

INTERNATIONAL MOBILITY IN A  
MULTINATIONAL CORPORATION

by

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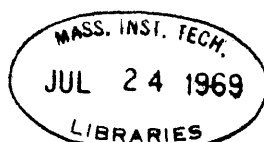
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ABSTRACT

During the last few years the international mobility of employees in foreign subsidiaries has been much discussed, because of the importance of their international mobility has for the development of a multinational management group in a multinational corporation.

Several corporations maintain that they would want to develop a multinational management group, but that it is difficult to do because the employees in the foreign subsidiaries are unwilling to move and the tradition of international mobility is slow to build in most countries.

This thesis has explored the attitude toward international mobility among 4,831 marketing employees in 15 foreign subsidiaries of a large U.S. corporation to see what their overall attitude toward international mobility presently is, how it differs between groups of personnel and between countries, and what factors if any may account for the possible differences in attitude toward international work. The findings in the study are based on an employee opinion survey during 1968 and discussions with management in the international headquarters and in some of the foreign subsidiaries.

The findings in the study show clearly that the overall attitude of the employees in the studied foreign subsidiaries is one that highly favors international

mobility within the corporation. A large majority of the employees are willing to take international assignments, they want more movement between countries and have little or no objections to foreign assignees or foreign managers in their subsidiary.

Managers were consistently lowest in interest for international work. Two factors seem to account for this, namely their higher age and lower belief that international assignments would help their future career.

In all countries a majority of the employees favored international mobility, which shows that the tradition of international mobility is well founded in the studied countries.

Some countries were consistently more interested in international assignments than others. The cultural background and the international tradition in the countries seemed to be the major external factor in explaining the differences in attitude between countries.

Subsidiaries with high interest for international work are characterized by a) fast growth in sales, b) high work-load on marketing employees, c) high attrition rates for marketing employees and totally in the subsidiary, d) employee dissatisfaction with the subsidiary's image in the country and with the manager, the atmosphere and efficiency in the department.

It appears that the system for handling international assignments will influence both the subsidiaries' willingness to supply assignees, as well as the employees' real willingness to take such assignments.

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CHAPTER I  
INTRODUCTION

1. Background

During recent years, development of the large international corporation has been a subject of much discussion. It has become increasingly clear that as the amount and importance of the firm's foreign business increases, new strategies must be developed to manage efficiently this complex mixture of foreign and domestic operations.

Many terms have been used to describe the stages that firms with large foreign interests go through, but, to quote one expert in the field,

usage is beginning to settle on three major terms with fixed distinctions among them. These are the national firm with foreign operations, the multinational corporation, and the international corporation.<sup>1</sup>

The national firm with foreign operations is typically a citizen of a particular country, with relatively smaller foreign interests, often operated through an "international division."

The multinational firm tries to be a good citizen in all the foreign countries where it operates. The share of foreign business is a larger part of the total

business, typically between 25 and 50%, and the foreign operation is normally managed through a fairly independent international division or subsidiary of the parent company.

Growth of the foreign operations above 50% of the total revenue in the firm requires further international "orientation," with accompanying equalization of domestic and foreign operations "in the sense that management becomes willing to allocate company resources without regard to national frontiers in its effort to maximize profits. Foreign markets receive equal attention."<sup>2</sup> This stage of equalization is the distinguishing feature of the international corporation.

The difficulties in moving from one stage to another depend on factors such as present size, organization and international orientation in the firm. It seems clear how a national firm with foreign operations may easily evolve into the multinational corporation as we have described it here. Further development into the international corporation, however, becomes more difficult, and many writers agree that one of the major factors is the creation of a true "international outlook" through a multi-national management group. Such a group would minimize national bias in decision-making, and making possible optimum allocation of the company's

resources independent of political boundaries.

If we accept that a multinational management group is a most important factor in a firm's becoming a true international corporation we must immediately face the problem of developing this multinational management group. As Professor Charles P. Kindelberger states:

"Whether it (the multinational corporation) continues on and becomes an international corporation may turn on whether the nationals of the host countries working for subsidiaries become more and more internationally mobile."<sup>3</sup>

Very few corporations can presently claim to have a multinational group of corporate executives. A study of 150 U.S. industrial corporations showed that while 20.7% of all their employees were foreigners, only 1.6% of their corporate executives were non-Americans.<sup>4</sup>

There are many reasons given for this. Several companies maintain that attempts to move more locals into management positions in third-countries or other corporate locations have been frustrated by peoples' unwillingness to move. One company executive, President William Eberle of American Standards, confirms that the problem is basically with the employees themselves:

"We've moved a few non-Americans into management positions at the corporate level, but these tend to be exceptions. We find that the tradition of international mobility is slow to build in most countries."<sup>5</sup>

Clearly, few of the local managers in foreign subsidiaries will have enough international experience, capability or perspective to move directly from the subsidiary into a management position at the corporate level. To gradually build this international experience and perspective, the employees in the subsidiaries will have to become "internationally mobile."

If President Eberle is right, and the employees in the foreign subsidiaries are basically unwilling to be "internationally mobile," this development of a multinational management group is indeed one of the most difficult tasks facing the multinational corporation trying to move toward an international organization.

## 2. The Purpose of the Study

This problem of the multinational organizational team brings us to the purpose of this study: to examine and analyze the attitude of employees in the foreign subsidiaries of a multinational corporation toward international mobility.

We will first explore what their overall attitudes are, how these attitudes differ between groups of personnel and between countries, what factors account for any differences in attitudes, and how these attitudes affect the employee's interest in international work.

Based on these findings, we will identify those factors that seem to be of major importance in influencing the employees' attitudes toward international mobility. In doing so, we should improve the general understanding of the position and motivation of employees in foreign subsidiaries, and thus benefit those multinational corporations presently engaged in establishing policies for the development of a more multinational management group.

### 3. Method

In accomplishing this study, we will use data collected through an opinion survey among employees in some foreign subsidiaries of a large U.S. corporation. Data from this opinion survey will be presented in its raw form, and also analyzed for cause, effect, and various factored relationships. We will then apply standard statistical tests to the various factors and relationships.

In addition, we will use the results of personal interviews with top management in corporate international headquarters and several foreign subsidiaries.

Finally, we will combine the raw data answers, statistical analysis, and interview results to arrive at the conclusions and recommendations presented in the final chapters of this report.

### 3.1 Company Background

The company is one of the major companies in the data processing field, with a long history in international business. International operations are handled by a wholly-owned subsidiary, which controls the business in each foreign country through a wholly-owned subsidiary in that country. The company has 106 subsidiaries operating in 106 foreign countries and employs approximately 90,000 people in its international operations.

The employees in the foreign subsidiaries are almost entirely locals of that country. Partly because of this, and also due to a consistent "good-citizen" policy that the company has followed in its foreign operations, it enjoys a good image abroad.

In this study we will study 15 of these foreign subsidiaries. Of the 15 subsidiaries, 13 are located in 13 different European countries, one is in the Middle-East (Israel) and one in Africa (South Africa).

### 3.2 Makeup of the Groups

The data we have selected to explore comes from several identifiable groups: managers, salesmen, systems engineers, and trainees, all from the sales departments of the 15 subsidiaries. These groups of person-

nel are of particular interest because their background, training and work in the subsidiaries make them potential candidates for international assignments within the corporation.

The manager group is responsible for marketing, sales and service to prospects and customers within their assigned territories. We will use data from all managers, including first-line supervisors, except clerical and administration managers. In all, 754 managers are included in the study. The age of the managers is distributed as follows:

<u>20-24</u> <u>Years</u>	<u>25-29</u> <u>Years</u>	<u>30-34</u> <u>Years</u>	<u>35-39</u> <u>Years</u>	<u>40-49</u> <u>Years</u>	<u>50-59</u> <u>Years</u>	<u>60-over</u> <u>Years</u>
0%	6%	32%	41%	18%	2%	1%

The salesmen group consists of salesmen with industrial or geographical territories, responsible for sale of the company's data-processing equipment and services to customers and prospects within their territories. One thousand, six hundred and forty-three salesmen are included in the study, and their age distribution is as follows:

<u>20-24</u> <u>Years</u>	<u>25-29</u> <u>Years</u>	<u>30-34</u> <u>Years</u>	<u>35-39</u> <u>Years</u>	<u>40-49</u> <u>Years</u>	<u>50-over</u> <u>Years</u>
1%	28%	41%	23%	7%	0%

The systems engineer group is mainly responsible for training, guidance and assistance to customers in the applications of the data-processing equipment by the customers. They work closely with the salesmen in servicing the customers. Two thousand, four hundred and thirty-four systems engineers are included in the study, and their age distribution is as follows:

<u>20-24</u> <u>Years</u>	<u>25-29</u> <u>Years</u>	<u>30-34</u> <u>Years</u>	<u>35-39</u> <u>Years</u>	<u>40-49</u> <u>Years</u>	<u>50-over</u> <u>Years</u>
5%	38%	35%	17%	4%	0%

The trainees are newly hired employees, in training to be salesmen or systems engineers. They have been with the company less than 18 months, and more than 80% of the trainees are less than 30 years old. The number of trainees included in the study is 1,036.

### 3.3 The Opinion Survey

An opinion survey was conducted among the mentioned groups of personnel in 1968. The survey used a questionnaire designed by the Personnel Research Department at the international headquarters. The questionnaire had more than 250 questions covering a wide area, and was completed by the employees on company time.

Only data and findings relevant to attitudes towards international mobility were selected from this opinion survey for use in this report.

The countries included in our study and the number of respondents (per country and per group) are listed in Table I.

TABLE I  
COUNTRIES AND NUMBER OF RESPONDENTS INCLUDED  
IN THE STUDY\*

	<u>Managers</u>	<u>Salesmen</u>	<u>Systems Engineers</u>	<u>Totals</u>
Austria	14	52	53	119
Belgium	60	66	90	216
Denmark	19	38	37	94
Finland	20	26	40	86
France	125	386	436	947
Germany	194	446	742	1382
Ireland	8	5	11	24
Italy	74	142	212	428
Norway	10	27	28	65
Spain	28	97	107	232
Sweden	48	66	125	239
Switzerland	40	71	117	228
U.K.	98	182	381	661
Israel	6	13	25	44
South Africa	10	26	30	66
TOTAL	<u>754</u>	<u>1643</u>	<u>2434</u>	<u>4831</u>

\* This number of respondents represents a response rate of 85% of complete enumeration.

All the respondents are citizens of the respective countries.

If the number of respondents per country was below 10 in any of the personnel groups, no statistical analysis was done for this group. This happened in two cases--Ireland and Israel in the manager responses, and Ireland in the salesmens' responses. These countries will not be found in the later individual country ranking, but are otherwise included in the analysis where data from all countries was grouped.

In elaborating on certain aspects of international mobility, i.e., the acceptance of "outside" management by host country subsidiaries, we used data taken from another study made by the company in 1967 among non-European countries. Although the countries used were different, we do not consider any difference in attitudes expressed to be significant to our findings.

#### 3.4 Interviews

In addition to the data used from the employee opinion survey, open-ended interviews were conducted with top managers at the international headquarters, as well as with top managers in 10 of the 15 subsidiaries.

The purpose of the interviews was largely to investigate present policies on international assignment

in the corporation and the foreign subsidiaries. I also obtained much background from the management in the countries for some of the opinion expressed by the data. The interviews also provided a basis for discussion of problems connected with international assignments as viewed by the subsidiary.

### 3.5 Present Policy on International Assignments in the Corporation (1968)

For several years the policy with regard to the nationality of the employees in the international headquarters and support area (later called international centers) has been to employ multinational personnel from the various subsidiaries along with U.S. citizens. In contrast, all the employees in the subsidiaries are from the respective country. The result of this policy has been a fairly multinational staff at the international centers, locals in each of the subsidiaries, and little or no movement among the country organizations.

In recent years, top management of the international operation recommended and promoted international assignments for potential managers, as they have come to believe it necessary for the future development of the corporation that more of the employees in the countries

have some international experience.

The present international assignments can roughly be grouped into three types:

- a) work in a development project of some kind to teach or learn new methods and techniques;
- b) assistance to countries needing special expertise for a period of time. This type of assignment occurs mostly in underdeveloped subsidiaries which may lack experienced people in all required fields; and
- c) providing staff and management for the international centers and headquarters.

While performing the assigned function, the assignee naturally gets a better understanding of the international operation. Normally the assignment is for a period of 1 to 3 years, after which the assignee returns to his home country.

In some cases, the assignment to the international centers is for a longer or indefinite period of time, which may predict a permanent career in the international centers rather than training to return to his parent subsidiary. Often, no distinction can be made between temporary assignments and permanent career types of jobs.

In evaluating the attitudes on international assignments among the employees, the present policies

and types of assignments should be kept in mind, since they provide a frame of reference for the respondents.

#### 4. Limitations of the Study

I will emphasize here that the study confines itself exclusively to one large corporation. I do not claim therefore, that the findings of this study are valid generally, since obvious differences among corporations will influence the attitude of their employees in similar situations. I believe the findings of this study will be more beneficial to large corporations which are developing towards multinational organizations, than to corporations less experienced internationally.

The survey is limited to 15 of the corporation's total 106 foreign subsidiaries, which as I mentioned earlier, are predominantly European. The attitudes, therefore, are predominantly European, and I cannot claim that they represent a world-wide point-of-view.

The interviews were conducted with management with only 10 of the 15 subsidiaries; however, I believe that the points raised by the countries interviewed are fairly representative for all 15.

The study is further limited in its statistical analyses because of the number of countries (n = 14) in

the analysis. This should be kept in mind in evaluating the correlations found in country attitudes toward international assignments and the other variables.

CHAPTER II  
RESULTS PER PERSONNEL GROUP

1. Overall Attitudes Toward International Work

In this chapter we will show what the present attitudes among managers, salesmen, systems engineers and trainees in all the subsidiaries are toward international mobility within the corporation.

The data shows the attitudes expressed from three slightly different points of view:

- a) the respondent's personal desire to take international assignments, both temporary and permanent;
- b) his attitude toward encouraging international mobility within the corporation; and
- c) his attitude in accepting foreign assignees in his own country.

In examining the data, we hope to give a more complete picture of the overall attitudes surrounding international assignments both from the giving and receiving points of view.

1.1 Attitude Toward International Assignment for a Limited Period of Time

All employees were asked about their willingness to take an international assignment for a period of

time. The full text of the question was:

From time to time, "X" offers employees international assignments--jobs in other countries for a period of time. Within the next five years or so, do you think you would like to have an international assignment for a period of time? (Assume that language would be no problem.)

The results are presented in the following table.

TABLE II  
ATTITUDE TOWARD INTERNATIONAL ASSIGNMENT  
PER PERSONNEL GROUP

	(1)	(2)	(3)	(4)	
	<u>Mean</u>	<u>Definitely</u>	<u>Probably</u>	<u>Probably</u> <u>Not</u>	<u>Definitely</u> <u>Not</u>
Managers	2.05	31%	38%	26%	5%
Salesmen	1.76	46%	35%	15%	4%
Systems Engineers	1.73	49%	33%	13%	5%
Trainees	1.59	57%	29%	13%	2%

The responses show that a large majority of all groups would like an international assignment. About one third of the managers, and half of the salesmen and systems engineers said they would definitely like to have an international assignment within five years. As can be seen, the highest of all in willingness to take international assignments are the trainees, as more than

half (57%) said they would definitely like to have an international assignment.

This response from trainees is quite interesting since these employees have been in the company only 18 months or less, and have spent this period in training. Their attitudes are therefore less influenced by present company policies, and show more what their own basic beliefs on working in an international environment are.

Note that a very small per cent felt that they definitely did not want an international assignment at all.

This demonstrated interest in international assignments among the employees interviewed is surprising, when we compare it with the alleged lack of "international mobility."<sup>6</sup> The facts even indicate that in the future the overall willingness will increase further as the newly hired trainees diffuse throughout the other groups.

## 1.2 Attitudes Toward an International Career

We have seen that the willingness to take an international assignment for a limited period of time is very high. In such an assignment the assignee knows that he will be going back to his country after two or three years, and resuming his old pattern of life. No

major change is involved, except for a relatively short international interlude, and the assignee's future career is tied to his parent subsidiary.

To find out to what degree the employees would want a permanent international career, they were asked whether they mostly agreed or disagreed with the following statement:

I'm not interested in an international career. I prefer to spend my career primarily in my own country.

The answers are summarized in Table III.

TABLE III  
ATTITUDE TOWARD INTERNATIONAL CAREER

	(1)	PER PERSONNEL GROUP			(4)	(5)
		(2)	(3)	(3)		
	Mean	Compl. Agree	Agree	Neither Agree Nor Disagree	Disagree	Compl. Disagree
Managers	3.02	14%	24%	22%	23%	16%
Salesmen	3.17	12%	22%	21%	26%	19%
Systems Engineers	3.16	14%	20%	20%	30%	17%
Trainees	3.47	9%	16%	19%	30%	26%

While about one-fifth of the employees are undecided, the majority of the remaining disagree with the statement and indicate an interest for an international career, rather than a career in their own country.

If we look only at the group that completely disagreed with the statement, it accounts for close to 20% of the total response. In my opinion, this shows that there is a considerable interest for a permanent international career within the corporation, rather than any lack of international mobility.

It has to be added that this is a general statement of the attitude toward an international career, and I presume that real willingness to take any particular assignment will vary according to individual preferences of countries and types of assignments. If the corporation could offer enough international career possibilities to match the individual preferences it seems that at least 20% of those who completely disagree would be willing to go for a permanent international career.

## 2. More Movement Between Countries

Up to now, there has been little movement of personnel between countries because of the corporate policy to keep locals in their parent subsidiaries permanently. This policy has probably been advantageous for the images of these subsidiaries in their respective countries.

The employees in the examined subsidiaries feel, however, that it would be beneficial for the corporation to encourage more movement of employees between countries.

The distribution of answers in personnel groups is shown in Table IV below.

TABLE IV  
ATTITUDE TOWARD MOVEMENT BETWEEN COUNTRIES

Would it be beneficial for "X" to encourage more movement of employees between countries.

		(1)	(2)	(3)	(4)
		Much More Should be <u>Encouraged</u>	Some More <u>More</u>	About Right <u>Now</u>	There Should Be <u>Less</u>
	<u>Mean</u>				
Total Managers	2.17	23%	38%	38%	1%
Total Salesmen	2.01	31%	38%	30%	1%
Total Systems Engineers	2.04	38%	41%	29%	2%
Total Trainees	1.94	35%	37%	28%	1%

About two-thirds of the personnel felt that it would be beneficial to encourage some or much more movement between countries, while only 1-2% felt that there should be less than there is now.

In evaluating the answers given, recall that the movement between countries now is very small. The replies do not necessarily mean that the employees believe a high degree of movement between countries is beneficial for the corporation. We also find (as previously) that managers are somewhat lower in believing that more movement is beneficial for the corporation.

With these reservations included, the overall attitude is in line with the earlier high interest in international assignments.

3. Attitudes Towards Foreign Assignees Shown by the Host Countries

So far we have examined the attitudes toward taking assignments in other countries. To complete the circle we will examine the attitudes of those getting foreign assignees in their organizations. In doing so, we will look at the employees' feelings on getting a foreign manager in his subsidiary, how they would like to work for such a foreign manager, and what the actual results with foreign assignees have been in some selected countries which have had this experience.

3.1 Managers from Other Countries

In a situation where the most qualified man for a high-level position in a country-organization is a man from another country organization, the employees felt that the best man should get the position, irrespective of nationality. The data is presented in the following table:

TABLE V

## ATTITUDE ON SELECTION OF MANAGER

Imagine the following situation: There is a promotional opportunity to a high level position in your country and a number of employees in your country are qualified for the job. But an "X" employee in another country is clearly more qualified. Everyone agrees (including yourself) that this other man is more qualified. Furthermore, this man speaks the language of your country and would be willing to move permanently (not just a temporary assignment). In your opinion, who should get the job? (Circle one.)

		(1) One of the Qualified Employees in your Country	(2) Hard to Say	(3) Man from Other Country
	<u>Mean</u>	<u>Country</u>	<u>to Say</u>	<u>Other Country</u>
Total Managers	2.33	24%	20%	57%
Total Salesmen	2.45	19%	18%	63%
Total Systems Engineers	2.54	14%	17%	69%
Total Trainees	2.55	13%	19%	68%

When asked about working for this foreign manager, the employees gave the answers shown below.

TABLE VI

ATTITUDE TOWARD FOREIGN MANAGER

How do you think you would feel about working for a manager who was from a country other than your own? (Assume that he spoke your language.) (Circle one.)

		(1) Prefer Manager of own Nationality	(2) No Dif- ference	(3) Prefer Man of Dif- ferent Nationality
	<u>Mean</u>			
Total Managers	1.75	25%	74%	0%
Total Salesmen	1.78	22%	77%	0%
Total Systems Engineers	1.83	17%	82%	1%
Total Trainees	1.85	16%	83%	1%

About three-quarters of the employees felt that the nationality of their managers would make no difference, and less than one-fourth would clearly prefer to work for a manager from their own country.

Both these results show that the majority of the employees would prefer to work for the best qualified and competent manager, regardless of his nationality.

Managers tend to prefer their own nationality somewhat more in both cases, but the differences in opinion among the personnel groups are relatively small.

3.2 Satisfaction with Foreign Assignees

No material is available to evaluate the

satisfaction with foreign assignees in the European countries covered thus far in this survey, but some information was obtained in 1967 from countries outside Europe (mostly in Latin America and Asia).

Their experiences were generally good as the responses in Table VII and VIII show.

TABLE VII

IMPRESSION OF TECHNICAL COMPETENCE OF FOREIGN ASSIGNEES

What is your impression of the technical competence of foreigners on assignment in your country?

	<u>Mean</u>	<u>Valid Responses</u>	<u>Total Responses</u>	(1) (2) (3) (4) (5)					
				<u>Very Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>	<u>No Acc.</u>
Total All Groups	2.21	7538	12,351	21%	44%	28%	5%	1%	35%
Total Managers	2.39	1464	1,799	15%	42%	34%	8%	1%	17%
Total Non-managers	2.17	6045	10,498	23%	45%	27%	4%	1%	38%

TABLE VIII

RATING OF FOREIGN ASSIGNEES COMPETENCE IN DEALING WITH PEOPLE

Rate their competence in dealing with people.

	<u>Mean</u>	<u>Valid Responses</u>	<u>Total Responses</u>	Very No					
				<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Poor</u>	<u>Acc.</u>	
Total All Groups	2.35	7563	12,351	17%	44%	29%	8%	2%	34%
Total Managers	2.51	1439	1,799	11%	41%	36%	10%	2%	18%
Total Non-managers	2.31	6095	10,498	18%	44%	28%	7%	2%	37%

Considering the difficulties involved in moving and working in another country with a different culture, the level of satisfaction with the foreign assignees is very good.

### 3.3 Satisfaction with Foreign Top Manager

The non-European survey also asked how good a job the employees felt the top managers were doing in their respective countries. In one region, consisting of six countries (all Asian) half of the countries had a foreign top manager while the rest had nationals of that country. The foreign top managers were two Europeans from different countries, and one American.

Based on a ranking of the six countries according to mean value of the rating of top managers, the three countries with foreign managers ranked one, three and five in satisfaction with their top manager. The results are shown in Table IX on page 36.

It seems that in these countries there is no relationship between the employees ratings and the manager's nationality. Nationality is apparently less important than competence and qualifications as viewed by the employees in these countries.

This evaluation of actual situations with foreign top managers confirms the response the European employees

TABLE IX

RATING OF TOP MANAGERS PERFORMANCE

"How good a job do you think is done by the top manager in your country?"

National Or Foreign #	Rank	Mean	Valid Resp.	Tot. Resp.	(1)		(2)		(3)		(4)		(5)	
					Very Good	Very Poor	Good	Very Good	Fair	Fair	Poor	Very Poor		
Total Six Countries		2.62	394	491	10%		35%		41%		12%		2%	

Country:

A	F	1	2.44	200	235	11%		43%		38%		8%		1%
B	N	2	2.48	44	52	16%		34%		39%		9%		2%
C	F	3	2.68	47	72	13%		28%		43%		13%		4%
D	N	4	2.88	48	62	2%		29%		48%		21%		0%
E	F	5	3.00	34	43	3%		24%		47%		24%		3%
F	N	6	3.29	27	27	5%		14%		43%		24%		14%

gave to the question about how they would like to work for a manager from a country other than their own. Remember that more than 75% of the European employees said that nationality would make no difference to them.

#### 4. Differences in Attitude Toward International Work

So far we have seen that the attitudes toward international assignment, more movement among countries, and willingness to work for a foreign manager all favor a higher degree of internationalism within the corporation. At the same time, we have seen that there are some differences of opinion between the studied groups of personnel.

In the following, I will look at these differences among the four groups of personnel for all 15 countries.

##### 4.1 Differences in Attitude Among Groups of Personnel

The differences in attitude toward international work among the four groups of personnel are consistent in all tables we have shown so far. The managers express consistently the lowest interest or attitude toward international work. The salesmen and systems engineers are somewhat more interested, and the trainees are the most internationally oriented group of all four. As one moves ahead in the subsidiary, the international

assignments lose some of their appeal and a country career becomes relatively more attractive than an international career.

#### 4.2 Differences Due to Age

Part of these attitude differences among the personnel groups may be due to the age differences. Those factors accompanying increased age, like position in one's community, financial position, family considerations, etc., all tend to make people less interested in moving to other countries. Managers are clearly more established than the other groups of personnel, due partly to their higher average age, as noted in Chapter I. We know from other studies that mobility is higher among younger people. A study of turnover of scientists and engineers in two companies showed that "turnovers" in both companies tended to be higher among the younger group.<sup>7</sup>

It is also likely that the attitude and ages of the employee's wife and children will influence the employee's willingness to take an international assignment.

There are obvious hardships for the employee's family in moving among countries because of the differences in culture, language and school systems. It was said during the interviews with the managers in the

subsidiaries that difficulties would occur for children of high school age if they had to change school systems and language, and in their opinion the employee's family considerations of this type would reduce the employee's willingness to the international assignments. The higher average age of managers indicates that these types of considerations may be a factor in the lower overall interest for international assignments and international careers among managers.

#### 4.3 Effect of International Assignment on Future Career

On the one hand, an international assignment creates hardship factors for the assignee and his family. On the other hand, I assume that the assignee expects to gain something equal to or exceeding these hardships. One important factor may be how the assignee expects the international assignment to influence his future career. From the same opinion survey, the following question examines this aspect of the "pay-off" expectations by groups of personnel.

By and large, do you think that accepting an international assignment usually helps or usually hinders an employee's overall career?

The distribution of answers to the question is shown below by personnel group.

TABLE X  
EFFECT OF INTERNATIONAL ASSIGNMENT ON  
FUTURE CAREER

By and large, do you think that accepting an international assignment usually helps or usually hinders an employee's overall career.

	<u>Mean</u>	(1) Helps Great Deal	(2) Helps Some- what	(3) Helps Nor Hinders	(4) Hinders Some What	(5) Hinders Great Deal
Managers	2.39	15%	45%	28%	10%	2%
Salesmen	2.00	31%	45%	18%	6%	1%
Systems Engineers	1.97	32%	47%	15%	6%	1%
Trainees	1.86	36%	47%	12%	4%	1%

The results show that a majority of the employees in each personnel group believe that an international assignment would help their future career somewhat. This may explain some of the high overall willingness to take an international assignment for a limited period of time.

It also shows that while between 31% and 36% of the salesmen, systems engineers and trainees believe it helps a great deal, only 15% of all managers believe so. We find again, the same differences between the four personnel groups. The managers are lowest in believing that an international assignment helps their future career, while the trainees are highest. It seems likely that one of the reasons for the lower interest for in-

ternational assignments among managers, are their lower belief that international assignment will help their future career.

During the interviews mentioned earlier, top management consistently stated that two main problems for managers in evaluating an international assignment were what would happen in their subsidiary during their absence, and what positions would be open to them when they returned. It is obvious that a higher-ranking manager will be more reluctant to take an international assignment if he has no understanding of a better position when he returns to the subsidiary. This problem increases with the level of the manager, and is also aggravated if his own country organization is small. The problem is commonly known as the "re-entry" problem in the corporation, and previous "re-entry" problems for managers in the subsidiaries have probably caused the lower level of belief among managers that an international assignment helps their future careers.

CHAPTER III  
RESULTS PER COUNTRY

1. Overall Attitude Toward International Work in the Countries

So far, I have shown the employees' overall attitude toward international mobility by each group of personnel, regardless of country. These attitudes were expressed in their position as manager, salesman, systems engineer, or trainee in the corporation.

I have not yet examined what influence the individual country's environment, such as culture and international tradition might have on the employees' interest for international work. Neither have we explored what effects are caused by factors in the subsidiaries such as growth, financial results, and company climate. It seems likely that these external and internal factors will influence the employees' attitudes, and therefore create differences in attitude among the countries.

In this chapter we will show what the present attitudes toward international work is by country. In doing so, we will use the same opinions previously expressed about:

- a) international assignments for a limited period of time

- b) the interest for a permanent international career.

We will show the response in three personnel groups - managers, salesmen and systems engineers - for each country.

We will then look at the differences in these attitudes among the countries, and attempt to explain why these differences exist.

#### 1.1 Country Attitudes Toward International Assignments for a Limited Period of Time

We have seen earlier that the majority of the employees in all four personnel groups would like to take an international assignment for a period of time (Table II).

These same responses are shown (distributed by country) in Table XI on the following page.

In this table, the mean has been calculated for each country and personnel group. (Remember from Table II that the responses were scored on a scale ranging from 1 to 4 in willingness to take international assignments. The mean was calculated based on this scoring. The mean thus shows the average willingness to take international assignment per personnel group and country. The lower the mean is, the higher the employees' willingness to take an international assignment.) The countries were then ranked in each personnel group, according to the

TABLE XI

ATTITUDE TOWARD INTERNATIONAL ASSIGNMENT PER COUNTRY

Countries	Managers			Salesmen			Systems Engineers		
	Mean	Rank No.	% Yes Def. & Prob.	Mean	Rank No.	% Yes Def. & Prob.	Mean	Rank No.	% Yes Def. & Prob.
TOTAL COUNTRIES	2.05		69%	1.76		81%	1.73		82%
South Africa	1.38	1	92%	1.40	1	92%	1.70	5	86%
Sweden	1.64	2	92%	1.55	4	85%	1.37	1	94%
United Kingdom	1.77	3	78%	1.49	2	89%	1.49	2	89%
Finland	1.80	4	80%	2.00	9	68%	1.82	7	87%
Spain	2.00	5	72%	1.89	7	76%	1.88	8	78%
Germany	2.02	6	68%	1.55	3	90%	1.55	3	90%
France	2.09	7	72%	1.97	8	75%	2.00	11	71%
Denmark	2.16	8	63%	1.68	5	87%	1.69	4	89%
Belgium	2.25	9	58%	2.03	10	76%	2.17	12	72%
Switzerland	2.30	10	57%	2.03	11	69%	1.93	9	72%
Norway	2.33	11	56%	2.08	12	73%	1.75	6	82%
Italy	2.41	12	54%	1.89	6	76%	1.93	10	75%
Austria	2.64	13	36%	2.15	13	67%	2.19	13	62%
-----									
Israel				1.64		82%	1.80		92%

value of the mean.

The country ranking contains only 13 countries, as two countries, Ireland and Israel, had less than 10 respondents in some personnel groups.

The table also shows the total mean per personnel group for all countries, and the percentage of the employees in each country that would like to take an international assignment in the next five years.

The table shows that the high overall interest we found earlier is not confined to some countries, but is present in all 13 countries. A majority of the employees in all personnel groups and countries (except managers in Austria) would like to take an international assignment for a period of time. This further underlines the high international orientation there presently is among the employees in the corporation.

A rank-order correlation done between the three groups of personnel (Table XI) gave the following coefficients of correlations:

	<u>Salesmen</u>	<u>Systems Engineers</u>
Managers	0.76	0.68
Salesmen		0.75

This means that if one country is ranked high in one personnel group, it will tend to rank high in the others

also, or generally, some countries are more overall interested in international assignment than others.<sup>8</sup>

Here we also find, as we could expect from our previous data, that the managers in a country normally are less interested in international assignments than the salesmen and systems engineers in the same country.

In addition to these noticeable tendencies in each country, the table shows some marked differences in attitude among the countries. Remember, however, that all countries have a majority of employees that would like to have an international assignment.

#### 1.2 Country Attitude Toward International Career

We have in Table III shown the interest for a permanent international career by personnel group. The same responses are shown by country in Table XII on the following page.

The means shown on this table have been calculated according to the same method as was described for the previous Table XI. There are, however, some small differences: remember from Table III that the scale used in this scale ranges from 1 to 5 instead of 1 to 4; and that higher here indicates higher interest for an international career.

The percentage of employees that disagree and thereby say they are interested in an international career,

TABLE XII

ATTITUDE TOWARD INTERNATIONAL CAREER PER COUNTRY

Countries	Managers		Salesmen		Systems Engineers	
	Mean	Rank No. % Dis-agree	Mean	Rank No. % Dis-agree	Mean	Rank No. % Dis-agree
TOTAL COUNTRIES	3.02	39%	3.17	45%	3.16	47%
South Africa	3.46	1 54%	3.71	2 63%	3.17	4 53%
Sweden	3.09	4 51%	3.50	3 61%	3.16	5 50%
United Kingdom	3.39	2 57%	3.73	1 66%	3.51	1 60%
Finland	3.21	3 47%	2.81	10 38%	2.82	12 46%
Spain	2.97	9 27%	2.76	12 32%	2.80	13 30%
Germany	3.06	5 40%	3.29	4 48%	3.30	2 52%
France	2.84	10 29%	2.97	7 36%	2.89	11 35%
Denmark	3.06	7 39%	3.24	6 57%	3.13	6 47%
Belgium	2.81	11 28%	2.88	9 31%	2.99	8 42%
Switzerland	3.06	6 39%	3.28	5 44%	3.23	3 49%
Norway	2.00	13 10%	2.62	13 34%	2.96	10 48%
Italy	2.97	8 38%	2.96	8 37%	2.97	9 37%
Austria	2.57	12 21%	2.80	11 33%	3.00	7 40%
-----						
Israel			2.44	33%	3.38	59%
Ireland					2.70	30%

is shown, as well as the means and percentages for each personnel group for all countries.

The country ranking here also consists of only 13 countries, since Ireland and Israel have less than ten respondents in some personnel groups.

The table shows that there is a substantial number of employees in each country that are interested in an international career. It ranges roughly between 30% and 60% of the salesmen and systems engineers, while we again find the managers to be somewhat less interested in an international career than the salesmen and systems engineers in that same country.

A rank-order correlation between the three groups of personnel (Table XII), shows as before that generally, some countries are more interested in international careers than others. The coefficients of correlation were:

	<u>Salesmen</u>	<u>Systems Engineers</u>
Managers	0.78	0.53
Salesmen		0.82

A quick comparison of the country ranking in willingness to take international assignments (Table XI) and interest for an international career (Table XII) shows that countries that rank high in one, also tend to rank high in the other.

This apparent tendency was substantiated by a correlation analysis between the means for salesmen's attitude toward international assignment (Table XI) and their interest for international career (Table XII).

The coefficient of correlation was  $-0.714$ ,<sup>9</sup> which shows that a significant relationship exists. (The coefficient of correlation is negative because of the opposite direction of the scales in the two responses.)

It seems clear that there is among the employees in some countries a higher overall orientation toward international work than there is in others. I will rank the 13 countries according to this degree of interest in the following sections.

### 1.3 Country Ranking According to Overall Interest for International Work

Ranking our sample of countries according to their interest for international work will show more explicitly what countries tend to be higher in interest for international work, and further, how the different countries might tend to cluster together. A cluster of countries with similar cultural background and tradition may indicate the influence this has on the employees' interest for international work. To rank the countries, the information in Table XI and Table XII was used.

In Table XIII all countries are shown according to this ranking. Countries above the line are above the average value of the mean for each personnel group, showing more interest for international work.

Only four countries are above the mean in all personnel groups in their willingness to take an international assignment and interest for an international career. These countries are South Africa, the United Kingdom, Sweden and Germany.

There are some differences between these countries in language, culture and political orientation, but all are internationally "oriented," i.e., they are all highly dependent on international trade. Sweden, Germany and the United Kingdom are highly industrialized countries with an export industry historically competing in the international market. The United Kingdom's long colonial and commonwealth tradition certainly has created an international orientation higher than in most countries.

One can expect that the same Anglo-Saxon tradition is dominant in a country like South Africa (having been part of the Commonwealth). An additional factor is this country's geographical location, where one of the possibilities to see more of a world isolated from them by hostile neighbors is to take international assignments. A South African told me that "their life was not complete

TABLE XIII

COUNTRY RANKING ACCORDING TO ATTITUDE TOWARD INTERNATIONAL WORK

(Table XI) International Assignment Systems			(Table XII) International Career Systems		
Managers	Salesmen	Engineers	Managers	Salesmen	Engineers
1. S. Africa	1. S. Africa	1. Sweden	1. S. Africa	1. U.K.	1. U.K.
2. Sweden	2. U.K.	2. U.K.	2. U.K.	2. S. Africa	2. Germany
3. U.K.	3. Germany	3. Germany	3. Finland	3. Switz.	3. Switz.
4. Finland	4. Sweden	4. Denmark	4. Sweden	4. Germany	4. S. Africa
5. Spain	5. Denmark	5. S. Africa	5. Germany	5. Sweden	5. Sweden
6. Germany	6. Italy	6. Norway	6. Switzer.	6. Denmark	6. Denmark
7. France	7. Spain	7. Finland	7. Denmark	7. France	7. Austria
8. Denmark	8. France	8. Spain	8. Italy	8. Italy	8. Belgium
9. Belgium	9. Finland	9. Switz.	9. Spain	9. Belgium	9. Italy
10. Switz.	10. Belgium	10. Italy	10. France	10. Finland	10. Norway
11. Norway	11. Switz.	11. France	11. Belgium	11. Austria	11. France
12. Italy	12. Norway	12. Belgium	12. Austria	12. Spain	12. Finland
13. Austria	13. Austria	13. Austria	13. Norway	13. Norway	13. Spain

a

<sup>a</sup> Mean per group of personnel.

until they at least had spent a period of time in Great Britain."

Without further analysis, I will propose that one of the reasons for the relatively higher interest for international work among employees in these countries is the international tradition among businessmen in these countries. Further weight is given this argument by management in these four countries, who all stated that "international tradition" of the country was the main reason for the high interest for international work among their employees.

#### 1.4 Cultural Influence on Attitude Toward International Work

The ranking of the 13 countries just discussed is interesting in that it shows a clustering of countries that supports the importance of international tradition and cultural background in our study.

The clustering shown below is based on the total sum each country gets by adding across Table XIII all rank numbers for each personnel group and question. This simple method gives us the following table:

TABLE XIV  
OVERALL COUNTRY RANKING

<u>Sum Rank Numbers</u>	<u>Countries</u>	<u>Country Ranking According to:</u>	
		<u>Interest for International Assignment (Table XI)</u>	<u>Interest for International Career (Table XII)</u>
<u>Anglo-Saxon</u>			
11	United Kingdom	1	1
14	South Africa	1	2
<u>German-Nordic</u>			
19	Sweden	1	4
23	Germany	4	3
36	Denmark	5	6
44	Switzerland	11	5
45	Finland	6	7
<u>Latin</u>			
53	Italy	9	7
54	Spain	6	12
54	France	8	9
59	Belgium	12	9
<u>The Exceptions</u>			
65	Norway	10	13
69	Austria	13	11

The result of the ranking gives a grouping of countries in Anglo-Saxon, German-Nordic and Latin groups that shows apparent similarities with a country grouping done in a study of managerial thinking in 14 countries by Haire, Ghiselli and Porter.<sup>10</sup> Their study showed the following clustering of the European countries included in their work:

Nordic-European Countries

Denmark  
Germany  
Sweden  
Norway

Anglo-American Countries

England  
United States

Latin-European Countries

Belgium  
France  
Italy  
Spain

One of their conclusions was that:

The thing that emerges most clearly from the clusters is the strong pattern of cultural influence in these data. The first three clusters--all include countries with strong bonds of similarity in language and religion; and with many common elements in their cultural background.--The influence of cultural background and a broad sweep of values is unmistakable.<sup>11</sup>

It seems that the same influence is apparent in interest for international work, in spite of some differences in countries studied. I therefore draw the same conclusion as Haire, Ghiselli and Porter, and regard the cultural background as one of the most important factors that cause differences in interest for international work among the countries investigated.

One could have expected that Norway and Austria (the exceptions) would rank closer to the German-Nordic groups based on the cultural similarities. Some explanation may be found in the fact that the employees in these subsidiaries are among the most satisfied with the area

in which they live and subsequently want to remain there.

By ranking the countries using the same method, but separating each type of international work, we find that most countries rank about the same in interest for international assignment as in interest for international career (see Table XIV). A rank-order correlation gave a coefficient of correlation of 0.69, which confirms our earlier relationship between salesmens' willingness to take international assignment and their interest for international career.

Only two countries, Spain and Switzerland, have substantial differences in ranking between these two types of international work. Spain is fairly high in interest for international assignment and low in interest for international career, while Switzerland has the opposite situation. One possible explanation was given during the interviews in Switzerland. A comparatively large number of personnel from the Swiss subsidiary have high ranking management positions of the career-type in the area headquarters. This indicates that the successful international experience of these managers greatly influences their employees' interest for similar international careers.

One can surmise that a certain "pull" factor can exist in a country, dependent on the success of the country's

own employees in international careers, or their success upon return to the home country after the international assignment. Clearly, failures could have the opposite effect.

## 2. Differences in Attitude Between Countries

So far, we have found that a majority of the employees in each of the studied countries would like to take an international assignment, and that the interest for an international career was fairly high in almost all countries.

It is also clear that some large differences in attitude toward international work exist among the countries.

Some countries are consistently more interested in international work than others, and we have found that the influence of cultural background accounts for some of the differences in the employees' attitude toward international work.

In the following, I will take a further analytical look at the differences in attitude between the countries, and attempt to explain more of the differences between the countries by relating their interest for international work to factors like:

- a) Degree of belief that international assignment helps their future career,
- b) External and internal factors in the subsidiaries.

To examine if a relationship exists between the employees attitudes toward international assignments and their degree of belief that international assignments helps their overall careers, I will use a rank-order correlation. For external and internal factors in the subsidiaries, I will use correlation analysis.

#### 2.1 Effect of International Assignment on Future Career

We have seen earlier that a majority of the employees believed that taking an international assignment would help their future career somewhat. Among the four personnel groups we found managers lowest in believing that international assignment would help, and this seemed to explain to some extent the lower interest for international assignments among managers. We will in the following examine if a relationship seems to exist between the countries' attitude toward international assignments and their belief that it will help their overall career in the company.

The degree of belief that international assignments helps future career is shown by personnel group and country in the following Table XV. Remember that the

TABLE XV

## EFFECT OF INTERNATIONAL ASSIGNMENT ON FUTURE CAREER PER COUNTRY

"Does accepting international assignment help future career?"

	Managers			Salesmen			Systems Engineers		
	Mean	Rank	% Yes	Mean	Rank	% Yes	Mean	Rank	% Yes
TOTAL COUNTRIES	2.39		60%	2.00		76%	1.97		79%
South Africa	1.58	1	91%	1.50	2	88%	1.70	4	83%
Finland	1.65	2	90%	1.28	1	100%	1.68	3	92%
Spain	1.80	3	88%	1.51	3	89%	1.58	1	90%
Sweden	1.81	4	87%	1.71	4	90%	1.64	2	88%
Belgium	2.05	5	76%	1.98	7	82%	1.86	6	82%
Switzerland	2.06	6	83%	1.98	7	77%	2.04	8	78%
Austria	2.08	7	84%	1.91	6	83%	1.91	7	83%
Germany	2.42	8	57%	1.86	5	82%	1.74	5	89%
France	2.52	9	58%	2.26	11	66%	2.36	13	65%
Italy	2.62	10	39%	2.13	9	68%	2.25	11	64%
Denmark	2.76	11	53%	2.35	12	59%	2.20	10	72%
United Kingdom	2.86	12	39%	2.22	10	68%	2.08	9	74%
Norway	3.44	13	0%	2.52	13	68%	2.25	11	61%

response to this question was scored on a scale ranging from 1 to 5 (Table X), and the mean per country is calculated based on the response in the country. The countries are ranked according to the value of the mean. The lower the mean is, the higher is the average belief that an international assignment will help the overall career. The table also gives the percentage of employees per personnel group and country that believed an international assignment would help their overall career.

The table shows that in all countries a majority of the employees believe that taking an international assignment helps their overall career.

A rank-order correlation among the three groups of personnel in Table XV according to country ranking, gave the following coefficients of correlations:

	<u>Salesmen</u>	<u>Systems Engineers</u>
Managers	0.92	0.78
Salesmen		0.89

We find again that if a country is ranked higher in one personnel group, it tends to rank high in the others also; generally there seems to be a higher overall belief that international assignments help future career in some countries than in others.

This difference in belief among the countries was discussed with the management in the countries, and while no complete explanation could be given, it was a feeling among the managers that the degree of belief was determined largely by the past history of international assignments in that country. If the employees that had taken international assignments had a fairly successful career upon return from the assignments, this tended naturally to increase the employee's general belief that an international assignment would help his future career. Two different sources in the United Kingdom explained their low belief that international assignment helped future career. In previous years, international assignees evidently had not gained anything in their career upon return to the United Kingdom, and these instances were still believed to influence the employees' attitudes.

To see if any relationship exists between the countries' degree of belief and their willingness to take international assignments a rank-order correlation was done between the country ranking per personnel group in Table XV and the country ranking per personnel group in Table XI.

The rank-order correlations gave the following coefficients of correlation.<sup>12</sup>

	<u>Managers</u>	<u>Salesmen</u>	<u>Systems Engineers</u>
Managers	0.49		
Salesmen		0.23	
Systems Engineers			0.29

The correlation shows there is a difference between the manager group, and the other two groups of personnel.

In the manager group there seems to be a significant relationship between the country willingness to take international assignments, and their degree of belief that it helps their future career. No such significant relationship exists in the salesmen and systems engineers groups.

These differences in correlation between the countries with the manager group on one side and the salesmen and systems engineers on the other side, seems to indicate that for the manager, their evaluation of how the international assignment will affect their future career is a factor in their willingness to take such an assignment. On the other hand, the salesmen and systems engineers believe this so strongly that other factors in the country must account for the differences in attitudes among the countries in these personnel groups.

## 2.2 Effect of External and Internal Factors in the Subsidiaries

A further study of the differences among countries has been done by correlating the salesmens' attitudes on international assignments in each country, with a series of:

- a) Financial, growth and personnel measurements in the subsidiaries in these countries,
- b) Scales developed from the opinion survey on satisfaction, needs, beliefs, etc., of the salesmen,
- c) country environment figures, such as population and GNP/capita.

The purpose of the correlation analysis is to identify those factors that characterize subsidiaries with greater interest for international work.

## 2.3 Type of Comparison

Only the salesmens' attitudes toward international work was used mainly to reduce the number of correlations. This gives us a total of 14 countries--all previously shown countries and Israel--and the total number of variables is 89.

A grouping of the variables used is shown in Table XV on the following page.

Group I includes 59 variables taken from company measurements in the 14 subsidiaries. This data was taken for two years: 1966 and 1967. We will later show only

TABLE XVI  
SUMMARY OF CORRELATION VARIABLES

<u>Correlation Variables</u>	<u>Total # of Variables</u>
1. Company figures/subsidiary	
Separation	
Finance	
Profit	
Growth	
Workload, etc.	59
2. Personnel figures/subsidiary	
Age	
Education	
Exp. Attrition	3
3. Scales developed from opinion survey based on factor analysis	
Need	
Satisfaction	
Work problems	
Belief	
Managerial behavior	25
4. External data per country	
Population	
GNP/capita	<u>2</u>
	89

those variables that have a significant relationship to salesmen's attitude on international work.

Group 2 has 3 variables, all taken from the opinion survey for salesmen. These variables are age, education level in years, and how long they expect to work for the subsidiary.

Group 3 consists of 25 variables based on scales developed from the opinion survey. These variables describe needs, satisfaction, work problems, beliefs, managerial behavior, etc.

Group 4 consists of 2 variables for country environment--population and GNP/capita in the countries.

In the correlation analysis, a significant relationship is said to exist when the correlation coefficient is around 0.5. At 0.05 level of significance the value of the correlation coefficient is 0.5324 for 12 degrees of freedom.<sup>13</sup>

#### 2.4 Interest for International Work vs. Country Environment

Country environment is described by two variables--population and GNP/capita in the country--both quantifiable, based on statistics in United Nations statistical yearbooks.

The correlation gave the following correlation coefficients:

TABLE XVII  
CORRELATION OF INTEREST FOR INTERNATIONAL WORK  
VERSUS COUNTRY ENVIRONMENT

<u>Variables</u>	<u>Interest in country for:</u>	
	<u>Inter- national Assign- ment</u>	<u>Inter- national Career</u>
Population per country	-0.157	0.254
GNP per capita per country	-0.112	0.306

The results show that no significant relationship existed between the subsidiaries' interest in international assignments and these measurements of the country environment.

#### 2.5 Interest for International Work vs. Personnel Data

The data given by the salesmen in the opinion survey about their age, educational level and how long they planned to stay in the company showed no significant relationship between these factors and their interest for international work per country as shown below:

TABLE XVIII  
CORRELATION OF INTEREST FOR INTERNATIONAL WORK  
VERSUS PERSONNEL DATA

<u>Variable per Country</u>	<u>Interest per Country for:</u>	
	<u>International Assignment</u>	<u>International Career</u>
Age of salesman	0.159	-0.156
Education level	0.222	-0.108
Expected future attrition	0.158	-0.218

We have previously discussed that one reason for the managers' lower interest for international work may be caused by their higher average age than the other groups of personnel. Within the group of salesmen, no such relationship seems to exist.

2.6 Interest for International Work vs. Financial, Growth and Work-Load Measurements in the Subsidiaries

Of the 59 variables taken from measurements of financial, growth and work-load results in the subsidiaries 1966 and 1967, only three types of measurements showed any significant relationship to willingness and interest for international assignment and career. These were: attrition figures, such as separation of salesmen and systems engineers from the sales department, and total separation from the subsidiaries; growth figures, such

as sales and installation growth rates; and third, measurements of workload per man-year for managers, salesmen and systems engineers in the sales department.

The significant correlation coefficients were:

TABLE XIX  
CORRELATION OF INTEREST FOR INTERNATIONAL WORK  
VERSUS DATA FROM THE SUBSIDIARIES

<u>Variables per country</u>		<u>Interest per International Assignment</u>	<u>Country for: International Career</u>
Total separations, salesmen, managers, systems engineers	1966	-0.605	0.353
"	1967	-0.644	0.168
Total separations, sales department	1966	-0.613	0.500
"	1967	-0.614	0.617
Total separations in subsidiaries	1966	-0.631	0.548
"	1967	-0.650	0.635
Sales growth rate	1966	-0.453	0.620
"	1967	-0.103	0.498
Installation, growth rate	1967	-0.546	0.469
Workload/prof. man-year sales dept.	1966	-0.429	0.687
"	1967	-0.492	0.683

A negative correlation coefficient shows that high attrition relates with higher interest for international assignment. This is because of difference in direction of scales.

In most cases only one of the two coefficients is above the coefficient for 0.05 level of significance, but the overall trend is such that a broader interpretation of the coefficients indicates that subsidiaries where the salesmen have high interest for international work are subsidiaries that are growing fast, with a high workload on the professional people in the sales department and a high rate of separation from the sales department and in the subsidiary.

The high correlation between attrition rate and interest for international work also show that in countries where the employees normally are more mobile within the country, this traditional mobility in the country's culture also makes the employees more willing to take foreign assignments.

No significant relationship was found between a series of financial measurements like gross profit, net profit before and after taxes, return on investment, and interest for international work in the subsidiaries.

## 2.7 Interest in International Work vs. Scales Developed from Opinion Survey

The scales were developed based on oblique factorial analysis, and the questions that are making up the subsets in each category is shown in Appendix A. A study of the questions in Appendix A will give a better

understanding of the context of each variable.

The need scales are developed from the response to a number of questions about factors that the salesman might want in his work. When answering the question, he was asked to think of those factors which would be important to him in an ideal job, and rate them according to how important he felt they were.

The correlation coefficients between the need scales and interest for international work is shown in Table XX on the following page.

Only one of the variables in the need scales was found to have a significant relationship to interest for international work: that was how important the salesman felt it was to work for a company that is regarded as successful in his country. The relationship shows that those subsidiaries in which this factor was important also had a high interest for international work.

A possible relationship between Departmental Environment which expresses the importance of working in a friendly atmosphere and having good working conditions, and the willingness to take international assignment is interesting, because it tends to show that salesmen that find the departmental environment important will be less interested in international work. In other words, it indicates that they do not expect to find good working conditions and a friendly, congenial atmosphere to the

TABLE XX

COEFFICIENTS OF CORRELATIONS BETWEEN SCALES DEVELOPED  
FROM EMPLOYEE OPINION SURVEY AND INTEREST IN INTERNATIONAL  
WORK (Based on Salesmen's Attitude)

<u>Variables</u>	<u>Interest for:</u>	
	<u>Inter- national Assign- ment</u>	<u>Inter- national Career</u>
<u>Need Scales for:</u>		
Advancement	0.025	-0.144
Job (intrinsic)	-0.257	0.293
Security	0.287	0.304
Workload	-0.266	-0.083
Departmental Environment	-0.392	0.256
Company Prestige in your Country	0.518	-0.606
Recognition	-0.032	-0.067
<u>Satisfaction Scales for:</u>		
Earnings	-0.133	0.322
Workload	0.394	-0.100
Advancement	0.430	-0.271
Job	0.276	-0.154
Job-related	-0.161	-0.122
Departmental Environment	-0.504	0.448
Company Prestige in your Country	-0.528	0.319
Security	-0.080	-0.228
Working Conditions	0.149	0.284
Fringe Benefits	-0.485	0.369
Over-all Satisfaction	-0.090	0.141
<u>Work Problem Scales for:</u>		
Management Decision Making	0.596	-0.400
Resources	0.139	-0.430
<u>Belief Scales for:</u>		
Theory X-Y	-0.358	0.347
Dependence	-0.156	0.155
Employee-management Solidarity	-0.163	-0.003

TABLE XX, cont.

<u>Variables</u>	<u>Interest for:</u>	
	<u>Inter- national Assign- ment</u>	<u>Inter- national Career</u>
<u>Managerial Behavior Scales:</u>		
Task-oriented	-0.407	0.307
Competence-Considerations	0.268	-0.261

same extent in international work and therefore their interest for international work is lower.

The satisfaction scale is mostly composed of questions asking how satisfied the salesman is with certain factors of his job, compared to what he would have liked to have.

If we use the decision rule that the probability of obtaining the same results by chance must be 0.05 or less, we find from Table XX that no significant relationship exists between the variables and interest for international work.

A quick comparison between the need and satisfaction scales shows that the two variables in the need scale--company prestige in your country and departmental environment--also have the highest relationship to international work among the variables in the satisfaction scale.

In the satisfaction scale, the extent to which the

salesmen feel the subsidiary is regarded as a successful company in his country is inversely related to his interest for international work. This shows that the less they feel their company is regarded as successful in the country, the more interest they have in taking international assignments.

The departmental environment variable shows that the less satisfied the salesmen are with the efficiency of their department (i.e., how good a job their immediate manager does and how friendly and congenial the working atmosphere is) the more interested they are in taking an international assignment.

A possible relationship between fringe benefits and interest for international work is the only variable related to earnings with any noticeable correlation coefficient. Dissatisfaction with fringe benefits relates to high interest in international work.

All these variables in the satisfaction scale seem to indicate that there exists a relationship between dissatisfaction with the immediate surroundings (quality of the immediate manager, the atmosphere and the efficiency of the department) and interest to get away from it into international work.

The work problem scale underlines the dissatisfaction relationship to interest for international work, through the significant relationship between management

decision making, and interest for international assignment.

Where the salesmen are dissatisfied with the management decision making, the interest for international assignment is high.

In the belief and managerial behavior scale, no significant relationship was found between these variables and interest for international work.

In summary it seems that subsidiaries in which the salesmen have a high interest for international work, are characterized by a high sales growth rate, a high workload on the professional people in the sales department, a high attrition rate in the sales department, and a high attrition rate for the company totally.

A dissatisfaction with the company's image in the country seems also to be typical for these subsidiaries. Other important factors are the employee's immediate surroundings such as the manager, the atmosphere and efficiency in the department, or something which we can call "good management" in the department.

The relationships found between these personal factor scales and interest for international work seems to indicate that to a certain degree the interest for international assignment is explainable by a desire to get away from a presently dissatisfying work situation in the immediate surroundings. -73-

## CHAPTER IV

### INTERVIEWS WITH MANAGEMENT IN SUBSIDIARIES

In the study of the employees' attitudes, we found a fairly high interest for international assignments, but with clear differences in attitude between the groups of personnel and between countries. Some of the lower interest for international assignments and international career we found were due to the international tradition and cultural background of the country. Other factors, such as the re-entry problem and the extent to which international assignments helped the future career were more or less caused by the policy or system for handling international assignments and international careers.

To better understand the effect of the system on employees' attitudes about international assignments, as well as the subsidiaries' willingness to supply assignees, I held a series of interviews with 10 of the 15 subsidiaries under study.

1. Difficulties with Present System for International Assignments

Generally the managers in the subsidiaries felt that international assignments were good for their employees, both for better understanding of international operations, and also as training for future positions in the parent subsidiaries. They felt, however, that the present way of handling international assignments sometimes reduced the employees' willingness to take an assignment, and also often made it difficult for management to let people go for international assignments, in spite of sufficient willingness from the employees.

The managers in the subsidiaries attributed these difficulties to the lack of planning or apparent system in handling international assignments. These faults were exhibited by all three parties: headquarters, the parent subsidiary, and the host subsidiary.

1.1 Lack of System

Mainly the managers felt that the corporation had to do some rethinking and redefining of the objectives and purposes of international assignments. There would clearly be differences depending on the purpose of an international assignment, for example: giving special assistance to another country; providing international experience for high potential managers; and soliciting top management for the international centers or head-

quarters. As it now is operated too many international assignments come about because another country or some international center or headquarters has an urgent need for manpower to fill vacant positions.

The managers felt that a system was needed that provided both the assignees and his parent subsidiary a worthwhile international experience. It should be in line with what the assignee needed, and with the job planned for the assignee upon "re-entry". The system would have to be designed to meet corporate manpower needs for the international operation, and still fulfill the needs of the assignee and the subsidiary.

Of special importance was a set of rules and a career-path for those employees interested in more permanent international careers, as no career path seemed to exist.

#### 1.2 Lack of Time for Planning

In many situations, the management in subsidiaries had refused to release employees for international work because the time to plan a transfer was too short. International assignments often asked for key people from the subsidiary; and the managers could not send the man on short notice without disrupting the operation in his subsidiary. It was also felt that such

short notices about vacant international assignments gave the managers too little time to evaluate if the transfer was right for the employee that had been selected, or to offer a substitute of better quality. In fact, many of the managers attributed most of the problems in international assignments and most of the "re-entry" problems to the time pressure of the original transfer. Most managers felt that a period of about 12 months was needed to prepare and arrange for international assignments in a country.

### 1.3 Lack of Incentive for Country-Management

While the managers felt that international assignments would be beneficial for the subsidiaries (if properly selected and handled), they also felt that there was little incentive for the managers to permit or encourage international assignments. This was particularly true for the professional people like salesmen and systems engineers, since the managers realized that losing these people would make it more difficult to reach sales and performance goals.

The managers felt that this lack of incentive could easily be corrected by including the loss of manpower to international assignments in the parent subsidiaries' manpower planning at an early stage.

#### 1.4 Unnecessary Hardships for the Assignees

Because of the time pressure often experienced in the present system the assignee did not get enough time to prepare himself and his family for the international assignment. This led to unnecessary hardship on the assignee's family, and in many cases the employee refused an international assignment for this reason.

The assignees often experienced difficulties in getting organized on their new locations because they were not prepared in advance, and no one seemed to be available to help them locate places to live, find schools for the children, etc. The assignee also often felt somewhat lost in the organization without knowing with whom to communicate, either "back home" or in the new location.

A major question that the managers felt the assignee always had was what would happen to him after the international assignment was over. In some countries they had tried to reduce this feeling of insecurity by guaranteeing him that he would return to his subsidiary at least on the same level and with the same pay as the position he left. The managers felt a guarantee of this sort was most necessary for managers that took an international assignment. It was said that many employees actually turned down an international assignment if a

guarantee was not part of the agreement.

#### 1.5 The Effect of the System

The discussions with the managers in the subsidiaries showed clearly the importance of a well-designed and well defined system for the handling of international assignments. If the system is not well planned in accordance with corporate and employee objectives, the result may easily be that the supply of available assignees is lower than the employee's basic willingness to take international assignments indicates. The net result (in experience beneficial to both the employee and the company) will depend on how well planned the selection of the assignees are in the subsidiaries affected and how well the job content fits the need of the assignee.

International assignments can easily be discredited as a worthwhile experience both by the employee and by the subsidiaries if they are not sufficiently planned and coordinated.

## CHAPTER V

### SUMMARY AND RECOMMENDATIONS

In this chapter I will summarize the findings in the study, draw some conclusions based on the findings and make some recommendations with regard to a system for handling international assignments. I will also recommend topics for further study in the area of international corporate mobility.

#### 1. Findings of the Study

From the material set forth in the preceding chapters, it seems clear that the overall attitude of the employees in the foreign subsidiaries is one that highly favors international mobility within the corporation.

#### 2. International Mobility

A large majority of the employees in all personnel groups from managers to trainees, would be willing to take an international assignment for a period of time. Since the newly hired trainees are the group most interested in taking international assignments, it seems likely that this willingness will increase in the future.

The international orientation among the employees in the subsidiaries is further strengthened by their high

interest in an international career rather than a career in their home country.

In our analysis by country, we also found that a majority of the employees in each of the 13 countries would be willing to take an international assignment, and a substantial number of employees in each subsidiary are interested in an international career rather than a domestic career.

The employees felt that more movement of employees between the country subsidiaries would be beneficial for the corporation in spite of the problems connected with differences in culture and language. In this respect the employees show a more international attitude than the present corporate policy that recommends hiring only local nationals in the subsidiaries.

The conclusion must be that the present attitudes among the employees in the foreign subsidiaries are basically in favor of international mobility within the corporation. This conclusion shows that difficulties in obtaining people for international assignments are not due to basic unwillingness to accept such assignment on the part of the employees.

The attitudes toward international mobility we have found show that the tradition of international mobility is well founded in the cultures of the studied countries

even if there admittedly are differences in degree of interest among the countries.

### 3. Acceptance of Foreign Assignees

So far we have concluded that the employees in the subsidiaries are highly in favor of international mobility within the corporation. To realize this mobility the international assignees also need to be judged in the host organizations on their competence and personality rather than their nationality.

We have found that a majority of the employees interviewed on this question felt that the foreign assignees they have had on assignment in their country had done a good job both technically and in dealing with people. In line with this observation is the employee's attitude comparing the importance of the nationality of a manager to his competence. A majority of the employees felt that the best qualified man should get a position in a country irrespective of nationality, and that the nationality of their manager would make no difference provided he spoke the language and moved to the country.

In the countries with foreign top managers there was no relationship between how good a job the employees felt the manager was doing, and whether he was a national

of that country or not. The nationality of the manager is apparently less important to the employees than his competence and qualifications to do a good job.

Based on these findings it seems clear that little or no resistance exists among the employees in the subsidiaries toward assignees from other countries. It is also clear that the assignee will be evaluated on his merits rather than his nationality.

#### 4. Multi-national Management

In the beginning of this study we quoted President W. Eberle (American Standards) who stated that the reason for the difficulties in building a more multi-national management group, in his experience, was with the employees in the foreign subsidiaries themselves, because they were not willing to be sufficiently internationally mobile. Our data shows that the employees in the subsidiaries we have studied are very willing to be internationally mobile. They are anxious to acquire needed international experience and competence to qualify for a position in a multi-national management group. Our data also adds that objections on the part of the employees in the host countries to foreign assignees working in their countries are few.

It seems likely to conclude that somewhat the same basic attitude toward international mobility will be prevailing among the employees in foreign subsidiaries of other large multinational corporations. If we accept this in spite of obvious differences between the large multinational corporations, it seems reasonable to suggest that most large multinational corporations that want to develop a multinational management group as one of the steps toward the organization of an international corporation, will not be hampered in this development by basic attitudes against this from its employees.

5. Factors that Relate to the Attitude Toward International Assignments

By looking at the differences in attitude toward international assignments it seems that certain factors account for some of these differences. Some factors are predominant among the personnel groups, while others emerge in analyzing the differences among the countries.

5.1 By Personnel Group

Among the personnel groups we have found that managers consistently are less interested in international assignment than the other personnel groups. Two factors seem to account for this difference: age,

and their degree of belief that international assignment helps their future career.

Age and what follows from age (i.e., family considerations; community relationship; etc.) tend to make people less interested in moving generally, and this seems to influence their willingness to move internationally.

Effect on Future Career - The managers are lower in believing that international assignment helps their future career. Previous "re-entry" problems in their subsidiaries or others tend to make them less willing to leave a known level for a promising but uncertain future.

## 5.2 By Countries

The differences in attitude among the countries seems to be caused by two factors:

- a) Cultural background and international tradition and
- b) Internal factors in the subsidiaries.

### 5.21 Cultural Background and International Tradition

Some countries are consistently higher in interest for international assignment and international careers than other countries. The international tradition

in the country as well as the "cultural background" and "a broad sweep of values" seems to account for some of the found differences. The Anglo-Saxon and German-Nordic countries are generally more interested in international assignments and international careers than the Latin group of countries.

With increasing cooperation between countries economically and culturally in Europe, one can expect that the differences due to international tradition and cultural background gradually will decline in the future.' For the time being, however, the cultural background seems to be the major external factor in explaining the differences in attitude toward international assignment among the countries.

#### 5.22 Internal Factors in the Subsidiaries

By correlating salesmens' interests for international assignments to a performance figure from the subsidiaries and variables concerning the salesmen themselves, we have found some factors that seem to characterize subsidiaries with high interest for international work.

Subsidiaries with high interest for international work are fast-growing, successful saleswise, with a high workload on the professional people. These subsidiaries

have a higher attrition rate than other subsidiaries with lower interest in international work.

The high correlation between attrition and interest for international work shows that where the employees normally are more mobile within the country, this traditional mobility within the country also tends to make the employees more willing to be mobile between countries. The relationship between attrition and willingness to take international assignment in a subsidiary is so significant, that one probably can predict a subsidiaries' willingness to take international assignments by looking at its forecast attrition rates.

Typical for subsidiaries with high interest for international work is also the employee's dissatisfaction with the subsidiary's image and prestige in the country. International interest is also correlated with employees' dissatisfaction with his immediate surroundings such as his manager, decision making process, and the atmosphere and efficiency in the department. These are all factors that previous studies have shown are dominant causes of turnover among college-graduates,<sup>14</sup> scientists and engineers in industry.<sup>15</sup> It shows that part of the salesmen's interest for international assignments is caused by a desire to get away from an unsatisfactory work situation. An international assignment is thus an alternative to leave the company for some

employees, and this realization can obviously be used as part of a company's objectives in designing a policy for international assignments. The more movement a corporation can offer internally between countries, the less movement may be sought outside the company.

### 5.3 Effects of the System for Handling International Assignments

Our discussion with the management in the subsidiaries showed that they felt certain factors in the transfer system would influence both the subsidiaries ability to supply assignees, and also the employees willingness to take such an assignment.

The managers were in some situations "blocking" international assignments for good reasons; in others, because they felt a lack of incentive to supply assignees. It is apparent that a program for international assignment must be developed in accordance with objectives of the management in the subsidiaries as well as those of headquarters.

A well defined and organized system for international assignments will certainly influence the employees' attitude toward international assignments, and thus increase the supply of available assignees.

With the favorable attitudes that we have found in our study, it seems likely that difficulties in getting employees for international assignments are due to the system itself, not the employee's attitude.

Through the policies and system of international assignments that a corporation defines, it has the leverage to determine the level of international mobility it desires. The system can determine the type, quality, and number of assignees, and control to some degree the success of the assignment.

6. Recommendations on the System for Handling International Assignments

The conclusions and inferences which have been drawn from the data and the interviews suggests certain factors to consider in designing a system for international assignments in a multinational corporation.

It seems to me that the first factor to evaluate is the degree of international mobility a corporation wants to have. If one believes that the best uses of the company resources in the long run are made by getting the best manager irrespective of nationality, clearly the company will be interested in a high degree of international mobility among its employees in the foreign subsidiaries. To build the needed mobility, the corporation will have to provide a sufficient number of inter-

national assignments. The relatively few positions in international centers and headquarters will hardly give enough opportunities for those employees that should have international experience. I believe that a much higher degree of exchange should take place among the subsidiaries and between the foreign subsidiaries as a group and the U.S. parent organization (which normally will be the largest organization with the most opportunities for assignments).

I believe we have also shown that in his foreign assignment, the employee should get a position equal to or above the level he presently holds. In this way, he will gain added experience and competence to qualify for even higher positions upon return to his home country.

The system for handling international assignment should contain provisions that assure cooperation and equal interest from all parties involved in the employee's international assignment. For example, a subsidiary should not be penalized manpower-wise by having employees on international assignments.

The subsidiaries ought to be responsible for selection of qualified candidates for international assignments, and a central office collate the requests for assignments with international vacancies to ensure

that the assignees get the kind of experience and training the subsidiaries and assignees need. Sufficient time should be allotted to this process to guarantee the best possible agreement between the needs of the assignee and the job content of the international assignment.

To increase willingness to take international assignments among the employees, the assignments should come before the age of the employees, family considerations, and "re-entry" problems make it more difficult for the employees to accept an international assignment for training purposes. The re-entry problems for managers should be solved by appropriate guarantees, and preferably a planned promotion upon return from the assignment.

To improve communications between the assignees and home country, regular reports from the assignee to his manager at home, and information from the subsidiaries to the assignee should be exchanged. A communication system of this type would help the assignee's feeling of belonging somewhere, and give his manager at home an opportunity to follow the assignee's progress.

Important for the understanding of international assignments is an information program that explains the purpose and rules for assignments. Such a program would

at least eliminate some of the misunderstandings that so often are connected with international assignments in a multinational corporation.

7. Recommendations for Further Study

At least two areas I have not explored seem to warrant further study in our search toward international mobility in the multinational corporation.

The attitude of the employee's family toward international mobility certainly influences the employee's attitude to some degree. Movement between countries with different culture, language, school system, etc., obviously creates more hardship for the family than movement within a country. To what extent family considerations influence the attitude of the employees, and for what reasons the family would be less interested in moving internationally, seems to offer an interesting topic for further study of international mobility.

A second question is the degree of acceptance a foreign manager would get in a country. We have found that employees within the corporation have no objections to a foreign manager, but many people express doubt as to his acceptance in the market community by the prospects and by the customer. International mobility will obviously be greatly facilitated if the external

community reacts to a foreign manager in a favorable way. It seems to me that an interesting study could be made on the reaction of customers to a foreign salesman and what factors would influence the customers' reactions toward the foreigner.

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<sup>3</sup>Kindelberger: American Business Abroad, pp. 208.

<sup>4</sup>Kenneth Simmonds: "Multinational? Well, Not Quite," Columbia Journal of World Business, Fall 1966, pp. 115-122.

<sup>5</sup>Sanford Rose: "The Rewarding Strategies of Multinationalism," Fortune, September 15, 1968, p. 182.

<sup>6</sup>Ibid.

<sup>7</sup>George F. Farris: "Some Antecedents of Turnover of Scientists and Engineers," (unpublished working paper, Massachusetts Institute of Technology, April 1968), p. 3.

<sup>8</sup>At 0.05 level of significance, the correlation coefficient is 0.48.

<sup>9</sup>(n = 13, 11 degrees of freedom.) At 0.01 level of significance with 11 degrees of freedom the correlation coefficient is 0.6838.

<sup>10</sup>Mason Haire, Edwin E. Ghiselli and Lyman W. Porter: Managerial Thinking. An International Study, New York, John Wiley and Sons, Inc., 1966, p. 11.

<sup>11</sup>Ibid., pp. 11-12.

<sup>12</sup>At 0.05 level of significance the correlation coefficient is 0.48.

<sup>13</sup>Samuel B. Richmond: Statistical Analysis, New York, The Ronald Press Company, 1964, p. 582.

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<sup>14</sup>William O. McCoy: "A Study of Turnover Among College Graduates in Industry." (Unpublished master's dissertation, Massachusetts Institute of Technology, June 1968) pp. 124-125.

<sup>15</sup>Farris: "Some Antecedents of Turnover of Scientists and Engineers," p. 4.

## APPENDIX A

The questions used in developing the scales were the following:

### NEED SCALES

The general question is:

HOW IMPORTANT IS IT TO YOU TO ...

#### Advancement

1. Have an opportunity for high earnings.
2. Have an opportunity for advancement to higher level jobs.

#### Job (intrinsic)

3. Have considerable freedom to adopt your own approach to the job.
4. Work in a department which is run efficiently.
5. Have challenging work to do - work from which you can get a personal sense of accomplishment.

#### Security

6. Have the security that you will be able to work for your company as long as you want to.
7. Have good fringe benefits.

Workload

8. Have a job which leaves you sufficient time for your personal or family life.

Departmental environment

9. Have good physical working conditions (good ventilation and lighting, adequate work space, etc.).
10. Work in a congenial and friendly atmosphere.

Company prestige in your country

11. Work in a company which is regarded in your country as successful.

Recognition

12. Get the recognition you deserve when you do a good job.

SATISFACTION SCALES

The general question is:

HOW SATISFIED ARE YOU WITH ...

Earnings

13. Your opportunity for high earnings in "X".
14. Your advancement in earnings since starting to work for "X".
15. Your opportunity to earn more money on your present job.
16. How do you rate your current earnings, considering what you could get for the same kind of work at other companies? (Circle one)

17. And, how do you rate your current earnings, considering your present duties and responsibilities? (Circle one)

Workload

18. The extent to which your job leaves you sufficient time for your personal and family life.
19. How do you feel about the amount of work you are expected to do.

Advancement

20. Your opportunity for advancement to higher level jobs.
21. Your advancement to better jobs since starting to work for "X".
22. The amount of information you have about the advancement opportunities available to you.

Job

23. The challenge of the work you do - the extent to which you can get a personal sense of accomplishment from it.
24. How do you like your job - the kind of work you do? (Circle one)

Job related

25. The freedom you have to adopt your own approach to the job.
26. Your training opportunities (to improve your skills or learn new skills)
27. The extent to which your job allows you to make a real contribution to the success of the company.

Departmental environment

28. The efficiency with which your department is run.
29. The extent to which you work in a congenial and friendly atmosphere.
30. All in all, how good a job do you think is being done by your immediate manager? (Circle one)

Company prestige in your country

31. The extent to which "X" is regarded in your country as a successful company.

Security

32. Your security that you will be able to work for "X" as long as you want to.

Working conditions

33. Your physical working conditions (ventilation, lighting, work space, etc.).

Fringe benefits

34. Your fringe benefits.

Over-all satisfaction

35. Considering everything, how would you rate your over-all satisfaction as an "X" employee? (Circle one)

WORK PROBLEM SCALES

The general question is:

IN YOUR OPINION, HOW FREQUENTLY, IF AT ALL, DO THESE PROBLEMS OCCUR?

Management decision making

36. People not coming to decisions fast enough.

37. Quick decisions being made by people who are unfamiliar with the problems.
38. Management being so concerned about today's problems that they do not pay enough attention to long-range plans and goals.

#### Resources

39. The company not hiring enough people to handle the work that must be done.

#### BELIEF SCALES

The general question is:

PLEASE INDICATE THE EXTENT TO WHICH YOU  
PERSONALLY AGREE OR DISAGREE WITH THESE  
STATEMENTS ...

#### Theory X-Y

40. Most employees have an inherent dislike of work and will avoid it if they can.
41. Most employees in industry prefer to avoid responsibility, have little ambition, and want security above all.

#### Dependence

42. In general, the better managers in a company are those who have been with the company the longest time.
43. A good manager gives his employees detailed and complete instructions as to the way they should do their jobs; he does not give them merely general directions and depends on them to work out the details.
44. Staying with one's company for a long time is usually the best way to get ahead in business.

Employee-management solidarity

45. Most companies have a genuine interest in the welfare of their employees.
46. There are few qualities in a man more admirable than dedication and loyalty to his company.
47. Most employees want to make a real contribution to the success of their company.
48. Company rules should not be broken - even when the employee thinks it is in the company's best interests.

MANAGERIAL BEHAVIOR SCALES

The general question is:

HOW OFTEN WOULD YOU SAY YOUR IMMEDIATE  
MANAGER DOES EACH OF THESE THINGS?

Task-oriented

49. He expects a large amount of work from you.
50. He expects work of high quality from you.

Competence considerations

51. He is able to judge the quality of your work.
52. He is fair to everybody (no favorites).
53. He is concerned about helping you get ahead.
54. He gives credit when he knows somebody has done a good job.
55. He is able to help you out when you have a problem on the job.

56. He stands up for his people, when necessary, to higher management.
57. He knows what to do at critical moments.
58. He keeps you informed about matters affecting you and your work.

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