participant agreed and said

“I think work is the same in Libya as it is here- you have to work to live and to eat. My father says “you live to work, not work to live...” Sorry, “work to live, not live to work”.

Both participants from Canada had rather interesting answers to this question of differing values. The first stated

“Uh, it all depends on the person you know ... for me... like I say I work for the state, a Libyan company but my previous employment there was much more of a ‘go getter attitude’ wherein routine is more pragmatic and adhering to recognized processes”.

The other Canadian who is also the only female participant said

“I think the main motivation or work value in both home and host country is to earn a living; and in my home country, a lot of the time, work isn’t seen as a source of satisfaction or self-fulfillment. I think the main idea is just to earn a living in... in both home and host country.”

When they were asked might the organizational culture in your host company affect employee’s approaches to their work once again there were various answers from the participants. There were a small group who did not believe this was the case. The Scottish and Maltese Managers were both of this opinion, the manager from Scotland saying

"I don't think it makes any difference, really. We've been given assignments to do and we did the assignments. There's no uh. . . nothing in the culture of the people that would change anything."

The female Canadian manager stated

"You know, management in the host country didn't seem to interfere with the employees". I found the employees to be quite committed to their duties- they knew what was expected and how to do what was needed"

The other Canadian manager said

"I think again, it's on an individual basis depending on the situation, but I'm sure lots of the staff ignored productivity levels and uh again, it's more about the process of avoiding mistakes in their culture than achieving the result"

All the Libyan managers felt that organizational culture in their host company did affect employee's approaches to their work. The first said it made them take responsibility to make decisions. Another felt it affects positively employee's performance and development. The third Libyan manager said "Yes, but not very much. Yes, it affects the employee's approaches but not very much, you know". Two more Libyan managers felt organizational culture in their host company did affect employee's approaches to their work, but only to a certain extent.

The managers from the US and England also felt that there was an effect. The American participant explained that

"Uh, when I first arrived in Libya for example, the employees thought their role was just to do their job; they didn't worry about anybody else, they didn't worry about customers- really all they wanted to do was be paid and so we had to work to change that culture so that people would now understand that we actually had to deliver value to our customers and that you know, you can't just go out and sit on the job and get paid; that even though that works in some Libyan oil fields, that's not the way it works in our company. You actually have to provide value"

The English participant stated

"Yes, employees look forward to going to work when at home because they are more respected therefore their organization's ... the employees' approach to work will be more different to ones that are here now because the organization culture is not very much regarded as part of your career success here- not much"

6.3.3 Work Values, SIT/SCT and Personality

Now to investigate how these participants operate within different groups I wanted to link social categorization with organizational culture and work values that were mentioned previously and see how participants, responses related to their claimed personality trait. Participants were shown another show card this one (Show Card 5 see below).

Show Card 5

Examples:

Cooperation

Dedication

State provision of employment for everyone

Individuals striving to achieve better results

Good work benefits

Competition

The participants who had also been asked to discuss the work values they felt were most important in both their home and host country as well as the affect they felt organizational culture had on work values. The participants were now asked to describe the work values that were most important to them.

Interviewee No 1 from the US felt cooperation commitment, teamwork, strong ethics, honesty and dependability were important. Interviewee No 2 from Libya also felt cooperation was important but also listed competition, continuously improving and good work benefits. Interviewee No 3 also from Libya felt cooperation is very important because *“in the major companies, cooperation between the management and administration units should be uh...in daily basis”*. This participant also listed dedication, individual striving to achieve better results, good work benefits as very important to encourage employees to work. He also felt competition is

“...important for...uh. . .developing ideas and uh. . .different plans for uh. . .the company so competition between the engineers, competition between employees, I think it’s very...it’s very good to have this uh. environment you know. To be very competitive, you know”.

He did not feel that state provision of employment for everyone was very important.

Interviewees No 10 and 12 both Libyan managers stated that cooperation was an important work value to them and Interviewee No 10 also stated that dedication, devotion, initiative and creativity were also important. The last Libyan manager, Interviewee No 11 felt that *“Hard work, exceptional results, competition, dedication, ethics and cooperation with the rest of the team”* were the most important work values to him. Interviewees No 12 and 13 also from Libya had different ideas on work values the first stated that *“I think cooperation is the word because you can cover the gaps, you can work as a team You support each other to get the job done or to get issues solved”*. While the second stated that most important to him was *“I think, good work benefits, one of them and...competition”*. Interviewee No 5 from Scotland stated that cooperation is important as are striving to achieve better results. Interviewee No 8 from Canada listed dedication and cooperation as her most important work values and the other Canadian, Interviewee No 7, picked cooperation, dedication and individuals striving to achieve better results. Interviewee No 4 from England stated that

“Most important is uh. . . good working benefits, of course and experience and, dedication and achieving better results of course, uh. . . better future rewards, better future career, I’d say. Lot of experience now, working with different people”.

Interviewee No 9 from Sweden said he felt

“honesty is one of my... uh...the core values I believe for me, is honesty; if you say you’re doing something that is what you’re doing. And, uh, I guess, from your examples, dedication would be similar, Urn, and work values- it should be work that is uh. . . that gives you motivation for trying to do your best”.

The final participant interviewee from Malta simply stated that *“From all that there is a word that you don’t have, which is trust”*. As you can see from these results most of the participants stated that for them the most important work value was cooperation. As I wanted to investigate social identification each respondent had been asked some personal questions when they completed the questionnaire, but as part of my research is to investigate what effect personality has on each individuals work values and level of cross-cultural adjustment.

I now asked each participant to tell me which of the words they saw in Show Card 6 they felt summed up their personality. Of course, I understood that given a choice each participant would choose the most appealing of the five personality traits and I had not been able to conduct any proper testing of their personalities. However, I have matched the personality trait chosen with their declared work values and matched these with their own declared management and leadership styles.

Show Card 6

Examples

Extravert

Agreeable

Conscientious

Stable

Open

Table 6.13 Personality and Work Values

Interviewee	Personality Trait	Achievements and Interests	Work Values
Interviewee No 1 Adjustment level 5 Respondent Code 82 Mid-Level Manager Expatriate from the US	“agreeable, conscientious, stable	to be successful an individual should rely on themselves, yes, but stated that “everyone needs help from time to time”	cooperation commitment, teamwork, strong ethics, honesty and dependability were important work values.
Interviewee No2 Adjustment level 4 Respondent Code 16 Senior Manager Libyan National Working in the UK	Open	we all need constructive criticism and that is where a mentor is of value”. He believed that to be successful an individual must rely on themselves “although they must uh, be able to work effectively as a team member”.	cooperation was an important work value but also listed competition, continuously improving and good work benefits.
Interviewee No 3 Adjustment level 4 Respondent Code 106 Senior Manager Libyan National Working in the UK	agreeable, stable, confident, open minded	he totally agreed that a person be proud of his/her own achievements and accomplishments and be the best judge of their own best interests.	This participant also listed dedication, individual striving to achieve better results, good work benefits as very important to encourage employees to work. He also felt competition is important for...uh...developing ideas and uh...different plans for uh...the company so competition between the engineers, competition between employees, I think it’s very...it’s very good to have this uh. environment you know. To be very competitive, you know. He did not feel that state provision of employment for everyone was very important
Interviewee No 4 Adjustment level 4 Respondent Code 121 Mid-Level Manager Expatriate from the UK	stable and agreeable	“one should be proud of their own achievements and accomplishments because to be successful you need to be... uh... ready to receive any challenges” ... to be successful an individual must rely on themselves	Most important is uh... good working benefits, of course and experience and cooperation, dedication and achieving better results of course, uh... better future rewards, better future career”
Interviewee No 5 Adjustment level 4 Respondent Code 4 Junior Manager Expatriate from Scotland	Conscientious	yes; sure, he also said regarding the question on success and an individuals’ reliance on themselves “Mostly, yes.	that cooperation is important as are striving to achieve better results
Interviewee No 6 Adjustment level 1 Respondent Code 122 Senior Manager Expatriate from Malta	open and personal	a person should a person be proud of his/her own achievements and accomplishments and be the best judge of their own best interests. He also agreed that to be successful do you believe an individual must rely on themselves.	From all that there is a word that you don’t have, which is trust”

Interviewee	Personality Trait	Achievements and Interests	Work Values
Interviewee No 7 Adjustment level 5 Respondent Code 42 Senior Manager Expatriate from Canada	agreeable and conscientious	a person should be proud of his/her own achievements and accomplishments and be the best judge of their own best interests.... I think in general that's the truth, you know, but lots of times some people get the opportunities because of who they know, but you must rely on yourself	cooperation, dedication and individuals striving to achieve better results.
Interviewee No 8 Adjustment level 4 Respondent Code 3 Senior Manager Expatriate from Canada	open and very conscientious	a person should be proud of his/her own achievements and accomplishments and be the best judge of their own best interests... no not necessarily; uh... initially, being able to use initiative is important but so is being able to work in a team.	dedication and cooperation
Interviewee No 9 Adjustment level 5 Respondent Code 56 Mid-Level Manager Expatriate from Sweden	open	proud of his own achievements and accomplishments and believed he was the best judge of his own best interests. Although he agreed that to be successful an individual must rely on themselves he stated "Uh yes, to a certain extent. Of course, you need to work in a group and be a part of the overall picture as well. However, to be successful you need to rely on yourself in doing your best for the group as well as to yourself."	cooperation
Interviewee No10 Adjustment level 4 Respondent Code 51 Senior Manager Libyan National Worked in France	open	agreed that a person be proud of his/her own achievements and accomplishments and be the best judge of their own best interests	that cooperation was an important work value to them... that dedication, devotion, initiative and creativity were also important
Interviewee No 11 Adjustment level 5 Respondent Code 67 Senior Manager Libyan National Worked in the UAE	more stable than open	a person should be proud of his/her own achievements and accomplishments and be the best judge of their own best interests. He stated that "to be successful an individual has to rely on themselves and work hard but stated the optimum success comes from working with teams and respect the differences in cultures so they support you to succeed".	"Hard work, exceptional results, competition, dedication, ethics and cooperation with the rest of the team" were the most important work values to him.

Interviewee	Personality Trait	Achievements and Interests	Work Values
Interviewee No 12 Adjustment level 5 Respondent Code 88 Mid-Level Manager Libyan National Worked in Canada	extravert	a person be proud of his/her own achievements and accomplishments and be the best judge of their own best interests and achieve success by relying on themselves	cooperation was an important work value
Interviewee No13 Adjustment level 4 Respondent Code 50 Junior Manager Libyan National Worked in the UK	I'm kind of open	agreed that a person should be proud of himself and his achievements and should rely on themselves	I think cooperation is the word because you can cover the gaps, you can work as a team You support each other to get the job done or to get issues solved"
Interviewee No14 Adjustment level 4 Respondent Code 49 Senior Manager Libyan National Worked in the UK	an extrovert	It depends on the type of job, "There are some jobs, like group jobs that will not be an individual job so a decision whether he is proud of the job is a decision that will be made by the group who did this job. So, this depends on the type of job"	most important to him was "I think, good work benefits, one of them and...competition"

In Table 6.13 above, I have presented the answers to many questions asked of the participants designed to reveal their personality, what they perceive as achievements and interests and the work values that are most important to them. The participant from the US said he was

“agreeable, conscientious, stable and that to be successful an individual has to rely on themselves to a large extent, yes, “but stated that “everyone needs help from time to time”.

He also felt that cooperation commitment, teamwork, strong ethics, honesty and dependability were important work values. Amongst the Libyan Managers there were a variety of responses.

The first Libyan manager believed himself, *“To be honest, I am an open person”*. He believed that to be successful an individual must rely on themselves *“although they must uh, be able to work effectively as a team member”*. This Libyan participant felt cooperation was an important work value but also listed competition, continuously improving and good work benefits. If we, now, consider the rest of the Libyan group of participants it is apparent that interviewee No 3 felt that he was agreeable, No 10 stated that he was open while No 11 stated he was more stable than open. Interviewee No 12 was an extrovert, as was No 14. The final Libyan participant stated that his personality was *“kind of open”*

These stated personality traits from the Libyan participants compare favorably with the rest of the Western participants most of whom stated they too had open personalities (see Interviewees No 6, 8 and 9). Of the remaining participants, No 4 from England stated he was stable and agreeable No 7 from Canada was agreeable and conscientious and No 5 the Scottish participant was conscientious. All but one of the Libyan participants agreed that a person should be proud of his/her own achievements and accomplishments and be the best judge of their own best interests however,

Interviewee No 11 stated that

“to be successful an individual has to rely on themselves and work hard but stated the optimum success comes from working with teams and respect the differences in cultures so they support you to succeed”.

However, Interviewee No 14 when asked should a person be proud of his/her own achievements and accomplishments and be the best judge of their own best interests. He stated that

“It depends on the type of job, there are some jobs, like group jobs that will not be an individual job so a decision whether he is proud of the job is a decision that will be made by the group who did this job. So, this depends on the type of job”.

There was also consensus between the Western participants on the fact that a person be proud of his/her own achievements and accomplishments and be the best judge of their own best interests and to be successful an individual must rely on themselves. The Swedish participant, Interviewee No 9, stated that

“Of course, you need to work in a group and be a part of the overall picture as well. However, to be successful you need to rely on yourself in doing your best for the group as well as to yourself”.

As you can see from these results most of the participants stated that for them the most important work value was cooperation as most mentioned the word in their answers. Of those who did not mention the word cooperation Interviewee No 3 who declared he had an agreeable, stable, confident, open minded personality stated that

“competition is important for...uh. . .developing ideas and uh. . .different plans for uh. . .the company so competition between the engineers, competition between employees, I think it's very...it's very good to have this uh. environment you know. To be very competitive, you know”.

He did not feel that state provision of employment for everyone was very important. Interviewee No 14, a Libyan junior manager, who stated his personality was extroverted said that for him the most important work value was “I think, good work benefits, one of them and...competition”. The final participant who did not mention the word cooperation in his answer was Interviewee No 9 a Swedish mid-level manager who stated he had an open personality and believed that “...it should be work that is uh. . . that gives you motivation for trying to do your best”

6.3.4. Management Approach/ Leadership Style

In the final section of the interview schedule I wanted to analyses data that indicated to what extent interviewees felt their host company's management approach and leadership style differed from what they were used to and how these factors affected their cross-cultural adjustment. Participants were asked for their views on management approach and leadership styles in their home and host country. The first question they were asked was regarding Management Style/Approach and whether it supported direct communication in an individualistic manner with workers or if this communication was carried out in a more collectivistic way through established worker's representative organizations. They were then asked more specific questions regarding management and leadership style. Once again participants were given a show card to assist them (see Show Card 7 and Table 6.14 below)

Show Card 7

Examples

Autocratic

Democratic

Transformational

Table 6.14 Management Approach/ Leadership Style

Interviewee	Management Approach/Home	Own Management Style	Immediate Superiors Management Style	Home Company Management Style	Host Company Management Style	Leadership style of your most immediate superior?	Leadership style which is prevalent in your home company?	Leadership style which is prevalent in your host company?	Which word would you choose to describe your own leadership style?
Interviewee No 1 Adjustment level 5 Respondent Code 82 Mid-Level Manager Expatriate from the US	None selected	None selected	None selected	None selected	communication ... the ... it is clearly..., it is clearly... uh, it is clearly communicated so that they understand what the requirements are and what the expectations are.	supporting	None selected	Eager to learn	It has a huge impact. People like to know that their work is appreciated.
Interviewee No2 Adjustment level 4 Respondent Code 16 Senior Manager Libyan National Working in the UK	Um, organization is ... participative so there are more individual communications.	Oh, ah. . . participative but with high level of delegation	Authoritarian	autocratic	participative.	direct	transformational	totally direct	totally transformational
Interviewee No 3 Adjustment level 4 Respondent Code 106 Senior Manager Libyan National Working in the UK	direct communication with the workers	I am democratic	there is very big um. .different situation between the Libyan employees before the Revolution and after the Revolution.	flexible style	strict management style	democratic	to be strict and follow the company standards and values	strict and good management in my host company	democratic
Interviewee No 4 Adjustment level 4 Respondent Code 121 Mid-Level Manager Expatriate from the UK	yes, there are (is) direct communication in cooperating with workers' union.	probably democratic	probably autocratic or, I think, more. . . more like dictatorial	Mostly democratic,	Autocratic, I'd say	Uh, dictatorial or autocratic	Democratic style of Leadership	Autocratic style of Leadership	Autocratic style of Leadership

Interviewee	Management Approach/Home	Own Management Style	Immediate Superiors Management Style	Home Company Management Style	Host Company Management Style	Leadership style of your most immediate superior?	Leadership style which is prevalent in your home company?	Leadership style which is prevalent in your host company?	Which word would you choose to describe your own leadership style?
Interviewee No 5 Adjustment level 4 Respondent Code 4 Junior Manager Expatriate from Scotland	we basically communicated only by telephone and by fax because of the distance so it was very difficult through communications.	Conscientious and do the best job that you can do	very much the same	Just normal	just normal	Democratic	I don't have a home company, only a host company	Democratic, going too autocratic	democratic
Interviewee No 6 Adjustment level 1 Respondent Code 122 Senior Manager Expatriate from Malta	Of course, yes	Professional	Professional, also	can call them all professional	Professional	You mean a job style? Development	I guess it's democratic	It's the same democratic	Professional, again
Interviewee No 7 Adjustment level 5 Respondent Code 42 Senior Manager Expatriate from Canada	democratic, carried out in a more collectivistic way	open and personal	I consider him a very honest person	I work for a local company	Everything's based on a pyramid management	None selected	Autocratic	Same as home company because it the same company.	Democratic-
Interviewee No 8 Adjustment level 4 Respondent Code 3 Senior Manager Expatriate from Canada	It would be direct communication	I am fair to everyone	on the surface, it appears democratic but really, it's autocratic.	Autocratic.	Democratic	Weak; he can't make decisions	Autocratic.	Democratic.	Transformational I expect to help others to develop and improve
Interviewee No 9 Adjustment level 5 Respondent Code 56 Mid-Level Manager Expatriate from Sweden	It does support direct communication in an individualistic manner	direct	direct, uh... not aggressive but very forceful,	the boss is the boss. He decides; you don't really question the decisions,	kind of the same way because the boss is the boss	direct	direct	direct	Open.

Interviewee	Management Approach/Home	Own Management Style	Immediate Superiors Management Style	Home Company Management Style	Host Company Management Style	Leadership style of your most immediate superior?	Leadership style which is prevalent in your home company?	Leadership style which is prevalent in your host company?	Which word would you choose to describe your own leadership style?
Interviewee No10 Adjustment level 4 Respondent Code 51 Senior Manager Libyan National Working in France	Supports direct communication in an individualistic manner with workers	I consult with them frequently and encourage and support independent thinking.	Which one...?	Mostly democratic with a touch of dictatorship.	Mostly democratic with a touch of dictatorship.	Democratic	Democratic	Democratic	Democratic
Interviewee No 11 Adjustment level 5 Respondent Code 67 Senior Manager Libyan National Working in the UAE	Yes, it does support more direct communication in an individualistic manner.	Management by Objectives through clear direct communications and lead by example.	Same, MBO.	Same. MBO	Same. MBO	More Transformational than Democratic.	More Transformational than Democratic	More Transformational than Democratic	More Transformational than Democratic
Interviewee No 12 Adjustment level 5 Respondent Code 88 Mid-Level Manager Libyan National Working in Canada	On an individual level	I would to describe my management style as Good.	It is good again.	Again good.	Excellent	Transformational	Democratic	Democratic	Democratic
Interviewee No13 Adjustment level 4 Respondent Code 50 Junior Manager Libyan National Worked in the UK	everything is done through the trade union representative... it's not, like, individual.	I'm a kind of a mix between transformational and transactional	transformational in style.	I think it's autocratic; in the home company	I would believe it is autocratic.	Transformational, I would say.	Autocratic.	generally autocratic but you can get some transformational leaders as well.	I am mixed between transformational and transactional

Interviewee	Management Approach/Home	Own Management Style	Immediate Superiors Management Style	Home Company Management Style	Host Company Management Style	Leadership style of your most immediate superior?	Leadership style which is prevalent in your home company?	Leadership style which is prevalent in your host company?	Which word would you choose to describe your own leadership style?
Interviewee No14 Adjustment level 4 Respondent Code 49 Senior Manager Libyan National Worked in the UK	direct communication is being done	None selected	It appears the interviewee misunderstood the question- he spoke about his personal style, not that of his immediate supervisor.	once I have decided that I'm strict. I'm friendly and at the same time I am strict.	I have only been a supervisor three times in my country?... So, I don't have enough experience	Friendly.	friendly and strict.	This question was not asked but interviewee spoke about host company in previous question's answer.	Friendly and democratic.

All the participants who selected in response to the question on management approach in their home country stated that it was carried out directly at an individual level. However, the Interviewee No 7 from Canada stated it was carried out democratically in a more collectivistic way. Interviewee No13 one of the Libyan participants stated *“everything is done through the trade union representative... it’s not, like, individual”*.

There were a few different types of management style mentioned by the participants when they were asked to describe their own style these included: participative but with high level of delegation, democratic, probably democratic, conscientious and do the best job that you can do, professional, open and personal, fair to everyone, direct. Others included; *“I consult with them frequently and encourage and support independent thinking”*, *“Management by Objectives through clear direct communications and lead by example”*, *“I would to describe my management style as Good”*, *“I’m a kind of a mix between transformational and transactional”*.

In response to the question regarding their immediate superior’s management style most explained it was the same as theirs, but there were some interesting answers from the rest. One Interviewee who had an adjustment Level 4 is a Libyan Senior Manager who worked in the UK and stated his immediate superior was authoritarian. Interviewee No 4 a Mid-level manager from the England also with an adjustment Level 4 said his immediate superior was *“probably autocratic or, I think, more. . . more like dictatorial”*. The only female participant Interviewee No 8 a Senior Manager from Canada again with an adjustment Level 4 stated that her immediate superiors’ management style *“on the surface appeared democratic but really, it’s autocratic”*. I initially thought perhaps it was their relationship with these superiors that made these participants feel slightly adjusted (Level 4). But Interviewee No 9 a Mid-level manager from Sweden who stated he had an adjustment Level 5, said that his immediate superior was *“direct... not aggressive but very forceful”*.

Participants were then asked to consider the management style pursued at their own home company and at their host company. This time there were also a few who stated the style in both was like their own, but a great deal more claimed that there was not only a difference in style between them and their host company. There was an even greater difference between home and host company management styles. Interviewees No 9, 8 and 4 again had strong feelings toward the management style in both their home and host company’s.

Interviewee No 9 stated that in his home company

“the boss is the boss. He decides; you don’t really question the decisions”, and in his host company “...kind of the same way because the boss is the boss”.

Interviewee No 8 said that at home in Canada the management style was autocratic but in the host company it was democratic. Interviewee No 4, an expatriate from the UK, stated that at home the style was mostly democratic but in Libya it was autocratic.

There were other participants who responded to these questions and gave interesting answers they include Interviewee No13 a junior manager from Libya with an adjustment Level 4 who had worked in the UK and felt that in both his home and host company’s the management style was autocratic. Another Libyan Interviewee No 10 this time a Senior Manager with an adjustment Level 4, who had worked in France stated the management style he witnessed in both his home and host companies was *“Mostly democratic with a touch of dictatorship”*. Interviewee No 3 is a Libyan national and a Senior manager also with an adjustment Level 4, he had been working in the UK and felt his home company operated a flexible management style while in his host company there was a strict management style in operation. Another Libyan Senior manager with an adjustment Level 4 had also worked in the UK and felt at home the management style was autocratic but in his host company it was participative. When participants were asked specific questions about the leadership style of their most immediate superior, home company, host company and they themselves, there were more of them who were prepared to express an opinion.

Most of the Libyan Nationals had an opinion on these. Interviewee No 2 a Senior Manager who had worked in the UK stated that his most immediate superior had a direct leadership style while that in his home company was transformational and in his host company it was totally direct. His own personal leadership style was totally transformational. Another Senior Manager, Interviewee No 3 from Libya, who had also work in the UK said that his immediate superior had a democratic leadership style in his host company he said it was strict and you had to follow the company standards and values. He also said leadership was strict but management was good in his host company and he himself had a democratic leadership style. Interviewee No14 had also worked in the UK - he was a Libyan Senior Manager and stated that his immediate superior’s leadership style had been friendly. Both his home and host company’s leadership style

had been friendly and strict while his own was friendly and democratic. Interviewee No10 was also a Senior Manager from Libya but he had been working in France his immediate superior, his home and host company's and he himself all had a democratic leadership style. The final Libyan Senior Manager who participated Interviewee No 14 had worked in the UAE and stated that his immediate superior, his home and host company's and he himself had a more transformational than democratic leadership style. This consistency in reply was also supplied by Interviewee No 12 who as a Mid-level manager had worked in Canada and stated that although his immediate superior had exhibited a transformational leadership style he, his home company and host company all had a democratic leadership style. The final Libyan interviewee was a junior manager who had been working in the UK his immediate superior he said was a transformational leader but in his home company leadership was generally autocratic. In his host company, however he stated leadership was generally autocratic but you can get some transformational leaders as well. He himself he said *"I have to be mixed between transformational and transactional"*.

The expatriate from England, Interviewee No 4, stated that his immediate superior in Libya had dictatorial or autocratic style of leadership while in his home company there was a democratic style of leadership. In the company, which was his host in Libya there was an autocratic style of leadership and he himself seemed to favor an autocratic style of leadership. The expatriate from Scotland Interviewee No 5 stated that his immediate superior was a democratic leader and in his host company leadership was democratic, going too autocratic: he himself was a democratic leader. The expatriate from Malta Interviewee No 6 said that his immediate superior had a developmental leadership style in his home company and host company the style is democratic he himself was a professional leader. The first expatriate from Canada, Interviewee No 7, did not select a leadership style for his immediate superior but felt both his home and host companies had an autocratic leadership style but his own was democratic. The second expatriate from Canada, Interviewee No 8 said of her immediate superior that he was weak

"he can't make decisions" she said. The leadership style in her home company she said was autocratic compared to her host company where it was democratic she herself she said was a "transformational (leader) as I expect to help others to develop and improve".

The final participant, the expatriate from Sweden, Interviewee No 9, stated that his immediate superior, his home and host company's all used a direct leadership style while he himself was more open.

Table 6.15 Extended table of cultural classifications and some of their influences on management and leadership

Cultural Classifications	Managerial influences	Libyan Management Approach	Libyan Leadership style
Large power distance	Authoritative decision making and leadership styles may work best	Autocratic, flexible style, Mostly democratic with a touch of dictatorship, Management by Objectives (MBO), Strict. Autocratic, based on a pyramid management, Democratic	Transformational, follow the company standards and values, Democratic, more Transformational than Democratic, Autocratic, friendly and strict. Autocratic style of Leadership, democratic, going too autocratic, direct
Small power distance	Participative/consultative decision making and leadership styles may work best	Democratic	More Transformational than Democratic
Collectivism	Heavy reliance on informal controls; team approach highly applicable	Mostly democratic with a touch of dictatorship	-----
Individualism	Heavy reliance on informal controls; team approach not applicable	Management by Objectives (MBO)	Autocratic, friendly and strict
Strong uncertainty avoidance	Mechanistic organization may work best	-----	-----
Weak uncertainty avoidance	Organic organizational cultures may work best	-----	-----
Masculinity	Equal employment opportunities may be resisted by males	-----	-----
Femininity	Equal employment opportunities may be resisted relatively less by males	-----	-----
Confucianism	Organizations may rely more on informal rather than formal controls; individuals prefer authoritative decision making and leadership	Autocratic, based on a pyramid management,	Autocratic style of Leadership
Master of destiny	With the right rewards, there is likely to be high employee commitment to plans	-----	-----
Fatalism	There is likely to be low commitment to plans strong formal controls may be required greater use of expatriate managers may be needed	-----	-----
Quest for improvement	Planning and implementing change may be feasible	-----	-----
Maintaining status quo	Planning and implementing change may not be feasible and strong motivational incentives and control mechanisms may be required	-----	-----

Cultural Classifications	Managerial influences	Libyan Management Approach	Libyan Leadership style
Enterprise is important	Managers may be able to delegate a high degree of authority to subordinates	Autocratic, flexible style,	Transformational, follow the company standards and values, Democratic, More Transformational than Democratic, Autocratic, friendly and strict. Autocratic style of Leadership, democratic, going too autocratic, direct
Relationships are important	Managers might only be able to delegate a low degree of authority to subordinates and strong control mechanisms may be required; greater use of expatriate managers may be required	Autocratic, based on a pyramid management, Democratic,	Autocratic style of Leadership, democratic, going too autocratic, direct
Selection based on merit	Employees may be highly motivated to work	-----	-----
Selection based on relationship	Employees in the outer circle maybe lowly motivated to work and so may family members and members of the inner circle; strong work incentives and controls may be needed greater use of expatriate managers may be required	-----	-----
Accumulation of wealth	A higher commitment to the organizations goals and objectives may be obtained	-----	-----
Just enough	There may be lower commitment to the organizations goals and objectives, strong controls may be needed greater use of expatriate managers may be required	-----	-----
Sharing in decision making	Participative decision making and leadership styles may work best and substantial authority may have to be delegated to subordinates	Mostly democratic with a touch of dictatorship, Management by Objectives (MBO), Strict.	Democratic, more Transformational than Democratic, Autocratic, friendly and strict
Few people make decisions	Authoritative decision making and leadership styles may work best	Autocratic	Autocratic
Decisions based on data	Looser control mechanisms can be applied	-----	-----
Decisions based on emotions	Stronger control mechanisms may have to applied greater use of expatriate managers may be required	-----	-----
High context cultures	Business transactions and negotiations may have to be slow paced	-----	-----
Low context cultures	Business transactions and negotiations may have to be fast paced	-----	-----

As I wanted to gather the opinions of these participants regarding the affect management has on the way employees carry out their work. I also wanted to discover whether any difference in work values/organizational culture/management approach or leadership style in their host company affected these participants' ability to adjust. They were also asked if they had any further comments to make on any of the topics we discussed.

There were two other participants who felt that differences in work values/organizational culture/management approach or leadership style in your host company influenced their ability to adjust that was interviewee No 4 a Mid-Level Manager from the UK and Interviewee No 2 a Senior Manager from Libya. In relation to the question regarding the effect of the way an employee is managed and whether it could impact on the way they work. Interviewee No 4 stated

“in my opinion, they don't respond to autocratic style of management or leadership; they respond more positively to participative and democratic leadership style or management style and currently, we have, in our company, the. . . one of the directors is more dictatorial and autocratic and there is a revolt in the. . . in the workers- they have written a very strong letter against one of the directors, who is always autocratic and directive. He doesn't listen to anybody; he just orders and that's it, nobody else bothers about him so they've written to top management to remove him because they don't respect him anymore- so he's created a lot of fear in the company; created a lot of uh. . . problems in the company and in the workforce, you know. The workforce is against him so therefore management needs action taken against him and that's the result of dictatorial, autocratic leadership style. In my opinion, people are better managed by uh. . . democratic rule rather than by autocratic rule or dictatorial rule and this rule affects their working style; it affects...how they work every day”.

There were many additional comments made by this participant he stated that

“One of the benefits of leadership, democratic leadership, is that you are concerned with your workers rather than you stop workers from working toward the beck and call of the management and company's directors. Therefore, one has got to be democratic and one must listen to the workforce, rather than giving them directions and don't listen to them and that has a result against the company. The company doesn't progress much, therefore they should listen. So, I think the most important thing is listening, from the bottom upwards other than from the top upwards or top down”.

Interviewee No 2 said

“I strongly believe that they may not be fully engaged, they may not put that extra into achieving exceptional (exceptional) work or be innovative. He also stated that he thought management style in his host company “was the most significant to adjust to”.

His further comments were a simple statement he said *“Uh, the personality type and the reason for going to work in the host country will play a big factor and part in adjusting”.*

All the remaining participants stated that they had no real difficulty adjusting to either the difference in work values/organizational culture/management approach or leadership style in his host company. Interviewee No 1, a Mid-Level Manager from the US, stated

“... it’s easy for me to adjust. I adjust and manage as I feel needs to be done to accommodate the team(s) that I lead. That is not to say that I am soft, because sometimes an employee may need to be brought in line with the rest of the team. But in general, I will adapt my management style to best fit the needs of those that I lead, ultimately meeting the needs of our organization”.

Interviewee No 7, a Senior Manager from Canada, said *“I’ve always been a very open person and I just brought that with me, you know, and my ability to talk with people”.* Interviewee No 5, a Junior Manager from Scotland, said *“I think, obviously, the change in culture; it takes you a little bit of time to adjust but you do it over . . . over time; you adjust”.* Interviewee No 1, the American, felt that the way people are managed

“Directly affects how they carry out their work, if uh... if they feel like they’re being appreciated and uh their work is valuable, then they tend to do a better job. If you feel like you’re not being appreciated, then you don’t care”.

Interviewee No 11, a Libyan manager, stated that *“People will get their best of work performance out for managers they see them as leaders. Leaders achieve the best out of workers more than strong managers do”.* The Canadian Interviewee No 7 said *“I think it’s critical that employees feel that they’re part of the process and that their thoughts go into the process making of which way the company does stuff”.* The Scottish Manager Interviewee No 5 stated that *“You always get the best out of people by treating them, um... with the respect that they’re due. If you treat people badly, you will get bad results”.*

The remaining participants consisted of Interviewee No 8 a Senior Manager from Canada, who was the only female of the group, she also stated when asked about her adjustment in the face of difference in work values/organizational culture/management approach or leadership style that

“I noted the difference in the culture and management /leadership style and I adapted to it so no, it didn’t influence my ability to adjust”. In relation to the way people are managed and its effect on the way employees carry out their work, she stated “Uh, I strongly believe that they may not be fully engaged, they may not put that extra into achieving exceptional work or be innovative if they are poorly managed, or badly managed”. When she was finally asked for further comments this participant stated “I think that as a female going to a predominantly male environment, it is important to be sure of what and where you are going. I did research on the culture and I tried not to upset the culture. If I wasn’t sure what the protocol was, I asked and I think just being pleasant and respectful is a good start”.

Interviewee No 9 is also a member of the remaining participants and he is a Senior Manager from Sweden. He too said he had not had his adjustment affected by difference in work values/organizational culture/management approach or leadership style and he stated

“No, no um I find I must say, although it’s very direct, it’s also very open and very curious, uh... in respect of me being a foreigner and what uh. what I can bring to the table, so many times I feel the work I’m doing is met by appreciation and uh. . . interest, so it... I don’t have any... any um, nothing affects my ability to adjust at all”.

In relation to the way people are managed and its effect on the way employees carry out their work this interviewee from Sweden stated

“If you are told what to do and not asked to... to... um, ...to give input, you do as you’re told and you do it with no special feelings. Uh. . .you don’t . . .you do it more as a ‘must’ rather than doing it with happiness and passion as you might do if you are the one to... for example, find a solution to this problem and find the process how to do it and then you go into the problem with a more um I would say, a more. problem solving mode which, hopefully, gives better input for the company, you know and develops the people more”.

In his further comments this Swedish manager said

“I believe it would be good for all managers in all different companies to travel to different cultures and uh. ...being a part of their day to day lives and seeing how the culture affects the company’s... um, ...operations in that area and not only to read about it in some management report and seeing numbers on a piece of paper, but stay there for a couple of days to make sure you understand the underlying uh... cultural issues that affect how the work is being completed. That, I think, would be a management education process for anybody”.

The final members of the remaining participants are two Libyan Managers Interviewees’ No’s 3 and 10 both are Senior Managers. Both stated that they had no difficulty adjusting to the work values/organizational culture/management approach or leadership style in their host company’s. Interviewee No 3 stated *“I adjusted easy (easily) you know. When I came to England, I accept the new system and I’m very flexible and open to other values- so there is no effect at all”.* Interviewee No 10 stated that *“All these combined do contribute to one’s ability to adjust”.* In relation to the question of the way people are managed affecting the way employees carry out their work. Interviewee No 3 stated

“Yes, the management way affects the employees. For example, if the management give benefits and uh. . . allowance or bonus to individuals, depending on their efforts at work, I mean the management way affects the employees. Yes, sure, I really agree with that. So, as I said, if you...for example if you give the benefits or allowance or bonus to individuals, you will encourage them to work, you know. So, they become very enthusiastic and they like to continue giving the same effort. So, it’s affecting them, yes”.

Interviewee No 10 said

“Managers and employees work together to plan, monitor and review an employee’s work objectives and overall contribution to the organization. More than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals”.

When he was asked for further comments Interviewee No 3 said

“Yes, I have some comments. As I said about the general mood of the Libyan employees is changed you know- so the management approach slightly changed after the Libya

Revolution (on) 17~ February 2011 because the Libyan employee's mood changed and the Libyan people became more possessive and sensitive to their rules and comments from the managers and from the supervisors and the coordinators. So, what I'm trying to say is that the Libyan employees before the Revolution were obeying the rules; but now, not any more. So, it's difficult to manage with this environment, you know what I mean?"

Interviewee No 10 provided a few comments in the form of a list:

“A few comments regarding development strategies and international assignments:

- Be clear about the overall organization and individual objectives for International assignments their link with business strategy.
- The selection process should be in line with a documented business case.
- Clearly identify the assignment purpose and the assignment-specific objectives to be achieved.
- Performance appraisal during and after the assignment as related to objectives.
- Use the international experience in the subsequent stage of an individual's career development.
- Perform routine performance assessment and compare with other organizations.
- In short establish Personal Career Development Plans for all staff”.

This respondent in my opinion has produced a very useful list for any expatriate manager be they Western, Libyan or from any other nation, which if followed not only by an individual but also any organization. Will certainly improve the odds for managers adjusting well when they are sent abroad.

In this Chapter I have presented the quantitative and qualitative analysis that has been carried out on the data collected from the questionnaire distributed and the subsequent interview conducted with a sample of those initial questionnaire respondents. I have had presented these in thematic form offering the views and opinions of the participants. In the next chapter I will make comparisons between both these sets of data and link these to the emerging empirical themes. A discussion will be presented to fully interpret the analysis of both quantitative and qualitative data and by comparison with the literature significant findings will be highlighted.

Chapter Seven

Discussion of the Findings of this research

7.0 Introduction

In this chapter comparisons are made between the results of both the quantitative and qualitative data collected from the questionnaire subsequent interviews and the literature reviewed in the first four chapters. I present a discussion to fully interpret the analysis of both quantitative and qualitative data, I will make comparisons between both these sets of data and link these to the emerging empirical themes.

In section 7.1 I discuss the key characteristics of Libyan national and work culture that might impact on expatriate managers working in the Libya and compare these with Libyan nationals who have been sent abroad. As my research is concerned with expatriate managers being sent abroad a factor to be considered was their company's objectives in sending employees on international assignments. I also considered not only the selection methods the participant's company's use in their choice of managers to send on international assignments but also the methods each participant experienced in their selection process. As my research concerned the internal and external factors that could affect an expatriate manager working abroad I discuss the extent to which participants received any cross-cultural training before travelling abroad or arriving at their host company. In section 7.2 I discuss the key characteristics of western and Libyan management cultural values and managerial styles that might impact on the adjustment of expatriate managers in the Libyan oil industry and compare these with the experiences of Libyan nationals who have been sent abroad. This is an issue for discussion as the national culture the expatriate managers will experience when they travel abroad and live in their host country for a period may present difficulties and force the adoption of behaviors to help with adjustment. Organizational/National culture may affect individual participant's adjustment as will their home/host company's, and their own work values. I also discuss the possible effects of management approach and leadership style on expatriate managers' cross-cultural adjustment. In section 7.3 I discuss the ways that expatriate managers with or without previous experience change their style of working to 'fit' the organizational cultures of the Libyan Oil industry

context and what their Libyan national counterparts did when they were sent abroad. The main aim of this research was to examine challenges that appear from cross-cultural differences between the western and Libyan national cultures and values, as well as the range of diverse organizational cultures and management styles within Libya's oil industry. I will consider the existing theories of cross-cultural adjustment but introduce the effects of SIT/SCT organizational culture, management style and leadership.

The importance of undertaking this research has never been greater as the oil industry in Libya faces a tremendous set of problems regarding expatriate adjustments. Apart from the problem of cross-cultural adjustment by the expatriate managers in oil companies because differences in national culture and organizational culture that expatriate managers' experience, there is now an unstable government in which many now refer to as a failed state creating security concerns for an expatriate working in oil companies and other sectors in the country.

In Chapter One I introduced a Research Framework (see Figure 1.1, p8) listing the key areas that I was going to investigate for my thesis, (Figure 2.1, p24) was a development of this framework and indicated the areas of interest I would investigate in my study. Because of my literature review I created key themes (see section 5.4.2, p74) that I then used to structure my data analysis. I believe my study will contribute to knowledge by first identifying different factors of culture, work values and managerial styles that influence expatriate managers working in trans-national oil companies operating in Libya. Secondly, the application of SIT and SCT will allow me to produce a framework/model for future research studies to understand how expatriate managers from various nationalities adjust their working styles to fit into the Libyan (national and working) culture. I believe that there too may be a contribution to knowledge in terms of my differing methodology (see section 5.3.3. p66) which operates in two ways: on the one hand, it measures levels of adjustment quantitatively; on the other hand, it also collects the perceptions of expatriate managers (Western managers working in Libya and Libyan managers working abroad) on the extent to which they: firstly, felt adjusted to a new working environment in a country culturally different from their own; and secondly, agreed with the calculation of their adjustment made in the quantitative phase of data collection.

The topic of my study, cross-cultural adjustment, is becoming a common experience for a growing number of employees sent on long-term international assignments; this is due to the increase of business globalization leading to international mobility. Companies now must consider the cost involved in sending and maintaining personnel overseas; this makes the process of selecting, training and managing expatriate managers of importance. This in turn presents a major challenge to international organizations concerning how they effectively use their expatriate managers to deliver their overseas assignments. The expatriate manager must perform their usual functions in a totally different and complex environment. The objective of companies sending staff to manage their overseas operations has increased because of globalization and the need for these companies to improve performance abroad. However, these expatriate managers must be able to harmonize themselves to the conditions prevailing in the host country. Expatriate managers would also have to get accustomed to living, working and interacting with the host country nationals, a process that is commonly referred to as 'cross-cultural adjustment'. The use of international assignments has for most companies become an indispensable tool for attracting, developing, and retaining talent (Gunter et al. 2009). It is a central part of international business activities undertaken by multinational companies globally. In many ways, the success of companies' international business activities today depends on expatriate managers; for example, how well they can function in the new environment to which they are transferred, cooperate with locals, apply their competences and knowledge, learn new things, and cope with uncertainty. Whether expatriate managers can succeed in these tasks depends on their cross-cultural adjustment (CCA) to the host environment/country, that is, the extent to which an expatriate feels psychologically comfortable in relation to a variety of aspects of a new environment (Tung, 1998, Mezias and Scandura, 2005, Koveshnikov et al., 2013, Krishnayeni and Arthi, 2015).

7.1 Company Objectives/Selection/Training Methods

Although the main purpose of this thesis is to concentrate on the characteristics of Libyan national and work culture and the impact these may have on expatriate managers' adjustment. Initially I thought it was necessary to discuss the reasons for sending employees on international assignments, the objectives companies had for sending employees abroad, as well as the selection processes they used and the training they offered to suitable candidates. As an objective of my study was to identify from the key characteristics of national or organizational culture and work ethic that influence cross-cultural working for expatriate managers.

The quantitative results from my study show that respondents to the questionnaire stated that their company's ambition to train and orientate local staff, help them gain experience, and improve skills and exposure for future positions within the home company were the most important objectives their company has for sending employees on international assignments and exposing people to cross-cultural adjustment and all the stresses that it brings. The development of international management skills and the goal of filling a skills gap, providing career development opportunities, gaining experience, skills and exposure for future positions within the host company and setting up a new operation were also seen by respondents to my study as being important. However, the result of the analysis of my qualitative data show that there were several participants who appeared to be unsure about what their company's objectives were in sending employees on international assignments. All the remaining participants were forthright in giving an answer to this question these included; the company's desire, to test their employees' ability to remain accountable in higher stress environments, to increase profits, to generate more business, to transfer the knowledge of experience to employees and teams in developing regions, to get more experience for the managers, maybe even to broaden their cultural research or culture awareness. However, the mid-level manager from Sweden stated that he believed "the objective is to serve the client and give them the best available service". Sending employees abroad is very important to international companies but they should be careful that they chose those who are most capable of adjusting.

Tun Cli and Peiperl (2009) who presented the expatriate management policies and practices of 136 large multinational companies (MNCs) based in four different countries: Germany, Japan, the United Kingdom, and the United States. Discovered that the selection criteria of expatriate managers have mainly concentrated on, technical expertise and domestic track record. They also found however, that most companies did not follow a systematic procedure in their selection. Participants in the interview conducted for my research when asked about the selection methods used by their companies when deciding which employees to send abroad supplied a variety of possibilities. The American felt that employees with the necessary skills, willingness to deploy and an attitude of cooperation and encouragement for others were those who would be selected, this attitude of cooperation and encouragement for others could well be the secret to successful cross-cultural adjustment. While a Libyan felt that suitable applicant should be from senior levels and can adapt quickly, work with people from different backgrounds and have the necessary qualifications as well. Technical or professional skills were also mentioned as the most important

factors in the selection process willingness to go abroad would be another positive attribute, qualifications and experience were also mentioned. Perhaps the most significant response however was from a participant who stated that “a selection method should be used to find the most appropriate person who is capable, both technically and socially” I would argue that the sociability characteristic is of paramount importance. When the respondents to the questionnaire carried out for this study were asked to comment on the selection processes that took place to identify candidates for international assignments there was significant numbers who identified with an applicant references as being an important factor in the decision. Many also agreed that technical/professional skills were amongst the most important selection methods for international assignments. Or agreed with the selection of candidates based on language proficiency, their competence in a structured interview, and their experience in company, these candidates would certainly have an advantage in adjusting as they possessed greater language skills and would probably take up senior management positions abroad. However, candidates and their family’s willingness to go abroad was for many also a factor. Very few respondents considered age and gender as important factors in the selection process, but more than half of those questioned indicated that personal contacts were important in the selection process for those candidates who were to be sent abroad. This result is significant considering the tribalistic and collective nature of Libyan society, which was considered in Section 4.2, p47, and it may be concluded that individuals could be selected for international assignment based on nepotism alone and not for any other reason. In any case selection based on this factor alone would surely mean that such a candidate would be less prepared to adjust to their new working environment unless they were given adequate pre-departure cross-cultural training.

According, to the Western expatriate managers who participated in my study necessary skills, willingness to deploy and an attitude of cooperation and encouragement for others were those who would be selected to go on expatriate assignments. Applicants would also have to be adapt quickly, work with people from different backgrounds. Technical or professional skills were also mentioned as were willingness to go abroad, qualifications and experience. Technical expertise and domestic track record seem to me to be of lesser importance. However, Libyan respondents indicated that personal relations and or family ties may play a part in the selection of those who go abroad, which would not necessarily prepare an individual for the stresses involved in cross-cultural adjustment.

Tun Cli and Peiperl (2009) were also interested in any cross-cultural training that took place and I adapted their question on this topic for the next section of my questionnaire. I was also fascinated by their explanation of the cultural fit hypothesis which maintains that it is not only the expatriate personality traits per se, but the cultural fit between expatriate personality traits and host country cultural values, norms, and prototypical personality traits that predict expatriate adjustment in host countries. Personality is considered further in Section 7.3.

In the questionnaire issued to respondents their company's main methods in preparing employees for international assignments were examined by three items of cross-cultural training. Language training is ranked as first important, and then country-specific cross-cultural training and general cross-cultural training. Although there was no indication of any discrepancies between what the interviewees understood as the main forms of selection used in choosing managers who are to be sent abroad and the actual selection method the interviewees encountered when they were chosen to be sent abroad. However, their responses to the question regarding cross cultural training were quite varied many participants, both Libyan and non-Libyan stated they had received no cross-cultural training before going on their international assignments. Another Western participant said that although there had been no such training for his most recent assignment, a previous company had a three-day induction which included advice on dress code, culture, and safety. It was suggested by one Western participant that in fact a handbook on how to adjust to the local Libyan environment or local Arabic culture, like the dress code and the religion and how to go about outside, what to wear, what not to wear, where to go, where not to go would have been helpful. The Libyans amongst the participants stated that they had received language training or had received on the job training rather than having actual courses or training before the assignment. These answers from the participants I interviewed reflect the responses given by those who completed the questionnaire. In these responses, most respondents stated that their company's main methods in preparing employees for international assignments language training, country-specific cross-cultural training and general cross-cultural training. The specific nature of the cross cultural, i.e. whether it was either country specific or general was not investigated furthermore from the answers given by the participants to the interviewer, any, such training was limited to either a short course including advice on dress code, culture, and safety or a handbook that offered advice on these topics.

According, to Black & Mendenhall, 1990; Caligiuri, Phillips, Lazarova, Tarique, & Burgi, 2001; Eschbach, Parker, & Stoeberl, 2001, cross-cultural training has been widely accepted as having a positive effect on expatriate managers' performance. In recent years, companies have had to recognize the importance of cross-cultural training, and there is an increase in providing it for the employees (see, e.g., Windham International & National Foreign Trade Council, 1998). Per the Windham/ NFTC study, 70% of companies reported that they provide at least one day of training for employees going on expatriate assignment. Additionally, those goals expected to be achieved on an international assignment should be designed in a manner that allows greater discretion and outlines the roles of the expatriate clearly in their host company. (Steuer & Wood, 2008). Furthermore, multinational firms should communicate what realistic levels of performance are expected of the expatriate in an assignment at an early stage so that the individual is not forced into performing too much in too short a time or too much is not expected too soon (Vickers, 2008). Organizations therefore must provide expatriate managers with suitable training especially in the case when they are likely to experience greater roles of novelty in their assignment such training would ultimately assist them in their cross-cultural adjustment. Cross-cultural training is of importance when expatriates are sent on assignment to Arabic cultures like Libya where national and organizational culture is very different.

7.2 National Culture/Culture Novelty

Having decided to send employees on expatriate assignments and completed a selection process and then offering some level of cross-cultural training the next section of this discussion considers what affect a new national and work culture would have on an expatriate managers' cross-cultural adjustment. As was mentioned in the introduction to this study the Libyan oil industry faces a variety of problems regarding expatriate adjustment, apart from the problem of adjustment by the expatriate managers themselves in oil companies. This is because differences in national and organizational culture in the companies that expatriate managers come from and those that they work in while on international assignment.

In the questionnaire issued to respondents to my survey, national culture was investigated by adapting questions from Hofstede (1980, 1991, 1997, 2001) and the work of Black, Mendenhall & Oddou (1991) who to move toward a theoretical framework for guiding future research, integrated theoretical and empirical work of both the international and the domestic adjustment

literatures. As I was also interested in the work of Konanahalli, et al (2012) who explained that to be able to perform abroad, expatriate managers must harmonize themselves to the conditions prevailing in the host country which include getting accustomed to living, working and interacting with the host country nationals. I also adapted questions from the work of Khalil and Abu-Saad (2009) who explained that differences in work values in a wide range of cultural settings indicates that they are key constructs in the socialization process and reflect conditions of education, occupation, politics, religion, culture, and the family. The work of Khalil and Abu-Saad, (2009) also relates to the fact that in the West the concept of the individual has been the basic to social thought whereas the opposite of this is true in Arab society, which has tended to de-emphasize the individual and place greater emphasis instead on the network of obligations and responsibilities that the individual assumes as a member of his family and his immediate community. The traditional Arab values emphasize the group rather than the individual as Arab society is a collectivist one. Group dynamics are of importance in cross-cultural adjustment as social identity theory (SIT) proposes that one's self-concept is comprised of a personal identity, and social identities, based on group memberships this theory and social categorization theory (SCT) are Western ideas that may not apply to the Libyan context. These theories are discussed in greater detail in (section 7.3, p168).

Four items were used in my questionnaire to measure the respondents' attitudes to national culture. Many strongly and mildly agreed that in their home country (the country which they are from) a person's loyalty is to his/her immediate family, and that dominant cultural values emphasized a work ethic expressed in terms of money, achievement and recognition. A significant percentage of these respondents also agreed that culture in their home country adopted strict codes of behaviour and a belief in absolute truths. To assess the level of cultural novelty respondents felt abroad, five items were introduced to determine how the items were viewed in terms of their similarity or difference from the expatriate managers' home country to the country they were sent to work in. Many respondents believed that it was important to follow everyday customs must be followed and available quality and felt that the types of goods were either similar or different to their country. This effort at socialization by expatriates to assist in their cross-cultural adjustment can also be linked to the theories of SIT and SCT which are discussed later.

National Culture/Culture Novelty were also considered when questioning participants in the subsequent interviews carried out for my research. The expatriate managers, both Westerners and Libyan nationals, were asked to indicate any difficulties they encountered with the national culture and cultural novelty they experienced when they worked abroad. I also wanted to get an impression of the national culture in each participant's home/host country. In his work, Geert Hofstede theorized and developed a typology consisting of cultural dimensions by which a society may be classified: power distance, uncertainty avoidance, individualism, masculinity, and long/short term orientation (see section 2.3, p19). This is the most widely cited theory addressing the effect of culture on cross-cultural management. These cultural differences have implications for expatriate managers working abroad; for example, although a system that rewards individual efforts (or group efforts) might be quite effective in some cultures, such a system maybe resented in others. Differences in culture can pose problems for these managers, when the difference between the national culture of the host country and the national and organizational culture of the multinational creates problems with the acceptance, implementation and effectiveness of management practices in host countries. This cross-cultural difference in management practices is considered further in section 7.4.

The statements participants were shown and asked to comment on were drawn from Hofstede's work on the dimensions of national culture see (section 2.3, p19) the differences he suggests in national culture will influence the group dynamics in an organization and the cross-cultural adjustment of expatriate managers. In their responses to the statement "a person who lacks power in our society would easily accept this power contrast and would be at ease with it", which relates to the 'Power distance' dimension. I thought it was important to gauge responses from the Western managers in comparison with their Libyan counterparts as any difference in expatriate managers' perception of the national culture in which they were working would influence their adjustment. Interviewee No 5 from Scotland stated that he did not think the less powerful people in society accept inequality in power and consider it normal, certainly not in Scotland anyway, but in Libya he said "it was, to a certain extent, true." This fact would influence the cross-cultural adjustment of Western managers sent by their companies to work in Libya, as they would struggle to accept, what appeared to them to be, a less than equal society. This manager from Scotland also stated that Libya was dominated by different values to the values in his home country. In Libya, he felt religion came into things a lot more than it does in his country, even regarding work. This participant also felt in relation to a person's loyalty whether it was in his

home or host country, a person's loyalty is to their family, immediate family; that is the priority". This statement was related to the 'Individualism' dimension which is described as a cultural predisposition in which a person's allegiance is to his/her immediate family. The influence of religion in Libya and the collectivist view of society would be of concern to visiting expatriate managers particularly from the West where societies are often much more secular and individualism influences people's feeling of identity (SIT) and group dynamics (SCT) see section 7.3. Two other participants both Libyan agreed with the statements that religion came into things a lot more in Libya than, even regarding work. They also felt in relation to a person's loyalty whether it was in the home or host country, a person's loyalty is to their family, immediate family.

The mid-level manager from the UK stated that "Yes, actually the culture is very strict in Libya, so we have to stick uh. . . to the culture of the host country. Interviewee No 8 from Canada stated that it was not true that "a person who lacks power in our society would easily accept this power contrast and would be at ease with it" in her home country, and felt that it was not true in Libya, especially after 2011. This female Canadian manager stated that in the host country (Libya) work ethic was expressed in terms of money. The female Canadian manager also felt that "there are general social codes of behaviour in my home country but I would say that the host country places a greater emphasis on religion". The American participant thought that the culture in his home country was dominated by cultural values that emphasize a work ethic expressed in terms of money, achievement and recognition. The perception shared by these participants that they found less of an emphasis on collectivism in Libya than they expected is perhaps an indication is perhaps an indication of the Americanization in Libya. In their responses to the statement "a person who lacks power in our society would easily accept this power contrast and would be at ease with it". One senior Libyan manager stated that he did not think this was the case in Libya. Another senior Libyan manager felt that the culture in his home country used to be dominated by cultural values that emphasize a work ethic expressed in terms of money, achievement and recognition but now he says "work ethic is not important if you can generate a lot of cash". Another Senior Libyan manager amongst the participants responded positively to the statement that culture in your home/host country expects a person to adopt strict codes of behaviour and a belief in absolute truths.

7.2.1 Organizational Culture/Work values

The model which has been the central discussion point in this research identifies three organizational factors that can significantly affect the expatriate adjustment. These are organizational culture novelty; social support from co-workers and superiors; and logistical support all of which were discussed in Chapter Three, section 3.1, p28. Organizational culture novelty; social support from co-workers and superiors; are expected to impact primarily on work adjustment, whereas logistical support is expected to impact primarily on interaction and general adjustment to national as well as organizational work values.

All my participants, felt that employees should “Have good achievements and accomplishments”, and agreed that differences in work values/organizational culture in his host company influenced an individual’s ability to adjust. A few other participants also felt that differences in work values/organizational culture influenced their ability to adjust. Most of the participants stated that they had no real difficulty adjusting to either the difference in work values/organizational culture. The Senior Manager from Canada, who was the only female of the group, stated when asked about her adjustment in the face of differences in work values/organizational culture between her home country and Libya stated that “I noted the difference in the culture and management /leadership style and I adapted to it so no, it didn’t influence my ability to adjust”. This suggest that this participant, perhaps because she was female or perhaps due to many years of experience had the ability to adjust easily. This participant obviously had no difficulty with her own identity (SIT) or her ability to adapt to group dynamics (SCT).

7.2.2 Management approach and Leadership Style

All the Libyan Managers stated that they had no difficulty adjusting to the work values/organizational culture/management approach or leadership style in their host company’s. One Libyan manager who had worked abroad on a few occasions stated “I adjusted easy (easily) you know. When I came to England, I accept the new system and I’m very flexible and open to other values- so there is no effect at all”. The Manager from the US felt that cooperation commitment, teamwork, strong ethics, honesty and dependability were important work values. One Libyan participant felt cooperation was an important work value but also listed competition, continuously improving and good work benefits. Another Libyan junior manager said that for him

the most important work values were good work benefits, and competition. Another said "...it should be work that is uh. . . that gives you motivation for trying to do your best". The results from my study shows that many participants felt that the most important work value was cooperation and this implies adapting oneself to be considered a part of the group.

There are reports which suggest that the expatriate managers were unable to perform up to the expectations of their superiors (Black & Gregersen, 1999) since job novelty impacted on the expatriate performance. Organizational culture and novelty also have a significant impact on the expatriate's performance. Even though cultural novelty referred to by Jenkins and Mockaitis (2010) as working with other individuals from different cultures in an unfamiliar environment may be having an impact on the expatriate performance. There are some researchers who fail to distinguish between cultural novelty in general and organizational novelty. As part of my research I wanted to gather the opinions of these participants regarding the affect management has on the way employees carry out their work. But I also wanted to discover whether any difference in work values/organizational culture as these would certainly influence an individual's level of cross-cultural adjustment whether they were Libyan or non-Libyan. There is also a case for suggesting that the novelty of an organizational culture can have a significant impact on the expatriate performances. This may be because any difference between the organizational culture and work culture may lead to increase uncertainty that is associated with the assigned task in a different work environment with different roles. Additionally, however there are factors that the expatriate managers carry with them to their assignments that are responsible for non-adjustment.

The review of the literature revealed that in countries with a high collectivist orientation (like Libya) in their national culture, there is a tendency to employ an organizational culture that leans toward cooperative decisions as opposed to individual decision-making (Humphrey, 1996). This means that consensus and co-operation is more valued than individual initiative within the organizational culture. Effort and motivation derive from a sense of belonging, and rewards are based on being part of the group. Socio-cultural and psychological issues were previously discussed in Chapter Three, section 3.2.2, p31. If an expatriate manager was not from such a country this could lead to feelings of disorientation and effect their adjustment.

Additionally, from the literature reviewed it appears there is a stereotypical view that a different work culture and work ethic exists in Libya, one that Western expatriate managers might have difficulty adjusting to. Results from the analysis of my qualitative data collected from both Libyan and non-Libyan participants show that a person's loyalty whether at home or in host country, is to their immediate family; that is the priority". This statement was related to the 'Individualism' dimension which is described as a cultural predisposition in which a person's allegiance is to his/her immediate family. All the participants in my study are expatriate managers in a sense, as they are either working in Libya having come from a foreign country or are commenting on their experience of working abroad in the West. As I mentioned earlier for an expatriate manager coming from an individualized society to a more collective one or vice versa, there may be some difficulty in adjusting or feeling they are really a part of the group. Such feelings are related to the theories of SIT and SCT which are considered further in Section 7.3.

Khalil and Abu-Saad, (2009) explained that work values in a wide range of cultural settings indicates that they are key constructs in the socialization process and reflect conditions of education, occupation, politics, religion, culture, and the family. Their work also relates to the fact that in the West the concept of the individual has been basic to social thought whereas the opposite of this is true of Arab society, which has tended to de-emphasize the individual as an end in and of itself and emphasize instead the network of obligations and responsibilities that the individual assumes as a member of his family and his immediate community. Traditional Libyan values emphasize the group rather than the individual, as Arab society is a collectivist one.

As I wanted to gather the opinions of these participants regarding the effect management has on the way employees carry out their work as well as any difference in work values/organizational culture/management approach or leadership style in their host company which affected their ability to adjust. The participants were asked to comment on these matters they were also asked if they had any further comments to make on any of the topics we discussed. There were many participants who felt that employees should "Have good achievements and accomplishments", but also agreed that differences in work values/organizational culture/management approach or leadership style in your host company could influence an individual's ability to adjust. One of the Libyan participants stated that he thought management style in his host company "was the most significant thing to adjust to". All the remaining participants stated that they had no real difficulty

adjusting to either the difference in work values/organizational culture/management approach or leadership style in his host company. The Senior Manager from Canada, the only female of the group, also stated when asked about her adjustment in the face of difference in work values/organizational culture/management approach or leadership style that having noted “the difference in the culture and management /leadership style I adapted to it so no, it didn’t influence my ability to adjust”. She also strongly believed that employees who are not fully engaged may not put that extra effort into “achieving exceptional work or be innovative if they are poorly managed, or badly managed”. One of the Libyan managers stated “I adjusted easy (easily) you know. When I came to England, I accept the new system and I’m very flexible and open to other values- so there is no effect at all”. When he was asked for further comments Interviewee No 3 said

“...about the general mood of the Libyan employees is changed you know- so the management approach slightly changed after the Libya Revolution (on) 17th February 2011 because the Libyan employee’s mood changed and the Libyan people became more possessive and sensitive to their rules and comments from the managers and from the supervisors and the coordinators. So, what I’m trying to say is that the Libyan employees before the Revolution were obeying the rules; but now, not any more. So, it’s difficult to manage with this environment, you know what I mean?”

My study identified different factors of culture, work values and managerial styles that influence expatriate managers working in trans-national oil companies operating in Libya.

7.2.3 Expatriate Adjustment/Experience and Behaviour

As an objective of my study was to investigate cross-cultural adjustment and produce a Model of the Cross-Cultural Adjustment (CCA) Process I wanted to add to knowledge by discovering what effect previous experience had on an individual expatriate managers level of adjustment over time and to investigate the ways that expatriate managers change their style of working to ‘fit’ the organizational cultures in which they find themselves. But I also wanted to highlight any behaviors they had adopted to assist them in adjusting.

The qualitative analysis of the data from my interviews show that both British participants had, had difficulties in adjusting to their new culture and stated that general working conditions and the transport system were of difficulty to them. The two Canadian respondents disagreed on the

nature of any difficulties they experienced while working abroad in a new culture the first explained that when he had first gone abroad it was the general living conditions and the transportation systems that were very bad. However, “they’ve improved quite a bit over the last twenty-five years. Back then, they were not very good”. This participant having had experience of working abroad the other said “I really didn’t find any of these really difficult to adjust too”. The participant from the US stated that “Treatment of women, refusal to consider others’ opinion versus their own- freedom does mean that one is free to do whatever they please”. He had serious concerns about the culture in Libya but was confident in his ability to adjust.

One Libyan manager stated that he had difficulty with the everyday customs (in his host country) as everything was done he said “on a more personal level” and he was more accustomed to a more collectivist society. Another Libyan manager had had difficulty with general work conditions while another had difficulty with “The consumable culture (spend all money you make) in Europe, especially from young people and the lack of ethics and general living conditions.” The Swedish participant who was working as expatriate in Libya pointed out that his greatest concern was with security in the country.

The results from my study show that there are five participants with Level 5 adjustment including the Manager from the US, a Senior manager from Canada, and a Mid-level manager this time from Sweden. Two Libyan are also Level 5 adjusters one who had worked most recently as an expatriate in Canada and another who had spent his most recent international assignment in the UAE. This Libyan Manager informed me that he had a very deep interaction with host nationals and he attended most of the local holiday celebrations, he used socialization to improve his adjustment. Perhaps this level of interaction was the reason for his adjustment or perhaps it was the similarity in culture between Libya and the UAE. The expatriate managers with Level 5 adjustment scores from Canada, Sweden and the US all stated they had interacted extensively with host nationals and socialized with them and daily and ate with these work colleagues.

The participants were also asked if they developed any strategies while working abroad that helped their adjustment to the host company and helped them identify with the predominant group. One said he developed an understanding and respect of the Islam religion, another

suggested trying to and be open and try to see their way rather than your way. The Level 4 adjusters stated they interacted frequently and socialized daily with their host national colleagues. Their advice to other expatriate managers working in a foreign country included being able to, communicate in their language and trying to get immersed in the culture by socializing and educating oneself about the host culture. However, one Canadian stated he had no behaviors or a strategy he could suggest to other expatriate managers working in a foreign country. If these Level 4 adjusters had themselves become immersed in the host culture by socializing and they had educated themselves about the host culture, what caused them to feel only slightly adjusted. Perhaps their difficulty lay with the host organization itself therefore I next asked if there were any differences in the participant's home versus host organizational culture and work values they experienced abroad that may have effected their feeling of adjustment.

As the focus of my study into expatriate adjustment I adapted the work carried out by a few authors to form my questions in the next section of the questionnaire, these included Selmer et. al (2007); Wang & Tran, (2012). In 2007 Selmer et. al pointed out that adjusting to a different cultural context is a challenge to expatriate managers that they must deal with daily. In most of the substantive body of theory and research on this topic as well as in the literature on international adjustment of expatriate managers there is an assumption that growing cultural dissimilarity between host and home culture, i.e. "cultural distance" (CD) will increase adjustment difficulties. I wanted to identify the key characteristics of national and work culture and work ethic that influence cross-cultural working for expatriate managers.

Most of the Libyan managers questioned stated that they had no difficulty adjusting to the host companies they had worked at. However, interviewee No 10 a Libyan Senior Manager who had been on international assignment admitted he did have some difficulty adjusting "Possibly some related to general work condition". Amongst the Western participants there was only one who had scored himself Level 4 on the adjustment scale in the questionnaire and at interview initially stated he had no difficulties either. But then when on to say his difficulty was with inexperienced management in his host company. When this participant was prompted to explain the aspects of organizational culture he found most difficult to adjust too, he nominated the expectations of management and said that they expect too much and require answers very quickly which is quite difficult. Another Level 4 adjuster who initially stated she had no difficulty adjusting, then said

she did have some difficulty with the lack of urgency but then they expected results or action without any warning. Many participants claimed general work relations in their home company compared to their host company were the same. Most of the participants also stated that there was no difference between the work values that are most prevalent in their home country compared with their host country indicating this was not a reason for difficulty in adjusting. There were however, various answers in response to the question regarding the organizational culture effect on employee's approaches to their work only a small group of the Western participants did not believe this was the case. All the Libyan managers felt that organizational culture in their host company did affect employee's approaches to their work although one said "Yes it affects the employee's approaches but not very much, you know" and two other said "only to a certain extent". The managers from the US and the UK also felt that there was an effect.

As part of the quantitative data gathered from the results of the questionnaire it has been shown that in response to the fourteen statements used to assess the respondents' attitudes towards the expatriate adjustments, the resulting mean and median, indicate the respondents showed neutral feeling towards the majority of statements concerning factors those could affect expatriate adjustment, which were entertainment/ recreation facilities and opportunities, health care facilities, shopping, respectively. Feelings of slight adjustment were observed for living conditions in general, cost of living, housing conditions, interacting with host nationals outside of work, food, socializing with host nationals, socializing with host nationals, respectively. Also, a slight adjustment score was indicated in relation to performance standards and expectations, interacting with host nationals on a day-to-day basis, speaking with host nationals, supervisory responsibilities and specific job responsibilities.

The qualitative results from the data I collected during the interviews reveals that those participants who feel the most adjusted tend to be those who have worked abroad many times in different countries albeit for small periods of time. However, Interviewee No 8 the female Canadian manager was an exception for although she felt a strong level of adjustment she had only been on an expatriate assignment once to Libya. This was also the case for Interviewee No 12 a Libyan manager who had also only been on international assignment once to Canada and Interviewee No 14 who had only been international assignment in the UK.

Of all the participants nine felt slightly adjusted they ranged from Libyans to a Canadian and a Scot all of whom had only been on international assignment once or twice. When the participants were asked if they had developed any strategies while they were abroad to help them adjust to the new culture they found themselves in. Openness and trying to develop trust with the local co-workers was important as was respecting the country and culture as well as accepting people for who they are, respecting their different opinions. Of the five Libyan managers, two advised being open-minded to everybody, as well as to the other culture and values in the host culture. The remaining Libyan managers offered more limited advice one suggesting expatriate managers fit into the local culture as much as possible, but be able to complete job function, another recommended getting involved in the everyday customs. The final Libyan manager was confident and stated that he could now adjust to any culture within the first week or two. Another found that adjusting to a host country became easier as you gained experience of working abroad as did all the other participants. Both British respondents stated that their levels of adjustment had increased with experience. Of the two Canadian expatriate managers' the first simply said that his adjustment level had improved. But the other explained that "The major change is to realize that the responsibility of adjusting is my responsibility so I managed my expectations and so the level of adjustment increased." In my research, I wanted to link the adjustment factors discussed in 7.1 and 7.2 with the theories of SIT and SCT. Although I have made some links in the writing above I follow this with a further discussion in section 7.3.

7.3 Social Identification/Categorization

This study also investigated four topics that were not included in the questionnaire, the first section of the interview schedule investigated social identity theory (SIT) which proposes that one's self-concept is comprised of a personal identity, and social identities, based on group memberships. In this conceptualization, an "in-group" is a group to which one belongs, while an "out-group" is a relevant comparison group which is viewed in contrast to one's in-group. This quest for positive distinctiveness means that when people's sense of who they are is defined in terms of "we" rather than "I", they want to see "us" as different from and better than "them" to feel good about who they are and what they do. As part of my investigation of SIT and the effect on cross-cultural adjustment I was particularly interested in the work of Peltokorpi & Froese (2012) in which they considered personality traits, in connection, with a person's ability to adjust. The phrase they use is prototypical personality traits that predict expatriate adjustment in host

countries. The Big Five dimensions of personality were related to in Chapter Three, (section 3.3.5, p 40).

I asked my participants questions to reveal something of their personality, what they perceive as achievements and interests and the work values that are most important to them. The Manager from the US said he was “agreeable, conscientious, stable” and that to be successful an individual must rely on themselves, yes, but stated that “everyone needs help from time to time”. Amongst the Libyan Managers there were a variety of responses. Libyan managers stated they were either honest and open, agreeable or more stable than open, Interviewee No 12 stated he was an extravert. Of course, from these big five personality traits it could be expected that participants would chose the ones they felt were most appropriate and show themselves in a good light. Therefore, they were also asked questions that I hoped would indicate their personality at a deeper level. One Libyan manager believed that “to be successful an individual has to rely on themselves although they must uh, be able to work effectively as a team member”. Amongst the remaining managers, all but one agreed that a person be proud of his/her own achievements and accomplishments and be the best judge of their own best interests. However, Interviewee No 14 the extravert when asked should a person be proud of his/her own achievements and accomplishments and be the best judge of their own best interests, stated that it depends on the type of job.

In this thesis, I wanted to consider Turner’s Social Categorization Theory {SCT} (1985) to better understand the role of the group in encouraging successful expatriate adjustment. These, SIT and SCT, theories seek to clarify the distinction between social identity and personal identity, expanding the remit of social identity research from intergroup relations to group behaviour in general (Reicher et al., 2010). Social Categorization Theory goes beyond Social Identity Theory as it proposes that interpersonal behaviour is not simply underpinned but also made possible by a salient personal identity, just as intergroup behaviour is both underpinned and made possible by a salient social identity. The most important thing to consider therefore is when a person’s sense of identity shifts from the personal to the social level for then there is a corresponding shift in emotions and attitudes. Social identity theory proposes that one’s self-concept is comprised of a personal identity, and social identities, based on group memberships. In this conceptualization, an “in-group” is a group to which one belongs, while an “out-group” is a relevant comparison group

that is viewed in contrast to one's in-group. Through the process of differentiation between in-groups and out-groups, individuals show favoritism toward their own group and act discriminatorily against the relevant out-groups.

The literature reviewed concerning personality indicates that there is a relationship between personality and cultural factors (Schwartz, 1994) he proposed a cultural value symbolizing the relationship. It is suggested that there are two broad cultural archetypes of societies which have different assumptions about life and work that could be characterized as contractual culture and relationship cultures (Schwartz, 1994). The literature also indicates that in the West cultures are more individualistic, these cultures are characterized by small power distance, weak uncertainty avoidance, short-term orientation, and inner-directed, contractual, autonomy, tension between mastery and egalitarian commitment / harmony. One hypothesis suggested in the literature reviewed by Tun Cli and Peiperl, (2009) and Peltokorpi and Froese (2012) is the cultural fit hypothesis which maintains that it is not only the expatriate personality traits per se, but the cultural fit between expatriate personality traits and host country cultural values, norms, and prototypical personality traits that predict expatriate adjustment in host countries.

As I said an objective of this research was to discover the impact of (SIT) and (SCT) I was particularly interested in their impact on cross-cultural adjustment and the identity of expatriate managers working in Libya and those Libyan nationals who had worked abroad. In their work Tajfel and Turner (1979) Turner (1985) developed Social Identity Theory (SIT) and Social Categorization Theory (SCT) to better understand the role of the group in encouraging successful expatriate adjustment. Both these theories are linked by their concern with the processes that surround the way that people define themselves as members of a social group. It is through the process of differentiation between in-groups and out-groups, that individuals show favoritism toward their own group and act discriminatorily against the relevant out-groups (Tajfel & Turner, 1979). In my opinion these theories are applicable no matter the culture an expatriate manager comes from or is visiting. The literature investigated in Chapter Three (section 3.3.3, p. 39) revealed that psychological group formation was a matter of social identification rather than group cohesion according to Turner (1978). He theorized that people were part of a group not because they developed positive interpersonal attitudes based on mutual need satisfaction but based on how they defined themselves in terms of a shared social category membership which led

to a shared social identity that emerged because of cognitive criteria such as shared fate, shared situation, or shared positive or negative attributes.

In previous research the concept of subjective well-being has been applied, in connection, with outcomes of expatriate adjustment. Black et al. (1991) argued that the degree of cross-cultural adjustment should be treated as a multidimensional concept rather than as a unitary phenomenon. The socio-cultural notion of this adjustment therefore emphasizes the theory of learning social behaviour and social skills that are practiced in a foreign culture and that underline the attitudinal factors (Black & Mendenhall, 1991). The quantitative analysis for my research indicated that the highest level of strong agreement from respondents to the questionnaire in this topic area regarding adjustment was for “worked closely with these people”, “spent much time with these people at work” and “saw these people often”, respectively. The feeling of slight adjustment was observed for living conditions in general, cost of living, housing conditions, interacting with host nationals outside of work, food, socializing with host nationals, socializing with host nationals, respectively. This guidance to promote social behaviour and incorporate social skills was also apparent from the qualitative analysis of my interview data where many interviewees made positive suggestions. These included, being open-minded to everybody, to the other culture, to the other values in the host culture. It was also suggested that expatriate managers reading local magazines and newspapers, or having a long talk with others experiencing the same challenges and accepting invitations to activities that will allow you to see areas of the host culture outside the office and meet new people. This advice compares well with Olsen and Martins (2009) suggested that psychological adjustment can be linked to a sense of belonging to a group or groups.

In 2007 Jabnagin explained that to build a strong corporate culture that allows employees a shared situation an organization must develop a frame of reference to create a viable social identity. This framework will shape the shared attitudes, values, goals, and practices that then characterize the organization. For my research, social identification is where people become a group not insofar as they developed positive interpersonal attitudes because of mutual need satisfaction but insofar as they defined themselves in terms of a shared social category membership. Social categorization, according to Turner (1987), argues that demographic differences such as physical appearance and language, ethnocentric attitudes, values dissimilarity

and perceived pay discrepancy between expatriate managers and Host Country Nationals (HCNs) increases the salience of nationality among HCNs and leads to their out-group categorization. This in turn prevents HCNs from exhibiting helping behaviors towards expatriate managers within their organization.

Thus, expatriate managers are less likely to adjust to the host environment and more likely to exhibit poor performance in their work. Toh (2003) theorized that HCNs will be less willing to engage in helping behaviors towards expatriate managers if they feel expatriate managers are a part of an out-group. An out-group can be categorized based on race, color, gender and ethnicity (Salk & Shenkar, 2001). In the framework that Toh (2003) provided she argues that salience of national identity leads to out-group categorization. However, she argues that internal factors such as demographic differences, values dissimilarity, ethnocentric attitudes and pay discrepancy increases the salience of national identities and thereby create an 'us versus them' mind-set among HCNs and expatriate managers. In Libya expatriate managers are typically recruited by oil companies and those in other industries to provide managerial and technical skills that are found to be lacking in the Libyan pool of manpower. The reasons for ineffective or unsuccessful expatriate assignments refer to 'culture shock', stress, frustration, interaction with strangers, different political systems and institutional work practices and expatriate managers' family flexibility. Personal and social identity and belonging to an in-group or not fit within the remit of this study of cultural adjustment as I have explored whether managerial, organizational or societal factors contribute to an individual's level of adjustment. Both these theories are linked by their concern with the processes that surround the way that people define themselves as members of a social group. It is through the process of differentiation between in-groups and out-groups, that individuals show favoritism toward their own group and act discriminatorily against the relevant out-groups (Tajfel & Turner, 1979). In my opinion these theories are applicable no matter the culture an expatriate manager comes from or is visiting.

The application and investigation of SIT and SCT theories allows this study, not only to add to knowledge but also to produce a framework for future research studies to understand how expatriate managers from various nationalities adjust their working styles to fit into the Libyan (national and working) culture. The fact that there is an increase of business globalization leading to international mobility and therefore cross-cultural adjustment makes this topic highly relevant.

This completes the discussion of the results from the quantitative and qualitative data collected by way of a survey involving a questionnaire and interview of respondents and participants who were either expatriate managers or Libyan nationals who to some extent felt a level of cross-cultural adjustment while working abroad. In the final Chapter of this thesis the key conclusions as well as the contributions and implications for practice are presented.

Chapter Eight

Conclusions, Contribution and Limitations

8.0 Introduction

As was pointed out in the introduction to this research the Libyan oil industry has faced problems regarding expatriate adjustments (see section 1.3) additionally as recent studies have found trans-national companies are facing greater difficulties in managing their personnel on international assignments. Amongst the reasons listed that could lead to an expatriate manager being unsuccessful on international assignments are; culture shock, stress, frustration, interaction with strangers, different political systems and institutional work practices as well as an expatriate manager's family flexibility (Chi and Levitt, 2009; Fish, 2005; Rosenbusch & Cseh, 2012; Andreason, 2008). These can affect some expatriate managers feeling of adjustment to their host company and their host country.

This study investigated both internal and external factors that influence expatriate managers' abilities to adjust when working in Libyan TNOCs therefore both job related as well as national and organizationally related factors are to be considered as management in Arab countries has been argued to be different from that in other countries see section 4.3, p50. The topic of my study is highly relevant today due to the increase of business globalization leading to international mobility therefore cross-cultural adjustment is becoming a common experience for a growing number of employees sent on long-term international assignments. There is a problem of adjustment which is faced by the expatriate managers in oil companies in general because difference in culture and organizational structure. However, there is also an unstable government now and policy relating to expatriate managers in Libya is adversely affected by the security concerns for an expatriate working in these oil companies as was pointed out by a participant to my study. There is a need for Libya oil companies to train, develop and retain staff who have acquired expatriate expertise so that they can assist these companies to compete in the wider world markets. I would hope that my own model of the Cross-Cultural Adjustment Process could assist organizations in Libya to better address the difficulties faced both by expatriate managers visiting our country as well as those managers we send abroad.

In a variety of Libyan companies but particularly in the oil sector there have been problems regarding expatriate managers. The most important problem of adjustments by expatriate managers is because differences in national and organizational culture. The major challenge facing international organizations therefore concerns how effectively they use their expatriate

managers to deliver value on their overseas assignments. The expectation placed on an expatriate manager therefore is to perform their usual functions in a totally different and complex environment and become adjusted as quickly as possible. These expatriate managers would have to be able to harmonize themselves to the conditions prevailing in the host country. Expatriate managers would also have to get accustomed to living, working and interacting with the host country nationals a process that is commonly referred to as 'cross-cultural adjustment'. If we consider for a moment the facts that Libyan oilfields and workplaces are in the middle of the Southern desert regions which are empty of people/cultural interest and a long way from any cities etc. Non-Muslim westerners may have difficulty with the fact that there are restrictions on alcohol consumption furthermore the distances and conditions involved as well as the instability in the country would detract any expatriate from bring their family out even for a holiday. I myself have had experience working in the Libyan oil industry as a manager but not as an expatriate, but my personal experience of being an expatriate will be highlighted in section 8.8.

There is according, to the literature reviewed a difference between socio-cultural and psychological adjustment. I wanted to investigate the possibility there might be a close relation between the two. Socio-cultural adjustment refers to the ability of an individual to fit in the culture or effectively and efficiently mix with the host country culture, adjustment can be linked to a sense of belonging to a group or groups. My review of the existing research found that inadequate cross-cultural adjustment is a key determinant of poor expatriate performance and early repatriation. As I mentioned in Chapter One my more recent experience as an expatriate living and studying in this country have given me an insight into the types of difficulties an expatriate in any country might experience. I and my family initially had difficulty with the language but soon overcame this problem. My wife and children have now managed to integrate as I have done and now no longer experience any great difficulty with the culture. It is these experiences that motivated me to conduct my research into management and the problems faced by expatriate managers who are asked by their companies to live and work abroad in a different culture. Additionally, I wanted to discover if these managers could provide any insights into becoming adjusted effectively. An initial objective of this study was to identify from the extant literature the key characteristics of national and work culture that influence cross-cultural working for expatriate managers. Explore Tajfel and Turner's Social Identity Theory {SIT} (1979) and Turner's Social Categorization Theory {SCT} (1985) to discover their impact on cross-cultural adjustment and identity of expatriate managers and Libyan nationals in the Trans-National Oil Companies (TNOCs) in Libya. Conduct a survey of expatriate and host country managers in Trans-National Oil Companies (TNOCs) operating in Libya to identify characteristics of management cultural values and managerial styles that might impact on the adjustment of these in the Libyan oil industry. Discover whether managerial or organizational

factors have an impact on individual's adjustment or whether an individual's personality plays a part.

The objectives of this research are to:

- a. Identify from the extant literature the key characteristics of national, organizational culture and work ethic that influence cross-cultural adjustment for expatriate managers.
- b. Explore Tajfel and Turner's Social Identity Theory {SIT} (1979) and Turner's Social Categorization Theory {SCT} (1985) to discover their impact on cross-cultural adjustment and identity of expatriate managers in the Trans-National Oil Companies (TNOCs) in Libya and those Libyans who have worked abroad.
- c. Conduct a survey of expatriate and host country managers in Trans-National Oil Companies (TNOCs) operating in Libya to identify characteristics of Libyan management cultural values and managerial styles that might impact on personal identity and adversely affect the adjustment of these expatriate managers in the Libyan oil industry.
- d. Discover whether cultural difference and managerial or organizational factors have an impact the creation of in-groups or out-groups that influence individual's adjustment.
- e. To produce because of the data gathered in the survey a Model of the Cross-Cultural Adjustment (CCA) Process for a Libyan/Arabic context.

8.1 Identifying the key characteristics of national and work culture and work ethic that influence cross-cultural adjustment for expatriate managers

As part of this study I initially carried out a review of the literature to identify the key characteristics of national and work culture and work ethic that influence cross-cultural working for expatriate managers. The literature revealed that there have been many reports which suggests that the expatriate managers were unable to perform up to the expectations of their superiors (Black & Gregersen, 1999). There is also a case for suggesting that the novelty of an organizational culture can have a significant impact on the expatriate performances. This may be because any difference between the organizational culture and work culture may lead to an increase in uncertainty that is associated with the assigned task in a different work environment

with different roles. Additionally, however there are factors that the expatriate managers carry with them to their assignments that are responsible for non-adjustment. The review of the literature revealed that in countries with a high collectivist orientation (like Libya) in their national culture, there is a tendency to employ an organizational culture that leans toward cooperative decisions as opposed to individual decision-making (Humphrey's, 1996). This means that consensus and co-operation is more valued than individual initiative within the organizational culture. Effort and motivation derive from a sense of belonging, and rewards are based on being part of the group. If an expatriate manager was not from such a country this could lead to feelings of disorientation and affect their adjustment. Additionally, from the literature reviewed it appears there is a stereotypical view that a different work culture and work ethic exists in Libya, one that Western expatriate managers might have difficulty adjusting to. Results from the analysis of my qualitative data show that a person's loyalty whether at home or in host country, is to their immediate family; that is the priority". All the participants in my study are expatriate managers in a sense, as they are either working in Libya having come from a foreign country or are commenting on their experience of working abroad in the West. As I mentioned earlier for an expatriate manager coming from an individualistic society to a more collective one or vice versa, there may be some difficulty in adjusting or feeling they are really a part of the group. Such feelings are related to the theories of SIT and SCT which are considered further in the next section.

8.2 The impact of Social Identity Theory and Social Categorization Theory on cross-cultural adjustment

There have been critics of SIT among them Kenny et al, (2011) who challenged the idea that homo-sociability is part of human nature and 'hard wired' into our brains. Other critics of SIT point to the role of discourse in shaping who we see as 'one of us' or 'one of them'. Therefore, an individual's sense of the 'in-group' may be flexible and contingent on the context they are in and homo-sociability may simply act to maintain the status quo in an organization. The maintenance of a comfort zone of identity is important to individuals and can lead to them effectively excluding themselves from experiences that might unsettle that zone. There is a tendency for people who share a common language or similar culture to participate in informal activities which tend to lead to friendships and acquaintances between people whose values and interests are, in effect, broadly shared. However, expatriate managers may find themselves in the minority working in a host country, culture and company and Kenny et al, (2011) raises the point that in certain cases, the homo-sociability of those who remain outside the dominant order can contribute to maintaining existing divisions. Marginalized groups perhaps of expatriate

managers from the same country or from a similar culture may stay marginalized due to the fact they tend to associate mainly or even exclusively with others in the same group as them.

However, the difficulty arises for expatriate managers due to social categorization which according to Turner, (1987), increases the salience of nationality among Home Country Nationals (HCNs) and leads to their out-group categorization. This is caused by demographic differences such as physical appearance and language, ethnocentric attitudes, values dissimilarity and perceived pay discrepancy between expatriate managers and HCNs. Consequently, HCNs can be prevented from helping expatriate managers adjust to the host environment and they in turn are more likely to exhibit poor performance in their work. There is a case to be made that internal factors such as demographic differences, values dissimilarity, ethnocentric attitudes and pay discrepancy increases the salience of national identities and thereby create an 'us versus them' mind-set among HCNs and expatriate managers. The results gathered from my Libyan participants are interesting and would seem to contradict the work of Khalil and Abu-Saad, (2009) who reported that in the West the concept of the individual has been the basic social thought, whereas the opposite of this is true in Arab society According to Khalil and Abu-Saad, (2009) Arab society has tended to de-emphasize the individual and place greater emphasis instead on the network of obligations and responsibilities that the individual assumes as a member of his family and his immediate community. Although traditionally Arab values emphasize the group rather than the individual, as Arab society is a collectivist one, my results would seem to indicate that this may not now necessarily be the case in management positions in organizational settings. My findings showed that participants suggested that expatriates be open-minded to everybody, to the other culture, to the other values in the host culture. It was also suggested that expatriate managers reading local magazines and newspapers, or having a long talk with others experiencing the same challenges and accepting invitations to activities that will allow you to see areas of the host culture outside the office and meet new people.

8.3 Results of a survey of expatriate and host country managers operating in Libya

A survey of expatriate and host country managers operating in Libya was carried out to identify characteristics of Libyan management cultural values and managerial styles that might impact on the adjustment of these managers either at home or working abroad. There has been an increase in expatriation research over the past two decades but most researchers have relied on a positivistic research methodology and there has been very little work completed on the subjective nature of the expatriate experience. In my explanatory survey on the other hand, I set out to explain things in the context of a theory rather than simply describing them.

As part of my survey questionnaire participants were asked to describe the selection methods for international assignments used for expatriate managers to be sent abroad in their company. The questions asked were adapted from Tun Cli and Peiperl, (2009). They conducted their research to discover if management practices were converging or diverging, and I was also fascinated by their explanation of the cultural fit hypothesis which maintains that it is not only the expatriate personality traits per se, but the cultural fit between expatriate personality traits and host country cultural values, norms, and prototypical personality traits that predict expatriate adjustment in host countries. Selmer et. al (2007) point out that adjusting to a different cultural context is a challenge that expatriate managers must deal with daily. In most of the substantive body of theory and research on this topic as well as in the literature on international adjustment of expatriate managers there is an assumption that growing cultural dissimilarity between host and home culture, i.e. “cultural distance” (CD) will increase adjustment difficulties. In this study, I wanted to consider expatriate managers’ successful adaption to overseas job requirements and from effective development of interpersonal relationships with host company employees.

The Big Five personality characteristics have been linked with universal adaptive mechanisms which allow individuals to adapt with and meet the demands of physical, social and cultural environments. Extroversion is linked with an individuals’ ability to learn hierarchies in society. Agreeableness is their willingness to cooperate. Conscientiousness is their capacity for reliable work and enduring commitment while Emotional Stability is their ability to handle stress and Openness, Intellect is their propensity for innovation or astuteness in solving problems. Of greater interest to me is the thought that individuals possessing the appropriate personality trait are expected to adjust effectively to new cultural contexts abroad (Caligiuri, 2000).

Because of these findings regarding work values and those gathered regarding managerial factors in the subsequent section of the is chapter I have created an extended table of cultural classifications (see Table 8.1). In Table 8.1 which is my extension of cultural classifications I highlight managerial influences, the Libyan approach to management as well as most prevalent leadership style of Libyan managers as reported by the participants to my study. In a collectivist society like Libya one might expect a heavy reliance on informal controls where a team approach to management may be the preference and leadership style could be mostly democratic but with a touch of dictatorship. In such a society, it can be expected that few people make any decisions as an **authoritative** decision making and leadership style may work best. In this society relationships are extremely important. By its very nature in this type of society managers might only be able to delegate a low degree of authority to subordinates and strong control mechanisms as well as a greater use of expatriate managers may be required.

Management approach and leadership style would be autocratic based on a pyramid and there would be an autocratic style of leadership.

8.4 The impact of managerial or organizational factors on individual's adjustment

As part of this research I also wanted to discover whether managerial or organizational factors have an impact on individual's adjustment see Figure 2.1, p24 as well as further investigating to discover whether the ability to adjust is purely a personality trait that certain individuals possess. These traits are regarded as among the most important determinants of expatriate adjustment and are relatively stable, enduring patterns of how individuals behave, feel, and think and are more important determinants of cross-cultural adjustment than skills, knowledge, and abilities. This is because, it is these traits within the individual, that enables some expatriate managers to cope with stress and make sense of the environment they find themselves in while others have trouble. It was Stankov (2011) who stated that the most negligible effects of culture are on personality/psychological traits and the largest are on measures of social norms. These norms are the perception of the rules that are prevalent in society, while social attitudes play a central part. The studies carried out into the expatriate experience previously tended to focus primarily on psychological, organizational, and contextual variables as predictors of an expatriate's experience on an international assignment.

I believe these traits are amongst the most important determinants of expatriate adjustment and are more important determinants of cross-cultural adjustment than either skills, knowledge, or personal abilities because they enable expatriate managers to cope with stress and make sense of their environment. Identity theory helps to explain how an individual's life experiences associated with significant work role transitions can alter their sense of self and their subsequent attitudes and behaviors toward the organizations they work in. Findings from the work of Baron and Byrne (2003) indicate that leaders do indeed differ from other persons with respect to several personality traits. Among the Big Five personality traits there are two that are directly related to becoming a successful leader, these are extroversion and openness. However classic research in social psychology indicates that leaders vary along two key dimensions which are: autocratic—participative and directive—permissive. A charismatic or transformational leader is can exert a profound effect that can often change an organization or even a society as such a leader typically exhibits certain behaviors, including stating a clear vision, framing the group's goals in ways that magnify, their importance, and possessing a strong personal style. transformational leadership can enhance any organizations' performance, but only when organizations face rapidly changing, unpredictable environments. As a part of my study I also

wanted to investigate social identification, each of my respondents had been asked some personal questions when they completed the questionnaire. However, as I also wanted to investigate what effect personality has on everyone's work values and level of cross-cultural adjustment I also asked each participant to sum up their personality. Of course, I understood that given a choice each participant would choose the most appealing of the five personality traits. However, I have matched the personality trait chosen with their declared work values and matched these with their own declared management and leadership styles.

Social Categorization Theory (SCT) goes beyond Social Identity Theory (SIT) by introducing the proposition that interpersonal behaviour is not simply underpinned but also made possible by a salient personal identity, just as intergroup behaviour is both underpinned and made possible by a salient social identity. Therefore, it is important to consider when a person's sense of identity shifts from the personal to the social level, because then there is a corresponding shift in emotions and attitudes. In SIT it is proposed that one's self-concept is comprised of a personal identity, and social identities, based on group memberships. An "in-group" is a group to which one belongs, while an "out-group" is a relevant comparison group that is viewed in contrast to one's in-group. In-groups and out-groups, allow individuals show favoritism toward their own group and act discriminatorily against the relevant out-groups, through the process of differentiation. SIT theory is about the individual psychological factors and SCT more about the socio-cultural factors that can affect a person's feelings of adjustment. I proposed to put forward a different theory/model coming at adjustment issues from different perspectives.

As part of my study it was necessary to investigate this social identification process that defines and shapes the social reality for the firm's employees. I suggest that although many managers talk culture they have little idea of how to shape it. Both (SIT) and (SCT) are linked by their concern with the processes that surround the way that people define themselves as members of a social group. SCT theory argues that demographic differences such as physical appearance and language, ethnocentric attitudes, values dissimilarity and perceived pay discrepancy between expatriate managers and HCNs increase the salience of nationality among HCNs and led to their out-group categorization. Expatriate managers were less likely to adjust to the host environment and more likely to exhibit poor performance in their work when Host Company

nationals (HCNs) failed to show behaviors offering help towards expatriate managers within their organization.

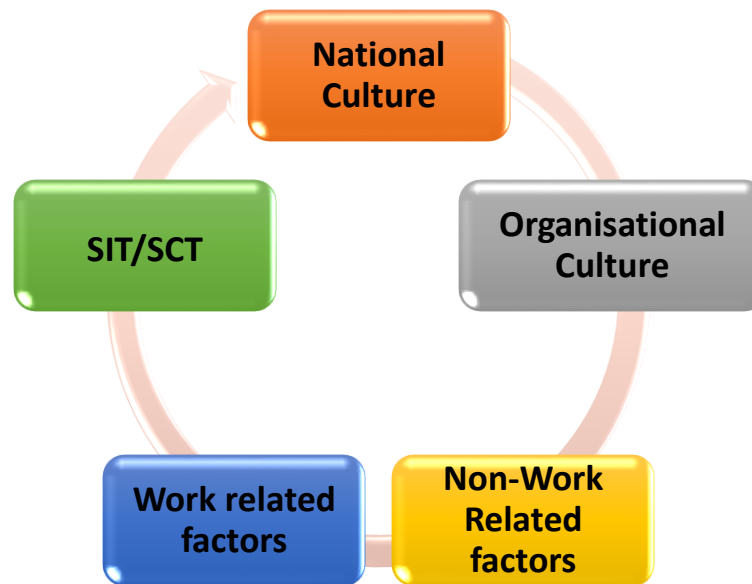
Social Categorization Theorists define applicable behaviour about the types of groups they belong to, but it is also true that an individual can belong to many different groups. From my research, it is apparent that Arab managers tend to follow the rules and regulations and obey them completely with a view to accomplishing the task assigned. My Non-Libyan participants therefore experienced feelings of powerlessness when exercising their managerial functions. External factors for understanding expatriate experiences are those of cross-cultural differences between the western and Libyan national cultures and values, as well as the range of diverse organizational cultures and management styles within Libya's oil industry. I also wanted to understand the challenges expatriate managers face when adjusting to Libyan cultural and work values and managerial styles. It may well be the case that marginalized groups perhaps of expatriate managers from the same country or from a similar culture may stay marginalized due to the fact they tend to associate mainly or even exclusively with others in the same group as them. This raises an industry issue for my study as the oil industry is international and depends on the arrival of expatriate managers who can adjust to their new environment and work effectively with local employees. Group dynamics are of importance in cross-cultural adjustment as social identity theory (SIT) proposes that one's self-concept is comprised of a personal identity, and social identities, based on group memberships, however, this theory and social categorization theory (SCT) are Western ideas that may not apply to the Libyan context.

For in the Libyan context there is a strong influence on society from religion and the collectivist view of society would be of concern to visiting expatriate managers particularly from the West where societies are often much more secular and individualism influences people's feeling of identity (SIT) and group dynamics (SCT). An expatriate manager coming from an individualized society to a more collective one or vice versa, may experience some difficulty in adjusting or feeling they are really a part of the group. The application and investigation of SIT and SCT theories allows this study, not only to add to knowledge but also to produce a framework for future research studies to understand how expatriate managers from various nationalities adjust their working styles to fit into the Libyan (national and working) culture.

8.5 Produce a Model of the Cross-Cultural Adjustment (CCA) Process.

Building on the conceptual model of this study (Figure 1.1) I developed Figure 2.1. In figure 8.1 below I present the cross-cultural adjustment process as a cycle to suggest that adjustment is a continuous process with no end or termination point. Elements from the Conceptual model are included with a recognition that, in this study, SIT and STC can contribute to an academic understanding of an individual's journey through adjustment as well as allowing practical advice and guidance on how organizations should manage the cultural adjustment process for the managers they send on international assignments.

Figure 8.1 Model of the Cross-Cultural Adjustment process, Source: The author

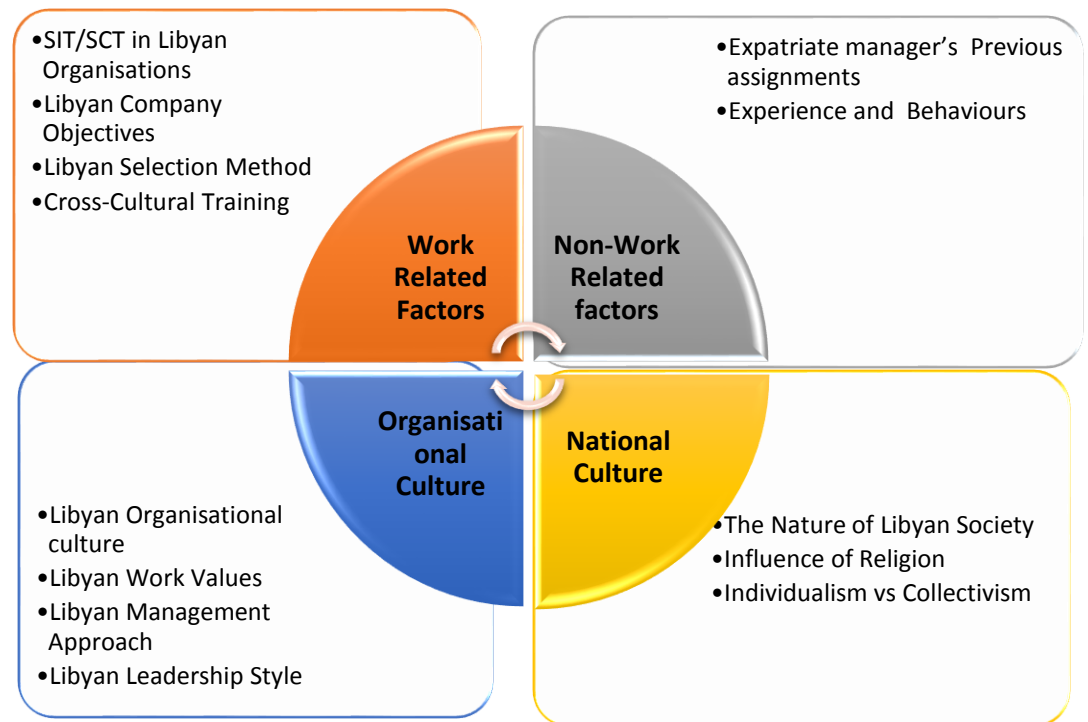


In Figure 8.1 I suggest a model that incorporates all the areas which I have researched and believe must be fully appreciated in the cross-adjustment process by MNCs sending employees abroad. First, the national culture of the country the expatriate manager is being sent to must be completely understood and pre-departure training must be offered to the manager and his spouse and family if they are also travelling abroad. Any information on the organizational culture of the company it which the manager is going to be sent should be made available as should the prevalent organizational culture in the country an important piece of information. The information offered to the expatriate manager going abroad should include; advice on the nature of the society he is visiting, the influence that religion plays in that society and whether there is an individual or collectivistic culture. Furthermore, the individual should be made aware of the organizational culture of the host company, the work values prevalent there and the

management approach and leadership style he can expect to encounter. All this information will create an informed individual, full of self-confidence and possessing the self-identity, who will journey to the host country ready to participate with the group and be an efficient and effective member of the team. Such an individual will, having been on many foreign assignments, be of tremendous importance to the MNC as his previous experience and any behaviors he has acquired to limit his feelings of non-adjustment can be passed on in pre-departure training in the home country and be used in the host country to offer visiting expatriate manager's post-departure training on their arrival on a new assignment. As the main priority of any company sending managers abroad is to select the right employee who will promote their interests abroad any experienced individual who has previously been abroad should be include in the selection process of new expatriate managers.

In Figure 2.1 (p. 24) in the first literature review chapter I highlighted the areas to be considered for this research, a significant internal factor that could affect an expatriate's cross-cultural may include work related factors such as their personal feelings of identity and their sense of belonging to a group. There are of course several external factors that would also influence the adjustment of managers who are sent abroad. Factors such as organizational culture, work values, management approach and leadership style would of course be affected by the nature of the society an expatriate manager found themselves in. There would also be an influence from religion particularly when managers travelled from West to East of vice versa, and the individualistic or collectivistic nature of the society a manger found themselves in would also play a part in their feelings of adjustment. Because of my study, I have created my own Model of the Cross-Cultural Adjustment process (see Figure 8.1a). The model is specific to the Libyan environment and as well as reflecting the stages of the cycle identified in figure 8.1 above, it adds the key factors affecting CCA identified by the empirical findings of this study and acknowledges the key role that SIT and SCT could play in assisting expatriate managers to adjust to both new organizational and national cultures.

Figure 8.1a Libyan Model of the Cross-Cultural Adjustment process, **Source: The author**



In Figure 8.1a which is my Libyan Model of the Cross-Cultural Adjustment process the nature of Libyan society itself will play a part as the national culture of the country the expatriate manager is being sent to must be completely understood and pre-departure training must be offered to the manager and his spouse and family if they are also travelling abroad. Particularly in an Arabic country like Libya where the religion of Islam will have an influence and society is governed by traditional norms and cultural values and religion is perceived to be the major source of cultural perspective. In his work, Tweit (2006) pointed out that Islam is recognized as a comprehensive religion which covers political and social aspects as well as piousness of soul along with moral principles of behaviour of the people. Also, cultural values inspire behaviour as well as provide guidance to evaluations of decisions (Kimbel and Bourdon, 2008) and in the case of communication at the place of work, social relationships have a significant role to play.

8.6 Contribution to Knowledge

This study contributed to knowledge in many ways. Firstly, this study identified the various different factors of culture, work values and managerial styles that influence expatriate managers working in trans-national oil companies operating in Libya and produced a model see Figure 8.1a. Secondly, the methodology used is unique and finally the use of SIT and SCT theories allowed this study to produce a framework for future research studies to understand how expatriate managers from various nationalities adjust their working styles, and individual

as well as group relationships. To fit into not only the Libyan (national and working) culture in the case of Western expatriate managers but also Western and other cultures in the case of the Libyan nationals who were sent abroad.

In this study, a main concern was the vital role expatriate managers play as a means for transnational companies to add crucial skills and expertise to their overseas performance, enabling them to remain competitive in today's global marketplace. Additionally, I have highlighted the social, cultural and personal factors that influence expatriate managers' ability to be successful in their role. I selected an interpretivist research philosophy based on the relevance of such a philosophy to the research questions and objectives. With the help of a group of participants an exploration was carried out to discover whether managerial, organizational or societal factors have had an impact on individuals' adjustment. I considered expatriate managers' successful adaptation to overseas job requirements and from effective development of interpersonal relationships with host company employees. Having closely observed Libyan culture for most of my life I utilized my experience both Libyan management approaches and leadership style in operation. My quantitative work underpinned the deductive piece I began by examining the literature which gave me key themes, I then used these to gain quantitative data which led me to explore certain factors more deeply via the qualitative interviews. Therefore, I went from inductive (literature) to a more deductive process (the questionnaire) and back to a more inductive process (the interviews). I became a critically reflective researcher when conducting my interviews with both Libyan managers who had worked abroad and expatriate Western managers with experience of working in Libya I was aware of the potential for both implicit and explicit bias.

The results of my study indicate that pre-departure cross-cultural training, post-arrival cross-cultural training, and language training are all positively associated with general interaction and work adjustment ability. In their research, Jenkins & Mockaitis, (2010) discovered that if pre-departure training was provided, many more expatriate managers in their study experienced more adjustment difficulties. This fact I believe maybe as a direct result of the type or length of training provided by firms being inadequate. Tun Cli and Peiperl (2009) discovered that the selection criteria of expatriate managers have mainly concentrated on, technical expertise and domestic track record. They also found that most companies did not follow a systematic procedure in their selection. Participants in the interview conducted for my research when asked about the selection methods used by their companies when deciding which employees to send abroad supplied a variety of possibilities. Applicants with an attitude of cooperation and encouragement for others were those who should be selected, a willingness to go abroad would be another positive attribute, and a sociable personality is of paramount importance. There is a

consensus between most of my respondents that Libyan Management Style is typically authoritative and the Leadership Style is Autocratic. Organizational culture can have a significant impact on the expatriate performances because any difference between the organizational culture and work culture may lead to increase uncertainty. Additionally, there are factors that the expatriate managers carry with them to their assignments that are responsible for non-adjustment. In countries with a high collectivist orientation in their national culture, there is a tendency to employ an organizational culture that leans toward cooperative decisions as opposed to individual decision-making. This means that consensus and co-operation is more valued than individual initiative within the organization effort and motivation derives from a sense of belonging, and rewards are based on being part of the group. If a manager was not from such a country this could lead to feelings of disorientation and effect their adjustment there is a stereotypical view that a different work culture and work ethic exists in Libya, which Western expatriate managers might have difficulty adjusting to. Therefore, for a manager coming from an individualized society to a more collective one or vice versa, there may some difficulty in adjusting or feeling they are really a part of the group. Such feelings are related to the theories of SIT and SCT. In my view, it is not only the expatriate personality traits per se, but the cultural fit between expatriate personality traits and host country cultural values, norms, and prototypical personality traits that predict expatriate adjustment in host countries. I wanted to consider expatriate managers' successful adaption to overseas job requirements and from effective development of interpersonal relationships with host company employees. I have found that individuals possessing the appropriate personality trait are expected to adjust effectively to new cultural contexts abroad.

My review of the literature pertaining to the external factors, as well as the results from my research into factors that may affect an expatriate manager's cross-cultural adjustment leads me to suggest that both national as well as organizational culture play a part. In the first instance with the influence of religion and next with the nature of society itself and whether it is individualistic or collective. My results indicate that company objectives, their selection methods and the nature of the cross-cultural training they deliver are essential as such training should be recognized as important and should be given to both expatriate employees arriving in Libya as well as those who are about to be sent abroad. The nature of the society as well as the organization that an of these employees are to be sent to will impact significantly on their ability to adjust. There is a need through training for these employees to have their own sense of identity, but also be capable, of becoming a part of the group that they are being asked to become a part of. This is because social identity theory (SIT) proposes that one's self-concept is comprised of a personal identity, and social identities, based on group memberships. With respect to 'Arab management', it has been argued that, this culture-bound position is unfounded.

Any difference between the organizational culture and work culture may lead to increase uncertainty that is associated with the assigned task in a different work environment with different roles. Therefore, the individual being sent on an international assignment should be made aware of the organizational culture of the host company, the work values prevalent there and the management approach and leadership style he can expect to encounter.

8.7 Limitations of the Study

This study was limited in a few ways, a larger number of respondents could have been approached to answer the questionnaire, expatriate managers in other sectors of Libyan industry could also have been included if they could have been identified. The oil sector was chosen as I knew that there a great number of multi-national organizations sending their managers to work in Libya. A greater number of respondents to the initial exploration by questionnaire would have allowed a larger sample to be subsequently interviewed. The study was also limited to a certain extent by the geographically dispersed oil fields that I had to visit to interview participants face to face additionally, many of my initial respondents had been repatriated due to the unstable nature of my country over the last few years. This meant that although I conducted a few interviews by Skype I also had to interview a few participants over the phone. Perhaps the greatest limitation however was the fact that did not run psychometric personality tests on the participants so all I could say was that if their self-reported traits had any impact it was limited as I had no 'proof' as to whether these traits are really them or not.

8.8 Suggestions for future research

In their study Peltokorpi and Froese (2012) used the Multicultural Personality Questionnaire (MPQ) to measure expatriate personality traits. Unlike the Big Five, which is alleged not to provide the level of specificity of the effects of personality traits on work-related outcomes in cross-cultural settings. The MPQ is specifically designed to measure personality traits underlying multicultural effectiveness and shown to explain more variance in intercultural settings. A further area of study would be to conduct a survey of individuals not only in an Arabic nation but in various cultures, using not only the Multicultural Personality Questionnaire (MPQ) to measure expatriate personality traits but also psychometric testing.

8.9 Personal Reflection

I have under taken this research project with the aim of studying the nature of cross-cultural adjustment facing Western expatriate managers in the Libyan oil industry. I wanted to examine challenges that appear to arise from cross-cultural differences between the western and Libyan

national cultures and values as well as the range of diverse organizational cultures and management styles within Libya's oil industry through this research project to find answers to my key research questions namely what are the key characteristics of Libyan national and work culture that might impact on Western expatriate managers working in the Libyan oil industry?

To commence my research project professionally, I had to develop a road map through Research Design (RD1) which I found initially to be a very challenging part of my journey as I needed to narrow down the scope of my research to manageable extent within the time frame. However, I must admit that the toil and hard work with immense patience have paid off at the later stages of the study. I have undertaken a critical review of the relevant literature on culture and cross-cultural working and challenges for Western expatriate managers within an Arab Muslim context, with specific reference to Social Identity Theory (SIT) and Social Categorization Theory (SCT). A thorough understanding of SIT and SCT was crucial to identify characteristics of Libyan cultural and work values and managerial styles within the oil industry through a survey of expatriate managers in Trans-National Oil Companies (TNOCs) operating in Libya. I must admit that absorbing new concepts in my PhD study was not an easy task, particularly when English is not my first language.

According, to Corley & Eades (2004, p. 138) “the ability to question taken-for-granted assumptions [is] central to effective learning, especially at postgraduate level”. I therefore had to be aware that while the literature could provide vital context and a conceptual framework within which to understand my data, I must also be careful to be aware of what was new about my study; to be prepared for the unexpected. Reynolds (1998 cited in Corley & Eades, 2004) suggests that there four fundamental characteristics of critical reflection, which are: it should concern itself with questioning assumptions; it should focus on the social rather than the individual; it should analyses power relationships; and it should concern itself with understanding power relationships within social phenomena. Within my own study the divide between the questionnaire, which gave me information about individuals’ cross-cultural adjustment that I was able to aggregate to draw inferences about social groups, and the qualitative data which threw more light on the thoughts, emotions and experiences of expatriate managers that I was able to use as context for my social group knowledge, which combined with my background, knowledge of the literature and personal experiences as an expatriate enabled me to arrive at an in-depth appreciation of my research area.

Through the literature review I gathered that social identity theory (SIT) proposes that one’s self-concept comprises both a personal identity, and social identities, based on group

memberships. In this conceptualization, an “in-group” is a group to which one belongs, while an “out-group” is a relevant comparison group which is viewed in contrast to one’s in-group. Through the process of differentiation between in-groups and out-groups, individuals show favoritism toward their own group and act discriminatorily against the relevant out-groups. I had learned to control my biases and tried to be extrovert in my behaviour and dealing with host community in my day to day life in UK.

I have also gathered that a major advance in the SIT literature is Turner’s (1985) social-categorization theory (SCT). This theory seeks to clarify the distinction between social identity and personal identity, expanding the remit of social identity research from intergroup relations to group behaviour in general.

I have applied SIT and SCT in this study to understand the challenges faced by Western expatriate managers adjusting to the Libyan cultural and work values and the managerial styles existing in TNOCs. At a personal level these theories have also helped me to explore the factors of social identity and personal identity that impact on cross-cultural adjustment. For example, the experience I have of being an expatriate student myself in the UK particularly becoming gradually familiar with language, values, social and cultural life. On the other hand, learning and familiarization with Libyan culture, social values and language are very important factors for the western expatriate managers in the TNOCs in Libya to adjust their working style that facilitates their adjustment smoothly and efficiently.

The planning of data collection proved to be a very challenging part of my journey. A large number of foreign companies were still operating in the oil and gas sector in Libya at the start of my research study in 2011

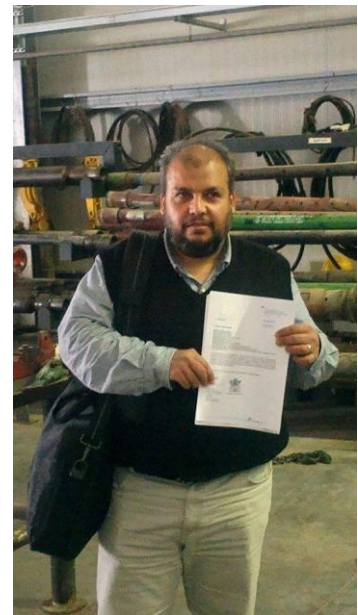
when political unrest in various parts of Libya had already started and my native town Benghazi, the second largest city in Libya was not an exception; rather it was very much central to the political unrest. This unrest meant that the security issues for expatriate managers were great and approaching them to obtain



their willingness to participate in interviews more often proved a painstaking exercise. However, I was determined to show the perseverance and resilience to collect data necessary to complete my research project in time. I therefore communicated with the responsible officers to help arrange my meetings along with completing the predesigned questionnaire that I had

sent by post or by email. Followed by a telephone reminder. I was in a fortunate position to approach the concerned HR managers in TNOc due to being a manager myself in the Libyan government. In Libyan culture social relationship is of crucial importance and it helped a lot in convincing the participants and senior managers of the importance of my research project. The data collection in this research project was done in unique circumstances in terms of distance, difficulties and dangers involved due to political unrest in Libya. I was able to visit twenty-three oil companies within a large geographical spread from the East -Middle coast, Southeast in Cities desert and in the West during my two journeys in Libya to obtain the data during December 2013 to May 2014 covering about 3000 KMs. My initial plan was to travel by air to save time and effort. However, in view of closure of Benghazi and Tripoli Airports due to political unrest and fighting between the rival factions, I decided to travel by road that involved road risks, security threats, bad weather, personal unrest and fatigue and fear of unknown. With limited options of conducting interviews for data collection purposes, has added considerable uncommon difficulties and an extra time to complete the project. However, I consider myself a very fortunate to have completed data collection successfully.

My original plan for the study population was to distribute the questionnaire among 360 participants in two groups: firstly, Libyan expatriate managers who had previously been assigned international tasks to work abroad and had experience of expatriation; and secondly Western managers operating in Libya (i.e. from a European or North American country). I planned to interview 20 managers from companies. However, I managed to distribute 181 questionnaires in total. Of those 130 were returned and of that number only 122 were used for analysis as 8 were incomplete. I conducted 14 managers' interviews (7 expatriate and 7 Libyan) of those who had responded to the questionnaire and for whom I had calculated a level of adjustment.



I found the interview method of data collection very costly and time-consuming particularly in Libyan current political situation. I had encountered many critical situations during the conduct of interviews when there was no security. The International Monetary Fund (IMF) reports that in 2012, oil and natural gas made up almost 96% of Libya's total government revenue and 98% of export revenue. Oil has fueled the Libyan economy for years, but major clashes between political factions within the nation have produced disastrous consequences for the once lucrative oil industry. Most recently, with foreign investors withdrawing resources from the country,

corrupt leaders attempting to make a quick buck, and oil fields shutting down because of ensuing violence, everything seems to be going downhill. The combination of a reduction in oil production coupled with increased violence have prompted a vicious downward cycle in which Libya finds itself mired in widespread instability for the foreseeable future.

In spite of this, Libya's economy performed comparatively better in 2012 and began to recover as a result of the revival of hydrocarbon development as well as increased trade. However, things took a turn for the worst in late 2013 when I suddenly lost my beloved father who passed away when I was thousands mile away. Moreover, due to a spike in protests held at the nation's major oilfields and export areas oil production dropped to an alarmingly low rate, hundreds of thousands shy of its long term average of 1.6 million barrels per day. The interruptions in Libya's oil production extend beyond the economic realm as the unstable economy has consequences for the nation as a whole. Hence, a vicious cycle unfolds. As economic instability aggravates conflict around the country, foreign companies and investors faced with the threat of violence and terrorism leave Libya, precipitating a drop in oil production. Production levels have staggered at extremely low levels with a decrease from approximately 900,000 barrels per day in October to about 325,000 barrels per day in January 2014.

Due to bad security situation during my presence in Libya for data collection through conduct of interviews was proved nearly an impossible task as some expatriate managers who agreed to participate in interviews left Libya either to return to their native country or move to another country. This proved a big blow for continuity of data collection and completion of my research project on time. The security situation in Libya proved severely detrimental not only for my research journey but at an emotional level as well. My beloved younger brother had lost his life in Benghazi on 16th of October 2014 when political unrest subsequently turned into bloody violence and took over whole city. It was a big blow for the whole family. I was traumatized and shocked with this incident that hampered my progress on the PhD journey. I also faced financial challenges as well due to loss of family business, no access to bank for withdrawing cash and loss of properties. Living in Benghazi was no longer a safe option for my family. In the best interest of the family to be safe, we had decided to move somewhere calm and peaceful. Being the elder in the family, I also faced additional financial pressure to migrate to several hundred kilometers away from Benghazi to provide accommodation.

I am however thankful to close family members who helped a lot during this rough patch of my life by providing both financial and emotional support that certainly had improved my morale. In addition to that my work and study colleagues and friends had also supported me in that

difficult time. I cannot thank enough my supervisors and a tutor in the university for their immense support to keep me composed though I was emotionally shattered and without their kind support would have been unable to continue my research journey.

Despite all odds against me in Libya for data collection during December 2013 to May 2014; I faced seriously threatening situation when major clashes between political factions were started. The main airports of Benghazi and Tripoli were seized by terrorists and Libya was literally cut off from the external world. I had to call off my meetings and schedule for interviews at once and made myself contented with the least data I had collected by then and had decided to undertake telephonic or Skype interviews where possible. I had safely exited Libya and arrived back to UK. I was fortunate in establishing successful contact with expatriate managers either through telephone or Skype and had managed to receive 122 responses. However unfortunately, as I did not run any psychometric personality tests on the participants all I am able to say is whether their self-reported traits had any impact, as I have no 'proof' as to whether these traits are really them or not. As was previously mention this could be an area that warrants further study, for the time being however, my results are purely speculative. I have explored the views of the respondents towards the factors affecting expatriate managers' adjustment in Libya during data analysis. In retrospect, the shaping of my thesis was a slow (and sometimes frustrating) process, but I was always encouraged by the fellow students around me, particularly fellow postgraduates. Indeed, I found that it was important to have time to think alone and work alone, but also to have time to share thoughts and develop ideas with other students. It is not uncommon to feel that the PhD thesis is an impossible task that will never end. From my experience the key to completing such a big project is perseverance, hard work, good time management and prayers. Additionally, I realized the importance of keeping the main thesis and research questions in focus when writing the different chapters. This has helped me to avoid getting side-tracked.

For most PhD projects at the University of Gloucestershire the tendency now is for students to blend their literature review into the main body of the thesis, rather than have separate section, so as to avoid repetition. I did this with the help of my supervisor by including a literature review in 3 chapters to set the work in context, identify the gap, and thus show how the study attempts to fill a vacuum in that area. I also included literature reviews during the discussions of the main theoretical framework in chapter two and expanded this in latter chapters. During the writing process, I often encountered the difficulty of depending too much on other books rather than my own primary materials or ideas. The advice was that I should be careful to organize my materials in such a way that will allow much of my original data to stand relatively free, and to use secondary sources to support my arguments. Although putting this into practice was not always easy, I became conscious that unless this is done one may end up proving other people's

work rather than one's own thesis. Having said this, it is important to consider the criterion of 'originality' in PhD research. There are various ways in which one can make 'an original contribution to knowledge' - such as by developing new theories, challenging or re-interpreting existing theories, or applying existing theories to new areas of knowledge. Generally, my thesis tends towards the second approach, but invariably I found that during the writing process, some new thoughts also emerged. Looking back at my initial proposal, I am aware of the extent of improvement in my ability to do serious academic research. During the process of writing I have had to revise my thesis outline, and on occasions adjusted my statements of problem and research questions. This, no doubt came because of interaction with other people's works, analyzing data, and preparing several drafts of my thesis chapters.

Once I finished writing the thesis, I found it necessary to consider the final shape for submission. The University has detailed policy and procedures on thesis presentation which needs to be carefully studied and applied. Many practical decisions such as the standard of word processing expected, the preferred size and type of font, margins, the way of presenting photographs, how to cope with illustrative materials, binding specifications and procedures etc. needs to be considered as soon as the complete thesis is put together. Unless one is aware of these practical issues, it may be impossible to have the work done in the fashion required by the University. Because my time was running out, I found that this final journey took longer than I expected, partly due to the fact that I needed enough time to get the proof-reading done and also because I spent much time searching for and compiling my references. On the whole, the thesis has been submitted and I look forward to the viva which is the final hurdle at the end of a long and winding road. I am aware that the journey is not over until it is over. Further preparation involves returning to the thesis, making notes, careful reading and re-reading to get the details right.

The year is now 2016 and a dark cloud has been cast over Libya's future I am, however optimistic about Libya that she will go to get back on its feet soon when its TNOC will start working again to contribute in the national economy. I am also optimistic that the current study has contributed to knowledge by identifying different factors of culture, work values and managerial styles that influence western expatriate managers working in trans-national oil companies operating in Libya. The application of SIT and SCT may allow this study to produce a comprehensive framework for future research studies to understand how western expatriate managers can adjust their working styles to fit into the Libyan (national and working) culture.

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APPENDICES

Appendix 1

Introductory Letter/E-mail

DATE

Dear (**whatever their name is**)

Factors Affecting Cross-Cultural Adjustment: a cross cultural research project

I am currently studying for a PhD in the UK at the University of Gloucestershire. Your help would be greatly appreciated in supporting this research project. Your thoughts and comments would be very valuable. The research is being conducted only for academic purposes, and all information will be treated in the strictest of confidence. No individual or organisation will be named in the final research report, in accordance with the University's code of practice on confidentiality and anonymity. Information will be collected through a questionnaire, which should last no more than 60 minutes.

I would like to distribute the questionnaire to expatriate managers in your company as well as those Libyan national managers who have been on expatriate assignments, in order to draw comparisons from the views of both groups. The aim of this research is to examine challenges that appear from cross-cultural differences between the western and Libyan national cultures and values, as well as the range of diverse organisational cultures and management styles within Libya's oil industry.

I hope that you will be able to assist in this research exercise and provide me with a list of possible subjects for the research. I will then contact them by letter or e-mail to invite them to take part.

Yours faithfully,

My e-mail address is (Fathi_elobeidi@yahoo.com)

Appendix 2

Explanation to manager Respondents

Dear Respondent

I am currently studying for a PhD. I have been given authority to conduct some research into cross cultural adjustment in your company. You have been selected as you are either an expatriate working in this company from abroad OR you are a Libyan national working in this company but have been on international assignment in the past. You are respectfully invited to participate and provide your attitudes toward national culture, the organisations culture, and management style as well as cross cultural adjustment. I hope that my research will allow companies to improve cross cultural adjustment for people like you.

I appreciate that you might be very busy but completion of this questionnaire will only take less than 60 minutes. Participation in this research is voluntary and all of the data collected is for purely statistical purposes and participants' responses are strictly confidential. It is important that everyone asked to participate does so and therefore I sincerely request that you agree to take part. Please read the questionnaire carefully and answer all the questions all information given will be used for the purpose of this research only. Thank you in advanced for taking the time to complete this questionnaire, which will be of tremendous use in my research. I would also like to express my sincere gratitude for your assistance and state that your co-operation is greatly appreciated.

Yours Faithfully

My e-mail address is (Fathi_elobeidi@yahoo.com)

Appendix 3

Dual Questionnaire for Libyan nationals and expatriate employees

Section 1: General questions

1. What is your position level within the organisation?

Junior-level
Management

Mid-level
Management

Senior
Management

2. What is your status?

Libyan national Expatriate

3. If you are a Libyan National where was the last international assignment you were sent on?

4. If you are an expatriate what is your country of origin?

5. Are you male or female?

Male

Female

6. What age group are you?

20-30

30-40

40-50

50+

Section 1A: Company objective of international assignment: What do you believe are any company's objective in organising international assignments? (In *answer to these questions please state how you feel about the statements*) –

7. Gain experience, skills and exposure for future positions within the home company?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Gain experience, skills and exposure for future positions within the host company?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Set up a new operation?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. To fill a skills gap?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. To develop international management skills?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. To train and orientate local staff?

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

13. To provide career development opportunities?

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

14. To find jobs for surplus managers?

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

Section 1B: Selection methods for international assignments: What do you believe are the company's main selection methods in organising international assignments? (In answer to these questions please state how you feel about the statements) –

15. References?

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

16. Structured interviews?

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

17. Personal contacts?

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

18. Technical/Professional skills?

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

19. Expatriate managers' willingness to go?

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

20. Family's willingness to go?

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

21. Experience in the company?

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

22. Previous international experience?

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

23. Language proficiency?

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

24. Age

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

25. Gender

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

Section 1C Cross-Cultural training: What do you believe are the company's main methods in preparing employees for international assignments? (In *answer to these questions please state how you feel about the statements*) –

26. Language Training

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

27. Country-specific cross-cultural training

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

28. General cross-cultural training

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

Please continue to Section 2

Section 2: National Culture (In *answer to these questions please state how you feel about the statements*) –

1. ‘In my home country the less powerful person in society accepts inequality in power and considers it normal’?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. ‘The culture in my home country adopts strict codes of behaviour and a belief in absolute truths’?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. ‘In my home country a person’s loyalty is to his/her immediate family’?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. In my home country dominant cultural values emphasise a work ethic expressed in terms of money, achievement and recognition’?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue to Section 3

Section 3: Culture Novelty (In answer to these questions please state how similar or different the following were compared to your own country –

1. Everyday customs must be followed?

1-Very Similar	2-Somewhat Similar	3-Neither Similar or Different	4- Somewhat Different	5- Very Different
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. General living conditions?

1-Very Similar	2-Somewhat Similar	3-Neither Similar or Different	4- Somewhat Different	5- Very Different
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Transportation system used in the country?

1-Very Similar	2-Somewhat Similar	3-Neither Similar or Different	4- Somewhat Different	5- Very Different
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. General work conditions?

1-Very Similar	2-Somewhat Similar	3-Neither Similar or Different	4- Somewhat Different	5- Very Different
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Available quality and types of goods?

1-Very Similar	2-Somewhat Similar	3-Neither Similar or Different	4- Somewhat Different	5- Very Different
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue to Section 4

Section 4: Organisational Culture/Work values (In *answer to these questions please state how you feel about the statements*) –

1. Cooperation is a virtue in work?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Dedication to work is a virtue?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. The state should provide work for everyone willing and able to work?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. One should strive to achieve better results?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Good work benefits oneself and others?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Cooperation benefits society?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Cooperation provides satisfaction?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Competition to improve quality should be encouraged and rewarded?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Work is not a source of satisfaction?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Work is not a source of self-fulfilment?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Life has no meaning without work?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Better relations between all groups in organisations should be emphasised and encouraged?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Exploitation of employee in work is not praiseworthy?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Those who do not work hard often fail in life?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. Work gives one the chance to be independent?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue to Section 5

Section 5: Individualism/collectivism (In *answer to these questions please state how you feel about the statements*) –

1. One should be proud of his/her own achievements and accomplishments?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Individual incentives and rewards should be given priority over group incentives and rewards?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. One's loyalty should be first and foremost to his/her family?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. An individual is the best judge of their own best interests

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. To be successful one has to rely on oneself?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Loyalty to one's superior is necessary for an organisation to survive

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue to Section 6

Section 6: Expatriate Adjustment (In answer to these questions please state how you feel about the statements) –Please indicate how *Unadjusted OR adjusted* you feel by this I mean how satisfied, involved or embedded you feel/or felt? Expatriate managers will be commenting on their present assignment in Libya and Libyan nationals will be commenting on their recent international assignment in a host country

1. Living conditions in general?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Housing conditions?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Food?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Shopping?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Cost of Living?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Entertainment/ recreation facilities and opportunities?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Health care facilities?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Socialising with host nationals?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Interacting with host nationals on a day-to-day basis?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Interacting with host nationals outside of work?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Speaking with host nationals?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Specific job responsibilities?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Performance standards and expectations?

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Supervisory responsibilities

1-Unadjusted	2-Slightly Unadjusted	3-Neither	4-Slightly Adjusted	5- Adjusted
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue to Section 7

Section 7: International relations

The following questions ask you to think about your expatriate/ Libyan national co-workers. Please state the answer that best describes your interaction with these people. *Expatriate managers will be commenting on their present assignment in Libya and Libyan nationals will be commenting on their recent international assignment in a host country*

1. I see/saw these people often?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. I work/worked closely with these people?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. I spend/spent much time with these people at work?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. I regard/regarded these people as casual acquaintances?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. My relations with these people are/where very formal?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. I am/was aware of our respective nationalities when coming into contact with these people?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. I am /was aware of our respective cultures when coming into contact with these people?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. I view/viewed the locals and foreign nationals in the organisation as belonging to the same group?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue to Section 7A

Section 7A: Work relations

The following questions ask you to think about your work relations with expatriate/ Libyan national co-workers. Please state the answer that best describes your interaction with these people. *Expatriate managers will be commenting on their present assignment in Libya and Libyan nationals will be commenting on their recent international assignment in a host country*

9. I am/was provide/provided with information on the behaviours and attitudes that the company values and expects?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. I am/was provide/provided with information on how to perform specific aspects of the job

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. I am/was provide/provided with information on what is expected in the job?

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. I am/was provide/provided with information on their performance in the job

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. I am/was provide/provided with information on how appropriate their social behaviour is at work

1-Strongly Agree	2-Mildly Agree	3-Neither agree or disagree	4-Mildly Disagree	5- Strongly Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. I do/did/was help/helped to make life easier in the job

**1-Strongly
Agree**

**2-Mildly
Agree**

**3-Neither agree
or disagree**

**4-Mildly
Disagree**

**5- Strongly
Disagree**

**That is the end of the questionnaire: Thank you very much
for your participation**

Appendix 4

Explanation to respondents contacted for a follow-up interview

Dear Respondent

You recently completed a questionnaire and your results were most interesting. I am now approaching a number of your colleagues who also took part in the research and asking them and you to participate further.

I would like to meet you and conduct a follow-up interview in order to gain a greater understanding of your views about cross-cultural adjustment. Please find attached a copy of your questionnaire to allow you to refresh your memory as to your initial response. You will also find attached a schedule of the likely questions that will be asked at the interview.

I will look forward to receiving an e-mail from you to book a convenient appointment time for us to meet.

My e-mail address is (Fathi_elobeidi@yahoo.com)

Yours Faithfully

Appendix 5

Initial Follow-up Interview Schedule

First of all, I want to thank you for completing the questionnaire and agreeing to take part in the follow-up interview. As you know I am conducting research into cross-cultural adjustment. The results from your questionnaire indicated that you felt **unadjusted/slightly unadjusted/ slightly adjusted/ adjusted**

Social Identification:

Question: I know that you were asked some personal questions when you completed the questionnaire, but as part of my research is to investigate what effect personality has on cross-cultural adjustment can you tell me which of these words you feel sums up your personality?

Examples

Extravert

Agreeable

Conscientious

Stable

Open

Prompt: Should a person be proud of his/her own achievements and accomplishments and be the best judge of their own best interests?

Prompt: To be successful do you believe an individual has to rely on themselves?

Prompt: Do you believe individual incentives and rewards should be given priority over group incentives and rewards?

Company objective of international assignment:

Question: What do you believe are your home company's objectives in organising international assignments?

Selection method:

Prompt: What do you believe are your home company's main selection methods in organising international assignments?

Cross-cultural training:

Prompt: What were your home company's main methods in preparing you for your international assignment?

National Culture

Question: I want to get an impression of the national culture in your home/host country so if you could can you tell me a little bit about that please.

Examples:

Do you think that the less powerful person in society accepts inequality in power and considers it normal in your home/host country?

Does the culture in your home/host country expect a person to adopt strict codes of behaviour and a belief in absolute truths’?

Is the culture in your home/host country dominated by cultural values that emphasise a work ethic expressed in terms of money, achievement and recognition?

Does the culture in your home/host country require a person’s loyalty is to his/her immediate family’?

Expatriate Adjustment

Experience:

Prompt: How often have you been on expatriate assignments?

Prompt: In which different countries did you work and at what level?

Question: How different did you find the change of culture in the host countries where you worked or are working now?

Prompt: Did you find that adjusting to a host country became easier as you gained experience of working abroad?

Prompt: Since your previous experiences abroad, how would you say your level of adjustment has changed?

Behaviours:

Prompt: Can you tell me what aspects of the host nation’s culture you found most difficulty adjusting to?

Examples:

Everyday customs

General living conditions

Transportation system

General work conditions

Available quality and types of goods

Prompt: Did you/Have you develop any strategies while working abroad that helped you to adjust to your host country and its culture?

Prompt: What advice would you give to others in a similar position?

Organisational Culture/Structure and Work Values

Question: To what extent if any did you have difficulty adjusting to the organisational culture in your host company?

Prompt: What aspects of organisational culture did you find most difficult to adjust to?

Prompt: How would you describe general work relations in your home company compared to your host company?

Social Categorisation

Question: Could you please tell me to what extent you interacted with colleagues in the host company?

Prompt: To what extent did you socialise with host nationals?

Prompt: To what extent did you interact with host nationals on a day-to-day basis?

Prompt: Did you develop any strategies while working abroad that helped you to adjust to your host company and identify with the predominant group?

Question: How would you describe the work values that are most important to you?

Examples:

Cooperation

Dedication

State provision of employment for everyone

Individuals striving to achieve better results

Good work benefits

Competition

Question: Is there any difference between the work values that are most prevalent in your home country compared with your host country?

Examples:

Work is seen as a source of satisfaction,

Work is seen as a source of self-fulfilment?

Exploitation of employees in work is not praiseworthy

Question: How might the organisational culture in your host company affect employee's approaches to their work?

Question: How do you think the organisational culture in your home company affects employees work values?

Question: How do you think the organisational culture in your host company affects employees work values?

Question: Does the organisational culture in your host company allow employees to be fully involved?

Examples

Distribute power and business information

Create incentive rewards and provide employees with the skills and knowledge they need in order to make decisions.

Encourage employees to feel fully involved and that they are in control of their work

Have accurate feedback procedures concerning employee performance and make them feel they will be rewarded for that performance.

Management Approach:

Question: Does the management style/approach in your home company support direct communication in an individualistic manner with workers or is this communication carried out in a more collectivistic way through established workers' representative organisations.

Prompt: How would you describe your own management style?

Prompt: How would you describe the management style of your most immediate superior?

Prompt: How would you describe the management style which is prevalent in your home company?

Prompt: How would you describe the management style which is prevalent in your host company?

Leadership Style:

Question: Which word would you chose to describe the leadership style of your most immediate superior?

Prompt: Which word would you chose to describe the leadership style which is prevalent in your home company?

Prompt: Which word would you chose to describe the leadership style which is prevalent in your host company?

Prompt: Which word would you chose to describe your own leadership style?

Examples

Autocratic

Democratic

Transformational

Question: In your opinion how might the way people are managed affect the way employees carry out their work?

Question: Did either the difference in work values/organisational culture/management approach or leadership style in your host company affect your ability to adjust?

FINALLY

Question: Are there any further comments you would like to make on any of the topics we have discussed.

Appendix 6

Feedback from Interviewees

First of all, thank you very much for participating in my research and finding the time to take part in the interview process. I would just like to get your thoughts on the structure and content of the interview schedule and if you could answer just a few more quick questions that would be very helpful.

Question: Is the topic of cross-cultural adjustment of interest to you?

Question: Did you find my questioning **too fast/too slow/about right**

Question: Has cross-cultural adjustment been a particular problem for you in your career?

Question: Did you find the length of interview **too long/too short/about right?**

Question: Did your family have any problems adjusting in the host country **if/when** they came with you on assignment?

Question: Where there any questions you found **unclear/ too long/not relevant?**

Question: Did I answer any questions you had succinctly?