

Organizationally-Assigned Female Expatriates: Exploring The Role Of Perceived Organizational Support (POS) - A Conceptual Model Of Research

Priya Bennett¹, Dr. Bharati Deshpande²

Asst. Professor, New Horizon Institute of Mgmt. Studies, Airolī,
Dean MMS, Kohinoor Business School, Vidyavihar,

Abstract: *The need for competent global managers is a pre-requisite in organizations today. Prior international experience is thus, often, mandatory in order to reach positions within top management. To gain international competence, an employee relocates to work in another country for a longer period of time commonly referred to as Expatriate assignments. Drawing on literature about women and work expatriation, the paper analyzes the complexity and multidimensionality of their experiences, positioning the discussion within the framework of gendered institutions. The paper concludes that typical expatriate, however, has traditionally been a man and still today, the females are disproportionately in low numbers in expatriate roles. Pressure from society on gender equality challenges organizations to increase their number of female expatriates. In order to explain the low share of female expatriates, prior research has foremost focused on the woman as an individual in the expatriation process rather than the organization's impact. The paper concludes with a model of Perceived Organizational Support (POS) to motivate female expatriates and their work.*

Key words: *Expatriate assignments, Female expatriates, gender equality, gendered institutions, perceived organizational support(POS).*

Purpose

The purpose of the paper is twofold – first, to meticulously do a focussed literature review on the crucial factors and underlying implications of gender stereotyping on female expatriates and secondly to explore the multi-dimensional role of perceived organizational support (POS) and offer specific suggestions to multi-national enterprises (MNEs) to help them create a level playing field so females can compete for expatriate assignments..

Design/methodology/approach – *Through the lens of global POS, the authors explore how the perceived lack of support from organization and the managers, during the critical stages of expatriate assignments affects women's interest, and potentially their performance, in expatriate assignments. The authors develop and present relevant propositions.*

Date of Submission: 01-04-2023

Date of Acceptance: 13-04-2023

I. Introduction

Economic globalisation has opened new opportunities not only for business enterprises, but their employees as well. The practice of expatriation has been used increasingly for successful operations on a world scale, thus providing the employees with the opportunity to gain some international experience and develop their international career. Analysis of scientific sources has revealed that expatriates (qualified employees who are usually sent to work to another branch of the same company located abroad) are usually used for three main reasons: technical competence, management development and control. Expatriates are defined as employees who are employed by a business organization and are sent to the subordinate business units in another country on a temporary basis (typically 1 to 5 years) to complete time-based tasks or to help the local subordinate to accomplish organizational goals (Harrison, Shaffer, & Bhaskar-Shrinivas, 2004). There is a lack of consensus on the definition of the term 'migrant' in the extant HRM literature, and the boundaries between terms such as self-initiated expatriates (SIEs), qualified immigrants and skilled migrants seem to be blurred (Al Ariss & Crowley-Henry, 2013; Andresen, Bergdolt, Margenfeld, & Dickmann, 2014). For example, Carr et al. (2005) defined migrants as those 'who expatriate themselves voluntarily to new countries independently of any employers' (p. 386). Zikic, Bonache, and Cerdin (2010) defined qualified immigrants as individuals who initiate their own international career moves that are risky, unpredictable and usually involving career and life transitions. Cerdin et al. (2014) suggest that qualified immigrants are university-educated people who have moved on a permanent basis to work in countries other than their own. Finally, Al Ariss and Syed (2011) defined skilled migrants as highly educated and experienced individuals. As individuals living and working outside of their home countries, expatriates have been described in the literature as mobile, elite professionals

and their experiences framed in relation to a privileged positioning in host settings (Beaverstock 2002; Farrer 2010; Van Bochove & Engbersen 2015). This is primarily linked to assumptions about what drives organizations to offer them opportunities to undertake assignments abroad as company-assigned expatriates, or their abilities to secure these opportunities abroad independently as self-initiated expatriates. However, regardless of whether expatriates are company-assigned or self-initiated, the fundamental differences seem to emerge in relation to gender (Caligiuri & Tung, 1999; Shortland, 2009; 2014). In particular, socio-cultural and political realities present challenges to women expatriates, especially in contexts where gendered division of labour restricts women's participation in the labour market.

For example, organizational decision-makers often overlook women for these vital positions (Andresen et al. 2015; Baruch/Reis 2015; BGRS 2011; Vance/ McNulty 2014). Under-representation of women among organizationally-assigned expatriates may stem from implicit or explicit beliefs that women will be less able to adjust and perform effectively in a new international context, particularly in areas that are traditionally viewed as hostile to women, such as the Middle East (Caligiuri/Cascio 1998). If inaccurate, such beliefs may lead to women having fewer opportunities to serve in expatriate roles, depriving them of the career opportunities provided by international assignments and potentially harming organizational global interests. However, in a previous study of gender differences in expatriate job performance in Turkey, Sinangil and Ones (2003) found that men and women tended to be evaluated similarly across a range of job performance dimensions. Sinangil and Ones concluded that, even in the ostensibly unwelcoming environment of Turkey, increasing the gender diversity of expatriate workforces was unlikely to negatively impact job performance (and, indeed, increased diversity may have positive benefits for adjustment and social outcomes).

FEMALE EXPATRIATES

In the early 1980's, women filled less than three percent of the U.S. expatriate job assignments across all professional sectors (Adler, 2002). Over the next 20 years, the representation of female expatriates slowly grew to 13.9 percent (Tung, 2004). By 2005, women filled approximately 16.5 percent of all expatriate assignments (Altman & Shortland, 2008). While women have increased participation in management and professional ranks, the growth rate of female expatriates continues to be slow, and trails the growth rate of female leaders domestically (Tung, 2004). In the words of Tung (2004), "As long as women remain under-represented in international assignments, they will continue to lack the opportunity to acquire one of the critical competencies required of global leaders" (p. 243). The female expatriate experience has been referred to as the second layer of glass and the "expatriate glass ceiling", and responsibility has been placed on both multinational organizations and female managers to break this second glass ceiling (Forster, 1999; Insch et al., 2008). First, multinational organizations need to recognize the value of diversification and fully integrate women as eligible, qualified individuals to fill overseas assignments. Second, without female representation, multinational organizations deprive themselves the benefits of increased diversity, and risk making poor economic decisions because their employees are too homogeneous (Insch et al., 2008). Third, females in lower-level management positions may perceive difficulty in achieving senior management positions, due to lack of international experience, and may self-eliminate from competition. To overcome these barriers, Females need to seek out social networks to assist with the expatriate process, engage in selfpromotion, and express a desire to serve overseas (Insch et al., 2008). In an effort to determine female expatriate success, Adler (1987) concluded after interviews with 52 female expatriates assigned in Asia, that 97 percent of the women had successful assignments in strong patriarchal, male-governed societies, where women held very few if any managerial positions. The women were both highly-qualified and educated; yet, in many cases, they had to convince their management to send them overseas. Nearly half of the females responded that being a woman in their position was more of an advantage than a disadvantage, and only 20 percent of the respondents considered being female a negative during their assignment (Adler, 1987). Many women in Adler's (1987) study reported that being a female provided them high visibility, and gained them easier access to host-country clients. In addition, a majority of the women exclaimed that Asians "assume[d] that the women would not have been sent unless they were "the best", and therefore expected them to be "very, very good"(Adler, 1987, p. 183). The host country did not expect the women to behave like local women, but provided them a "foreign" woman status that exempted them from certain local cultural stereotypes (Adler, 1987). Fischlmayr (2002) conducted a study to examine if self-perception was a barrier to female international careers. She reported that women failed to receive support from their organizations, and that gender stereotypes and traditional attitudes towards women were the main reasons why organizations did not send females overseas. In an effort to understand the difficulties that senior-level females face in the international realm, Linehan (2002) identified four unique challenges that affect women expatriates: moving overseas with a male spouse; balancing the demands of an international career, relationships and raising children; the international relocation and repatriation cycle; and the impact of gender on the careers of the female expatriates. A majority of the female subjects felt that gender was a major barrier to their selection as international managers, and that social adjustment could be more

difficult than adjustment within the organization (Linehan, 2002). While women may experience more difficulties than their male counterparts in overseas' assignments, Selmer and Leung (2003) found no difference between males and females with regard to general adjustment. In fact, female expatriates displayed slightly higher interpersonal interaction and work adjustment than their male counterparts, while male expatriates reported a higher degree of psychological adjustment than female expatriates. Janssens, Cappellen and Zanoni (2006) conducted a study to determine how female expatriates created identities that assisted in their overseas professional success. They interviewed 12 female expatriates that were considered successful, based on several criteria determined by the researchers, to include nomination by the females' own organization. The researchers found that all female expatriates interviewed experienced some barriers in their positions related to hierarchy, culture, or gender. However, through in-depth recognition of the situation, each female was able to position herself to succeed by employing individual sources of power to include expertise, experience, and relationships.

Theory

The research within the field of female expatriates emanates to a great extent from Adler's (1984b) three myths of why women not want international careers. As much as Adler is considered the founder of female expatriation theory, the research of gendered organizational theory belongs in many respects to Acker. We find it very interesting that these two fields of research, with potential to have very much in common, seem to have pursued parallel research. Furthermore, we are arguing that the effects of the narrowed focus on Adler's (1984b) myths has resulted in an over proportional part of the research focusing explicitly on the female expatriation process, lacking understanding of what role a gendered organization might have. To combine these two research fields will hopefully help us in the understanding of how a gendered organization might influence female expatriates within corporations.

Gendered Institutions

The structure of an organization describes how responsibility, control and power are distributed among its participants (Pugh, 1990). Apart from the organizational structure, every organization also has underlying structures that are harder to discover and control, so called substructures (Von Eschen, Kirk & Pinard, 1971). Social identification theory describes substructures by stating that different groups within an organization create their own group-identity (Peteraf & Shanley, 1997). Substructures are often explained as the basic foundation that supports its superstructure (Von Eschen et al, 1971). How well an organization performs is therefore highly depending on its substructures. Following Kanter's (1977) findings on gender differences within organizations to be a result of organizational structure, many scholars today take the perspective of gendered-organizations instead of gender-in-organizations, in order to highlight the predetermined gendered structures that specific organizations and professions have (Alvesson & Billing, 2009). This implies that today's research is largely focused on investigating conceptions and discourses about masculine and feminine behaviours instead of focusing on men and women as individuals in the organization (ibid). In order to grasp the underlying gendered organizational substructures, it is important to not only focus on equal opportunities, but also to understand the existence of unequal practices that are deeply rooted and reproduced in the organizations structure, culture and interaction patterns (Benschop & Doorewaard, 1998). Acker (2012) refers to a gendered organization as an organization with built-in inequalities between men and women depending on underlying, gendered substructures. These gendered substructures can be found in organizational processes, cultures, interactions between individuals and gendered identities within the organization. (Acker, 1992b; 2012).

Perceived Organizational Support

Perceived organizational support is an employee perception that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). POS is defined as "Valuation of employee's contribution and care about employees' well-being" (Rhoades & Eisenberger, 2002). The idea of emerging the concept of POS, is when managers expect employees commitment to the organization, in return, the employee would also focus on the organization's commitment to them (Eisenberger, et al., 1986). Based on earlier literature, the major antecedents of POS are the following: Based on the figure above, the antecedents of POS are the above concepts and scales, pay satisfaction, career development opportunities, work-family support, organizational leader-member reward and job exchange, conditions, organizational size, and procedural justice. The theory of organization support conclude the extent to which the organization care about the well-being of the employees from the social organizational values, norms, beliefs, and practices at the workplace (Gyekye&Salminen, 2002).



Figure 1- Perceived Organizational Support
Source: (Jayasree and Sheela, 2012)

Three critical expatriate assignment phases According to the extant literature, three key factors seem to have the most impact on the number(s) of women on expatriate assignments. First, the quality and amount of pre-assignment training (Vance and Paik, 2002) provided to individuals going on expatriate assignments – clearly, the better the training, the better the chances that the expatriate will succeed on assignment, or at least believe that he/she will succeed on the assignment. Next, the amount of role information and social support (see Varma et al.2011a, b) provided to the expatriate while on assignment seems to be a clear determinant of success and adjustment. Finally, the type of repatriation strategy offered by the MNE seems to play a critical role in determining whether or not an individual accepts the assignment (see, e.g. Stahl et al., 2002).Ironically, it seems that organizations come up short on all three facets, leading to high turnover among expatriates and repatriates. According to the 2013 Brookfield Global Trend “Services Report”, 76 percent of repatriates leave the organization within two years of returning to their home country. Indeed, the literature focussed on repatriation suggests that both employers and employees underestimate the significant difficulties associated with coming home (see, e.g. Black et al.,1992; Hurn, 1999; Lazarova and Cerdin, 2007). In Figure 1, we present a summary of the current “state-of-expatriate-practices” detailing the three main facets of global mobility programs as traditionally executed. POS and expatriate assignments If female employees feel that they are not treated as well as their male counterparts, and/or if they perceive less support than their male counterparts in terms of career options and development toward career goals, this belief will spill over into how female employees believe they will be treated if they pursue and accept international assignments. The issue of gender is relevant here given that literature suggests that despite the increased presence of women in the workplace, there exists a pervasive correlation between the male employee and the profile or stereotype of management roles (Harris, 1995; Linehan and Scullion, 2004). In the following sections, we develop several propositions relating to the selection of females for expatriate assignments. Our arguments and discussion are informed by the tenets of a key theory – POS. An analysis of this theory and three main phases related to the expatriate experience (pre-assignment training, on assignment support, and repatriation strategies) will help MNEs better understand how to increase the number of females sent on expatriate assignments. Kraimer and Wayne (2004) proposed that adjustment POS, career POS and financial POS are distinct dimensions of global POS. Financial POS was defined as the extent to which the organization cares about the employee’s financial needs and rewards the employee’s contributions in terms of compensation and employment benefits (Kraimer and Wayne, 2004). Career POS was defined as the extent to which the organization cares about the employee’s career needs (Kraimer and Wayne, 2004). Adjustment POS was defined as the extent to which the organization cares about the employee’s (and their family’s) adjustment following a job transfer (Kraimer and Wayne, 2004).

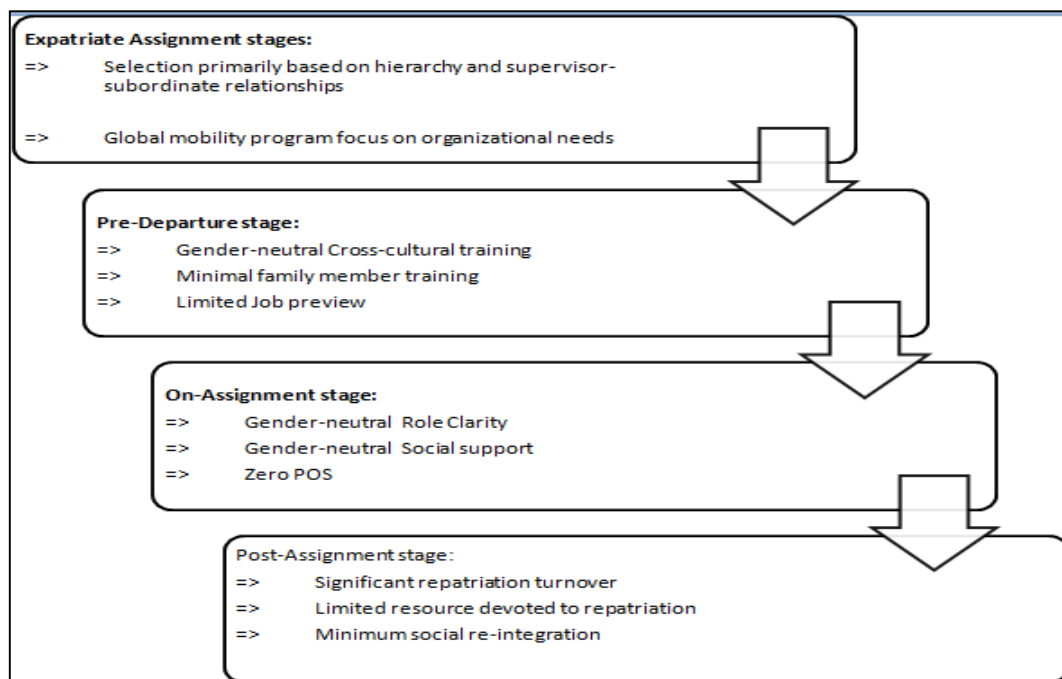


Figure 2. A conceptual model of generalized global mobility programs, focussing on the three key stages of the expatriate assignment

Drawing from Organizational Support Theory (Eisenberger et al., 1986), the theory of POS proposes that employees formulate beliefs regarding the extent to which their organization values them, and cares about their well-being as individuals (Jawahar and Hemmasi, 2006), and the degree to which they will be supported by their organization when they need help to successfully accomplish tasks, as well as in difficult or stressful situations (Rhoades and Eisenberger, 2002). Thus, when employees experience high levels of POS, they are likely to exhibit higher levels of organizational commitment, job-related affect, job involvement, performance, and intent to stay with the organization. Conversely, low levels of POS would lead to lower levels of commitment, affect, performance, etc., as well as possible withdrawal from the organization.

In this connection, Allen et al. (2003) have argued that: [...] perceptions of supportive human resources practices [...] contribute to the development of POS, and POS mediates their relationships with organizational commitment and job satisfaction (p. 99). Indeed, we believe that perceptions of supportive expatriation practices will lead to development of POS. In this connection, Eisenberger et al. (1986) have argued that POS develops over a period of time and through repeated interactions between employees and employers. Therefore, experiences in and around the workplace over time will largely determine whether employees perceive that they are valued, both by their organization and their superiors. Relatedly, Jawahar and Hemmasi (2006) have argued for the importance of POS as a relevant “specific construct” when addressing the failure of organizations to create policies and procedures which support the development of females for senior leadership roles. As is clear, individuals working on expatriate assignments face a number of unique contextual issues. So, for example, working in another country requires a clear understanding of the customs and culture of that nation, learning the ins and outs of living in a new city, and finding a residence in a safe locality, etc. In addition to such critical social information, expatriates also need information about how to do their jobs, as well as critical workplace norms and practices, many of which might fall in the “unwritten” category. Another important aspect of POS to consider, as it relates to expatriate assignments, involves a secondary layer of perception held by the employee toward his/her organization. As Liu (2009) notes, the concept of employee POS levels relates not only to their parent company, but also to the subsidiary or partner organization. Therefore, though an employee may have high POS with regard to the home country organization, their experience while on their international assignment will shape their perceptions of how they are viewed by the host country organization and can potentially either heighten or lower the expatriates POS toward their home country organization.

Further, research indicates that females interested in global roles needed first to break the “glass ceiling” in their home organization, in order to even attempt to break the “glass border”, a barrier which exists between females and international work opportunities (Linehan and Scullion, 2001; Linehan and Walsh, 1999, 2000). Sadly, despite substantial research indicating a steady increase in the presence of professional businesswomen in home country organizations across many cultures, there continues to be a severe lack of females in senior management roles within those same organizations (Harris, 1993; Jawahar and Hemmasi,

2006; Inch et al., 2008; Linehan and Scullion, 2004). The impact of the supervisor on POS An employee’s immediate supervisor has the most critical impact on his/her POS, as the supervisor represents the organization to the individual employee and is often the direct conduit for most, if not all, of the employee’s experiences. Since most key supervisory and senior-level managerial positions continue to be held by males and males continue to be gender-typed into managerial roles (Berkery et al., 2014), this often leads to better and more favorable assignments and outcomes for male subordinates (see, e.g. Adler, 1994; Harris, 1995; Stroh et al., 2000). It is also worth noting here that the number of female CEOs among Fortune 500 companies continues to be abysmally low – indeed, there were only two female CEOs in 1997 (Oakley, 2000), and there are only about 24 in 2015 (Catalyst, 2014). Clearly, there is a “glass ceiling” (Morrison, 1992) preventing females from advancing in the corporate world. Thus, if we are to see females succeed on expatriate assignments, we must see this start at the highest levels, as more females in senior-level management positions are essential to providing more opportunities for females both domestically and globally, especially within MNEs.

Clearly, POS plays a key role in employees’ belief about their importance to their organization(s) and impacts their relationship with the organization. For female employees, levels of POS are likely to guide their decision whether or not to express interest in international assignments, as these assignments require even higher levels of organizational support. Thus, we propose:

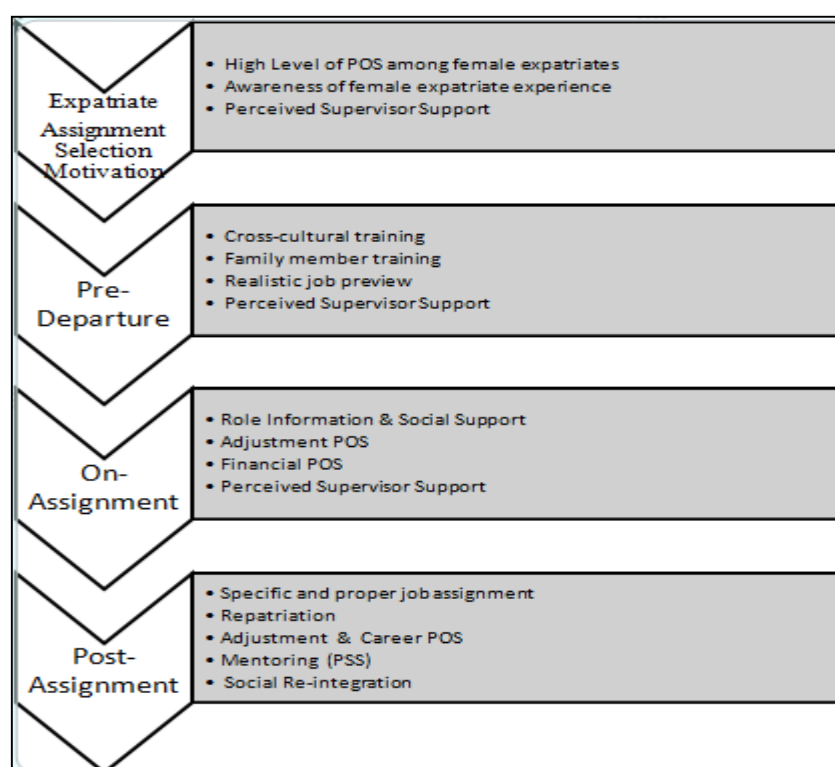


Figure 3. A conceptual model of the impact of perceived organizational support on the three stages of the female expatriate assignment (with related propositions listed in the relevant box)

Proposition 1: Female employees with high levels of POS will be significantly more likely to become interested in, and apply for expatriate assignments with the support of their Managers (perceived supervisor support PSS)

As we note above, in order to better understand how POS can impact female participation rates in expatriate assignments, it is important that we look at the three pivotal phases of expatriate assignments. Accordingly, we next discuss: pre-assignment training, on assignment role information and social support and post-assignment repatriation.

Pre-assignment training : As more organizations globalize and companies with already established programs of international operations continue to expand (Tung and Varma, 2008; Varma et al., in press), the need for more formalized and specialized training for employees embarking on expatriate assignments becomes even more critical than before (Caligiuri et al., 2001; Littrell et al., 2006; Tung, 1998). Traditionally, pre –assignment training has included foreign language training, cross-cultural training, and preparation for the specific assignment (Thomas and Lazarova, 2014), though it has also been suggested that potential expatriates might benefit from meeting with HCNs from the designated assignment country, prior to leaving for their assignment

(Caligiuri et al., 1999). In addition, in some cases, pre-assignment training is also made available to family members though such training is mostly limited to cross - cultural and language training (Thomas and Lazarova, 2014).

In connection with POS and pre-assignment training, it is clear that if an employee has high POS toward the organization, he/she will expect that the pre-assignment training will provide him/her with the tools necessary to begin the expatriate journey and adjust to the new work experience with little or no difficulty. However, in cases where an employee has low POS, the opposite will hold true – in the sense that a perceived lack of support may cause the employee to feel hesitant about the assignment and less prepared, because s/he would be less confident about receiving appropriate and sufficient training. In this connection, Caligiuri et al. (2001) have noted that an employee's pre-departure expectations (of their host country and their success overseas) are strongly correlated with the ultimate success or failure of the assignment. In this connection, Littrell and Salas (2005) have recommended that organizations should structure cross-cultural training to match potential expatriates' specific needs instead of providing generalized training to all expatriates. Such tailored training is essential for all potential expatriates, but specifically for females who might be interested in expatriate assignments, as they would have different requirements from their male counterparts. Indeed, scholars have noted that specialized cross-cultural training can be especially useful for female expatriates, and even more valuable to female expatriates who have spouses and children accompanying them, as often female expatriates experience greater stress, than male expatriates, during overseas assignment due to family concerns (Caligiuri et al., 1999; Linehan and Walsh, 2000; Tzeng, 2008). Providing cross-cultural knowledge in areas such as educational programs in host country schools, child care resources, sports important to the local culture, key religious and cultural holidays, and social and community focussed opportunities for male spouses, can help to alleviate concerns the female expatriate may have about her family becoming acclimated to their surroundings. Further, in addition to the training already discussed, potential female expatriates would also benefit from receiving a thorough realistic job preview in order to supply them with a clear and more tangible idea of what to expect while on the expatriate assignment (Caligiuri and Phillips, 2003). Indeed, Wang and Hinrichs (2005) have suggested providing expatriate candidates with realistic expatriate assignment previews (REAPs), where REAPs provide a holistic perspective of the expatriate experience in order to help the employee determine if the assignment is a good fit for the employee (and family). Clearly, such training and information will better prepare females interested in expatriate assignments, and the awareness of the existence of such programs will significantly increase the number of women applying for expatriate assignments, as this will have a significant positive impact on their POS.

Proposition 2: Pre-departure training will have a significant positive impact on female employees' belief that they will succeed on assignment – for those who have high POS & PSS prior to receiving this training.

Role information and social support :If a female employee is considering pursuing an expatriate assignment, she will need two types of reinforcement while on such assignment – role information and social support. Such support can come from various sources – support from HCNs, support from the home organization, from her family, and support from other, preferably female, current and former expatriates. Role information. In order to succeed on expatriate assignments, individuals need important, relevant, role information relating to work styles, work conditions, and work norms. As Black et al. (1992) have noted, HCNs can play a critical role in the expatriate's adjustment, by providing the expatriate important information about the rules, regulations, and practices at the local office. It is clear that by offering expatriates key information, HCNs can help them adjust and get up to speed more quickly in the new workplace (Caligiuri and Lazarova, 2002; Varma et al., 2011a, b). However, HCNs are not always automatically motivated to offer help to their new expatriate colleagues, and indeed, depending on how HCNs feel about the expatriate, they may often withhold relevant information and treat the expatriate as an "outsider" (Carragher et al., 2008; Florkowski and Fogel, 1999; Varma et al., in press). In this connection, some researchers have argued that individual characteristics such as race, national origin, and gender are often the key determinants of whether an individual is categorized as "in -group" or "out-group," by HCNs (Caligiuri and Lazarova, 2002; Varma and Stroh, 2001b; Varma et al., 2011a, b). The concepts of "in -group" and "out-group" categorization emerge from within the LMX theory (Graen and Cashman, 1975), which suggests that supervisors do not treat all their subordinates the same – instead, they tend to categorize their employees into "in-groups" and/or "out -groups" based upon a number of factors such as gender, race, and similar interests (Dienesch and Liden, 1986; Varma et al., 2001b). Thus, male supervisors, for example, are more likely to include male subordinates into their "in-groups," and exclude females from their "in-groups." Since "in-group" members are recipients of more guidance and coaching, higher ratings for the same level of performance, and better assignments, female subordinates would clearly be at a disadvantage when it comes to being considered or selected for expatriate assignments. Further, it is worth noting that international opportunities are not always publicly announced within organizations – instead, quite often, top management

will identify suitable candidates for such openings. Not surprisingly, those selected are typically well-known to top management, and are similar in some way, or share attributes with them – in other words, they are part of the “in -group.” As we noted earlier, most senior - level decision-makers are (still) men, hence it is very likely that such unadvertised expatriate positions will still be offered to male candidates. To address this very issue, Varma et al. (2001b) put forth a strategy to improve selection potential for females interested in international assignments. These scholars suggested that female employees engage in upward-influencing behaviors (Wortman and Linsenmeir, 1977), with the specific purpose of trying to get into their supervisors’ in-groups, as this could improve the probability of being selected for expatriate assignments. In addition to factors like race, gender, and similar interests, perceived values similarity has also been shown to play a critical role in determining “in -group”/“outgroup” categorization (Varma et al., 2011a, b). In other words, when an individual believes that another individual shares his/her values, the target individual is more likely to be included in the individual’s “in -group.” As discussed above, research on workplace supervisor - subordinate dyads has repeatedly reported that subordinates in the “in -group,” or those that have higher quality relationships with their supervisor(s), experience more supervisory support and mentoring, more job satisfaction, and opportunity for advancement and/or better job assignments (Graen and Cashman, 1975; Jawahar and Carr, 2007), than those in the “out-groups” (Graen and Schiemann, 1978; Liden and Graen, 1980; Varma and Stroh, 2001a). Furthermore, research has shown that such categorization of subordinates is universal, and happens in countries around the world (see, e.g. Grodzicki and Varma, 2011).

In the case of expatriates, their national origin (and perhaps, gender) would be among the salient attributes first noted by HCNs, which would cause them to classify expatriates as the “out -group” (McGuire et al., 1978; Toh et al., 2004; Varma et al., 2006), thus reducing the possibility that HCNs would share necessary role information with the expatriates. In addition, the expatriate also requires role information from the home country, and this is critical to the foundation of the employee’s international assignment and must be maintained throughout the employee’s international assignment (Mezias and Scandura, 2005). When it comes to female expatriates, the quality of role information provided becomes even more critical. Female expatriates may receive varying degrees of role support from HCNs, both supervisors and peers, depending upon the culture of the country they are working in. Thus, the female expatriate may feel excluded or unwelcome if the HCN supervisor is a male and/or is from a culture that views females both in and out of the workplace in a manner that differs from the home country. For example, in many South East Asian and Middle Eastern countries, women born into and raised within these cultures are, in large part, not treated as equal to men, and may be seen as fit only for roles of lesser status than men (see, e.g. Sinangil and Ones, 2003). It should be noted, however, that early research by Adler (1987), specifically focussed on North American female expatriates on assignment in Asia, provides a different perspective of perceived gender -related cultural discrimination. Adler interviewed 52 women from North American countries who were assigned to expatriate roles in Asia – of these, 97 percent of the women reported they felt their assignment was successful and somewhat surprisingly, 42 percent reported they felt their gender put them at an advantage in the workplace, and was not an impediment to succeeding in their role. Adler’s research also indicated that the female expatriates felt that their interpersonal skills, high visibility in their roles, and the novelty of a woman in key international roles actually gave them advantage over their male counterparts in similar expatriate roles within the Asian cultures. It is important to acknowledge Adler’s findings for two reasons – first, to show that female expatriates are often successful in cultures where they may not be expected to succeed, and, second, to remind decision-makers that female expatriates can be as successful, if not more than, male expatriates. However, females interested in expatriate assignments may not be aware of such research, and may mistakenly believe that they will face difficulties on their assignment(s), due to cultural differences, etc. In addition, the potential female expatriate may have had to self -promote or campaign for the assignment (Varma et al., 2001), making her doubt whether she could succeed on her own. This is where the organization needs to step in and provide females interested in expatriate assignments with relevant information tailored to their needs, starting with role information. This, in turn, will lead to improved POS.

Proposition 3: MNEs providing role information programs tailored to female expatriates will see greater numbers of females applying for expatriate assignments

Next, as we noted earlier, expatriates require social support to help them adjust to the local culture and make a smooth transition to living in their new international community. Such support can come from various sources – from formal or informal mentors, available networks in the host country, peers and supervisors, and HCNs outside the workplace (Varma et al., 2012). Of course, all expatriates will encounter certain situational challenges -related to adjustment and integration into the host country, regardless of gender. These can include language barriers, different societal norms, living conditions, presence of other expatriates in the community, etc. Clearly, all of these factors can have a strong impact on the individual expatriate’s adjustment to the assignment and the location, and can thus impact the success of the assignment (Caligiuri and Lazarova, 2002). For the female employee considering an expatriate assignment, the topic of social support has several layers of

additional embedded complexity. Some of the complexity arises from the fact that family concerns appear to play a larger role in females accepting international assignments, both due to concerns that the female expatriate will not receive much needed support from her family (Kraimer et al., 2001) as well as her need for her family to have appropriate support when they accompany her to the host country. Supporting this idea, Mäkelä et al. (2011), have noted that female expatriates continue to take on the majority of home life responsibilities despite the increased challenges and demands associated with global assignments. These authors also discuss the difficulties faced by female expatriates in their attempts to build social networks during their international assignment, due in large part to a lack of time (most being taken by work and family obligations). Likewise, it has been argued that social support from spouse and children provide a key affirming influence for the female expatriate (Caligiuri et al., 1999; Harris 2004). Therefore, if female expatriates have spouses and/or children who do not exhibit supporting behaviors, the expatriate will most likely find it more difficult to succeed on the assignment (Linehan and Scullion, 2001). Relatedly, family concerns specifically relating to trailing (male) spouses can impact the female employee's decision regarding whether or not to pursue and/or accept an expatriate assignment (Varma et al., 2011a, b). Here, a key issue of concern is the lack of career options for the trailing male spouse and potential difficulty finding social support systems for the male spouse (Harris, 1993, 2004). Research shows that trailing male spouses often receive less than adequate support from the female expatriate's organization, potentially contributing to higher stress levels and less adjustment to the new culture for the entire family (Caligiuri and Lazarova, 2002; Haslberger and Brewster, 2008). Furthermore, since a significant majority of expatriates continue to be male, it follows logically that most trailing spouses are female, thus making it even more difficult for trailing male spouses to build strong social networks and adjust within the host country (Altman and Shortland, 2008; Harris, 1993; Haslberger and Brewster, 2008; Linehan and Scullion, 2001). Clearly, the quality of social support received by the expatriate and her family will be a critical determinant of the successful adjustment and performance by the expatriate. As such, the expatriate's organization needs to provide methods of social support that adequately meet the additional potential burden of family concerns that female expatriates may experience. The MNE needs to provide established social networks for females on international assignments, since there is little or no time for the female expatriate to create her own (Mäkelä et al., 2011). Given the importance of support for expatriates on assignment, we believe it is critical that the subject be explored in some more detail – addressing additional perspectives. Consider, for example, the need for support from HCNs, both the expatriate's supervisors and colleagues, as well as HCNs outside the workplace. Supporting this idea, Varma and colleagues (see, e.g. Varma et al., 2011a, b, 2012) have argued that the social support provided by HCNs, both supervisors and colleagues, is a key factor in determining the success or failure of expatriates. Taking this one step further, Caligiuri and Lazarova (2002) have noted that for female expatriates, other female expatriates can be extremely helpful in cultural adjustment especially since they share the same gender perspective of the workplace and the culture. Indeed, the literature is replete with suggestions for organizations to create formalized networking and mentoring platforms specifically for females currently in, or considering, international roles (Caligiuri and Lazarova, 2002; Harrison and Michailova, 2012; Shortland, 2011). In other words, female expatriates are needed to create opportunities for other females to take on international assignments. Clearly, when female employees see that their organization sends females on expatriate assignments, they are more likely to pursue such assignments. One outcome of this would be an increase in POS levels for females who have interest in international roles, as they observe organizational investment in female peers who have already been selected for global roles. Next, when females see that the organization supports the female expatriates prior to, during, and after the assignment, they are more likely to pursue such assignments. The obvious benefit to the MNE from an organizational standpoint can be significant, in that females who have successful international work experiences can provide support and mentoring to subsequent females in expatriate roles and also provide the organization with someone who has already succeeded in a global role and potentially could do so again in the future. Thus, it is critical that organizations design and implement support systems specifically for female expatriates. This is even more important when it comes to female expatriates whose potential assignments may be in cultures where females may not be viewed as "equals" and their male colleagues in the host country may treat them as members of an "out-group" (Varma et al., 2011a, b).

Proposition 4: MNEs providing social support, adjustment POS & financial POS tailored to female expatriates and their families will see greater numbers of females applying for expatriate assignments.

Without both adequate role information and social support; including consistent, quality, connection with the home office, the female expatriate may feel disconnected from the organization, not only during her assignment, but equally as critically, once she comes back from the expatriate assignment. Of course, this is true for all expatriates, but given our discussion above, it is clear that this would be a critical factor preventing females from pursuing expatriate assignments. As such, we next focus on the topic of repatriation. As organizations expand into global operations and the need to send qualified employees on expatriate assignments

continues to grow, these MNEs need to have properly planned and administered repatriation programs before they can have truly successful global mobility programs.

Repatriation: Much of the initial research on repatriation or “repatriation adjustment” (Black et al., 1992) brought to light the failure of MNEs to address the challenges impacting employees returning to their home country after an expatriate work assignment (Allen and Alvarez, 1998; Black et al., 1992; Black, 1992). Additionally, more recent research reveals a continued lack of significant movement on the part of MNEs in terms of creating effective repatriation strategies (Hurn, 2007; Lazarova and Cerdin, 2007; Nery-Kjerfve and McLean, 2012). Indeed, the expatriate literature has addressed the importance of repatriation programs from numerous perspectives – high repatriate turnover (Allen and Alvarez, 1998; Lazarova and Cerdin, 2007), reverse culture shock, (Hurn, 2007; Nery-Kjerfve and McLean, 2012), distorted social and professional expectations of repatriates (Black, 1992), and perhaps the most important of all – a lack of job placement or career growth opportunities for the returning expatriate (Allen and Alvarez, 1998; MacDonald and Arthur, 2005). In early research addressing repatriation issues, Adler (1981) and Black et al. (1992) noted that both organizations and returning employees underestimate the difficulties repatriates often face upon return to their home country. This failure to acknowledge potential repatriation problems may partly explain the apparent lack of attention paid to creating sustainable repatriation strategies on the part of MNEs, which often results in the repatriate’s early departure from the organization, leading to significant knowledge drain. As of 2012, only 72 percent of MNEs had written repatriation policies, and over 40 percent of those with policies or programs waited until just six months or less from the end of a global assignment, to have the discussion with employees about bringing them home (Global Relocation Trends, 2013). Clearly, inadequate attention to repatriation strategies and policies results in significant costs for MNEs and employees – the organization suffers by losing key employees, “wasting” millions of dollars in costs associated with sending employees on international assignments, and replacement costs. Related research by Hurn (1999, 2008) noted that upon return from an international assignment, employees, regardless of gender, often feel “marginalized,” or “ware-housed,” because, very often, MNEs do not have an understanding of the skills and abilities the expatriate gained in their expatriate role, and do not have an appropriate position ready for the repatriate. Taking this concept a step further, if a female repatriate returns from an expatriate assignment with no sense of a clearly defined career path, this could be perceived by the female repatriate as a continuation of the lack of career opportunities, and by extension, lack of organizational support that she may have felt prior to going on assignment. Here again, the importance of POS for selection for international assignments is once again obvious, and comes back with a vengeance at the repatriation stage. Female employees, who have a desire to explore a career path inclusive of international roles, will carefully observe how returning expatriates are treated, and how they are re-integrated back into the home organization. Regardless of the level of POS a female employee may have toward her organization, if she feels that the company does not support returning expatriates, and offers even less support to returning female expatriates, her POS may plummet and she may lose interest in a global assignment. Additionally, a female repatriate with an already lowered POS due to a lack of perceived support throughout her global assignment would likely experience even lower POS, leading to greater dissatisfaction and perhaps disengagement from the organization. In this connection, Linehan and Scullion (2002) cite the lack of mentors and networking opportunities for females in MNEs, as both a deterrent to embarking on a global assignment, as well as a detriment to the quality of the female repatriation process. The female employee may have pushed for the international assignment in order to create more opportunity for advancement but if upon repatriation, she finds that the organization has no clear plan for her, she might then experience significantly lowered POS. In the same vein, if the female expatriate returns to the home country organization and is placed in a holding pattern, or put in a position that is below her status when on her international assignment, or not allowed to use her newly found skills, she will experience frustration and her POS will be low. Furthermore, as discussed earlier, the female expatriate likely has more complicated family concerns (Linehan and Scullion, 2002; Nery-Kjerfve and McLean, 2012) and it is thus critical that she feel that both she and her family are supported by the organization, throughout – before, during, and after the expatriate assignment. The female expatriate will likely experience similar concerns surrounding the family, upon returning to the home country; including culture shock, school placement for children, employment for her spouse, living arrangements and social re-integration, as she and her family experienced when embarking on the international role. Clearly, MNEs need to fully understand the impact of repatriation on their organization as a whole and must implement global mobility programs that include formalized repatriation programs, specific to female international assignees.

Proposition 5: MNEs providing formal repatriation coupled with adjustment and career POS tailored to female expatriates will have increasing numbers of females applying for expatriate assignments.

The growing trend of globalization will continue to impact how organizations conduct business, at least for the foreseeable future. As MNEs compete to grow their businesses around the globe, their need for the

highest quality employees to send on international assignment will also continue to grow. This paper addresses the need for MNEs to not only expand their business into other countries, but also to expand their perspective on which employees can be sent overseas, by suggesting actions that MNEs can take to increase the possibility that their female employees would become interested in expatriate assignment roles, and thus increase the size of the pool from which the organization can draw. As research indicates, close to half of the world's working

population is female, and though there has been a significant increase in the number of professional women working domestically in organizations around the world, there is still a significant lack of women in key leadership roles (e.g. Insch et al., 2008; Linehan and Scullion, 2004). More disturbingly, research shows the numbers of females embarking on long-term (two years or greater) expatriate assignments has only increased

from 3 percent in the mid-1980s (Adler, 1984b) to somewhere between 12 and 15 percent in the last decade (Altman and Shortland, 2008). As we noted earlier, Adler (1984a, b) disproved certain myths concerning the reasons for the lack of females in expatriate roles, showing that women were, indeed, interested in taking on overseas assignments, could be successful in global roles and that they could be accepted by other cultures in the workforce. She further suggested that the hesitation felt by decisions makers, in terms of sending females on expatriate assignments, were largely unfounded. By exploring the relationship between POS and female expatriates, we have provided MNEs with specific suggestions for actions which can help increase the number of females interested in, and accepting, expatriate assignments. We argue that female employees in MNEs may have low POS for a variety of reasons, and that this impacts whether or not female employees express interest in expatriate roles. Regarding the home organization, female employees may experience lower POS due to a lack of opportunity to advance into mid or senior -level management roles within the organization, thus believing they may have hit a "glass ceiling". Additionally, female employees in many cases will have a direct supervisor who is male and may experience lower POS depending on how they feel they are treated by their supervisor (Dawley et al., 2010; Rhoades and Eisenberger, 2002). Similarly, if the female employee feels she is part of the "out - group," as characterized by LMX theory (Graen and Cashman, 1975), she is likely to experience low levels of POS, and would be less likely to pursue expatriate assignments.

The second key focus of this paper was to provide MNEs with suggestions to improve their global mobility programs with a specific focus on the unique needs of the female employee. Providing targeted support programs to female employees pursuing or embarking on expatriate assignments can impact the employee and organization in several aspects. Next, by focussing in on the three key phases of expatriation – predeparture; on assignment role information and social support, and repatriation – MNEs can help increase the numbers of female employees applying for, embarking on, and succeeding in, international assignments. At each of these three stages, female employees experience different challenges and obstacles from their male counterparts and therefore, organizations need to address the specific needs of the female employees in order to facilitate higher POS by the female employee, as well as increase the potential for greater numbers of females to take on global assignments and subsequently succeed in their expatriate role. The factors affecting expatriates of both genders are undoubtedly complex, and global mobility programs in all MNEs should be continuously monitored, and modified, as necessary. Having said that, it is well -known that female employees face greater family-related challenges, cultural biases, lack of female mentors, and networking connections, both in the workplace and in society, in general. These challenges are magnified many times over in the case of females who may be interested in expatriate assignments. Thus, in order to ensure that all qualified candidates are provided fair opportunities, organizations need to ensure that all qualified employees are considered for appropriate assignments, irrespective of personal characteristics, such as gender, especially since these factors have no bearing on the individual's ability to perform the job. However, in the case of females who might be interested in expatriate assignments, organizations would need to make extra efforts to include them in the talent pool, since many of them might believe that they would not be considered for expatriate assignments, given the historical numbers. Thus, organizations need to create conditions whereby females are convinced that they would receive appropriate organizational support during all stages of the assignment. Once females perceive this support, they are more likely to express interest in, and apply for, such assignments. Consequently, all three phases of the expatriate assignment will provide them the best possible chance to succeed on the assignment, as well as upon their return to the home country, since they would believe that the organization supports them.

Theoretical implications

From a theoretical perspective, it is clear that POS can play an important role in the willingness of females to accept international assignments. In the expatriate assignment context, adjustment POS develops through the organization's policies and practices that ease the transition and adjustment to the foreign country and workplace (Kraimer and Wayne, 2004). When expatriates perceive high adjustment POS, expatriates do not require much time to adjust to the local environment. In this case, according to social exchange theory (Homans, 1958; Blau, 1964), when expatriates construct positive relationships with their home and host country supervisors, they have more courage to suggest improvements in subsidiaries. For expatriates, career POS

develops through their organization's policies and practices that allow them to continue to receive career developmental opportunities while in the host country (Kraimer and Wayne, 2004). When expatriates perceive high career POS, they feel positive about their futures at their companies. In this case, according to social exchange theory (Homans, 1958; Blau, 1964), when expatriates receive support from their home and host country supervisors, they have more courage to speak up regarding improvement 901 Perceived organizational support issues in subsidiaries. In the context of expatriate assignments, financial POS develops through an organization's policies with respect to financial inducements, rewards and benefits for expatriate assignments (Kraimer and Wayne, 2004). According to social exchange theory (Homans, 1958; Blau, 1964), regardless of whether expatriates perceive financial POS, strong LMX relationships with their home and host country supervisors mean that the expatriate can receive help, and giving such help enhances the reputation of the home or host country supervisor. In these situations, when expatriates are supported by their supervisors, they are willing to make suggestions to overseas subsidiaries. Thus POS can be a critical determinant of the potential levels of female participation in expatriate assignments. Previously, scholars have argued that the low numbers of female expatriates may be a result of a lack of interest on their part, or because they may not be welcomed in many countries. However, subsequent theses have argued, and many studies have shown, that females can be equally successful on expatriate assignments. Our proposed process model helps to better understand how organizations might dismantle the barriers faced by potential female expatriates, by addressing the key issues at each stage. Specifically, our model helps to re-conceptualize POS theory, by showing that it is not gender-neutral, and does not work the same way in all situations. On the contrary, we believe that POS is context-specific, and can be affected by the history of the individuals affected, as well as mediating and moderating variables. We hope that future conceptualizations and empirical examinations of this theory will take these factors into account.

Practical implications

In order for MNEs to succeed in the growing global workplace, they need to create and implement development and retention programs for high potential females in the home country organization. These organizations need to provide both decision-makers and female employees with programs and clearly defined career paths focussed on increasing the numbers of senior -level female managers which, in turn, will lead to creating more opportunities for females to take on expatriate roles for the organization. Clearly, MNEs that want to draw from their full talent pool need to develop global mobility programs that are implemented at all stages – pre-assignment, on assignment, and post-assignment. In addition, organizations need to ensure that they provide appropriate pre-assignment training, and create conditions whereby female expatriates receive appropriate and targeted role information and social support, two factors that are critical for their success on assignments. Only when female employees are convinced that they will receive support at the same level as their male counterparts will they express interest in, and take on, expatriate assignments. So, for example, issues of children's education are relevant to both parents, yet very often it is the female employee who may be more concerned about the child's education and upbringing, etc., especially when the child or children are in their pre -teen years. Thus, organizations need to establish and implement relevant policies at the home office first, so that female employees are convinced that they will receive the appropriate type and level of support throughout their assignment period. In order to achieve this, organizations need to create clear policies regarding expatriate assignments, which clearly and coherently address issues that are specific to female employees. So, for example, organizations need to ensure that all expatriate assignment opportunities are publicized in a manner that all qualified employees become aware of the opportunity. Further, given that females have been selected for expatriate assignments at much lower rates than men, it is critical that organizations inform qualified females in their ranks of their eligibility for the assignment, and detail the support that the organization would provide at each stage. Indeed, organizations would do well to specifically seek out qualified females for expatriate assignments, at least until the imbalance is significantly mitigated. Next, MNEs need to have clear -cut repatriation policies, so that expatriates are convinced that their career paths would be well -defined postassignment. While all of these issues are critical for all expatriates, these issues are magnified when applied to the female employee, as she is often at a disadvantage to begin with. If the female employee perceives a lack of support domestically, and believes that the support would remain at unacceptable levels while she is on the international assignment, it is clear that she would assume that she would be treated the same on her return. Finally, and perhaps most importantly, MNEs that do put such programs in place should make sure that the information about the existence of such programs is shared widely, so that potential candidates for expatriate assignments become aware of the programs. Also, where possible, MNEs should arrange for peer interactions of potential female applicants and female repatriates, so that they may share their own experiences with the programs. We believe that our process model offers a number of possible research themes and streams. So, for example, scholars could identify organizations that do have clear -cut policies regarding organizational support

at all stages, and compare the number of females in expatriate assignments at these organizations with the numbers at organizations that do not have such policies. Also, given that the numbers of females

expatriates is still rather low, it may behoove scholars to conduct in-depth interviews and case studies with female expatriates who have spent time in countries where women were treated at the same level as men, and compare their experiences with female expatriates who worked in countries where women were not treated at the same level as men. Given the importance of expatriate assignments for female careers, it is critical that

researchers pay close attention to each stage of the expatriate process, and examine the impact of POS on each stage. Thus, for example, researchers should investigate how POS affects the motivation of females to seek expatriate assignments, how providing role information and social support during assignment affects their POS, and, finally, how POS interacts with the female expatriate's decision to stay with the organization on return.

II. Conclusion

This paper addresses the issue of disproportionately low numbers of females on expatriate assignments, by drawing upon the theory of POS. Considering the fact that the percentage of females in managerial positions is very low, even in domestic organizations; it is evident that very few female executives are considered for, and sent on, expatriate assignments. However, if this pattern is to be changed, organizations need to re-examine the practices and strategies that lead to this imbalance. As agents of the organization, managers themselves are often to blame, as they continue to mistakenly believe that females may not be interested in going on expatriate assignments and HCNs would not treat the female expatriate as well as they should. Ironically, while both these myths have been shown to be just that – myths, this does not seem to have had the expected impact on decision-makers in MNEs. Our paper makes a valiant attempt to explain the low numbers of female expatriates from the perspective of global POS, applied to each distinct yet related stage of the expatriate experience – pre-assignment, on assignment, and post -assignment. For each stage, we explore the multidimensionality of POS in terms of adjustment POS, financial POS and career POS in the context of female manager's decision to apply for expatriate assignment (or not). Our suggestions, if implemented, can increase the numbers of female applicants for expatriate assignments and help organizations draw upon their full pool of talent. We want to conclude by acknowledging that one limitation of our paper is that we have presented a model that does not differentiate between assignment locations based on the gender balance in those countries. We hope that, in the future, researchers will include this distinction into their research models.

References

- [1]. Adler, N.J. (1981), "Re -entry: managing cross-cultural transitions", *Group & Organization Studies (Pre-1986)*, Vol. 6 No. 3 pp. 341-356.
- [2]. Adler, N.J. (1984a), "Women do not want international careers: and other myths about international management", *Organizational Dynamics*, Vol. 13 No. 2 pp. 66-79.
- [3]. Adler, N.J. (1984b), "Expecting international success: female managers overseas", *Columbia Journal of World Business*, Vol. 19 No. 3 pp. 79-85.
- [4]. Adler, N.J. (1987), "Pacific basin managers: a gaijin, not a woman", *Human Resource Management*, Vol. 26, pp. 169-191.
- [5]. Adler, N.J. (1994), "Competitive frontiers: women managing across borders", *The Journal of Management Development*, Vol. 13 No. 2 pp. 24-41.
- [6]. Allen, D. and Alvarez, S. (1998), "Empowering expatriates and organizations to improve repatriation effectiveness", *Human Resource Planning*, Vol. 21 No. 4, pp. 29-39.
- [7]. Allen, D.G., Shore, L.M. and Griffeth, R.W. (2003), "The role of perceived organizational support and supportive human resource practices in the turnover process", *Journal of Management*, Vol. 29 No. 1, pp. 99-118.
- [8]. Altman, Y. and Shortland, S. (2008), "Women and international assignments: taking stock – a 25-year review", *Human Resource Management*, Vol. 47 No. 2 pp. 199-216.
- [9]. Berkery, E., Tiernan, S. and Morley, M. (2014), "The relationship between gender role stereotypes and requisite managerial characteristics: the case of nursing and midwifery professionals", *Journal of nursing management*, Vol. 22 No. 6, pp. 707 -719.
- [10]. Black, J.S. (1992), "Coming home: the relationship of expatriate expectations with repatriation adjustment and job performance", *Human Relations*, Vol. 45 No. 2 pp. 177-192.
- [11]. Black, J.S., Gregersen, H.B. and Mendenhall, M.E. (1992), "Toward a theoretical framework of repatriation adjustment", *Journal of International Business Studies*, Vol. 23 No. 4 pp. 737-760.
- [12]. Caligiuri, P. and Lazarova, M. (2002), "A model for the influence of social interaction and social support on female expatriates' cross-cultural adjustment", *International Journal of Human Resource Management*, Vol. 13 No. 5, pp. 761-772.
- [13]. Caligiuri, P. and Phillips, J. (2003), "An application of self -assessment realistic job previews to expatriate assignments", *International Journal of Human Resource Management*, Vol. 14 No. 7, pp. 1102-1116.
- [14]. Caligiuri, P.M. and Cascio, W.F. (1998), "Can we send her there? Maximizing the success of western women on global assignments", *Journal of World Business*, Vol. 33 No. 4, pp. 394-416.
- [15]. Carly Speranza (2017), "Women expatriate leaders: How leadership behaviors can reduce gender barriers" *Creighton Journal of Interdisciplinary Leadership* Vol. 3, No. 1, pp. 20– 32
- [16]. Caligiuri, P.M., Joshi, A. and Lazarova, M. (1999), "Factors influencing the adjustment of women on global assignments", *The International Journal of Human Resource Management*, Vol. 10 No. 2, pp. 163-179.
- [17]. Caligiuri, P., Phillips, J., Lazarova, M., Tarique, I. and Biirgi, P. (2001), "The theory of met expectations applied to expatriate adjustment: the role of cross - cultural training", *International Journal of Human Resource Management*, Vol. 12 No. 3, pp. 357-372.

- [18]. Carraher, S.M., Sullivan, S.E. and Crocitto, M.M. (2008), "Mentoring across global boundaries: an empirical examination of home- and host-country mentors on expatriate career outcomes", *Journal of International Business Studies*, Vol. 39 No. 8, pp. 1310-1326.
- [19]. Catalyst (2014), "Catalyst research, Catalyst, historical list of women CEOs of the Fortune lists: 1972-2013", available at: www.catalyst.org/knowledge/fortune-500-ceo-positionsheld, www.catalyst.org/knowledge/fortune-500-ceo-positions-heldwomen
- [20]. Cole, N. and McNulty, Y. (2011), "Why do female expatriates 'fit-in' better than males?", *Cross Cultural Management*, Vol. 18 No. 2, pp. 144-164.
- [21]. Dawley, D., Houghton, J.D. and Bucklew, N.S. (2010), "Perceived organizational support and turnover intention: the mediating effects of personal sacrifice and job fit", *The Journal of Social Psychology*, Vol. 150 No. 3, pp. 238-257.
- [22]. Dienesch, R.M. and Liden, R.C. (1986), "Leader -member exchange model of leadership: a critique and further development", *Academy of Management Review*, Vol. 11 No. 3, pp. 618-634.
- [23]. Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986), "Perceived organizational support", *Journal of Applied Psychology*, Vol. 71 No. 3, pp. 500-507.
- [24]. Firth, B.M., Chen, G., Kirkman, B.L. and Kim, K. (2014), "Newcomers abroad: expatriate adaptation during early phases of international assignments", *Academy of Management Journal*, Vol. 57 No. 1, pp. 280-300.
- [25]. Florkowski, G.W. and Fogel, D.S. (1999), "Expatriate adjustment and commitment: the role of host-unit treatment", *International Journal of Human Resource Management*, Vol. 10 No. 5, pp. 782-807
- [26]. Global Relocation Trends (2013), "Survey report", Brookfield Global Relocation Services, Burr Ridge, IL.
- [27]. Graen, G. and Cashman, J.F. (1975), "A role -making model of leadership in formal organizations: a developmental approach", in Hunt, J.G. and Larson, L.L.(Eds), *Leadership frontiers*, Kent State University Press, Kent, OH, pp. 143-165.
- [28]. Graen, G. and Schiemann, W. (1978), "Leader -member agreement: a vertical dyad linkage approach", *Journal of Applied Psychology*, Vol. 63 No. 2 , pp. 206-212.
- [29]. Grodzicki, J. and Varma, A. (2011), "A comparative study of the impact of leader -member exchange in two samples: USA and Poland", *Organizations & Markets in Emerging Economies*, Vol. 2 No. 1, pp. 9-23.
- [30]. Harris, H. (1993), "Women in international management: opportunity or threat?", *Women in Management Review*, Vol. 8 No. 5, pp. 9-14.
- [31]. Harris, H. (1995), "Organizational influences on women's career opportunities in international management", *Women in Management Review*, Vol. 10 No. 3, pp. 26-32.
- [32]. Harris, H. (2004), "Global careers: work -life issues and the adjustment of women international managers", *The Journal of Management Development*, Vol. 23 No. 9, pp. 818-832.
- [33]. Harrison, E.C. and Michailova, S. (2012), "Working in the Middle East: Western female expatriates' experiences in the United Arab Emirates", *The International Journal of Human Resource Management*, Vol. 23 No. 4, p. 625.
- [34]. Haslberger, A. and Brewster, C. (2008), "The expatriate family: an international perspective", *Journal of Managerial Psychology*, Vol. 23 No. 3, pp. 324-346.
- [35]. Hurn, B.J. (1999), "Repatriation – the toughest assignment of all", *Industrial and Commercial Training*, Vol. 31 No. 6, pp. 224-228.
- [36]. Hurn, B.J. (2007), "Pre -departure training for international business managers", *Industrial and Commercial Training*, Vol. 39 No. 1, pp. 9-17.
- [37]. Insch, G.S., McIntyre, N. and Napier, N.K. (2008), "The expatriate glass ceiling: the second layer of glass", *Journal of Business Ethics*, Vol. 83 No. 1, pp. 19 -28.
- [38]. Jawahar, I.M. and Carr, D. (2007), "Conscientiousness and contextual performance", *Journal of Managerial Psychology*, Vol. 22 No. 4, pp. 330-349.
- [39]. Jawahar, I.M. and Hemmasi, P. (2006), "Perceived organizational support for women's advancement and turnover intentions", *Women in Management Review*, Vol. 21 No. 8, pp. 643-661.
- [40]. Jayasree, T.K.T and T Sheela, M.V., (2012). Perceived Organizational Support – An Overview of its Antecedents and Consequences. *International Journal of Multidisciplinary Research*. Vol. 2. Issue 4. Pp.1-12
- [41]. Jelinek, M. and Adler, N.J. (1988), "Women: World -class managers for global competition", *The Academy of Management Executive*, Vol. 2 No. 1, pp. 11 - 19.
- [42]. Kraimer, M.L., Wayne, S.J. and Jaworski, R.A. (2001), "Sources of support and expatriate performance: the mediating role of expatriate adjustment", *Personnel Psychology*, Vol. 54 No. 1, pp. 71-99.
- [43]. Lazarova, M.B. and Cerdin, J. (2007), "Revisiting repatriation concerns: organizational support versus career and contextual influences", *Journal of International Business Studies*, Vol. 38 No. 3, pp. 404-429.
- [44]. Liden, R.C. and Graen, G. (1980), "Generalizability of the vertical dyad linkage model of leadership", *Academy of Management Journal*, Vol. 23 No. 3, pp. 451-465.
- [45]. Linehan, M. and Scullion, H. (2001), "European female expatriate careers: critical success factors", *Journal of European Industrial Training*, Vol. 25 No. 8, pp. 392 - 418.
- [46]. Linehan, M. and Scullion, H. (2002), "The repatriation of female international managers: an empirical study", *International Journal of Manpower*, Vol. 23 No. 7, pp. 649-658.
- [47]. Linehan, M. and Scullion, H. (2004), "Towards an understanding of the female expatriate experience in Europe", *Human Resource Management Review*, Vol. 14 No. 4, pp. 433-448.
- [48]. Linehan, M. and Walsh, J.S. (1999), "Senior female international managers: breaking the glass border", *Women in Management Review*, Vol. 14 No. 7, pp. 264-272.
- [49]. Linehan, M. and Walsh, J.S. (2000), "Beyond the traditional linear view of international managerial careers: a new model of the senior female career in an international context", *Journal of European Industrial Training*, Vol. 24 No. 2, pp. 178 - 189.
- [50]. Littrell, L.N. and Salas, E. (2005), "A review of cross -cultural training: best practices, guidelines, and research needs", *Human Resource Development Review*, Vol. 4 No. 3, pp. 305-334.
- [51]. Littrell, L.N., Salas, E., Hess, K.P., Paley, M. and Riedel, S. (2006), "Expatriate preparation: a critical analysis of 25 years of cross -cultural training research", *Human Resource Development Review*, Vol. 5 No. 3, pp. 355-388.
- [52]. Liu, Y. (2009), "Perceived organizational support and expatriate organizational citizenship behavior", *Personnel Review*, Vol. 38 No. 3, pp. 307 -319.
- [53]. McGuire, W.J., McGuire, C.V., Child, P. and Fujioka, T. (1978), "Salience of ethnicity in the spontaneous self concept as a function of one's ethnic distinctiveness in the social environment", *Journal of Personality and Social Psychology*, Vol. 36 No. 5, pp. 511-520.
- [54]. MacDonald, S. and Arthur, N. (2005), "Connecting career management to repatriation adjustment", *Career Development International*, Vol. 10 No. 2, pp. 145-158.
- [55]. Mäkelä, L., Suutari, V. and Mayerhofer, H. (2011), "Lives of female expatriates: work-life balance concerns", *Gender in Management*, Vol. 26 No. 4, pp. 256-274.

- [56]. Maurer, R. (2013), "International assignments expected to increase in 2013", available at: www.shrm.org/hrdisciplines/global/articles/pages/international-assignments-increase-2013.aspx (accessed April 29, 2014).
- [57]. Meziyas, J.M. and Scandura, T.A. (2005), "A needs-driven approach to expatriate adjustment and career development: a multiple mentoring perspective", *Journal of International Business Studies*, Vol. 36 No. 5, pp. 519-538.
- [58]. Mercer (2013), "Mercer press release", May 13, Mercer 2012 Worldwide Survey of International Assignment Policies and Practices (WIAPP), available at: <http://mthink.mercer.com/whostaking-international-assignments-and-why/> (accessed August 22, 2015).
- [59]. Morrison, A.M. (1992), "New solutions to the same old glass ceiling", *Women in Management Review*, Vol. 7
- [60]. No. 4, pp. 15-19. www.shrm.org/hrdisciplines/global/articles/pages/international-assignments-increase-2013.aspx, <http://mthink.mercer.com/whos-taking-international-assignments-and-why/>
- [61]. Nery-Kjerfve, T. and McLean, G.N. (2012), "Repatriation of expatriate employees, knowledge transfer, and organizational learning", *European Journal of Training and Development*, Vol. 36 No. 6, pp. 614-629.
- [62]. Oakley, J.G. (2000), "Gender-based barriers to senior management positions: understanding the scarcity of female CEOs", *Journal of Business Ethics*, Vol. 27 No. 4, pp. 321-334.
- [63]. Rhoades, L. and Eisenberger, R. (2002), "Perceived organizational support: a review of the literature", *Journal of Applied Psychology*, Vol. 87 No. 4, pp. 698-714.
- [64]. Selmer, J. and Leung, A.S.M. (2003), "Are corporate career development activities less available to female than to male expatriates?", *Journal of Business Ethics*, Vol. 43 No. 1, pp. 125-136.
- [65]. Shortland, S. (2011), "Networking: a valuable career intervention for women expatriates?", *Career Development International*, Vol. 16 No. 3, pp. 271-292.
- [66]. Sinangil, H.K. and Ones, D.S. (2003), "Gender differences in expatriate job performance", *Applied Psychology: An International Review*, Vol. 52 No. 3, pp. 461-475. doi: 10.1111/1464-0597.00144.
- [67]. Stahl, G.K., Miller, E.L. and Tung, R.L. (2002), "Toward the boundaryless career: a closer look at the expatriate career concept and the perceived implications of an international assignment", *Journal of World Business*, Vol. 37 No. 3, pp. 21 6-227.
- [68]. Stroh, L.K., Varma, A. and Valy-Durbin, S. (2000), "Why are women left at home: are they unwilling to go on international assignments?", *Journal of World Business*, Vol. 35 No. 3, pp. 241-255.
- [69]. Stroh, L.K., Black, J.S., Mendenhall, M.E. and Gregersen, H.B. (2004), *International Assignments: An Integration of Strategy, Research, and Practice*, CRC Press, Boca Raton, FL.
- [70]. Takeuchi, R., Wang, M., Marinova, S.V. and Yao, X. (2009), "Role of domain-specific facets of perceived organizational support during expatriation and implications for performance", *Organization Science*, Vol. 20 No. 3, pp. 621-634, 680-682.
- [71]. Thomas, D.C. and Lazarova, M.B. (2014), "Essentials of international human resource management: managing people globally", SAGE Publications, Los Angeles, CA.
- [72]. Toh, S.M., Varma, A. and DeNisi, A.S. (2004), "Host country national helping on the adjustment of expatriates", *Conference of the Society for Industrial/Organizational Psychology*, Chicago, IL, April 2002.
- [73]. Tung, R.L. (1998), "American expatriates abroad: from neophytes to cosmopolitans", *Journal of World Business*, Vol. 33 No. 2, pp. 125-144.
- [74]. Tung, R.L. and Varma, A. (2008), "Expatriate selection and evaluation", in Smith, P.B., Peterson, M.F. and Thomas, D.C. (Eds), *Handbook of Cross-Cultural Management Research*, Sage, pp. 367-378.
- [75]. Tzeng, R. (2008), "Gender issues and family concerns for women with international careers", *Women in Management Review*, Vol. 21 No. 5, pp. 376-392.
- [76]. Vance, C.M. and Paik, Y. (2002), "One size fits all in expatriate pre-departure training? Comparing the host country voices of Mexican, Indonesian and US workers", *Journal of Management Development*, Vol. 21 No. 7, pp. 557-571.
- [77]. Varma, A. and Stroh, L.K. (2001a), "Different perspectives on selection for international assignments: the impact of LMX and gender", *Cross Cultural Management*, Vol. 8 No. 3, pp. 85-97.
- [78]. Varma, A. and Stroh, L.K. (2001b), "The impact of same-sex LMX dyads on performance evaluations", *Human Resource Management*, Vol. 40 No. 4, pp. 309-320.
- [79]. Varma, A., Pichler, S. and Budhwar, P. (2011a), "The relationship between expatriate job level and host country national categorization: an investigation in the UK", *The International Journal of Human Resource Management*, Vol. 22 No. 1, pp. 103-120.
- [80]. Varma, A., Pichler, S. and Toh, S.M. (2011b), "A performance theory perspective on expatriate success: the role of self-efficacy and motivation", *International Journal of Human Resources Development and Management*, Vol. 11 No. 1, pp. 38-50.
- [81]. Varma, A., Stroh, L.K. and Schmitt, L.B. (2001), "Women and international assignments: the impact of supervisor-subordinate relationships", *Journal of World Business*, Vol. 36 No. 4, pp. 380-388.
- [82]. Varma, A., Toh, S.M. and Budhwar, P. (2006), "A new perspective on the female expatriate experience: the role of host country national categorization", *Journal of World Business*, Vol. 41 No. 2, pp. 112-120.
- [83]. Varma, A., Pichler, S., Budhwar, P.S. and Kupferer, S. (2012), "Expatriate-local interactions: an investigation in China", *Journal of Managerial Psychology*, Vol. 27 No. 7, pp. 753-768.
- [84]. Varma, A., Aycan, Z., Budhwar, P., Pichler, S., Uygun, U. and Paluch, R. (in press), "Host country national willingness to support expatriates: an investigation in Turkey", *European Journal of International Management*.
- [85]. Wang, L. and Hinrichs, K.T. (2005), "Realistic expatriate assignment preview: a potential solution to expatriate premature return", *International Journal of Organizational Analysis*, Vol. 13 No. 3, pp. 269-282.
- [86]. Wayne, S.J., Shore, L.M. and Liden, R.C. (1997), "Perceived organizational support and leader-member exchange: a social exchange perspective", *Academy of Management Journal*, Vol. 40 No. 1, pp. 82-111.
- [87]. Wortman, C.B. and Linsenmeier, J.A.W. (1977), "Interpersonal attraction and techniques of intergration in organizational settings", in Staw, B.W. and Salancik, G.R. (Eds), *New Directions in Organizational Behavior*, St. Clair, Chicago, IL, pp. 133-178.
- [88]. Further reading McCaughey, D. and Bruning, N.S. (2005), "Enhancing opportunities for expatriate job satisfaction: HR strategies for foreign assignment success", *Human Resource Planning*, Vol. 28 No. 4, pp. 21-29.

Priya Bennett. "Organizationally-Assigned Female Expatriates: Exploring The Role Of Perceived Organizational Support (POS) - A Conceptual Model Of Research." *IOSR Journal of Business and Management (IOSR-JBM)*, Vol.25, No. 04, 2023, pp. 01-15.