

Difference of Gender in Expatriate Adjustment and Performance

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ABSTRACT

The purpose of this study was to determine the relationship between gender with the expatriates adjustment and expatriate performance. The research method used survey method with quantitative approach. The study population is expatriates working in Indonesia and has 6 to 12 months in Indonesia. Samples of this study were 81 expatriates. Analysis tools using Chi-Square. The study found that there was no difference between gender to adjustments and performance of expatriates.

Keywords: *Expatriate, Adjustment, Performance and Gender*

INTRODUCTION

In globalization era, the role of woman to achieve of highest carrier that still in doubt. Haslberger (2007) explain that the women job of still grouped in kind of jobs that low production and prestige less. In fact, this time a woman has create of some progress in managerial scope (Goodman *et al.*, 2003; Morrison *et al.*, 1987).

Expatriate is someone who work in out of the country for long time but time limitation (*The Oxford Dictionary*, 1995), business employee that chosen for working and stay in out of the country (Chan, 1999), individual that working who working in host country and have planning to home country (Cascio *and* Aguinis, 2005), temporary employee that working in foreign location (Ward, Bochner *and* Furnham, 2001), a business organization employee that sent to another country in limited time and must finished some task base on specific time or organization purpose accomplishment (Harrison *et al.*, 2004). Base on the reference so expatriate is someone who working and stay in host country in a set time term and when has task finished he/she can back to home country.

Expatriate adjustment can described as accomplishment about accepted skill and culture behavior (Bochner, McLeod, *and* Lin, 1977), effective interaction (Ruben *dan* Kealey, 1979), diminish of uncertainty (Brett, 1980), to be experienced about feel of accepted and feel of satisfied (Brislin, 1981), stress-less (Hammer, 1987), psychological safety (Feldman *and* Tompson, 1993), capability to overcome of discomfort conflict and lifestyle change (Thomas, 1998), when someone to be pleasure of psychologically in new situation (Gregersen *and* Black, 1990), when someone to be different to diminished conflict between environment guidance, attitude tendency and individual behavior (Berry, 1992), process of modification to expatriate behavior until them behavior to be agree with behavior that accepted by local culture (Brewster, 1995).

Based on the reference, so adjustment is a process someone to learned everything that linked new environment and how to interaction with the community to diminished uncertainty so can get comfortable psychological.

Gender is a basis for defining the different contributions that men and women make to culture and collective life by dint of who they are as men and women. Gender, as a basis for culturally accepted differences in behavior, distinguished "places, times, tools, task, form of speech, gestures and perceptions" (Wilson, 1989 h.2), as different to be visible between men and woman by terms value and behavior (Wiley and Sons, 2001), a concept of culture that attempt to make distinction in role, behavior, mentality, and emotionality characteristic between men and women that develop in society (Tierney, 1999), the cultural expectations for women and men (Lips, 2008). The conclusion, gender is diversification between men and woman.

Performance is as one of totality from work to employee self (Griffin, 1987), quality and quantity from task accomplishment that doing by individual, group or company (Schermerhorn, Hunt *and* Osborn, 1991), the result that achieved to refer to accomplishment measure and carrying ot of task was asked (Stolovitch *and* Keeps, 1992) and influenced by purpose (Mondy *and* Premeaux, 1993), as function from motivation and ability, employee of goal attain mentor given task (Casio, 1992), the success rate to do to task and capability for realizing a set goal (Donnelly, Gibson *and* Ivancevich, 1996), the result of work as quality and quantity that achieved by employee to doing their task that appropriate with their responsibility (Mangkunegara, 2000), the achievements work, the implementation of the work, the attainment of work or the result of work/the show of work/the appearance of work (Sedarmayanti, 2001 h.50), the result of work that achieved someone to doing tasks base on skill, experience and seriousness and time (Hasibuan, 2001), capability, motivation and opportunity (Robbin, 2003).

Based on described, so performance is the show of work to doing task as concrete realization from competition base skill, experience and seriousness.

Some research about a difference of gender on expatriation process funding of this time, the woman can't seen of no importance, she has capability that must quantification. In now, women has the high success opportunity rather than men (Caligiuri *et al.*, 1999; Caligiuri *and* Tung, 1999; Linehan *and* Scullion, 2001, 1996, 2001; Taylor *and* Napier, 1996; Westwood *and* Leung, 1994).

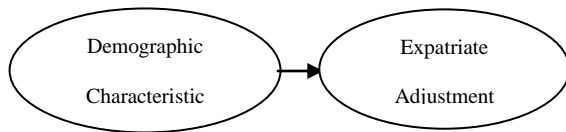
The evidence empirical of relationship between gender with rate of expatriate adjustment and performance to be excessively. Some research indicate that gender related to significant positive with general adjustment but not significant negative with adjustment of interaction and work (Selmer, 2000), significant

negative with adjustment and performance (Li-Ling, 2004), significant positive with adjustment (Haslberger, 2007).

Base on background and research different on top, so difference of gender can give contribution to success to expatriate in self-adjustment with new environment. Pass through this research, researcher want research to are difference of gender can support to expatriate in self-adjustment with the result that performance raise.

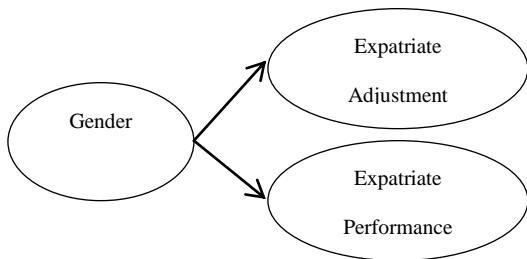
RESEARCH METHOD

This research concept built base on demographic characteristic framework that raised by Olsen & Martin (2009). They predict that gender have the impact to expatriate adjustment. The concept can see in picture 1.



Picture 1. Demographic Characteristic to Expatriate Adjustment (Source: Olsen and Martin, 2009)

Base on this concept, so research framework can seeing in picture 2.



Picture 2. Research Framework (Source: the data processed, 2014)

Research Plan

Population

Population in this research is expatriate that working in Indonesia during 6 month to 12 month. The reason of 6 month to 12 month because it's a time to expatriate adjustment when expatriate have become accustomed with new culture, and can be develop of routine. Total population in this research is 127 of respondent.

Sampling Method

This research use census sampling. That is 127, and 63,78% response rate. From 127 of sent questioner, just 85 of return, but just 81 of complete. So this research just analysis for 81 respondent.

Variable Identification

Table 1 indicate about variable identification in this research become 1 independent variable and 2 dependent variable. Independent variable is gender (X) and dependent variable is expatriate adjustment (Y₁) and performance (Y₂).

Table 1. Variable Identification

Name of Variable	Kind of Variable	The Items
Gender (X)	Independent Variable	Gender (Men/Women)
Expatriate Adjustment (Y ₁)	Dependent Variable	a. Responsible to specifically job (Y _{1.1}) b. Hope and jobs standard (Y _{1.2}) c. Interaction with all people in everyday(Y _{1.3}) d. Talking use Bahasa Indonesia(Y _{1.4}) e. Condition of a place to stay (Y _{1.5}) f. Local food(Y _{1.6})
Performance expatriate(Y ₂)	Dependent Variable	a. Expatriate performance in the techniques during giving an assignment(Y _{2.1}) b. Commitment with company in Indonesia(Y _{2.2}) c. Effectiveness in maintain to job relationship with employee in Indonesia (Y _{2.3}) d. Effectiveness in communication and keep to the other person information in job unit(Y _{2.4})

Source: the data processed, 2014

Analysis Tools

Analysis tools used SPSS version 16.0 with Chi-Square analysis method.

RESULT AND DISCUSSION

The result of SPSS testing to difference of gender in expatriate adjustment can be seeing on Table 2. Based on Pearson Chi-square testing can be knowing that significant value (*p-value*) = 0,545, so that is no difference between men and woman to expatriate adjustment.

The result of testing SPSS to difference of gender in performance expatriate can be seeing in Table 3. Base on result of Pearson Chi-square testing can be knowing that significant value (*p-value*) = 0,869, so that is no difference between men and woman to performance expatriate.

**Table 2. Result SPSS Testing to Difference of Gender in Expatriate Adjustment
Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.836 ^a	11	.545
Likelihood Ratio	11.627	11	.392
Linear-by-Linear Association	2.526	1	.112
N of Valid Cases	81		

a. 19 cells (79.2%) have expected count less than 5. The minimum expected count is .41.

**Table 3. Result SPSS Testing to Difference of Gender in Expatriate Performance
Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.584 ^a	9	.869
Likelihood Ratio	5.751	9	.765
Linear-by-Linear Association	.947	1	.331
N of Valid Cases	81		

a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .81.

CONCLUSION

Based on the result that no difference of gender in expatriate adjustment and performance. The result do not support research by Selmer(2000) that gender related significant positive with general adjustment but not significant negative with interaction adjustment and work adjustment, and research by Li-Ling (2004)that gender related negative significant with expatriate adjustment and performance, and research by Haslberger(2007)that related significant positive with expatriate adjustment. The result because expatriate before leave home country to go to host country procured cross-culture training and have prior international experienceand high education.

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