
Expatriates Success Factors (Esf) For Increasing Commitment To Assignment In Arab Markets

ROBERT J. HANSON

Human Resources Management Department, College of Businesses Administration, Prince Mohammed Bin Fahd University, Alkhobar, Kingdom of Saudi Arabia

Abstract: Expatriate Success Factors (ESFs) are essential to evaluate expatriate commitment to international assignments. The study aims to identify ESFs that impact expatriate commitment levels; and rank these factors according to their importance. 13 factors were studied, and structured interviews were conducted with 10 experts from different industries. An online survey was distributed to non-Arab expatriates, who were currently working in 22 Arab countries. Valid responses from 5280 expatriates were collected and data was treated using factor loading and statistical analysis. Results indicated that logistical support, compensation, professional development, cultural adjustment, and satisfaction with human resources (HR) procedures are amongst five most important factors impacting expatriates' commitment to their assignment. This study provides international human resources managers (IHRMs) with areas that must be addressed when locating expatriates abroad. However, further research is needed for non-Arab markets.

Keywords: Expatriate management, IHRMs, cultural adjustment, ESFs, Arab markets

INTRODUCTION

Expatriates refer to individuals that reside and work in countries other than their own either temporarily or on a permanent basis (Sarfranz & Liu, 2015). The use of expatriates has particularly been noted for multinational companies that have multiple offices at home country and abroad. However, various studies have highlighted that there is a higher rate of expatriate failure associated with countries, which may be attributed to an inability of expatriate or family to adjust to the new environment, dissatisfaction, culture shocks, and lack of acceptance from local nationals (Pokharel, 2016). Expatriate failure is defined as "premature return of an expatriate" (return to the home country before completing the assignment)" (Sarfranz & Liu, 2015). These studies have particularly noted that there is a higher degree of expatriate dissatisfaction in Arab countries; such as Saudi Arabia, Iraq, Lebanon and Syria (Sarfranz & Liu, 2015).

It was seen that although existing studies have recognized the presence of high expatriate failure; there is a general lack of organization of theoretical concepts that inform these causal factors (Aljbour & Hanson, 2015). Furthermore, substantial efforts have not been noted with regards to specifically targeting reasons behind the high rates of expatriate failure noted in Arab countries. Inconsistencies in literature have resulted in an inconsistency in the standards employed by international human resource managers and multinational organizations in how this issue is dealt with (McEvoy & Buller, 2013). Therefore, it is essential that expatriate commitment to their international assignments should be adequately assessed through identifying Expatriate Success Factors (ESFs) that play an influential role in this regard. In this study, ESFs are defined as the reason behind the success or failure of expatriates to complete their international assignment and not return home before their overseas assignment duration is completed. In this regard, assignment commitment is an indicator of commitment level of expatriates to complete their assignment as described in their employment contract. Therefore, the purpose of this study is to identify Expatriate Success Factors (ESF) that have a critical influence on expatriates' commitment in Arab markets. The primary objective was to identify ESFs that would assist multi-national organizations in following systematic steps and procedures to increase success possibilities among their expatriates, who are expected to be posted in Arab markets. Such clear processes would increase organizational profitability and reduce costs associated with high turnover and expatriate failure. Furthermore, making an outline of these ESFs would help in providing clarity to expatriates regarding their success prior to and following their arrival to the host country. This knowledge would assist expatriates in evaluating their abilities to make better decisions when accepting international assignments. The following research question was posed by the study:

RQ₁: What are the extremely important Expatriate Success Factors (ESF) to their commitment to completing their assignment in Arab markets?

Expatriates' Selection Based on Personal Characteristics

Existing literature has highlighted that although professional characteristics of expatriates play a vital role in influencing the success of their international assignments; still the personal characteristics are also significant (du Toit & Jackson, 2014; Kraimer, Bolino & Mead, 2016). However, the current selection process of expatriates is based purely on evaluating the skills and technical expertise of candidates with no consideration of personal characteristics. This approach may be greatly contrasted with the selection process of Western expatriates, who are expected to be posted in non-Western markets, whereby solely technical expertise is not taken into consideration (Aljbour, Hanson, and El-Shalkami, 2013). Characteristics of expatriates may play a major role in their decision making and performance when they are in a different cultural market. Personal characteristics include the ability to adapt to the host culture, family adaptability, ability to learn host language, emotional stability, and openness to others (du Toit & Jackson, 2014).

Additionally, various personality traits are considered when selecting expatriates for international assignments, which were inclusive of openness, confidence, optimism and extraversion (du Toit & Jackson, 2014). A contingency model developed by Lee and Croker (2006) has been tested and proven as an accurate model for testing expatriates' characteristics impact on performance. Further studies have highlighted that a proactive personality and self-control were vital personality characteristics, affecting the success of an expatriate in a leadership position (Lauring, Selmer & Kubovcikova, 2017). Furthermore, it was important to select expatriates based on their cultural sensitivity (Kraimer, Bolino & Mead, 2016), adaptability, willingness to change, language ability (Selmer & Lauring, 2015), ethics (Armstrong, Francis & Grow, 2017), morals, loyalty (Lin & Lin, 2014) and motivation values. Furthermore, it was important to provide proper training to employees and their families (Lazarova, McNulty & Semeniuk, 2015).

Training before Departure

Multinational organizations must provide sufficient cultural training for their employees before posting them in different markets. Training must be adequate and specific to the culture of host country (Lazarova, McNulty & Semeniuk, 2015). Most non-Arab expatriates working in UAE did not take any training related to their relocation to Arab markets. It was found that only 6.3% of non-Arab expatriates have taken cross-cultural training; 10.3% have taken Arabic language training; 1.7% has taken waste training; and only 2.9% of their families have taken training before their departure to UAE. (Aljbour, 2011). Expatriates' training has become an important practice by organizations to increase the success of their global leaders. Therefore, educating and training non-Arab managers about cultural differences and expected difficulties is an important and culturally challenging assignment (Aljbour & Hanson, 2015). Training expatriates before arriving in the host country may prevent improper actions or unsuccessful decisions caused by cultural and environmental differences that may place business success in the host country at risk. The awareness and acceptance of adaptation to host culture can be successful, if expatriates adapt to the society in general. Knowing how to deal with situations related to cultural differences before arrival would prevent making mistakes due to a lack of cultural understanding, as described previously, and prepare expatriates for a successful relationship with their Arab partners (Harrison & Michailova, 2012).

Expatriates' Family Members

Concerning cultural acclimatization, most of the companies did not provide any training or briefing to expatriates' families before or after the relocation and focused only on the pre-location process. Expatriates felt that they were given enough time to relocate, but their partners requested more time (Forster, 2000). It was found that only 2.9% of expatriates' families received training or briefing before relocating to the UAE. (Aljbour, 2011). Expatriates who are relocating together with their families to a different cultural country must insist in enrolling their family members in cross-cultural training that is specific to the culture to which they are relocating. High failure rate of expatriates is also associated with inability of their families to adapt to the host culture (Forster, 2000). Involving family members during the selection process is advised through evaluating family stability, responsibility for aged parents, existence of learning usability, child associated concerns and problems, emotional stability, and strengths of family ties to the community.

International organizations are attempting to support expatriate families by offering financial packages such like housing, air fare tickets cost, children education, and more. However, there is minimal interaction with families to assist them in integrating with the local society. Family adaptation to the host country culture remains to be a complex process that has a multitude of facets. More than 60% of expatriates are accompanied by spouses and more than half of them take children along. This high number of family members assures the importance of stressing on preparing family members of expatriates for the upcoming challenge especially since the work-family interface with the expatriates' work performance (Haslberger & Brewster, 2008).

While expatriates' performance is negatively affected by spousal adjustment to the host country, spouses are also losing their personal interest and advantages of moving abroad. The task conflict for expatriates is the strong relationship between distributive justice and work-related tasks and for spouses the conflict is related to

the strong relationship between distributive fairness and house-hold related tasks. When taking the risk of moving abroad, expatriates focus mainly on work related aspects and spouses are normally focussing on tasks related to the family and that is causing the relationship between the two in conflict and at risk (Van, Giebels, Zee&Duijn, 2011). There is a direct relationship between expatriates' family adjustment and expatriates work performance that results in a continuous demand by expatriates from their employers to support their families' process of adjusting to the host culture. The literature confirms the relationship between family adjustment and expatriates' work performance and the responsibility of assisting families lies on the organization and its HRMs (Trompetter, Bussin, & Nienaber, 2016).

After Arrival Training

Cultural training is offered for expatriates more often before departure than upon arrival. Organizations are not offering after arrival training due to lack of time and associated financial costs. One of the most effective training methods for after arrival expatriates is classroom training which may include role playing and practical methods, and open discussions (Min, Magnini, & Singal, 2013). It is necessary to offer appropriate after arrival training which is recommended to be conducted by a local expert. Such training must be aligned with pre-departure training to complete the needed knowledge about local practices for expatriates.

While there are many researches related to pre-departure training, existing literature lacks the needed knowledge regarding after arrival training. It is worthy of mention that the internet and social media have become key players in assisting expatriates to overcome the challenges of cultural adjustment following their arrival. However, receiving feedback and advice from other expatriates through online and social media may cause the spread of biased ideas and cause more harm than good (Susanto and Rostiani, 2012). To overcome the obstacles of providing expatriates training, companies must overcome financial restrictions and increase their investment on expatriates. The relationship between expatriate management practices and the international management strategies of local, centralized, and global is adopted by HR departments in comparison with the overall strategies of the organizations (Caligiuri & Colacuglu, 2007). Firms which are expecting to expand globally are maintaining qualified and experienced managers to prepare them for international assignments.

However, there is no difference between firms in term of preparedness for better expatriates' management after posting them in an international market. The currently available support for expatriates is limited to administrative support and does not expand to performance management or cross-cultural adjustment improvement. There is a need to prepare procedures and practices that might assist HR managers in managing expatriates after they are posted in the host country. It was discussed in an additional study that the provision of training procedures is a crucial step in aiding expatriates during the relocation process (Sarkiuaitė & Roche, 2015).

Expatriates' Mentors

Companies must pay more attention to assigning mentors to expatriates, which may assist in their adjustment and reduce the expatriate failure rate. Even if expatriates have sufficient previous experience in different countries, relocating expatriates is considered as a new task and they may face extreme difficulties to adjust and perform well (Aljbour and Hanson, 2015). Noer, Leupold and Valle (2007) suggested the need to assign coaches and mentors to expatriates when posted in Arab markets. This recommendation was made after comparing the U.S. managers' coaching behaviour to Saudi Arabian managers' coaching behaviour and examining managerial coaching and cultural influence on these behaviours. The study suggested that high power-distance, high uncertainty avoidance, low individualism, and low/medium masculinity characterize Saudi Arabian management style while low power-distance, low uncertainty avoidance, high individualism, and high/medium masculinity characterize styles of U.S. managers.

Such great differences in cultural dimensions may lead to errors in expatriates' decision making when practicing their work duties and an expert mentor who can provide an advice may reduce such errors significantly. The use of local hosts or mentors has shown to benefit expatriates in several areas such like adjustment, social support, and competencies. Furthermore, it may increase job satisfaction and reduce expatriates' turnover. The quality of the contact between the local host and the expatriate will result in benefits in interaction adjustment, open-mindedness, and social initiatives (van Bakel, Gerritsen & van Oudenhoven, 2016).

Logistical Support during Re-Location

The challenges faced by HR managers when managing expatriates are caused due to fast globalization and increasing competition among multinational organizations. HRMs consider the process of managing expatriates as a logistical process that has no relationship to HR management. Most expatriates are dissatisfied at their post due to the lack of parent company communication and support during the process of relocation since all the relocation procedures are outsourced to a third party (Santoso and Loosemore, 2013).

Kawai and Strange (2014) have examined the perceived organizational support and its impact on expatriates' performance. The collected data from German expatriates in Japan was analysed to identify their perceived

organizational support and its relationship with their performance. German expatriates were found to adapt easier to their work in Japan when their perceived organizational support is high. Furthermore, higher commitment was identified among German expatriates if their perceived organizational support was high and resulting to higher work performance. The positive relationship between employees and organizations may exist if the parent company provides the needed support for its expatriates. Therefore, there is a need for multi-national organizations to provide support to their expatriate employees in order to increase the level of their commitment and performance (Hertz, 2015).

Communication with Expatriates

It was noted that expatriates do not receive a sufficient level of communication with their mother company after their arrival to the host market (Aljbour, 2011). As a result, these expatriates experience feelings of isolation. Some expatriates reported that they received cultural training before their departure to the host market but no communication from the trainers was conducted with them after their arrival to the host country to identify the effectiveness of the training. Expatriates who are successful in their home country are not necessarily going to be successful in another market. Therefore, professional advice and communication is not presently offered by the mother companies, thereby resulting in poor decision-making and performance by the expatriates. The isolation that expatriates experience when they are in the international assignment transforms their assignment into a barrier to their career growth instead of being an investment. One of the reasons behind failure of expatriates is the poor execution of communication with expatriates after their arrival to the host country (Aljbour, Hanson, and El-Shalkami, 2013; Santoso and Loosemore, 2013).

The level of support and communication expatriates receive from their parent company is weak and the impact of such lack of support has a negative impact on their commitment. Expatriates may need different level of communication based on several factors such like gender where European males are most likely to adapt to Arab culture than European females (Aljbour, 2015). The main difficulties of adapting to Arab culture among both genders were related to the lack of awareness of the host culture such like language, religion, and communication. There is an indication of poor expatriates' management after their arrival to China and the main identified weaknesses were poor after arrival communication, care, provision for expatriates and their families (Seak and Enderwick, 2008). Most of the communication provided is reported to be inadequate. Furthermore, parent companies considered communication with expatriates to be unnecessary and not valuable.

The effect of the relationship between employee formalization level at an organization and organizational work for different types of organizations in Turkey was found to have a significant correlation (Erkmen and Bozkurt, 2016). There is significant evidence of the relationship between communication management techniques and the level of their organizational commitment. Expatriates are struggling mentally because of poor expatriate communication by their parent company. Better communication with expatriates might lead to better mental status of expatriates and ability to adjust to the host culture (Darawong, Igel&Badir, 2016).

Satisfaction with HR Practices

Expatriates may intend to leave the organization and have less commitment if HR practices were found inappropriate and not satisfactory. Employees' level of organizational commitment is significantly correlated to the satisfaction of employees with the HR and personnel management practices (Guchait and Seonghee, 2010). Expatriates are expected to perform better and be more satisfied with their work if organizational commitment was higher for them. HRMs must implement several practices that might contribute to improving expatriates' assignment commitment in order to improve their work performance and satisfaction (Paik, Parboteeah, and Shim, 2007). Peterson, Napier, and Shul-Shim (2000) conducted phone interviews with several IHRMs for four different multinational organizations. The organizations were American, British, German, and Japanese. The study attempted to identify the differences in personnel management of expatriates to find similarity between the American and British expatriate management techniques. It was seen that Japanese and German expatriate management styles were similar in term of process and subsidiary support.

Suutari and Brewster (2001) examined expatriate management practices related to their selection process and preparation to be assigned in an international location. The authors then examined HR management practices of performance evaluation, and career planning after posting an expatriate abroad. The survey sample of Finnish expatriates collected their opinion about the practices of their parent companies. Participants explained their unsatisfaction of personnel management practices after their international relocation by describing the practices as weak and in need for improvement. Taking into consideration the financial expenses carried by organizations for relocating key managers to an international location, the return on such investment is still considered low (Jassawalla, Asgary, and Sashittal, 2006). It was seen that most multinational organizations lack the techniques required to measure their return on investment and expenditure on expatriates. It is therefore urgently recommended to expand HR practices to evaluate and measure the return on company's investment related to relocating and posting employees overseas (McNulty & Cieri, 2013).

Cross-Cultural Adjustment

It was discussed earlier that cross-cultural adjustment is highly integral to an expatriate's ability to relocate to a new environment. To that end, it was suggested that corporate trainings should be provided to these expatriates in order to aid them to adjust in new surroundings. It was seen that there is a significantly positive relationship between the perceived corporate training investment on expatriates and their response to adjustment to foreign cultures (Min et al., 2013). Almazrouei and Pich (2015) provided evidence that expatriates in the UAE face several challenges such as cultural adjustment, religious conflicts, and language barriers. Expatriate management has a direct impact on their performance related to cultural adjustment and communication abilities in the UAE. Improvement in the cultural adjustment techniques by the parent organization will assist expatriates in improving their performance when posted in the UAE.

Top Management Support

Top management plays a major role to impact employees' commitment in multinational organizations. The result of top management interaction in the process related to expatriate commitment through HR practices may result to increase expatriates' commitment (Taylor, Levy, Boyacigiller, and Beechler, 2008). Organizational culture is highly related to their level of adaptability to organizational practices and process and employees' organizational commitment is correlated to the HR practices especially in multinational organizations. Despite the several challenges faced by expatriates when posted in a foreign market, organizations must extend all types of support to make the adjustment process as easy as possible. Leaders in the parent company hold the responsibility to be engaged in the process of expatriates' movement to extend an additional support method. Involvement of leaders in the home country in the process will encourage expatriates and increase their organizational commitment.

There is positive relationship between leadership involvement in the expatriates' relocation and adjustment process and expatriates' performance and commitment to the assignment (Liu, &Ipe, 2010). Senior managers' involvement should also extend to the selection and training process of expatriates. Senior management support can be presented in often communication with the expatriate and his or her family members before and after departure. Since one of the obstacles faced by expatriates in the lack of time and financial support to receive cultural training, senior managers must understand the impact of such training on expatriates' performance and make the needed resources available. Return on investment on expatriates has been proven adequate and providing the needed resources to assist the adjustment process will pay back to the company and is considered as sufficient investment (Wu, &Ang, 2011).

Expatriates' Professional Development

According to Singh & Gupta (2015), work commitment is positively correlated with team work and job involvement. Organizations are striving to improve employees' motivation, engagement, and commitment; however, professional commitment of an employee is inconsistent with organizational commitment. Therefore, organizations must work closely to improve organizational commitment through communication, teamwork, and job involvement. Organizational commitment has positive relationship with expatriates' career advancement and professional development. The link between global assignment and career development is established and requires a fit between the expatriate's assignment and his or her long-term career goals. While such a fit has a negative relationship with expatriates' stress and pressure in the adjustment process, it positively impacts career development and organizational commitment (Konopaske, Robie, &Ivancevich, 2009). While working abroad may enrich expatriates' skills and abilities, it is not positively related to career advancement and professional development. When accepting overseas assignments, career advancement may be achieved through achieving success on the assignment. Expatriates' assessment and evaluation of the overseas assignment is the main factor that may affect their promotion or movement in the organization's hierarchical structure. Employees may fear accepting an international assignment because of the perceived negative impact of such movement on their career. However, failure in the assignment is the only factor that may cause a negative effect on their career. On the other side, success in the assignment will contribute greatly on expatriates' career and professional development (Kraimer, Shaffer, &Bolino, 2009).

Expatriates' Compensation

In exploring the performance management of Australian and Singaporean expatriates, Woods (2003) identified the effectiveness of performance appraisal on expatriates and opportunities to improve managing expatriates in Australia and Singapore. Expatriates management focuses solely on work related indicators which are not specifically tailored for expatriates. Incorporating cross-cultural rater within the performance management system is needed to increase the level of expatriate performance related to their host country. Expatriate compensation should vary based on the country they are assigned to and taking into consideration the risk associated with such relocation. Countries which are considered less safe and present higher risk on safety and convenient should be ranked as higher expatriates' compensation. Expatriates are expecting to receive more

rewards when relocating to countries that they will not feel comfortable living in. On the other hand, expatriate satisfaction with compensation is considered as pressure factor to convince them in completing their assignment duration. Expatriates who are satisfied with their compensation are expected to perform better and complete their tasks to the end (Bader, 2015).

Expatriates' compensation package differs from packages offered to local employees. This may be causing companies to deal with several legal issues related to discrimination. However, expatriates expect their employers to offer a salary that may compensate for the taken risk of leaving home country and relocating to a different culture. The expected package must also include global health insurance that allows the expatriate and his or her family members to benefit from the health insurance in both the host and home countries (Leung, Lin, & Lu, 2014). Additionally, a few companies offer their expatriates housing, child education, and annual return tickets for expatriates and their family members. While some researchers emphasized on the impact of such benefits on expatriates' commitment, others found no significant impact on the level of commitment of the expatriates to the assignment and the decision to return home (McNulty & Cieri, 2013).

Assignment Duration

It was discussed in studies that lengthier stay durations in host countries enable expatriates and their families to foster better relationships and enhance the level of comfort in the new environment. In return, expatriate performance may be impacted in a positive way (Trompeter et al., 2016). Stressors on expatriates and their families will differ according to the assignment duration and those who stay longer will face less pressure and stress than who stays for short duration. However, expatriation previous experience has a direct impact on expatriate stress level in the first year of the international assignment and those who have more than three years of expatriation experience show no difference in the stress level overtime. Expatriates may face difficult times during their first year in the new location and stress reduces during the second and third year (Hippler, Brewster & Haslberger, 2015). The difference in adjustment for new comers and experienced expatriates is also related to the previous experience of dealing with people from different culture. Experienced expatriates have been through similar situations in different countries and possess the know-how to build networks and melt-in. On the other hand, those who have never been an expatriate in the past may face difficulties, spend more time, and make some mistakes when trying to understand local people and communicate with them. Temporal dynamics is still not explored enough in research but organizations must avoid hiring expatriates for short-term assignments (Hippler, Brewster, & Haslberger, 2015).

Methodology

The purpose of this research was to identify the Expatriate Success Factors (ESF) that impact expatriates' decision to commit and complete their expatriation assignment in Arab markets. The systematic literature review identified 13 factors that have direct influence on expatriates' commitment to their overseas assignment. To verify the impact of those factors five interviews were conducted with senior expatriates in different Arab countries and another five interviews with HRMs of companies located in different Arab countries. The outcome of the interviews assisted the researcher in developing the survey questionnaires which were presented to 10 colleagues who are Assistant Professors or higher to pre-test the survey questionnaires and identify any errors. Minor errors were identified and corrected and an online questionnaire survey was then conducted to measure the importance of each factor on expatriates' commitment to their assignment in different Arab markets. The research methodology procedure is in accordance to Alshibly, Chiong, and Bao (2016) study. Figure 1 explains the research framework for this study.

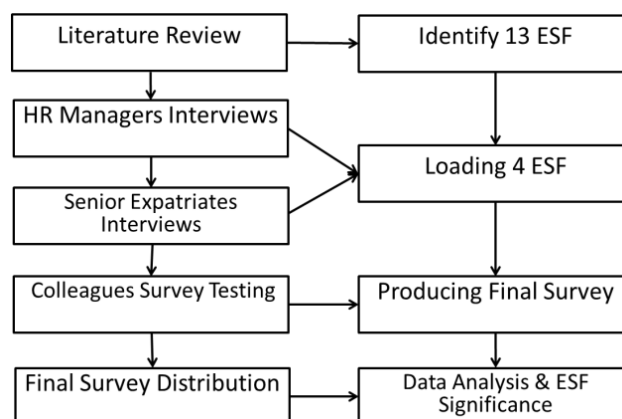


Fig.1: Research Framework

ESF from the Literature

Through the effective conduction of the literature review, it was observed that many researchers have explored the cultural adjustment of expatriates to the host country in the past few decades. However, few researches were found related to expatriates in the Arab markets. The review of the literature concluded to 13 ESF which are considered for this study as critical factors that may have significant influence on expatriates' commitment to their assignment in Arab markets (Table 1).

Table 1: ESF from the Literature for Increasing Expatriates Commitment

	Expatriates Success Factor	Literature	Topics of Literature
1	Expatriates selection based on personal characteristics and skills	Aljbour, Hanson, & El-Shalkami, 2013	Cultural training impact on non-Arab leaders' network performance in Arab markets
		Gregersen, Morrison & Black, 1998	Developing leaders for the global frontier
		Lee & Croker, 2006	A contingency model to promote the effectiveness of expatriate training.
		Mendenhall, Dunbar & Oddou, 1987	Expatriate selection, training and career-pathing: A review and critique
		Forster, 2000	Expatriates and the impact of cross-cultural training
2	Training before departure	Katz & Seifer, 1996	Planning for expatriate success through selection, pre-departure training and on-site socialization
		Jun, Gentry & Hyun, 2001	Cultural adaptation of business expatriates in the host marketplace
		Mendenhall, Dunbar & Oddou, 1987	Expatriate selection, training and career-pathing: A review and critique
		Aljbour, 2011	Wasta and non-Arab training, characteristics, task, and culture in Arab markets
		Lee & Croker, 2006	A contingency model to promote the effectiveness of expatriate training.
3	Expatriates' Family training	Forster, 2000	Expatriates and the impact of cross-cultural training
		Trompetter, Bussin, & Nienaber, 2016	The relationship between family adjustment and expatriate performance
		Haslberger & Brewster, 2008	The expatriate family: An international perspective
		Van, Giebels, Zee & Duijn, 2011	Expatriate adjustment: The role of justice and conflict in intimate relationships
		Mendenhall et al., 1987	Expatriate selection, training and career-pathing: A review and critique
4	Training after arrival & On-Site	Caligiuri & Colacuglu, 2007	A strategic contingency approach to expatriate assignment management
		Susanto, E. & Rostiani, R., 2012	Enhancing cross-cultural training efficacy on expatriate adjustment through emotional intelligence and social capital
		Min, Magnini, & Singal, 2013	Perceived corporate training investment as a driver of expatriate

			adjustment
		Katz & Seifer, 1996	It's different out there: Planning for expatriate success through selection, pre-departure training and on-site socialization
5	Assigning mentors for expatriates	Jassawalla, Asgary, & Sashittal, 2006	Managing expatriates: The role of mentors
		V., G., & V., 2016	The importance of relationship quality: Maximizing the impact of expatriate contact with a local host
		Aljbour & Hanson, 2015	Task Complexity and Non-Arab Expatriates' Wasta Performance in Arab Markets
		Noer, Leupold, & Valle, 2007	An analysis of Saudi Arabian and U.S. managerial coaching behaviors
6	Support during relocating	Santoso & Loosemore, 2013	Enhancing cross-cultural training efficacy on expatriate adjustment through emotional intelligence and social capital
		Skarmeas, Katsikeas, & Schlegelmilch, 2002	Drivers of Commitment and its Impact on Performance in Cross-Cultural Buyer-Seller Relationships: The Importer's Perspective
		Kawai & Strange, 2014	Perceived organizational support and expatriate performance: Understanding a mediated model
		Brown, 2008	Dominant stressors on expatriate couples during international assignments
7	Communication between HR and expatriates during assignment	Aljbour, 2015	Impact of European Expatriates' Gender on Their Adaptability to Arab Culture
		Erkmen & Bozkurt, 2016	Social support, organisational support, and religious support in relation to burnout in expatriate humanitarian aid workers
		Santoso & Loosemore, 2013	Enhancing cross-cultural training efficacy on expatriate adjustment through emotional intelligence and social capital
		Seak & Enderwick, 2008	The management of New Zealand expatriates in China
8	Satisfaction with HR Practices	Paik, Parboteeah, & Shim, 2007	case of Mexican workers in the Korean Maquiladoras
		McNulty & Cieri, 2013	Measuring expatriate return on investment with an evaluation framework
		Guchait & Seonghee, 2010	The impact of human resource management practices on intention to leave of employees in the service industry in India
		Jassawalla, Asgary, & Sashittal, 2006	Managing expatriates: The role of mentors
		Suutari & Brewster, 2001	Expatriate management practices and perceived relevance
		Peterson, Napier, & Shul-	Expatriate management: A

		Shim, 2000	comparison of MNCs across four parent countries.
9	expatriate's cultural adjustment to the host country	Florkowski&Fogel, 1999	Expatriate adjustment and commitment: the role of host-unit treatment
		Min, Magnini, &Singal, 2013	Perceived corporate training investment as a driver of expatriate adjustment
		Almazrouei&Pich, 2015	Working in the UAE: Expatriate management experiences
		Wang, 2008	The relations between expatriate management and the mentality and adjustment of expatriates
10	Top Management Support	Taylor, Levy, Boyacigiller, and Beechler, 2008	Employee commitment in MNCs
		Wu, &Ang, 2011	The impact of expatriate supporting practices and cultural intelligence on cross-cultural adjustment and performance of expatriates in Singapore
		Liu &Ipe, 2010	The impact of organizational and leader-member support on expatriate commitment
11	Professional improvement	Singh & Gupta, 2015	Job involvement, organizational commitment, professional commitment, and team commitment
		Kraimer, Shaffer, &Bolino, 2009	The influence of expatriate and repatriate experiences on career advancement and repatriate retention
		Thomason, 2007	An empirical analysis of how repatriate and spouse/partner perceptions and attitudes about their new lifestyle related to several repatriates turnover outcome
		Konopaske, Robie, &Ivancevich, 2009	Managerial willingness to assume traveling short-term and long-term global assignments
12	Compensation	Woods, 2003	Performance management of Australian and Singaporean expatriates
		Leung, Lin, & Lu, 2014	Compensation disparity between locals and expatriates in china: A multilevel analysis of the influence of norms
		McNulty &Cieri, 2013	Measuring expatriate return on investment with an evaluation framework
		Bader, 2015	The power of support in high-risk countries: Compensation and social support as antecedents of expatriate work attitudes
13	Assignment duration	Trompetter, Bussin, &Nienaber, 2016	The relationship between family adjustment and expatriate performance
		Brown, 2008	Dominant stressors on expatriate couples during international

		assignments
	Hippler, Brewster, & Haslberger, 2015	empirical evidence of employees' motives for seeking or accepting relocation

Interviews

Two identical sets of structured interviews were conducted with IHRMs and senior expatriates in different Arab markets during the months of April and May of 2017. The objective of the interviews was to verify the significance of the identified ESF on the commitment of expatriates in Arab markets. The interviews were conducted via phone calls and using online Skype application. The interview questions were structured to ask about the importance of each ESF to the commitment of expatriates who are specifically posted in Arab markets. The selection criteria of all interviewees are explained further in the population section. It is important to mention that the majority of the interviewees from both groups suggested grouping the ESF to produce a shorter list. As a result of the interviews the ESF were slightly modified and few factors were merged as joint factors.

Categorizing ESF

A set of 13 ESFs was developed from the most significant related literature. After the 10 interviews with HR managers and senior expatriates, the 13 ESF were tuned and grouped together to produce four categories that include the 13 ESF (Table 2).

Table 2: ESF Loading for Increasing Commitment in Arab Markets

	Expatriate Success Factor (ESF)	Exploratory ESF	Source
1	Pre-Departure Factor (PDF)	PDF1: Selection Based on Personal Characteristics	Aljbour, Hanson, & El-Shalkami, 2013; Gregersen, Lee & Croker, 2006; Mendenhall, Dunbar & Oddou, 1987; Morrison & Black, 1998;
		PDF2: Pre-Departure Training	Aljbour, 2011; Forster, 2000; Jun, Gentry & Hyun, 2001; Katz & Seifer, 1996; Lee & Croker, 2006; Mendenhall, Dunbar & Oddou, 1987
		PDF3: Family Selection & Training	Forster, 2000; Haslberger & Brewster, 2008; Mendenhall et al., 1987; Trompetter, Bussin, & Nienaber, 2016; Van, Giebels, Zee & Duijn, 2011
2	During Relocation Factor (DRF)	DRF1: Logistical Support	Brown, 2008; Kawai & Strange, 2014; Santoso & Loosemore, 2013; Skarmeas, Katsikeas, & Schlegelmilch, 2002
		DRF2: Top Management Support	Liu & Ipe, 2010; Taylor, Levy, Boyacigiller, and Beechler, 2008; Wu, & Ang, 2011
3	After Arrival Factor (AAF)	AAF1: Training After Arrival	Caligiuri & Colacuglu, 2007; Katz & Seifer, 1996; Min, Magnini, & Singal, 2013; Susanto, E. & Rostiani, R., 2012
		AAF2: Cross Cultural Adjustment	Almazrouei & Pich, 2015; Florkowski & Fogel, 1999; Min, Magnini, & Singal, 2013; Wang, 2008
		AAF3: Mentoring	Aljbour & Hanson, 2015; Jassawalla, Asgary, & Sashittal, 2006; Noer, Leupold, & Valle, 2007; V., G., & V., 2016;
4	Continuous Process Factor (CPF)	CPF1: Compensation	Bader, 2015; Leung, Lin, & Lu, 2014; McNulty & Cieri, 2013;

			Woods, 2003
		CPF2: Assignment Duration	Brown, 2008; Hippler, Brewster, & Haslberger, 2015; Trompetter, Bussin, & Nienaber, 2016
		CPF3: Communication with Expat & Family	Aljbour, 2015; Erkmen & Bozkurt, 2016; Santoso & Loosemore, 2013
		CPF4: Satisfaction with HR Practices	Brewster, 2001; Guchait & Seonghee, 2010; Jassawalla, Asgary, & Sashittal, 2006; McNulty & Cieri, 2013; Paik, Parboteeah, & Shim, 2007; Seak & Enderwick, 2008; Suutari & Peterson, Napier, & Shul-Shim, 2000
		CPF5: Professional Development	Bolino, 2009; Kraimer, Shaffer, & Thomason, 2007; Singh & Gupta, 2015;

Conceptual Framework

The identified four ESFs from the literature were explained by 13 exploratory variables. The interviewees helped in identifying the actual impact of the factors and divided the list into four primary factors. These were: pre-departure factor (PDF); during relocation factor (DRF); after arrival factor (AAF), and; continuous process factor (CPF). The first factor was measured using three exploratory variables, the second using two exploratory variables, the third using three exploratory variables and the last factor was measured using five exploratory variables of Compensation (CPF1) (Table 2.) Figure 2 explains the conceptual framework that guided this study.

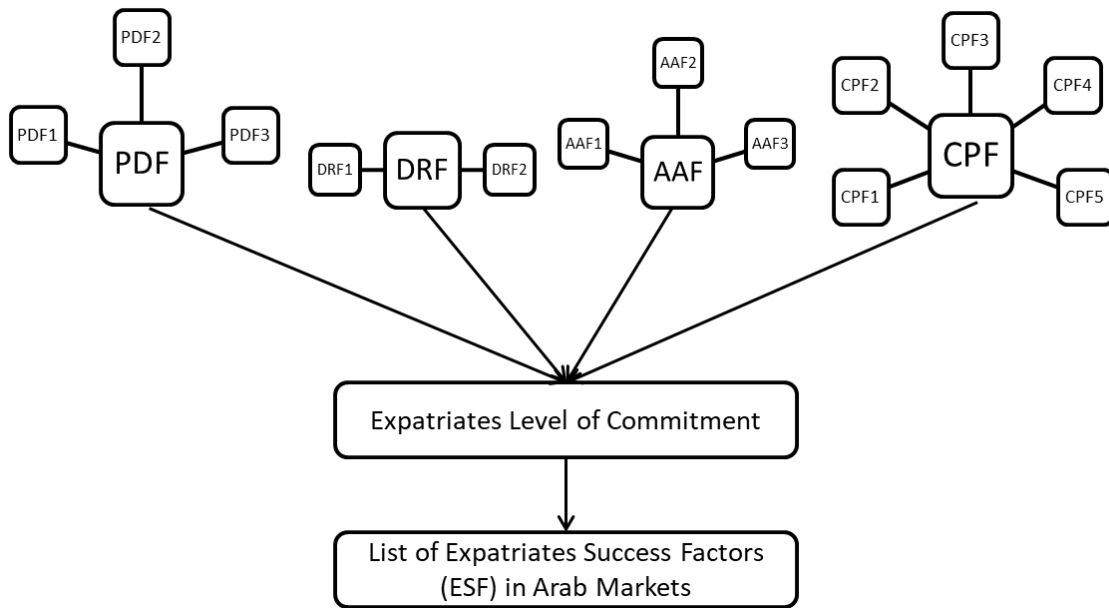


Fig.2: Conceptual framework for identifying expatriates’ success factors (ESF) for commitment to assignment in Arab markets

Research Problem and Questions

Previous researches have explored the level of commitment of expatriates to their assignment but the literature is found to be theoretically lacking in clear explanations of the success factors that are crucial to expatriate commitment. The primary purpose of this research was to identify ESFs that have significant influence on expatriates’ commitment to their assignment in Arab markets by answering the following research question:

RQ₁: What are the extremely important Expatriate Success Factors (ESF) to their commitment to completing their assignment in Arab markets?

Sampled Population

Expatriates are defined in this study as those who are working out of their home country for a multi-national company that has offices in different countries. The interviews were conducted with two different groups that consisted of HR managers and senior expatriates. HR managers were selected based on the criteria of association to a multi-national organization, work experience as an HR manager for five years or more and managing expatriates of non-Arab origin. The final list of HR managers contained managers who are currently working for companies that have offices in Saudi Arabia, Egypt, Jordan, Bahrain, UAE, Qatar, and Oman. The senior expatriates' interviewees were selected based on the criteria of having 10 years or more of experience in Arab markets, holding managerial positions, and of non-Arab origin. The final list of senior expatriates contained who are currently working in Saudi Arabia, Jordan, Bahrain, UAE, and Qatar. The survey participants were expatriates who are currently working in an Arab market, age of 18 or more, can speak English, and of non-Arab origin. It is important to mention that the 22 Arab countries recruited for this study are members of the Arab League, and inclusive of Algeria, Bahrain, Comoros Islands, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Mauritania, Oman, Palestine, Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, and Yemen. All expatriates who are of Arab origin are those who were born, or of a parent who was born in any of these 22 countries.

The accessibility of population was assured by adopting two methods of invitations. First, the researcher purchases E-mail addresses of expatriates working in Arab markets from reachgulfbusiness.com for the price of USD149.00. The list contained 250,000 email addresses only and contained no personal information. To assure the accuracy of this list, the first part of the survey consisted of filtering questions to eliminate any response from those who do not comply with the selection criteria. To assure random selection, the invitation was sent to email addresses listed in even-numbers only resulting to 125,000 invitations. Second, the link of the survey was posted in social media pages of expatriates such like Facebook and Twitter. Examples of pages are Facebook pages of "Expatriates in Bahrain", "Expatriates in Jordan", "Expatriates in Saudi Arabia", "Expats of Djibouti", and "Expatriates in UAE." to cover expatriates in all the 22 Arab countries. The survey was open to participants for four months from June to September of 2017. At the end of September, the survey was closed with a total of 7821 responses (6.2%). After filtering the responses using the three filtering questions of "Are you above 18 years old?", "Are you or any of your parents of Arab origin?", and "Which Arab countries you have worked in?" by removing every response that did not qualify the respondent to participate. The final valid responses received were 528 in number. It is worth noting that no responses were received from Comoros Islands, Libya, Mauritania, and Yemen. Table 3 represents the description of the final sample of the population.

Table 3. Description of Sampled Population

		Frequency	Valid Percent	Cumulative Percent
Gender	Female	1232	23.3	23.3
	Male	4048	76.7	100
Expat Experience	0-5 years	1320	25	25
	6-10 Years	1408	26.7	51.7
	11-15 Years	616	11.7	63.3
	16 years or more	1936	36.7	100
Countries Working In	Algeria	92	1.7	1.7
	Bahrain	176	3.3	5
	Djibouti	264	5	10
	Egypt	528	10	20
	Iraq	71	1.3	21.4
	Jordan	328	6.2	27.6
	Kuwait	65	1.2	28.8
	Lebanon	53	1	29.8
	Morocco	220	4.2	34
	Oman	119	2.3	36.2
	Palestine	32	0.6	36.9
	Qatar	552	10.5	47.3
Saudi Arabia	1276	24.2	71.5	

	Somalia	41	0.8	72.2
	Sudan	29	0.5	72.8
	Syria	76	1.4	74.2
	Tunisia	170	3.2	77.5
	United Arab Emirates	1188	22.5	100
	Total	5280	100	

The total valid responses of 5280 comply with the minimum sample size by Green (1991) of $n > 50 + 8m$. Since all the exploratory variables are 13 then the minimum required sample size was 154 valid responses. However, the researcher attempted to collect responses from participants who were located in a wide variety of Arab countries to allow the generalization of the result. The strength of the sampling plan is that the considered responses are from participants who are the concerned population “non-Arab expatriates”. This was assured by applying the selection criteria through the filtering questions. Eliminating participation from expatriates of Arab origin enhanced the results and assured accuracy of collected data. Random sampling and data collection from all Arab countries allowed the possibility of generalizing the findings. The weakness of the sampling plan is the use of an on-line survey which does not assure the perfect accuracy of responses. It is also a weakness in that the total number of non-Arab expatriates who are working in Arab markets is unknown and that caused lack of confirmation of the percentage of participants to the total population.

Survey Instrument

An introduction page and two parts online survey using Survey Monkey online application was utilized for this study. The online application was used to collect data which was presented as unprocessed data. The first page of the survey consisted of a welcome message and introduction to the survey that contained all consent information. The welcome message assured anonymity, voluntary, benefits, and objectives of the study. Part 1 of the survey was dedicated to collect demographic information and filter participants according to the selection criteria. Part 1 contained five questions to identify participants’ gender, age, ethnicity, years of expatriation experience in Arab countries, and Arab countries that the expatriates have worked in. Part 2 of the survey contained 13 questions which were measured using 5-Point Likert scale ranging from “Not Important at All” which was coded (1), “Little Important” which was coded (2), “Not Related” which was coded (3), “Important” which was coded (4), and “Extremely Important” which was coded (5). Participants were asked to rate the importance of the 13 factors on their commitment to expatriation assignment in Arab markets. Part 2 contained three questions to measure pre-departure factors (PDF), two questions to measure during relocation factors (DRF), three questions to measure after arrival factors (AAF), and five questions to measure continuous process factors (CPF).

Procedure and Ethical Consideration

An invitation letter that contained the online survey link was sent by email and via social media posts to participants in the first day of June of 2017. A reminder invitation was sent again in the first day of July, August, and September of 2017 to increase the response rate and assure receiving responses from expatriates in all Arab countries. The survey collection process was concluded in the 30th of September, 2017 and data was prepared for analysis. To assure following research ethics the researcher investigated any governmental regulations related to conducting a survey in all Arab countries and no restrictions were found related to the adopted survey method. The email addresses in the purchased list of 250,000 expatriates were on public domains and no emails were on private domains. To assure random selection only addresses listed in even numbers were selected and invited to participate in the survey. The survey invitation contained information about the study possible risks and benefits and contained no space to enter any identification data. It also stated assurance of anonymity voluntary participation, and instruction of participation. The selected methods of data collection at SurveyMonkey.com did not contain any participants’ identification such like IP addresses or tracking systems. After the data collection period was completed the researcher saved all collected data in a password secured file and will destroy the data after five years from the collection date.

RESULTS AND DATA ANALYSIS

To test the internal reliability of data the author conducted a Cronbach’s alpha test adapting the score of above .700 as an indicator of adequacy of data internal liability. The Cronbach’s alpha score of .865 indicates to adequate internal liability of collected data (Table 4).

Table 4:Cronbach’s Alpha Test Result

Reliability Statistics	
Cronbach’s Alpha	N of Items
.865	13

To reject the null hypotheses and assure the normality of data distribution Green (1991) model of data distribution was adapted were result must be less than .05 to reject the null hypotheses of a normal distribution. The result of the test indicates to significant normality of data distribution for all the variables (See Table 5).

Table 5:Test of Data Distribution Normality

Tests of Normality			
	Kolmogorov-Smirnov ^a		
	Statistic	df	Sig.
PDF1	.227	5280	.000
PDF2	.348	5280	.000
PDF3	.340	5280	.000
DRF1	.300	5280	.000
DRF2	.351	5280	.000
AAF1	.295	5280	.000
AAF2	.359	5280	.000
AAF3	.279	5280	.000
CPF1	.303	5280	.000
CPF2	.336	5280	.000
CPF3	.341	5280	.000
CPF4	.361	5280	.000
CPF5	.276	5280	.000

a. Lilliefors Significance Correction

For factor loading, first, KMO test was conducted to confirm the readiness of data to be factor loaded. A score above .5 is considered acceptable. Here it is .669 and the p-value is statistically significant (Table 6).

Table 6:Pre-Factor Loading Test of KMO

KMO and Bartlett’s Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.669
Bartlett’s Test of Sphericity	Approx. Chi-Square	61562.598
	df	78
	Sig.	.000

Eigenvalue of the three factors explained 74.45% of the variance. Factor loading with an absolute value below .3 came out with three factors which are with rotation of Varimax and Kaiser Normalization. The factor loading ranged from .936 for PDF3 to .337 for DRF1 (Table 7).

Table 7:Factor Loading

Rotated Component Matrix ^a			
	Component		
	1	2	3
PDF3	.936		
AAF2	.866		
PDF2	.823		
AAF3	.790		
AAF1	.770	.370	
CPF5		.879	
CPF1		.846	.337
DRF2		.813	
DRF1	.337	.647	
CPF3			.821
CPF2		.394	.761
CPF4		.599	.661

PDF1	.405		.617
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			

Mean and Standard Deviation analysis was conducted to answer the research question and rank the ESF for all respondents. The mean is the average response of all participants to a question. Since the answers ranged from 1 for “not important at all” to 5 for “extremely important”, higher means denote the level of importance of ESFs in the assignment commitment to Arab markets. The standard deviation indicates the level of data spread from the mean value. The lower the value of SD is, the less deviated each response from the mean is. The importance ranking of ESF is based on the combination of the mean value and SD score. The most important ESF is that which has higher mean and lower SD at the same time (Table 8).

Table 8: Ranking ESF through Mean and Standard Deviation

	Mean	Standard Deviation	Ranking
Selection Based on Personal Characteristics	3.65	1.078	10
Pre-Departure Training	3.33	1.179	13
Family Selection & Training	3.68	1.008	7
Logistical Support	4.3	0.781	1
Top Management Support	3.8	1.166	6
Training After Arrival	3.67	1.179	8
Cross Cultural Adjustment	4.02	0.922	4
Host Country Mentoring	3.5	1.336	11
Compensation	4.3	1.022	2
Assignment Duration	3.65	0.891	9
Communication with Expat & Family	3.48	1.271	12
Satisfaction with HR Practices	4.02	1.118	5
Professional Development	4.07	1.094	3

DISCUSSION

Evidence from the literature shows the importance of several factors with regard to the success of expatriates. These factors should be collected and examined for their importance to expatriates who are posted in Arab markets. The literature on expatriates indicated the importance of selecting the right expatriate, providing sufficient pre-departure and after arrival training to expatriates, involving expatriates’ families in the process, providing sufficient logistical support, the importance of top management support, cultural adjustment in the host market, offering attractive compensation, mentoring expatriates when in the host country, accurate duration of the assignment, appropriate HR practices and communication, and assuring professional development (Aljbour et. Al., 2013; Poonpol, 2018; van der Laken et al., 2016; Canhilal, Gabel & Dolan, 2015).

This study examined each of the above factors and measured the importance of each against the expected expatriates’ commitment to their assignment in Arab markets. The combined quantitative and qualitative method of the study was assured using the right tool to collect the needed data from the concerned population. Distributing the survey to expatriates who are currently working in all of the 22 Arab markets assured the possibility of generalizing the result to all non-Arab expatriates in all Arab markets. The interviews with expert HR managers and senior expatriates enhanced the quality of the survey questionnaires and tuned the examined factors to become sufficient and related to the actual population. Testing the survey on colleagues before distributing it to the population gave the chance to reduce any errors and produce a final survey that is measuring the right constructs.

Additionally, receiving a sufficient number of responses enriched the data and allowed for result generalization. The countries from which no responses were received were Comoros Islands, Libya, Mauritania, and Yemen. A reason for this could be attributed to the fact that these countries are crippled due to civil wars and unstable political situations and therefore have a very low level of expatriates’ presence. The demographics of this study indicated that female expatriates stood at 23%. This was in line with previous findings that indicated the dominance of male expatriates over female ones (Aljbour, 2015; Salamin & Davoine, 2015). Interestingly, 37% of

respondents had 16 years or more of expatriation experience in Arab markets. Receiving valid responses from 5280 non-Arab expatriates distributed over the Arab markets represents a wide number of responses that can accurately be generalized to represent the entire population.

The internal reliability test score of .865 and the high significance of the data normality assured the accuracy of the collected data and confirmed the rejection of the null hypotheses and that the data was normally distributed. This indicated that the instrument was accurate and the questionnaires were measuring the same constructs. The factor loading came out with three components and no item was in need for deletion. This indicated that accurate factors were selected for analysis. Measuring the Mean and Standard Deviation for each response against the 13 indicators allowed identifying the significance of each ESF on a scale of one to five, where 1 was 'Not Important at All' and 5 was 'Extremely Important'. The ESF that scored a higher mean and lower SD was considered to be more important for expatriates' commitment to their assignment in Arab markets.

In order to answer the research question, the study considered the ESF which scored a mean of 4.0 or higher and at the same time had the lowest standard deviation. The most important ESF was the logistical support received by expatriates while in the transition phase between the home country and the Arab market. The second most important ESF was found to be the financial compensation that they receive as expatriates in Arab markets. Additionally, the third important ESF was found to be the impact of expatriation on their professional development and career advancement. While cultural adjustment was found in other studies as critical to expatriates' success, this study ranks it as the fourth on the list. The fifth extremely important ESF was the satisfaction with HR overall practices. The top-five ESF were investigated by other studies and found important (Aljbouir & Hanson, 2015; Bolino, 2009; Jassawalla et al., 2006; Kawai & Strange, 2014; Santoso & Loosemore, 2013; Singh & Gupta, 2015) However, this study provides evidence of ranking of all factors according to their importance to expatriates. Therefore, Figure 3 represents the ranking of each of the 13 ESF.

RANK	Expatriate Success Factor	
1	Logistical Support	Extremely Important
2	Compensation	
3	Professional Development	
4	Cross Cultural Adjustment	
5	Satisfaction with HR Practices	
6	Top Management Support	Important
7	Family Selection & Training	
8	Training After Arrival	
9	Assignment Duration	
10	Selection Based on Personal Characteristics	
11	Host Country Mentoring	
12	Communication with Expat & Family	
13	Pre-Departure Training	

Fig.3: Ranking of ESF according to Importance to Expatriates in Arab Markets

It is concluded that the above-mentioned ESFs are critical to expatriates' commitment to their assignment in Arab markets. The results of this study indicated that all the 13 ESF are either important or extremely important to expatriates' commitment to their assignment in Arab markets. However, some ESFs are more important than others for expatriates.

CONCLUSION

IHRMs are facing challenges, when managing expatriates due to low commitment towards assignment. This study presents as a powerful tool for IHRMs to help them focus on factors that are of great importance to expatriates, who are expected to move to Arab markets. By mastering the logistical process when moving expatriates to Arab markets, IHRMs would reduce the failure rate of expatriates' commitment significantly. IHRMs must investigate the right compensation to expatriates and prepare a satisfactory professional development plan for these expatriates. Furthermore, several cultural programs and trainings should be provided to these expatriates. Furthermore, IHRMs should master their HR processes to assure expatriate satisfaction during their hiring and relocation to Arab markets. Ranking ESF according to their importance would aid IHRMs in distributing their budget and organizing their spending according to the importance of each

factor. This practice may also produce more sufficient HR practices that will increase organizations' return on expatriates' investment.

The study limitation may be seen through the use of an online method of collecting data, which does not guarantee the accuracy of participant responses. Furthermore, the widespread recruitment of 22 countries constrains the possibility of monitoring respondents and their actual criteria. Additionally, the unavailability of actual total number of non-Arab expatriates in all of the Arab countries provided complexities in measuring the percentage of the sampled population to the total population. Some participants may have answered some questions based on their previous experience with employers, thereby allowing for bias in their responses to some survey questions. Moreover, this study only considered 13 factors from the literature and therefore other factors may have not been investigated. Future research area should duplicate this study on other non-Arab markets to identify the level of importance given to these ESFs by expatriates in other markets. It may aid in building a global model of expatriates' success factors that can apply to expatriates in any part of the world. Furthermore, this study may be expanded to investigate the ways in which IHRMs can deliver these ESFs to their expatriate employees. An example of such future research can be to investigate logistical support systems for expatriates, who are relocating to Arab markets, the level of compensation satisfying non-Arab expatriates, expectations of professional development after assignment in Arab markets, areas requiring cultural adjustment to Arab culture and HR practices that best satisfy expatriates in Arab markets.

Acknowledgment

The author is very thankful to all the associated personnel in any reference that contributed in/for the purpose of this research.

Conflict of Interest

The research has no conflict of interest and is not funded through any source.

REFERENCES

1. Aljbour, R.H. (2015). Impact of European Expatriates' Gender of Their Adaptability to Arab Culture: proceeding of the Eighth EuroMed Academy of Business conference, Verona, Italy. ISBN: 978-9963-711-37-6, pp. 129-137.
2. Aljbour, R.H., & Hanson, J. (2015). Task Complexity and Non-Arab Expatriates' Work Performance in Arab Markets. *Middle East J. Management*, Vol. 2, No. 4, pp. 30–54.
3. Aljbour, R.H., Hanson, R.J. & El-Shalkamy, M.M. (2013), 'Cultural training impact on non-Arab leaders' network performance in Arab markets', *Middle East J. Management*, vol. 1, no. 1, pp. 3-27.
4. Aljbour, Rami H. (2011). Work and non-Arab training, characteristics, task, and culture in Arab markets. (Doctoral Dissertation). Retrieved from ProQuest Dissertations & Theses Global database.
5. AlMazrouei, H., & Pech, R. J. (2015). Working in the UAE: Expatriate management experiences. *Journal of Islamic Accounting and Business Research*, 6(1), 73. Retrieved from <http://search.proquest.com.proxy.cecylibrary.com/docview/1670923248?accountid=45927>
6. Armstrong, A. F., Francis, R. D., & Grow, H. S. (2017). Ethical issues in the employment of expatriate leaders in corporations. *Economic and Social Development: Book of Proceedings*, 95.
7. Bader, B. (2015). The power of support in high-risk countries: Compensation and social support as antecedents of expatriate work attitudes. *The International Journal of Human Resource Management*, 26(13), 1712-1736. doi:10.1080/09585192.2014.962071
8. Bonache, J., Sanchez, J., & Zarraga-Oberty, C. (2009). The interaction of expatriate pay differential and expatriate inputs on host country nationals' pay unfairness. *The International Journal of Human Resource Management*, 20(10), 2135-2149. doi:10.1080/09585190903178062
9. Caligiuri, P. M., & Colakoglu, S. (2007). A strategic contingency approach to expatriate assignment management. *Human Resource Management Journal*, 17(4), 393-410. doi:10.1111/j.1748-8583.2007.00052.x
10. Canhilal, S. K., Gabel Shemueli, R., & Dolan, S. (2015). Antecedent factors for success in international assignments: the case of expatriates in Peru. *Journal of Global Mobility*, 3(4), 378-396.
11. Darawong, C., Igel, B., & Badir, Y. F. (2016). The impact of communication on conflict between expatriate and local managers working in NPD projects of MNC subsidiaries: A local perspective. *Journal of Asia-Pacific Business*, 17(1), 81-99.
12. du Toit, L., & Jackson, L. (2014). Personality and work success among expatriate educational leaders in the United Arab Emirates. *Middle Eastern & African Journal of Educational Research*.
13. Eriksson, C., Bjorck, J., Larson, L., Walling, S., Trice, G., Fawcett, J., . . . Foy, D. (2009). Social support, organisational support, and religious support in relation to burnout in expatriate humanitarian aid workers. *Mental Health, Religion & Culture*, 12(7), 671-686. doi:10.1080/13674670903029146

14. Erkmen, T., & Bozkurt, S. (2016). Moderating effect of organizational commitment on the relationship between work alienation and formalization. *Journal of Economic Development, Management, I T, Finance, and Marketing*, 8(2), 16-23. Retrieved from <http://search.proquest.com.proxy.cecylibrary.com/docview/1815349236?accountid=45927>
15. Forster, N. 2000. "Expatriates and the impact of cross-cultural training", *Human Resource Management Journal*, Vol. 10, No. 3, pp. 63-78.
16. Green, S.B. (1991). How Many Subjects Does It Take to do Regression Analysis? *Multivariate Behavioral Research*. 26, 499-510.
17. Gregersen, H.B., Morrison, A.J. & Black, J.S. (1998). Developing leaders for the global frontier. *Sloan Management Review*, Fall, 21-32.
18. Guchait, P., & Seonghee, C. (2010). The impact of human resource management practices on intention to leave of employees in the service industry in India: the mediating role of organizational commitment. *International Journal of Human Resource Management*, 21(8), 1228-1247. doi:10.1080/09585192.2010.483845
19. Haitham Alshibly, Raymond Chiong & Yukun Bao (2016) Investigating the Critical Success Factors for Implementing Electronic Document Management Systems in Governments: Evidence From Jordan, *Information Systems Management*, 33:4, 287-301, DOI:10.1080/10580530.2016.1220213
20. Harrison, E. C., & Michailova, S. (2012). Working in the Middle East: Western female expatriates' experiences in the United Arab Emirates. *The International Journal of Human Resource Management*, 23(4), 625-644.
21. Hertz, L. (2015). Preparation for International Assignments: A Case Study of Four Swedish Multinational Companies.
22. Hippler, T., Brewster, C., & Haslberger, A. (2015). The elephant in the room: The role of time in expatriate adjustment. *The International Journal of Human Resource Management*, 26(15), 1920-1935. doi:10.1080/09585192.2015.1041762
23. Jassawalla, A. R., Asgary, N., & Sashittal, H. C. (2006). MANAGING EXPATRIATES: THE ROLE OF MENTORS. *International Journal of Commerce & Management*, 16(2), 130-140. Retrieved from <http://search.proquest.com.proxy.cecylibrary.com/docview/212841059?accountid=45927>
24. Jun, S, Gentry, J.W. and Hyun, Y.J. 2001. Cultural adaptation of business expatriates in the host marketplace. *Journal of International Business Studies*, 32: 369-377
25. Kawai, N., & Strange, R. (2014). Perceived organizational support and expatriate performance: understanding a mediated model. *International Journal Of Human Resource Management*, 25(17), 2438-2462. doi:10.1080/09585192.2014.884615
26. Konopaske, R., Robie, C., & Ivancevich, J. M. (2009). Managerial willingness to assume traveling short-term and long-term global assignments. *Management International Review*, 49(3), 359-387. Retrieved from <http://lynn-lang.student.lynn.edu:2048/login?url=https://lynn-lang.student.lynn.edu:2379/docview/202694705?accountid=36334>
27. Kraimer, M., Bolino, M., & Mead, B. (2016). Themes in expatriate and repatriate research over four decades: What do we know and what do we still need to learn?. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 83-109.
28. Kraimer, M., Shaffer, M., & Bolino, M. (2009). The influence of expatriate and repatriate experiences on career advancement and repatriate retention. *Human Resource Management*, 48(1), 27-47. doi:10.1002/hrm.20265
29. Luring, J., Selmer, J., & Kubovcikova, A. (2017). Personality in context: effective traits for expatriate managers at different levels. *The International Journal of Human Resource Management*, 1-26.
30. Lazarova, M., McNulty, Y., & Semeniuk, M. (2015). Expatriate family narratives on international mobility: key characteristics of the successful moveable family. In *Work and family interface in the international career context* (pp. 29-51). Springer, Cham.
31. Lee, L. & Croker, R. 2006. A contingency model to promote the effectiveness of expatriate training. *Industrial Management & Data Systems*. 106, 8, pp. 1187-1204.
32. Leung, K., Lin, X., & Lu, L. (2014). Compensation disparity between locals and expatriates in china: A multilevel analysis of the influence of norms. *Management International Review : Journal of International Business*, 54(1), 107-128. doi:10.1007/s11575-013-0190-3
33. Lii, S., & Wong, S. (2008). The antecedents of overseas adjustment and commitment of expatriates. *International Journal Of Human Resource Management*, 19(2), 296-313. doi:10.1080/09585190701799861
34. Lin, P. K., & Lin, P. C. (2014). Key Success Factors in Expatriate Management in Multinational Medicine Industry. *Studies on ethno-medicine*, 8(1), 43-49.
35. Liu, Y., & Ipe, M. (2010). The impact of organizational and leader-member support on expatriate commitment. *The International Journal of Human Resource Management*, 21(7), 1035-1048. doi:10.1080/09585191003783496

36. McEvoy, G. M., & Buller, P. F. (2013). Research for Practice: The Management of Expatriates. *Thunderbird International Business Review*, 55(2), 213-226. doi:10.1002/tie.21536
37. McNulty, Y., & Cieri, H. (2013). Measuring expatriate return on investment with an evaluation framework. *Global Business and Organizational Excellence*, 32(6), 18-26. doi:10.1002/joe.21511
38. Min, H., Magnini, V. P., & Singal, M. (2013). Perceived corporate training investment as a driver of expatriate adjustment. *International Journal of Contemporary Hospitality Management*, 25(5), 740-759. Retrieved from <http://lynn-lang.student.lynn.edu:2048/login?url=https://lynn-lang.student.lynn.edu:2379/docview/1398041920?accountid=36334>
39. Noer, M., C.R. Leupold and M. Valle. 2007. An Analysis of Saudi Arabian and U.S. Managerial Coaching Behaviors. *Journal of Managerial Issues*, 19, no. 2: 271-287.
40. Paik, Y., Parboteeah, K. P., & Shim, W. (2007). The relationship between perceived compensation, organizational commitment and job satisfaction: the case of Mexican workers in the Korean Maquiladoras. *International Journal of Human Resource Management*, 18(10), 1768-1781. doi:10.1080/09585190701570940
41. Peterson, R. B., Napier, N. K., & Shul-Shim, W. (2000). Expatriate management: A comparison of MNCs across four parent countries. *Thunderbird International Business Review*, 42(2), 145-166. Retrieved from <http://search.proquest.com.proxy.cecyrbrary.com/docview/202784562?accountid=45927>
42. Pinto, L., Cabral-Cardoso, C., & Werther, W. (2011). Why solidarity matters (and sociability doesn't): The effects of perceived organizational culture on expatriation adjustment. *Thunderbird International Business Review*, 53(3), 377-389. doi:10.1002/tie.20415
43. Pokharel, B. (2016). Triumph over failure of expatriate in an International Assignments from the International Human Resource Management Perspective. *International Journal of Business and Management*, 11(5), 310.
44. Poonpol, P. (2018). Determinants of expatriate cross-cultural adjustment and its effect on performance. *AU Journal of Management*, 8(2), 52-64.
45. Ren, H., Shaffer, M., Harrison, D., Fu, C., & Fodchuk, K. (2014). Reactive adjustment or proactive embedding? multistudy, multiwave evidence for dual pathways to expatriate retention. *Personnel Psychology*, 67(1), 203-239. doi:10.1111/peps.12034
46. Salamin, X., & Davoine, E. (2015). International adjustment of female vs male business expatriates. A replication study in Switzerland. *Journal of Global Mobility*, 3(2), 183-212.
47. Santoso, J., & Loosemore, M. (2013). Expatriate management in Australian multinational enterprises. *Construction Management & Economics*, 31(11), 1098-1109. doi:10.1080/01446193.2013.853129
48. Sarfraz, M., & Liu, S. (2015). Empirical Study on Why Expatriates Fail in Different Environments: Case from Workers Working in Muslim Environment. *Global Journal of Management And Business Research*.
49. Sarkiunaite, I., & Roche, D. (2015). The expatriate experience: the factors of international assignment success. *Transformations in Business & Economics*, 34(1), 20-47.
50. Seak, N., & Enderwick, P. (2008). The management of New Zealand expatriates in China. *International Journal Of Human Resource Management*, 19(7), 1298-1313. doi:10.1080/09585190802110109
51. Selmer, J., & Lauring, J. (2015). Host country language ability and expatriate adjustment: The moderating effect of language difficulty. *The International Journal of Human Resource Management*, 26(3), 401-420.
52. Shaffer, M.A., Harrison, D.A., and Gilley, K.M. (1999), "Dimensions, Determinants, and Differences in the Expatriate Adjustment Process," *Journal of International Business Studies*, 30, 3, 557-582.
53. Singh, A., & Gupta, B. (2015). Job involvement, organizational commitment, professional commitment, and team commitment. *Benchmarking*, 22(6), 1192-1211. Retrieved from <http://search.proquest.com.proxy.cecyrbrary.com/docview/1704305821?accountid=45927>
54. Skarmeas, D., Katsikeas, C. S., & Schlegelmilch, B. B. (2002). Drivers of Commitment and its Impact on Performance in Cross-Cultural Buyer-Seller Relationships: The Importer's Perspective. *Journal Of International Business Studies*, 33(4), 757-783.
55. Susanto, E. and Rostiani, R. (2012). Enhancing cross-cultural training efficacy on expatriate adjustment through emotional intelligence and social capital. *GadjahMada International Journal of Business*, 14(2), 123-137.
56. Suutari, V., & Brewster, C. (2001). Expatriate management practices and perceived relevance: Evidence from Finnish expatriates. *Personnel Review*, 30(5), 554-577. Retrieved from <http://search.proquest.com.proxy.cecyrbrary.com/docview/214804347?accountid=45927>
57. Taylor, S., Levy, O., Boyacigiller, N. A., & Beechler, S. (2008). Employee commitment in MNCs: Impacts of organizational culture, HRM and top management orientations. *International Journal of Human Resource Management*, 19(4), 501-527.
58. Trompetter, D., Bussin, M., & Nienaber, R. (2016). The relationship between family adjustment and expatriate performance. *South African Journal of Business Management*, 47(2), 13-21.

59. van Bakel, M., Gerritsen, M., & van Oudenhoven, J. P. (2016). The importance of relationship quality: Maximizing the impact of expatriate contact with a local host. *Thunderbird International Business Review*, 58(1), 41-54. doi:10.1002/tie.21740
60. Van der Heijden, J., Van Engen, M., & Paauwe, J. (2009). Expatriate career support: Predicting expatriate turnover and performance. *The International Journal of Human Resource Management*, 20(4), 831-845. doi:10.1080/09585190902770745
61. van der Laken, P., van Engen, M., van Veldhoven, M., & Paauwe, J. (2016). Expatriate support and success: A systematic review of organization-based sources of social support. *Journal of Global Mobility: The Home of Expatriate Management Research*, 4(4), 408-431.
62. Van ERP, K., GIEBELS, E., Van Der ZEE, K., & Van DUIJN, M. (2011). Expatriate adjustment: The role of justice and conflict in intimate relationships. *Personal Relationships*, 18(1).
63. Varma, A., & Russell, L. (2016). Women and expatriate assignments. *Employee Relations*, 38(2), 200-223. Retrieved from <http://lynn-lang.student.lynn.edu:2048/login?url=https://lynn-lang.student.lynn.edu:2379/docview/1757689012?accountid=36334>
64. Webb, A. (1996). The expatriate experience: Implications for career success. *Career Development International*, 1(5), 38-44. Retrieved from <http://lynn-lang.student.lynn.edu:2048/login?url=https://lynn-lang.student.lynn.edu:2379/docview/219377831?accountid=36334>
65. Woods, P. (2003). Performance management of Australian and Singaporean expatriates. *International Journal of Manpower*, 24(5), 517-534. Retrieved from <http://search.proquest.com.proxy.cecybrary.com/docview/231916452?accountid=45927>
66. Wu, P., & Ang, S. (2011). The impact of expatriate supporting practices and cultural intelligence on cross-cultural adjustment and performance of expatriates in Singapore. *The International Journal of Human Resource Management*, 22(13), 2683-2683.