# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>THESIS/DISSERTATION AND DEFENSE APPROVAL FORM</td>
<td>ii</td>
</tr>
<tr>
<td>CANDIDATE DECLARATION FORM</td>
<td>iii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>iv</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>v</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>vi</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>xi</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xvi</td>
</tr>
<tr>
<td>CHAPTER 1</td>
<td>1</td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.1. Background</td>
<td>1</td>
</tr>
<tr>
<td>1.2. Problem Statement</td>
<td>3</td>
</tr>
<tr>
<td>1.3. Objectives of the Research Study</td>
<td>3</td>
</tr>
<tr>
<td>1.4. Research Questions</td>
<td>4</td>
</tr>
<tr>
<td>1.5. Hypotheses</td>
<td>4</td>
</tr>
<tr>
<td>1.6. Significance of the Study</td>
<td>5</td>
</tr>
<tr>
<td>CHAPTER 2</td>
<td>6</td>
</tr>
<tr>
<td>LITERATURE REVIEW</td>
<td>6</td>
</tr>
<tr>
<td>2.1. Definitions</td>
<td>6</td>
</tr>
<tr>
<td>2.1.1. Expatriates</td>
<td>6</td>
</tr>
<tr>
<td>2.1.2. Culture</td>
<td>10</td>
</tr>
<tr>
<td>2.1.3. Cultural awareness</td>
<td>12</td>
</tr>
<tr>
<td>2.1.4. Training</td>
<td>13</td>
</tr>
<tr>
<td>2.1.5. Cross Cultural Training</td>
<td>16</td>
</tr>
<tr>
<td>2.1.6. Performance</td>
<td>17</td>
</tr>
<tr>
<td>2.1.7. Success</td>
<td>17</td>
</tr>
<tr>
<td>2.1.8. Failure</td>
<td>18</td>
</tr>
<tr>
<td>2.1.9. Culture Shock</td>
<td>19</td>
</tr>
<tr>
<td>2.2. Need of Expatriates</td>
<td>23</td>
</tr>
<tr>
<td>2.2.1. The reasons for expatriation</td>
<td>26</td>
</tr>
<tr>
<td>2.3. Selection of Expatriates</td>
<td>27</td>
</tr>
<tr>
<td>2.3.1. Technical Competence</td>
<td>44</td>
</tr>
<tr>
<td>2.3.2. Managerial Ability</td>
<td>44</td>
</tr>
</tbody>
</table>
4.1.5. Nationality of the Respondents ................................................................. 112
4.1.6. Education .................................................................................................. 113
4.1.7. Occupations ............................................................................................... 114
4.1.8. Salary .......................................................................................................... 115
4.1.9. Previous Experience .................................................................................. 116
4.1.10. The Time Spent in Pakistan ................................................................. 116
4.1.11. Expectation to Stay in Pakistan ................................................................. 117
4.1.12. Spending Life Abroad (Experience) .......................................................... 118
4.1.13. The Number of Staff ............................................................................. 119
4.1.14. The Number of Expatriates ..................................................................... 119
4.2. Selection Process of Managers ..................................................................... 120
4.2.1. Selection Criteria for Organizations ......................................................... 121
4.2.2. The Most Important Selection Criteria for Expatriates’ Experiences Abroad ... 123
4.2.3. Conclusion .................................................................................................. 126
4.3. Determinants of expatriates’ success ............................................................. 126
4.3.1. What Is The Nature of Expatriates’ Success? ................................................. 126
4.3.2. What Are The Determinants of Expatriates’ Success? ................................. 127
4.3.3. Personal characteristics ........................................................................... 127
4.3.4. Language ability ........................................................................................ 131
4.3.5. The importance of the family situation for the expatriates’ success .......... 136
4.3.6. The factors which cause culture shock ....................................................... 138
4.3.7. What type of pre-departure training is important for your success? ............ 144
4.3.8. What type of post-arrival training should you receive during your stay in Pakistan? 147
4.3.9. Factor Analysis ......................................................................................... 148
4.4. Cross Cultural Training Processes of Managers ............................................. 151
4.4.1. The factors included in Cross Ccultural Training ......................................... 151
4.4.2. The cross cultural programs the expatriate received before coming to Pakistan ..... 154
4.4.3. Rating relevance to use CCT which has been provided by the expatriate’s organization ................................................................. 155
4.4.4. Preparing managers for new culture, new job requirements and interactions with local people ........................................................................ 156
4.4.5. Timing of Cross Cultural Training ............................................................... 158
4.4.6. The effect(s) of the host country language ability ........................................ 158
4.4.7. The Benefits of Cross Cultural Training .................................................... 161
4.4.8. The Duration of the Training Process ....................................................... 164
4.5. Job Position of the Expatriates ...................................................................... 164
4.5.1. Providing on-the-job training ..................................................................... 165
4.5.2. The size of firms and the level of training .................................................... 166
4.5.3. Satisfaction with CCT organizations provided ............................................ 167
4.5.4. Performing technical work ....................................................................... 169
4.5.5. Performing managerial responsibility ......................................................... 170
4.5.6. Local colleague need ................................................................................ 171
4.5.7. Benefits of international experiences .......................................................... 172
4.5.8. Conclusion .................................................................................................. 173
4.6. Performance and Satisfaction ...................................................................... 174
4.6.1. Determinants of Performance for Measuring Performance .......................... 174
4.6.1. Motivation ............................................................................................... 177
4.6.1.2. Adjustment ................................................................................................. 179
4.6.1.3. Cultural awareness ..................................................................................... 180
4.6.1.4. Interpersonal sensitivity ............................................................................. 180
4.6.1.5. Skill development ....................................................................................... 181
4.6.1.6. Technical competence ................................................................................ 182
4.6.1.7. Productivity ................................................................................................ 183
4.6.1.8. Completion of assigned task on time ......................................................... 184

4.6.2. The most frequent reasons for failure of expatriates (premature return) ............. 185
4.6.3. The spouse’s inability to adjust to unusual cultural and also physical surroundings 188
4.6.4. The expatriate’s inability to adjust to the new cultural and also physical surroundings 189
4.6.5. Additional family-related problems ............................................................. 190
4.6.6. The lack of technical competence of the expatriateS ....................................... 191
4.6.7. Wrong selection criteria of expatriates ......................................................... 192
4.6.8. Taking technical competence as a key selection criteria ................................... 193
4.6.9. One of the paramount factors for getting good performance on overseas assignments is willingness to go abroad ................................................................. 194
4.6.10. For good performance, adequate CCT should be given not only to expatriates but to their families as well .................................................................................. 195
4.6.11. CCT should be provided not only to expatriates, but also to the host country nationals in order to develop performance ......................................................... 197
4.6.12. In order to reduce the numbers of expatriates premature returns, CCT should be provided at least over a period of several months (1-3) to expatriates and their families ......................................................... 198
4.6.13. Through CCT expatriates can adjust to work .............................................. 199
4.6.14. CCT and interacting with host nationals ....................................................... 200
4.6.15. CCT and adjustment to the general non-work environment ............................. 201
4.6.16. The performance differences between expatriates who received CCT and who haven’t received ................................................................. 202
4.6.17. CCT IS more beneficial for expatriates who do not have international experiences before ...................................................................................... 204
4.6.18. The effects of CCT on expatriates’ adjustment who are working in Pakistan ...... 205
4.6.19. Local staff support and better work performance ........................................... 206
4.6.20. Wherever you are no need of extra CCT ....................................................... 207
4.6.21. The effectiveness of CCT depends largely on how trainable people are .......... 208
4.6.22. The reason(s) why top managers refuse receiving CCT ................................. 209
4.6.23. The reason(s) for culture shock ...................................................................... 210
4.6.24. Success at work ............................................................................................ 211
4.6.25. High Job Satisfaction .................................................................................... 212
4.6.26. High satisfaction with salary ......................................................................... 214
4.6.27. High job security .......................................................................................... 214
4.6.28. Security problems and low performance ....................................................... 215