

The Effects of Work-Role Demands on Cross-cultural Adjustment and Expatriate Effectiveness: A Meta-analysis

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ABSTRACT In the field of expatriate adjustment and performance, most previous studies have focused on the influences of adjustment on expatriation success, with only few examining the influence of work-role demands on expatriate adjustment and performance. This study argues that work-role demands can hinder expatriate adjustment and effectiveness because they increase uncertainty, unfamiliarity, and unpredictability of the work assignment. A meta-analysis was conducted based on a total of 92 studies published from 1979-2014. The results indicated that work-role demands have negative effects on both cross-cultural competences and cross-cultural adjustment. However, cultural competences had positive effects on expatriates' effectiveness. Therefore, it is important for firms to avoid role ambiguity, role conflict, and role overload by offering full communication and support from the headquarters to expatriates. It is also important to promote expatriates' cross-cultural competences so that they will be more easily to adjust to the local environment.

INTRODUCTION

As multinational companies (MNCs) are continuing to grow, the demand for qualified expatriate staff is also rising. However, previous studies have reported a high percentage of expatriate failure due to numerous reasons (Wu and Bodigerel-Koehler 2013; Cho et al. 2013; Forster 1997). It is estimated that around 30 percent to 50 percent of expatriate managers are either ineffective or marginally effective. Moreover, the direct costs from such failures are estimated to be more than US\$ 150,000 per expatriate. A significant number of empirical studies have been carried out to examine the possible reasons of maladjustment and stress, but these were mainly done from cross-cultural or family adoption perspectives. It is argued that when expatriates are more familiar with the host culture they can engage in better communication with local employees (Scullion 1994; Morley and Flynn 2006). However, few studies have been conducted to investigate the influence of work-role demands on expatriate performance. Work-role demands

have important effects on expatriation, because expatriates, and specifically new expatriates, will feel high work-role demands in the host country because their social networks are not as good as in the home country. As explained by Lornudd et al. (2015), the Job Demand-Control (JDC) model includes a number of psychological factors, such as demands and the degree of control that employees have in the workplace. When employees have high demands, such as a heavy workload, and low control, they will perceive that they work in a high-strain environment which can lead to psychological distress, low quality performance, job dissatisfaction, and emotional exhaustion. Furthermore, Morley and Flynn (2006) argued that role novelty, role ambiguity, role conflict, and role overload are four of the most important work-role characteristics that may increase the levels of uncertainty, unfamiliarity, unpredictability, and uncontrollability of expatriate assignments, and may inhibit expatriate adjustment. Attiyah (1996) argued that work climate is an immediate culture that expatriates must adjust to as soon as possible. When a given task becomes more difficult to achieve, then work stress will be encountered by the expatriate, which may result in maladjustment.

In addition to the issue of work-role demands, expatriate competence is another important fac-

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tor that needs to be considered in this context. According to Leiba-O'Sullivan (1999) and Shaffer et al. (2006), expatriate competences can be divided into static and dynamic competences. The former refers to expatriate's cultural-empathy, social initiative, open-mindedness, and emotional stability, while the latter refers to expatriate's relational skills, non-ethnocentrism, and general self-efficacy. Previous studies (Showail 2013; Konanahalli et al. 2012; Karve and Nair 2010; Statt 1994) have mentioned that expatriates' dynamic competences may serve as a mediator to facilitate the influence of work-role demands on expatriate adjustment and effectiveness. Specifically, the more the expatriates identify with the mainstream culture in the host culture, the higher the support they will receive from the host country nationals (HCNs), which will further result in better expatriate adjustment, because most of the problems could be solved by the help of HCNs.

Another way to improve expatriate performance is thus to enhance expatriates' identification with the mainstream culture of the host country (Ryder et al. 2000; Dove 2006). Expatriate identification with both mainstream and heritage culture can result in better HCN support and in lower stress. Expatriate participation in the host country may also serve to promote successful outcomes (Mahajan 2011; Varma et al. 2011). Expatriates' perceived host attitude toward expatriates (PHATE) may also result in greater trust in and better communication with host employees, which can further reduce expatriate's work stress and enhance work adjustment (Leung et al. 2009).

As a summary, work-role demands seem to be very important for expatriate adjustment and effectiveness, although empirical validations of this are limited. Furthermore, expatriates' static and dynamic competences, including identification with the mainstream host culture and perceived host attitude towards expatriates, are all important factors to promote trust and communication between expatriates and host employees, which may further reduce expatriate work stress and hence enhance work adjustment. However, the combined effects of work-role demands and cross-cultural competences have never been empirically tested. This study thus addresses this research gap to identify the roles of work-role demands and expatriate cross-cultural competences in expatriate adjustment and effectiveness.

Besides, since there are various relationships that need to be investigated and which lead to different results, this study adopted meta-analysis because it can help to determine the factors that create these different results, and it can synthesize the details of a research topic to draw appropriate conclusions (Liu et al. 2014).

Objectives

This study tries to investigate the influence of four work-role demand characteristics on expatriate competences and expatriate effectiveness, and thus further identify the mediating effects of expatriate competences, including cross-cultural dynamic and cross-cultural adjustment. As mentioned before, there are only a few studies that discuss the impact of work-role demands on expatriate performance. Moreover, most of the previous studies still need further empirical validation with regard to the importance of expatriate cross-cultural dynamic and static competences. Therefore, the major objective of this study is to identify the combined effects of work-role demands and cross-cultural competences on the influence of work-role demands on expatriate effectiveness. By fully understanding the simultaneous effects of expatriate work-role demand and cross-cultural competences, it is anticipated that academics can learn more about the key factors that promote expatriate effectiveness, while professional managers can use the results of this work to develop more appropriate strategies to reduce work-role demands and to increase expatriate competences.

Hypotheses Development

The key factors of work-role demands have been shown to have significant and negative influences on expatriates' adjustment and expatriation effectiveness. As noted by Morley and Flynn (2006), there are four important work-role characteristics, which are role novelty, role ambiguity, role conflict, and role overload. According to Konanahalli et al. (2013), role novelty involves the differences between the past role and the new one. Role ambiguity refers to (1) uncertainty about how the work is evaluated, (2) uncertainty about the scope for advancement, (3) uncertainty about the scope of responsibility and (4) uncertainty about others' expectations of one's performance (Handy 1985). Role conflict

refers to a collection of roles that do not precisely fit together, which may result in higher stress, less satisfaction, and lower performance (Cervoni and Waack 2011; Judeh 2011). Role overload is when too many demands are placed upon a certain individual.

According to Black (1988), role novelty involves the difference between the past role and the new one. When expatriates have feelings of uncertainty and unpredictability with regard to their new situation, they may find it more difficult to understand which behaviors should be used to deal with certain situations, thus find it more difficult to form relationships with others. According to Rizzo et al. (1970), the role ambiguity grows when there is a lack of necessary information given to the expatriate, and this will lead to negative behaviors, which will further hinder the creation of knowledge and learning, creating barriers to the transfer of best practices. Besides, if expatriates experience role conflict they will have less trust in others and communicate less effectively (Rizzo et al. 1970). Furthermore, with high role ambiguity and conflict expatriates will have low self-efficacy (Gist and Mitchell 1992), as such conflict increases employees' feelings of anxiety and fear (Belias et al. 2015). Furthermore, Larazova et al. (2010) stated that expatriates who perceived greater role novelty in the host country will be more ethnocentric, and thus feel greater differences between both countries. Similarly, Colakoglu and Caligiuri (2008) stated that the distance between home and host countries will make expatriates become more ethnocentric. Moreover, when expatriates feel that there is a greater ambiguity, conflict, and overload with regard to their new job in the host country, they will feel that their work in home country is much better, further adding to ethnocentric attitudes.

Moreover, when expatriates perceive higher role novelty, feel the ambiguity of their work, face many conflicts in host country, and get assigned too many duties, they will tend act negatively toward host country (Karve and Nair 2010). Expatriates then will have difficulties in identifying with the mainstream host culture because they perceive high levels of uncertainty and unpredictability with regard to it (Black 1988), and these feelings may create even more stress (Konanahalli 2013). Greater work-role demands may also lead to increasing dissatisfaction and decreasing effectiveness (Rizzo et al. 1970), which

will further hinder the acceptance of the mainstream host culture.

According to Black (1988), role novelty can create feelings of uncertainty and unpredictability, and this can make it more difficult for expatriates to understand and adjust to their new situation, leading to greater stress and less confidence (Pinder and Schroeder 1987). In terms of role ambiguity, the greater this is the less the expatriates will be able to predict different behaviors in the new environment (Black 1988), and thus it will be difficult for them to utilize past successful behaviors or determine new ones. Furthermore, role conflict leads to stress that will make the expatriates perform less effectively (Rizzo et al. 1970). Therefore, higher role conflict will make it more difficult for the expatriates to adjust to their new work (Morley and Flynn 2003). Finally, when expatriates face work overload they will also have more difficulties adjusting to the new environment (Black 1988). Therefore, if the parent company is not careful with its overseas staff and gives them too much works, then adjustment may become more difficult (Morley and Flynn 2003).

Under higher work-role demands expatriates will find it more difficult to adapt to host country (Konanahalli et al. 2012). When expatriates perceive that the host country treats them badly and this creates some difficulties, then their perceived host attitudes toward expatriates will be lower. Statt (1994) stated that work overload can create stress and make expatriates unable to adjust to their new positions, and this affects how expatriates feel host country nationals perceive them. Therefore, the higher the work-role demands, the lower will the expatriate perceived host attitudes towards expatriates.

According to Statt (1994), work overload will result in stress, which will further result in low performance. According to Showail et al. (2013), expatriates who face role ambiguity do not know exactly what they should do and cannot understand the cultural norms of local workers and organization, which will then make them perform more ineffectively. Similarly, role conflict will lead to negative health outcomes for employees with regard to both physical health (for example, somatic, complaints, blood cholesterol) and mental wellbeing (for example, stress, depression), which further have negative impacts on performance (Grant-Vallone and Ensher 2001). Besides, as explained by Belias et al. (2015), employees with

high role conflict and role ambiguity will have a high level of job dissatisfaction, because they have many negative emotions about the workplace. Moreover, role overload can lead to depression and contribute to diminished feelings of personal accomplishment (Jones et al. 2007), reducing expatriate performance. Furthermore, in the socialization literature expatriates or other workers always seek to gain task competence and clarity about their jobs, so that they can develop realistic expectations and reduce role ambiguity, and thus perform more effectively, creating innovations and satisfaction (Black 1991; Fisher 1986). This means that expatriate will try to reduce role ambiguity in order to perform more effectively, while work overload will have a negative impact on expatriate adjustment and effectiveness.

Based, on the above discussions, the following hypothesis is developed:

H1: *Work-role demands have negative influences on (a) cross-cultural dynamic competences (relational skills, general self-efficacy, non-ethnocentrism), and (b) cross-cultural adjustment (identification with mainstream culture, expatriate adjustment, PHATE), and expatriate effectiveness (innovative work behavior, expatriate performance, expatriate satisfaction).*

According to Wu and Bodigeler-Koehler (2013), cross-cultural dynamic competences, such as relational skills, general self-efficacy, non-ethnocentrism, and cross-cultural adjustment, are not completely independent, which indicates that these may be served as mediating variables for the influence of work-role demands on expatriate effectiveness. As this study explained on the previous section, work-role demands will negatively influence cross-cultural dynamic competences. It also has a negative influence on expatriate effectiveness. In contrast, cross-cultural dynamic competences, such as relational skills, general self-efficacy and non-ethnocentrism, have positive influences on expatriate effectiveness. Employees with good relational skills tends to maintain interpersonal relationships with people in the host country, which helps them get more information and thus increases their effectiveness (Mendenhall and Oddou 1985). Besides, employees who have high self-efficacy tend to feel comfortable in a cross-cultural environment, because they believe in their capabilities to deal with it, so they can perform well in the new context (Leiba-O'Sullivan

1999). According to Karve and Nair (2010), role ambiguity, role conflict, and role overload are related to burnout across cultures, as mediated by self-efficacy. This indicates that self-efficacy may also serve as a mediating variable for the influence of work-role demands on expatriate effectiveness. Furthermore, expatriates who are non-ethnocentric will more easily adjust in the host country, and so work more effectively (Shaffer et al. 2006). Based on this, the mediating effects of cross-cultural dynamic competences can be hypothesized as follows:

H2: *Work-role demands have a negative influence on expatriation effectiveness through cross-cultural dynamic competences, including relational skills, general-self efficacy, and non-ethnocentrism*

Similarly, since work-role demands are predicted to have negative influences on cross-cultural adjustment and expatriate effectiveness, cross-cultural adjustment can serve as a mediating variable for the influence of work-role demands on expatriate effectiveness. This means that when employees have high work-role demands they will find it more difficult to adjust in the host country, and so are more likely to be ineffective at work. Based on this, the following hypothesis is developed:

H3: *Work-role demands have a negative influence on expatriation effectiveness through cross-cultural adjustment, including identification with the mainstream host culture, expatriate adjustment, and perceived host attitude toward expatriates.*

METHODOLOGY

Research Model

The main purpose of this study is to identify the antecedents, mediators, and consequences of dynamic competences. The research model used in this study is presented in Figure 1.

Meta-analysis

This study implemented a literature search using different scientific databases in order to integrate the results of previous studies related to the focus of this work. Meta-analysis was adopted in this study because it has the ability to statistically synthesize the details of a research topic and lead to better conclusions, which empirical studies cannot (Liu et al. 2014). It can also

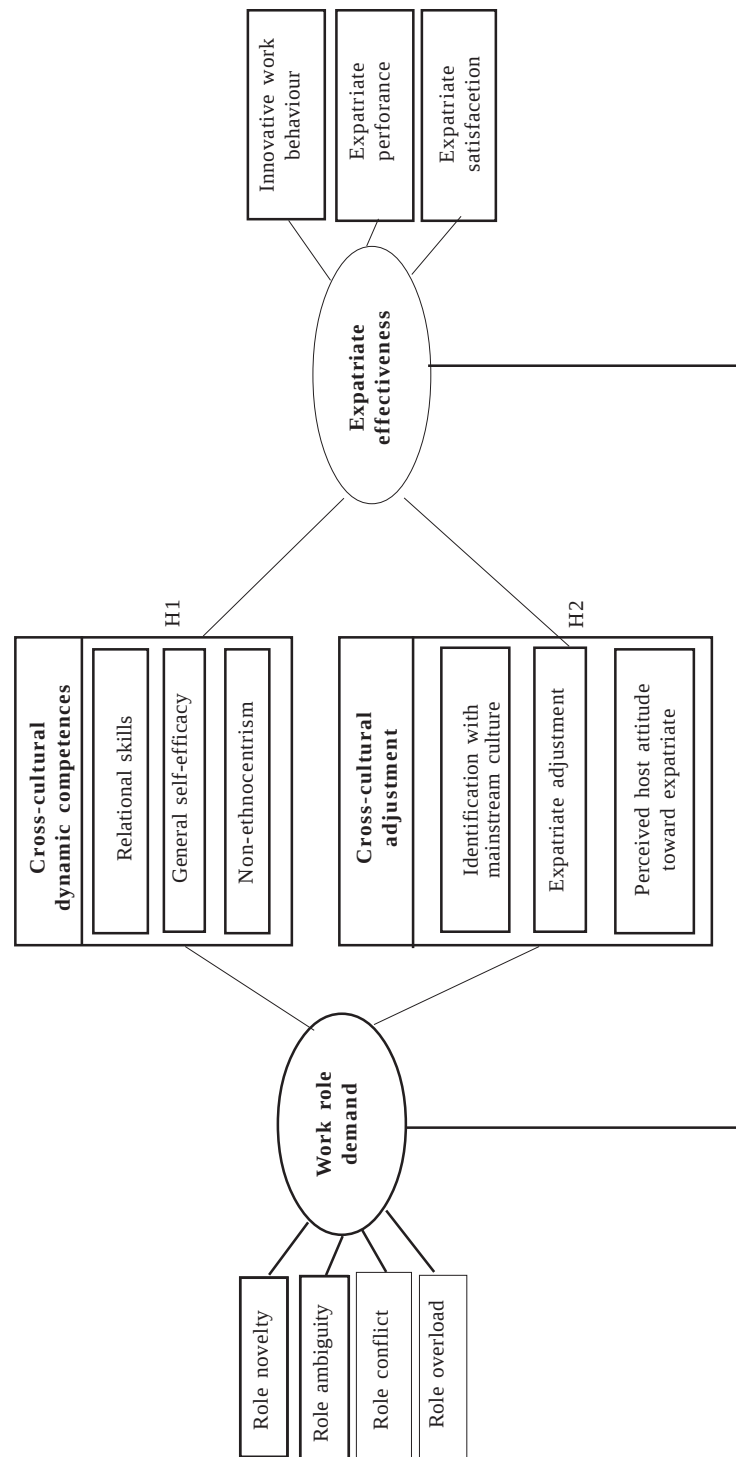


Fig. 1. Research Model
 Source: Lee and Qomariyah 2015

control the sampling effects by “removing noise from the data and allowing any underlying relationships to be observed more clearly” (Liu et al. 2014) and help to determine any factors that cause variations in the results. The study first looked for relevant literature using the following keywords: work-role demands, dynamic competences, expatriate adjustment, and expatriate performance. The following databases were examined: JSTOR, Elsevier Science Direct, Wiley Online Library, and Taylor and Francis Online Journals.

After completing the literature search, this study obtained a total of 92 studies with 19,205 samples published during the period 1979-2014. In order to evaluate the studies to measure the effect size of the hypotheses, this work used the correlation coefficients (r) between two variables. By using Comprehensive Meta-Analysis (CMA) software, the correlations were not only obtained using the r values, but also the t -, z -, and p -values, which were then converted to r -values using CMA. The r -values as effect sizes were then categorized into small ($r < 0.1$), medium ($r = 0.25$), and large ($r > 0.40$) (Lipsey and Wilson 2001). The reason for using the r -values as the primary effect size was because these are easier to interpret and most previous meta-analytical reviews also use this approach (Byron and Khazanchi 2010; Shrinivas and Shaffer 2005; Hechenova 2003).

Furthermore, to check the homogeneity of the effect size distribution, the Q-statistic test was adopted. Lipsey and Wilson (2001) explained that the Q-statistic is distributed as a Chi-square with degree of freedom = $n-1$, where n = number of studies. The criterion for the Q-statistic is that the Q-value should be higher than the Chi-square value, which suggests that the null hypothesis of homogeneity is rejected. In this case, it can be concluded that the differences in effect size are attributed to factors other than sampling. Heterogeneity the variances thus existed. In addition, all the identified studies were examined in terms of following relevant variables: author, year, journal, total sample size, variables, and effect size.

Mediating Effect

To test the mediation effects, this study used partial correlation between two variables. According to Baron and Kenny (1986), the influences of mediators should be evaluated based

on the following standards: (1) To make a simple regression analysis with independent variable (X) predicting dependent variable (Y) to test whether the effect of $X \rightarrow Y$ is significant. (2) To conduct a simple regression analysis with independent variable (X) predicting mediating variable (M) to test whether the effect of $X \rightarrow M$ is significant. (3) To conduct a simple regression analysis with dependent variable (Y) predicting mediating variable (M) to test whether the effect of $M \rightarrow Y$ is significant. And (4) to make a multiple regression analysis with independent variable (X) and mediating variable (M) predicting Y to test whether $X + M \rightarrow Y$ is significant. r_{XYM} is a measure of the relationship between X and Y, with M as the mediator. If r_{XY} is relatively large, but r_{XYM} is much smaller, it is concluded that M is a mediating variable. James and Brett (1984) explained that mediation occurs when the partial correlation between X and Y is zero (close to zero) and when it statistically controls their relationship with M. The equation of partial correlation is as follows:

$$r_{XY.M} = (r_{XY} - r_{XM} r_{YM}) / (1 - r_{XM}^2)(1 - r_{YM}^2)$$

This index is not only consistent with the $X \rightarrow M \rightarrow Y$ mediation supposition, but also the reverse causal chain $Y \rightarrow M \rightarrow X$ or the positing of M as a common factor giving rise to X and Y (McDonald 2001). Furthermore, sometimes the partial correlation, $r_{XY.M}$, is smaller than the simple correlation, r_{XY} , but still larger than zero. If this happens the mediating variable M partially mediates the correlation between X and Y. In other words, when independent variable X has both direct and indirect effects on dependent variable Y due to the mediation variable of M, then partial mediation exists.

In this study, the r -values which are the simple correlations of each relationship (r_{XY} , r_{XM} , r_{YM}) were obtained from the results of the meta-analysis. These r -values were then used to calculate the partial correlation ($r_{XY.M}$) of the mediating effect. After that, the values of r_{XY} and $r_{XY.M}$ were compared to find the type of mediating effect, which can be full mediation, partial mediation, or no mediation.

RESULTS

The Direct Effects of Work-role Demands

First of all, Table 1 shows the meta-analysis results for the influence of work-role demands

on cross-cultural dynamic variables, cross-cultural adjustment, and expatriate effectiveness. Using the mean values of the correlation coefficients from previous studies, the results show that overall the variable of work-role demands has a negative influences on general self-efficacy ($r=-0.23$). Based on the criteria set out in Lipsey and Wilson (2001), this relationship has medium effect sizes. Furthermore, the Q-value is higher than the Chi-square value, which means that the influence is significantly different from the variance attributed to factors rather than from the sampling errors. The results with regard to hypothesis 1 are in line with those in Karve and Nair (2010), which found that individuals with high role ambiguity and conflict tend to have low self-efficacy.

For the cross-cultural adjustment, the results show that the overall variable of work-role demands has negative influences on expatriate adjustment ($r=-0.10$, small effect size) and perceived host attitude toward expatriate ($r=-0.32$, medium effect size). Furthermore, the Q-value is higher than the Chi-square value, which means that the influence is significantly different from the variance attributed to factors rather than from the sampling errors. These results are in line with previous studies which explained that expatriates will find difficulties in adjusting to the new

workplace and expatriate will perceive the host country negatively when they have high level of work-role demands, including role novelty, role ambiguity, role overload, and role conflict (Morley and Flynn 2003; Konanahalli et al. 2012).

Finally, the direct effect of work-role demands on expatriate effectiveness shows a significant negative relationship ($r=-0.25$, medium effect size). This result supports Belias et al. (2015), which stated that employees with high levels of role conflict and role ambiguity tend to have more negative emotions with regard to the work place, thus creating job dissatisfaction and poor performance.

Therefore, the overall results support hypothesis 1. All of these correlation coefficients are subsequently used in this study's mediation analysis.

Furthermore, in order to investigate the mediating effects of cross-cultural dynamic competences and cross-cultural adjustment, eta-analysis was used to find the simple correlations (r_{xy}) between these variables and expatriate effectiveness. Table 2 shows the results of the influence of cross-cultural dynamic competences and cross-cultural adjustment on expatriate effectiveness. The correlation coefficients of the influence of relational skills ($r=0.30$, medium effect size) and general self-efficacy ($r=0.30$, medium effect size) on expatriate effectiveness are sig-

Table 1: Meta-analysis results for direct effects of work-role demands

Hyp. I	Variables		k	Total	Effect size and 95% confidence interval			Heterogeneity			
	Independent	Depen- dent	Studies	n	r	LCI	UCI	p- value	Chi- square	Q- value	I- squared
b	Work role demand	Cross-cultural Dynamic Compe- tences	3	695	-0.23	-0.30	-0.16	0.04	5.99	6.43	68.90
	Work-role demand	General efficacy	3	695	-0.23	-0.30	-0.16	0.04	5.99	6.43	68.90
	Work role demand	Cross-cultural Adjust- ment	22	2528	-0.15	-0.19	-0.12	0.00	46.80	80.23	73.83
b	Work-role demand	Expatriate adjust- ment	15	1933	-0.10	-0.14	-0.05	0.00	29.14	33.77	58.55
c	Work-role demand	PHATE	7	595	-0.32	-0.40	-0.25	0.00	16.81	21.74	72.40
	Work-role demands	Expatriate Effecti- veness	15	1573	-0.25	-0.30	-0.20	0.02	36.12	27.70	49.46

nificantly positive. Besides, the correlation coefficients of the influence of expatriate adjustment ($r=0.266$, small effect size) and perceived host attitude toward expatriates ($r=0.24$, small effect size) on expatriate effectiveness are both significantly positive. All of these correlation coefficients are used for the subsequent mediation analysis.

The Mediating Effect of Cross-cultural Dynamic Competences

The mediation effects from the influences of cross-cultural dynamic competences are shown in Table 3. Hypothesis 2 proposes significant direct effects of r_{XY} , r_{XM} , and r_{MY} , and the results suggest that partial mediation is realized in these contexts. If the absolute value of r_{XY} (-0.25) is higher than $r_{XY,M}$ (-0.17) without any large differences, then potential mediation is deemed to exist. The results suggest that both the direct effect of the independent variable on the dependent variable (r_{XY}) and the indirect effect of the independent variable through mediators ($r_{XY,M}$) are significant. In other words, both routes, directly from work-role demands to expatriate effectiveness, and indirectly through general self-efficacy, are significant. Since only one of three mediation variables is significant, hypothesis 2 is partially supported. Figure 2 summarizes the results of this hypothesis.

The Mediating Effect of Cross-cultural Adjustment

The mediation effects of cross-cultural adjustment are shown in Table 4. Hypothesis 3 pro-

poses significant direct effects of r_{XY} , r_{XM} , and r_{MY} , which suggests that partial mediation is realized. For the mediation effect of expatriate adjustment, if the absolute value of r_{XY} (-0.25) is higher than $r_{XY,M}$ (-0.24) without any large differences, then potential mediation is deemed to exist. The results suggest that both the direct effect of the independent variable on the dependent variable (r_{XY}) and the indirect effect of independent variable through mediators ($r_{XY,M}$) are significant. In other words, both the routes which are directly from work-role demands to expatriate effectiveness, and indirectly through expatriate adjustment, are significant. Similarly, for the mediation effect of perceived host attitude toward expatriates, the absolute value of r_{XY} (-0.25) is higher than $r_{XY,M}$ (-0.19) without any big differences, and this means potential mediation is deemed to exist. The results suggest that both routes, which are directly from work-role demands to expatriate effectiveness, and indirectly through perceived host attitude toward expatriates, are significant. Since only two of three mediation variables are significant, hypothesis 3 is partially supported. Figure 3 summarizes the results of this hypothesis.

CONCLUSION

Several conclusions can be drawn from the results of this study. First, expatriate work-role demands have a significant and negative influence on their general self-efficacy, PHATE, and work adjustment. These results are in line with those from previous studies, which concluded that expatriates who are not familiar with the work-role associated with the overseas assignment may

Table 2: Meta-analysis results for direct effects cross-cultural dynamic competences and cross-cultural adjustment

Hyp. 2	Variables		k	Total	Effect size and 95% confidence Interval			Heterogeneity			
	Independent	Dependent	Studies	n	r	LCI	UCI	p-value	Chi-square	Q-value	I-squared
	Cross-cultural Dynamic Competences	Expatriate effectiveness	16	4274	0.36	0.33	0.38	0.000	37.70	160.13	90.63
b	Relational skills		7	2137	0.30	0.26	0.34	0.000	22.46	59.87	89.98
c	General efficacy		9	1518	0.43	0.39	0.47	0.000	26.13	80.23	90.03
	Cross-cultural Adjustment		36	13982	0.23	0.21	0.24	0.00	66.62	209.51	83.30
e	Expatriate adjustment		34	13419	0.23	0.21	0.24	0.00	63.87	201.83	83.65
f	PHATE		2	563	0.24	0.16	0.31	0.01	6.64	7.62	86.88

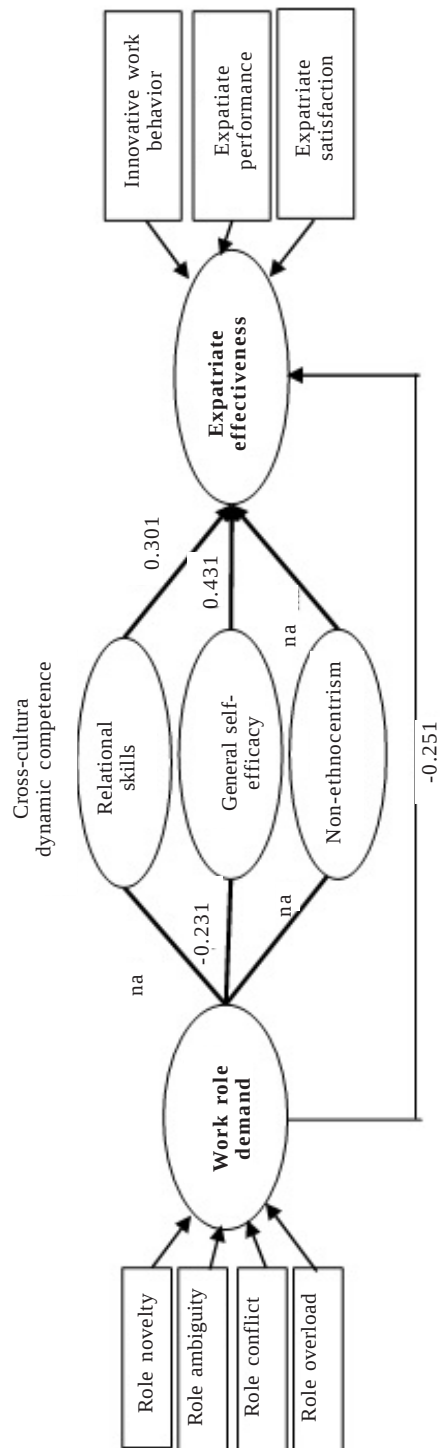


Fig. 2. The mediation roles of cross-cultural dynamic competences
 Source: Lee and Qomariyah 2015

Table 3: Mediation effect of cross-cultural dynamic competences

Hyp.	Variables			k	Total	X-Y	X-M	MY	X,Y M	Remark
	Independent (X)	Mediation (Z)	Dependent (Y)	studies	n					
	Work-role demand	Cross-cultural Dynamic Competences		66	6542	-0.25	-0.23	0.36	-0.19	P
H2	Work-role demand	Relational skills	Expatriate	24	2268	-0.25	na	0.30	na	
	Work-role demand	General efficacy	Effectiveness	27	3786	-0.25	-0.23	0.43	-0.17	P
	Work-role demand	Non-ethnocentrism		15	1573	-0.25	na	na	na	na

be unable to handle their new tasks, due to increases in the levels uncertainty, unfamiliarity, unpredictability, and uncontrollability of the new assignment, which can result in expatriate failure. Previous studies also identified four kinds of work-role demands: (1) role novelty, (2) role ambiguity, (3) role conflict, and (4) role overload. Expatriates who feel greater role novelty in the host country, more ambiguity with an excessive workload, and face conflicts during the expatriation process, will have low self-efficacy, due to the resulting lack of confidence. Similarly, expatriates will have self-efficacy when they feel there are too many work-related differences with regard to their previous and current assignments. It is thus important for expatriates to have lower work-role demands so that they can maintain their self-efficacy and work well. According to role theory, role ambiguity (a lack of clear information about one's role) will lead to anxiety, distort reality, and increase dissatisfaction, which will then make the expatriate even less effective at work. Role conflict refers to a collection of roles that do not precisely fit together, and this can also result in higher stress, less satisfaction, and lower performance. Previous studies explained that when expatriates experience role conflict they will be less able to determine which messages should be ignored and which ones should be followed, and thus which actions or behaviors will lead to better outcomes. Moreover, work overload will result in stress, which will encourage expatriates to respond inadequately to the challenges they face, and thus they are more likely to adjust poorly to their new contexts. It is thus very important that the work-role demands of expatriates are acceptable, and better communi-

cation and support from headquarters may be essential in achieving this.

Secondly, when expatriates face role novelty in the new environment they will feel more uncertainty and unpredictability, which can also make it difficult for them to understand and adjust to the host country. Conflicts in the workplace will also create stress and make expatriates perform less effectively. Furthermore, expatriates with excessive work-role demands will have more negative perceptions of the host country, and they will find it more difficult to accept any of the host country attitudes, thus leading to the perception of greater unfairness. Another benefit of reducing work-role demands is that this will improve both expatriate adjustment and PHATE.

Thirdly, expatriates who feel that host country perceives them well and acts fairly towards them and other employees will more easily to adjust to the new environment. This is because when PHATE is good people in host country will provide expatriates with the information and social support they need to adjust to the new environment. PHATE is thus very important in help smooth the expatriation process. Expatriates who can interact with new people well, have feelings of self-efficacy, and do not feel bothered by cultural differences, will more easily adjust to life in the host country.

RECOMMENDATIONS

Fourthly, expatriates with cross-cultural dynamic competence have the ability to form and maintain interpersonal relationships with people from the host country, and thus will be able to gain information that can lead to new ideas and

Table 4: Mediation effect of cross-cultural adjustment

<i>Hyp.</i>	<i>Variables</i>			<i>k</i> <i>studies</i>	<i>Total</i> <i>n</i>	<i>X-Y</i>	<i>X-M</i>	<i>MY</i>	<i>X,Y M</i>	<i>Remark</i>
	<i>Indepen- dent (X)</i>	<i>Media tion (Z)</i>	<i>Depend- ent (Y)</i>							
<i>H3</i>	<i>Work-role Demand</i>	<i>Cross-cultural Adjustment</i>		180	83	-0.25	-0.15	0.23	-0.23	<i>P</i>
	Work-role demand	Identification with mains- stream culture		15	1573	-0.25	na	na	na	na
	Work-role demand	Expatriate adjustment	<i>Expatri- ate</i>	73	16925	-0.25	-0.10	0.23	-0.24	<i>P</i>
	Work-role demand	PHATE	<i>Effecti- veness</i>	24	2731	-0.25	-0.32	0.24	-0.19	<i>P</i>

innovations related to their work. Cross-cultural dynamic competence is also important to increase expatriate satisfaction, because it enables people to better deal with intercultural stress. Moreover, expatriates who have greater self-efficacy tend to be more successful, and the resulting feelings of personal fulfillment lead to even more satisfaction. Similarly, expatriates who have cross-cultural adjustment will have good innovative work behavior, performance, and satisfaction. When expatriates can adjust themselves to living in the host country, they will feel comfortable with their assignments and duties, be able to communicate and interact with people from the host country, and enjoy their lives while abroad. Such pleasant familiarity with the environment means that such expatriates are likely perform well. Besides, such expatriates will also have greater personal resources to draw on, which will lead to better behaviors and enhanced job performance. In summary, cross-cultural adjustment will create better expatriate performance and satisfaction.

Since work-role demands can influence expatriate effectiveness directly, or indirectly through cross-cultural dynamic competences and cross-cultural adjustment, these latter two constructs can be seen as partial mediators for the influence of work-role demands on expatriate effectiveness. Furthermore, since previous studies never integrated these constructs into a more comprehensive research model to identify the antecedents and mediators of expatriate adjustment and expatriation effectiveness, the results of this study can serve as an important reference for academic to conduct further empirical validations. The results can also be very useful for professionals working to develop appropriate re-

cruitment and management strategies for expatriates in order to increase the probability of success in this context.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This study has the following limitations. Firstly, this study applied the meta-analysis method, which integrates different studies using different samples under different environmental settings. These variations may result in some insignificant findings. Second, although this study has identified the influences of expatriates' work-role demands on their cross-cultural competence and expatriate adjustment, it does not provide any evidence to show how managers can reduce work-role demands and work stress to promote expatriate adjustment and effectiveness. Third, as is the normal practice, only the significant and important findings of studies will be published in a journal, while the less important and non-significant findings may not get reposted at all. Authors may also decide not to include certain results when submitting a study to a journal in order to save space. Fourth, the effect size found in this study is only based on an empirical distribution that itself may be affected by sampling error. The figures presented may thus not be the true values, but rather relative figures based on the findings of current studies. Finally, this study includes 10 unpublished studies among 92 studies in the meta-analysis. Unpublished studies have been included in the meta-analyses carried out by many other studies, mainly for the purpose of including new findings into the analysis. It is believed that some of these unpublished studies may later be published in journals. There-

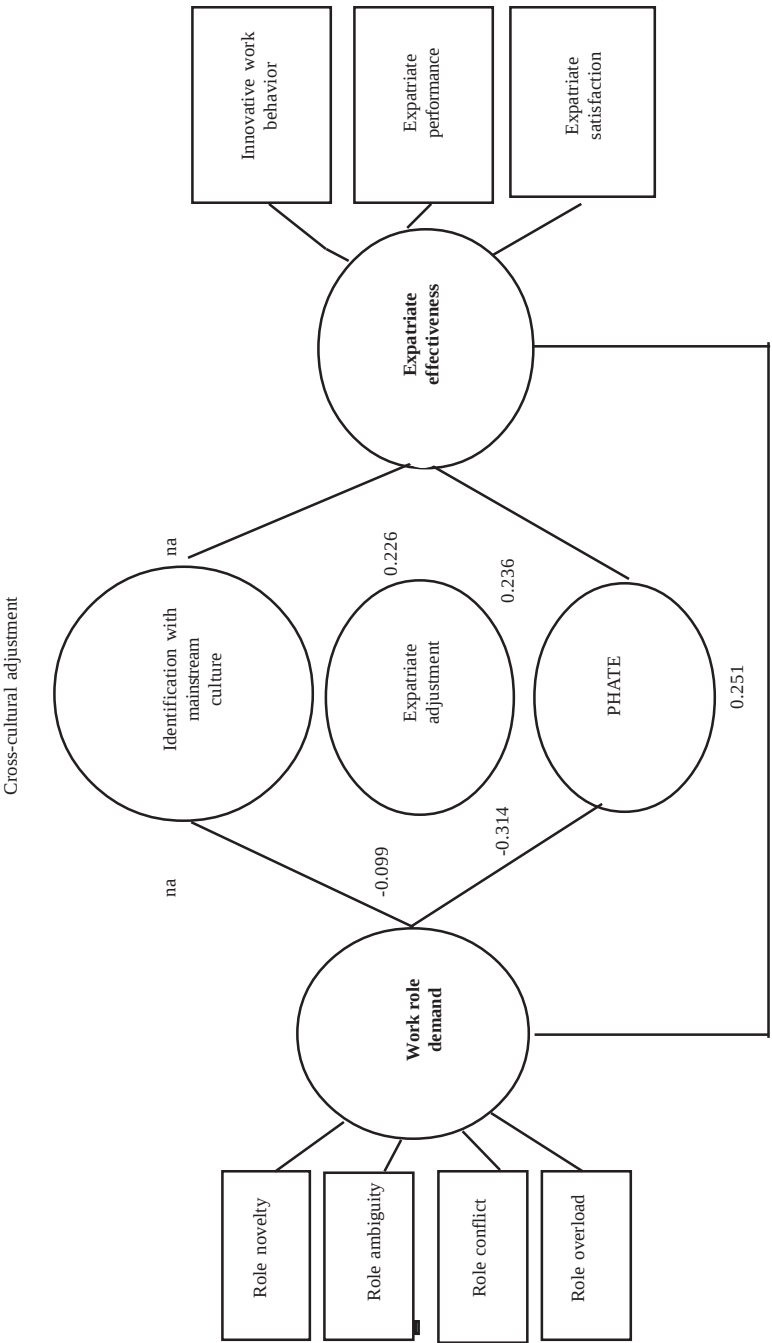


Fig. 3. The mediation role of cross-cultural adjustment

Source: Lee and Qomariyah 2015

fore, future research may need to use more variables and encompass more studies to identify the role of work-role demands and cross-cultural competence in enhancing expatriate effectiveness.

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