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学位論文の要旨 (論文の内容の要旨)  
Summary of the Dissertation (Summary of Dissertation Contents)

論 文 題 目

Dissertation title: The Process for Post-Assignment Behavioral Outcomes of International Assignees: A Case Study of Sri Lankan Firms in Asia

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## **Summary of the Dissertation**

Globalization has brought about remarkable developments in international business. Various phenomena such as competition, diversity, and uncertainty have increased the complexity of the already challenging task of managing expatriates both during and after assignments. The wealth of research in the field of international human resource management (IHRM) has revealed the expatriate management issues and consequent impacts on behavioral outcomes. Notably, research attempts are not yet strong enough to capture the reasons behind poor post-assignment behavioral outcomes of returning expatriates (repatriates) in international business organizations. On this basis, the primary goal of this dissertation is to analyze the reasons behind variances in post-assignment behavioral outcomes of returned international assignees (including both expatriates and short-term assignees) in Sri Lankan international business firms in Asia.

This dissertation is divided into eight chapters covering the introduction, a literature-based identification of the issues, methodological justification, analysis, and conclusive remarks. In order to capture reality in detail, the holistic approach is taken, employing the guiding principles from four theories: high performance work practice theory, social exchange theory, family system theory, and social learning theory. This study incorporates two sets of analyses that provide new direction to the existing empirical and theoretical knowledge in the IHRM field.

The first set of analyses examined the linkage between organizational support through human resource management practices (HRMPs), namely, preparation, recruitment, selection, training, performance evaluation, and compensation, and behavioral outcomes such as job commitment, organizational commitment, and retention. This relationship is discussed in Chapters 4 and 5 in terms of expatriates and short-term assignees, respectively. More specifically, the impact of HRMPs on the individual basis, system basis, and contingency basis were investigated, answering how they affected post-assignment behavioral outcomes of international assignees. Because the literature lacks sufficient coverage of short-term assignments, the much-larger body of theoretical and empirical work on expatriates was used

as a comparator against observations found among short-term assignees.

The second set was a chain of analyses used to explore how organizational and social support during three time stages (pre-departure, on-assignment, and post-assignment) impacted both cross-cultural adjustment and home culture readjustment of expatriates. The relationship between these adjustments and behavioral outcomes when the expatriate was accompanied by family was explored in turn (Chapter 6). The same analysis chain was used on short-term assignees (Chapter 7) to measure the impact on post-assignment behavioral outcomes, but with two notable changes. First, support for family members who did not accompany the assignee during the assignment period was considered because it was part of the extended organizational support. Second, home-culture readjustment was not expected to be a serious issue due to the shorter time period, less than one year.

A group of senior managers and other executive-level managers were considered for individual analysis. They were drawn from companies registered with the Ceylon Chamber of Commerce in the 2011-2012 membership year. Questionnaire-based surveys were distributed, and primary data was collected from returned international assignees who were at Asian assignment destinations sometime between 1 January 2007 and 31 December 2011. Sample sizes of 155, 277, 70, and 113 were used for the analyses in Chapters 4, 5, 6, and 7, respectively. Data analysis was comprised primarily of two techniques: hierarchical regression analysis (Chapters 4 and 5) and path analysis (Chapters 6 and 7). The number of observations used in each technique was deemed appropriate.

The findings in Chapter 4, which focuses on expatriates, partially support the general proposition that HRMPs have positive effects on behavioral outcomes. Some of them are supported on an individual basis (preparation and selection) while some increase only when used in combination with others, creating a bundling effect. Development based HRMSs were concerned, selection and its interaction with preparation, training and recruitment as well as interaction between recruitment and training were significant on job commitment. Moreover, the interaction of preparation and selection as well as recruitment and training were jointly significant on organizational commitment. Interaction between preparation and selection further supported to ensure retention of return expatriates. The effectiveness of some HRMPs

appeared to be affected more by one type of context-related factor such as the specific task assigned. The results indicate that recruitment, training, and compensation show a better vertical fit with the demand-driven purpose in terms of improving job commitment and organizational commitment.

However, neither of the combinations had a significant influence on retention. Among short-term assignees (Chapter 5), some of the individual HRMPs (recruitment, selection, training, and compensation) more significantly improved behavioral outcomes than others, but no bundling effect was seen. Therefore, attention at the individual functional level was more worthwhile than at a grouped or bundled level. The effect of the assignment's purpose was not significant enough to warrant modification of the HRMP-behavioral outcome relationship.

Chapter 6 returns the focus to expatriates, and adds some interesting dimensions to the literature. Organizational support during all time stages had positive effects on cultural adjustments, primarily those at work. Social support provided by spouses and work-related friends at home during the on-assignment stage was a good predictor of cultural adjustments. Non-work-related friends at home were significant factors only during the pre-departure and on-assignment stages. Children was significant during the on-assignment stage while a positive effect of organizational support on cultural adjustment of families was seen only during the pre-departure stage. Cross-over effects were partly observed during the on-assignment stage. Limited positive effects on cultural adjustments were found during the on-assignment and post-assignment stages, and they in turn had positive effects on post-assignment behavioral outcomes. In the latter, work adjustments were more influential overall, and the job commitment behavioral outcome was the only one affected by all types of adjustments.

The results of Chapter 7 reveal that among short-term assignees, organizational and social support was also primarily work-adjustment oriented, but more so during the pre-departure stage. This is acceptable because there is a shorter time available to achieve the goals of the work assignment. During the on-assignment period, organizational support indirectly, rather than directly, influenced unaccompanied families. Social actors such as work- and non-work-related friends were meaningful in improving both work and general adjustments. Finally, two

behavioral outcomes, job commitment and organizational commitment, were affected post-assignment by social support (e.g., family) rather than organizational support. More importantly, these survey findings revealed that cross-cultural adjustment impacted job commitment, but there was not supportive evidence that organizational commitment or retention was positively impacted upon the return of short-term assignees.

The study was designed to find directions that Sri Lankan businesses can take to reap greater rewards from international work assignments. When applied individually (i.e., not bundled), preparation and selection were most influential on the behavioral outcomes in repatriates this result may be used by HRM professionals to deploy and allocate resources more effectively. For expatriates in particular, all the HRMPs examined were found to contribute to an improvement in behavioral outcomes. Therefore, it is necessary to apprise all of them, and to consider both individual and bundled HRMPs in addition to improving the HRMPs. When considering the vertical fit between the purpose of the assignment and the HRMPs of recruitment, training, and compensation, a demand-driven purpose had the greatest positive influence on job commitment and organizational commitment. This implies that more resources should be allocated toward demand-driven purposes as compared to learning-driven purposes, though at least a partial fit with the latter is necessary. In the case of short-term assignees, however, recruitment, selection, training, and compensation were the most significant on an individual basis. In this case, it would be more meaningful to allocate resources toward these practices. System impact or arranging HRMPs according to the purpose of the assignment was not significant in this study setting.

Organizational support during the pre-departure stage was most effective on work adjustment, as expected. This suggests that the current practice is effective in terms of short-term work achievement through better work adjustment. In addition, work related linkages among organizational employees' groups give new strategic direction in developing a collaborative work culture in the organization. This uncovers the necessity of being more strategic in developing good professional networks because that kind of work relationship allows exchange of resources, information, and knowledge, which reduces transaction costs or increases transaction values, in the most cost effective manner.

From the academic's point of view, individual level analysis provides an important tool for unlocking the 'black box' behind the international assignees' behaviors, which are considered to be driving forces of the long-term financial performance in an organization. This examination of the factors that affect behavioral outcomes, including impacts on system and contingency bases over three time stages, adds a new direction for further research.

This study suffers from several limitations; therefore findings must be appropriately qualified. A limited sample size prevents generalizing the findings to broader contexts. This study is among the first to take a holistic view exploring Sri Lankan international assignees, however this means previous studies are largely unavailable, preventing comparisons between findings.

備考

論文の要旨はA 4判用紙を使用し、4,000字以内とする。ただし、英文の場合は1,500語以内とする。

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