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**THE ESTABLISHMENT OF AN ADJUSTMENT MODEL
FOR EXPATRIATES**

By

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Abstract

The purpose of the study was to determine whether relationships exist between expatriates' levels of emotional health, personality, and their perception of the organisational climate while on international assignment, and to present the outcome of the study as a model. An experimental group (consisting of 82 expatriates) and a control group (consisting of 42 managers employed in South Africa) were assessed with the Sense of Coherence and Hardiness Scales (as indicators of their levels of emotional health), the Organisational Climate Questionnaire, and the Sixteen Personality Factor Questionnaire. These assessments were conducted on the two groups in three phases, i.e. prior to the experimental group's departure on assignment, after spending six months on assignment, and on their return to South Africa after completing their assignments.

The results indicate that meaningful and significant relationships exist among a significant number of the factors investigated in the study, and which explains the expatriate's levels of emotional health while under pressure on assignment in the foreign country. Some of the factors were also identified as important indicators of characteristics required for successful expatriation.

The empirical expatriate emotional adjustment model that is proposed in this study is viewed as a potential instrument that can be utilised by human resource practitioners and line managers to manage their international workforce within the framework of scientifically based processes and principles.

DIE DAARSTEL VAN 'N AANPASSINGSMODEL VIR EKSPATRIATE

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Opsomming

Die doel van die ondersoek was om vas te stel of daar beduidende interaksie tussen ekspatriate se vlakke van emosionele gesondheid, persoonlikheid, en hul persepsie van die klimaat in die organisasie voorkom. 'n Model is ontwikkel om moontlike interaksie aan te dui. Ten einde die doel te bereik is gebruik gemaak van 'n eksperimentele groep bestaande uit 82 langtermyn ekspatriate in die buiteland, en 'n kontrole-groep, bestaande uit 42 individue werksaam in bestuursposte binne Suid-Afrika. Beide hierdie groepe is ge-evalueer met die Sense of Coherence en Hardiness vraelyste (as aanduiders van hulle vlakke van emosionele gesondheid), die Organisasie-klimaat-vraelys, en die Sestien Persoonlikheidsfaktor-vraelys. Hierdie evaluering het plaasgevind in drie fases, voor die eksperimentele groep se vertrek op die langtermynprojek, na ses maande op die projek, en na hul terugkeer na Suid-Afrika.

Die navorsingsresultate dui aan dat daar belangrike verwantskappe tussen sommige faktore wat ondersoek is, voorkom. Hierdie verwantskappe tussen die faktore verskaf duidelikheid oor die ekspatriate se vlakke van emosionele gesondheid tydens die persoon se blootstelling aan druk tydens die langtermynprojek in die buiteland. Sekere van die faktore is ook as belangrike eienskappe geïdentifiseer om die toekomstige sukses van 'n ekspatriate verseker.

Die empiriese model wat uit hierdie studie spruit is 'n potensieel- waardevolle instrument wat menslike hulpbronpraktisyns en bestuurders kan aanwend om hulle internasionale werkerskorps volgens wetenskaplik-gefundeerde beginsels en prosesse te bestuur.

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