

APPENDICES

APPENDIX 1

INTERVIEW QUESTIONS

Section 1: Exploring Expatriate Success or Failure

Q1. How many expatriate assignments have you been on?

Q2. What does expatriate success or failure mean to you?

Q3. What factors that you think contribute to your failure?

- a) Do you think the personal factors affect your success?
- b) What about the organizational factors?
- c) How is about the environment of the host country?

Section 2: Factors Contribute to Expatriate Failure or Success

Q4. What were the main reasons for you choosing to accept the international assignment?

Q5. What method being used to appoint you for the international assignment?

Q6. What criteria that you think being used to select you for the international assignment?

Q7. Have you been informed on the period of the assignment?

Q8. Did you receive any form of pre-departure preparation?

- a) What form did this take?
- b) Did you find the preparation given was adequate?

Q9. Who is joining you in the host country?

- a) Was the pre-departure preparation extended to them?

Q10. Do you think you have enough support from your home country?

- a) What kind of support you received, if any?
- b) Did you find this helpful or reassuring?

Q11. What are the main issues that you felt were difficult in the adjustment process?

- a) How did you overcome this?
- b) Who helped you overcome these difficulties?

Q12: Overall, how satisfied were you with the method in which the international assignment was managed?

Q13. Was your repatriation process discussed prior to your departure?

- a) Do you think the discussion minimise your reverse culture shock?
- b) Do you feel the skills and knowledge you acquired was valued and utilized?

Q14. If you had the opportunity again, would you agree on another international assignment?

APPENDIX 2

UNIVERSITY OF MALAYA

The Faculty of Business and Accountancy
Master of Business Administration

RE: MBA Research Project

This is purely an academic study to understand some of the factors that contribute expatriate failure in Malaysian firms. This survey is conducted as part of a research project, which shall be submitted in part completion of the Master of Business Administration degree from the University of Malaya.

I am therefore inviting you to participate in this survey by filling up the attached questionnaire. The said questionnaire is constructed in a straightforward manner and easy to answer which should take not more than 15 minutes of your valuable time.

There are no right or wrong answers, only your frank and honest opinion that matters. Strict confidentiality will be preserved as the information is for research purpose only.

Please answer all questions in all the sections (Section 1 to Section 4) and send back the completed questionnaire to me.

Thank you in advance for your valuable assistance in participating in the survey.

Prepared by,

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QUESTIONNAIRE

Section 1

The following statements are some of the **definitions of the expatriate failure**. Please indicate to what extent you agree or disagree to the statements using the scale given. Fill in the appropriate number.

1. Strongly Disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly Agree

1. Premature Return/ Early repatriation
2. Damaged relationships with clients/ vendors
3. Failure to meet financial or strategic goals
4. Inability to learn new things
5. Inability to adapt
6. Not achieving performance objectives
7. Inability to replace him/her self with local hire

Section 2

The following are some of the **factors that can contribute to the expatriate failure**. Please indicate to what extent you agree or disagree to the statements by fill in the appropriate number against each statement using the scale as follows:

1. Strongly Disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly Agree

A. Personal

8. Technical qualifications/ competence
9. Management skill
10. Personality and character, emotional maturity
11. Family willingness (dual career and education aspects)
12. Language and communication skill
13. Spouse inability to adjust

B. Organisational

14. Poor selection process
15. Unclear Goals
16. Inadequate cost projection
17. Poor Compensation

- 18. No Repatriation planning
- 19. No pre departure briefing
- 20. No Training on Cross Cultural
- 21. Lack of HQ support

C. Environmental

- 22. Local culture
- 23. Local authority
- 24. Climate
- 25. Food

Section 3

The following are some of the factors that motivate an expatriate to take overseas assignment. Please indicate to extent what you agree or disagree to the statements using the scale given. Fill in the appropriate number.

1. Strongly Disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly Agree

- 26. Stepping stones for career advancement
- 27. Career benefit e.g. attractive compensation and financial benefits
- 28. Higher status and recognition
- 29. New environment and challenge in career
- 30. Entertainment i.e. travelling and working abroad
- 31. Experience the foreign society and culture

Section 4

The following personal information is required to enable meaningful interpretations and comparisons of the results. Please remember that this information will be treated with strict confidence and your responses will be aggregated to preserve your anonymity.

A. PERSONAL DATA AND ORGANIZATION PROFILE

Name : _____

Sex : Male Female

Marital Status : Single Married Divorce

Contact No : _____

Company Name: _____

Please circle the numbers representing appropriate responses for the following items:

1. Your job position in the organization?

- A. Top Level Manager (e.g. chief executive officer, general manager, managing director)?
- B. Middle level manager (e.g. senior manager, department manager)?
- C. Lower level manager (e.g. section manager, section head, officer)?
- D. Others: please specify _____

2. Your education level?

- A. Ph.D
- B. Masters Degree
- C. Bachelors Degree
- D. Diploma Qualification
- E. High School
- F. Others: please specify _____

3. What is the primary business of your organization?

- A. Wholesales/Retail
- B. Manufacturing
- C. Banking/ Financial
- D. Services
- E. Telecommunications
- F. Others: please specify _____

4. What is the status of your organization?

- A. Multinational company (MNC)
- B. Locally owned
- C. Joint venture

5. What is the no of countries your organization operates?

- A. Less than 5
- B. 5 to 9
- C. 10 to 20
- D. More than 20

6. What is the region of the countries your organization operates?

- A. Asia
- B. Africa
- C. East Asia
- D. Middle East
- E. Europe
- F. America

7. What is the total number of expatriates in your organization?

- A. Less than 10
- B. 10 to 19
- C. 20 to 40
- D. More than 40

8. What is the average gross annual revenue of your companies?

- A. Less than USD \$1 million
- B. More than USD \$1 but less than or equal to USD \$5 million
- C. More than USD \$5 million but less than or equal to USD \$10 million
- D. More than USD \$10 million but less than or equal to USD \$50 million
- E. More than USD \$50 million

9. How long has your company been operating outside Malaysia?

- A. Less than or equal to 5 years
- B. More than 5 years but less than or equal to 10 years
- C. More than 10 years but less than or equal to 15 years
- D. More than 15 years but less than or equal to 20 years
- E. More than 20 years

B. EXPATRIATE ESTABLISHMENT

1. Countries assigned (Including previous assignment, if applicable)

Country	Year	Duration

2. What method of selection being used to appoint you for the international assignment?

- A. Formal Interview
- B. Informal Interview
- C. Others _____
- D. Ad Hoc Basis
- E. Psychometric Test

3. What criteria that you think being used to select you for the international assignment?

- A. Technical Competence
- B. International adaptability
- C. Domestic track record
- D. Management Skills
- E. Willingness of your spouse to move abroad
- F. Your previous overseas experience

4. Have you been informed on the period of the international assignment?

Yes/ No

5. Did you receive any form of pre-departure preparation? Yes/ No

6. What form did this take?

- A. Briefing
- B. Pre visit the host country
- C. Others: _____
- D. Language Course
- E. Cross cultural Training

7. Do you find the preparation given was adequate? Yes/ No

8. Who are joining you in the host country?

- A. Spouse
- B. Spouse and children
- C. None (If none, proceed to Question 10)

9. Did the preparation are extended to your spouse/ family?

Yes/ No

10. Did you think you have enough support from your home country?

Yes/ No

11. If yes, what kind of support you received?

- A. Frequent communication/ contact
- B. Visit by home country personnel
- C. Formal monitoring programme
- D. Others: _____

12. Did you find this helpful or reassuring? Yes/ No

13. What were the main issues that you felt were difficult in the adjustment process?

- A. Physiological changes e.g. temperature, humidity, food etc.
- B. Psychological changes e.g. anxiety, boredom, fatigue, withdrawal from others
- C. Social changes e.g. new networks, new people and activities
- D. Others _____

14. How did you overcome these?

- A. Participate in specially favoured activities and experiences
- B. As time goes by and be patience
- C. Develop skill to derive optimal moods
- D. Others _____

15. Who help you overcome these difficulties?

- A. Spouse
- B. Company
- C. New companion
- D. Others _____

16. Overall, how satisfied were you with the method in which the international assignment was managed?

- A. Very Satisfied
- B. Satisfied
- C. Less satisfied
- D. Not satisfied

17. Was your repatriation (return home country) process discussed prior to your departure?

Yes/ No

18. Do you think discussions about your repatriation will help minimise reverse culture shock?

Yes No

19. Did you feel that the skills and knowledge that you acquired was valued and utilized? Yes No

20. If you had the opportunity again, would you agree on another international assignment?

Yes No

-Thank You-
