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CULTURAL INTELLIGENCE OF HOST COUNTRY NATIONALS AND ITS EFFECT ON THE CROSS-CULTURAL ADJUSTMENT OF EXPATRIATES

Master thesis in Management

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ABSTRACT
Purpose - The purpose of the study is to find out if cultural intelligence of host-country nationals is positively related to cross-cultural adjustment of expatriates and to identify which dimension of cross-cultural adjustment does cultural intelligence of host-country nationals has the most impact on.
Design/methodology/approach – The empirical part of this study was done using qualitative research method. Semi-structured interviews were carried out among 10 expatriates from ten different countries. Expatriates were relocated to foreign organizational units for international assignment which is not shorter than four months.
Findings – The study reveals that multinational corporations as well as expatriates overlook and acknowledge the importance of cultural intelligence of host-country nationals. Results propose cultural intelligence's facets that to a greater extent affect cross-cultural adjustment of expatriate and thus, advice which facets should be trained and cultivated by multinational corporations.
Practical implications – A more thorough understanding on the issue of expatriates' cross-cultural adjustment and its affecting factors help multinational corporations effectively redistribute investments into training programs among expatriates and employees of host-organization. The results of the study also allow multinational corporations to reform support program mechanism for employees assigned to foreign organizational units.
Originality/value - This study covers the gap in expatriates' cross-cultural adjustment literature. The study recognizes that besides cultural intelligence of expatriates, cultural intelligence of host-country nationals plays a significant role in facilitating expatriate's adjustment process. This unique findings direct future researcher for developing this topic. Companies can utilize this knowledge when preparing both expatriate and the team for working in multinational environment.

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KEYWORDS: Cultural Intelligence, Assigned Expatriate, Cross-Cultural Adjustment, Multinational Corporation

1. INTRODUCTION

1.1 Background of the study

The nature of international management has changed due to the rapid globalization processes. Nowadays, almost all countries of the world are involved in the process of globalization. Globalization phenomenon has emerged in international business in the late twentieth century but this phenomenon still is under the debates. The understanding of the concept has changed during the last decades. In 1990, Campbell and Reilly (1990: 63) state that "*The globalization is the integration of business activities across geographical and organizational boundaries. It is the freedom to conceive, design, buy, produce, distribute and sell [...] without regard to the consequences for individual geographical locations or organizational units"*. It was the time when the world made a step from a capitalism towards consumerism that has led to cultural standardization in advertising, media, good's characteristics. This sweep of consumerism Ritzer (2000) has attached to the word "McDonaldization" (Ritzer, 2000) and nowadays, globalisation refers to a *"number of processes by which products, people, companies, money and information are able to move freely and quickly around the world, unimpeded by national borders or other territorial limitations* (McLean, 2006:16)." According to the definitions it is clear that the concept is changing over time or it simply means different notions for different researchers. But all three definitions make it obvious that the process of globalization affects traditional boundaries of the modern business world. (Clinton, 2002: 25) Nowadays, business expansion rate is particularly high and unfortunately, local specialists do not always meet necessary qualification/knowledge that would allow them effectively manage rapidly growing business. Therefore, expatriation is considered to be one of the most effective tools for achieving the set of strategic goals and thus, for corporations' developing and globalizing.

However, expatriation assignments have also pitfalls and as the result companies face the high failure rates among assigned employees. Surveys on failure rate were made in 2002 and 2005. The first survey was done by interviewing 300 multinational corporations (MNC) from different industries. It was found that 56 per cent of companies do not even record the number of assignment failures. But the rest reported that it is about 10 per cent of all international assignments are considered as early return of expatriate to home country. The second survey shows that third part of MNCs has no figures on this matter. But the rest companies stated that 44 per cent of employees left the company during the assignment or in the first year after coming back to home organization. (Dowling et al., 2008: 114)

Assignment failure may lead the company to cover direct and indirect expenses. Direct expenses can be associated with current position payment: salaries, benefits, expatriate living expenses, expenses for spousal adjustment. However, non- substantive clause can be much more vital for the company. For instance, the overall job performance of the entire department or subsidiary can be not achieved and as the consequence, local employees will reject the projects with international expatriates in the future. Moreover, the relationships with current customers and partners can be damaged as well. And finally, MNCs risk to lose valuable employees. In case the expatriate is not satisfied with the international assignment results, once repatriated to home country the employee will looking for another employment offer (in some cases, the employee can start looking for the employer even being abroad). In both situations, it is particularly disadvantageously for the company because the company not only lose valuable employee, but also valuable information, knowledge and along with this all the investments that has been made in order to train and develop such a professional. Indirect costs perhaps are not easy calculated, but it may lead the company to lose its market position.

Therefore, it can be concluded that expatriation assignment requires wide range of skills and abilities (Black, 1988). And the lack of these knowledge and skills lead to the

high failure rate of international assignments that consequently can affect MNC performance in the long-term. Furthermore, the outcome of the international assignment is also depending on the existence of effective supporting programs for expatriates. Thus, it is particularly important for MNCs to identify the reasons for failure and what can be done by home and host-organization to increase the likelihood of success.

With the increase in demand for expatriates, researchers focus their studies on the factors that may be a reason for successful assignment or assignment failure. Harvey & Novicevic (2001) state that it is imperative to select the right person. A variety of the literature is about theories of expatriate selection criteria (Dowling et al., 2008; Chew, 2004: 6). The most relevant and complete I found the criteria of Tung (1987 cited by Dowling et al., 1994). She generalise four different criteria that determine expatriate success. For instance, technical competence can be one of the expatriate success predictors. Obviously, if the person is not well-qualified in the occupation field, perhaps the person is not able to cope with duties and perform certain tasks particularly under the pressure of foreign environment. Family situation is another criteria in Tung's findings. Researchers found that spouses' adjustment often is one of the main reasons for expatriate failure. In general, problems of expatriates in adjustment are similar for men and women; however, there are small discrepancies in how family adjustment affects male and female expatriates. For instance, non-work challenges such as family adjustment, dual-career family problems and child care are more affecting success of women assignments. Personal characteristics is also criteria that should be taken into consideration when selecting the person for expatriation assignment. However nowadays, companies more often test cross-cultural suitability. Every company attach their own meaning to this concept. Some companies mean environmental variable under the concept of cross-cultural suitability. Environmental variable refers to the difference between expatriate's country of origin culture and foreign country's culture. Other companies believe that previous international experience can be one of the predictors for cross-cultural suitability. Consequently, this concept is rich in meanings and varies from company to company.

When expatriate selection is done, organizational support became a critical element that facilitate the adjustment process of expatriate. Marinova et al. (2009: 621) interprets perceived organization support (POS) as the employees' *"global beliefs concerning the extent to which the organization values their contributions and cares about their well-being".* International assignment changes the nature of relationships between expatriate and company (Guzzo et al., 1994). It can whether to increase the commitment of expatriate to organization or even destroy any relationships that will lead to loss of valuable employee. In order to accelerate the adjustment process, Human Resource Departments of both home and host organizations support expatriates with appropriate help on language training, cultural training, and spouses' relocation assistance, issues related to documentation process, etc. All these can be defined as perceived organizational support (POS). In previous studies it was found that POS has various domains of influence. For instance, financial POS has the positive impact on the overall task performance while adjustment support POS is negatively affecting task performance (Kraimer et al., 2004). It was also stated that POS affects expatriate adjustment to the country and work (Jaworski et al., 2001), organizational commitment (Guzzo et al., 1994), and readiness to stay with company and finish the assignment (Shaffer et al., 2001). While home-organizational support is well studied and considered as the important source of support, the significance of host-organizational support is undeservedly overlooked. Host-party is playing an important role in expatriate adjustment process. Basically, it was found that host country nationals (HCNs) or organizational insiders or socializing agents (Toh et. al., 2007: 281) act as the storage of information that is useful to know for expatriates in order to be effective within the new organizational and cultural environment. Unfortunately, MNCs are still not practicing any kind of tools such as bonuses, or other rewards for co-workers participation in employees' adaptation period. Therefore, Toh et al. (2007) state that would be particularly beneficial to find out what are the motivators for HCNs to help the new employee to adapt local conditions. In Toh et al. (2007: 284) paper it was claiming that besides, family, friends, personal characteristics and job type, HNCs' socializing behavior affects the success of expatriate adjustment. In several studies, it is even pointed out that information which is acquired from HCNs can cover or replace

knowledge receipt from training organized by home-organizations (Caligiuri et al., 2001).

1.2 Research gap

Cultural Intelligence (CQ) refers to "*a form of situated intelligence where intelligently adaptive behaviors are culturally bound to the values and beliefs of a given society or culture* (Ang et al., 2003: 26)". Accordingly, individuals higher in CQ can more easily navigate and understand unfamiliar cultures, theoretically, they are expected to be more successful when working and communicating with cultures other than their own. Researchers examine CQ of expatriate and its impact on the cross-cultural adjustment (CCA) and expatriate task performance success. However, due to the newness of the CQ concept some of the angles of this notion still remain unexplored. One of these unexplored gaps in literature is HCNs' CQ and its impact on expatriate adjustment process. During my work experience I have a chance to meet people who were on expatriate assignments in different countries. And they state that CQ of HCN plays a role in adjustment and accordingly, has an impact on their performance. Another words saying, the same person with the same capabilities can perform differently depending on the level of CQ of HCNs. Good example is the situation when well-trained and experienced expatriate is moving to another country with the aim to implement corporate innovations. Even if the expat is well prepared and culturally intelligent but the local team and his coworkers are not willing to cooperate and adapt new changes with the person from different cultural background, perhaps then expatriation assignment will end with failure. Therefore, I strongly agree that CQ is a critical part for the both parties. Furthermore, I have my own life example when I came across this topic: I have a chance stay on long-term educational assignments in Poland and Finland. After completing these assignments and returning back home I can compare my own progress results and connect this growth with HCNs' CQ. In this study, I do not want to focus on cultural differences. The main focus will be on the possible linkage between

CQ of HCN and expatriate adjustment process, thus, practically and theoretically contributing to existing literature and researches.

Surprisingly, it was found that there are only few articles studying this issue. Therefore this research will be done to fill a gap in the literature while it is still possible to base the theory on similar studies that already have been done on the matter of how host party can support incoming employee on different levels and what is the impact of this support on expatriate's adjustment process.

1.3 Research objective, questions and limitations

The aim of this study is to provide better understanding of the factors that influence expatriates' adjustment process and analyse host country nationals' role in this process. The intention is to research if the Cultural Intelligence of host country nationals is an influencing factor in international adjustment process and what are the possible effects on the performance.

The main research question of the study is:

What is the role of Cultural Intelligence of host country nationals in expatriate adjustment process?

In order to answer the research question, the following sub-questions are established:

1. Does the Cultural Intelligence of host country nationals facilitate the adjustment process of expatriates?

2. Which adjustment dimension does Cultural Intelligence of host country nationals have the most impact on?

Consequently, the objective of this study is to explore if the Cultural Intelligence of host country nationals is positively related to the expatriate international adjustment.

The research will be done from the expatriates' perspective. It means that organization's beliefs will not be studied in this research. However, home and host organizations can take advantage of these findings when sending expatriates on international assignments. The findings will give the chance to implement supportive programs and provide trainings for employees in host-organizations.

There are several limitations of the study which I can list in advance. More limitations occur during the research. First, due to limited resources some of interviews will be conducted in a distant way. Part of the respondents is not physically located in the countries where I have a chance to interview them. Distant interviews have list of disadvantages which can affect the findings of the study. For instance, it is hard to recognise respondent's emotional attitude about certain topic since there is no visual contact with the interviewer; to check the socio-demographic profile of the respondent; lack of a private conversational atmosphere can lead to incomplete responses but this in turn affect research findings.

Cultural background influences people's view of the world, their behaviour, the way how individuals interpret messages, and communication style. (Logan et al., 2010: 26) Since author is going to interview expatriates from all over the world, obviously, different cultural background of expatriate as well as language barrier in communication may also affect the outcomes of the study.

1.4 Structure of the study

The research study includes five (5) section. The first section provides the background of the study, general understanding of expatriate adjustment issues. It gives the justification for the project and discusses the importance of the topic. This section also shows what the objective of the study is and which questions author is going to answer during the research.

The second (2) section summarizes the relevant literature in the direction of international human resource management and its segment of expatriation with the target on international adjustment and CQ. This section also gives the explanations and definitions for the main concepts used in this study.

The third (3) section tells the reader about chosen methodology and method in this study. This part describes the entire process of conducting the research: choosing candidates for interviews, contacting these expatriates, taking interviews from the respondents, questions asked. The findings that are presented in the fourth (4) will be followed with the last fifth (5) section of discussions and conclusions. This section links the theory with empirical findings, as well as makes the contribution suggestions for the existing theoretical knowledge and real-life practises in MNCs.

2. EXPATRIATION

2.1 Defining the concept of expatriation

The nature of international management has changed due to the rapid globalization processes. It affects traditional boundaries of the modern business world. (Clinton, 2002) International trade, foreign investments, free movement of labour, alliances require MNCs to expand their operations overseas. Thus, MNCs face the problem of subsidiaries coordination and effective exploitation of resources on the foreign markets. For this and many other purposes, which I discuss below, the company may build up specialized departments, for example, International Office, Marketing Department or Department responsible for managing operations abroad. However, remote operations are always a difficult task and usually require physical presence of one or more employees on the territory of subsidiary. As the result of the urgent need for knowledge exchange, the number of employees who are going for short-term or long-term assignments to one of the MNC subsidiaries is significantly increased. These employees are called "expatriates". "*An expatriate is an employee who is working and temporarily residing in a foreign country* (Dowling et al., 2008: 4)."

To define expatriation as the new model of international experience it is important to note that there are two different types of expatriate career: organizationally driven or company-backed expatriates (Dickmann et al., 2011) or assigned expatriates (AE) (Brewster et al., 2008) or organizational/corporate expatriates (Froese et al., 2009; Bolino et al., 2012) and individually driven or self-initiated (SE) (Dickmann et al., 2011; Brewster et al., 2008; Bolino et al., 2012). Both types refer to international assignments for a certain period of time, but slightly differ in many aspects. Highlights are on initiation, level of organizational support, motives that will be discussed in the next section. In order to give a better and more accurate understanding of this concept I try to define expatriates based on the differences between two types of expatriates (Table 1).

The first group, and perhaps the traditional one, is the group of employees which are relocated to work from organizational unit located in one country to another organizational unit located in another country meaning that the main initiative comes from the company. Apparently, in addition to the requirement to have the ability to adjust in the new surroundings assigned expatriate should also have a solid knowledge about the organization's strategies, operations, plans and be able to utilize it within the new team, conditions and even culture. There is no much literature that is focusing of self-initiative expatriates as the separate group with unique characteristics, therefore the difference between the concept of self-initiative expatriation and the concept of immigration still remain unclear and unexplored. (Ariss et al., 2010) However, Arthur et al. (1997) refer self-initiated expatriates to the individuals who are deciding to move for a residence in a foreign country based on their own initiative. In this case, the company demands only initial knowledge about the organization and educate employee during the working process. At the first glance it seems that assigned expatriate is required to have wider list of skills and abilities, thus it makes their assignment more challenging; nevertheless, there is another side of the coin which covers the organizational support that self-initiated expatriate in most cases is deprived. Individually driven expatriates obviously do not benefit from home-organizational support, since their choice of changing permanent living place is based on their own personal motivators, however, host-organizational support is considered to be extended on each employee who is coming from foreign country and covers both individually driven expatriates and expatriates which were sent by the organization.

Table 1. Assigned expatriates versus self-initiated expatriates. (based on Arthur et al., 1997: 352)

	AE	SE
Initiation	Company	Individual
Goals	Company's project (specific)	Individual development (diffuse)

Funding	Company salary & expenses	Personal savings & casual earnings
Career Type	Organizational Career	Boundaryless Career
Motives	Organization-related goals	Usually curiosity driven
Position of expatriate	Higher position	Any position
Repatriation	Organizational support	No support on repatriation

2.2 Organizational Motives and Emergence of Expatriates

Global business development dictates new rules on the labor market. The generation of start-up for most international companies starts in the end of 70th. It was the time when establishing foreign subsidiaries became regular and logical process that was required for sustainable development of firms-industry leaders. Apparently, in order to sustain expansive operating processes overseas and to gain global awareness, the necessity of information exchange across subsidiaries has emerged significantly. However, the issue of information sharing is impossible without the human help (Tung, 1988). A number of researchers have stated that the main motives that organizations seek while sending expatriates to the foreign subsidiary refers to knowledge transfer (Mahoney et al., 2006), usually of the new technology in production or innovational changes, global leaders development (Collings et al., 2006:40), strategic objectives implementation (Bonache et al., 2001), controlling and coordinating MNC's units (Brewster, 2001; Brewster, 1991).

The set of objectives of international assignments is wide: with the help of expatriate MNCs not only control and coordinate different organizational units but also utilise global managers' knowledge when entering or enhancing operations on the new markets. International experience also extends horizons of MNC's experts that make the

corporation competitive on the global market arena. (Collings et al., 2006:40) The importance to develop new global managers has been admitted by many researchers in the last few decades (Bjorkman et al, 2005; Riusala, 2000; Collings et al., 2006). International assignment gives the chance to train existing manager's skills and abilities, to broad employee's horizons in business arena, to gain and acquire valuable knowledge and new skills, to build close ties with partners and colleagues from other countries that makes communication more effective in the future. And finally, the option of international assignments within the company gives MNC a priority among valuable collaborators and helps to attract lead managers.

The function area of expatriates is wide - the mission of expatriate strongly depends on the company's vision, certain needs and goals of the MNC. Bonache et al. (2001) conclude that one of the most influential functions is related to the strategic objectives. For instance, one of the main requirements for the company to be successful on the market is to "act locally" that means the company should adapt local environment. This also can be considered as the controlling mechanism. Customized approach is valued by the clients who in reward for this give their preference to the certain company. With the help of expatriates MNCs get the knowledge about the national culture, people's needs, preferences and thus, following the local responsiveness strategy. Global integration is another strategic function that can be achieved by the help of global managers. It is particularly significant when MNC's units are not autonomous units and the final outcomes for one unit are dependent on the activities of another unit. In this case, expatriates execute the task of the linkage between interdependent units and thus provide coordination practices.

One of the MNCs' advantages is the ability to exchange many kinds of resources, human resources, capital resources and knowledge. This advantage is compensated with the problems associated with the management of this exchange; however, the most problematic and complex is knowledge transfer. Over the years, MNCs are acquiring numerous techniques of knowledge exchange: mails, telephone conversations, reports,

short-term business trips, etc. All these bring the results; nonetheless, these techniques are applied only for explicit knowledge transfer, but tacit knowledge requires personal attendance and direct involvement. Bonache et al. (2001:7) noted that tacit knowledge can not be codified and therefore exchanged by the different devices. The good example can be the ability of managers to launch new product that can be transferred to another unit or person only by participating personally in this action. Thus, it can be concluded that expatriate is a good tool for tacit knowledge transfer.

However, based on my own experience I would emphasis on more concrete and practical goals that companies seek when elect the employee on international assignment. First, subsidiaries that need to organize the work of the branch in the same way as in the main office abroad are inviting expatriates for cooperation. Maintenance of the corporate culture and the work of the office at the appropriate level often can not be provided by the local manager. Expatriate is a corporate culture beam; therefore, he/she is able to integrate this culture into subsidiary's adopted regulations. Another situation when the expatriates are attracted is significant breakdown of the company's position on the market or when there is an urgent need to breathe new life into the company, organize the work and propose absolutely new business model. Besides that, the help of expatriates is also needful when a company is planning to enter new and unfamiliar market or start project that requires unique skills which are available only in one particular subsidiary. It is not infrequent when the company does not open the office or subsidiary in a particularly country because of the complexity of doing business in this region. However, this market still can be attractive for MNCs. Expatriate is an effective tool when the existing management team need help for proper positioning in the unfamiliar market. It should be also noted that in the past, expatriation was a practice of replacement unqualified employees or more accurate saying, it was a practice of filling the gap in qualified employees within the particular task. However, recently, the situation changed. Nowadays, expatriation also helps to bring the value to the company by educating and training local top-managers. If time ago the expatriation was popular because of the lack of international experience of local managers in some particular countries, for instance, third countries, then as now, lot of managers from

third countries gradually replace their colleagues from abroad and compete with them on the high level.

2.3 Motivation of expatriates

The motives that inspire expatriate to accept international assignment can be very divers. The most typical ones, perhaps, are financial benefits, learning opportunities and career promotion. Dickmann et al. (2011) argue that financial motives are formative in the decision to agree on assignment, however, nowadays, expatriates are more circumspect regarding the repatriation possibilities that is one of the most topical issues in literature on expatriation research. And therefore, financial incentive doubtingly can be considered as the driven motivator, but more likely can appear in a relation to other motivators.

International experience that expatriates gain during their overseas assignments is often considered as the valuable asset for the personal development and the path to the future career growth (Dickmann et al., 2011). Thus, the career ambition appears as the most important motivator to move abroad. (Arthur et al., 2001; Brewster et al., 2008; Dickmann et al., 2011; Miller et al., 2002). Working in a new environment always gives a chance to develop "know-how" of assignees (Arthur et al., 2001), more specifically, soft skills, work-related expertise, and technical knowledge. (Brewster et al., 2008) Moreover, international experience may significantly influence self-confidence and self-assurance as well as to raise a motivation for further development. These all are included into "knowing-why" career capabilities that also are the result of the international assignment. During the assignment expatriates utilize their skills get to know people with different cultural background, to make productive relationship with them and as the result to create a new network. (Brewster et al., 2008) "Knowing-whom" capabilities allow the expatriate to utilize these skills and ties in personal career development as well as to facilitate the access to knowledge for the organizational purpose. (Cross et al., 2004; Brewster et al., 2008) Among other external motivators

family issue is also weighty argument, more specifically when both partner are ready to move abroad either because of the willingness to support or because of dual career reasons (Linehan et al., 2000). However, motives of self-initiated expatriates differ from motives of those who are assigned by the company. Self-initiated expatriates are more likely to seek relationships motives, travel/adventure opportunities, economic/financial motives, political environment factors and quality of life (Thorn, 2009).

While both self-initiated expatriates and assigned expatriates are facing more challenging tasks on the assignments than in their home organizations, it is more likely that self-initiated expatriates will receive wider range of developmental opportunities because of the lack in organizational support and therefore, self-initiated expatriates will be more opened to learn as much as they might learn from the new environment. (Brewster et al., 2008)

In spite of the fact that expectations from international assignment are always high, an employee who has signed expatriation contract should remember that together with the chance to climb career ladder, to get international experience as well as to contribute to certain company's development plan, expatriation process brings problems and challenges that expat may be not ready to face. In the next section, author provides an overview of the possible factors that may influence expatriate failure.

2.4 Factors influencing expatriate failure

To achieve a wide understanding of the issue of expatriate failure a considerable amount of literature was analyzed by the author in order to recognize the main factors that can affect expatriation process and its results. While looking for appropriate literature it was surprisingly found that there is a problem with defining the issue of expatriate failure. What does actually mean expatriate failure? First, it should be noted that there is extremely lack of empirical studies on expatriate failure. One of the first studies and perhaps, that still remains the fundamental one for other studies, was conducted by Tung in 1982. More recent researchers, such as Ashamalla (1998) and Fujiu et al.

(2000), presenting their view of the concept based on the same Tung's study (1982). Thus, it can be concluded that part of the recent studies has a low level of credibility and thus, the topic of expatriate failure became an issue of the growing concern.

Besides that, another issue in this section is the defining of failure itself. Lee (2007) mentioned in his article the importance of additional research in this area and also concluded that in most literature there is a single measure of expatriate failure – premature return. So that, it can be understood that the expatriate which is staying on the assignment until the end of the contract has completely and successfully achieved the mission of assignment. In real life, the accessing of expatriates successfulness is more complex process and not always single-valued. However, because the focus of this study is more related to the factors that can positively or negatively affect the outcomes of expatriation, the author skips other possible measures, such as achieving objectives, developing certain skills or repatriation issues, and will have traditional view on understanding of expatriate failure, that is premature return.

Many international assignments were considered as failed because of the expatriates' inability to cope with foreign environment, but even then one of the main criteria that employers use to choose the right person for the assignment is technical competence. Often, the importance of cultural knowledge and CCA ability is overlooked. Tung (1987) in his study about enhancing success and minimizing failures in international assignments proposes the main reasons that can lead to expatriate failure. These are as follow:

- The expatriate's inability to adapt to the new environment
- Lack of support from the Head Office
- Not having an open mindset
- Lack of willingness to learn
- The expatriate's lack of technical competence

Thus, according to the survey that was done by interviewing expatriates, technical qualification is not always the one reason that causes the failure. There are also couple of surveys that were done later and its' results supports Tung's ranking of most

influential factors on expatriate assignment. For instance, Stone (1991) found that Australian managers and expatriates found ability to adapt to the new surroundings as the most significant factor. Besides, Bodur et al. (1999) stress that personal characteristics, such as cultural sensitivity, empathy, challenges' acceptance, play an important role as it closely related to adjustment ability. Lee (2007) provides his rating of the predominant reasons for failure (Figure 1).

1-2
- The expatriate's inability to adapt to the new environment
- Not achieving family acceptance and assimilation

3-4
- Lack of support from the Head Office
- Not having an open mindset

5-6
- Lack of willingness to learn
- The expatriate's lack of technical competence
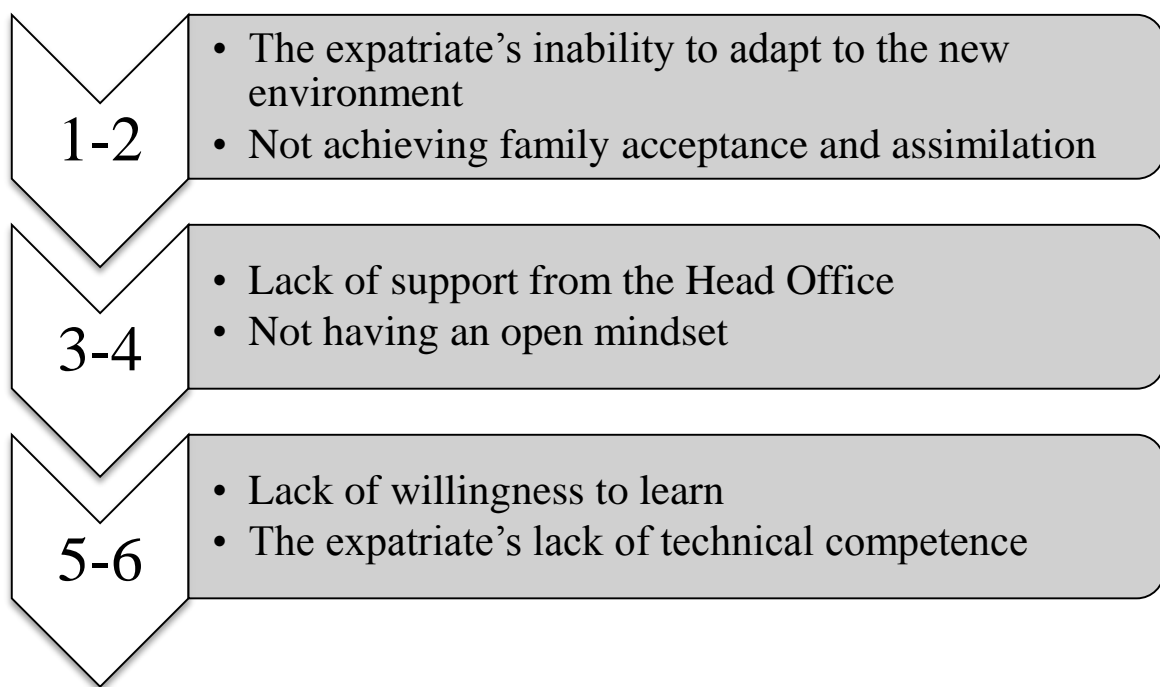
Figure 1. Main reasons for expatriate failure. (adopted from Lee, 2007: 411)

Interesting that only few interviewed expatriates identified inability to perform new duties and task that was associated with the lack of technical qualification was the main reason for failure. Lee (2007) also determines a sequence that most of the expatriates were assigned for working abroad only based on their excellent records in performance at home-organization. And it should be noted that none of them fail the assignment even expatriates were chosen based on technical qualifications. Consequently, it means that lack of technical knowledge does not definitely lead to the failure, while inability to adapt to the new surroundings or low level of CQ as well as lack of organizational support and family support are more likely to affect the successfulness of the assignment.

3. CROSS CULTURAL ADJUSTMENT

3.1 The concept of Cross Cultural Adjustment

The concept of CCA has been developing since the 1970s. One of the first researchers who explored the effect of culture on individuals was Hofstede. (Zhang, 2012) Hofstede's studies still remain the fundamental knowledge for later researches about the cultures and its influence on human resource management. Nowadays, the field of CCA in expatriate literature is one of the central ones. It appears that CCA's effectiveness is considered as the main reason either for assignment success or failure. More specifically, CCA has the primary influence on job satisfaction, performance, completion of the project in time and on budget turnover (Coates et al., 2012). Therefore, all parties, specifically, expatriates, home and host organizations, are in the direct interest to facilitate international adjustment. The term CCA represents the level of psychological comfort that expatriates experience when residing in a foreign environment (Black & Gregersen, 1990; Black & Mendenhall 1991; Black, Mendenhall, and Oddou, 1991). The process of adaptation to the new conditions is always complex and difficult task not only for expatriates but also for each person who change the living place; however, along with the adaptation to the living conditions such as food, climate, health facilities, the expatriate faces the challenges associated with the job position, i.e. new duties and interaction with the working team.

U-Curve framework explains how the adjustment is changing during the assignment in a foreign country (Figure 2) (Lysgaard, 1955; Black and Mendenhal, 1991; Zapf Michael Kim, 1991; Selmer, 1999; Gautam and Vishwakarma, 2012). As it can be seen from the figure, the adjustment conceptually can be divided into four parts/stages: honeymoon, cultural shock, adjustment, mastery. In this study, this traditional approach for understanding the adjustment stages will be used; however, this process was studied by researchers during the long period of time and some of them name these stages

differently. In the table below (Table 2), the information has been assembled about the possible name alternatives for u-curve stages provided by researchers in different time.

Table 2. Stages of cultural adjustment provided by different researchers. (adapted from Zapf, 1991:108)

Author	Stage 1	Stage 2	Stage 3	Stage 4
Oberg 1954, 1960	Incubation	Crisis	Recovery	Full Recovery
Lysgaard 1955	Spectator	Crisis	Coming to Terms	Regained Adjustment
Smalley 1963	Fascination	Hostility/ Frustration	Adjustment	Biculturalism
Gullahorn and Gullahorn 1963	Excitement	Disillusionment	Confusion	Positive Adjustment
Ex 1966	Uprooting	Frustration	Habituation	Restoration
Lifton 1969	Confrontation	Emptying	Reordering	Renewal
Rhinesmith and Hoopes 1970	Arrival	Unfreezing	Moving	Refreezing
Pfister-Ammende 1973	Transplantation	Uprooting	Resettlement	Adjustment
Curle 1973	Separation	Trauma/Shock	Reconnection	Adjustment
Richardson 1974	Elation	Depression	Recovery	Acculturation
Adler 1975	Contact	Disintegration	Reintegration	Autonomy
Klein 1977	Spectator	Stress	Coming to Terms	Decision
Kealey 1978	Exploration	Frustration	Coping	Adjustment
Harris and Moran 1979	Awareness	Rage	Introspection	Integration
Kohls 1979	Initial Euphoria	Hostility	Gradual Adjustment	Adaptation
Hertz 1981	Arrival	Impact	Rebound	Coping
Furnham and Bochner 1982	Elation/ Optimism	Frustration	Confusion	Confidence/ Satisfaction
Zwingmann and Gunn 1983	Impact/ Uprooting	Loss	Recovery	Reaction
Berry 1985, 1985b	Honeymoon/ Contact	Conflict	Identity Crisis	Adaptations

The stage of honeymoon starts when the person arrives to the new place and he/she is charmed by the new culture. At this stage, individuals are full of emotions, expectations, their mind lives through euphoria about the new opportunities and lifestyle; however, the honeymoon stage ends within the short time. (Selmer, 1999; Gautam and Vishwakarma, 2012) It can lasts from one week till couple of months and is strongly dependent on the personality and the degree of acculturation. After the person comes back to the reality and starts coping with differences that happens to him/her in daily life. This stage is usually accompanied by the stress, homesickness, depression (Gautam and Vishwakarma, 2012), frustration about the host country and its inhabitants. This stage is as short as the honeymoon; however, it is not inconceivable that some of individuals may not come through the cultural shock and finally, fail at this stage. But others, perhaps, those who have higher motivational CQ, are breaking the negative perception of the phase and transit the mind onto the new level – the level of adjustment. Although, Selmer (1999) concludes that some of the researchers skip the stage of cultural shock and support the theory that international adjustment is a linear phenomenon, but still most of the researchers base the construct of adjustment on the traditional understanding of U-curve theory of adjustment made by Lysgaard (1955). The third stage is the stage of adjustment when the individual finds the way to understand the behavior of nationals, reasons behind this behavior, learn the norms, traditions, communicate with host nationals, pass through mistakes and again try to adjust to the new surroundings. As the result, the individual became mastery. However, it is a long and difficult way full of personal and professional challenges. (Gautam and Vishwakarma, 2012)
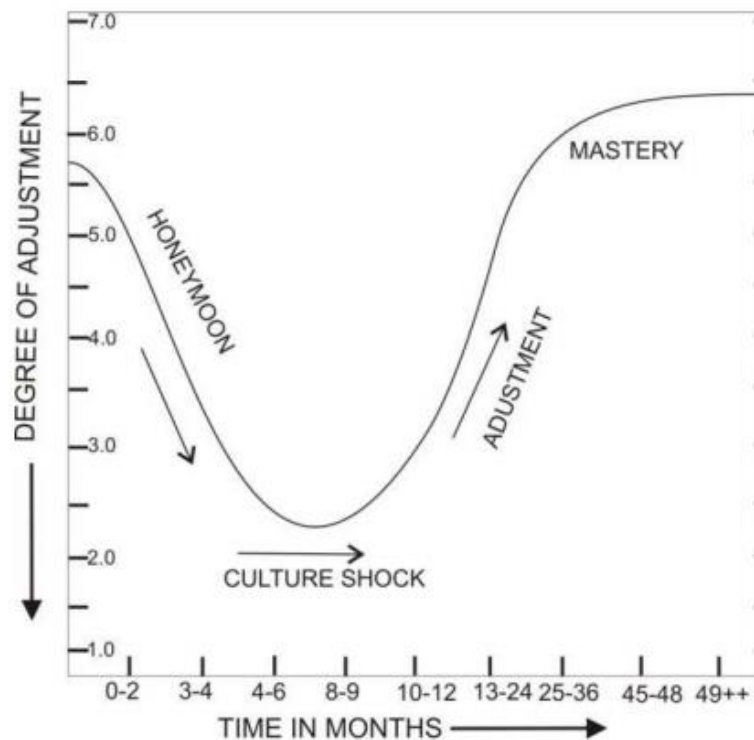
Figure 2. U-curve of Cross Cultural Adjustment. (adopted from Gautam et al., 2012:4)

Complete cycle of adjustment goes beyond only domestic adjustment. The process of adjustment starts before leaving home-country and ends after arriving back home. Black and Mendenhal (1991) have selected two stages in the entire process of adjustment: anticipatory and in-country adjustment. Anticipatory adjustment is influenced by individual factors (previous international experience and cross-cultural training) and organizational factors (selection mechanisms and criteria) (Black, Mendenhall and Oddou, 1991). Black, Mendenhall and Oddou (1991) stress that more appropriate and effective the anticipatory adjustment practices will be chosen, the easier and smoother will be expatriate's in-country adjustment. It can be explained that the person who already has been adjusting to the new environment has a realistic view on the possible problems and its potential solution approaches. However, the effectiveness of selection mechanism can help the organization to choose the right candidate from the talent-pool, who will be able to adjust more easily. It should be noted that these aspects can strongly affect not only the success of anticipatory adjustment but also affect in-country adjustment of expatriate. (Coates et al., 2012)

In-country adjustment refers to domestic adjustment, i.e. the adjustment that is influenced by various factors associated with the job, organization culture, non-work, organizational socialization and individual factors (Figure 3). (Black, Mendenhall and Oddou, 1991) This phase is considered to be more complicated than anticipatory adjustment. One of the reasons is that this phase of adjustment demands both mode and degree of adjustment that will be discussed below. (Coates et al., 2012)
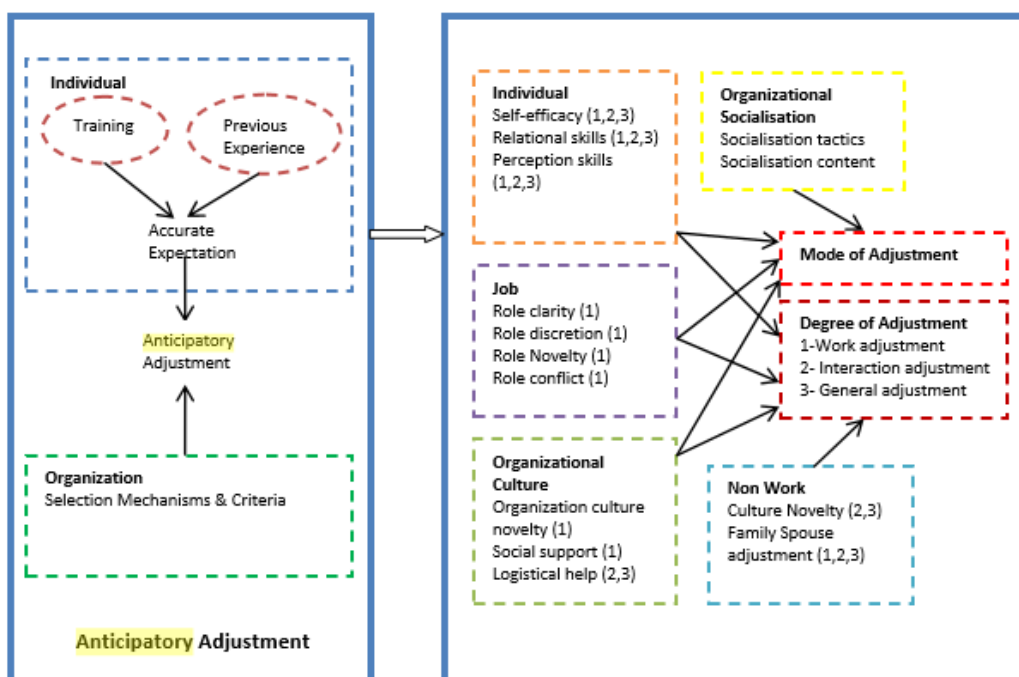
Figure 3. Cross Cultural Adjustment Framework. (adopted from Coates et al.,2012 :34)

Black et al. (1991) divides adjustment process into two domains: mode of adjustment and degree of adjustment. Mode of adjustment refers to the approach that is chosen by the individual when adapting to the new settings. Black et al. (1991) argue that some of the individuals adapt by changing the environment (active approach); while other individuals prefer to change themselves and thus, employ a reactive approach. The understanding of adjustment degree lies between the gaps in expatriate's abilities and its suitability with the requirements of the new role at work and vice versa. This study

focuses on the degree to which the expatriate is adjusted to the new surroundings during international assignment. In the research made by Black and Stephens (1989) degree of adjustment refers to the combination of three facets: general adjustment, interaction adjustment and work adjustment. Moreover, CCA can not be analyzed as the unitary concept, because some of the factors influence specific facets of adjustment and do not affect other facets. For instance, role ambiguity, which is job related variable, is in a stronger relation with work adjustment than with adjustment to interacting with nationals or general adjustment. Therefore, it is significant to understand the insight of each cross-cultural facet before discussing the role of international adjustment in expatriate assignment success.

3.1.1 General adjustment

Following the explanation that CCA is the level of comfort that individual feels during the assignment, it can be suggested that general adjustment refers to the degree of comfort associated with daily life and foreign culture. Moving to another country the individual always face range of challenges that he/she needs to overcome each day of the life in the new environment. Difficulties cover food, climate conditions, transportation, health care facilities, housing, cost of living, leisure and everyday affairs. (Black and Stephens, 1989; Palthe, 2004) In spite of the fact that daily activities, perhaps, are not in concern with job-related adjustment and interaction with host nationals, nevertheless, Russell, Takeuchi and Yun (2002) claim that this facet of adjustment can have a wide area to influence, specifically, the adjustment to job and interactions with nationals, and therefore can not be analyzed in isolation.

3.1.2 Interaction adjustment

Interaction adjustment represents the degree of comfort when interacting with HCNs, including supervisors, subordinates, colleagues (Black and Stephens, 1989). According

to Cai and Rodriguez (1996), the interaction adjustment includes the changes of communicative behavior with the aim to eliminate the risk of being not properly understood when interacting with people with different cultural background. Some of the researchers consider interaction adjustment as the most challenging adjustment type because of the differences in mental maps (Palthe, 2004). It should be fairly noted that it is problematic to measure the degree of complexity of the interaction adjustment because it to a great extent depends on the cultural distance. Black, Mendenhall, and Oddou (1991) argue that interaction between the person from England with the companion from southern California can require the level of adjustment; however, it might be that adjustment will be more extreme and severe with the companion from China. (Cai and Rodriguez, 1996) After conducting an empirical research Chi, Huang, and Lawler (2005) found the relatedness of Big Five personality traits on adjustment process. Thus, extroversion and agreeableness have the positively influence on interaction with other cultural representatives. So that, Chi, Huang, and Lawler (2005) argue that in order to understand other culture and successfully adapt to the new environment it is essential to have a desire to socialize.

3.1.3 Work adjustment

One of the major concerns in expatriate literature that was the topic of interest not only for academicals but also for practitioners is the conceptualization and facilitating of work adjustment process. Shortly, work adjustment can be explained as the adjustment to specific aspects of life that have an influence on the work-related issues (Black and Stephens, 1989). However, Dawis and Lofquist (1969) gave a more sophisticated view on this construct. According to Dawis and Lofquist (1969), any type of adjustment is related to correspondence of individual and job demands (Dawis and Lofquist, 1969; Wahat, 2008). Correspondence is a reciprocal harmony between the person and surroundings. Correspondence with a relation to the work can be described as "*individual fulfilling the requirements of the work environment, and the work environment fulfilling the requirements of the individual* (Dawis and Lofquist, 1969:45)". Consequently, "*the continuous and dynamic process by which the individual*

seeks to achieve and maintain correspondence with his work environment is called work adjustment (Dawis and Lofquist, 1969:45)". Similaries with job duties at the home organization (Palthe, 2004; Wahat (2008) and openness to experience (Chi, Huang, and Lawler, 2005) facilitate the process of work adjustment. Interestingly, the higher the individual's self-confidence and confidence in professionalism, the better and faster work adjustment will be comparing to those whose subjective self-evaluation is on the lower level. Thus, expatriates at younger age adjust to the new work environment more easily than expatriates at older age. (Wahat, 2008)

3.2 The role of Cross Cultural Adjustment in expatriate assignment success

A change of scenery is always a stressful period of life full of insecurity and ambiguity. But the most challenging is to identify oneself with a part of foreigners and learn how to interpret and redecode the feedback from the new world without knowing the language, customs, culture. CCA helps to decrease or even minimize the level of uncertainty. But it is stated by Lee (2007) that CCA is obtained to be as one of the indicators of expatriate success. As the concept of international assignment failure is still not well defined (Lee, 2007) it is good to get a view on the role of CCA in expatriate assignment success from different criteria. In regard to premature return the individual, who less able to adjust to the new environment at any facet of this phenomenon, perhaps, is much more likely to return home. When the question is about work performance (for instance, to perform tasks and meet deadlines) (Chuah et al., 2011) CCA makes a contribution here; CCA helps the individual to build effective relationships with subordinates and host nationals, to understand their behavior and reasons behind them, interpret messages and gestures. Thus, acquiring the skill to be on the same wavelength or at least to be able to deal and interact with host nationals effectively give the expatriate the chance to focus on working issues and therefore, successfully finish international assignment. (Lee, 2006)

4. CULTURAL INTELLIGENCE

4.1 The concept of Cultural Intelligence

Recently, the work environment became very diverse. It is associated not only with business globalization with a high competition and therefore, growing number of alliances, joint ventures and subsidiaries; it is also a result of lack of boundaries in every arena of our life. Students who want to obtain the degree abroad also find it challenging to adapt to the unfamiliar practices, for instance, discussing in class is not common in Eastern Europe but is obligated for getting good grades in Western Europe. Entrepreneurs penetrating the new market should adapt goods and their behaviour to the local requirements and cultural features. Although, entrepreneur or organization keeps the business locally it does not mean they will not face the challenges on cultural issues. Business representatives are aware that it is particularly difficult to "stay afloat" making business only with local customers while your competitors are already advanced in export trading. Even though the company abstract away from international trading; nevertheless, it can not ignore communication with other countries' residents. Suppliers, business partners, customers still may be from abroad and therefore, the organization should be able to operate in a diverse business world not to lose potential capabilities. In multinational corporations, it is a common practice to assign employees for overseas projects. Obviously, moving to the foreign subsidiary, the person will encounter problems of management styles, language and cultural differences. All these lead to stressful situations that prevent expatriate from effective coping process (Brislin et al. 2006). In the light of prevailing conditions, organizations and researchers find the importance to understand the reasons why some people return to home before the assignment is completed and consider this life period as the waste of time while others develop their personal or professional skills and gain valuable experience by perceiving the foreign culture (Brislin et al. 2006; Earley et al.,2006; Ang et al. 2007; Triandis, 2006).

Modern society is based on a mixture of different nationals, corporate and professional cultures, and the manager has to act appropriately in these circumstances. Culture is defined by the beliefs and values on which people rely when interpreting their experiences and behaving both individually and in groups. Culture describes a group or community of people united by a common system of values and ideas of life, patterns of behavior, norms that shapes their manner of perceiving the world and that is transmitted from generation to generation. Shortly, culture is a "lens" through which the person looks at the world. It determines what the person sees, how interprets what was seen and how express yourself.

Thus, one and the same sign or action can be perceived differently by the representatives of different cultures. The good example of such a cultural fluency is the advertising campaign by HSBC bank with the picture of grasshopper and the note *"USA-Pest. China-Pet. Northern Thailand-Appetizer* (Earley et al., 2004:139)". Cultural tradition is a powerful mechanism that has a much greater impact on our perception than scientific description. Marketing business representatives are aware of these cultural aspects and utilise them for already long of time to succeed in their marketing projects. This cultural fluency may be helpful in other business spheres and also in daily life. Growing number of MNCs with a global presence and consequently the existence of multinational teams led to the exclusive requirement for candidates to have international experience and cultural awareness that might be vital for the organization.

In the modern world, employees are involved in interaction with subordinates, colleagues, partners and not unusual when some of them have different cultural background that may cause communication problems. Nowadays, more often companies send employees on international assignments where expatriates directly face all the issues associated with working in a culturally diverse environment. The globalization challenges not only MNCs but also its employees and motivate both of them to acquire set of skills to be effective at work and to feel comfortable living in a

society with diverse backgrounds. The first interest towards two constructs is dated back to 1960s (Earley et al. 2006: 4). Since that time cultural and intelligence domain became one of the central topics in further organizational researches.

Time ago, intelligence was usually understood as the existence of academic qualifications; however, the understanding and sense of this notion has gone beyond the academic aptitude. (Detterman et al.1986; Budhwar et al. 2013) Nowadays, intelligence is transformed into non-academic interpretation such as social intelligence – "*the ability to understand and manage men and women, boys and girls, and to act wisely in human relations* (Budhwar et al., 2013: 223)", emotional intelligence – "*the ability to monitor one's own and others' feelings emotions, to discriminate among them, and to use this information to guide one's thinking and action* (Brackett, Mayer and Salovey, 2004: 35)" and practical intelligence - the "*ability that individuals use to find the best fit between themselves and the demands of the environment* (Sue et al., 2011: 83)". CQ has connecting points with non-academic intelligences and therefore, non-academic intelligences theory can form a good basement for CQ's future research. Thus, it can be said that research on CQ extends conceptualization understanding of well-known forms of intelligence but in a cultural context. (Brislin et al., 2006)

Another approach for the renewed interest towards CQ is the proposition to explore the impact of two constructs culture and intelligence but in the form of one domain. Before, the researches on culture and intelligence were done independently from each other. However, these two notions do not need to be separated when it comes to work environment. The significance of intelligence can not be ignored in cross-cultural organizational researches considering the fact that intelligence in all types has an impact on the outcomes. Similarly, the research on intelligence (both academic and non-academic) can not jump over the culture issue as all present-day studies refer to the global business. (Earley et al., 2006)

Due to the newness of the concept, scientists mainly focus on theorizing researches while there are only few empirical studies conducted on CQ topic (Ang et al., 2007). CQ has been defined from different perspectives depending on the context in which the concept is analysed. Thus, Ang et al. (2003: 26) defined CQ as *"a person's capability to adapt effectively to new cultural contexts"*. Some of the researches find this definition consistent with Hunter's et al. (2000: 3) definition of general intelligence: *"as the ability to grasp and reason correctly with abstraction and solve problems*" but in context characterized by cultural multiplicity. On the other hand, Earley et al. (2004: 140) defined CQ as *"an outsider's seemingly natural ability to interpret someone's unfamiliar and ambiguous gestures the way that person's compatriots would"*. Various meanings complement each other and give the significant insights into conceptualization of the notion (Brislin et al. 2006). According to Brislin et al. (2006) CQ refers to the result (positive either negative) of person's adjustment process to another environment as well as the correct interpretation of the behavior that is estimated as the "intelligent" in different cultural settings. In other words, Brislin et al. (2006) explains CQ as the capability to recognize behaviors that are affected by culture.

4.2 Cultural variation of intelligence VS Cultural Intelligence

The advancing research on integrating separate concepts of culture and intelligence as one construct was conducted by Ng and Early (2006). Their framework is based on the two previously formed approaches. The first approach represents cultural variation of intelligence which is the antecedent for the future research on the interrelation of culture and intelligence and the second, more recent approach, is focused on CQ.

The approach of cultural variation of intelligence demonstrate that intelligence is culturally defined object. Ferguson (1956, cited by Earley and Ng, 2006) is one of the pioneers who proposed that cultural factors bring people to develop certain abilities that

differ from culture to culture. Another proponent of this philosophy is Berry (1974, cited by Earley and Ng, 2006) who extends the approach with the cultural relativism theory. Later empirical researches provide the evidence for the idea of intelligence as the culturally sensitive construct. One of such evidence can be differing interpretations of one concept by several different nation representatives. Thus, Americans' understanding of the intelligence as the concept sticks to the problem solving and verbal ability while Taiwanese Chinese's understanding of the intelligence comprises general cognitive ability, interpersonal and intrapersonal intelligence and intellectual self-promotion and self-effacement. (Sternberg et al., 1991)

CQ is another approach which more defines personality traits that help the individual to adapt across cultures. However, this approach also implies the importance of situational factors (e.g. trainings and support, political issues, etc.) and possible influence on the adaptation capabilities through intervention. Therefore, it can be concluded that CQ is one of the predictors, but not a guide, of the successful cultural adaptation and task performance; however, certain factors can affect the actual outcome in a negative either positive way. CQ proposes that the person who is culturally intelligent within one culture is not necessary will have capabilities for being culturally intelligent in other environment. Likewise, the person who is considered to have the ability to adapt across culture and adjust to different circumstances and conditions does not have to be effective in one particular situational setting. Nevertheless, this type of capabilities can be improved by developing and training certain skills that may help the person to adjust to the situation and environment regardless of the culture.

To make a difference between Cultural variations of Intelligence versus CQ Earley et al. (2006: 9) used EMIC-EPIC approach. This approach, from my point of view, clearly distinguishes CQ as crucially new construct in integrating Culture and Intelligence as two independent notions.
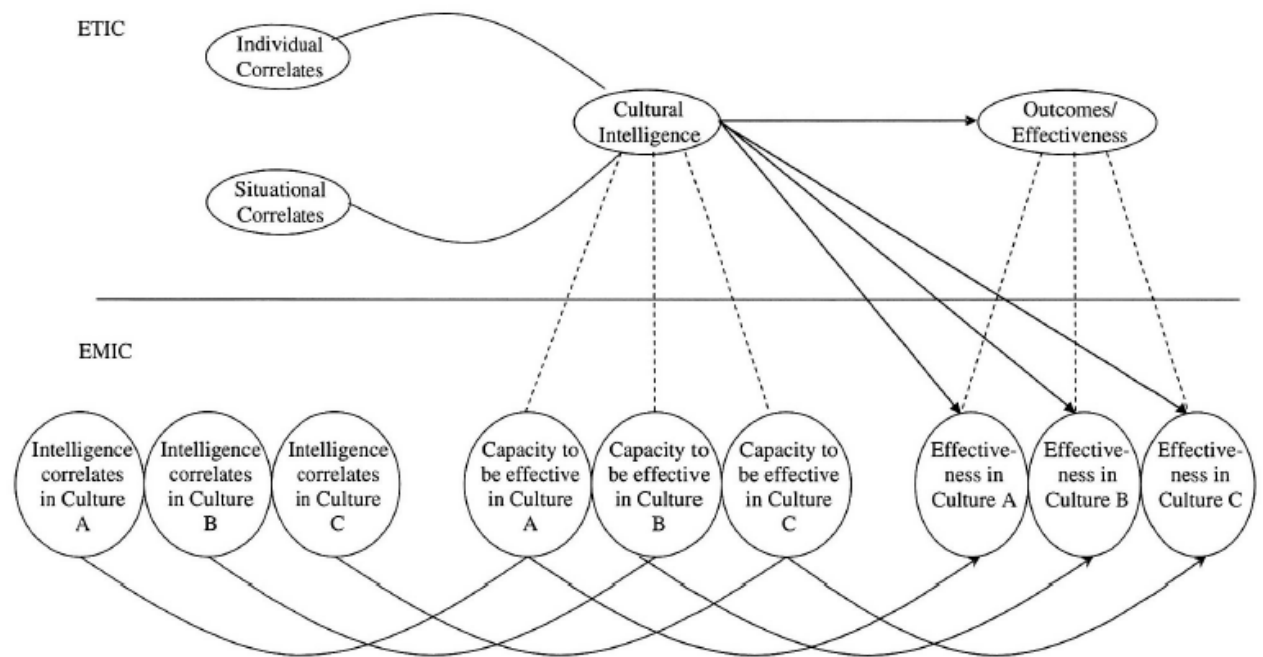
Figure 4. Framework for integrating Emic and Etic Perspectives of Intelligence. (Earley et al.2006: 9)

The first time the terms "Etics" and "Emics" were proposed by the linguist Kenneth Pike. Harris (1976) in his work concluded the characteristics of emics and etics approach in a cultural context. Thus, when terms come to the cultural comparison it means "cross-culturally valid" and "culturally specific" accordingly. Emics approach or culturally specific approach applies only to one culture when etics approach studies the culture on a general level – panculture. (Harris, 1976) In other words, the emic is the inside perspective that aims to explore the culture from the native's view while etics or outside perspective is linked to the external factors or behaviour that applies to any culture. (Ames et al., 1999)

With the Figure 4 Earley et al (2006) illustrates the construct of CQ as the etic perspective of the notion intelligence. From the outside (epic) perspective CQ can be generalized across cultures and therefore is considered to be culture-free construct that

refs to the capabilities to transfer skills and abilities from one culture to another and thus, the capability to be effective in each of them. While, the inside (emic) view describes factors that form the notion of intelligence within one particular culture and these conceptualizations differ from culture to culture (A, B, C on the Figure 4). (Earley et al. 2006) Using this framework I give the explanation of the distinction between two construct: Cultural variation of intelligence (emic view) and CQ (epic view). In this work, I will focus on the CQ from the outside perspective.

4.3 Four facets of Cultural Intelligence

Detterman and Sternberg (1986) were the first scientists who provide the framework of CQ as the multidimensional construct. They argue that there are multiple "loci" of intelligence that should be concentrated within the same personality that together shape the comprehensive CQ. These are metacognitive CQ, cognitive CQ, motivational CQ and behavioural CQ. Below I try to conclude the meanings of four factors or four facets based Ang and Early (2003) explanation of what are the key characteristics that turn the person into cross-culturally effective individual.

Metacognitive CQ refers to ability to acquire cultural knowledge and analyze information about cultural diversity. This cultural awareness is the result of conscious process through which the person is able to develop new models of interactions in different cultural environment. The individual with a metacognitive CQ has a control over his though processes and it also refers to the thoughts about the culture. Metacognitive CQ is an essential part of CQ because it provokes person to make assumptions, break stereotypes and to think differently depending to the cultural context thus helping to adjust to new environment by utilizing already acquired interaction-techniques. Cognitive CQ is acquiring information that can be gained from experience-based situations or academic knowledge. Cognitive CQ includes knowledge about

social norms or legal regulations, for instance. Cognitive CQ makes critical differences between cultures as well as helps to find similarities (Brislin et al, 2006). Motivational CQ is one of the most influential components that can be considered as the person's source of energy. Motivational capabilities help the individual to direct all the efforts and resources to function in a situation characterized by the cultural diversity. These can include intangible goals, for instance, satisfaction or pleasure from the interacting in a different environment and also tangible goals, for instance, signing the long-term agreement with partners who have different cultural background. The fourth component of CQ is behavioural CQ. This is individual's visual reaction on the perceived situation. Behavioural CQ reflects the capability to apply corresponding actions in a different culture. Behavioural CQ covers verbal and non-verbal capabilities such as appropriate expressions and words, tone, jokes, gesticulation, facial expressions, etc. From my point of view, behavioural CQ is the one component which is the most transparent comparing with others; however, verbal and particularly, non-verbal actions can be interpreted differently depending on the culture (Clemmensen et al., 2008; Shachaf, 2008). There is nothing surprising that a person may misinterpret actions of the locals. A misunderstanding eliminates the possibility of effective cooperation. Keeping in mind the existence of these cultural differences in communication may help not just avoid ambiguous situations but also work it to the benefit. Therefore, in spite of the fact that behavioural intelligence is quite straightforward; nevertheless, the individual should pay a serious attention to this part when he/she interacts in a social diverse environment.

Interestingly that metacognitive CQ and cognitive CQ have an influence on the cultural judgment and decision making effectiveness, while motivational and behavioural CQ have a positive relevance to cultural adaptation. It can be explained that the individual with a motivational CQ has a true interest and therefore, is more motivated to adapt and be effective in a particular situation. Moreover, the person with wider repertoire of behaviours is expected to be more culturally adaptive. (Ang et al., 2007) Earley and Mosakowski (2004) stress that in order to succeed efficacy in a cultural interaction it is particularly essential body, heart and head work together. By that Earley and Mosakowski (2004) means equal importance of all three CQ's components: the

cognitive, the physical, and the motivational. Cognitive CQ or head refers to rote learning about the culture. As it was mentioned above, cognitive CQ does not prevent the individual from ambiguous situation in a multicultural context, but it can help to show the interest towards the foreign culture. Body or the physical component covers actions and behavior. It is not enough to say or show your understanding of the customs, the individual needs to prove it by showing and behaving, to some extent, like a native. It may be a simple action like ordering cup of coffee but this mirroring of locals will show that the person wants to behave like them. Finally, Ang et al. (2007) have provided an empirical support for all four facets and their positive relation to task performance.

4.4 Cultural intelligence measurements

To understand the level of CQ is particularly difficult but extremely important. Knowing the strengths the person can identify weak attributes that gives the chance to focus on developing CQ to a greater level. Brislin et al. (2006) has introduces three critical skills which culturally intelligent people should possess. One of them is expectation for misunderstanding. This skill refers to confusion acceptance. Brislin et al. (2006) argue that culturally intelligent individuals do not judge and make conclusion based on the short-term experience. Culturally intelligent individuals first gather abundance of information and only then evaluate the situation. This kind of behavior levels down the stress during the assignment overseas. Moreover, Inkson et al. (2005) suggest that individual's own subjective perception of effective interaction reduces the ability to learn from experience and to bring CQ to a higher level (Inkson et al., 2005). The ability to expect misunderstanding presented by Brislin et al. (2006) is similar to the "suspending judgment" attribute mentioned by Triandis (2006). According to Triandis (2006) culturally intelligent person makes a judgment based on the conclusions made in a ethnicity-free context and takes into consideration idiocentric (people think

and behave similar to individualistic societies) and allocentric (people think and behave like individuals in collectivistic cultures) attributes of the individual.

Another ability that is important to have is disconfirmed expectancy. Brislin et al. (2006) describe this skill using an example of young executive who came to Germany from America on a short business trip. It appears that Germans discuss political issues in a free time that totally differs from Americans' sport and other light topics. Thus, the luck of CQ leads the young executive to embarrassing situation even then he is socially effective in similar setting but at his home country. However, when the person advances the cultural disconfirmed expectancy skill, perhaps, it will heighten executive's chance to be socially intelligent in different cultural settings.

However, cultural fluency not always can be used to gain advantage. An advanced cultural competence skill can be also utilised as manipulation technic. Thus, one of the abilities that should be in the list of attributes of individual who are dealing with different cultures is the ability to recognise well-designed intentional tactics from culture sensitivity. Brislin et al. (2006) in his article presents example when two parties from different cultures were about to sign the contract. In this case, the hosts knowing that people of this culture do not usually hold back on the decision and therefore, they would be happy to finish negotiation as soon as possible. Moreover, the hosts assigned the meeting just before the holidays preconceiving that partner wishes to come back home for the holidays. As the results the hosts receive favourable terms. Their fluency about cultural differences and CQ deployed as the manipulation technic. Culturally intelligent people should be aware of this practise and therefore, one of the advanced skills is to identify the naturalness and histrionic behaviour made for sordid motives. (Brislin et al. 2006)

However, all mentioned above is just a list of skills that make an individual opened or ready for further CQ development. Earley and Mosakowski (2004) create a simple

measurement tool that can help the individual to start with identifying the level of CQ as well as the CQ profile. Appendix 1 presents an assessment method that can be used for profiling the individual. According to Earley and Mosakowski (2004) there are six profiles that demonstrate different types of personalities relating to CQ characteristics (Table 3). Most managers represent at least one type of the profiles list. Surveying more than 2,000 managers Earley and Mosakowski (2004) discovered that the most prevalent type is the ambassador; however, even more common is the combination of ambassador and the analyst.

Table 3. Cultural Intelligence Profiles. (Earley and Mosakowski, 2004: 142)

Profile	Profile's characteristics
The provincial	The provincial can be effective interacting with people with similar cultural background but faces a challenge in a broader field.
The analyst	Methodically interprets foreign culture and its rules by using numerous learning strategies.
The natural	Trusts the intuition and first impression rather than systematic learning approach. May act with the diffidence in a multicultural situation.
The ambassador	The ambassador does not know much about the culture but acts convincingly. Confidence is a strong component of ambassador's CQ.
The mimic	Controls his actions and behaviour. Personal skills and outsider's perspective are the main strengths of the mimic.

	All components of CQ are well developed. The chameleon may even be considered as the local. It is a very rare managerial type.
The chameleon	

Adjustment process always contains obstacles and problems. To overcome these challenges without having a strong motivation is often lead to give in without a struggle. And it is not only about the desire to communicate with locals using the same instruments, it is more about person's own mind and confidence that he/she is capable to enter the new world with all the rules that natives have. It should be noted that according to Earley and Mosakowski (2004) survey individuals who are less attached to their culture can adjust to the new environment with more easiness that those who are very socially efficient in their home country. So that the answer of what certain skills and abilities form CQ do not lie neither in social intelligence, nor in emotional intelligence. It is more about innate ability to feel the insight of the situation and do the right action when needed.

4.5 Development and training of Cultural Intelligence

The ability to work in multicultural environments became one of the most critical points in the list of characteristics required by MNCs. Obviously, not each manager, even the most successful in a native cultural setting, will be effective working with people from different cultures. Even he/she has wide experience, perhaps also international experience and therefore, has a wide knowledge about cultures; it does not guarantee that this person will be able to transfer knowledge and skills across cultures. Though, the CQ is partly based on innate mastery, nevertheless, most of the skills need to be cultivated. Many companies prefer to train personnel within the organization rather than to hire high professional employee. Intercultural training and development is a topical question in the literature. Many researchers have made their studies in the field of

methods for multicultural training, but I do not provide the detailed review on each of them, I will try to conclude on the most relevant methods which, from my point of view, cover also CQ's development.

Earley and Peterson (2004) stress that the existing literature and existing methods on the issue of multicultural training is more in a cafeteria style – *"that is, a bit of this and a bit of that in the hope that something will be useful* (Earley et al., 2004: 103)". Past researches bring forth that the best way to develop person's cross-CQ is to balance between informational and experiential trainings. However, most of the methods which were based on this formula are not the best effective methods at the first glance. One and perhaps the main reason is that current approaches lack the matter of personification. Earley and Peterson (2004) argue that the training should be developed and customized according to the individual's weaknesses and strengths. Thus, knowing more about the candidate helps the organization to steer training in the right direction. Besides that, Earley and Peterson (2004) found that most of the methods are usually based on the development of the cognitive skills or cognitive CQ. Knowledge-based information is a very critical point in expatriate preparation for international assignment. However, this type of knowledge is not transferable from culture to culture and therefore is useful only during the interaction with one culture representative. However, for the global manager who should be willing to work in different subsidiaries of MNC or interact in a team consisting of members from around the world is not enough to perceive just the surface information. To be effective manager has to develop metacognitive skills which main task is the ability to learn in a new environment. (Earley and Peterson, 2004)

While most of the researchers focus on the skills development and training of the certain individual, Brett et al. (2006) insist on the structural interventions. They provide the model of collaboration based on the traditions of fusion cooking. The principle of this model is based on the mutually respecting coexistence that can be considered as the contrary hypothesis of dominant coalition teams. With the metaphor of fusion cooking

Brett et al. (2006) bring a sense to global team management. The principle of mixing ingredients, sometimes also incompatible ingredients, gives a chef a real chance to achieve a masterpiece. The same approach needs to be applied to the global teams - in order to be effective in a global sense, all members of the team should respect each other and accept colleagues' cultural differences. Only by cooperating ideas and visions managers will be able to create a truly global strategy. (Brett et al. 2006) However, it should be noted that the model is created only for face-to-face interactions and is mostly designed for global teams which main task is to develop a strategy that will work out across the whole global organization. But this model fails when expatriate begins work in a big cohesive team.

By cultivating CQ Earley and Mosakowski (2004) mean the confidence training. However, it can be considered as one more CQ development method and from my point of view, this method includes at least several helpful advices. Earley and Mosakowski's (2004) series of steps start with individual's analysis. CQ strengths and CQ weaknesses appear as the starting point for the further training. Once the weaknesses are identified, the individual choose the training program. There are different possible methods; however, the most efficient are 360-degree feedback and simulated situation or event. For instance, the person lacks physical CQ. One of the options can be artificially simulated conditions when the person spends the period of time together with locals. Following the intuition and previous knowledge, the person makes actions but locals make notes. Afterwards, the team can discuss and give feedback on an arising basis. Thus, the person gets the view of his mistakes from the first steps and save his/her time on observations and analysis. Moreover, by performing simple tasks such as greetings or organizing small corporate meetings, the person can develop a good base for understanding the reverse side of natives' life as well as can help to build friendly relationships that in return may improve the confidence level of the individual.

Among numerous methods I would like to highlight the method of cross-cultural training presented by Brislin et al. (2006). Brislin et al. (2006) argue that to adapt to the

new environment and increase the effectiveness of interaction with people from different cultures, first, it is necessary to accept the differences and challenge yourself with the thinking process (metacognitive CQ). Once the individual is ready to learn and has an open mind, it is helpful to engage in projects that are eligible to give international experience and practise. However, to prepare the person for international assignment or to live in a foreign environment, Brislin et al. (2006) suggest four-step procedure that can help the individual to improve awareness, behaviour, cognition and emotions. These are as follows:

Think over about cultural specific behaviour;

Find and understand reasons for this type of behaviour from the point of the "natives";

Try to find out what are the emotional implications of certain behaviour;

Utilise this knowledge in enhancing horizons about behaviors and improve the CQ.
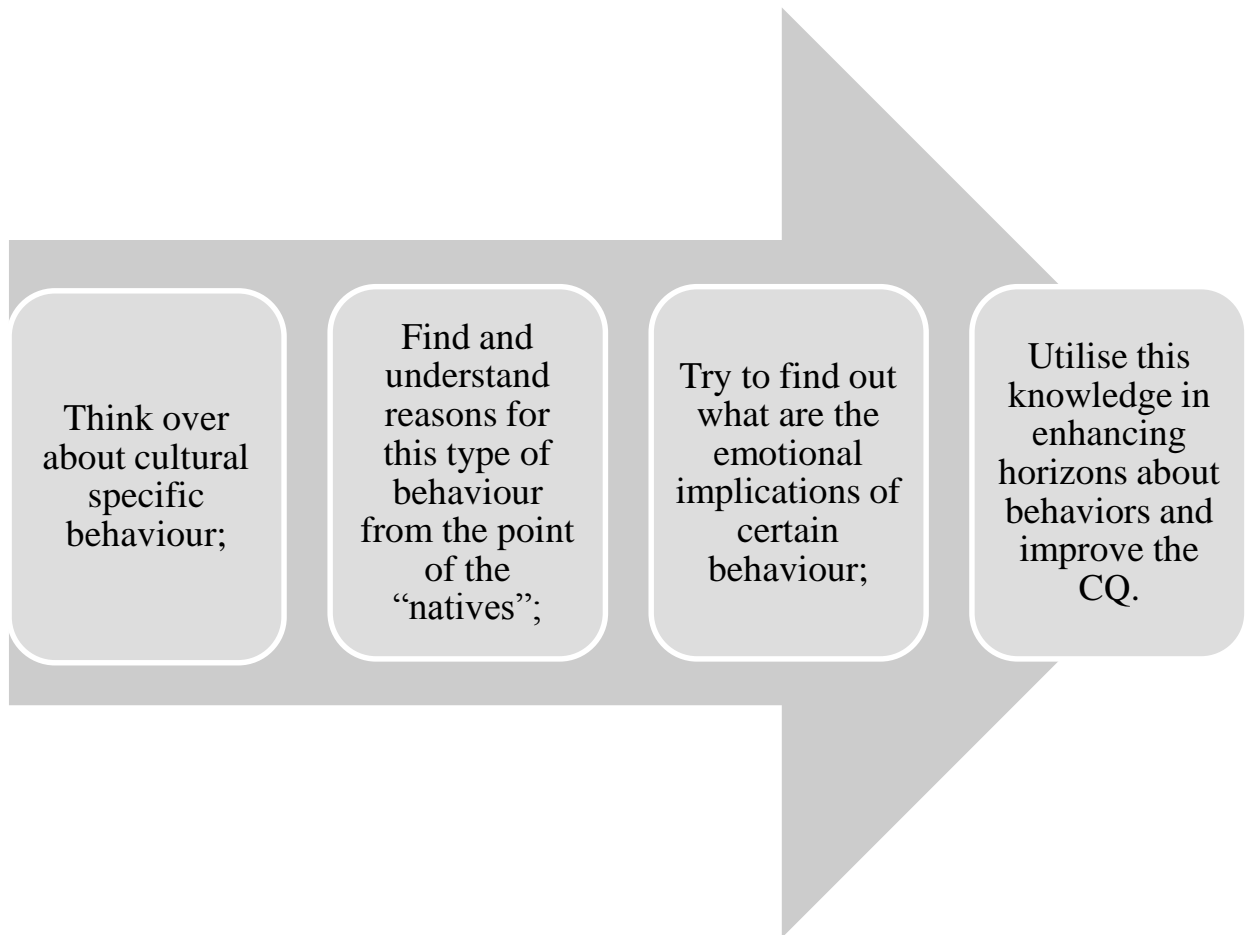
Figure 5. Four-step procedure for CQ improvement. (based on Brislin et al. (2006))

Brislin et al. (2006) provides a good example for his four-step procedure. The example is based on business cards exchange in Japan. The first step includes your acceptance of such a practise and traditions associated with this practice in a country. Afterwards, the individual tries to find out what are the principle reasoning arguments for using these cards. In case of Japan, it can be different language styles that should be changed depending on the status of the partner. To avoid waste-questions the individual can recognize the person status by his/her business card. Usually, emotions are not the main challenge. One of the reasons can be that once the person knows the ground for using this type of behaviour, people immediately adjust to the behaviour with all respect. And finally, individual can develop the knowledge into a broader and deeper understanding of the whole culture. For instance, Brislin et al (2006) connect the use of business cards with Japanese power-distant culture. Thus, the search for true inwardness not just help you to adjust to the specific cultural behaviour but also it gives a chance to learn more about the people and place you are living in.

5. HOST COUNTRY NATIONALS SUPPORT AND CULTURAL INTELLIGENCE

Though, the rate of failures and premature repatriation of expatriates is particularly high, a growing number of organizations continue to involve employees in international assignments thus implementing different MNC's strategic goals. The understanding of what are the key elements that can affect expatriate adjustment process in a positive way remains to be one of the topical questions for MNCs. The concept of expatriate adjustment has been expanded during the last decades by numerous researches and empirical studies on this matter. Expatriates adjustment has been studied from different perspectives: the role of personality characteristics on adjustment (Big Five personality traits) (Battour et al., 2013; Chi et al., 2005), cultural distance and its effect on adjustment (Zhang, 2012), spouses' adjustment effect on expatriate adjustment (Andreason, 2008), expatriate's effective commitment and adjustment (Marinova et al., 2009), the impact of financial and career support (Kraimer et al, 2004), the role of expatriate's level of CQ (Ang et al., 2007; Rose et al., 2011). Moreover, researchers who have focused their attention on the host support distinguished four sources of support: perceived organizational support (Caligiuri et al., 2009), leader-member exchange (Kraimer et al., 2001), support during interacting with foreign nationals (Kraimer et al., 2001), family and spousal support (Gutierrez et al., 2005). A fair number of studies have been done in the regard to CQ of expatriate and how it does affect expatriate's CCA. However, much less attention was directed to the characteristics and abilities of HCNs, as well as HCNs' support that can considerably contribute to the adjustment of expatriate.

5.1 The role of Host Country Nationals' support in expatriate adjustment process

In 2003, the study has shown that HCNs and expatriates have different feelings about the importance of HCNs' support. The study has revealed that HCNs consider their

support as particularly important part of support provided to expatriates. While, expatriates question the significance of HCNs support. (Mahajan and Rashenka De Silva, 2012: 351) However, further researches have listed the reasons why HCNs can be helpful or even vital for expatriates' adjustment process.

First, HCNs are the best holders of the information about local market. Perhaps, HCNs can provide the needful information in a most efficient way since, at the first stage, expatriate spends the most of his/her time with local co-workers and local people. The information about the market that HCNs can provide with can be considered as the most solid information since it comes from the first hands. HCNs are aware about market tendencies. But if the news about market tendencies and market growth trajectory expatriate is able to get from trainings and other preparatory programs which are organized by home-organization, then the information about local people preferences, tastes and how advertisement should be adapted for local market can be reliable only if it comes from the inhabitant of the country expatriate is going to. Moreover, by telling about the local culture, HCNs help expatriate to understand the difference between expatriate's own culture and the culture of the country he was assigned to (Gilley, Harrison and Shaffer, 1999). When possessing with all the information about cultures expatriates can identify what are the roots of the problem and thus, find the appropriate coping-strategy for solving this problems. (Mahajan et al., 2012)

Besides general information, HCNs can also be good as mentors (Mahajan et al., 2012). By interacting with HCNs expatriate can get the idea of how business is conducted in the particular field. The lack of knowledge about traditions in business can also be one of the reasons that can slow down the process of expatriate adjustment. Indeed, in some Asian countries, like China and Japan for instance, building interpersonal relationships with business partners as well as presenting gifts as the sign of respect is the core of doing business in Asia. Perhaps, expatriate who came from Western world is not aware about details in business traditions. Thus, HCNs can provide all the needful information and also feedback, which is important during learning process (Bhatti, Sundram and

Hee, 2012: 35). Furthermore, HCNs can also provide an access to resources at work that can significantly reduce the time expatriates spend on solving problems and completing job tasks (Denisi and Toh, 2005; Bhatti et al., 2012). Some researchers consider that HCNs also assist in expatriate's career development (Bhatti et al., 2012).

Cognitive knowledge support is one part of support that HCNs can provide with. Assistance at work is needful within working hours. However, beyond office hours expatriates also need some kind of support, especially at the first time after his/her arrival to the new country. Socializing is an important part of humans' life and thus, any possible difficulties in building social networks can significantly affect the adjustment process in a negative way. (Bhatti et al., 2012) By inviting expatriates to be part of HCNs' social network can help not only in socializing but also it can contribute to the planning of expatriates' leisure time. These are the things expatriates are deprived of when they moved to a foreign country. (Bhaskar-Shrinivas, Harrison, Luk and Shaffer, 2005) Moreover, it is worth to note that HCNs' social support is also important for expatriates' spouses who face similar problems and challenges in foreign country as their spouses-expatriates. Thus, it can be suggested that HCNs' social support plays an important role in spouses' adjustment process and consequently, it can significantly facilitate the adjustment process of expatriates. (Mahajan et al., 2012)

5.2 The effect of Cultural Intelligence on Cross Cultural Adjustment

HCNs' support is important tool that can be used to contribute to the adjustment process; however, HCNs' cultural competence and openness may also have an impact on the way expatriates adjust to the new environment. In case when expatriate is culturally competent but his/her subordinates are not opened for changes in their minds, most probably this one-way communication does not bring goods results. Since all people are not the same, there is no one standard training program for either expatriates, or HCNs that can help prepare trainee in a way that expatriate will adjust easily. One

expatriate will find it necessary HCN provides him/her with needful information about tradition and culture, another expatriate appreciates if HCN greets him in the same way people do in expatriate's home-country, the third one feels happy if his/her colleague show the initiative to have a lunch together. Every single approach is very unique and perhaps, it is not possible to train all of them. Since CQ has multi-faceted importance it covers many areas of life and many constructs of developing the competence: cognitive, motivational, behavioral. The result of cross-cultural communication is depending on the level of these constructs' development and what is important, not separately, but in as entire skill. That is why, I suggest CQ is an important construct that should be studied in refer to expatriates' adjustment process. Less or even none literature exists on the topic of how culturally competent host nationals may influence the adjustment process of newcomers. In this study I propose that CQ of HCNs is positively related to expatriate CCA process. Very few researchers have studied the relation between two constructs: CQ and CCA. However, due to the newness of the CQ construct, each of these studies gave a significant insight into the field of human resource management literature. In the following sections of this study I provide an overview of the relevant literature.

According to Adair, Hideg and Spence (2013), many conflicts emerged in multicultural environment are associated with team members' background diversity and particularly, national cultural diversity. It can appear when cultural and motivational values contesting internally. As one of the most common cause can be collectivism and individualism, ethnocentrism and cultural relativism. Therefore, Adair, Hideg and Spence (2013) propose that shared values or shared "work culture" can lead multinational team to less number of conflicts, more effective communication, faster decision making, higher satisfaction and cooperation. Thus, the type of shared values team mental model is considered to help in minimizing resources and maximizing performance. Researchers argue that individuals can adapt their values, sometimes even on the subconscious level, depending on the surroundings and situations (Bardi et al., 2011). It often happens in the work-related situations. When the individual starts to work in a new team, he/she is adjusting on different levels, including values, to increase

the linkage with the team. (Adair et al., 2013) According to the literature, shifting/changing own cultural and motivational values towards the common team values is possible (Adair et al., 2013); however, why then some individuals remains to be highly sticky to his/her principles, what are the reasons and in which way it can affect the expatriate adjustment? Perhaps, there are various possible reasons; however, in this study I focus on CQ construct as one of the causes that includes not just communicational skills and ability to transfer knowledge across cultures but also genuine desire to find the best consensus on cultural and motivational values with co-workers from abroad.

5.2.1 The effect of motivational Cultural Intelligence

Prior researches show that CQ is strongly related to CCA (Chandrasekar, Tay and Templer, 2006; Ang, Dyne, Koh, Ng, Templer, Tay, Chandrasekar, 2007; Adair, Hideg and Spence, 2013, Rose, Wei and Ramalu, 2011, Huff, 2013, Chen and Lovvorn, 2011, Ramalu, Rose and Uli, 2010, Rose and Subramaniam, 2008, Deng and Gibson, 2008). But both CQ and CCA are multidimensional concepts and thus, these two constructs can interrelate differently depending on the facet which is involved. For instance, Rose, Wei and Ramalu (2011) empirically prove that greater motivational CQ lead to better adjustment on all three dimensions: work adjustment, interaction adjustment and general adjustment. Thus, it can be concluded that motivational CQ is the most influential facet of CQ. The finding is partly consistent with Chandrasekar's, Tay's and Templer's (2006) conclusion on the relation of motivational CQ on adjustment to the work. Chandrasekar, Tay and Templer (2006) suggest that it may be because individuals with higher motivational CQ are more self-efficacious and open towards new experiences and therefore, are more self-sustaining and stable in terms of dealing with new job-related challenges. Leaders of MNCs are expected more from employees who have a drive to learn, motivation and intrinsic desire to function effectively than those who do not possess such willingness. It was also found that motivational CQ is the main and the strongest facet that is positively related on the arrival to the mutually favorable consensus during work negotiations (Gelfand et al., 2010).

5.2.2 The effect of meta-cognitive and cognitive Cultural Intelligence

Another facet of CQ that is in a positive relation to CCA is meta-cognitive CQ. Throughout the duration of adjustment, expatriates pass through four stages of psychological and mental condition: honeymoon, cultural shock, adjustment and mastery (Lysgaard's, 1955; Gautam et al., 2012). Meta-cognitive CQ that is "*the higher-order mental capability to think about personal thought processes, anticipate cultural preferences of others, and adjust mental models during intercultural experiences would provide individuals with useful insights into understanding the process of learning cultural knowledge* (Ramalu, Rose and Uli Jegak, 2010: 83)". And therefore, by receiving international experience and valuable cultural knowledge expatriate with high meta-cognitive CQ is able to analyze and adapt the mental model to the new cultural settings. The ability to make assumptions and think strategically (i.e. meta-cognitive CQ) is particularly helpful when adjusting to the interacting with HCNs and overall adaptation for living (general adjustment). Rose et al., (2011) conclude that expatriates with higher meta-cognitive CQ may be flexible in general and interaction adjustment. Another internal facet of CQ (cognitive CQ) (Adair et al., 2013) which is less abstract facet than meta-cognitive CQ is also proved to be positively related to CCA, particularly to interaction adjustment (Ramalu et al., 2010). This finding is elaborated by Adair, Hideg and Spence (2013) assumption that cognitive CQ has a positive impact on CCA only if the knowledge about culture's norms, rules and practices are accurate, otherwise, incorrect information can influence the behavior and thus, interfere interaction adjustment. Although, internal facets of CQ have no clear influence on all three dimensions of CCA than external facets of CQ (motivational and behavioral CQ); however, Ramalu et al. (2010) argue that cognitive abilities indeed have the strong effect on CCA.

5.2.3 The effect of behavioral Cultural Intelligence

Surprisingly, but the relation of behavioral CQ to dimensions of CCA is not clearly stated in literature. For instance, Ang et al. (2007) link the interaction flexibility with adjustment process, but Ramalu et al. (2010) found that behavioral CQ has even negative effect on CCA. Behavioral CQ was also analyzed from absolutely another side. Adair et al. (2013) stress that individuals with high intercultural communication sensitivity are able to adjust behavior and communication as well as to interpret implication of the statement and thus, it helps to develop shared values with co-workers that in turn lead to greater cultural adaptiveness. Black (1990), conducting a survey on Japanese expatriates from United States, makes the conclusion that behavioral CQ is positively related to all three dimension of CCA: work, interaction and general. Another researcher maintains that behavioral flexibility correlates adjustment of work-related issues and general adjustment (Black, Ferzandi, Gregersen, Harrison and Shaffer, 2006). Moreover, behavioral CQ helps to adapt actions depending on the contextual situation by gradual learning or by mimicking behavior of HCNs (Chen and Lovvorn, 2011). Contrariwise, Ramalu et al. (2010) bias the effectiveness of mimicry behavior. Redundant usage of mimicry may lead to failure in interaction with nationals. It can be interpreted as insincere or devious and therefore, it may lead to the specific (usually negative) attitude towards stranger and thus, can hinder the normal process of international adaptation. Therefore, it can be summarized that behavioral CQ has a direct relationship to CCA; however, in what way (positive or negative) does the behavioral CQ affect the adjustment depends on the circumstances and situation in which expatriate is engaged.

In conclusion, existing literature provides a solid argument that all facets of CQ correlate CCA. And in most cases, facets of CQ are positively related to the adjustments effectiveness and time of adjustment. Therefore, MNCs should remember that cultural competence of the team, which expatriate is going to be a part of, is one of the initial factors that facilitates expatriate's adjustment process and thus, maximizes performance of the entire multicultural team.

6. RESEARCH METHODOLOGY

6.1 Research approach

There are two types of reasoning in educational research: inductive and deductive approaches. From the logic perspective, the research can be organized either as a test of the theory, i.e. deduction, or as the development of the theory, i.e. induction. Deductive approach (top-down approach) refers to the study in which the conceptual framework is developed and then tested by empirical observation. Thus, deduction is the progress from general to specific conclusions. Inductive research, on the other hand, develops and bases the theory on the observations of reality. Therefore, inductive approach (bottom-up approach) refers to process of making general statements from observations. Approach involves the movement from making observation to establishing common patterns, thus, this approach can be considered as the progress from private to general. (Lodico, Spaulding and Voegtle, 2010)

When the deductive approach is chosen, the research is conducted in the following sequence: 1) formulate a hypothesis from the existing literature; 2) undertake a survey with a large number of respondents; 3) and finally, support or disprove the hypothesis (Jeroen J. G. van Merriënboer, 1997: 239). But if the inductive approach is employed in the study, then first, the researchers organize a series of interviews to find out their experience and opinion on the topic matter and then, form the theory based on the findings. Each of these two approaches allows the author to collect necessary information that is relevant to the research problem. Deductive and inductive approaches are mutually exclusive approaches. However, it should be noted that even then, usage of both these approaches can be possible, or even necessary, within one and the same project but on different phases. Due to the lack of literature and previous researches about the matter of CQ of HCNs and its impact of expatriate's adjustment it is impossible to adduce an argument or even to suggest a hypothesis. Therefore, in my

work which is exploratory in nature, I will adopt inductive approach and cross-sectional design to develop a new theoretical basement for further empirical researches.

6.2 Research method

This research aims to find out if the CQ of HCNs is related to adjustment of expatriates. And if yes, then how and what facet of adjustment is mostly influenced by HCNs' CQ. Taking into consideration the newness of CQ phenomenon as well absolute lack of researches on the relation between expatriate adjustment and HCNs' CQ, it is decided to conduct qualitative research using interviews as the tool for collection relevant data. Therefore, this study is conducted with the purpose to get semantic content rather than quantification.

Interviewing is, perhaps, one of the most common techniques that is used in qualitative studies. As the most flexible method of collecting data interview involves a conversation between interviewer and respondent and is based on the previously defined plan. It is a verbal exchange, where one of the persons is trying to get information or opinions/ beliefs of another person regarding specific problem. One of the main characteristics that differs interview from other types of survey is the way of interaction between respondent and interviewer. During the interview, querist is active; he/she guides the conversation by explaining the meaning of questions in case of misunderstanding, by clarifying respondents' answers, by asking leading questions. Interviewer is able to transform regular interview into creative, flexible and interesting conversation. The role of interviewer in questionnaires is passive. Basically, interviewer participates only in questions' preparations. Answering the questionnaire respondent independently interpret the meaning of the questions and then independently formulate answers based on his/her own understanding of the problem. It is obvious that interviewing is more time-consuming type of data collection; however, besides the

meaning of the content interviewer is able to monitor the reaction of the interviewee on the certain question, his attitude to the problem, does the respondent feels free when answering questions or he/she is stressing, all these observations makes interview more accurate method of gathering information.

Interviews are considered to be the most suitable method in this study due to several reasons. First reason is newness of the phenomenon and lack of previous studies. Secondly, the information gathered using interviews is reliable since it comes from the first-hands of people who were involved in expatriation assignments and therefore, sharing their perceptions gives a chance to build the new theory based on their experience. And thirdly, questioning is always relatively cheap method to gather empirical data. *"The semi-structured interview is guided by a list of questions or issues to be explored but the order and wording of the questions is not predetermined* (Hills, 2013: 174)". It means that the interviewee will have a chance to state their answers in a more flexible way. Opened questions will bring up new ideas and unexpected coherent answers and do not push respondents in certain direction by answering closed-questions. Perhaps, it can also motivate expatriates to tell more about their experience. On the other hand, interviewer still will be able to control the direction of conversation by addressing specific additional questions. These additional questions will help not to take a sideline of the actual topic as well as help interviewer to discover new stances of the problem that can appear during the interview. Moreover, interview pre-guide will be prepared for early informing respondents about the topic of interview. This may give an extra time for expatriate to think on the valuable examples from his/her assignments he/she would like to share.

6.3 Data Collection

Semi-structured interviews were conducted among 12 expatriates including two pilot interviews. Pilot interviews were not considered when analyzing results. All respondents meet the list of specific criteria. Expatriates had to spend not less than four months on their overseas assignments. The reason behind such criteria is that according to U-Curve the stage of cultural shock and adjustment start at average after three-four months depending on the personality and circumstances. It may be supposed that expatriate adjustment process during "honeymoon" stage do not cover all the issues that face expatriates who spent more time overseas. Therefore, in order to get more complete information and consequently, true picture of the topical problem it is decided to utilize duration of expatriate assignment as one of the requirements that respondents should meet. Moreover, respondents had to be assigned expatriates, i.e. employees who were relocated from one organizational unit/subsidiary to another organizational unit/subsidiary but within one single MNC. It is an advantage if the respondents have been assigned to work in different countries. In this case, expatriate, perhaps, will be more competent in terms of understanding the construct of CQ and perhaps, will be more capable to give comprehensive answers based on the comparison of various host nationals from different countries and their level of CQ. However, it is not necessary prerequisite for the respondents.

Table 4. Respondents' Profiles.

Respondent	Gender	Country of origin	Industry	Position	International Experience (in years)
R1	Female	France	Interior Design	Project Designer	2
R2	Female	Denmark	Jewelry Design	CEO	4
R3	Male	Kazakhstan	International Trading	Purchasing Manager	6
R4	Female	China	Business	CEO	15

			Consultancy		
R5	Male	Latvia	International Trading	Sales Manager	2.5
R6	Female	Russia	Market Research	Leader of Department	2
R7	Female	Switzerland	Bank sector	Internal Control Specialist	2.5
R8	Male	Thailand	Plastic Production	Region growth Specialist	3
R9	Female	Ukraine	Education	Language Teacher	5
R10	Male	Estonia	Construction	Project Manager	9

The interview consists of 20 (twenty) questions. 9 (nine) of the questions are about background of the respondent and introductory questions. Other 11 (eleven) questions are related to CQ's facets and its effect on different CCA dimensions. In interview, CQ measurement scale is partly adopted from CQ Center (2013). Questionnaire is attached in APPENDIX 3. The duration of interview is between 50 minutes and 1 hour and all of them were conducted as one-to-one interviews. Due to the fact that some of the expatriates are currently on their assignments abroad it makes impossible to meet them personally and make face-to-face interview with these expatriates. However, with the aim not to lose emotional component of interviews it was decided to conduct interviews using communicators (telephone, skype, etc) rather than getting answers via e-mail. Despite the interviewer was flexible at the matter of time, nevertheless, it was impossible to agree about the time with one of the potential respondents, since he was available only during night time at author's time zone. And therefore, the interview was canceled.

Interview questions originally were composed in English language. It is the one common language among expatriates. Expatriates have solid experience working in international projects and within multinational teams. Besides that English language is corporate language in most MNCs where expatriates are employed. Therefore, all of respondents are supposed to feel comfortable using English language. However, taking into consideration that three of the respondents consider Russian as their primarily language, it was decided to translate interview questions into Russian language. It is possible that usage of the mother tongue can contribute to better mutual understanding as well as to create less tense atmosphere that in turn lead to more comprehensive/complete answers.

To simplify the task of the respondent and in order to avoid topic misunderstanding, author provides respondents with the list of instructions and clearly presents the questions. While forming the questions, author was guided by the set of rules (listed below) that help formulate the content of the questions maximum correctly. First, it is the length of the question. Short version is the friendliest for understanding. Moreover, long questions are not only time-consuming, but also may confuse the respondent. Uncertainty and multiplicity is another mistake when forming questions for interviewing. It is particularly important to make sure the question does not cover more than one issue and is sufficiently close to the straightforward content. Besides, author also ignores suggestive questions. These are the type of questions that includes author's attitude towards the issue or the question that is formed in a way that may direct the respondent to the certain answer. And finally, usage of complicated expressions or terminus as well as slang words is disallowed during interview. Before the major part of interviews, two pilot tests have been done. In the course of pilot interviews, the part of meta-cognitive CQ was elected because the notion is very abstract and thus is very complicated for understanding. Besides this, two pilot interviews show that general adjustment and interaction adjustment are very similar to each other. Thus, after careful studying of literature author connects two types of adjustment since adjustment in everyday life already includes interaction with local people. And therefore, interaction adjustment does need to be studied separately. Moreover, author found it impossible to

compare some of the answers that is why the measurement scale was added to the questions number 7 and number 9. Final version of interview guide and instructions for the respondent are attached in Appendix 3. Before starting interview, each respondent was aware and give the permission about recording of his/her answers with the aim to increase accuracy of research findings. Two out of ten respondents including 1 pilot interviewee did not give permission to record interviews with them.

6.4 Data analysis

Data analysis is considered to be a complex process in qualitative researches. First, extensive collected data requires researcher to organize and structure the mass of information. Secondly, it is particularly important for researcher to be highly objective in analysis data since qualitative studies are supposed to be interpreted by the researcher. Except for unbiased conclusions, author should be able to link the findings with the existing theory. Since the topic of CQ is not well explored in the literature it can appear to be challenging to relate conclusions with previous researches. Moreover, the conclusions obtained from the interviews do not always correspond to objective state of affairs. In most cases, the collected data mostly reflect the opinions of respondents which are priori subjective. However, in our case, interviewing is the only way to obtain the needful information about the topic from one of the analyzed objects.

"Analysis is a breaking up, separating, or disassembling of research materials into pieces, parts, elements, or units. […]. The aim of this process is to assemble or reconstruct the data in a meaningful or comprehensive fashion (Boeije, 2010: 76)". Following the definition, the collected data will be separated into categories which are relevant to the topic issues, i.e. the effect of CQ facets on general adjustment and the effect of CQ facets on working adjustment. CQ facets include cognitive, motivational and behavioral facets. Once the information is structured and divided into sub-

categories, author will link the findings of background questions with CQ questionnaire. Applying information from one category to the data from another category, perhaps, can help to find regularities or common factors that in turn will help to make more developed conclusions. For instance, author suggests that previous international experience, either working, or studying can be related to expatriate's adjustment efficiency. Furthermore, respondents who have been residing in several different countries are willing to compare CQ of different groups of people and therefore, perhaps, are more able to understand the issue of the phenomenon. In the reassembling stage, all the data parts should be generated into one theory to answer research questions and contribute the literature on the matter of studied phenomenon. (Boeije, 2010: 76)

6.5 Reliability and validity

Reliability and validity are significant criteria to assure the quality of the research. However, these are more relevant to quantitative researches. Quality criteria for qualitative studies became the topic of discussion among numerous authors. (Klenke, 2008: 38; Bryman Alan, 2012: 389; Seidman, 2013: 27) Some authors suppose that for measuring the quality of qualitative researches other criteria should be used. For instance, Bryman Alan (2012: 389) offers an alternative for reliability and validity issues. These are as follow:

- Dependability (in parallel with reliability)
- Credibility (in parallel with internal validity)
- Transferability (in parallel with external validity)

However, in this work, author prefers the traditional approach for measuring the "goodness" of research. Below, concepts of reliability and validity are discussed with relevance to qualitative research.

"Reliability usually refers to the degree to which the findings of a study are independent of accidental circumstances of their production (Silverman, 2006: 282)". Often, the point of replicability is inclosed in the concept of reliability, i.e. future research probability to get the same findings when conducting similar research. But if in case of quantitative study the meaning of reliability is clear and refers to the same measurements and test results, than for qualitative study the issue of reliability is more complicated. For instance, Silverman (2006: 282) suggests that research process transparency and theoretical transparency can be applicable as reliability criteria in non-quantitative studies. The same view takes Daymon and Halloway (2011: 79) who consider the only one way to make the qualitative study reliable is step-by-step recording of the process. In this work, author provides detailed explanation of what data collection methods was considered as the most appropriate one and why, describes the process of interview questions' formulation and which criteria were used for selecting respondents, nine out of ten interviews were recorded in order to secure the accuracy of collected data, and finally, explicit justification of conclusions is provided. All these show the applicability of the processes to the phenomenon that was studied. However, taking into consideration that it is almost impossible for qualitative researches to get the same results as well as to provide the same conditions and circumstances, Daymon and Halloway (2011: 79) and Marschan-Piekkari and Welch (2004: 260) found that concept of validity is more significant and unambiguous in case of qualitative study than the concept of reliability. Therefore, in the next paragraph I will focus on the validity as the main criteria for measuring research quality.

The concept of validity can be divided into three sub-criteria: construct or measurement validity, internal validity and external validity. However, construct validity that *"is the extent to which a measure really reflects the corresponding concept (Baumgarten, 2010: 4)"* is not as commonly occurring criteria as Internal and External Validity. *"Internal validity serves to ensure that assumed causal connections between independent and dependent variables are actually responsible for the observed phenomena (Baumgarten, 2010: 4)"*. The good interrelation between observations/other data and theory that is drawn from these observations is a kind of evidence that ensure the quality of study.

Bryman Alan (2012: 389) suggests that internal validity can be considered as the main and most obvious criteria in qualitative researches due to the fact that researchers spend relatively long time within the social group while observing the phenomenon. Therefore, researchers' conclusions are highly credible and trusted. *"External validity expresses the generalizability of the findings beyond the specific research context (Baumgarten, 2010 : 4)."* With other words external validity means the extent to which the results of the research can be applicable to another case (Merriam, 2009: 223). Unfortunately, this criterion of quality is questionable in qualitative studies because researchers often utilize the case study as the instrument for data collection or use small samples like it appears in this study. (Bryman Alan, 2012: 389) However, the initial aim of this research is to expand the theory of expatriates' CCA by identifying the relation between expatriate adjustment process and HCNs' CQ. Taking into account, that this topic was unexplored before, conclusions can not be fully generalized across social settings. Instead, author's purpose is to find out the possible connection between these two phenomena and therefore, develop new theoretical conclusions based on the analysis of particular cases. Afterwards, findings can be tested and further developed by other researches. Moreover, the small number of respondents provides an opportunity to communicate closely with each of them and thus, get the most complete and in-depth information about the topic.

7. FINDINGS

7.1 Challenges expatriate faces during the assignment

It is always a dilemma to move oversees for seeking a better life and future career possibilities or to stay in your country and enjoy the comfort zone of familiar life. However, if decision is made the adventurous life abroad can also bring challenges that expatriate may not be ready to face. Respondents, in their interviews, said about different stages of international assignment starting from decision making and preparation stage and ending with residing in a foreign country.

> *"Just the fact that you are doing international assignment is already a challenge. It would be much easier to stay at home, right? But if you do this step it means you have done a huge job to agree to every problem you may have abroad.* (R7)"

Respondent 7 found it difficult to make a decision and it is completely understandable. Apart from concern about failure or success of the assignment, the person should admit that he/she starts from the ground-up. And what is trickier is that the person should be honest in his thoughts. Potential expatriate should be objective in terms of his/her abilities to deal with all inconveniences that he/she may have abroad.

However, the most common among all the challenges listed by respondents are problems related to general living adjustment such as shopping, food, housing, etc.

> *"For me it is the most problematic part of my assignment – to get used to the local food. I follow the healthy life style and that is why eating the "right" food is critical point for me. However, it is not always possible. When I moved to Uruguay it was extremely difficult to find the time and groceries for making food at my apartment. And therefore, I was eating in local restaurants. As the result I got 20 extra kilos. It was terrible because it brings me health problems.* (R9)"

"The first three weeks me and my colleague were living in a creepy hotel. I even had a rommate, it was a huge Chinese cockroach (laugh). First, I tried to find the better place to live by surfing the internet and asking local agencies to help me. It was waste of time. No one speaks English there [...] apartments were disgusting. I felt so helpless that time. Thanks God, HR department found a suitable place for me. (R8)"

The issue of housing perhaps is not widely met among assigned expatriates; however, three out of ten have stated housing as the most challenging part. Therefore, it gives me a reason to suppose that even though, housing issue is not common problem since assigned expatriates often get support in finding place to live; however, if this problem occurred then it is one of the difficult questions to deal with at the early stage of your assignment. Furthermore, eight out of ten respondents mentioned language as the significant barrier to adjust. Moreover, three out of these eight respondents explain it as the barrier to socialize.

"the first day you arrive you want to buy something and it is not straightforward, you do not know where to go, you do not know whom to ask, you do not know how to ask. Language is certainly a challenge here in China. (R3)"

"Socializing with locals is also a challenge. And it is also because of the language. The life experience has its effect on the way you communicate with others. Especially it feels when you talk to Chinese who has never been abroad. They might only have the experience in studying but also here is the difference because their educational system completely differs from ours. And if they do not study at all, their life is even more different from mine. For me, as for the expat, is easier to communicate with other expats because we have so much in common. We speak the same language and face the same problems, problems bring people together. (R3)"

Going to the next stage of international assignment – residing abroad – it is worth to mention that some expatriates feel loneliness, homesickness, the feeling of being left by

your family and friends. Two out of ten respondents reported that it was not easy to live far away from their loved ones.

> *"One of the main challenges is stay in contact with your friends and family. [...] Before I came to China I thought that one of the major issues will be that they are not around me when I need them. After I arrived I realized that it is other way around. One of my best friends got baby, then something happened and he died. [...]And I was here in China, she was there in Switzerland. We communicated by text messages and I felt so helpless. I can not even call her as often as I wanted because of the time lag. That is something I did not think about before I came to China. You leave the people who need you and you want to help but you can't because you are away. (R7)"*

> *"I remember it was hard for me to make new friends. My colleagues did not want to get friends, they had their non-office life. (R6)"*

Another challenge which was mentioned by five respondents is a cultural difference. However, each of these five respondents explained this challenge from different angles. For instance, one of the respondents described cultural difference as the difference in the behavior and manner of locals that differs according to your cultural belongingness. Another respondent found challenges not in the differences itself but in the overfatigue that you get because of these differences in culture.

> *"Cultures are different. Sometimes you need extra energy to work with these cultural differences that basically means it is not just working, you also need extra knowledge especially in business culture. It constantly means you always overwork [...] So I believe everyone who comes to another country is always overloaded with new information. (R4)"*

7.2 The relation of Host Country Nationals' Cultural Intelligence to the Cross Cultural Adjustment

CQ is relatively new phenomenon which is discussed in a very few literature. As it was stated before, CQ is mostly related to expatriates but there is no article discussing it's relation to HCNs. That is why it is understandable why so few respondents are aware about this phenomenon. Indeed, this phenomenon does not often appear in people's daily life, unless the person is not doing research or is not interested in particularly this topic. Therefore, expatriates' mixed feelings about the topic were expectable. Before the interview, author has a short free talk with each of the respondents. The main goal was to make respondents feel comfortable speaking with interviewer and also give the direction to the interview topic. Here it is important to state that all the respondents were asked the same question if they think local people's attitude towards them have played any role in their adjustment failure or success. Surprisingly, four out of ten respondents gave the negative answers. However, at the end of the interview, after author has already asked detailed question about all the facets of CQ, the same question about HCNs CQ and its effect on cultural adjustment gave completely other outcome. Ten respondents out of ten stated that CQ in all its facets helps an expatriate to adjust to the new surroundings. It can be suggested that before the interview not each of the respondents fully sees the problem and understand the meaning of the notion.

> *"Local people can make one exception and match your behavior however they still expect you as the foreigner to adapt to their culture. If you are going to other country as an expert don't expect local people accept your business culture. They may understand you and let you behave the way you used to behave but they will not adapt this behavior to themselves. I do not believe local people will change their habits to make it easier for me to adjust to the surroundings.* (R4)"

Majority of respondents made a doubt regarding the fact that local people would change anything to make expatriates feel easy to adjust. However, all of these respondents claim that if this situation would come true then it definitely helps. Moreover, Respondent 7 considers it undignified to expect local people fit into expatriate's life style and manners. Whereas it happens it can also have an overside that can lead expatriate to become less professional in terms of CQ. Thus, going to another country, where local people will not possess a high level of CQ, expatriate faces the same

problems and consequently will not be ready to deal with them. The lack of practical experience in the past may turn current assignment into failure.

> *"It will be really arrogant to wait that 1.3 billion of Chinese people do something to make myself feel comfortable here. I think it should be other way around. But it would be helpful if they do it of course. There is also a danger in this. If you come to another country and local people are highly intelligent in terms of different cultures it can make you close your heart for changes, for new knowledge about these people. By the time it will turn you into culturally unintelligent international specialist. It's a reverse effect.* (R7)"

But there are also respondents who made it clear that people's ability to copy some of their manners as well as to make them feel welcomed and finally, cognitive knowledge about their culture facilitates the adjustment process or at least make period of adjustment shorter. This way, one of the respondents confides that she would never think people around her effect the success of the assignment.

> *"Yes, it helps. When we moved to New Zealand it was so easy to adjust there. Now I can say that it might be because of CQ of locals. I have not heard about this expression before. But now I can tell you what the reason was for such a problematic adjustment period in India and what does make it so easy to live up in New Zealand. It's local people!* (R2)"

7.3 The effect Cultural Intelligence of Host Country Nationals has on general adjustment

7.3.1 Cognitive Cultural Intelligence and general adjustment

Creating the conditions for accelerating and facilitating adjustment process of foreign specialist is a topical issue among all companies which are operating on the

international arena. And it is always sad when a high trained expatriate fails the assignment because he/she is assigned to work with the team which is not ready for multicultural team work. Expatriate can be well prepared for going to particular country by learning about religion, traditions, language or by being informed about political, legal, economic issues of the country. All these do not help if expatriate face complete unawareness and unwillingness to change from host-side.

Ignorance and unwillingness to learn about cultures and traditions of the colleagues may also affect the quality of cooperation. However, when it comes to working adjustment most of the respondents attach the importance of knowing the language to the concept of cognitive knowledge. But it appears to be more important to know about traditions, religious beliefs and cultural differences in general life. Six out of ten respondents mentioned the significance of this knowledge in facilitating daily life of foreign specialists. Besides that, two out of ten interviewees believe that people learn about culture, nature and principles of communication with certain nationalities through learning local language.

Perception of cultural differences may be affected by several aspects. One of these aspects is expatriate's country of origin and the country of international assignment, in particular these two countries' similarity in terms of language, culture, traditions, religion, etc. Perhaps, the person who is relocated from Russia to Ukraine can benefit from speaking the same language as locals and feeling like at home. This is because Russia and Ukraine were the part of one political union for a long period of time and therefore, historically these countries have been developing in a similar direction. Thus, it can be concluded that it is not always needful for local people to have considerable knowledge about other cultures and its language since theirs own culture is similar to one of foreign specialist.

"It varies from country to country. In countries like Canada I did not feel like I need locals speak my language, the way of life was pretty much the same that in

my country; but, when I came to China I clearly realized how different cultures may be. (R9)"

Besides a good mind to get cognitive knowledge it can be also determined by the economic situation of the country. A good example of two countries' comparison (Denmark and China) was given by one of the respondents. Indeed, China is a country with a stable economic system, which borders were closed for specialists from abroad as well as local people mobility outside China was strictly limited. As the result, it takes time to educate local people to deal with foreigners. The market of Denmark is not big enough for business realization, therefore, from olden times, local people has business relationships with partners from far-abroad. Local people move a lot and kindly invite foreign specialist to share experience with them. Nowadays, most of Danish people can fluently speak English and other European languages. It makes an atmosphere attractive for foreign specialists.

"It takes you less time to adapt to this culture, because it is so easy to grab the information you need from TV programs, from newspapers, people talking, literally from everywhere (R4)."

As it was expected, most of respondents gave their positive feedback on having knowledge about their cultures and knowing a bit of their language or any other foreign language as a great virtue of local people and country itself. During the interviews, it was also mentioned that the period of adjustment to a greater extent is depending on information availability. Thus, the problem consists of not only psychological adjusting to the new surroundings but also depends on how easy you can get the answers on the questions that arise during your first time in foreign country. Particularly, cognitive knowledge of local people is vital in general adjustment. This type of adjustment is related to the problems expatriate may face in daily life: at the food store, medical institution, real estate agency. Thus, the most common questions here do not require any specific knowledge. And there is no any other substitute that can replace cognitive knowledge of HCNs that makes it easier for foreigners to adjust.

Four out of ten respondents found it boring if they have nothing to learn about new place and they have nothing to tell local people since local people possess with a solid knowledge about their culture. However, respondents claimed that it is important to separate the group of assigned expatriates and average citizens who migrated because of personal or political reasons.

> *"It can work with the people who were forced to immigrate, but expatriates are special people. We are enjoying the drive to survive in a new culture. It would be boring. (R2)"*

It was a surprise to get absolutely different view on the significance of cognitive knowledge. Two out of ten respondents and consequently, two of those four respondents who find it boring, state that it might even prevent and inhibit expatriate from successful adjustment process. Respondents assume that HCNs who speak foreign languages and are aware of different cultures do not motivate expatriate to adjust to the surroundings. Adjustment often goes through learning local language and traditions of particular place. Respondents believe that all these can make a bad trick with expatriate in a long-run. The honey moon period of expatriate will last longer. By the time, problems related to cultural differences will appear at the job place and in some areas of your everyday life. Expatriate will not be ready to face them, because he/she does not possess with necessary information and knowledge.

> *"It can be also boring. […] I think if you take on the risk to change your living place, you want the get these challenges, you want to learn new things. Chinese people speak English with me even I am trying to speak Chinese with them. I understand them, they want to learn English, I want to learn Chinese. Local people do not give a chance to me. It is annoying. (R2)"*

7.3.1 Motivational Cultural Intelligence and general adjustment

Motivational CQ and its relation to general adjustment is the only part where evidence is clear and opinions are not varying from respondent to respondent. All of the

interviewees concluded the readiness and desire of HCNs to interact with foreigners as well as willingness to help them as positively related factor in terms of general adjustment process.

> *"It makes you feel more welcomed. If you feel welcome it will help you to feel like at home.* (R2)"

Respondents believe that if local residents can easily find common "language" with foreigners, if local people feel comfortable and confident in a multicultural environment and they show a desire to communicate with foreign cultures' representatives, it is in a lot of ways contribute to general assignment. Besides, it also makes people feel needed, helpful and sometimes even reduce the feeling of loneliness.

Moreover, two out of ten interviewees prove the theory of Russell, Takeuchi and Yun (2002) who claim that any problems related to expatriate's general adjustment can have a wide influence on working adjustment.

> *"People are not machines. They have their work life and also personal life. I think if local people in a particular country do not make you feel welcomed in general life it will definitely affects your work life in a long run.* (R4)"

Friendly manners and hospitality local people show to foreigners maybe not help to adjust in some cases, but it makes your stay abroad more pleasant. However, besides this, it is also important how local people treat foreigners who are residing in a foreign country for a long period of time. For example, one of our respondents noted that adjustment was much easier in the country where at first she was treated as skilled person. Large number of expatriates from European and American continent come to China for working. Therefore, local people in China treat foreigner as high-class specialists and thus, show their special respect to them. In comparison, United Kingdom is overcrowded with foreigners who came mostly from European countries with unstable economic system. Most of them are looking for simple jobs, also because of then non-native English level. Consequently, when local British meet foreigners his/her

attitude towards foreigner is appropriate with widely stated opinion. This in turn prevent foreigner from normal process of adjustment.

> *"The way people treat you means a lot [...] It was long-long time ago when I moved to Great Britain seeking for better life. While being there I always felt kind of disregard, something that makes me feel that I am foreigner and consequently, the "second-rate" person, but now, I am living in China. Being an expatriate in China you have a preferential treatment. Chinese people treat you extra-nice, like you are a celebrity. It flatters a lot. And you know what? I have been achieved much more in China where I feel myself honoured. (R9)"*

However, the attitude of local people towards foreigners and the way local people treat foreigners do not fit with the definition of motivational CQ. But, if author looks at this opinion as on the way local people express and show their attitude, then it can be interpreted as type of motivational CQ of host-country nationals.

7.3.1 Behavioral Cultural Intelligence and general adjustment

People can not often predict the behavior of local people based just on his/her cultural rules and norms. It is always important to understand what is behind this behavior and thus, act according to the inside meaning of each particular action. However, the behavior is not always obvious and often varies significantly from culture to culture. The behavior that can be strange for foreigner is normal in here. The action that are completely accepted by local people can be treated as unrespect in another culture. History tells us numerous failure examples of expatriates who were trying to behave in a host-country the way expatriates used to behave at home-country. Perhaps, the only one right recipe for succeeding in such a challenging task is to respect local culture and behavior, not to judge, instead trying to find the meaning behind every action, be polite and sensitive and always listen to details. Perhaps, it takes long time for expatriate to adjust to the behavior of locals. While expatriate learns to be the part of the culture, local people can help expatriate by accepting some behavioral features and by adjusting their own behavior.

Some of the respondents consider behavioral CQ of HCNs as an important factor for making them feel comfortable in the new surroundings. Language is particularly critical in some countries. It can have various dialects which are not similar to each other. Obviously expatriate, even knowing the language, may face the differences when speaking with local people from different part of the country. Therefore, it is much appreciated among expatriates when local people adjust their vocabulary, the way local people construct sentences, the rate of speaking. These small things can make expatriate to understand his/her local colleague. And thus, help expatriate to overcome challenges of CCA which are concerned with local language.

> *"It certainly helps when Chinese people use traditional mandarin instead of their local dialects (R7)."*

Besides the language, which is particularly critical in some countries, there are also elements of behavior that are specific for particular culture. By adapting some elements of expatriate behavior HCNs make the foreign specialist concentrate on the work instead of wasting energy on adjusting to the behavior of locals.

Not all respondents think behavioral CQ of HCNs helps; it can even have a reverse effect. Respondent 7 believes that if local people accept expatriate's behavior as well as apply some of it to their own behavior, it can significantly reduce the motivation of expatriate to learn.

> *"You want to go abroad, you want to live there, so why would you like everyone act like you [...] one of the thing what I want while I am here is not to be the same as everyone. It is annoying, it is frustrating sometimes, but that is what I am looking for, otherwise I would not agree to come here. If local people behave like you it would not help you to adjust, mostly likely it would help you not to adjust. (R7)"*

However, there are also respondents who think completely conversely. Respondent 2 claims that local people's initiative to help by adapting some features of expatriate's

behavior motivate him/her to show the respect for locals and thus, learn the details about this culture and people.

> *"Indian people treat us as king and queens. Sometimes it was way too much. [...] Here in China people do not care. I think a lot of foreigners miss more a mutual respect. I do not like when people are changing behavior just because of me. I do not need it, but it can make me think that I should be more respectful at some point and copy them. It motivates me. (R2)"*

Most of the respondents found it helpful when local people set up their behavior according to cultural background of the expatriate. Both parties expect a mutual respect from each other to their habits, religious beliefs, and behavior nature. Nevertheless, all of them pointed out that it is a responsibility of foreigner or expatriate to recognize the differences in behavior and adapt this knowledge to their own actions.

> *"Some people are not willing to shake hands, some want to give you a big hug, but there are countries where people due to their religion can not do that. In this case, local people will not copy your behavior even though they want to. You, as the foreigner, should adjust to their way of behaving. (R4)"*

7.4 The effect Cultural Intelligence of Host Country Nationals has on working adjustment

7.4.1 Cognitive Cultural Intelligence and working adjustment

Lack of cognitive knowledge of colleagues leads to frustration, confusion, and depression of the expatriate. During this period expatriate tries to escape the reality, communicating mainly with fellow-countrymen that even more increase the misunderstanding of local culture. It is impossible to identify set of knowledge and information that expatriate should possess in order to adjust successfully. But it was

stated by all of the respondents that pre-communicative experience, i.e. knowledge the person can get from books, trainings, previous international experience has a positive effect on working outcome of the whole international team.

The first and the most essential knowledge that facilitate the adjustment process is languages' knowledge. Moreover, most of the respondents believe that this knowledge is equally important for both HCNs and expatriates. At work, language knowledge can reduce the feeling of helplessness, helps to create friendlier work-environment as well as to earn respect of your team-colleagues. Therefore, it would be particularly useful if local team's member can speak foreign languages.

> *"If my colleagues use language that I am not really feel comfortable with, I simply feel failed. Even though I am high-level professional with years of experience I do not feel confident with my colleagues if I can not explain them simple things fluently.* (R8)"

The beneficial effects can also have previous international experience of HCNs. It is also considered as cognitive knowledge. During the stay in another country HCN may get knowledge about different religious and specific behavior related to different countries, get knowledge about existing cultural stereotypes and also break them, improve language skills. Moreover, two out of ten respondents found it beneficial to have knowledge about communicative-behavioral strategies and unique individual strategies to solve problems and overcome differences that may be related to specific cultural features. However, a lot of problems in multinational teams appear because of differences in doing business. Even though, many companies are aiming to implement specific standards in doing business worldwide, respondents name it as one of the most challenging aspect to adjust with. Local people's knowledge about business models and management standards can significantly help expatriate to adjust at work faster.

> *"I remember quite clearly when my husband fresh started he tried to explain to his employees what he want them to do and what are the goals he want to achieve in a long run. Employees were wondering why he did not tell them just what he*

want to do them today. This is a big difference in how work is done in China and Switzerland. Their common understanding of other culture certainly makes things going more smoothly and easier. (R7)"

Thus, the fact that HCNs are aware about special aspects of doing business in different countries or at least in a country that expatriate comes from may significantly facilitate the process of expatriate adjustment and save valuable and high-paid time of expatriate.

"It will make me more concentrated on my work instead of cultural differences (R4)."

However, not all of the respondents think cognitive knowledge may significantly reduce the time of adjustment process. Three out of ten respondents consider cognitive knowledge in case of working adjustment as the secondarily aspect. The prime importance at work is given to professional competency. It should be noted that all these respondents think differently in terms of general assignment: *"It has a huge difference with daily life* (R2)", says one of the respondents.

"It will facilitate the process of understanding each other, however, professionalism is more important in terms of succeeding in doing projects in a multinational team. Soon or later we will find the words in a foreign language we both understand, me and my partner I mean. But if my colleague is not really professional in what he is doing, it will cause us a lot of difficulties and will visibly slow the process. But it has nothing to do with cultural background or cognitive knowledge. It is something I can face in my country as well. (R6)"

However, when asked to give an explanation what do respondents mean with professional competency it appears that all of the respondents have different interpretation of this notion. Thus, for one of the respondents professionalism is narrow functional competency, for another respondent professionalism is not only knowledge in the field of proficiency but also high-level management skills. But for the third respondent professionalism is closely related to international experience. Therefore, it can be concluded that cognitive knowledge about different cultures and its language is

not the skill that guarantees the success of assignment; however, along with professional competency it will lead expatriate to the success.

7.4.2 Motivational Cultural Intelligence and working adjustment

Each team regardless of how many people are in a team exists only as the whole entity and cooperation of its' members is inevitable whether the cooperation is in orientation to the same goals, assistance or creating the team spirit. Favorable working environment always has a positive influence not only on the psychological or mental condition of employees, but also affects the results of the entire working process. According to interviews, the motivational component and specifically motivational CQ is one of the main factors that determine psychological climate in a company. In addition, in case of multicultural team, it is a responsibility of HCNs to create favorable atmosphere when HCNs are able and willing to cooperate and help. This favorable working climate can contribute to the better working adjustment process as well as to make expatriate feel satisfied and happy in a foreign country.

> *"The work is a place we spent majority of our time. If colleagues do not want you to be part of their team, it makes you unhappy, right? Nobody wants to be unhappy 9 hours in a day.* (R9)"

Besides the happiness of expatriate, that perhaps is not a first priority of most of the companies, there is also a team spirit that develops or dies depending on the relationships within the team. Thus, most of the respondents found team spirit as the second most important outcome that motivational facet of CQ can help to build up.

> *"Team working skills can not be developed in a society or in a company when separate members of this team do not accept others' point of view.* (R7)"

> *"There is no matter where you are. […] If you do not feel people accept you at work, you do not feel like going to work because no one wants you there. […]*

> *People less accept you at work here in China [...]. They consider you as the competitor.* (R2)"

Besides working environment and team spirit motivational component of cultural intelligent can also form a specific kind of reward. Two out of ten respondents marked recognition as the most important motivation for their further development in th company. Even thought, money compensation is also type of the reward; however, it has a very short stimulus for an employee while recognition of your colleagues or director may motivate you better and for a longer period of time. Interviewees link HCNs' motivation and drive to work with expatriates with the feeling of being important for the company and thus, it can be also considered as the recognition of expatriate in the new team.

> *"Human can not carry the company's goal and to work for a success if he does not feel needful for the company. Company should pay attention to the working atmosphere. Usually, it is more important for employees than a salary, of course, unless they are not under financial pressure.* (R4)"

> *"Ten years ago when I was student, one of my lectors told us that the main stimulation for employee is not raise in a wage and is not even job promotion, it is a recognition from the Head and colleagues for your positive performance. And only now be employed by international company I enjoyed the feeling of being valuable for my company.* (R10)"

During the interview one of the respondents also pointed out that employee who has clear reasoning behind some of the actions most probably will succeed in a long-term learning process while the person who already has some particular knowledge may be not ready to learn and change the mind in a long-run. Nowadays, business is fast changing environment that is why it requires flexibility of both leaders and teams. Thus, different way of doing business, different views and opinions, laws and management styles is not a problem for a present-day specialist. The problem is unwillingness to learn and change the mind. But in order to be willing to cooperate the person needs to be highly motivated.

"Chinese people have different way of dealing with laws and standards than we do have in the States or Europe. It is a big challenge in business world. But if chinese want to work for an international company they should be culturally-opened and open-minded in general, otherwise it would be difficult to implement global business standards. (R7)"

7.4.3 Behavioral Cultural Intelligence and working adjustment

Behavior is the outcome of thousands years of evolution. Behavior arises from the combination of genes and specific habits of particular group that person belongs to: age, gender, level of education, occupation, etc. Despite this diversity, people in different businesses and cultures come together to meet the same goals. Sometimes the same identical behavior can be treated differently due to different traditions for example. This can lead to misunderstanding, unrespect of colleagues and failure of international assignments. Therefore, it is particularly important to be willing to interpret the meaning of any possible action of colleague with different cultural background as well as to see the subtext in each action. The sense of behavior in some cultures is not straightforward. The foreigner should learn to step aside from surface meaning and explain the meaning which is hidden. It is not always easy for expatriates who should adjust to new lifestyle, new culture and successfully fulfill his job tasks. Thus, the way HCNs can adjust some of their behavior may significantly help expatriate to feel more comfortable in the foreign country and focus only on the job tasks. Especially, it may be useful for expatriate when it comes to working adjustment. Out of working hours expatriate always has a chance to ignore the specific behavior of local people or even expatriate can surround himself/herself with fellow nationals. At least, expatriate is not limited with time to adjust to the new behavior of locals. At work, expatriates have little choice when they are relocated to one of the subsidiaries abroad. Expatriate is limited in time and usually expatriate should deal with amount of challenges at one time. Three respondents shared their experience in dealing with different behaviors. Based on the given stories author concluded that behavioral CQ of local employees may simplify the process of adjustment at work. It can also stop expatriate from attaching labels to the

behavior that can be associated with some particular actions in expatriate's home country.

> *"Almost 5 years ago I was relocated to Italian office. Before I could not even imagine how much time does it take for me to get used to the behavior of these super-emotional people: active gesticulation, high voice tones and my partner's irresistible desire to kiss me on a meeting. (laugh) [...] for Italians it is a common way of making business with partners but I always felt weird. Yes, perhaps it is because of the stereotypes but these are the thoughts that I have because of their extra emotionality - each day I told myself: He will burn you if you're not careful. (R10)"*

The problems may also occur when it comes to the behavior which is related to different business traditions. For example, one of our respondents faces the issue of giving and taking presents from their working partners. Many European representatives are not minded to take presents from their work partners particularly at the first stage of doing business. Often happened that presents are perceived as reason for sordid motives. However, the meaning of presents has completely different meaning in Asian cultures. Initially, Asian business is based on interpersonal relationships. In Europe people try to avoid any presents that may be deemed to be corruptive payment. That is why, the first business contact is going through forming the values of future business and personal relationships. This aspect may cause troubles in business between representatives of Asian and European Cultures. Therefore, being aware about specific tradition of doing business in expatriate country may help to feel expatriates less unfomfortable.

> *"After being on my first international assignment in Asia I am so much used to these small things that Asian people use at work to make a friendship with partners. Small presents, gifts, this is integral part of doing business in Asia. After, I was relocated to work in Germany. I got ready for new assignment, bought lots of cute gifts from my country. It was so weird to see how German people react on my gifts. We both look confused. (R5)"*

However, there are also respondents who find this ability of HCNs useful but not the essential one. Since the behavior can reduce the amount of ambiguities; however, it can

not solve the problems that might appear because team members do not understand each other whether due to language, culture, level of competency, etc.

> *"Perhaps, it removes the emotional part of the interaction and sense-feeling; however, working problems stay the same* (R6)."

Six out of ten respondents found it inappropriate that local team adjust to the behavior of expatriate. It is an expatriate who should be prepared before coming to another country. Trainings which are organized by home organizations or expatriate's own initiative to learn more about culture of the country he is going to. Nowadays, there is large number of public information sources that can be used by expatriate to make a preparatory work before moving to the assignment. Nevertheless, some of these six respondents also pointed out that it would be beneficial if HCNs can educate expatriates in terms of behavioral differences.

> *"It would be much more useful for me if local people explain me how they are behaving or give me some tips for making it easier to adjust, but to copy my behavior.. hm it is ridiculous.* (R4)"

8. DISCUSSION AND CONCLUSIONS

8.1 Discussion of the findings

In this section findings will be discussed with the regard to existing literature and research questions which were raised at the beginning of this study. Behind the interest to this topic lie numerous examples when expatriate, having the same profile, fails similar project in a particular country. Working in international company author has met experts who share their experience of being expatriates. International experts with the same educational and working background started up similar projects but in different countries and even continents. Surprisingly, some of them failed the mission or finished the assignment in the middle of the project. Thus, author puts the matter to the question whether the skills, professional competence and CQ of expatriate is the only absolute reason for successful assignment's outcomes. Author suggests that the real reason among others may be hidden in abilities, skills, and knowledge of HCNs. After detailed study of the literature author found that CQ of HCNs and its impact on expatriate CCA process is overlooked and have not being studied before or even brought up for a discussion. Therefore, based on the existing literature this study's research question is about the role of CQ of HCNs in expatriate CCA process.

In order to answer this question, author has raised two sub-questions which narrow the area of research. These are as follows:

1. Does the CQ of HCN facilitate CCA process of expatriates?

2. Which CCA dimension does CQ of HCNs have the most impact on?

Since the topic of CQ is relatively new in the literature it was expected most of the respondents will not be aware about this phenomenon. To make it more understandable in explanation author used the framework that was first introduced by Detterman and

Sternberg in 1986 (Detterman and Sternberg, 1986). Asking open-ended interview-questions author hoped to get an insight of the issue, discover new angles of this problem as well as find out if CQ of HCNs facilitates the adjustment process. While forming the second sub-question author used existing knowledge about types of CCA process. By applying CQ framework and hypothetical situations on different facets of adjustment: general and working adjustment (Black and Stephens, 1989), respondents have been suggested to compare the effect of CQ in each particular situation. Thus, author got in-depth view on each case and then, considering the newness of the topic, was able to make conclusions regarding sub-questions. To choose one type of adjustment which is the most affected by CQ does not seem fully possible because interview questions gave only open answers which include expatriates' experience, view on the problems and assumptions. But the scale which was used does not give accurate results in terms of determining the most affected type of adjustment. The scale is used to direct respondents to think whether each particular facet of CQ is more significant in different life spheres. First interviewees attach the hypothetical situation with real experience, and then rate this experience in order to analyze how much helpful would it be to actualize the situations given in the questionnaire. It should be noted that highly visible regularity or any other relationship between having previous international experience and results of the interview is not observed. Therefore, the theory of Bonial et al. (2004) that previous international experience has its positive effect on the current assignment is not proved in this study. The reason for this can be active mobility of people in the modern world. Even though, the person has not been living in a foreign country, there is a high chance this person met representatives of this culture in his own country of living. Most often it happens in educational institutions since students mobility has significantly raised for the last few years. And also in multinational corporations that are motivated to make business worldwide and therefore often need to deal with people from abroad. Interesting fact is that two of the respondents who did not find international assignments challenging then admitted that they are not satisfied with the results of their international assignment. It can be explained that misinterpretation of international assignment's complication as well as underestimation of related problems can make a process of CCA more difficult and consequently, may lead to the decrease in success. Therefore, perhaps the right attitude towards the difficulties in international

assignment may be even more valid in terms of cross-cultural assignment than previous international experience.

Generally, all of the expatriates considered that cultural intelligence of HCNs may have a positive effect on expatriates' CCA process. However, there are differences in the degree of influence of different CQ facets. After giving hypothetical situations and comparing each particular case, respondents emphasize the importance of motivational CQ in facilitating expatriate's adjustment process. Moreover, the findings are consistent with previous research made by Gelfand et al. (2010) who concluded that motivational CQ is positively related to all kinds of adjustment and therefore is considered as the strongest facet of CQ. This study's respondents confirm this statement by adding that motivational CQ of HCNs motivates expatriates to learn more about this culture and also it orients both parties for making a general consensus decision for each particular problem. Author can suggest that it maybe be the result of loneliness that expatriate may feel at the beginning stage of his/her assignment. Therefore, by showing the drive and initiative for communication HCNs can make an expatriate feel needful and make him/her think that local people are opened to build friendship than just have working ties.

The research on behavioral CQ does not give one precise conclusion. Based on the positive feedback about general adjustment it can be assumed that behavioral CQ of HCNs has a slight advantage in general life. However, based on the author's subjective feeling which is based on some particular answers of interviewees, author concluded that behavioral CQ of HCNs is not less important aspect in working adjustment, in some particular cases it is even a determining factor. Respondents also complete the study's outcome of Ramalu et al. (2010) who found that behavioral CQ has even negative effect on CCA. It can be suggested that it may happen because expatiates, in this case, will not feel the necessity of applying their knowledge in adjusting their behavior. Thus, expatriates will keep the same behavior as in their home-countries but in turns, it will lead to the delay of CCA. In this study, four out of ten respondents argue

against positive result of mimicking behavior of HCNs. This suggestion was also done by Chen and Lovvorn in 2011. (Chen and Lovvorn, 2011). However, here is a difference between adjusting your behavior and mimicking. Therefore, depending on which meaning respondents attach to the notion of behavioral adjustment, expatriates gave different answers. Perhaps, the same subjective evaluation of the notion may happened with the study which was done by Ramalu et al. (2010) since author does not refer to the strict meaning of mimicking as it is done in Chen and Lovvorn study (2011). Respondents of this study also propose that it can be more useful to get the explanation from HCNs to some specific behavior. There are several reasons behind this suggestion. First, it will not result to the case when behavior is treated in the wrong way and consequently, the incorrect copying of behavior may lead to the failure in interaction with nationals. Secondly, knowing the inside reason expatriate can get the right understanding of specific behavior and thus, adjust to this behavior but employing the own interpretation of the whole situation. This approach is complementing with Ramalu et al. (2010) study which also biases the effectiveness of copying the behavior.

Cognitive CQ, in contrast to motivational CQ, has no clear influence on expatriate adjustment process. It may not only help to get all needed information, but also can make a life boring and minimize expatriate's desire to learn local language that in turn can affect CCA in a negative way. Although, Ramalu et al. (2010) state that cognitive abilities have strong effect on CCA, the results of this study do not show evidence which way cognitive knowledge may affect adjustment both in general life and working life. Thus, CCA can be affected either in positive or negative way. On the one hand, it can make the process of gathering information easier but on the other hand, experienced expatriates may get bored and unmotivated for further learning and self-development. Nevertheless, full understanding and the one similar set of cognitive abilities that possess all team members can significantly reduce the time and energy spent on solving issues as well as to stimulate expatriate for an appropriate adjustment. Therefore, based on author's resume it can be concluded that cognitive knowledge has more positive influence on working adjustment than on general adjustment. This finding does not correspond with Ramalu et al. (2010) research which proved that cognitive CQ is

positively related particularly to interaction adjustment which in our study is considered to be integral part of general adjustment. However, whether Ramalu et al. (2010) findings are consistent with the results of this study is to a greater extend relies according to what by interaction is meant: socializing or information exchange. In case, socializing is taken as the basement for interaction adjustment then perhaps, respondents of this study agree on this issue. Three out of ten respondents stated that socializing with host nationals is important out of your office. Nevertheless, four out ten expatriates mentioned the importance of informational exchange in particular at work.

8.2 Contribution to the theory

This study was aimed to get in-depth understanding of the issues on expatriates' adjustment process in foreign surroundings. As well as to identify factors which influence CCA process. The study found that problems of socialization, as well as cultural differences and lack of sufficient knowledge about cultures can keep expatriate from complete adjustment and inhibit concentration on working tasks. The phenomenon of CQ has recently introduced in the existing literature. However, most of the studies were done by researching only expatriates' CQ. In this paper, author has contributed to existing literature by studying CQ of HCNs and how it can facilitate CCA of expatriates and consequently, affect the results of international assignments. This study has found that, indeed, CQ of HCNs has its positive effect on CCA process. It was proved by all of the respondents; moreover, some of the respondents have tested this effect in their real life-experience.

Moreover, the results of this study allow to look at the relatively new phenomenon from a different angle. In this study, CQ of HCNs is evaluated by expatriates who went through the difficulties of CCA and thus, know better how companies' support programs can be improved to make the life abroad easier for expatriates. In addition to

the importance of home/host-organizational support and the need of special training programs for expatriates, this study brings a starting point for researching the need to train a local team. Besides, this study has identified more specific direction by determining which components of CQ to a greater extent affect CCA of expatriates.

8.3 Practical implications

The study revealed the need for companies, specifically Human Resource Departments and relocation departments pay more attention to the issue of expatriate adjustment, as well as to introduce new support programs for expatriates. While forming training programs and support programs, the companies may take into account that cognitive knowledge can contribute to facilitating the process of adjustment, as well as to improve the efficiency of the whole multinational team. But employees' desire to work in a multicultural team with foreign specialists can help expatriates feel welcomed. This feeling brings more enthusiasm to the work of expatriates and motivates foreign experts to learn about host-culture and its people.

This study has also shown that in order to reduce the number of failures which happened because of the adjustment difficulties, companies should invest money into training programs for employees in the host-organizations. Since all training programs require financial injections, author may assume that this point is related to medium and large enterprises. However, small companies can practice informational-support programs or implement bonus programs for motivating employees in a host-organization to help foreign specialists in their adjustment problems. This program does not cost a lot; however, it also has its own cons, for instance, it is not clear how local team's help should be controlled and then evaluated by the organization. But it is another topic for further research.

8.4 Limitations

Since the topic I have studied is relatively new and the relation of HCNs' CQ to expatriate adjustment has not been studied before, it was particularly hard to build a link between already existing literature and problems that made author interested. Therefore, it is also possible that some of the questions of the questionnaire may have a surface level. But since there is no theory basement for forming questions that is why answers that author got are considered to be full and information is enough for contributing literature and making new suggestions for further research.

Second, a small number of interviews does not allow author to generalize across gender, age and previous international experience. However, large amount of information can make author get lost among the data. Besides, after making ten interviews and two pilot tests author realized that there is no point for further information gathering because of answers' repeatability.

Third, during interviews author faced respondents' misunderstanding of the topic and complete lack of knowledge in this area. Only two of ten respondents said they have heard this term before. Despite the fact that author has introduced each of the respondents to the topic and explained the main terms, it can be suggested that it affects results of the study. In addition it should be noted that three out of ten respondents are Russian-speaking and when questionnaire was translated, author realized that there is no equivalent term or analogue to the term of CQ in Russian-language literature. However, translating this term literally the meaning has been changed. It also can lead to inaccurate understanding of this notion. Moreover, to complete the picture, it is necessary to conduct interviews with HCNs who have worked together with expatriates. However, taking into consideration the fact that majority of respondents have been on their assignments time ago, find their team-colleagues in host-organizations and get in touch with them was impossible for author. Therefore, author assumes that study is not complete since it takes only the opinion of one hand.

Sixthly, the country of origin and host country may also influence the way expatriate answered questionnaire. For example, experience that European expatriate gets in another European country will be different from the one he/she gets in Asian countries where adjustment process is likely to be more difficult process. Seventh, not all of the respondents have been assigned to work in several different countries. Those who have worked in several countries have more examples and good base to assess the CQ of each country of his/her stay. Author suggests that CQ of HCNs is the concept which is well seen and understood when compare different nationalities

.

And finally, interviewer's and respondent's location also influence results of this study. On the time interviews were held, two of the ten respondents were in Latin America while interviewer was in China. Thirteen hour time difference inhibits to make face-to-face interviews. Even though, interviews were carried out by phone and skype, the lack of personal contact may affect interviewees' emotions and behavior.

8.5 Suggestions for further research

According to the list of limitations above, author sees it necessary to make a further study of this topic. Secondly, phenomenon of CQ is relatively new and thus, existing literature presents numerous definitions which sometimes do not complement each other, rather introduce completely new theory. The same goes for CQ assessment tools. Therefore, there is still a need for further research in order to agree on the notions with the same meanings. Confronting definitions make researchers confused about the meaning of concepts.

Third, as it was mentioned above, author suggests on interviewing HCNs and conduct a research by comparison both sides: the view of expatriates and the view of HCNs. Moreover, it is important to find out if gender and age has any influence on expatriate CCA process. In addition, author found it useful to investigate the relation between CQ and academic intelligence, as well as CQ's relation to the types of non-academic intelligence. And finally, it might be good to study what kind of support programs should be organized by home and host organizations to facilitate expatriates' residence in foreign countries.

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APPENDIX 1.

Diagnosing Your Cultural Intelligence. (Early and Mosakowski, 2004: 143)

Diagnosing Your Cultural Intelligence

These statements reflect different facets of cultural intelligence. For each set, add up your scores and divide by four to produce an average. Our work with large groups of managers shows that for purposes of your own development, it is most useful to think about your three scores in comparison to one another. Generally, an average of less than 3 would indicate an area calling for improvement, while an average of greater than 4.5 reflects a true CQ strength.

Rate the extent to which you agree with each statement, using the scale:
1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

_____ Before I interact with people from a new culture, I ask myself what I hope to achieve.

_____ If I encounter something unexpected while working in a new culture, I use this experience to figure out new ways to approach *other* cultures in the future.

_____ I plan how I'm going to relate to people from a different culture before I meet them.

+ _____ When I come into a new cultural situation, I can immediately sense whether something is going well or something is wrong.

Total _____ ÷ 4 = [____] **Cognitive CQ**

_____ It's easy for me to change my body language (for example, eye contact or posture) to suit people from a different culture.

_____ I can alter my expression when a cultural encounter requires it.

_____ I modify my speech style (for example, accent or tone) to suit people from a different culture.

+ _____ I easily change the way I act when a cross-cultural encounter seems to require it.

Total _____ ÷ 4 = ☐ **Physical CQ**

_____ I have confidence that I can deal well with people from a different culture.

_____ I am certain that I can befriend people whose cultural backgrounds are different from mine.

_____ I can adapt to the lifestyle of a different culture with relative ease.

+ _____ I am confident that I can deal with a cultural situation that's unfamiliar.

Total _____ ÷ 4 = ☐ **Emotional/ motivational CQ**

APPENDIX 2.

Invitation Letter

Dear Sir/Madam,

I am currently enrolled in Master of International Business Programme at University of Vaasa. The degree entails conducting master thesis research in the field of International Human Resource Management. General idea of this research is to get more insights on the issue of expatriate cross-cultural adjustment and to find out what is the relation between Cultural Intelligence of host-country nationals and adjustment process of expatriates. This research aims to cover the following questions:

Does the Cultural Intelligence of host-country nationals facilitate the adjustment process of expatriates? Which adjustment dimension does Cultural Intelligence of host-country nationals have the most impact on?

The conclusions of this research can be utilized by multinational corporations, particularly by host-organizations that is in direct interest to facilitate the expatriate adjustment process and thus, to ensure the efficiency of the whole multicultural team.

I would like to invite you to take part in my research. Your experience of being on the international assignment will provide me with needful and relevant information that lead to a better understanding on the studied issue. The interview will last between 50 minutes and 1 hour. All the answers that are given during the interview will be treated with strict confidentiality and will be utilized only in this research. Your participation is greatly appreciated. Thank you for the time and cooperation

M.Sc. Candidate in International Business, University of Vaasa

Marija Pavlova

+371 26178195   Email: marijaersk@hotmail.ru

APPENDIX 3.

Interview Questionnaire

- *Thanking for participation;*
- *Introducing myself;*
- *Purpose of the interview;*
- *Instructions of the interview (duration time of the interview; confidentiality, anonymity; right to remain silent on any questions);*
- *Enquire for recording.*

Background questionnaire

1. Mark your gender

    1. Male

    2. Female

2. What industry sector do you work in?

Please write in /_____/

3. How long have you been working for the company you are working currently?

    Please write in /_____/ years.

4. What is your position in the company?

Please write in /_____/

5. Which international experience did you have before international assignment?

    1. Studying (including internship)

    2. Working

    3. Living (without studying and/or working)

    4. Other Please write in /_____/

6. How many years is your international experience?

Please write in /_____/ years.

7. How would you evaluate your level of cross-cultural experience? Please use the scale from 1 till 5 where "1" means that "My cross-cultural experience is very low, I was not able to adapt to other culture" and "5" means "My experience is very high and there are no problems to adapt to any culture for me". SINGLE ANSWER

    1. My cross-cultural experience is very low, I was not able to adapt to other culture

    2

    3

    4

    5. My experience is very high and there are no problems to adapt to any culture for me

8. Did you find international assignments challenging?

1. Yes → GO TO Q8a

2. No → GO TO Q9

8a.What kind of challenges did you face during international assignments? Please give details

_____

9. How would you rate the success of your international assignment (problems solved, decisions implemented, productivity raised)? Please use the scale from 1 till 5 where "1" means that "I failed my assignment – nothing was achieved" and "5" means "All purposes were achieved successfully". SINGLE ANSWER

    1. I failed my assignment – nothing were achieved

    2

    3

    4

    5. All purposes were achieved successfully

CQ questionnaire

Imagine the following situation: Host country nationals understand cross-cultural issues and differences. Host country nationals know about legal, economic system of your culture and are aware about your cultural values and	Could you tell me:

religious beliefs.	
Host country nationals can speak your native language.	
Host country nationals know the rules for expressing non-verbal behaviors in your culture.	
	10. How does it help you in terms of general and interaction adjustment (including living issues, shopping, food, health care facilities, and entertainment, socializing with host nationals, interacting with colleagues, and interaction with host-nationals beyond working hours)? Please use the scale from 1 till 5, where 1 means it did not help me at all and 5 means it helped me very much. 1. it did not help me 2. 3. 4. 5. it helped me very much If your answer is from 1 to 3 then GO TO 10a. If your answer is from 4 to 5 then GO TO 10b. 10a. Why the following situation would not help you in your general and interaction adjustment? Please give more details. 10b. Please tell me more details how the

	following situation would help you in your general adjustment?
	11. How does it help you in terms of work adjustment (including new job-related tasks, specific skills' development, performance norms, certain conditions at work place, supervisory responsibilities)? Please use the scale from 1 till 5, where 1 means it did not help me at all and 5 means it helped me very much. 1. it did not help me 2. 3. 4. 5. it helped me very much If your answer is from 1 to 3 then GO TO 11a. If your answer is from 4 to 5 then GO TO 11b. 11a. Why the following situation would not help you in your work adjustment? Please give more details. 11b. Please tell me more details how the following situation would help you in your work adjustment?
	12. Which part of your adjustment process does the given situation can affect most? 1. General adjustment 2. Working adjustment

Imagine the following situation:	Could you tell me:
Host country nationals enjoy interacting with people from different cultures. Host country nationals show interest and drive to adapt cross-culturally. Host country nationals are confident that they can easily socialize with people regardless of different cultural background.	
	13. How does it help you in terms of general and interaction adjustment (including living issues, shopping, food, health care facilities, and entertainment, socializing with host nationals, interacting with colleagues, and interaction with host-nationals beyond working hours)? Please use the scale from 1 till 5, where 1 means it did not help me at all and 5 means it helped me very much. 1. it did not help me 2. 3. 4. 5. it helped me very much If your answer is from 1 to 3 then GO TO 13a. If your answer is from 4 to 5 then GO TO 13b. 13a. Why the following situation would not help you in your general and interaction adjustment? Please give more details.

	13b. Please tell me more details how the following situation would help you in your general adjustment?
	14. How does it help you in terms of work adjustment (including new job-related tasks, specific skills' development, performance norms, certain conditions at work place, supervisory responsibilities)? Please use the scale from 1 till 5, where 1 means it did not help me at all and 5 means it helped me very much. 1. it did not help me 2. 3. 4. 5. it helped me very much If your answer is from 1 to 3 then GO TO 14a. If your answer is from 4 to 5 then GO TO 14b. 14a. Why the following situation would not help you in your work adjustment? Please give more details. 14b. Please tell me more details how the following situation would help you in your work adjustment?
	15. Which part of your adjustment process does the given situation can affect most? 1. General adjustment 2. Working adjustment

Imagine the following situation: Host country nationals change their verbal behavior (e.g., accent, tone) and non-verbal behavior when interacting with you/people from different cultures. Host country nationals vary the rate of speaking when a cross-cultural situation requires it. Host country nationals alter facial expressions when a cross-cultural interaction requires it.	Could you tell me:
	16. How does it help you in terms of general and interaction adjustment (including living issues, shopping, food, health care facilities, and entertainment, socializing with host nationals, interacting with colleagues, and interaction with host-nationals beyond working hours)? Please use the scale from 1 till 5, where 1 means it did not help me at all and 5 means it helped me very much. 1. it did not help me 2. 3. 4. 5. it helped me very much If your answer is from 1 to 3 then GO TO 16a. If your answer is from 4 to 5 then GO TO 16b.

	16a. Why the following situation would not help you in your general and interaction adjustment? Please give more details. 16b. Please tell me more details how the following situation would help you in your general adjustment?
	17. How does it help you in terms of work adjustment (including new job-related tasks, specific skills' development, performance norms, certain conditions at work place, supervisory responsibilities)? Please use the scale from 1 till 5, where 1 means it did not help me at all and 5 means it helped me very much. 1. it did not help me 2. 3. 4. 5. it helped me very much If your answer is from 1 to 3 then GO TO 17a. If your answer is from 4 to 5 then GO TO 17b. 17a. Why the following situation would not help you in your work adjustment? Please give more details. 17b. Please tell me more details how the following situation would help you in your work adjustment?

	18. Which part of your adjustment process does the given situation can affect most? 1. General adjustment and interaction adjustment 2. Working adjustment

19. In general do you think the capability of Host country nationals to recognize cultural differences and adopt them to their behavior have had an effect on your adjustment process in the foreign country? Please use the scale from 1 till 5, where 1 means "It had no any effect on my adjustment process" and 5 means "It had a significant effect on my adjustment process".

1. It had no any effect on my adjustment process

2.

3.

4.

5. It had a significant effect on my adjustment process

20. Which Cultural Intelligence facet of Host country nationals does have the most effect on your adjustment process?

1. Host country nationals can speak your language and are aware about legal, economic and religious system of your country.

2. Host country nationals show their interest in communication in cross-culturally diverse environment.

3. Host country nationals change their verbal and non-verbal behavior according to the behavior norms you have in your country.

Thank you for taking part in this research project.

APPENDIX 4.

Table Respondents' Profiles

	Gender	Home-country	Host-country	Industry	Position	Experience abroad
R1	Female	France	China	Interior Design	Project Designer	2
R2	Female	Denmark	India New-Zealand China	Jewelry Design	CEO	4
R3	Male	Kazakhstan	China	International Trading	Purchasing Manager	6
R4	Female	China	Denmark	Industrial Business Consultancy	CEO	15
R5	Male	Latvia	Poland	International Trading	Sales Manager	2.5
R6	Female	Russia	Germany	Market Research	Leader of Department	2
R7	Female	Switzerland	China	Bank sector	Internal Control Specialist	2.5
R8	Male	Thailand	China	Plastic Production	Region growth Specialist	3
R9	Female	Ukraine	USA Canada	Education	Language Teacher	5
R10	Male	Estonia	France Italy Switzerland	Construction	Project Manager	9

APPENDIX 5.

Interview of Respondent

Background questionnaire

1. Mark your gender

    1. Male

    2. Female

2. What industry sector do you work in?

Please write in /**Jewelry Design and Production** /

3. How long have you been working for the company you are working currently?

    Please write in / **3 / years.**

4. What is your position in the company?

Please write in **/CEO /**

5. Which international experience did you have before international assignment?

    1. Studying (including internship)

    2. Working

    3. Living (without studying and/or working)

    4. Other Please write in /_____/

6. How many years is your international experience?

Please write in /**4 / years.**

7. How would you evaluate your level of cross-cultural experience? Please use the scale from 1 till 5 where "1" means that "My cross-cultural experience is very low, I was not able to adapt to other culture" and "5" means "My experience is very high and there are no problems to adapt to any culture for me". SINGLE ANSWER

    1. My cross-cultural experience is very low, I was not able to adapt to other culture

    2

    3

    4

    5. My experience is very high and there are no problems to adapt to any culture for me

8. Did you find international assignments challenging?

1. Yes → GO TO Q8a

2. No → GO TO Q9

8a.What kind of challenges did you face during international assignments? Please give details

I think one of the main reasons why we adapt quite early is also because we get a contract from the companies. It is the most challenging for people who are coming to another country to look for a job. Here in China, there are a lot of people who came here because they can not find the job back home. So they are more forced to come here. And they do not get all the benefits that expatriate gets. As for us.. we have chosen to be here, right. And everybody ask when meet me "how do I miss my home, my family?". Of course, I miss my family and friends sometimes, but I do not really miss New Zealand or Mumbai. We are present where we are at the moment. And when we have a choice and you choose the place to be, it would be weird to say that I am missing New Zealand. It is kind of we chose to go here. When I come to Denmark I always feel nice when I am there with my family and friends and I feel that I miss them but when I am here, I do not do it because I try do adapt to the place I come, to the place I want to live, I go out on the streets, I look at people and look how they are doing things and really try to speak with them. Many foreigner they are just want local to speak their language. I think we can not expect it from local because we are basically guests here, right.

One of the main problems I face here is of course the fact we do not speak the same languages. It is a bit frustrating sometimes when you go out, shopping for example and can be challenging. We also think very differently. When we are trying to make some body language and stuff they completely misunderstand. They think in another way, right. That is why you can feel a bit isolated sometimes. But actually I am really trying to speak chinese with them, at least with the words I know, but some of them are really inpatient. I thought that will be happy to speak chinese with us, but they normally give up when they do not understand. It is really a problem. For example, I have a lot of problems with internet now. It is frustrating because they do not speak English so I have

to call landlord ask him to call my internet provider and describe my problem, it takes a lot of time to get in touch with them. They call me but I do not understand them so I have to call landlord again. It is frustrating for all of us. But it is again – it is a language barrier.

9. How would you rate the success of your international assignment (problems solved, decisions implemented, productivity raised)? Please use the scale from 1 till 5 where "1" means that "I failed my assignment – nothing was achieved" and "5" means "All purposes were achieved successfully". SINGLE ANSWER

    1. I failed my assignment – nothing were achieved

    2

    3

    4

    5. All purposes were achieved successfully

Not here in China of course because we just came here, but with New Zealand I would say "yes". But I would say that it is a really long process to learn the culture, even after two years in Mumbai you can suddenly realize the new things about their culture. But you know people do not want to run around and tell everyone about their culture. It is uncomfortable for them. It is really something you have to watch and learn all the time. But you know it can be quite challenging completely understand all the small details about the culture. Especially, in Mumbai where there are many castes andthey are so different from each other. When I am talking about India I always stop myself and say "I can not say India, I should say Mumbai" because it is so cross-cultural if to compare this place with whole India. People are going there from different castes, regions, wit different goals. It is like an American dream for them. So I think these people they are just more open minded, they to don't point with their fingers at least (laugh). So the place is very modern but very cross-cultural. When you need to deal with the person from one caste you have to be peaceful and wise, you should not be so demanding but then if you have a business with another caste and you can not be to sweat, you should be demanding, strict and talkative. So you can not think that Indians is like that. No! This caste is like that! When you work with Indians or you have Indian employees it is good to have someone who will tell you how to behave with them in different situations.

But actually, each place we have moved we did a huge research before we came. We were trying to find new contacts, people who can be our friends, who are living in this place. Also we were trying to find people who have been here before us so they can give us good recommendations. I think it is very important. To move to another country is not a fairy tale. It is very challenging; it makes you so much tired at the beginning. My life partner helps me a lot. He did a lot of job at the early stage. But when we came here it was hard actually. We both were tired of all these problems but yes we have gone through this period. Anyway it is easier. You can split the tasks if you go with someone. For example, if my partner working I am going shopping so when he comes home he does not need to do anything, he just relax and it is other way around when I am at work he usually does a lot of things for me.

CQ questionnaire

Imagine the following situation: Host country nationals understand cross-cultural issues and differences. Host country nationals know about legal, economic system of your culture and are aware about your cultural values and religious beliefs. Host country nationals can speak your native language. Host country nationals know the rules for expressing non-verbal behaviors in your culture.	Could you tell me:
It can either be very boring or it can be very helpful. I think it depends on what you want. I do not think you will learn too much. When you come to country like	10. How does it help you in terms of general and interaction adjustment (including living issues, shopping, food, health care facilities, and entertainment,

India there really a lot of challenges and you get to learn a lot there. It is sort of life experience. When you came to another country you always have to think about what you do and what you think. When you are moving to another country because of the job, of course it would be more convenient if people are aware about your culture. You will adapt easier and earlier. You will get less tired.

It can work with the people who were forced to immigrate, but expatriates are special people. We are enjoying the drive to survive in a new culture. It would be boring.

It can be also boring. It is what we want to face when you are leaving your country. I think if you take on the risk to change your living place, you want the get these challenges, you want to learn new things. Chinese people speak English with me even I am trying to speak Chinese with them. I understand them, they want to learn English, I want to learn Chinese. Local people do not give a chance to me. It is annoying." Because I want to learn Chinese actually. Well, if the company stand behind the expatriate and support expatriate in a new culture then the expatriate will be more likely to succeed and adapt, but if the person if forced to move to another country. I think in this

socializing with host nationals, interacting with colleagues, and interaction with host-nationals beyond working hours)? Please use the scale from 1 till 5, where 1 means it did not help me at all and 5 means it helped me very much.

1. it did not help me

2.

3.

4.

5. it helped me very much

If your answer is from 1 to 3 then GO TO 10a.
If your answer is from 4 to 5 then GO TO 10b.

10a. Why the following situation would not help you in your general and interaction adjustment? Please give more details.

10b. Please tell me more details how the following situation would help you in your general adjustment?

case it would help a lot.	
It has a huge difference with daily life. The friend of mine came here to china and it was a huge frustration for her. Chinese people can not even accept the way she is dressing up. And it is only one small misunderstanding. She is just about to quit this job. I think cognitive knowledge are more important at work if your colleagues understand where are you came from, what your culture is about. I think if people are aware about your culture it is pretty much helpful in working adjustment more than in general adjustment.	11. How does it help you in terms of work adjustment (including new job-related tasks, specific skills' development, performance norms, certain conditions at work place, supervisory responsibilities)? Please use the scale from 1 till 5, where 1 means it did not help me at all and 5 means it helped me very much. 1. it did not help me 2. 3. 4. **5. it helped me very much** If your answer is from 1 to 3 then GO TO 11a. If your answer is from 4 to 5 then GO TO 11b. 11a. Why the following situation would not help you in your work adjustment? Please give more details. 11b. Please tell me more details how the following situation would help you in your work adjustment?
	12. Which part of your adjustment process does the given situation can affect most? 1. General adjustment **2. Working adjustment**
Imagine the following situation:	Could you tell me:

Host country nationals enjoy interacting with people from different cultures. Host country nationals show interest and drive to adapt cross-culturally. Host country nationals are confident that they can easily socialize with people regardless of different cultural background.	
Yes, I think it helps. It makes you feel more welcomed. If you feel welcome it will help you to feel like at home. But it is a big difference with your life at work. Because here if people constantly do not want to talk with you, they do not care.. I think you would not want to stay there compare with the country where people help you and they are opened enough to get know new people with different background. It is much more important in general adjustment, because life should be your life, not your work. And if you feel welcome at home and happy in your life, there is a risk you will not manage with your work then. Even though people at work are really nice, but out of your work you can not communicate and live the life, I think it would be much harder to adjust then. People want to live happy life. Even though so many people spending all their life at work, basically, it becomes their general life as well. But so many people regret about this when they become older. So I think the feeling to be welcomed that	13. How does it help you in terms of general and interaction adjustment (including living issues, shopping, food, health care facilities, and entertainment, socializing with host nationals, interacting with colleagues, and interaction with host-nationals beyond working hours)? Please use the scale from 1 till 5, where 1 means it did not help me at all and 5 means it helped me very much. 1. it did not help me 2. 3. 4. **<u>5. it helped me very much</u>** If your answer is from 1 to 3 then GO TO 13a. If your answer is from 4 to 5 then GO TO 13b. 13a. Why the following situation would not help you in your general and interaction adjustment? Please give more details. 13b. Please tell me more details how the

people can get from HCNs is more important in general life and adjustment.	following situation would help you in your general adjustment?
There is no matter where you are, which country you are going. If you do not feel people accept you at work, you do not feel like going to work because no one wants you there. You will not be happy when you are going home. And then you can feel lonely, right. Even people at work do not socialize much with you, even they do not speak a lot with you, but they accept you as their colleague it is much helpful, right. People less accept you at work here in China than they do on the streets. They want to stay themselves at work They consider you as the competitor.	14. How does it help you in terms of work adjustment (including new job-related tasks, specific skills' development, performance norms, certain conditions at work place, supervisory responsibilities)? Please use the scale from 1 till 5, where 1 means it did not help me at all and 5 means it helped me very much. 1. it did not help me 2. 3. 4. **5. it helped me very much** If your answer is from 1 to 3 then GO TO 14a. If your answer is from 4 to 5 then GO TO 14b. 14a. Why the following situation would not help you in your work adjustment? Please give more details. 14b. Please tell me more details how the following situation would help you in your work adjustment?
	15. Which part of your adjustment process does the given situation can affect most? **1. General adjustment** 2. Working adjustment

Imagine the following situation:	Could you tell me:
Host country nationals change their verbal behavior (e.g., accent, tone) and non-verbal behavior when interacting with you/people from different cultures. Host country nationals vary the rate of speaking when a cross-cultural situation requires it. Host country nationals alter facial expressions when a cross-cultural interaction requires it.	
Yes, it would be much more helpful. It is like Indians, they were trying to do everything to adapt to your needs that is quite strange for me. I thought it will be other way around. They were ruled by British people for a long of time. And when we moved there I was not sure about how these people are feeling with foreigners. Indian people treat us as king and queens. Sometimes it was way too much. They always did things the way we wanted them to be done. They never did it their way. It seems like they want to feel you good there. Here in China people do not care. And I am fine with that. I think a lot of foreigners miss more a mutual respect. I do not like when people are changing behavior just because of me. I do not need it, but it can make me think that I should be more respectful at some point and copy them. It motivates me.	16. How does it help you in terms of general and interaction adjustment (including living issues, shopping, food, health care facilities, and entertainment, socializing with host nationals, interacting with colleagues, and interaction with host-nationals beyond working hours)? Please use the scale from 1 till 5, where 1 means it did not help me at all and 5 means it helped me very much. 1. it did not help me 2. 3. **4.** 5. it helped me very much If your answer is from 1 to 3 then GO TO 16a. If your answer is from 4 to 5 then GO TO 16b. 16a. Why the following situation would

	not help you in your general and interaction adjustment? Please give more details.
	16b. Please tell me more details how the following situation would help you in your general adjustment?
I think it would be easier. But in the same time it would be a bit weird right, because you know they do not like it. *As I said I do not like when people are changing their behavior just to make you feel comfortable. We should respect each other. Everything is based on our mutual respect, even at work. For example, if your colleagues are not respecting you and so they do not want to help you by changing some of their habbits, it is frustrating sometimes. And it does not matter how professional they are. If your colleagues can not make you understand them, that is not really professional. We have to respect each other, even workwise. When you feel bad at work, you will always try to find something that balances your life: to find friends, to go out, you start drinking alcohol (some of people). But when work takes so much time to adjust for, you simply do not have energy to go out after your work.*	17. How does it help you in terms of work adjustment (including new job-related tasks, specific skills' development, performance norms, certain conditions at work place, supervisory responsibilities)? Please use the scale from 1 till 5, where 1 means it did not help me at all and 5 means it helped me very much. 1. it did not help me 2. 3. 4. **5. it helped me very much** If your answer is from 1 to 3 then GO TO 17a. If your answer is from 4 to 5 then GO TO 17b. 17a. Why the following situation would not help you in your work adjustment? Please give more details. 17b. Please tell me more details how the following situation would help you in your work adjustment?
	18. Which part of your adjustment process

	does the given situation can affect most?
	1. General adjustment and interaction adjustment
	2. Working adjustment

19. In general do you think the capability of Host country nationals to recognize cultural differences and adopt them to their behavior have had an effect on your adjustment process in the foreign country? Please use the scale from 1 till 5, where 1 means "It had no any effect on my adjustment process" and 5 means "It had a significant effect on my adjustment process".

1. It had no any effect on my adjustment process

2.

3.

4.

5. It had a significant effect on my adjustment process

Yes, it helps. When we moved to New Zealand it was so easy to adjust there. Now I can say that it might be because of CQ of locals. I have not heard about this expression before. But now I can tell you what was the reason for such a problematic adjustment period in India and what does make it so easy to live up in New Zealand. It's local people! It is easier when people are higher in their cultural intelligence, you feel happier I think. If you feel lonely, if do not feel people accept you, nobody truly will enjoy staying in this country.

20. Which Cultural Intelligence facet of Host country nationals does have the most effect on your adjustment process?
1. Host country nationals can speak your language and are aware about legal, economic and religious system of your country.
2. Host country nationals show their interest in communication in cross-culturally diverse environment.

3. Host country nationals change their verbal and non-verbal behavior according to the behavior norms you have in your country.

Nobody likes to stand alone. It is about human being nature, nobody want to be alone, maybe only for a period of time. We are always trying to surround us people, no matter who we are, where we are. If you go to the place where you are not accepted and they do not want to interact with you, you will never be happy there, right. Of course you can be happy your way, with your partner, but still if people are interested in what you ask, if they make you feel welcome and they just give a smile to you, just small things. Maybe they do not need to act the way you act, or to stay your culture but just little things, right.

Thank you for taking part in this research project.