

OVERSEAS EFFECTIVENESS
OF AMERICAN EXPATRIATES IN GERMANY

by
Ulrike C. Zirner

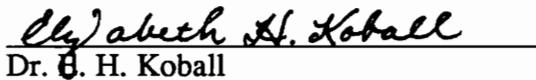
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(ABSTRACT)

As organizations are becoming more and more global, the number of employees on overseas assignments who must adjust to the cultural differences and other aspects of working and living overseas is growing. The high premature rate of return to the home country has increased the already high cost of overseas assignments. The cost of failure includes lost effectiveness on the job, time to find a replacement, discontinuity of work activities, damage to the company's reputation, and discontent on the part of the employee. As the result, it is very important that individuals on overseas assignments also be effective. The aim of this research is to identify how managers can select expatriates based on their personal characteristics and can intervene in the adjustment process to reduce the effects of adjustment difficulties on overseas effectiveness. The personal characteristics studied in this research effort are age, marital status, number of children, previous overseas assignment, and language proficiency. Adjustment difficulties are investigated in the areas of banking, housing, health care, shopping, and schooling. With help of a questionnaire, data was gathered from sixty-two Americans currently working and living in Germany. The results from a backward regression analysis indicate that respondents' difficulty of dealing with the aforementioned adjustment areas in the first three months has a significant negative effect on their effectiveness in Germany. Although it appears that respondents' language proficiency has a positive effect on overseas effectiveness, it may actually be a subset of their sense of preparedness at the time of arrival. The results from the regression analysis also indicate that the personal characteristics studied here cannot be used to develop a profile of expatriates who will be most effective in Germany or who will have the greatest difficulties while adjusting to life in Germany. Specific recommendations for how managers may improve the overseas effectiveness of American expatriates in Germany, as well as recommendations for future research, are discussed.

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INTRODUCTION

Problem Statement

The aim of this research is to identify how managers can select expatriates based on their personal characteristics (e.g. age, marital status, language proficiency) and can intervene in the adjustment process to reduce the effects of adjustment problems on overseas effectiveness. Managers can thereby increase the overseas effectiveness for American employees living and working in Germany.

Relevance of the Study

As organizations are becoming more and more global, the number of employees on overseas assignments who must adjust to the cultural differences and other aspects of working and living overseas is growing. Companies are spending at least \$125,000 every year for each American they have working overseas (McCaffrey and Hafner, 1985). The high premature rate of return to the home country has added an additional cost to overseas assignments. 20% to 50% of international relocations end in a premature return; in developing countries up to 70% (Copeland and Griggs, 1985). The cost of failure includes lost effectiveness on the job, time to find a replacement, discontinuity of work activities, damage to the company's reputation, and discontent on the part of the employee (Lewis, 1982).

To help reduce the number of premature returns, managers need guidance in selecting employees for overseas assignments and in assisting them in their adjustment to life in the host culture. Managers need to know with which adjustment problems expatriates have the most difficulties so they can concentrate their efforts to help expatriates adjust on those problems. Furthermore, they need to know which personal characteristics can help expatriates with overseas life and which ones could make it more difficult. Certain characteristics might make expatriates' adjustment problems more severe, while others may make the problem easier to deal with. Managers need to know how personal characteristics relate to expatriates' adjustment problems and overseas effectiveness to be able to select candidates for overseas assignments accordingly.

This study examines the interrelationships of expatriates' personal characteristics, the adjustment problems they experience, and their effectiveness in the host culture. The knowledge gained from this research will help managers select employees for foreign assignments and assist them in adjusting to life in the host country.

Who Will Use This Research

This research is designed to help managers of multinational organizations select employees for overseas assignments and assist them in adjusting to life in the host country. Firms operating in the field of relocation services, who help expatriates get established in the host country, can also use the results of this research to tailor their services to the specific needs of their clients.

Research Question

A research question is what the research results aim to answer. By answering the research question, I can expand the academic body of knowledge. My research question is: how do personal characteristics and potential adjustment difficulties relate to overseas effectiveness?

Research Purpose

The research purpose answers the question, why am I doing this research? The research purpose is usually stated as a general overriding reason. The purpose of this research is to provide information which may help managers of multinational organizations improve the overseas effectiveness of American expatriates living and working in Germany.

Research Objective

The research objective answers the question, what will be the results of my research, or, what can be learned from my research? The objective resembles an output, but is less tangible, and less specific than an output. The objective of this research is to provide information which may help managers develop strategies to improve the overseas effectiveness of American expatriates living and working in Germany.

Premises/Delimitations

1. I classify personal characteristics into three categories: (1) knowledge, skills, and abilities, (2) personality traits, and (3) individual background characteristics. Of the characteristics in these three categories, I'm studying one skill/ability (language proficiency) and five individual background characteristics (age, marital status, children, previous overseas assignment, previous overseas travel).
2. I'm studying five adjustment areas: housing, health care, banking, shopping, and schooling.
3. I've depicted the adjustment problems in the form of a pyramid which resembles Maslow's hierarchy of needs. (See conceptual model.) I will not be studying how adjustment problems relate to Maslow's hierarchy of needs. The problems I'm focusing on are at the lowest level of the pyramid.
4. I've depicted a pyramid of cultural differences to correspond to the pyramid of adjustment problems. (See conceptual model.) Although I'm studying the lowest level of the adjustment-problems pyramid, I'm not studying the corresponding cultural-differences pyramid.
5. I'm not studying the entire adjustment process. I'm studying the effects of adjustment difficulties and expatriates' personal characteristics on overseas effectiveness.
6. I'm not studying the different rates at which expatriates deal with the adjustment problems at the various levels of the pyramid. Since the expatriates I'm including in the study will have lived in Germany for at least three months, they should all have experienced at least the problems I'm studying (Harris and Moran, 1991).
7. The adjustment problems I'm investigating are at their worst at the time of the expatriates' arrival in Germany and become less severe from there on (Harris and Moran, 1991).
8. I'm not including situational factors (e.g. expatriates' health, job conditions and requirements, political and economic conditions of the host country) in my research (Church, 1982).

Conceptual Model

The conceptual model shows how the key elements of my research relate to one another. To put my model into the proper context, I first discuss MSL's Management System

Model. I then focus on one of the components of the Management System Model and show it in greater detail in the figure on a conceptual model.

The Management System Model uses a systems approach to describe a domain of responsibility (Kurstedt, 1991). The components of the model are *who manages*, *what is managed*, and *what is used to manage* (see Figure 1). The *who manages* uses information to make decisions that affect the domain of responsibility. The *what is managed* refers to the things that are managed, such as people, energy, and equipment, while *what is used to manage* consists of management tools.

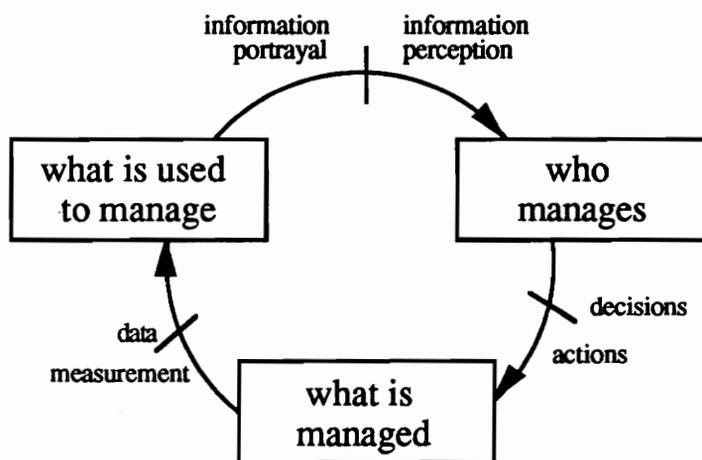


Figure 1. The management system model consists of three components (taken from Kurstedt, 1991).

In the context of my research, the *who manages* refers to managers of multinational organizations who send their employees on overseas assignments. These managers must select candidates and then help them adjust to life in the host country. The *what is managed* is the expatriates, their adjustment process as they get used to living overseas, and their effectiveness in the host country. The tools managers use to select expatriates and to influence their adjustment is *what is used to manage*. In my research, I'm studying the adjustment of American expatriates living and working in Germany (*what is managed*). The information resulting from my research can help managers develop strategies (*what is used to manage*) to intervene in their employees' adjustment process to reduce the effects of adjustment problems on expatriates' effectiveness overseas. In particular, these strategies

may address the selection of expatriates and how to assist them in dealing with adjustment problems.

The *what is managed* component of the Management System Model can be described in greater detail using an exploded conceptual model (see Figure 2). The model takes the general form of an input/output model, which consists of three components: the input, the process that converts the input to output, and the output. In the case of my research, the process is the adjustment process expatriates go through as they get used to living overseas. The input is the expatriates as described by their personal characteristics. The output of the process is expatriates who effectively function overseas. Thus expatriates enter the process with their set of personal characteristics, become adjusted to their new environment, and exit the process able to function effectively in the host country.

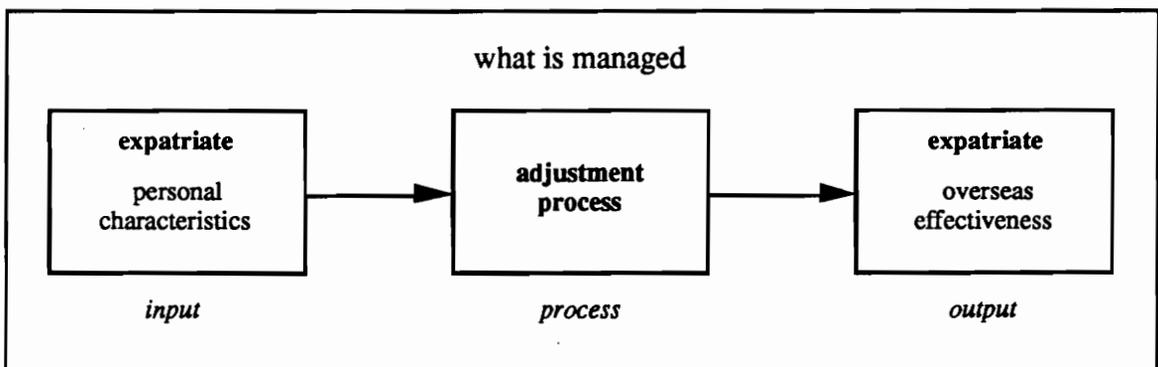


Figure 2. An input/output model shows the *what is managed* in greater detail.

My conceptual model shows the components of the input/output model in even greater detail (see Figure 3). The input, expatriates' personal characteristics, is divided into (1) knowledge, skills, and abilities, (2) personality traits, and (3) individual background characteristics. The adjustment process consists of an individual interacting with the foreign environment, being confronted with cultural differences, dealing with adjustment problems, and as a result changing his/her knowledge, attitudes, and emotions about the environment. The output, overseas effectiveness, is partitioned into a state of adjustment, interaction with host nationals, and task accomplishment. I discuss each component of my conceptual model in turn.

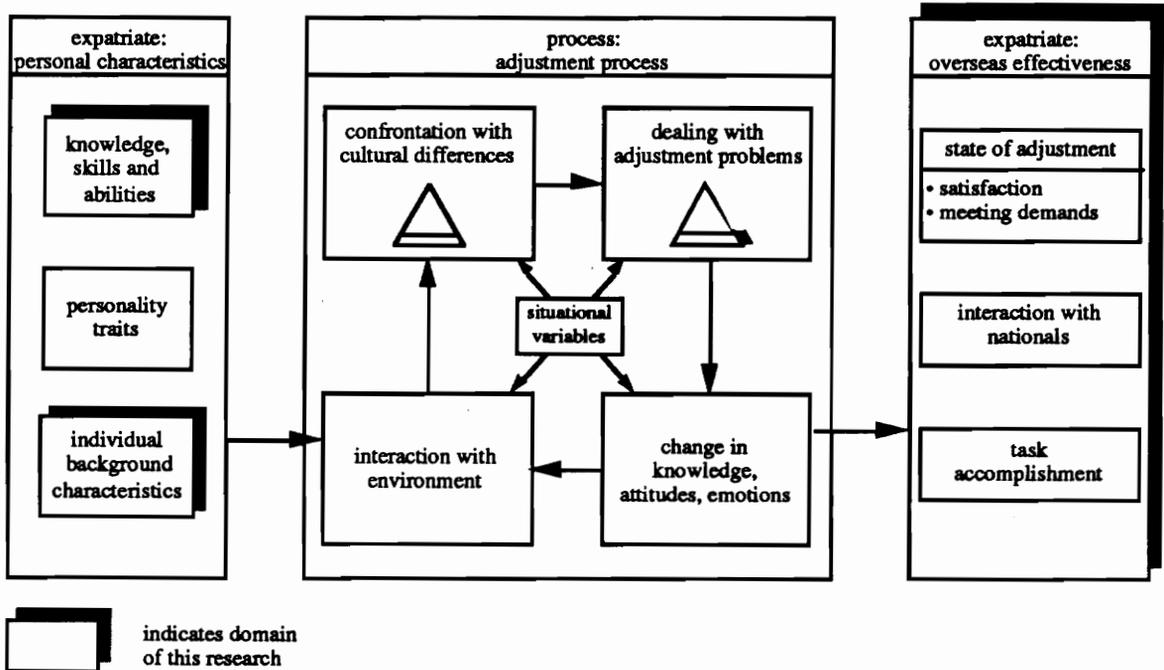


Figure 3. My conceptual model shows the input/output model in greater detail.

The literature suggests that an individual's personal characteristics influence his/her overseas effectiveness (e.g. Church, 1982; Illman, 1980; Kepler, Kepler, Gaither, and Gaither, 1983; Stoner, et al., 1972; Torbiörn, 1982; Worchel and Mitchell, 1972). These characteristics include (1) knowledge, skills, and abilities, (2) personality traits, and (3) individual background characteristics. In this research, I'm focusing on one skill/ability (language proficiency) and five individual background characteristics (age, marital status, children, previous overseas assignment, previous overseas travel). I will investigate how these factors influence expatriates' overseas effectiveness and their adjustment problems. I define the process of cross-cultural adjustment as the process by which an individual interacts with his/her environment and changes his/her knowledge, attitudes, and emotions about the environment (English, 1958; Hannigan, 1990; Torbiörn, 1982). While in contact with the environment, expatriates are confronted with various cultural differences. As a result, they have to face adjustment problems, that, if not overcome, can have a great negative effect on the expatriate, his/her family and coworkers, and even the entire company (Lewis, 1982). The adjustment problems people experience while living in a foreign country may be arranged in the form of a pyramid, which resembles Maslow's

hierarchy of needs. Maslow organizes human needs in a hierarchy of importance (Jewell and Siegall, 1990). The needs of each level must be satisfied before the needs of the next higher level become motivating. In other words, people exert an effort to satisfy their needs at the lowest level of the hierarchy and only upon doing so try to satisfy the needs of the higher levels. Similar to this hierarchy of needs, the adjustment problems at the lowest level of the pyramid must be resolved before issues higher up in the pyramid are dealt with. The adjustment problems I'm focusing on in this research (housing, health care, banking, shopping, and schooling) fall into the lowest level of the pyramid. Problems at a higher level of the pyramid might include being aware of and understanding socially acceptable topics of conversation, the importance of time, and the degree of formality in interpersonal relationships. By dealing with these and other adjustment problems, individuals change their knowledge, attitudes, and emotions, become more adjusted to the host culture, and continue to interact with their new environment.

The adjustment of expatriates is also influenced by a variety of situational factors. These factors are beyond the scope of this research, but should be recognized in the conceptual model. Examples of these factors are the expatriates' health, job conditions and requirements, political and economic issues of the host country, and host nationals' image of expatriates and their home country (Church, 1982).

The process of adjustment results in a state of adjustment. In this state, expatriates feel satisfied with their personal situation in the host country and can meet fairly well the demands put upon them (English, 1958; Hannigan, 1990; Torbiörn, 1982). This state of adjustment, by definition, is a component of overseas effectiveness. In addition to being adjusted, an individual must be interacting with nationals and accomplish his/her work-related tasks to be effective overseas (Hawes and Kealey, 1980; Walton, 1990). In my research, I will investigate the relationship between adjustment problems and overseas effectiveness as perceived by the individual.

The foregoing figures of the Management System Model, the input/output model, and my conceptual model may be merged to show a complete overview of my conceptual model in the context of MSL's Management System Model (see Figure 4).

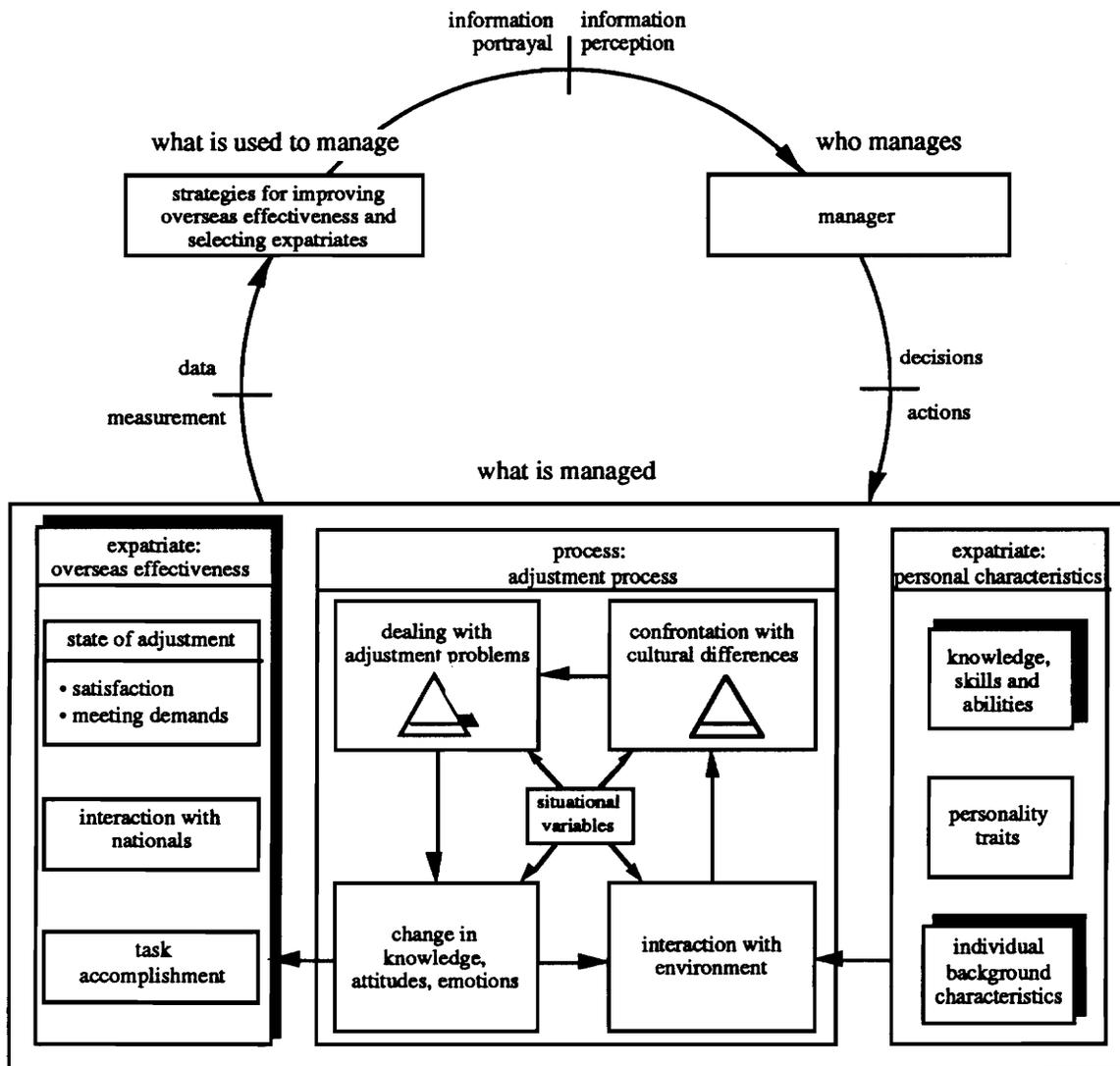


Figure 4. My conceptual model relates to the Management System Model.

Sub-Problem Statements

Sub-problems divide the problem statement into pieces. The partition is through the conceptual model, not through the methodology. My sub-problems are as follows:

1. Determine how the personal characteristics language proficiency, age, marital status, children, previous overseas assignment, and previous overseas travel of American

expatriates in Germany relate to their perception of the following adjustment problems: housing, health care, banking, shopping, and schooling.

2. Understand how American expatriates in Germany deal with the following adjustment problems: housing, health care, banking, shopping, and schooling.
3. Determine how expatriates' perception of the adjustment problems housing, health care, banking, shopping, and schooling relates to their perception of their effectiveness in Germany.

Outputs

Outputs are results corresponding one-to-one to subproblems. They address the question, what tangible results come from addressing the subproblems? My outputs are as follows:

1. An assessment of the relationship between expatriates' perception of the adjustment problems housing, health care, banking, shopping, and schooling and the personal characteristics language proficiency, age, marital status, children, previous overseas assignment, and previous overseas travel.
2. A description of how American expatriates in Germany deal with the following adjustment problems: housing, health care, banking, shopping, and schooling.
3. An assessment of the relationship between expatriates' perception of the adjustment problems housing, health care, banking, and shopping and their perception of their effectiveness overseas.

Research Hypotheses

A research hypothesis is a statement about the expected relationships between two or more constructs in a theory or an explanation for a behavior, phenomenon, process, or event.

It's *not* the statement of a testable hypothesis, which is measured by the application of a statistical test. My research hypotheses are as follows:

1. Expatriates' personal characteristics influence their perception of their effectiveness in Germany.
2. Expatriates' perception of the adjustment problems they encounter influences their perception of their effectiveness in Germany.
3. The amount of orientation to adjustment problems before arrival and the amount of assistance after arrival influence expatriates' perception of their effectiveness in Germany.

Definition of Terms

adjustment problems: difficulties an expatriate encounters while living in the host country for which he or she perceives an imbalance between the demand placed upon him or her by the situation and his or her capacity to meet the demand

cross-cultural adjustment process: the process by which an individual interacts with his or her environment and changes his or her knowledge, attitudes, and emotions about the environment (based on English, 1958, p. 13; Hannigan, 1990, p. 91; Torbiörn, 1982, p. 55)

state of cross-cultural adjustment: a state characterized by satisfaction, and meeting fairly well the demands put upon one (based on English, 1958, p. 13 and Torbiörn, 1982, p. 55, 77)

culture: the "transmitted and created content and patterns of values, ideas, and other symbolic-meaningful systems as factors in the shaping of human behavior and the artifacts produced by behavior." (Kroeber and Parsons, 1958, p.583; cited as a cross-disciplinary definition in Hofstede, 1984)

environment: the aggregate of circumstances, objects, and physical and social conditions by which one is surrounded; may refer to a specific setting an individual may be in at a particular moment, or the whole culture within which he or she lives, including the values, attitudes, norms, and conduct of its members (based on Mish, 1985, p. 416; Torbiörn, 1982, p. 58)

expatriate: an individual living outside of his/her native country

home country: an individual's native country

host country: the country an individual lives in during his or her expatriation

overseas effectiveness: a state of personal adjustment and of interacting with nationals, particularly in a work context, coupled with the accomplishment of one's work-related tasks in the host country (adapted from Walton, 1990, which in turn is based on Brislin, 1981, and Hawes and Kealey, 1980)

personal characteristics: the distinguishing qualities or attributes of a person, may be divided into (1) knowledge, skills, and abilities, (2) personality traits, and (3) individual background characteristics.

knowledge, skills, and abilities: the familiarity, awareness, or understanding gained through experience or study, coupled with the power to do something acquired or developed through experience; e.g. the ability to speak the language of the host country, knowledge of the host country's political and economic system (based on Berube, Neely, and DeVinne, 1985)

personality traits: a distinguishing, generally unchanging feature of a person's character; e.g. openness, flexibility, patience

individual background characteristics: an individual's personal circumstances at the time of moving to the host country; e.g. marital status, age, previous overseas travel

satisfaction: an individual's general wellbeing or contentment with his or her personal situation in the host country (adapted from Torbiörn, 1982, p. 77)

LITERATURE REVIEW

This section is divided into three categories: cross-cultural adjustment, overseas effectiveness, and personal characteristics. These categories tie the literature review to the conceptual model. At the end of this section, I discuss how the literature relates to my research.

Cross-cultural Adjustment

Conceptualizations of cross-cultural adjustment

Early research in the cross-cultural adjustment field has described adjustment in the form of stage and phase models. Although the two types of models are very similar, stage models focus on a series of sequential stages the individual passes through, while phase models describe adjustment in terms of a U or W curve (Brein and David, 1971).

Stage models are best exemplified by Oberg's (1960) description of adjustment and the effects of culture shock when being surrounded by a new cultural environment. Being credited with coining the term, Oberg conceives culture shock as "precipitated by the anxiety that results from losing all our familiar signs and symbols of social intercourse (p. 177)."

During the first stage of adjustment, the individual is fascinated by the new and interacts with his/her surrounding in a rather superficial way. In the second stage, the individual begins to see the surroundings in a more realistic light and generally develops a hostile and aggressive attitude towards the host country and its nationals. Oberg notes that this stage is rather crucial: if it is overcome the individual will choose to stay in the host country; if not the expatriate will leave the country before risking a nervous breakdown. The third stage of adjustment is characterized by a superior, if not cynical attitude towards the host country by the individual. He or she still experiences difficulties, but is now able to find his or her way in the environment. In the fourth stage, the expatriate is able to accept the host country's way of life, and begins to enjoy the food, habits, and customs. Thus, as time goes on, the individual becomes more and more adjusted to the host country.

Similar to the stage models, phase models focus on the expatriate's adjustment over time. However, these models differ from stage models in that they describe the adjustment process as a curve in the shape of a U (Deutsch and Won, 1963; Lysgaard, 1955; Sellitz and Cook, 1962; Sewell and Davidsen, 1956). The U-curve is conceptualized as four phases, which are very similar to the four stages identified by Oberg (1960). Torbiörn (1982) describes each of the four phases as follows: In the first phase, the individual is an outsider, viewing the host country's culture with curiosity and fascination. The second phase is characterized by the individual's interaction with the environment. The expatriate begins to realize that his or her knowledge of the host country is insufficient, loses some self-confidence, and develops a negative attitude towards the host country. In the third phase, the individual begins to come to terms with the environment and develops a sense of self-confidence as he or she feels less and less tense. In the fourth phase, the individual reaches the final phase before returning home. He or she has come to accept the host country and has a general sense of satisfaction regarding the sojourn.

In an effort to include the individual's need to readjust to his/her home culture, Gullahorn and Gullahorn (1963) describe the adjustment process in terms of a W-curve, rather than a U-curve. Essentially, this W-curve is a double U-curve, in that the individual passes through the same adjustment phases in the home culture as in the host culture.

Definition of cross-cultural adjustment

Although the field of cross-cultural adjustment is not new, it is still missing a consistent definition of the term itself. In 1973, Tucker (cited in Ruben and Kealey, 1979, p. 21) reviewed several studies and noted that "the primary weakness of all these studies was the lack of a common definition of adjustment or adaptation..." Since this criticism, very little has been done to correct the situation. Some researchers prefer the term *adjustment*, some *adaptation*, others see one as a component of the other, and still others use the two terms interchangeably.

Adler (1975, cited in Hannigan, 1990) describes *cultural adjustment* as an area of adaptation, which is characterized by "learning a language, being able to recognize the names of cities, foods and historical persons; and having a working knowledge of the essential customs and habits of the people (p. 90)." This definition looks at adjustment in terms of acquired knowledge, neglecting emotions and behavior. Ruben and Kealey

(1979) give a definition of *psychological adjustment*, which they view as one of three components of cross-cultural adaptation. In their terms, psychological adjustment is "the general well-being, self-satisfaction, contentment, comfort-with, and accommodation-to a new environment after the initial perturbations which characterize culture shock have passed (p. 21)." Contrary to Adler's definition, this definition focuses on emotions, rather than knowledge or behavior.

Torbiörn (1982) points out that adjustment may be viewed objectively and subjectively. Objective adjustment refers to the individual meeting the demands placed upon him/her by the environment; while subjective adjustment is defined as "the individual's general satisfaction with his personal situation in the host country (p. 72)." Similar to Torbiörn, English (1958) defines adjustment in terms of both satisfaction and demands.

Based on these and other studies, I have incorporated both the objective and the subjective aspect in my operational definition of adjustment, while considering emotions, attitudes, and knowledge. Thus, I have defined cross-cultural adjustment as the process by which an individual interacts with his or her environment and changes his or her knowledge, attitudes, and emotions about the environment. This process results in a state characterized by the individual's satisfaction with his or her personal situation in the host country, and meeting fairly well the demands put upon him or her.

Adjustment problems

Adjusting to life in the host country is not an easy process to go through. Torbiörn (1982) describes this process as one in which the individual interacts with the environment, while changing his or her perception of the clarity and applicability of his or her behavior (see Figure 5).

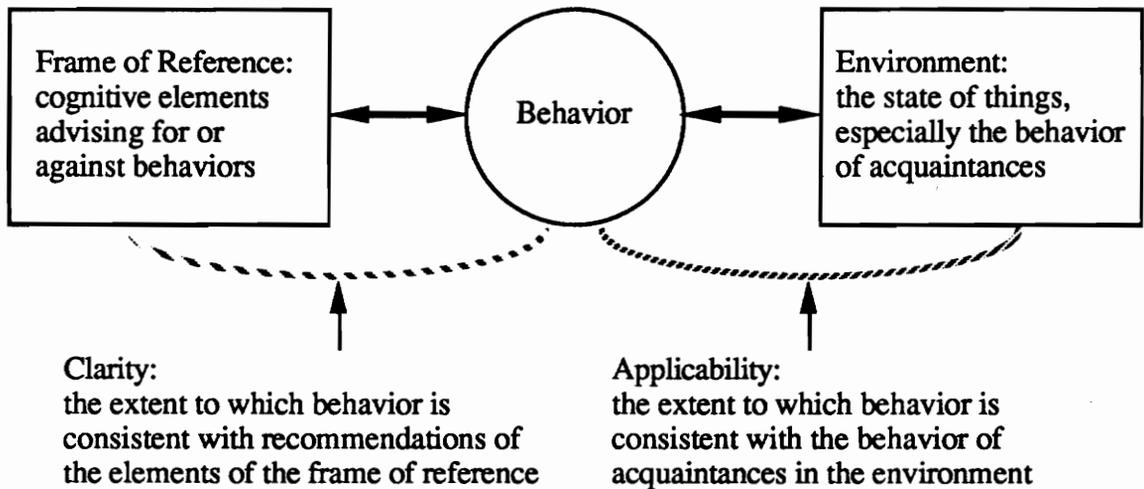


Figure 5. The relationships among a person's frame of reference, behavior, and environment in cross-cultural adjustment (taken from Grove and Torbiörn 1985, p. 208).

If either the perceived clarity or the perceived applicability of the expatriate's behavior, or both, are insufficient, he or she will suffer from a state of imbalance that must be overcome for the individual to become fully adjusted. In the process of interacting with the environment and changing his or her knowledge, attitudes, and emotions about the environment, the individual will encounter numerous problems that can lead to such an imbalance. These problems are difficulties the expatriate encounters while living in the host country for which she or he perceives an imbalance between the demand placed upon him or her by the situation and his/her capacity to meet the demand.

Harris and Moran (1991) distinguish between expatriates' survival information needs and other information needs. Survival information needs pertain to schools, doctors, housing, etc., while other information needs relate to adjusting to the new society, how to get the job done, making new friends, etc. Survival information needs are low prior to moving to the host country, at their highest upon arrival, and decline from that moment on (see Figure 6). Contrary to survival information needs, other information needs are high before leaving, at their lowest at the time of arrival, and increase from there on. Thus, during the time that expatriates first arrive in the host country and begin to adjust to the new environment, their survival is of the highest priority. Only after expatriates have satisfied their survival information needs do other information needs become pertinent.

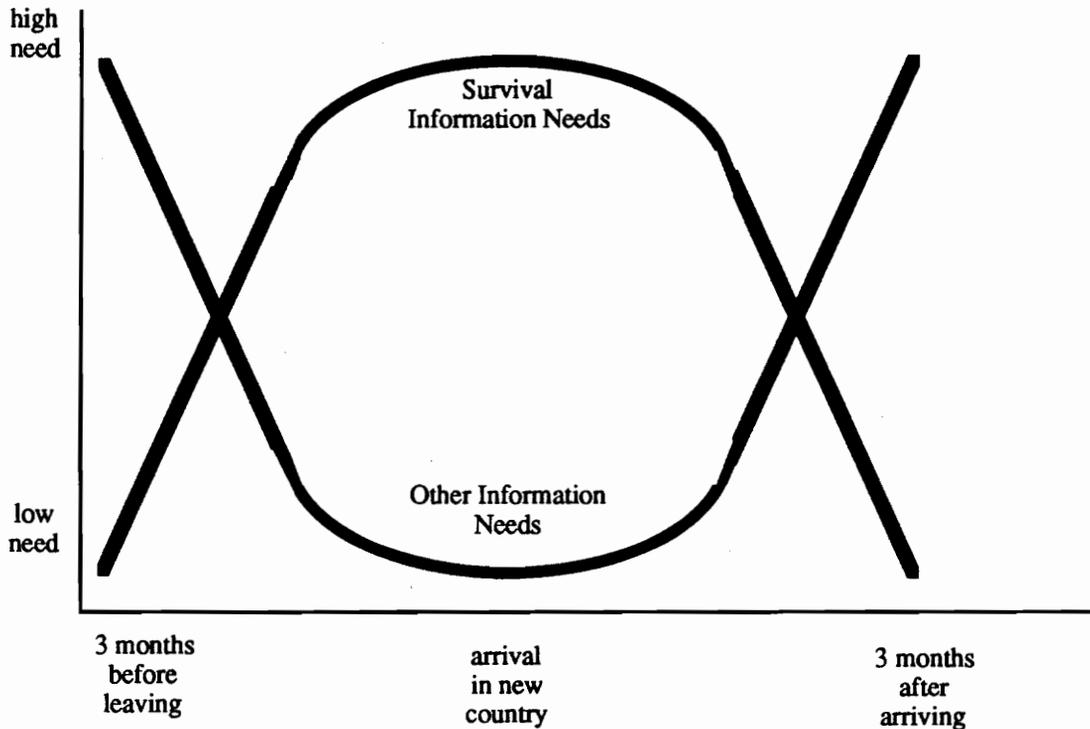


Figure 6. Interaction of the various needs of expatriates (taken from Harris and Moran, 1991, p. 290).

The two types of information needs may be associated with different adjustment problems. As Harris and Moran indicate, adjustment problems associated with survival information needs pertain to issues such as schools, doctors, and housing. Expatriates must resolve these adjustment problems before being able to face the problems rising out of other information needs, e.g. topics of conversation to be avoided in public, physical proximity, and the importance of time (Axtel, 1985; Lee, 1983). Figure 6 shows that for the first few months after arriving in the new country, dealing with adjustment problems related to survival information is much more important to the expatriate than dealing with problems stemming from other information needs. Thus, adjustment problems related to survival information needs and those related to other information needs may be portrayed in a pyramid somewhat resembling Maslow's hierarchy of needs (see Figure 7). In this pyramid, the problems at the lower level must be dealt with before issues at the higher level are confronted.

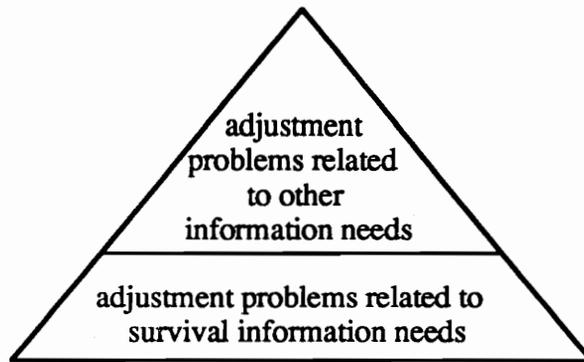


Figure 7. The adjustment problems may be shown in the form of a pyramid.

Of course, some of the problems at the lower level of the pyramid could linger on throughout the individual's stay in the host country and be a constant source of annoyance, e.g. never finding an adequate place to live, not being able to receive the kind of medical care one is used to, but they are outweighed by problems such as making new friends, homesickness, or getting used to the general pace of life (Church, 1982; Spradley and Phillips, 1972).

The majority of adjustment problems discussed in the literature relate to cultural differences such as values, beliefs, or customs. Many of them pertain to the individual's relationships with nationals or his or her personal problems. For example, in a review of 42 studies, Church (1982) compiled a list of commonly mentioned adjustment problems of foreign students, which included problems such as adjustment to social customs and norms, contrasting or conflicting values and assumptions, difficulty making social contacts, problems with verbal and nonverbal communication, homesickness, and maintaining self-esteem. Similarly, Spradley and Phillips (1972) studied how much adjustment was needed to various cultural differences such as ideas about what is funny or sad, ideas about friendship, and ideas about what offends others, personal cleanliness, and type of recreation and leisure time activities. Although these problems have an effect on the individual's cross-cultural adjustment, they do not pertain to the practical issues that have to be resolved when first starting out in the host country.

The more practical adjustment problems which are related to survival information needs, are rarely discussed in the literature. Although Oberg (1960) acknowledges possible

adjustment problems regarding school, transportation, and shopping, he does not elaborate on them or discuss their effects on the individual's adjustment to overseas life.

Recognizing expatriates' need for education on the "practical aspects of living in the new country," Kepler, et al. (1983, preface) suggest ways of dealing with issues such as housing, banking, the postal service, schooling, and health care. However, the cross-cultural adjustment field still lacks empirical studies regarding this type of adjustment problems.

Consulting firms around the world have recognized expatriates' need for assistance in dealing with their problems and are beginning to offer services that will help expatriates get settled in the host country (Breidenbach, 1992). Consultants in this new field of relocation services, find suitable housing, open bank accounts, arrange for utilities, and enroll the expatriate's children in the appropriate schools, frequently before the individual and his or her family arrive in the host country (Auslandseinsätze, 1992; Bartosch, 1992; Breidenbach, 1992). Multinational firms value these services because they allow expatriate employees to concentrate on their assignment from the moment they arrive, without having to worry about the practicalities of getting settled in the host country.

Although relocation services consulting firms are beginning to provide expatriates with assistance in dealing with their adjustment problems, studies regarding the problems relating to survival information needs are still lacking. Furthermore, the majority of the research that does focus on adjustment problems involves peace corps volunteers or students. To give insight into the nature of the adjustment problems experienced by business persons, more studies involving employees of multinational companies need to be done.

Overseas Effectiveness

Much like cross-cultural adjustment, the term overseas effectiveness lacks a commonly accepted definition. What one researcher regards as factors relating to overseas effectiveness, another may call factors pertaining to cross-cultural adjustment. As a result, it is easy to confuse what is meant by each term.

In a recent review of the literature, Hannigan (1990) concludes that many theorists use the term effectiveness to mean the desired behavior of people living in host countries. While

this does not specify what the desired behavior is or towards whom it is directed, several researchers have described effectiveness in terms of task accomplishment and interaction with host nationals (Ruben and Kealey, 1979; Hawes and Kealey, 1981, Walton, 1990). By doing so, Hawes and Kealey warn against viewing effectiveness only in terms of tangible job outcomes. They found that if daily interaction with host nationals were disregarded, their subjects would have been rated as ineffective, regardless of how well they carried out their day-to-day activities. Thus, overseas effectiveness is more than whether or not the overseas assignment has been accomplished; it also includes cross-cultural interaction with host nationals.

It is generally believed that an individual who is well adjusted to the host culture will also be effective in that culture, and that adjusted individuals should be able to perform at least as well on their job as they did at home (Kealey and Ruben, 1973; Benson, 1978). Several studies have found support for associating cross-cultural adjustment with overseas effectiveness (Black and Mendenhall, 1990; Earley, 1987; and Megginson, 1967). After reviewing several definitions of adjustment, Hannigan (1990) concluded that adjustment results in "satisfaction, feeling more at home in one's new environment, improved performance, and increased interaction with host country persons (p. 91)." Furthermore, in a study on cross-cultural adaptation, Ruben and Kealey (1979) found adjustment and effectiveness to be "functionally, if not conceptually, related (p. 38)." Similarly, Hawes and Kealey's (1981) model of cross-cultural effectiveness shows expatriates and their families becoming adjusted to the host culture, before the expatriate is able to accomplish his or her assigned tasks (see Figure 8). Thus, overseas effectiveness requires adjustment, interaction with host nationals, and task accomplishment on the part of the expatriate (Walton, 1990).

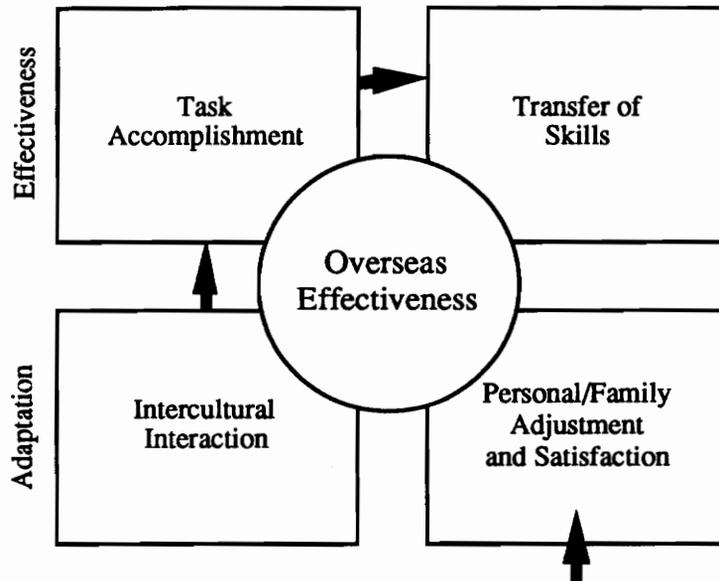


Figure 8. Overseas effectiveness involves adjustment, intercultural interaction, and task accomplishment (adapted from Hawes and Kealey, 1981, p. 251).

Drawing on the definitions of Ruben and Kealey (1979) Hawes and Kealey (1980), and Walton (1990), I define overseas effectiveness as a state of personal adjustment and of interacting with nationals, particularly in a work context, coupled with the accomplishment of one's work-related tasks in the host country. This definition incorporates adjustment, job performance and interaction, while keeping a focus on the expatriate's work environment, the primary reason he or she is living in the host country.

Personal Characteristics

A vast number of studies has been done in an effort to predict cross-cultural adjustment, performance, or effectiveness based on personal characteristics (for example Cleveland, Mangone, and Adams, 1960; Hammer, Gudykunst, and Wiseman, 1978; Harris, 1973; Hawes and Kealey, 1981; Ruben and Kealey, 1979). In a literature review that included several of these studies and others, Kealey and Ruben (1983) found consensus of only six factors: empathy, respect, interest in local culture, flexibility, tolerance, and technical skill. While many studies have found support for several personal characteristics, other have found little or no association between various characteristics and cross-cultural adjustment, performance, or effectiveness. A few studies simply state that multinational organizations

use several background characteristics for the basis of selecting employees for overseas assignments (Kepler, et al, 1983; Torbiörn, 1982; Illman, 1980)

To organize the many different personal characteristics relating to overseas adjustment, effectiveness, and performance, I divide them into three categories: (1) knowledge, skills, and abilities, (2) personality traits, and (3) individual background characteristics. Various studies have found characteristics that fall into at least one of these three categories (Cleveland, Mangone, and Adams, 1960; Harris, 1973; Kealey and Ruben, 1983). The first category includes what the individual knows about the host country in terms of its culture, political and economic system, geography, etc. The expatriate's interpersonal skills and abilities such as having respect for others, being flexible, a good listener, and able to build new relationships, as well as his or her language and technical skills fall into this category. The second category, personality traits, includes the distinguishing, generally unchanging features of a person's character. Examples of personality traits studied in relation to cross-cultural adjustment are having self-confidence, being outgoing, open, frank, nonethnocentric, courteous, and patient. The third category, individual background characteristics, includes the expatriate's personal circumstances at the time of moving to the host country. The more frequently studied characteristics that might fall into this category are nationality, status, age, educational level, and previous cross-cultural experience (Church, 1982). Several other factors such as previous overseas travel, undergraduate and graduate academic concentration, length of employment with the home organization, marital status and stability, medical status, and gender are also mentioned in the literature (Stoner et al., 1972; Worchel and Mitchell, 1972; Torbiörn, 1982)

Summary

The body of knowledge on cross-cultural adjustment and overseas effectiveness is neither new, nor complete. This research is intended to help fill some of the remaining gaps.

Most of the research in the cross-cultural adjustment field has focused on one of five groups of people: peace corps volunteers, overseas businessmen, technical assistance personnel, military personnel, and students. Of these groups, the least amount of empirical work comes from businessmen studies, while the greatest amount comes from studies involving Peace Corps volunteers (Kealey and Ruben, 1983). These empirical studies were carried out in countries such as Kenya, Iran, Ethiopia, and Kingdom of Tonga

(Ruben and Kealey, 1979; Cleveland, et al., 1960, Harris, 1973). Since only a few, if any American businessmen or women live in these countries for extended periods of time, it is difficult to generalize the findings of these studies to American business persons living in Germany. Thus, the body of knowledge lacks empirical research involving businessmen and women living in European countries.

A great many studies have focused on the expatriates' personal characteristics, neglecting the adjustment problems they must deal with when getting used to their new environment. The cross-cultural adjustment literature does acknowledge that expatriates encounter various problems when adjusting to life in the host country, but what factors influence whether or not and to what extent these problems are experienced, has not been investigated. Naturally not all expatriates experience the same problems or to the same degree. Perhaps this could be attributed to the individual's personal characteristics. The gap in the literature concerning the relationship between personal characteristics and adjustment problems remains to be filled. Furthermore, no empirical studies specifically of adjustment problems relating to survival-information needs appear to have been done.

Similar to the relationship between personal characteristics and adjustment problems relating to survival information needs, there is little indication in the literature of the effects these problems have on the expatriate's effectiveness in the host country. Lewis (1982), however, states that if the expatriate does not overcome some of the difficulties he or she encounters, his or her concentration on the job will be impaired which may have significant negative effects on the expatriate, his/her co-workers and family, and even the home company. The expatriate may grudgingly and ineffectively continue with the assignment, or even return prematurely. The negative consequences of not being able to overcome adjustment problems are not slight, and thus the relationship between adjustment problems relating to survival-information needs and the individual's effectiveness in the host country warrants further study.

METHODOLOGY

In this section I discuss my research model, variables, testable hypothesis, research assumptions, and the research plan I followed to carry out my study.

Research Model

The research model operationalizes the conceptual model into terms of variables and illustrates the expected relationships for these variables. My research model is shown in Figure 9.

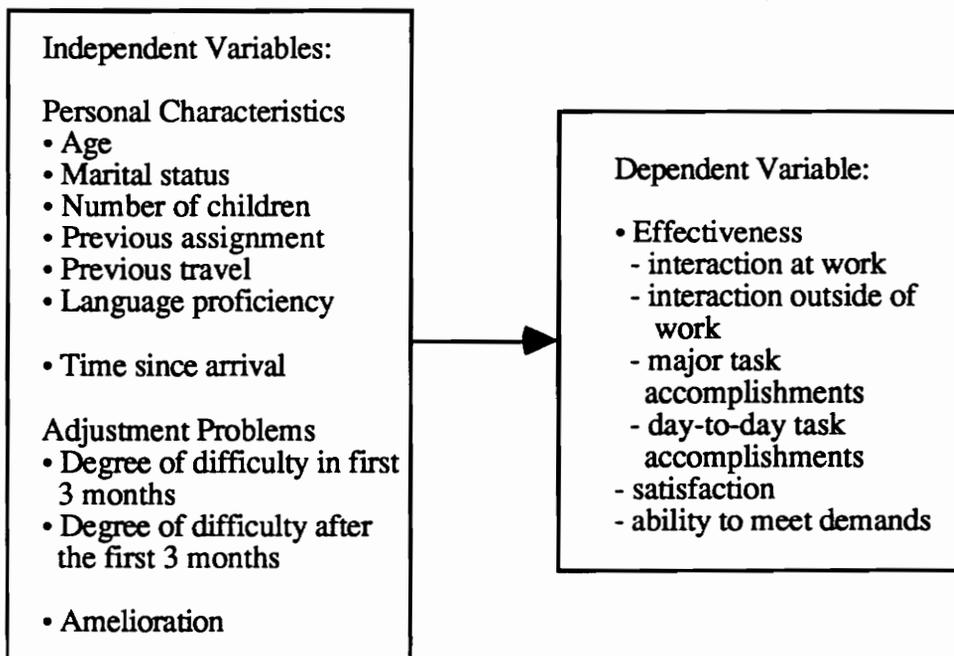


Figure 9. My research model shows the relationship between my independent and dependent variables.

Variables

My variables are adjustment problems, personal characteristics, amelioration, time since arrival, and overseas effectiveness. For my hypothesis, adjustment problems, personal characteristics, amelioration, and time since arrival were the independent variables, while overseas effectiveness was the dependent variable. Having consulted the literature (Harris

and Moran, 1991), I used "difficulty in the first three months" and "difficulty after the first three months" to measure adjustment problems. Each of these two variables is a composite of five items on the questionnaire. I measured how difficult it has been to deal with each of the five adjustment problems both before and after the first three months. I then averaged the scores for those five items to derive the composite score "difficulty in the first three months" and "difficulty after the first three months." The personal characteristics of expatriates working and living in Germany are also independent variables. They include "age," "marital status," "number of children," "previous overseas assignment," "previous overseas travel," and "language proficiency." In the questionnaire, I measured these variables with one item each, except language proficiency. For language proficiency, I asked respondents to indicate how well they read, speak, and understand German. I averaged their scores on these three items to obtain their score for "language proficiency." To measure the independent variable "time since arrival," I asked respondents to record the current date and the date they arrived in Germany. The variable "amelioration" is a composite of fifteen items on the questionnaire. For each of the five adjustment problems, I asked respondents to indicate how much orientation they received before they came to Germany, how prepared they felt, and how much assistance they received once they were in Germany for each of the five adjustment areas I studied.

The dependent variable for my hypothesis was "overseas effectiveness." Having consulted the literature (Brislin, 1981; Hawes and Kealey, 1980; Walton, 1990), I measured effectiveness using six items on the questionnaire and averaging respondents' scores for those items. I asked subjects to indicate how effective they feel they are in terms of interaction with host nationals at work, interaction outside of work, accomplishing major tasks at work, and accomplishing day-to-day tasks at work. Subjects also rated themselves in terms of their satisfaction and ability to meet the demands living abroad has put on them. I averaged their scores on these six items to get an overall score for "overseas effectiveness."

Testable Hypothesis

A testable hypothesis is more specific than a research hypothesis. My testable hypothesis is as follows:

Adjustment problems (housing, health care, banking, shopping, and schooling), personal characteristics (age, marital status, number of children, previous overseas assignment, previous overseas travel, and language proficiency), amelioration, and time since arrival affect overseas effectiveness.

Specifically, my null hypothesis is that age, marital status, number of children, previous overseas assignment, previous overseas travel, language proficiency, time since arrival, difficulty in the first three months, difficulty after the first three months, and amelioration have no effect on overseas effectiveness. Statistically, the null hypothesis may be expressed as:

$$H_0: \beta_0 = \beta_1 = \beta_2 = \beta_3 = \beta_4 = \beta_5 = \beta_6 = \beta_7 = \beta_8 = \beta_9 = \beta_{10} = \beta_{11} = \beta_{12} = \beta_{13} = 0$$

My alternate hypothesis is that at least one of the independent variables (age, marital status, number of children, previous overseas assignment, previous overseas travel, language proficiency, time since arrival, difficulty in the first three months, difficulty after the first three months, and amelioration) has an effect on overseas effectiveness. Statistically, the alternate hypothesis may be expressed as:

$$H_1: \text{at least one } \beta \text{ is not equal to zero.}$$

To test the hypothesis, I used the following regression model:

$$Y_{ij} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \beta_{11} X_{11} + \beta_{12} X_{12} + \beta_{13} X_{13} + e_{ij}$$

where

- Y_{ij} = overseas effectiveness
- X_1 = age
- X_2 = never married
- X_3 = significant other in Germany
- X_4 = significant other in the United States
- X_5 = divorced, separated, or widowed
- X_6 = number of children
- X_7 = previous overseas assignment
- X_8 = previous overseas travel
- X_9 = language proficiency
- X_{10} = time since arrival
- X_{11} = difficulty in the first three months
- X_{12} = difficulty after the first three months
- X_{13} = amelioration

Tables 1 through 4 define my variables and show the questionnaire items I used to measure these variables.

Table 1. Y_{ij} is my independent variable and pertains to Overseas Effectiveness.

Construct	Variable	Questionnaire		Codification
		Item	Page	
Effectiveness	Y_{ij}	1a	7	score = $\sum Z_i^*$
• interaction at work		1b	7	
• interaction outside of work		1c	7	
• major task accomplishment		1d	7	
• day-to-day task accomplishment		2	7	
• satisfaction		3	7	
• meeting demands				

* An observation of a normal random variable X may be transformed to a new set of observations of the normal random variable Z (Z_i). The standard normal distribution has a mean of zero and a variance of one.

Table 2. X_1 through X_{10} pertain to expatriates' personal characteristics.

Construct	Variable	Questionnaire		Codification
		Item	Page	
age	X_1	7	1	scale = 1-6
marital status	X_2	8	1	dummy code: 0,1* $X_2=1$ if marital status = never married; 0 otherwise $X_3=1$ if marital status = married or engaged, significant other is with me in Germany; 0 otherwise $X_4=1$ if marital status = married or engaged, significant other stayed in the USA; 0 otherwise $X_5=1$ if marital status = divorced, separated, or widowed; 0 otherwise
	X_3			
	X_4			
	X_5			
number of children	X_6	9	1	number
previous assignment	X_7	11	1	0,1
previous travel	X_8	12	1	0,1
language proficiency	X_9	13	1	score = $\sum Z_i$
		14	1	
		15	1	
time since arrival	X_{10}	1	1	item 1 - item 2
		2		

* a dummy code is used because the data for marital status is nominal

Table 3. X₁₁ and X₁₂ pertain to expatriates' adjustment difficulties.

Construct	Variable	Questionnaire		Codification
		Item	Page	
difficulty in the first three months	X ₁₁	2a	2	score = $\sum Z_i$
		3a	3	
		3a	4	
		3a	5	
		5a	6	
difficulty after the first three months	X ₁₂	2b	2	score = $\sum Z_i$
		3b	3	
		3b	4	
		3b	5	
		5b	6	

Table 4. X₁₃ pertains to expatriates' amelioration.

Construct	Variable	Questionnaire		Codification
		Item	Page	
amelioration	X ₁₃	4	7	score = $\sum Z_i$
		5	7	
		6	8	

Research Assumptions

1. The adjustment problems I'm investigating are common to all or most American expatriates living in Germany.
2. Adjustment problems vary in severity, but they cannot be completely avoided.

Research Plan

In this section I discuss the subjects I used for my experiment, the questionnaire I developed for the study, the procedure I used to distribute and collect the questionnaires, the pilot study.

Subjects

My subject population consists of American expatriates who have been living and working in Germany for at least three months. The sample of subjects that participated in my study is a volunteer sample of convenience. A convenience sample is non-random in that members of the population don't have equal chances of being selected (Light, Singer, &

Willet, 1990). Therefore, caution must be used when making inferences about the population based on such a sample because the sample may not be completely representative of the population. When choosing the size of this sample, I considered both the sample size of similar studies and the cost of collecting the data relative to the value of increased information (Rossi, Wright, and Anderson, 1983). My study is comparable to other studies involving survey data from Americans living overseas. I found sample sizes to be ranging from 53 (Hammer, Gudykunst, & Wiseman, 1978) all the way to 220 (Black and Stephens, 1989). Therefore, I believe my sample size is appropriate for this type of study, given the financial constraints.

To find subjects, I contacted 81 companies in Germany, asking them if any of their employees might be willing to participate in my study. (Appendix A lists the companies I contacted.) I had four sources for firm names and addresses. One source was the Directory of Foreign Firms Operating in the United States (1989). In this directory I found the addresses, telephone numbers, and in some cases fax numbers of various German firms with American affiliations. My second source was the International Directory of Corporate Affiliations (1991) which lists both the addresses of German companies with subsidiaries in the United States and the addresses of German subsidiaries of American firms. Unfortunately, this directory didn't list a contact person and many of its addresses and phone numbers were incorrect. My third source was a German newspaper article entitled "Starthilfen für die Karriere" (1991) which listed the addresses of several large firms in Germany. However, this article gave no information regarding contact persons or phone numbers. My fourth source was another German newspaper article, (Gop, 1992) which listed the names, addresses, telephone numbers, fax numbers, and in some cases the contact person of thirteen major relocation-services organizations in Germany. These organizations handle the arrival, on-site training, and support of expatriates in Germany.

I asked each of the 81 firms I contacted either to give me the names and addresses of their American employees so I can contact them, or to distribute the questionnaire to the subjects themselves. (See Appendix B for a detailed description of my correspondence with these firms.) Seventeen companies participated in the study, allowing me to send out a total of 184 questionnaires. 62 of the 184 questionnaires I sent out have been returned to me for data analysis. This constitutes a 33.7% response rate, which is acceptable, considering a

22% return rate isn't unusual for an international survey (Dawson and Dickinson, 1988; Dillman, 1978).

The questionnaire

I developed a questionnaire as the instrument for my study. Appendix C shows the questionnaire I used for the pilot study, while Appendix D shows the revised version I used for the final study. I consulted the literature, experts in the field, and other, similar questionnaires. During the development of the questionnaire, various experts reviewed it for a total of 12 times. These experts include Dr. Elizabeth Koball, Dr. Ellen Tomchin, and Dr. Brian Kleiner of Management Systems Laboratories. I also consulted Dr. Robert Frary of Measurement Research Services at Virginia Tech and Dr. Steward Black of the Amos Tuck School of Management at Dartmouth College. Based on the suggestions of these experts, I revised the questionnaire numerous times.

Reliability and validity of the questionnaire

Reliability of an instrument refers to the internal consistency of the instrument and/or the extent to which repeated measures yield the same results under constant conditions (Light, Singer, and Willett, 1990; Rossi, Wright, and Anderson, 1983). An instrument is valid to the extent that it measures what it is intended to measure. There are several types of validity that I've address in my research (Light, et al., 1990; Rossi, et. al., 1983). *Content validity* is an indication of how well my questionnaire covers all of the domains I want to measure. By having five experts review my questionnaire and by conducting a pilot study, I've addressed content validity. *Face validity* is the extent to which the instrument looks, reads, and feels right. I've addressed face validity by revising my questionnaire until it seemed correct to the experts. Having subjects in the pilot study indicate which items they feel are superfluous or ambiguous, also helps me improve the face validity of my questionnaire. *Construct validity* indicates how well the instrument assesses the construct it is intended to assess. This type of validity is normally investigated by comparing the instrument to different conditions using different methods. Although I won't be able to do that with my questionnaire, I've attempted to establish construct validity by basing my questionnaire on the literature as much as possible. *Concurrent validity* is the correlation of scores on this instrument with measures of some current status. For example, concurrent validity would be demonstrated if a person responded to my questionnaire that he or she could speak German fluently and at the same time demonstrated this fluency. Similarly,

predictive validity would be demonstrated if a person indicated on this questionnaire that he or she were ineffective and unsatisfied, and at some future time returned home prematurely without completing the overseas assignment.

Procedure

My subjects were living in Germany at the time they completed the questionnaire. Therefore, I believe it was better for them to receive the questionnaires from Germany and have a contact person there whom they could call in case of questions and to whom they would return the questionnaires. My father, Dr. Joachim Zirner, was that contact person in Brunsbüttel, Germany.

The procedure for distributing and collecting the questionnaires was as follows:

1. I prepared the questionnaire packets.
 - Each questionnaire packet contained a cover letter, a questionnaire for the employee, a questionnaire for the spouse, and a stamped, addressed return envelope. The return address on the envelopes was that of the contact person in Brunsbüttel.
2. I went to Germany for data collection.
 - I spent from July 17, 1992 to August 11, 1992 in Germany to collect the data.
 - 2.1. I called companies in Germany.
 - I called each of the firms that had agreed to participate in my study.
 - I also called several companies I had written to but hadn't heard from yet. These firms were BASF, Hoechst, IBM, Kodak, and Siemens. In these cases I was unable to determine the appropriate contact person prior to calling.
 - I arranged with each contact person how many questionnaires he or she would distribute to the firm's American employees.
 - 2.2. I sent the questionnaires to the contact person or delivered questionnaires in person.
 - I arranged with each contact person whether I should send the questionnaires or hand-deliver them during an office visit. I sent the questionnaires to fourteen of the eighteen participating firms and visited Proctor & Gamble, RAA Relocation Services, and Start-Up Services in person.
3. The company contact distributed the questionnaires to the subjects.
 - The company contact addressed the questionnaire mailings and distributed them to the subjects associated with his or her firm. In the cases of BASF, Bristol Myers, and

General Electric I sent the questionnaires directly to the subjects. It should be noted that having the company contacts select the subjects introduces a certain amount of bias into the data.

4. Subjects completed the questionnaire and returned it to the contact person in Brunsbüttel using the envelope provided.
5. The questionnaires were returned to Blacksburg.
 - By the time I left Germany, 21 questionnaires had been returned to Brunsbüttel. I took these questionnaires with me to Blacksburg.
 - My mother visited the United States in September and brought the questionnaires that had arrived in Brunsbüttel by August 28. I picked these questionnaires up in Cleveland, Ohio.
 - My father sent the remaining questionnaires to Blacksburg via Federal Express on September 14. No questionnaires had arrived in Brunsbüttel during the prior week.
 - Unexpectedly, several more questionnaires had arrived in Brunsbüttel by October 20. A friend of my father's, who was visiting Germany, brought these questionnaires back to the United States with him. He sent them to me on November 12.

I arrived in Germany with 80 prepared questionnaire packets, expecting to send out approximately 60. However, more firms participated in the study than I had anticipated so I prepared an additional 104 packets in Germany. Also, since I knew the name and address of only eleven of the 184 subjects, I didn't send out notices to remind subjects to respond to the questionnaire. Since I had to send the questionnaires to the company contacts instead of directly to the subjects, I had no control over how many questionnaires actually reached the subjects. I also don't know how long the company contacts took to distribute the questionnaires, and therefore don't know when exactly the subjects received the questionnaires. Furthermore, the company contacts may have introduced a certain amount of bias by sending the questionnaires to individuals who have had a particular good or bad experience in Germany. Table 5 gives a complete overview of the seventeen companies that participated in the study, the number of questionnaires I sent to each, and on what date.

Table 5. I sent out a total of 184 questionnaires to seventeen firms in Germany.

Company Name	Number of Questionnaires sent	Date Questionnaires were Sent
BASF Group ^{a,b}	4	July 22
Bayer AG	20	July 22
Bristol Myers GmbH ^b	1	July 20
Checklist - Executive Relocation Service	10	July 20
Delta Airlines Frankfurt ^c	10	July 23
Ford of Europe Inc. ^{b,c}	3	July 22
General Electric Deutschland ^b	3	July 20
Gerling Konzern	3	July 20
Hoechst AG ^a	15	July 23
IBM Deutschland GmbH ^a	40	July 22
Kodak AG ^a	10	July 22
Mobil Oil GmbH	2	July 20
Proctor & Gamble GmbH ^{c,d}	20	July 28
RAA Relocation Services ^d	15	July 30
Siemens AG ^a	10	July 22
Start-Up Services ^d	10	July 30
Volkswagen AG	8	August 7
Total:		184

^a contacted once I was in Germany

^c replied after I had left for Germany

^b sent the questionnaire directly to the subject

^d visited in person

Pilot study

I conducted a pilot study to make sure the items of the questionnaire were clear and understandable. The purpose of the pilot study wasn't to gather data for statistical analysis, but rather to uncover flaws in the questionnaire. The subjects for this study were professors who have spent some time overseas. Some of them have lived in Germany, others have only briefly visited a country other than Germany. To find these subjects, I contacted several individuals on campus who deal with or know about people who have gone overseas. I also called numerous academic departments and asked them if any of their professors had gone overseas. From this list of 59 candidates for my pilot study, I called professors to ask if they would be willing to participate. A few days before delivering the questionnaires, I called the professors as a reminder. A total of twelve professors participated in the pilot study, of which five returned their questionnaires. The written

comments regarding the clarity and content of the items helped me improve the questionnaire. Appendix E presents a list of changes I made to the questionnaire based on the results of the pilot study.

To ensure the data analysis could be performed as I anticipated, I calculated descriptive data for the pilot study. I can't calculate inferential statistics for these data because I don't have enough respondents to perform a regression analysis. On the following pages, I present the results for effectiveness, difficulty of dealing with each adjustment area, amount of amelioration for each adjustment area, and a summary of respondents' personal characteristics in graphical form. A complete summary of the responses to each questionnaire item are included in Appendix C.

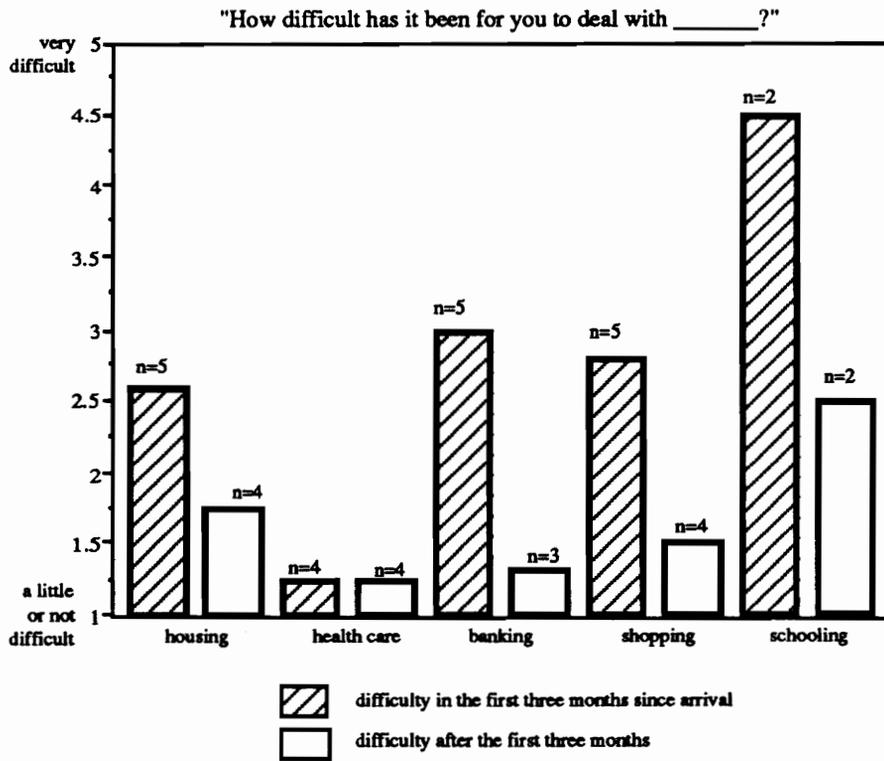


Figure 10. The mean difficulty of dealing with adjustment differs by adjustment area.

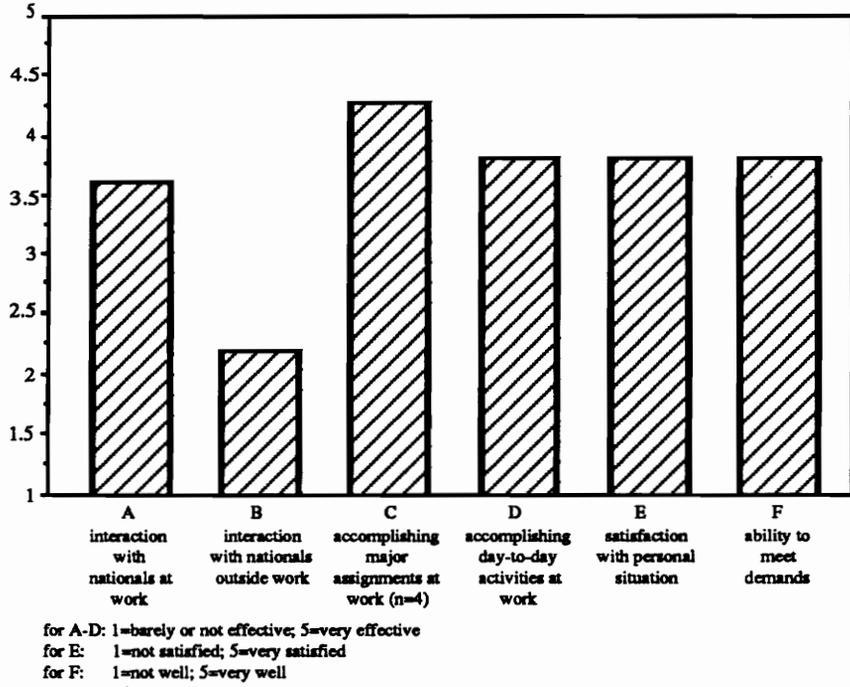


Figure 11. Mean overseas effectiveness differs by component of effectiveness (n=5).

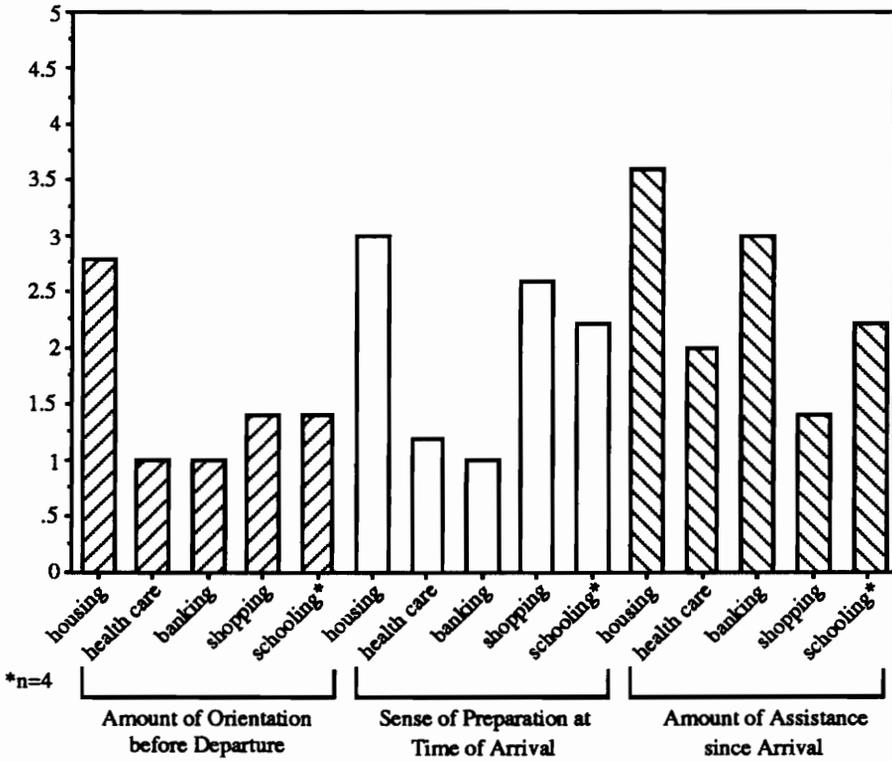


Figure 12. Mean amelioration differs by adjustment area and aspect of amelioration (n=5).

Table 6. I've calculated descriptive statistics for respondents' personal characteristics.

Gender	
Category	Frequency
male	5
female	0

Previous Travel to Germany	
Category	Frequency
yes	4
no	1

Age	
Category	Frequency
uner 30	0
31 to 35	1
36 to 40	1
41 to 45	2
46 to 50	1
over 50	0

Language Proficiency	
Scale	Frequency
two	2
three	2
four	0
five	1
six	0
seven	0
eight	0

Marital Status	
Category	Frequency
never married	0
spouse in Germany	4
Spouse in US	0
Divroced, separated, etc.	1
other	0

Number of Children	
Category	Frequency
zero	2
one	0
two	2
three	1
four	0

Previous Overseas Assignment	
Category	Frequency
no	3
yes, in Germany	0
yes, in Europe	1
yes, not in Europe	1

RESULTS

To assess how personal characteristics and dealing with a number of adjustment areas relate to overseas effectiveness, I performed a regression on the independent variables discussed in the Methodology section of this document. To further determine how personal characteristics relate to certain adjustment areas, I studied two additional regression models which I did not discuss in the Methodology section.

The Effect of Personal Characteristics and Adjustment Difficulties on Overseas Effectiveness

I calculated both descriptive and inferential statistics. To test my hypothesis, I used the inferential statistics. I used the descriptive statistics to provide further insight into the personal characteristics, adjustment problems, and overseas effectiveness of American expatriates in Germany.

Descriptive statistics

I began my data analysis by calculating descriptive statistics. These data include means, standard deviations, and frequencies for most items on the questionnaire, as well as anecdotal data from several open-ended items. Tables 7 - 16 present the descriptive statistics for the variables included in the hypothesized regression model. I've included the descriptive statistics for all items on the questionnaire in Appendix F.

Table 7. Frequency distribution for age (X₁) n=62.

Age Group	Number of Respondents
under 30*	11
31-35	14
36-40	14
41-45	12
46-50	4
over 50	7

* Respondents 30 years of age are included in this category.

Table 8. Frequency distribution for marital status (X₂-X₅) n=62.

Status	Number of Respondents
X ₂ : never married	14
X ₃ : married or engaged, significant other is with me in Germany	44
X ₄ : married or engaged, significant other stayed in the USA	2
X ₅ : divorced, separated, or widowed	1
other*	1

* This category does not represent a variable. Variables X₂ through X₅ result from dummy coding (0 or 1) the questionnaire item addressing respondents' marital status. The category "other" is indicated by variables X₂ through X₅ being 0.

Table 9. Frequency distribution for number of children (X₆) n=62.*

Number of Children	Number of Respondents
0	35
1	9
2	10
3	5
4	1
5	2

* Respondents who do not have their children with them in Germany are interpreted as having no children. Respondents' actual number of children, whether they are in Germany or not, may be found in the Appendix F.

Table 10. Frequency distribution for previous assignment (X7) n=61.

Response	Number of Respondents
yes*	14
no	47

* The responses "yes, previous assignment in Germany", "yes, previous assignment in European country other than Germany", "yes, previous assignment in non-European country" have been combined in this category. Respondents' actual responses may be found in Appendix F.

Table 11. Frequency distribution for language proficiency (X8) n=62*.

Speaking		Reading		Understanding	
Response	Number of Respondents	Response	Number of Respondents	Response	Number of Respondents
poor	34	poor	32	poor	29
fair	12	fair	15	fair	16
good	10	good	9	good	10
excellent	6	excellent	6	excellent	7

* For the regression analysis, the responses to these three questionnaire items were standardized and added to result in one numerical value for this variable.

Table 12. Frequency distribution for time since arrival (X9) n=58.

Time in Months	Number of Respondents
$0 \leq X < 5$	5
$5 \leq X < 10$	11
$10 \leq X < 15$	13
$15 \leq X < 20$	8
$20 \leq X < 25$	6
$25 \leq X < 30$	6
$30 \leq X < 35$	2
$35 \leq X < 40$	3
$40 \leq X < 45$	0
$45 \leq X < 50$	4
Mean	18.58
Standard Deviation	12.22

Table 13. Frequency distribution for difficulty in the first three months (X₁₀)*.

	a little or not difficult			very difficult			mean	std dev	n
	1	2	3	4	5				
banking	14	19	12	11	3	2.49	1.19	59	
housing	20	12	14	8	7	2.51	1.37	61	
health care	15	16	11	9	5	2.52	1.29	56	
shopping	12	9	10	18	11	3.12	1.42	60	
schooling	10	5	1	4	3	2.35	1.53	23	

* For the regression analysis, the responses to these five questionnaire items were standardized and added to result in one numerical value for this variable.

Table 14. Frequency distribution for difficulty after the first three months (X₁₁)*.

	a little or not difficult			very difficult			mean	std dev	n
	1	2	3	4	5				
banking	26	22	10	1	0	1.76	.80	59	
housing	32	11	7	5	2	1.84	1.16	57	
health care	24	15	6	7	3	2.09	1.25	55	
shopping	22	12	12	6	7	2.39	1.39	59	
schooling	16	3	2	2	0	1.57	.99	23	

* For the regression analysis, the responses to these five questionnaire items were standardized and added to result in one numerical value for this variable.

Table 15a. Frequency distribution for amelioration - amount of orientation prior to arrival in Germany (a component of X₁₂)*.

	little or no orientation			a lot of orientation		mean	std dev	n
	1	2	3	4	5			
a. banking	45	9	5	3		1.45	.84	62
b. housing	31	17	8	5	1	1.84	1.04	62
c. health care	40	9	9	4		1.63	.96	62
d. shopping for every-day things	35	14	7	6		1.74	1.01	62
e. schooling	15	2	3	6		2.0	1.3	26

* For the regression analysis, the responses to the questionnaire items in Tables 15a-c were standardized and added to result in one numerical value for this variable.

Table 15b. Frequency distribution for amelioration - preparedness at time of arrival in Germany (a component of X₁₂)*.

	little or no orientation			a lot of orientation		mean	std dev	n
	1	2	3	4	5			
a. banking	25	16	11	5	5	2.18	1.27	62
b. housing	18	11	11	13	8	2.7	1.43	61
c. health care	29	12	10	5	6	2.15	1.35	62
d. shopping for every-day things	22	10	15	8	7	2.48	1.39	62
e. schooling	4	5	4	8	5	3.19	1.39	26

* For the regression analysis, the responses to the questionnaire items in Tables 15a-c were standardized and added to result in one numerical value for this variable.

Table 15c. Frequency distribution for amelioration - amount of assistance after time of arrival in Germany (a component of X₁₂)*.

	little or no orientation			a lot of orientation		mean	std dev	n
	1	2	3	4	5			
a. banking	25	14	15	5	3	2.15	1.19	62
b. housing	13	7	15	11	16	3.16	1.47	62
c. health care	25	17	14	5	1	2.03	1.06	62
d. shopping for every-day things	34	14	12	1	1	1.73	0.94	62
e. schooling	8	4	9	3	1	2.4	1.19	25

* For the regression analysis, the responses to the questionnaire items in Tables 15a-c were standardized and added to result in one numerical value for this variable.

Table 16a. Frequency distribution for effectiveness - interaction and task accomplishment (components of Y)*

	barely or not effective			very effective		mean	std dev	n
	1	2	3	4	5			
a. interacting with German nationals at work		4	13	23	21	4.0	.91	61
b. interacting with German nationals outside of work		13	17	17	10	3.26	1.17	61
c. accomplishing your major assignments at work		4	11	18	28	4.15	.95	61
d. accomplishing day-to-day activities at work.		2	11	18	28	4.17	.96	60

* For the regression analysis, the responses to the questionnaire items in Tables 16a and b were standardized and added to result in one numerical value for this variable.

Table 16b. Frequency distribution for effectiveness - satisfaction and meeting demands (components of Y)*

	not satisfied			very satisfied					
	1	2	3	4	5	mean	std dev	n	
2. Overall, how satisfied are you with your personal situation here in Germany?		6	15	24	16	3.82	.94	61	
	not well			very well					
	1	2	3	4	5	mean	std dev	n	
3. Overall, how well do you feel you can meet the demands living in Germany has put on you?	1	1	5	37	18	4.13	.76	62	

* For the regression analysis, the responses to the questionnaire items in Tables 16a and b were standardized and added to result in one numerical value for this variable.

Inferential statistics

In addition to the descriptive statistics, I also performed a backward regression analysis to test my hypothesized regression model. This model was as follows:

$$Y_{ij} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \beta_{11} X_{11} + \beta_{12} X_{12} + e$$

where

- Y_{ij} = overseas effectiveness
- X_1 = age
- X_2 = never married
- X_3 = significant other in Germany
- X_4 = significant other in US
- X_5 = divorced, separated, or widowed
- X_6 = number of children
- X_7 = previous overseas assignment
- X_8 = language proficiency
- X_9 = time since arrival
- X_{10} = difficulty before the first three months
- X_{11} = difficulty after the first three months
- X_{12} = amelioration

The model I had originally hypothesized included the additional independent variable "previous overseas travel." I had to eliminate this variable from the regression model because the one item on the questionnaire that measured this variable was worded incorrectly. It stated "Have you spent two or more consecutive weeks in Germany within the last five years, excluding your present stay in Germany?" It should have stated "Have you spent two or more consecutive weeks in Germany within the five years *prior* to your present stay in Germany?" As the question was worded, it didn't apply to respondents who've lived in Germany more than five years. Also, this time period was different for each subject, depending on how long he or she had been living in Germany at the time of completing the questionnaire. For a respondent who had been living in Germany for two years, "the last five years" included the three years prior to the assignment. However, for a respondent who had been living in Germany for only one year, they included the four years prior to the assignment. Since the item measuring "previous overseas assignment" was worded incorrectly, I couldn't use the data generated from this item and had to eliminate the variable from the regression model. A number of the questionnaire items measured the remaining independent variables. I discussed several of these variables in the Variables section of this document. Tables 1 to 4 in the Testable Hypothesis section of the Methodology section provide a complete listing of the questionnaire items I used to measure these variables.

Before performing the regression analysis, I also eliminated variable X₅ (divorced, separated, or widowed). This variable is one of the four variables resulting from dummy coding respondents' marital status. Respondents were given five possible responses to the questionnaire item addressing their marital status. Four of those five responses represent the dummy variables, in that respondents received a score of 1 for the category they indicated on the questionnaire and a score of 0 for all other items. A respondent falling into the fifth category was indicated by his or her receiving a score of 0 for each of the four dummy variables. Only one respondent had a score of 1 for "divorced, separated, or widowed," which means this variable doesn't have enough variance to significantly contribute to the regression model. I also excluded the data from four respondents because they've lived in Germany for over seven years, whereas the remaining respondents have lived in Germany for less than four years. This reduced the number of usable questionnaires for testing the hypothesis from 62 to 58.

After eliminating the variable "previous overseas travel" and the variable "divorced, separated, or widowed," the regression model I tested was as follows:

$$Y_{ij} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \beta_{11} X_{11} + e$$

where

- Y_{ij} = overseas effectiveness
- X_1 = age
- X_2 = never married
- X_3 = significant other in Germany
- X_4 = significant other in US
- X_5 = number of children
- X_6 = previous overseas assignment
- X_7 = language proficiency
- X_8 = time since arrival
- X_9 = difficulty before the first three months
- X_{10} = difficulty after the first three months
- X_{11} = amelioration

Before running the regression analysis on the hypothesized model, I calculated the bivariate correlations between all the variable pairs in the model. These correlations are given below.

Table 17. Bivariate correlations between all variables in the hypothesized model.

	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	Y
X1	1											
X2	-.48	1										
X3	.49	-.91	1									
X4	-.19	-.08	-.21	1								
X5	.14	-.42	.43	-.10	1							
X6	.39	-.20	.23	-.07	.14	1						
X7	-.01	.18	-.12	-.11	-.09	.04	1					
X8	.19	-.12	.06	-.12	.24	.07	.11	1				
X9	-.25	.07	-.03	.07	.03	-.22	-.12	-.22	1			
X10	-.31	.38	-.34	.004	-.11	-.24	.01	-.17	.59	1		
X11	.21	-.25	.17	.06	.08	.01	.08	.03	-.34	-.41	1	
Y	.02	.07	-.12	.01	-.15	.17	.23	.29	-.52	-.20	.15	1

I used the correlations in Table 17 to test the regression model for multicollinearity. Multicollinearity is said to exist when the independent variables are highly correlated among themselves (Neter, Wasserman, and Kutner, 1989). Multicollinearity makes it more difficult to determine the relative importance of the independent variables and the magnitude of the effect of a given independent variable on the dependent variable. However, multicollinearity generally doesn't restrict the usefulness of the fitted regression model. One way to test for multicollinearity is to calculate the bivariate correlations (Pearson Product-Moment) between pairs of independent variables in a correlation matrix. If the correlation between a pair of independent variables is large, usually in the order of .70 or larger, multicollinearity exists (Neter, et al., 1989). Frequently, one or several independent variables are dropped from the regression model to reduce the effect of multicollinearity. Table 17 indicates a correlation of -.91 between the variable X₂ (never married) and the variable X₃ (married or engaged with significant other in Germany). However, since X₂ and X₃ are dummy variables derived from the same item on the questionnaire, they are naturally related to one another. A respondent who has never been married (X₂) would not have a spouse in Germany (X₃). A high correlation between dummy variables doesn't signify multicollinearity and I therefore have no indication of multicollinearity at this point.

I performed a backward regression analysis on this model by eliminating the one variable furthest from statistical significance and testing the model with the remaining ten variables. From this model I again eliminated the variable furthest from statistical significance. By continuing to eliminate one variable at a time and testing the resulting regression model, I arrived at a regression model that only included statistically significant variables. A large sample size improves the precision of the regression analysis (Pedhazur, 1973). As the variance of variables in the regression model increases, so must the number of subjects to maintain the level of precision. My original regression model, which included eleven independent variables, wasn't as precise as a model with fewer independent variables, given the same sample size. However, after performing the backward regression, my model had considerably fewer variables, which improved its precision.

After performing the backward regression analysis, only the variable "language proficiency" and the variable "difficulty in the first three months" remained in the model. The combination of these two independent variables had an R^2 of .32 and an adjusted R^2 of .29. The difference between R^2 and the adjusted R^2 was much smaller for this model than the hypothesized model because I eliminated nine of the eleven independent variables. The model with only two independent variables is statistically significant at the .05-alpha level ($F=12.68$, $DF=2, 55$; $p=.0001$). The regression coefficients for these two independent variables are presented in Table 18.

Table 18. The independent variables "language proficiency" and "difficulty in the first three months" account for 32% of the variance in the dependent variable.

Variable	Coefficient	Std. Error	Standard Coefficient	Probability
INTERCEPT	-.10			
language proficiency	.30	.16	.20	.0741*
difficulty in the first 3 months	-.86	.19	-.51	.0001**

* statistically significant at alpha = .10

** statistically significant at alpha = .05

The Effect of Personal Characteristics on Dealing With Adjustment Difficulties

To assess the relationship between personal characteristics and adjustment difficulties, I ran two additional regression analyses. In both models I used personal characteristics as the independent variables. In the first model I used "difficulty in the first three months" as the dependent variable, whereas I used "difficulty after the first three months" as the dependent variable in the second model. Descriptive tables giving further insight into the effect of personal characteristics on dealing with adjustment difficulties may be found in Appendix G. Before I performed the regression analysis, I calculated the Pearson Product-Moment Correlations correlations between the variable pairs. Since the two models have the same dependent variables, the correlations between these variables are also the same. Only the correlations between the independent variables and the dependent variable are different. Table 19 presents the correlations between all the variables in these two models.

Table 19. Simple correlations between all variables in the models I used to assess the relationship between personal characteristics and dealing with adjustment difficulties.

	age	never married	spouse in Germany	spouse in USA	number of children	previous assignment	language proficiency	difficulty in 1st 3 months	difficulty after 3 months
age	1								
never married	-.46	1							
spouse in Germany	.47	-.91	1						
spouse in USA	-.18	-.08	-.21	1					
number of children	.12	-.42	.43	-.10	1				
previous assign.	.40	-.19	.23	-.07	.14	1			
language prof.	-.03	.16	-.11	-.11	-.07	.03	1		
diff. in 1st 3 mo.	-.29	.03	.005	.06	.07	-.23	-.05	1	
diff. after 1st 3 mo.	-.30	.36	-.35	.08	-.12	-.24	.003	-	1

I used this correlation matrix to test these two models for multicollinearity and to generate the regression analysis. Table 19 indicates correlation of -.91 between "never married" and "spouse in Germany." As in the hypothesized model, these two variables are dummy variables and naturally related. This correlation therefore doesn't signify multicollinearity and I therefore have no indication of multicollinearity at this point.

The Effect of Personal Characteristics on Difficulty in the First Three Months

I tested one regression model in which personal characteristics were the independent variables and "difficulty in the first three months" was the dependent variable. The regression model can be written as follows:

$$Y_{ij} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + e$$

where

- Y_{ij} = difficulty in the first three months
- X_1 = age
- X_2 = never married
- X_3 = significant other in Germany
- X_4 = significant other in US
- X_5 = number of children

- X₆ = previous overseas assignment
- X₇ = language proficiency

I tested this model by performing a backward regression analysis, eliminating one variable at a time. At the end of this analysis, only the independent variable "age" remained in the model. This variable accounted for 8% of the variance in "difficulty in the first three months," which is statistically significant at the .05-alpha level (F=5.19, DF=1, 56; p=.0266). The regression coefficient for this variable is shown in Table 20.

Table 20. Only "age" remains in the model after this regression analysis.

Variable	Coefficient	Std. Error	Standard Coefficient	Probability
INTERCEPT	1.42			
age	-.47	.21	-.29	.0266**

** statistically significant at alpha = .05

The Effect of Personal Characteristics on Difficulty after the First Three Months

The second regression model I tested also had personal characteristics as the independent variables, but "difficulty after the first three months" as the dependent variable. This regression model can be written as follows:

$$Y_{ij} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + e$$

where

- Y_{ij} = difficulty after the first three months
- X₁ = age
- X₂ = never married
- X₃ = significant other in Germany
- X₄ = significant other in US
- X₅ = number of children
- X₆ = previous overseas assignment
- X₇ = language proficiency

I tested this model by performing a backward regression analysis, eliminating one variable at a time. At the end of the regression analysis, only the independent variable "never married" remained in the model. This variable accounted for 13% of the variance in "difficulty after the first three months," which is statistically significant at the .05-alpha

level ($F=8.45$, $DF=1, 55$; $p=.0053$). The regression coefficient for this variable is shown in Table 21.

Table 21. Only "never married" remains in the model after this regression analysis.

Variable	Coefficient	Std. Error	Standard Coefficient	Probability
INTERCEPT	-2.06			
never married	2.03	.70	.36	.0053**

** statistically significant at $\alpha = .05$

DISCUSSION

As I stated earlier in this document, my research question was "how do personal characteristics and adjustment difficulties affect overseas effectiveness?" The personal characteristics I studied are age, marital status, number of children, previous overseas assignment, and language proficiency. I also investigated adjustment difficulties in the areas of banking, housing, health care, shopping, and schooling. I analyzed the data from the questionnaire to determine how these personal characteristics and adjustment difficulties affect overseas effectiveness. With the help of these data, I can also assess the relationship between adjustment problems and personal characteristics as well as describe how American expatriates in Germany deal with their adjustment difficulties. (Please refer to the Outputs section of this document.)

The information I obtained from analyzing these data can provide insight into the experiences of Americans living in Germany. The information can help describe the difficulties Americans are experiencing while adjusting to life overseas, what they found most difficult to deal with, and what they liked about each adjustment area. This information, in addition to respondents' suggestions for what may be done by both the home and the host office to help Americans like themselves adjust to life in Germany, can be very helpful for managers and other practitioners dealing with international issues. The information derived from my data analysis helps one understand the personal characteristics, adjustment problems, and overseas effectiveness of American expatriates in Germany.

The Effect of Personal Characteristics and Adjustment Difficulties on Overseas Effectiveness

To analysis involved testing the regression model with all eleven independent variables, eliminating the variable furthest from statistical significance, and testing the model with the remaining ten variables. From this model I again eliminated the variable furthest from statistical significance and continued this process until only statistically significant variables remained in the model.

Only the independent variables "language proficiency" and "difficulty in the first three months" remained in the regression model after I performed the backward regression analysis. "Language proficiency" is one of the five personal characteristics I had included in the hypothesized model, while "difficulty in the first three months" is one of the two variables pertaining to the five adjustment areas I'm studying.

The personal characteristics that proved not to be significant are "age," "marital status," "number of children," and "previous overseas assignment." My finding that having a previous overseas assignment didn't predict an expatriate's overseas effectiveness on a subsequent assignment is consistent with the literature. After reviewing several studies, Church (1992) concluded that although one assumes a previous assignment will facilitate adjustment, it might also reinforce a person's existing stereotypes and thus make adjustment more difficult. More recently, Black and Gregersen (1991) also found previous international experience to have no significant effect on adjustment. A possible explanation for this finding may be that a previous assignment may only affect overseas effectiveness if the culture is similar to the one currently being experienced and the nature of the assignments is similar. The variable "age" also proved not to be a predictor of overseas effectiveness, although the literature suggests that younger individuals have more social contact with host nationals (e.g. Gullahorn and Gullahorn, 1966; Sewell and Davidsen, 1961). However, it's important to note that many studies focused on sojourners who frequently live with host nationals and thus have more opportunities to interact with nationals than expatriates who live with their own American family. Furthermore, social contact with host nationals alone doesn't entirely account for overseas effectiveness, which also includes satisfaction, meeting demands, and task accomplishment.

The variables addressing respondents' marital status also proved to have no significant effect on "overseas effectiveness." That is, whether or not a respondent was married didn't influence how effective he or she was in Germany. A possible explanation for this result may be that my sample size is too small to show any significant effects of marital status on overseas effectiveness. Another possible explanation is that single expatriates may be forced to interact with Germans more than married ones, which might consequently allow them to be more effective. However, single expatriates don't have the familiar support structure a family can provide. Married expatriates, on the other hand, have the support from their spouse and possibly children while adjusting to life in Germany. The difficulties experienced by the family may, however, add stress for the expatriate, causing him or her to be less effective. Overall, being single or married may have both positive and negative aspects so that neither variable had a significant effect on "overseas effectiveness." I haven't found any studies in the literature that might suggest whether single or married expatriates are more effective overseas. However, the literature suggests that, if expatriates are married, the spouse's adjustment is crucial to

that of the expatriate (e.g. Black and Gregersen, 1991; Black and Stephens, 1989; Harvey, 1985; Torbiörn, 1982). Over two-thirds of the respondents to my questionnaire were married and a number of them made comments that are consistent with the literature. The last personal characteristic I studied that proved not to be significant is "number of children." As with marital status, having children and not having children may have both advantages and disadvantages, so that the variable had no significant effect on "overseas effectiveness." I've been unable to find studies in the literature that have examined this variable, and am therefore unable to compare my findings to those of the literature. Again, the two independent variables that proved to have a significant effect on "overseas effectiveness" were "language proficiency" and "difficulty in the first three months." These two variables together accounted for 32% of the variance in "overseas effectiveness."

Language proficiency

"Language proficiency" is the only personal characteristic that proved to significantly affect overseas effectiveness. When a respondent's score on the language proficiency scale is increased by one point, his or her score on the effectiveness scale is increased by .30 points if all other variables are held constant. This means an expatriate's effectiveness is increased by an improvement in his or her language proficiency. In a review of the literature, Church (1982) found considerable support for the positive relationship between language proficiency and the amount of social interaction with host nationals, as well as its relationship with adjustment (e.g. Gullahorn and Gullahorn, 1966; Sewell and Davidsen, 1961). These findings suggest that expatriates should receive German language training prior to their assignment to improve their effectiveness overseas. More recently, Harris and Moran (1991) stressed the importance of language proficiency to be competent in global communication and provided guidelines for language training. The importance of German language skills isn't surprising, since language plays an important role in all the activities and situations an American expatriate encounters in a foreign country. At work, expatriates who don't speak German well may not understand the requirements for the work to be performed, nor may they be able to ask for help or clarification. As a result, accomplishing both major and minor tasks at work may become rather difficult. Expatriates who are unsure of the German language also may be isolated from informal communication channels at work and thus miss out on important information. Interacting with Germans outside of a work environment may also prove difficult in that even simple day-to-day activities such as buying a newspaper or taking a bus to work may become rather stressful. Expatriates who do not speak or understand

German also may be much more limited in their social activities. They cannot enjoy local entertainment such as movies or plays, nor can they stop over at the neighbor's for a quick chat on a Saturday morning. Such expatriates may become dissatisfied and have difficulty meeting the demands of living in Germany. As a result, expatriates who have trouble with the German language may be less effective than expatriates who've mastered the language.

In light of the significant effect "language proficiency" has on expatriates' overseas effectiveness, German language training should be included in all cross-cultural training programs before departure to Germany. While expatriates cannot be completely prepared for what awaits them in Germany, they know they will have to be proficient in German, no matter where in Germany they will live and no matter what their job will entail. When asked what they could have done differently in dealing with the difficulties they encountered in Germany, a great number of respondents indicated they should have learned more German prior to leaving the United States. Many respondents also recommended that German classes be continued once the expatriate has started his or her assignment in Germany. This study suggests that managers of international organizations can improve the overseas effectiveness of American expatriates in Germany by providing German language training both in the US and after arrival in Germany.

Difficulty in the first three months

Along with "language proficiency," "difficulty in the first three months" also significantly affected overseas effectiveness. This variable accounted for the difficulties expatriates encounter when dealing with banking, housing, health care, shopping, and schooling during the first three months of living in Germany. When a respondent's score on the difficulty scale is increased by one point, his or her score on the effectiveness scale is decreased by .86 points if all other variables are held constant. This means the difficulties expatriates experience in their first three months of living in Germany dramatically decreased their effectiveness. Such an effect is to be expected. The adjustment areas of banking, housing, health care, shopping, and schooling are all practical issues that must be dealt with to allow an expatriate to be truly effective in Germany. For example, expatriates who are living out of a suitcase in a hotel, don't know how to get money, or don't know how to buy food or other essentials are under a lot of stress. Expatriates have to deal with these and a number of other difficult issues when they first arrive in Germany that can make interacting with Germans, accomplishing job-related tasks, or meeting the demands of living overseas rather difficult. As a result,

expatriates who encounter great difficulties in the first three months of living in Germany may also be rather ineffective.

Considering the great negative effect "difficulty in the first three months" has on overseas effectiveness, managers dealing with American expatriates in Germany should take great care to minimize these difficulties. As many respondents suggested, the host office should provide permanent housing or assist expatriates in finding housing while providing them with temporary accommodations. To assist expatriates in dealing with banking and health care, managers can provide them with information packets explaining procedures and available services. Someone from the host office should accompany the expatriate to the bank to ensure he or she understands how the German banking system differs from the American system. The host office should also inquire about the educational need of expatriates' children before their arrival so expatriates have all the information they need to decide which schools are best suited for their children. To help expatriates deal with shopping issues, the host office should gather information concerning opening hours, differences in price and quality, as well as availability of items Americans are accustomed to. As one respondent noted, a brochure with information about each adjustment area would greatly help expatriates adjust to life in Germany. Although I haven't found empirical support in the literature for assisting expatriates in dealing with difficult adjustment issues in the first three months of living in Germany, relocation agencies both in the United States and Germany have long known the need for such assistance (Bailey and Sommer, 1992; Berg, 1992; Breidenbach, 1992; Mayhew, 1992). These agencies specialize in finding housing for expatriates, finding appropriate schooling for children, assisting in health care and banking issues, as well as helping expatriates apply for visas and other permits. By providing expatriates with information and assistance in dealing with these and other issues, managers can help reduce expatriates' difficulties in the first three months of living in Germany and thereby improve their overseas effectiveness.

Other variables of interest

In addition to "language proficiency" and "difficulty in the first three months," the variables "difficulty after the first three months," "time since arrival," and "amelioration" will be highlighted in this discussion.

The variable "difficulty after the first three months" deals with expatriates' difficulties in dealing with banking, housing, health care, shopping, and schooling after three months of

living in Germany. As I had expected, this variable didn't prove to be significant in the backward regression and was among the first variables to be eliminated. This means the adjustment areas I'm studying don't pose a great enough problem after three months of living in Germany to significantly impair expatriates' effectiveness. As Harris and Moran (1991) point out, expatriates have survival information needs pertaining to issues such as schools, doctors, and housing, which are at their highest at the time of arrival in the host country and at their lowest approximately three months later. My findings are consistent with those of Harris and Moran in that the adjustment areas I studied pertain to issues that should no longer be difficult to deal with after three months of living in Germany.

In addition to "language proficiency" and "difficulty in the first three months," I expected "time since arrival" to be statistically significant in the regression analysis. Although this variable pertains to neither a personal characteristic nor an adjustment area, I expected it to significantly affect expatriates' overseas effectiveness. "Time since arrival" was the last variable I eliminated as I performed the backward regression analysis. This variable proved to be significant at earlier stages of the analysis. Had this variable remained in the model, R^2 would have been .34 instead of .32, meaning "time since arrival" would have accounted for an additional 2% of the variance in the dependent variable "overseas effectiveness." I expected "time since arrival" to remain in the model because it appears self-evident that the longer American expatriates live in Germany the more effective they become. The variable "time since arrival" as a predictor of "overseas effectiveness" warrants further investigation and perhaps with a larger sample size will prove to be statistically significant.

The variable "amelioration" pertains to the amount of orientation before departure, the sense of preparation at the time of arrival, and the amount of assistance after arrival in the areas of banking, housing, health care, shopping, and schooling. Although it appears "amelioration" would significantly affect expatriates' overseas effectiveness, it was the first variable I eliminated from the regression model. The fact that I had to eliminate this variable so early surprised me, especially since a number of respondents emphasized the importance of predeparture orientation and on-site assistance in the five adjustment areas I mentioned. A possible explanation is that I lost information when I aggregated the data from fifteen questionnaire items measuring the three areas of amelioration across five areas of adjustment to arrive at a single value for this variable. To explore this possibility I tested an additional regression model which I discuss in the Exploratory Research section of this document.

The Effect of Personal Characteristics on Dealing With Adjustment Difficulties

To gain further insight into the experiences of American expatriates in Germany, it's helpful to assess the relationship between respondents' personal characteristics and their perception of dealing with banking, housing, health care, shopping, and schooling. Knowing which personal characteristics contribute to difficulties in dealing with these adjustment areas could help managers of international firms assist American expatriates adjust to life in Germany.

The Effect of Personal Characteristics on Difficulty in the First Three Months

When I analyzed the effect the personal characteristics age, marital status, number of children, previous overseas assignment, and language proficiency have on dealing with adjustment difficulties in the first three months, the combination of these independent variables didn't account for a significant amount of variance in the dependent variable "difficulty in the first three months." This result leads me to conclude that the personal characteristics I focused on didn't affect the difficulties expatriates encounter in the first three months of living in Germany. I therefore cannot conclude that expatriates with a given set of personal characteristics will have greater difficulties in the first three months than expatriates with a different set of personal characteristics. This information may be very useful for managers of international organizations who have to select Americans for overseas assignments in Germany. They know, for example, that married candidates are just as likely to have adjustment problems as single ones and that candidates with children won't have significantly more difficulties than candidates without children. This information should also reassure those expatriates, who feel they are at a disadvantage because of their personal characteristics, that they shouldn't experience significantly greater problems than other expatriates.

After performing the backward regression analysis, only "age" proved to be statistically significant. As a respondent's score increases one point on the age scale, his or her score decreases .47 points on the difficulty-in-the-first-three-months scale if all other variables are held constant. This means that the younger an expatriate is, the greater his or her difficulties in the first three months of living in Germany. A possible explanation is that older expatriates may previously have relocated within the United States and thus are more familiar with the difficulties one may encounter within the first three months of living in a new environment. Younger expatriates, on the other hand, may never have

been exposed to different banking, housing, health care, shopping, and schooling systems, and thus have greater difficulties in the first three months of living in Germany.

The Effect of Personal Characteristics on Difficulty after the First Three Months

I also analyzed the effect the personal characteristics age, marital status, number of children, previous overseas assignment, and language proficiency have on dealing with adjustment difficulties after the first three months of living in Germany. This combination of independent variables didn't account for a significant amount of variance in the dependent variable "difficulty after the first three months." I therefore conclude that similar to difficulties encountered in the first three months, the difficulties experienced thereafter aren't affected by the personal characteristics I focused on in this research. This information is also valuable to managers who have to select Americans for overseas assignments in Germany. All candidates, irrespective of their personal characteristics, are equally likely to encounter adjustment difficulties after three months of living in Germany.

To further investigate the effect of personal characteristics on adjustment difficulties in the first three months, I performed a backward regression analysis. This time only the independent variable "never married" remained in the regression model. The scale measuring whether respondents were never married or not is dichotomous in that a score of one indicated they were never married and a score of zero indicated they fell into some other category. As a respondent's score on the never-married scale increases by one point, his or her score increases 2.03 points on the difficulty-after-the-first-three-months scale if all other variables are held constant. In other words, respondents who've never been married experienced dramatically more adjustment difficulties after three months of living in Germany than expatriates who were married or engaged. A possible explanation is that expatriates who've never been married are lacking a support system to help them deal with their adjustment difficulties. They can't come home to share their experiences with a significant other, nor do they have a spouse who can take care of whatever issues arise while they are at work. As a result, expatriates who've never been married may encounter greater adjustment difficulties after three months of living in Germany than other expatriates.

How Respondents Deal with Adjustment Difficulties

Respondents to the questionnaire had the opportunity to express what difficulties they experienced as well as what they liked best about each adjustment area. This

information, along with respondents' indication of what assistance they received in dealing with the adjustment areas, allows me to suggest how expatriates may be assisted in the future. In this section I describe some of the experiences respondents had in dealing with each one of the five adjustment areas. I reference direct quotes by giving in parentheses first the item number of the questionnaire and then the respondent's identification number. For example, a reference to (3, 291) under banking, indicates item 3 of banking, respondent number 291. (See Appendix F.)

Dealing with banking

While some respondents had very positive experiences with the German banking system, others had rather negative experiences. As a result, their opinions about the system varied. Some respondents cited the inconvenient banking hours and lack of 24-hour ATM access as definite drawbacks. However, many respondents agreed that Germany's system of automatically crediting and debiting one's account and thus eliminating writing checks for monthly bills is a great convenience. They also enjoyed being able to access their account through ATMs all over Europe. A number of respondents had strong feelings for or against the German banking system. While one respondent felt the system is "more efficient, albeit more expensive than in the US [and] far more advanced than banking in [the] US..." (7, 351), another respondent thought the banking is "behind the times - 10 years vs. US" (7, 391). It seems likely that respondents' understanding of the German banking system varies, so that some find it convenient and others confusing. It's also important to note that a respondent may have had a particularly good or bad experience which consequently influenced his or her overall opinion of the banking system. For example, the respondent who indicated that customer service "is simply not a concern" in Germany (7, 021) may have a negative attitude about the banking in Germany, whereas the respondent who is "personally recognized by banking personnel" (3, 591) may be very pleased with the banking system. Such experiences should be attributed to individual situations, not the system on a whole.

Overall, respondents seemed to be confused by the German banking system and unsure of what to expect. As one individual indicated, "figuring out the banking experience in the first month was very difficult, after that banking is easy here..." (7, 071). A great number of respondents received no assistance in dealing with banking, while others relied on friends and colleagues, as well as the company human resources department. To help American expatriates deal with the banking system in Germany in the future, it would be advisable for the host company to compile an information packet for expatriates to review

before arrival. This packet should contain information explaining how the German system differs from the American one, how payments are made, and what the different investment alternatives are. Upon arrival in Germany, expatriates would be greatly helped if someone from the host company personnel department were to accompany the expatriate to the bank to open the account. An alternative would be for the host company to direct expatriates to a bank with English-speaking personnel and experience in dealing with American expatriates. Some respondents have already had positive experiences with this sort of arrangement (7, 161; 7, 291). The host company should also have an English-speaking employee who is very knowledgeable about the German banking system to assist expatriates with difficult issues that may arise after the account is set up. By providing information and assisting with banking issues as they arise, managers can help American expatriates adjust to living in Germany.

Dealing with housing

Although they generally found housing no more difficult to deal with than the other four adjustment areas, a great number of respondents felt that housing in Germany was extremely expensive and very difficult to find. An explanation of this finding is that Germany is currently suffering from a great housing shortage which has caused a dramatic increase in prices. Since property is also very expensive in Germany, houses are built very close to one another with very little yard space. As a result, several respondents felt their privacy was somewhat impaired (7, 291; 7, 641). When asked what they liked best about the housing in Germany, an overwhelming number of respondents cited the solid structure and quality construction of German homes. This solid construction also leads to higher housing costs than in the United States. A greater number of respondents received assistance in dealing with housing than in dealing with any other adjustment area, which might explain why expatriates found housing no more difficult to deal with than other adjustment areas. Many respondents were provided with housing by their employer, worked with a relocation agent hired by the host company, or were assisted in some other way by their employer to find housing.

In light of the severe housing shortage in Germany, managers dealing with American expatriates in Germany should focus a great deal of their effort on helping their American employees find suitable housing. As one respondent noted, "the system in Germany is very different from the United States, so United States assignees should always be provided professional help" (9, 461). When possible, the host company should provide housing for the expatriate and his or her family at least until the family has found other

housing that meets their needs. Unfortunately, many host companies don't have the resources or expertise to help expatriates find suitable housing. However, a host company could use the services of a relocation agency in Germany. These agencies usually contact the expatriate to find out the needs of his or her family and so can begin searching for housing before the expatriate begins the assignment in Germany. In some cases host companies have been able to provide this assistance themselves, which has been very well received by expatriates (8, 621; 9, 481; 9, 491). If the expatriate has to visit the host company prior to beginning the assignment, some portion of this trip could also be allocated to finding a house or apartment. This way the expatriate can get a feel for the area and available housing before moving to Germany. In addition, the host company can also provide the expatriate with a cost of living allowance since the housing in Germany is so much more expensive than in the United States. In addition to helping expatriates find suitable housing, the host company should also provide expatriates with information regarding the location of schools, shopping, and bus service. The host company should also tell expatriates about housing issues that differ from the United States, such as kitchen and bathroom fixtures frequently not being included in the cost of the house or apartment, to keep expatriates from having unrealistically high expectations. Overall, managers should assist expatriates in dealing with housing issues so they may more easily adjust to life in Germany.

Dealing with health care

Although many respondents hadn't made use of the health care system in Germany, many of the others found it inexpensive and praised its good service and high standards. One individual stated, "I have found world class standards and excellent service" (3, 111). Opinions about the dental care differed somewhat. Whereas one respondent "had a good experience at [the] dentist" (3, 101), several other respondents criticized the dental service (3, 451; 3, 561; 7, 201). Fewer respondents received assistance in dealing with health care than for any other adjustment area. Those who did receive assistance were given referrals from friends and colleagues or helped with insurance issues by the host company human resources division. Several respondents who were still insured in the United States had difficulties with insurance claims (e.g. 6, 421; 7,141).

To continue to help American expatriates deal with health care issues, managers should provide them with general information about the health care system prior to arrival in Germany. A list of English speaking doctors would also be useful. Someone in the human resources department should be knowledgeable on how to deal with insurance

claims so that he or she may act as a resource person to expatriates. This person should also know what expatriates need to do to file claims with their American insurance companies. By engaging in activities such as these, managers can help American expatriates deal with health care issues and thus better adjust to life in Germany.

Dealing with shopping

When asked about their experience with shopping in Germany, respondents frequently complained about the inconvenient store hours (e.g. 1, 661; 7, 441) and the unfriendly service of store clerks (e.g. 1, 431; 7, 331). Small stores in Germany are generally closed for two hours during lunch-time, while all stores close at 6:30 pm. German laws are such that stores may only be open for a few hours on Saturday mornings and not at all on Sundays. On a more positive side, many respondents enjoyed the high quality of products (3, 031; 3, 061), as well as the fresh food and fruit (3, 101; 3, 111). One respondent simply described the shopping experience in Germany as "fun" (3, 331). Less than half of the respondents received assistance in dealing with shopping issues. Some respondents got pointers from friends and colleagues, while others left most shopping issues to their spouses.

To help expatriates become accustomed to the shopping in Germany, the host company can provide a simple information packet explaining how shopping in Germany differs from shopping in the United States. Expatriates should know to expect store hours to be somewhat more restrictive than in the United States and that most purchases are made at small local shops, rather than large department stores. They should also understand that many appliances are of higher quality, yet significantly more expensive than in the United States. Once expatriates have moved to Germany, an informal network of friends and colleagues should suffice in informing expatriates about the stores in their area. However, when purchasing major appliances such as washers and dryers, the host company should provide expatriates with information about how these appliances differ from American ones. By providing some general information, managers can help make shopping in Germany a pleasurable experience and thus help American expatriates adjust to life in Germany.

Dealing with schooling

Less than a third of the respondents had experience with schooling in Germany. Nearly half of the respondents' children attended German-speaking schools, while the remainder attended English-speaking schools. This may be influenced by where expatriates lived,

because only major German cities such as Düsseldorf or München have international schools. Very few respondents with children received no help at all in dealing with schooling issues. Many expatriates indicated the host company arranged for their children's enrollment in the appropriate schools (e.g. 7, 121; 7, 251). One host company went as far as starting a special program for American children at a local elementary school (7, 521) and providing a tutor to help children with their German (7, 481). While these respondents had positive experiences with German schools, others praised the international schools (7, 151; 7, 441). Respondents had different opinions on whether children should attend German- or English-speaking schools. While some felt learning German was extremely important for children (8, 321; 8, 441), others expressed their dislike for European teaching methods (e.g. 8, 641).

To help expatriates deal with schooling issues, managers should help these expatriates enroll their children in the appropriate schools. Before expatriates begin their assignments, the host office should find out if expatriates value having their children attend German-speaking schools or would rather enroll them in English-speaking schools. Based on the expatriates' preference, the host company can then compile a list of possible schools. When deciding which schools to enroll their children in, expatriates should consider that older children who will be covering more advanced subject matter might have difficulties keeping up with their classmates if they don't understand German. As some respondents indicated, children's adjustment to the new school can be difficult at first as a result of not speaking the language (8, 051; 8, 451). Once children are enrolled, having the host company provide a tutor to assist with the German language might greatly facilitate their adjustment to the new school. When considering kindergartens, expatriates should also be advised that space in German kindergartens is extremely limited and therefore may not be possible for their children. By helping expatriates enroll their children in the appropriate schools and then continuing to assist the children in learning German, managers can help expatriates deal with housing issues and thus adjust more easily to living in Germany.

EXPLORATORY RESEARCH

In addition to the hypothesized regression model I discussed in the previous section, I tested several other models to see if I could find one that more accurately predicts overseas effectiveness. In particular, I focused on the dependent variable "overseas effectiveness" and the independent variable "amelioration." I examined several models in which I broke "overseas effectiveness" down into its six components and tested each component separately as the dependent variable. As I stated in the Results section, the independent variable "amelioration" proved not to be significant in the hypothesized model. I thought I might have lost information when I aggregated the data from the fifteen questionnaire items measuring this variable. To explore this possibility further I tested a model in which broke down "amelioration" and created new variables from its components to study their relationship with overseas effectiveness. Analyzing these exploratory models helps interpret the results of performing a backward regression analysis on the hypothesized model described in the Results section.

Exploration of overseas effectiveness

The dependent variable for the hypothesized model was "overseas effectiveness" which consisted of six components. In addition to the hypothesized model discussed in the Results section, I tested six additional models, using a different component of "overseas effectiveness" as the dependent variable for each one. Each model included the same eleven independent variables as the hypothesized model. Therefore, the correlation matrix in Table 17 in the Results section also applies to these models. Based on this correlation matrix, I have no evidence of multicollinearity in these exploratory models. I also calculated the bivariate correlations for the six components of "overseas effectiveness" (see Table 22).

Table 22. Bivariate correlations between the components of "overseas effectiveness."

	interaction at work	interaction outside work	accomplish. of major tasks	accomplish. of minor tasks	satisfaction	ability to meet demands
interaction at work	1					
interaction outside work	.55	1				
accomplish. of major tasks	.71	.28	1			
accomplish. of minor tasks	.71	.40	.92	1		
satisfaction	.35	.23	.27	.28	1	
ability to meet demands	.51	.41	.47	.47	.67	1

When I performed a backward regression analysis on these models, only three proved to be statistically significant. In Table 23, I summarize these three models and indicate which independent variables were statistically significant after the regression analysis.

Table 23. I tested several models using a component of overseas effectiveness as the dependent variable.

Indep. Variable	Model 1 Dependent Variable = interaction with Germans at work				Model 2 Dependent Variable = interaction with Germans outside work				Model 3 Dependent Variable = ability to meet demands of living in Germany			
	Coeff	Std. Error	Std. Coeff	Prob.	Coeff	Std. Error	Std. Coeff	Prob.	Coeff	Std. Error	Std. Coeff	Prob.
intercept	.36				-.16				-.02			
age	-.12	.07	-.20	.0924*								
never married												
spouse in Germany												
spouse in US												
number of children					-.20	.08	-.28	.0115**				
previous assign.												
language prof.	.08	.04	.24	.0426**	.09	.03	.29	.0075**				
time since arrival					.03	.01	.36	.0023**				
diff. in 1st 3 months	-.19	.04	-.52	.0001**	-.11	.04	-.30	.0081**	-.21	.05	-.52	.0001**
diff. after 1st 3 mos												
amelioration												

* statistically significant at alpha = .10
 ** statistically significant at alpha = .05

In the first model described in Table 23, I used "interaction with Germans at work" as the dependent variable. After performing the regression analysis, only the variables "age," "language proficiency," and "difficulty in the first three months" were statistically significant. The combination of these three variables accounted for 32% of the variance in the dependent variable, which is statistically significant at the .05-alpha level (F=8.41; DF=3, 53; p=.0001).

Table 23 indicates that of the three statistically significant independent variables, "difficulty in the first three months" had the greatest effect on "interaction with Germans at work." As a respondent's score on the difficulty-in-the-first-three-months scale increases by one point, his or her score on the interaction-with-Germans-at-work scale decreases by .19 points if all other variables are held constant. This type of negative effect is consistent with the regression analysis of the hypothesized model and indicates that difficulties not related to expatriates' work can have a significant influence on their effectiveness at work. The greater the problems expatriates experience in dealing with banking, housing, health care, shopping, and schooling issues, the less effective they become in their interaction with Germans at work.

Besides "difficulty in the first three months," the independent variable "age" also proved statistically significant, having a negative effect on "interaction with Germans at work." As a respondent's score on the "age" scale increases by one point, his or her score on the interaction-with-Germans-at-work scale decreases by .12 points if all other variables are held constant. Perhaps younger expatriates, having less business experience than their older counterparts, are more flexible in their management and communication styles, allowing them to be more effective in their interaction with German nationals in a work environment. Another possible explanation is that German managers are reluctant to hand over authority to American expatriates. A number of respondents felt this was a problem. Older expatriates, who have more work experience, might be particularly frustrated by not having authority and thus less effectively communicate with their German colleagues at work. "Age" was a significant predictor of "interaction with Germans at work," but not of any other components of "overseas effectiveness." As a result, when I tested the hypothesized model in which the dependent variable "overseas effectiveness" consisted of all six components, "age" didn't have a significant effect on "overseas effectiveness."

The third statistically significant independent variable in this model was "language proficiency." As a respondent's score on the language-proficiency scale increases by one point, his or her score on the interaction-with-Germans-at-work scale increases by .08 points if all other variables are held constant. A plausible explanation for this effect is that as expatriates become more proficient in German, they more actively communicate with German nationals at work and thus become more effective in their interactions. Overall, the analysis of this model indicates that "age," "language proficiency," and "difficulty in the first three months" are significant predictors of respondents' "interaction

with Germans at work." This suggest that to help American expatriates become more effective in interacting with Germans at work, managers should concentrate their efforts on reducing the difficulties expatriates must deal with in the first three months of living in Germany. When selecting candidates for an assignment in Germany, it's helpful for managers to consider that younger expatriates might be more flexible and thus more effectively interact with German nationals at work. Similarly, individuals with a good command of the German language will have less problems in dealing with their German colleagues.

In model 2 described in Table 23, I used "interaction with Germans outside work" as the dependent variable. After performing the backward regression analysis, the independent variables "number of children," "language proficiency," "time since arrival," and "difficulty in the first three months" were statistically significant. This combination of variables accounted for 44% of the variance in the dependent variable, which is statistically significant at the .05-alpha level ($F=10.31$; $DF=4, 52$; $p=.0001$).

It's interesting to note that this model was the only one in which "number of children" was statistically significant, having a negative effect on the dependent variable. As a respondent's score increases one point on the number-of-children scale, his or her score on the interaction-with-Germans-outside-work decreases by .20 points if all other variables are held constant. This effect might be explained by the fact that expatriates with children are more limited in their social activities, especially since baby-sitters are much more difficult to find in Germany than in the United States. With only limited opportunities to establish friendships with German nationals, expatriates may not become effective in their interactions with Germans outside of a work environment. "Number of children" only had a significant effect on "interaction with Germans outside of work," yet not on the other components of "overseas effectiveness." Therefore, when I used the composite "overseas effectiveness" as the dependent variable in the hypothesized model, "number of children" proved not to be significant.

In addition to "number of children," the variable "time since arrival" was statistically significant only in this model, having a positive effect on "interaction with Germans outside of work." As a respondent's score on the time-since-arrival scale increases by one point, his or her score on the interaction-with-Germans-outside-of-work scale increases by .03 points if all other variables are held constant. A possible explanation is that the longer expatriates have been in Germany, the more opportunities they will have had to

engage in social activities with German nationals. As a result, they may be more effective in interacting with Germans than expatriates who haven't spent as much time in Germany. "Time since arrival" only had a significant effect on "interaction with Germans outside of work" and not on any other components of "overseas effectiveness." A possible reason for this is that expatriates only occasionally interact with Germans outside of work and need a considerable amount of time to become effective in that area. Their work-related activities may not be affected by "time since arrival" because they occur so frequently that expatriates quickly become effective in those areas. Since "time since arrival" didn't have a significant relationship with these components of "overseas effectiveness," the variable proved not to be significant in the hypothesized model, in which the dependent variable "overseas effectiveness" included all six components.

Similar to model 1, "language proficiency" and "difficulty in the first three months" were also statistically significant. As a respondent's score on the language-proficiency scale increases by one point, his or her score on the interaction-with-Germans-outside-of-work scale increases by .09 points if all other variables are held constant. As American expatriates become more comfortable with the German language, they may communicate with the people around them more frequently and thus become more effective in interacting with Germans outside work. Contrary to "language proficiency," a one point increase in a respondent's score on the difficulty-in-the-first-three-months scale leads to a decrease in his or her score on the interaction-with-Germans-outside-of-work scale by .11 points if all other variables are held constant. This effect can probably be explained by the many stressful situations expatriates face in the first three months of living in Germany. They may be concentrating so much of their energy on dealing with banking, housing, health care, shopping, and schooling issues that their effectiveness in interacting with Germans outside of work is greatly impaired. The results of analyzing model 2 described in Table 23 indicate that to help American expatriates in Germany become more effective in interacting with Germans outside work, managers should concentrate their efforts to reduce the difficulties these expatriates experience in their first three months of living in Germany. They should also help expatriates improve their German language proficiency. When managers must select candidates for overseas assignments, they should consider that the more children an expatriate has, the less effective he or she may be when interacting with Germans outside work.

In model 3 described in Table 23, I used "ability to meet demands of living in Germany" as the dependent variable. The regression analysis resulted in only the variable

"difficulty in the first three months" to be statistically significant. As a respondent's score on the difficulty-in-the-first-three-months scale is increased by one point, his or her score on the ability-to-meet-demands scale decreases by .21 points if all other variables are held constant. "Difficulty in the first three months" alone explained 27% of the variance, which is statistically significant at the .05-alpha level ($F=20.98$; $DF=1, 56$; $p=.0001$). The difficulties in banking, housing, health care, shopping, and schooling that expatriates are confronted with in the first three months of living in Germany must be so taxing, that their ability to meet the demands of living overseas are significantly reduced. Unlike in all other models I tested, "language proficiency" didn't have a significant effect on the "ability to meet demands of living in Germany." This indicates that even expatriates who've mastered the German language may still have difficulty meeting the demands living in Germany has placed on them. On the other hand, some expatriates may feel they can meet the demands without being proficient in German. Perhaps certain personality traits such as being flexible, self-confident, and outgoing that are outside the scope of this study might be a better predictor of expatriates' "ability to meet demands of living in Germany." As with all the other models I tested, the results of this regression analysis indicate that to help American expatriates in Germany become more effective, managers should try to reduce the difficulties expatriates experience in the first three months of living in Germany.

Exploration of amelioration

I tested a model in which I further investigated the independent variable "amelioration." In the hypothesized model, the independent variable "amelioration" was divided into orientation prior to arrival, sense of preparation at the time of arrival, and assistance after arrival for each of the five adjustment areas addressed in the questionnaire. I used a different combination of these fifteen components of amelioration to arrive at new independent variables and tested these new variables in combination with "language proficiency" and "difficulty in the first three months."

I tested one model in which I created new independent variables by combining the components of amelioration by type of amelioration. The variable "orientation" consisted of the amount of pre-departure orientation respondents received to banking, housing, health care, shopping, and schooling. Similarly, "preparation" and "assistance" respectively referred to how prepared respondents felt at the time of arrival and the amount of on-site assistance they received in dealing with these five adjustment areas. I tested these three independent variables in combination with "language proficiency" and

"difficulty in the first three months." The correlation matrix for this model is given in Table 24.

Table 24. Correlation matrix of all variables in this exploratory model.

	language proficiency	difficulty in the first 3 months	orientation	preparation	assistance	overseas effectiveness
language proficiency	1					
difficulty in the first 3 months	-.05	1				
orientation	.07	-.23	1			
preparation	.24	-.49	.42	1		
assistance	-.27	-.04	.18	-.10	1	
overseas effectiveness	.23	-.52	-.06	.37	-.04	1

The correlations between the independent variables given in Table 24 also allow me to test the model for multicollinearity. Since none of the correlations are larger than .70, this correlation matrix indicates no evidence of multicollinearity.

To test this model I performed a backward regression analysis. Table 25 summarizes which variables were statistically significant upon completion of the backward regression analysis.

Table 25. Three of the five independent variables remained in the model after the regression analysis.

Independent Variable	Dependent Variable = overseas effectiveness			
	Coefficient	Std. Error	Standard Coefficient	Probability
INTERCEPT	-.09			
language proficiency				
difficulty in the first three months	-.77	.21	-.46	.0006**
orientation	-.30	.13	-.28	.0263**
preparation	.29	.15	.27	.0542*
assistance				

* statistically significant at alpha = .10

** statistically significant at alpha = .05

After completing the regression analysis, "difficulty in the first three months," "orientation," and "preparation" remained in the model as statistically significant variables. The combination of these three variables accounted for 35% of the variance, which is significant at the .05 alpha-level ($F=9.88$; $DF=3, 54$; $p=.0001$). As a respondent's score on the difficulty-in-the-first-three-months scale is increased by one point, his or her score on the effectiveness scale is decreased by .77 points if all other variables are held constant. This result is consistent with the results of analyzing the hypothesized model and indicates that expatriates' difficulties in dealing with banking, housing, health care, shopping, and schooling in the first three months of living in Germany are so great that their overseas effectiveness is significantly impaired.

Although one might expect the amount of predeparture orientation to have a positive effect on expatriates' overseas effectiveness, the regression analysis indicated that as a respondent's score increases by one point on the orientation scale, his or her score on the effectiveness scale decreases by .30 points when all other variables are held constant. A possible explanation is that expatriates who received a lot of orientation prior to the assignment may consequently expect themselves to have few problems adjusting to life in Germany and to be very effective. However, when they do encounter difficulties they may be rather critical of themselves and rate themselves lower on the effectiveness scale than other expatriates would rate themselves. Black and Gregersen (1991) had similar findings in their study of American managers in Pacific Rim countries. They found company-provided training to have a significant negative effect on interaction adjustment and no significant effect on general or work adjustment respectively. Black and Gregersen point out that insufficient and low-quality predeparture training may falsely raise expatriates' expectations, and thus make adjustment to life in the host country more difficult. My findings and those of Black and Gregersen suggest that further research on the relationship between predeparture training and overseas effectiveness is in order.

Another significant variable is "preparation." An increase of one point on a respondent's score on the preparation scale leads to an increase of .29 points of his or her score on the effectiveness scale if all other variables are held constant. The more expatriates feel prepared to deal with banking, housing, health care, shopping, and schooling issues, the easier it is to adjust and feel effective in Germany. The fact that "preparation" and "orientation" were positively correlated with one another indicates that expatriates who received predeparture orientation to the five adjustment areas also felt prepared to deal with difficulties in these areas. However, since "preparation" had a positive effect on

effectiveness and "orientation" a negative effect, a number of people who didn't receive predeparture orientation still felt prepared to deal with the adjustment areas addressed in this study. One possible reason for why expatriates felt prepared is that they may have had a good command of the German language, which made dealing with adjustment issues easier. This suggests that "language proficiency" may in reality be a component of "preparation" and thus only indirectly affect "overseas effectiveness." As a result, "language proficiency" didn't prove to be significant in this model. This appears to contradict the results of analyzing the hypothesized model, in which "language proficiency" was the only variable besides "difficulty in the first three months" to significantly effect "overseas effectiveness." Upon further investigation this is not so. The hypothesized model included the conglomerate variable "amelioration" which didn't distinguish between preparation, orientation, and assistance. Since "preparation" and "orientation" proved to have opposite effects on "overseas effectiveness" in the exploratory model, these two components of "amelioration" could easily have canceled each other out in the hypothesized model. As a result, "amelioration" proved not to be significant in the hypothesized model, allowing for "language proficiency" to become significant. Although analyzing the hypothesized model would lead one to believe that "language proficiency" is a significant predictor of "overseas effectiveness," analyzing the exploratory model suggests that language proficiency may be a component of "preparation," which may be the true predictor of "overseas effectiveness." These findings suggest that "amelioration" may play a role in expatriates' overseas effectiveness after all and that "language proficiency" may only indirectly affect "overseas effectiveness."

In addition to this model in which I combined the components of amelioration by type, I also planned to test a model in which I broke "amelioration" into its components and arranged them by adjustment area. Thus the independent variables "banking," "housing," "health care," "shopping," and "schooling" refer to the orientation, preparation, and assistance in each of the five adjustment areas respectively. However, since only 24 respondents had children who accompanied them to Germany, I was limited to a sample size of 24. Unfortunately, I couldn't test this model because this sample size is too small for the results of the regression analysis to be reliable and meaningful. I would recommend that in the future data from a larger sample be collected so that this model may be tested. It would be very interesting to know if amelioration in a particular adjustment area significantly affects the overseas effectiveness of Americans in Germany.

CONCLUSIONS

Based on this research, I will provide information to help managers of international organizations improve the overseas effectiveness of American expatriates in Germany. This information pertains to how personal characteristics and adjustment difficulties relate to overseas effectiveness, as well as suggestions for helping expatriates adjust to life in Germany.

I studied five personal characteristics (age, marital status, number of children, language proficiency, and previous overseas assignment) from which I had hoped to derive a profile of expatriates who are particularly effective overseas. Since only "language proficiency" had a significant effect on "overseas effectiveness," I can't develop such a profile. Furthermore, my exploratory research suggests that "language proficiency" may only indirectly affect "overseas effectiveness" in actually be a subset of expatriates' sense of preparation. As a result, I can't recommend that the personal characteristics I focused on be used as selection criteria. However, since I can't develop a profile of particularly effective expatriates, I also can't provide a profile of expatriates that will be exceptionally ineffective. Therefore, candidates that may expect themselves to be less effective due to their particular personal characteristics, may be assured that they should be no less effective than expatriates with a different set of characteristics.

This research also suggests that logistical adjustment difficulties in the areas of banking, housing, health care, shopping, and schooling have a significant negative effect on expatriates' overseas effectiveness in the first three months of living overseas. Although it appears to be generally believed that dealing with adjustment issues such as different customs, traditions, and values, my research suggests that having to deal with logistical adjustment difficulties can also impact expatriates' effectiveness in Germany. Therefore, to improve the overseas effectiveness of American expatriates in Germany, managers should focus their efforts on reducing the difficulties expatriates experience in these areas. Both the home and host offices should orient expatriates to life in Germany and provide them with information about these adjustment areas prior to arrival in Germany. Once in Germany, the host office should provide expatriates with assistance in dealing with difficult issues as they arise. By helping them deal with adjustment difficulties in banking, housing, health care, shopping, and schooling, managers should be able to improve the overseas effectiveness of American expatriates in Germany.

My research also suggests that the personal characteristics age, marital status, number of children, language proficiency, and previous overseas assignment cannot be used to predict who will have the greatest difficulties in the first three months of living in Germany. Based on my research, I can't provide a profile of expatriates who will have the greatest difficulties at the outset of their assignment which managers might use to select candidates. Only after I eliminated all other independent variables did expatriates' age affect their difficulty in dealing with the five adjustment areas I studied in the first three months of living in Germany. This suggests that older expatriates may have less difficulties in the first three months perhaps through prior relocations within the United States. The fact that I cannot establish a profile for expatriates who have the greatest difficulties in the first three months of living in Germany should be reassuring for candidates who due to their personal characteristics may expect themselves to encounter great difficulties while adjusting to life in Germany.

My description of respondents' experiences in dealing with adjustment in terms of banking, housing, health care, shopping, and schooling suggests that living overseas is still a very personal experience. What one individual may particularly like about life in Germany, another person may dislike. Therefore, when candidates for an assignment to Germany speak with former expatriates, they should realize that the experience of living overseas may not necessarily be generalized. One person's encounter in no indication of what another person's experience will be like.

As I stated earlier, my research indicates that expatriates' language proficiency and their difficulties in the first three months of living in Germany significantly affect their overseas effectiveness. Next I give specific suggestions for how managers may improve expatriates' effectiveness by improving their language skills and helping them adjust to life in Germany.

Suggestions for Improving Overseas Effectiveness

The questionnaire I used to collect my data also included a number of items asking respondents what they felt may be done by both the home and the host office to help expatriates adjust to life in Germany. From these responses, I compiled a list of suggestions which complement the suggestions of how to deal with the adjustment areas given in the Discussion section of this document. Many of these suggestions pertain to issues that may be addressed well before departure for Germany. I again reference direct quotes by giving in parentheses first the item number of the questionnaire and then the

respondent's identification number. The items I used to compile this list are from Section 3 of the questionnaire. (See Appendix F.) Respondents' suggestions may be grouped as follows:

- **Provide language training**

Provide enough language training so expatriates feel reasonably comfortable with the language. Many respondents felt they should have received more language training than they already had. Such training should include the expatriate's spouse and, if possible, the children. The host office should continue the language classes after the expatriate and his or her family arrive in Germany. If the host office can't provide these classes, expatriates should be assisted in finding courses to meet their needs.

- **Facilitate contact with other expatriates**

Before leaving for Germany, the home office should arrange for expatriates and their families to meet with former expatriates who "went through the ordeal already" (9, 081). Through a group discussion or question-and-answer session, former expatriates can share their experience and advise new expatriates on what to expect in Germany. Once expatriates arrive in Germany, the host company should arrange for them to meet other expatriates. As one respondent noted, "It would be great to receive a list of other expatriates so they could help assist/explain how to get things done - i.e. finding obscure American foods, paying bills, etc. For some of the housewives [sic], it would ease their sense of frustration as most of them don't have work colleagues to ask questions of" (9, 101). Contact with other Americans would also help expatriates establish a social life with people who are going through a similar experience.

- **Provide housing and/or provide assistance in finding housing**

The host office should assist expatriates in finding suitable housing. If possible, the expatriate and his or her spouse should come to Germany for a one- to two-week visit prior to the assignment. During this time, expatriates can familiarize themselves with the area and find suitable housing and schooling. If a previsit isn't possible, the host office should determine the expatriates' needs and arrange for a realtor to begin looking for housing. When expatriates arrive in Germany and no suitable housing has been found, temporary housing should be arranged while a realtor continues to search. As one respondent noted, "I found it comforting to know that my furniture was being moved to a known address in Germany, and that I had a place I could call home" (9, 271). Depending on the length of the assignment, some companies may wish to provide housing for the entire duration of the expatriate's stay in Germany.

- Provide orientation, cross-cultural training, and assistance

Orientation programs generally provide expatriates with survival information and focus on the "who," "what," "when," and "where" of the new culture. Cross-cultural training programs go one step beyond this and include the "how," while focusing on specific skills that will help expatriates function effectively overseas (Bennett, 1986; Kohls, 1987). The host office should provide orientation and cross-cultural training for the expatriate and spouse, if not the entire family, well before departure for Germany. During this preparation period, expatriates should receive information about day-to-day life, local customs and traditions, as well as the history of Germany. Specific information about logistical issues such as health care, schooling, shopping, and taxes should also be addressed. If possible, this information should be customized to the needs of the expatriate and his or her family. Expatriates should also learn specific skills that will help them adjust to life in Germany. For example, the discussion behaviors of Germans and Americans in a business setting differ significantly, so expatriates should develop skills in communicating with German nationals (Friday, 1989). Orientation and cross-cultural training should not be discontinued when expatriates arrive in Germany. The host office should provide expatriates with information about formalities such as hooking up utilities, translating driver's licenses, applying for work permits, registering at town hall, and extending visas. Direct assistance with these issues in addition to information would be especially helpful for expatriates who haven't mastered the German language. To further help expatriates, several respondents suggested assistance with major purchases such as cars and appliances. One respondent also suggested the host office provide a list of products that are comparable to American products, as well as translations of readily available medications (10, 461). To help expatriates get to know Germany and to appreciate the culture, the host office should provide information about entertainment, festivals, and special events in the area. One respondent noted "...until I got good enough to read the paper, I missed a lot of local culture. And those local festivals, etc. helped me adapt & appreciate being here" (11, 101).

- Provide mentors, sponsors, and other contact persons

Many respondents suggested that the host office should provide a mentor or sponsor. This person should speak English well and if possible, "should also attend a cross-culture seminar to understand the needs/expectations of Americans (11, 251). Such a mentor should answer the expatriate's questions and help him or her deal with the

day-to-day difficulties of adjusting to life in Germany. If a sponsor cannot be found for the expatriate and his or her family, the human resources department of the host office should serve as a point of contact. The staff of this department should be sensitive to the needs of expatriates and be able to assist them with whatever difficulties might arise.

- Set clear work objectives

To help the expatriate adjust quickly to the new work environment, clear objectives for his or her assignment should be set. Together with his or manager, the expatriate should work out precisely what is expected of the expatriate for the duration of the assignment. One respondent emphasized that these objectives must be "... challenging but realistic ... so that he [the expatriate] can have a sense of accomplishment" (11, 051). The expatriates' coworkers should also be aware of the expatriates' area of responsibility so tasks may be clearly defined.

- Encourage expatriates to enjoy life

The host office should encourage expatriates and their families to explore Germany and to enjoy the German culture. When asked what he or she could have done differently while adjusting to life in Germany, one expatriate responded "Always find time to visit a museum or a see a little town. It's easy to forget this" (12, 321). Another respondent stated he or she should "spend more time on my hobbies and sports to refocus my attention away from the stresses from my job" (12, 481). By making time to enjoy Germany and its culture, the experience of an overseas assignment can be much more pleasurable.

If home and host offices of organizations implement the suggestions listed above, American expatriates in Germany will hopefully have an easier time adjusting to life in Germany and will therefore be more effective overseas. The purpose of this research has been to provide information that may help managers of multinational organizations improve the overseas effectiveness of American expatriates living and working in Germany. Hopefully, as one respondent noted, "showing them [host offices] the results of this survey is a step in the right direction" (9, 621).

In my opinion, each of these seven areas of suggestions made by the respondents to the questionnaire, may be viewed as orientation to life in Germany prior to the assignment, as well as assistance in dealing with adjustment issues once expatriates are living in Germany. Orientation and assistance are both components of the independent variable

"amelioration." The third component of this variable is preparation. Perhaps if managers dealing with American expatriates in Germany follow the above suggestions, expatriates will feel more prepared to deal with life in Germany. Although "amelioration" wasn't a significant variable in the hypothesized model discussed here, my exploratory research, in which I broke "amelioration" into orientation, preparation, and assistance, indicates that amelioration does play a role in expatriates' overseas effectiveness. The fact that respondents' suggestions pertain to orientation and assistance further supports that amelioration plays an important part in expatriates' effectiveness in Germany.

Recommendations for Future Research

My recommendations for future research include both specific improvements of the questionnaire I developed and further areas of study that build on my research.

Improvements to the questionnaire

Even though I took great care when developing the questionnaire and had several experts review it, I still found a number of mistakes that need to be corrected before the questionnaire is used again. One mistake is that I worded the item measuring whether or not respondents had previously traveled to Germany incorrectly. It states "Have you spent two or more consecutive weeks in Germany within the last five years, excluding your present stay in Germany?" It should state "Have you spent two or more consecutive weeks in Germany within the five years *prior* to your present stay in Germany?" As the question is worded, it does not apply to respondents who've lived in Germany more than five years. Also, this period is different for each subject, depending on how long he or she has been living in Germany at the time of completing the questionnaire. For a respondent who has been living in Germany for two years, "the last five years" include the three years prior to the assignment. However, for a respondent who has been living in Germany for only one year, they include the four years prior to the assignment. I had planned to use the data from this questionnaire item as one of the independent variables but had to eliminate the variable due to this incorrect wording. Future users of this questionnaire should correct this statement so they may investigate the effect of previous travel to Germany on overseas effectiveness.

Another, less severe mistake on the questionnaire is in the item asking respondents to indicate their age. The first possible response to this item reads "under 30," while the second one reads "31-35." Neither response includes individuals who are thirty years old. A few respondents indicated they were thirty years of age and I included them in the

category "under 30." In the future, the first response to this item should read "30 or under." Similarly, when I asked respondents to indicate how many children they have, I didn't specify that I was only interested in the number of children that had accompanied them to Germany. This item also needs to be clarified for future uses of the questionnaire.

To gain further insight into the experiences and perceptions of American expatriates in Germany, I would also suggest adding a number of items to the questionnaire. For example, I would ask respondents where they had lived prior to their assignment to Germany to clarify whether they came directly from the United States or from some other overseas assignment. I would also ask respondents to indicate their nationality to differentiate between Americans and citizens of other English-speaking countries who may be on assignment in Germany. I believe it would be extremely useful to know what the respondents' expectations were at the outset of the assignment and how long they plan on living in Germany, although many respondents may have difficulty articulating this. Specifically in the area of schooling, I would modify the item addressing respondents' opinion about the schooling in Germany. The responses I provided on the questionnaire pertained primarily to German-speaking schools. Since the majority of Americans enrolled their children in international schools, responses pertaining to English-speaking schools should be added. Finally, to gain a better understanding of expatriates' experiences in Germany, I would recommend adding an open-ended item asking respondents to evaluate their experiences thus far. Possibly, some respondents have had great difficulties adjusting and are extremely unsatisfied, yet are glad they've had the opportunity to experience another culture. I believe respondents need to be given the opportunity to express such a sentiment.

Areas of further study

One way in which this research might be improved is to add an objective measure of "overseas effectiveness." This could be done by asking subjects' supervisors or spouse to rate the subject's effectiveness for each of the six components of overseas effectiveness. In my research, the amount of "orientation" respondents received prior to going to Germany had a negative effect on their self-reported "overseas effectiveness." I suspect that if an objective measure of the subjects' effectiveness is used, this would not be so. In my opinion, "orientation" had a negative effect because respondents' expectations were falsely raised, which would not come into play if an independent measure of "overseas effectiveness" is used.

My exploratory research suggests that "language proficiency" may be a subset of respondents' sense of "preparation" which in turn may be the true predictor of "overseas effectiveness." In the future, it would be interesting to study what influences expatriates' sense of preparation. There are a number of personal characteristics that fall into the area of personality traits that I excluded from my study. These traits, such as open-mindedness and self-confidence might very well influence respondents' sense of preparation.

A number of additional research areas may be explored using my research as a basis. For example, it would be interesting to repeat my research using a different host country to determine if the experiences I've described here are unique for American expatriates in Germany or would also hold for Americans in countries such as France or Spain. Perhaps different aspects of the adjustment areas may become difficult. For example, Germany is currently suffering from an extreme housing shortage, making acceptable housing expensive and difficult to find. This may not be the case in France. Many apartments in Spain, on the other hand, do not have central heat, which has not been an issue for apartments in Germany. Also, it is my personal experience that German is a more difficult language to learn than Spanish or French. Perhaps American expatriates in France or Spain can master the language more quickly than expatriates in Germany, and thus may have different experiences during their overseas assignment. A similar variation of this research would be to keep Germany as the host country and to study the experiences of citizens of other countries such as Italy or Sweden. Perhaps natives of these or other countries would not perceive adjusting to life in Germany the same way as Americans do.

The adjustment difficulties I studied in my research are associated with survival information needs and are most pertinent during the first three months of living in Germany (Harris and Moran, 1991). After three months, other information needs play a greater role and relate to making new friends, homesickness, or getting used to the general pace of life (Church, 1982; Spradley and Phillips, 1972). An interesting variation to my research would be to replace the adjustment areas I studied with areas that according to Harris and Moran (1991) become important after three months of living in Germany. I would then expect the variable "difficulty after the first three months" to become statistically significant in the regression model, instead of the variable "difficulty in the first three months."

Another interesting variation of my research is to repeat the study, collecting additional data that I didn't have access to. For example, information about the psychological background of expatriates and their families would be of great value when trying to predict expatriates' overseas effectiveness. Perhaps some individuals are encountering difficulties in their personal lives that would only be magnified by a move overseas. Knowing how the psychological background can affect or predict overseas effectiveness would be of great value to managers who must select employees for overseas assignments. Also, if candidates for an overseas assignment understand how their psychological background might affect their life in Germany prior to the assignment, they can make a more informed decision regarding whether or not to accept the assignment.

Similarly, it would be interesting to determine the selection criteria for overseas assignments used in industry. My research indicates that managers should use language proficiency as one of the selection criteria. I suspect that a number of the personal characteristics currently used are criteria that my research showed to have no effect on overseas effectiveness. Perhaps managers are basing their selection primarily on the candidates' technical competency. It would be extremely interesting to repeat my research, adding an independent measure of the respondents' technical competency. Another questionnaire could be designed and administered to respondents' supervisors. "Technical competency" could then be added as a possible predictor of "overseas effectiveness." My research could also be varied by first finding out how effective the home office expects the expatriates to be on their assignment in Germany. It would be interesting to see if respondents are really as effective as they're expected to be.

When conducting my research, I didn't use all the data I collected to test my hypothesis. These data, when analyzed, could lead to further valuable information for managers dealing with American expatriates in Germany. For example, I asked respondents to indicate where in Germany they live. In the future, I could analyze if expatriates' effectiveness varies by geographical area. One respondent indicated that Germans where he lives are known for their dislike of people not from that particular area. If my study is repeated, it would be advisable to have a larger sample size to properly assess the experiences of respondents in different geographical regions. In addition to collecting data from American expatriates in Germany, I also collected data from their spouses or significant others. Forty-six of the 62 respondents (74%) were either married or engaged. I didn't use any of these additional data in this research, although they could provide great

insight into the experiences and effectiveness of expatriates. Both the literature and a number of respondents (e.g. Black and Gregersen, 1991; Black and Stephens, 1989; Harvey, 1985; Torbiörn, 1982) indicate that the spouse's adjustment plays a key role in the adjustment and effectiveness of the expatriate. Respondents whose spouses deal with a great portion of the adjustment difficulties might prove to be more affective than those who have to deal with those difficulties themselves. On the other hand, a spouse's difficulties in dealing with adjustment issues might adversely affect the expatriate's effectiveness. Perhaps the spouses' difficulties in the first three months and overseas effectiveness are predictors of the expatriates' effectiveness. Future research could determine how the experiences of the spouse relate to those of the expatriate.

Although this study may be improved in a number of ways, it does provide valuable information for managers of international firms who deal with American expatriates in Germany. Based on this research, expatriates' language proficiency and difficulty in dealing with banking, housing, health care, shopping, and schooling issues in the first three months significantly affect their effectiveness in Germany. To improve the effectiveness of expatriates, managers can select individuals who have a good command of the language, provide them with training, and assist them in dealing with the adjustment areas discussed here. In addition, based on this research, to help expatriates adjust to life in Germany, managers can facilitate the contact with other expatriates, provide housing, provide orientation and/or cross-cultural training, assign a mentor, set clear work objectives, and encourage expatriates to enjoy life in Germany. Thus, this study provides information to help managers improve the effectiveness of Americans in Germany.

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APPENDICES

Appendix A: Companies Contacted in Germany and the US

Companies Contacted in Germany

Adam Opel AG
Adapt GmbH
Air Products GmbH
Arthur Anderson GmbH
Arthur D. Little International Inc.
AT&T Deutschland
B&B Services
B. F. Goodrich Chemical Deutschland GmbH
BASF
Bausch & Lomb GmbH
Bayer AG
Bertelsmann AG
Boeing International Corporation
Bristol Myers GmbH
Brooks Instruments
CBS/Video Deutschland GmbH
Chase Bank AG
Checklist Relocation Services
Chevron Oil Company of Germany
Coca-Cola GmbH
Colgate-Palmolive A.B.
Conoco Mineralöl GmbH
D&B Software GmbH
Dataquest GmbH
Delta Air Lines Frankfurt
Digital Equipment GmbH
DOM Sicherheitstechnik GmbH & Co. KG
Dow Jones International Marketing Services GmbH
Dow Vertriebsgesellschaft mbH
DuPont de Nemours Deutschland GmbH
Emhart GmbH
Ernst Kolbinger Professional Relocation Services
Esso AG
Ferro Deutschland GmbH
Ford of Europe Inc.
General Dynamics International Corporation
General Electric Deutschland
Gerling-Konzern
Gillette Deutschland GmbH
GTE Licht GmbH
Harnischfeger GmbH
Henkel KGaA
Hewlett Packard GmbH - Vertriebszentrum Nord
Hewlett Packard GmbH - Vertriebszentrum Süd-West
Hoechst AG
Hoesch AG
IBM Deutschland GmbH
ITT Gesellschaft für Beteiligungen mbH
Jacobs Suchard Berlin GmbH & Co KG
Jacobs Suchard Erzeugnisse GmbH & Co KG
Johnson & Johnson GmbH
Kellogg Deutschland GmbH
Kodak AG
Kraft GmbH
Kukident Richardson GmbH & Co. KG
McCann-Erickson Deutschland GmbH
McDonald's Deutschland GmbH
McDonald's Development GmbH
Mercedes-Benz AG
Mobil Oil GmbH
Neutrogena GmbH
Nike International Ltd.
NYNEX International
Patria Relocation Services
Prints
Procter & Gamble GmbH
Professional Organizing
Quaker Oats Beteiligungsgesellschaft mbH
RAA-Hamburg
RAA-Stockdorf
Reebok Deutschland GmbH
RM Relocation Services
Robert Bosch GmbH
RSB Relocation Services
Siemens AG
Start Up
Texas Instruments Deutschland GmbH
Volkswagen AG
Walt Disney Productions GmbH
We Handle It
Westinghouse Controlmatic GmbH

Companies Contacted in the United States

AEG Corporation
Agfa
AT&T
BASF
BMW of North America
DuPont Chemical
Ford Motor
General Electric
Hapag-Lloyd
Henkel Corporation
Hoechst Celanese
Hoesch
Melitta
Mercedes Benz
Mobay Chemical
Miles Laboratories
Pelikan
Proctor & Gamble
Philip Morris
Schott Glass
Scrivner
Siemens
Volkswagen
Westinghouse

Appendix B: Log of Correspondence with Organizations in Search for Subjects

Company	Date	Activity
AT&T Deutschland	8/11/92 8/29/92 9/16/92	They faxed me because they had heard about my study. I faxed them information about the study. They faxed me saying they had made copies of the questionnaire and sent it out to 16 more people.
Adam Opel AG	6/7/92	I faxed them asking about subjects
Adapt GmbH	5/1/92	I faxed them asking about subjects
Air Products GmbH	6/14/92 7/21/92	I wrote them asking about subjects The letter was returned. The company is no longer there.
Arthur Anderson	5/18/92	I wrote them asking about subjects
Arthur D. Little International, Inc.	6/13/92 8/5/92	I wrote them asking about subjects Their fax was forwarded to me in Germany. They don't have any Americans working in Germany at the moment.
BASF	7/21/92 7/22/92	Their fax was forwarded to me in Germany. (They had been contacted by Bayer AG.) They gave me the names and addresses of four people who're interested in participating. I sent questionnaires to those four people.
B&B Services	5/1/92 5/13/92 5/27/92 6/30/92 7/20/92-7/27/92	I faxed them asking about subjects They faxed me saying they're willing to help me with my study. Want me to call them. I faxed them that I'd like to have them help me find subjects. I faxed them asking if we could meet when I'm in Germany I kept calling, but couldn't get a hold of the person I needed to talk to
B. F. Goodrich	6/13/92	I wrote them asking about subjects
Bausch & Lomb GmbH	6/13/92	I wrote them asking about subjects

Company	Date	Activity
Bayer AG	4/30/92	I wrote them asking about subjects.
	5/25/92	I called the contact while he was in the US for business. Agreed to send him more information. We agreed to meet when I'm in Germany. He said he'd also get me contacts at Hoechst, BASF, and Siemens.
	5/26/92	I sent the information.
	6/29/92	I faxed them asking for a date to meet when I'm in Germany.
	7/14/92	I called them asking when I could meet them. Was told a different person who'll help me because contact is out of town when I'm in Germany.
	7/20/92	I called the new contact. She agreed to take 20 questionnaires.
	7/21/92	I sent her 20 questionnaires.
Bertelsmann AG	5/18/92	I wrote them asking about subjects
	5/27/92	They wrote me saying they don't have any Americans working in Germany at the moment.
Boeing International Corporation	6/13/92	I faxed them asking about subjects
Bristol Myers GmbH	6/8/92	I wrote them and asked about subjects
	6/23/92	They faxed me saying they have one American working in Germany at the moment and she'd like to participate. They sent me her address
Brooks Instruments	6/13/92	I faxed them asking about subjects
CBS/Video Deutschland GmbH	6/8/92	I wrote them asking about subjects
Chase Bank AG	6/8/92	I wrote them asking about subjects

Company	Date	Activity
Checklist Professional Services	5/1/92	I faxed them asking about subjects
	5/18/92	They faxed me saying they're willing to help me with my study. Want me to call them when I get to Germany
	5/26/92	I faxed them asking if they could get me subjects
	6/30/92	I faxed them asking for a date and time to meet when I'm in Germany
	7/10/92	They wrote me from the US saying when they'd be back in Germany and when would be a good time to meet
	7/13/92	I called her saying she and I wouldn't be in Germany at the same time. She agreed to have me send her 10 questionnaire in Germany that she'd distribute.
	7/20/92	I sent them 10 questionnaires.
Chevron Oil Company of Germany	6/8/82	I wrote them asking about subjects
	7/6/92	The letter was returned. The company is no longer there.
Coca-Cola GmbH	6/8/92	I wrote them asking about subjects
Colgate-Palmolive A.B.	6/8/92	I wrote them asking about subjects
Conoco Mineralöl GmbH	6/13/92	I faxed them asking about subjects
	6/17/92	They faxed me saying they don't have any Americans working in Germany at the moment.
D&B Software GmbH	6/13/92	I faxed them asking about subjects
Dataquest GmbH	6/14/92	I wrote them asking about subjects
Delta Airlines Frankfurt	6/8/92	I wrote them asking about subjects
	7/21/92	Their fax was forwarded to me in Germany. They have at least six people that are interested in participating in my study.
	7/22/92	I called them. We agreed that I'll send them 10 questionnaires.
	7/23/92	I sent them 10 questionnaires.
Digital Equipment Company	6/8/92	I wrote them asking about subjects

Company	Date	Activity
DOM Sicherheitstechnik GmbH.	6/8/92 7/3/92	I wrote them asking about subjects They wrote me saying they don't have any Americans working in Germany at the moment.
Dow Jones	6/8/92	I wrote them asking about subjects
Dow Vertriebsgesellschaft mbH	6/7/92	I faxed them asking about subjects
DuPont Deutschland GmbH	6/7/92	I faxed them asking about subjects
Emhart GmbH	6/8/92	I wrote them asking about subjects
Ernst Kolbinger	5/1/92	I faxed them asking about subjects
Esso AG	6/7/92	I faxed them asking about subjects
Ferro Deutschland GmbH	6/15/92 6/17/92	I faxed them asking about subjects They faxed me saying they don't have any Americans working in Germany at the moment.
Ford of Europe Inc.	5/18/92 7/21/92 7/22/92	I wrote them and asked about subjects Their fax was forwarded to me in Germany. They sent me three names and addresses of people who're interested in participating. I sent questionnaires to those three people.
General Dynamics	6/8/92 7/16/92	I wrote them asking about subjects The letter was returned. The company is no longer there.
General Electric Deutschland	6/9/92 6/4/92 7/13/92 7/20/92	I faxed them asking about subjects I wrote them in the US asking about subjects. They wrote me from the US, giving me names and addresses of three Americans in Germany. I sent questionnaires to those three people.
Gerling Konzern	5/18/92 6/3/92 7/20/92	I wrote them asking about subjects They faxed me saying they have 2 or 3 people who're interested in participating. I sent them three questionnaires

Company	Date	Activity
Gillette Deutschland GmbH	6/8/92	I wrote them asking about subjects
	6/18/92	They faxed me saying they don't have any Americans working in Germany at the moment.
GTE Licht GmbH	6/7/92	I wrote them asking about subjects
	6/29/92	They wrote me saying they don't have any Americans working in Germany at the moment.
Harnischfeger GmbH	6/8/92	I wrote them asking about subjects
Henkel KGaA	5/18/92	I wrote them asking about subjects
	5/27/92	They wrote me saying they can't help me with my study from what they understood in my letter.
	6/5/92	I wrote them clarifying what my study is.
Hewlett-Packard- Nord	6/8/92	I wrote them asking about subjects
	6/29/92	They wrote me saying they don't have any Americans working in Germany at the moment.
Hewlett-Packard- Southwest	5/18/92	I wrote them asking about subjects
	6/8/92	I wrote them again asking about subjects
Hoechst AG	7/9/92	I faxed them asking about subjects.
	7/20/92	They called my parents in Germany saying they would help me with my study.
	7/22/92	I called them. They agreed to take 15 questionnaires.
	7/23/92	I sent them 15 questionnaires.
Hoesch AG	7/10/92	I faxed them asking about subjects.
	7/21/92	They faxed me saying they don't have any Americans working in Germany at the moment.
IBM Deutschland GmbH	6/7/92	I faxed them asking about subjects
	7/20/92	I called them from Germany. They agreed to take 40 questionnaires.
	7/22/92	I sent them 40 questionnaires.
ITT	6/8/92	I wrote them asking about subjects

Company	Date	Activity
Jacobs Suchard-Bremen	6/8/92 7/9/92	I wrote them and asked about subjects They wrote me saying they can't help me with my study.
Jacobs Suchard-Berlin	6/8/92 6/25/92	I wrote them asking about subjects The letter was returned. The company is no longer there.
Johnson & Johnson	6/7/92	I faxed them asking about subjects
Kellogg Deutschland	6/8/92 7/17/92	I wrote them asking about subjects They wrote me saying they can't help me with my study.
Kodak AG	6/8/92 7/20/92 7/22/92 7/23/92	I wrote them asking about subjects. I called them from Germany. They agreed to take 10 questionnaires. I sent them 10 questionnaires. They faxed me the names of the people they distributed the questionnaires to.
Kraft GmbH	6/8/92	I wrote them asking about subjects
Kukident	6/8/92	I wrote them asking about subjects
McCann-Erickson	6/8/92	I wrote them asking about subjects
McDonald's-Deutschland	6/13/92 7/6/92	I faxed them asking about subjects They wrote me saying they don't have any Americans working in Germany at the moment.
McDonald's-Develop.	6/14/92 7/7/92	I wrote them asking about subjects They wrote me saying they don't have any Americans working in Germany at the moment.
Mercedes-Benz AG	5/19/92	I faxed them asking about subjects
Mobil Oil GmbH	6/15/92 6/29/92 6/29/92 7/20/92	I faxed them asking about subjects They wrote me saying they have two Americans who're interested in participating. I wrote them thanking them. I sent them two questionnaires

Company	Date	Activity
Neutrogena GmbH	6/13/92 8/?/92	I wrote them asking about subjects The letter was returned. The company is no longer there.
Nike International Ltd.	6/7/92	I faxed them asking about subjects
NYNEX International	6/7/92	I faxed them asking about subjects
Patria Relocation Services	12/28/91 1/2/92	I called her from Germany. We agreed to meet on 1/2/92. We met and discussed the study.
Prints GmbH	5/1/92	I faxed them asking about subjects.
Procter & Gamble GmbH	5/18/92 6/8/92 7/3/92 7/6/92 7/24/92 7/27/92 7/28/92 7/29/92	I wrote them and asked about subjects I wrote them again asking about subjects They faxed me saying they wanted to know more details. I faxed them more details. Their fax was forwarded to me in Germany. They're willing to help me and want me to call them. I called them. They agreed to take 20 questionnaires and invited me to the office. I went to their office and gave them 20 questionnaires. I sent them a thank-you letter.
Professional Organizing GmbH	5/1/92 5/13/92	I faxed them asking about subjects. They faxed me saying they couldn't help me with my study.
Quaker Oats	6/8/92	I wrote them asking about subjects
RAA-Relocation Services Hamburg	5/1/92	I faxed them asking about subjects
RAA-Relocation Services Stockdorf	5/1/92 6/1/92 6/30/92 7/28/92 7/30/92	I faxed them asking about subjects They faxed me saying they can't give me names, but they would help me if I came by when I'm in Germany. I faxed them asking if we could meet when I'm in Germany I called them from Germany. We agreed to meet 7/30/92 We met in Stockdorf. They agreed to take 15 questionnaires.

Company	Date	Activity
Reebok Deutschland GmbH	6/13/92	I wrote them asking about subjects
RM Relocation Services	5/1/92	I faxed them asking about subjects.
Robert Bosch GmbH	5/18/92 6/9/92	I wrote them asking about subjects They left a message on my answering machine saying they couldn't help me with my study.
RSB Relocation Services	5/1/92 5/6/92 5/18/92 6/18/92 7/6/92 7/16/92 7/20/92 7/24/92 7/28/92	I faxed them asking about subjects They faxed me saying they can't give me names, but would get in touch with their clients if I want them to. I faxed them saying I would like them to ask their clients. They faxed me they asked clients but weren't able to help me. I faxed them asking if we could meet when I'm in Germany. They faxed me saying I should call to arrange the meeting. I called and we agreed to meet 7/24/92 We met and discussed the study. I sent a thank-you letter.
Siemens AG	7/9/92 7/14/92 7/20/92 7/22/92	I faxed them asking about subjects. They faxed my parents saying I should call for an appointment. I called the contact. He's on vacation. Another contact agreed to take 10 questionnaires. I sent them 10 questionnaires.
Start-Up Relocation Services	5/1/92 5/20/92 5/26/92 6/30/92 7/27/92 7/28/92 7/30/92 7/31/92	I faxed them asking about subjects They faxed me saying they're willing to help me with the study. Want me to call them when I'm in Germany. I faxed them asking if they would give me names and addresses. I faxed them asking for a date and time to meet when I'm in Germany. I called them from Germany. Was told to call the next day. I called them from Germany. We agreed to meet on 7/30/92 We met and discussed the study. They took 10 questionnaires. I sent thank-you letters.
Texas Instruments	6/8/92	I wrote them asking about subjects

Company	Date	Activity
Volkswagen AG	5/19/92	I faxed them asking about subjects
	7/10/92	They faxed me saying they're willing to help me. Want me to let them know what the next steps should be.
	7/10/92	I faxed them telling them the procedure for the study.
	7/22/92	I called them from Germany. The plant is shut for vacation until 8/1/92.
	8/6/92	I called them from Germany. They agreed to take 8 questionnaires.
	8/7/92	I sent them 8 questionnaires.
Walt Disney	6/8/92	I wrote them asking about subjects
	6/29/92	The letter was returned. The company is no longer there.
We Handle It	5/1/92	I faxed them asking about subjects
	5/20/92	They faxed me saying they're willing to help me.
	5/26/92	I faxed them asking if they would give me names.
	5/27/92	They faxed me asking how many people I would need and when we could meet in Germany.
	5/28/92	I faxed them answering their questions.
	6/1/92	I faxed them suggesting a specific time to meet.
	7/27/92	I called them from Germany because there is no time for us to meet.
Westinghouse	6/8/92	I wrote them asking about subjects
	7/22/9	Their fax was forwarded to me in Germany. They don't have any Americans working in Germany at the moment.

Appendix C: Cover Letter and Questionnaire Used for the Pilot Study

To: Dr. Frederic Baumgartner
From: Riki Zirner
Date: June 9, 1992
Re: pilot study of survey regarding overseas adjustment and effectiveness

Thank you for agreeing to participate in my pilot study when I spoke with you on the phone on May 27. Your participation is very important to me and I appreciate your willingness to take a few minutes of your time to assist me in my research. The purpose of this pilot study is to make sure the individual questions and possible responses in the survey are clear and easily understood. *You don't have to have been to Germany or lived overseas for an extended period of time to participate in the pilot study.*

The questionnaire you're about to fill out is part of a study to find out what difficulties Americans have while living in Germany and how adjusted and effective they feel they are. Based on the results of this study, we will be able to suggest how Americans may be assisted in their adjustment to life in Germany.

I realize you may not have lived or travel in Germany. Therefore, think of whatever foreign country you have spent the most time in whenever you see a reference to Germany. Since you may not have spent a lot of time overseas, you may feel that some of the questions don't apply to you. Don't worry about that; just answer the questions the best you can.

Please take a few minutes of your time to answer all the questions of this survey and return it to me via campus mail as soon as you can. My address is as follows: Riki Zirner, MSL, 0517. If you have any questions, please feel free to call me at 1-2929.

Thank you again for responding to this questionnaire.

Living in Germany: What's It Like for You?



A survey of Americans living and working in Germany

The purpose of this pilot study is to make sure the individual questions and possible responses in the questionnaire are clear and easily understood. To help me clear up any remaining problems, I need your feedback. Please circle any question you feel is unclear or difficult to understand in any way. Also, the last page lists a few questions that will help me get feedback from you. Please take the time to answer those questions; they're a very important part of this pilot study.

When you're finished filling out the questionnaire, please return it to:

Riki Zirner
MSL - 0517
(phone: 1-2929)

Management Systems Laboratories, Virginia Polytechnic Institute and State University,
Blacksburg, Virginia, 24060

This survey consists of three sections. The purpose of the first section is to gather demographic information. The purpose of the second section is to find out what difficulties you may have (or have had) while adjusting to life in Germany. The third section is intended to find out how you feel about your personal situation in Germany and what you think may be done to help Americans like yourself adjust to life in Germany.

Please indicate at what time you're starting to fill out this questionnaire

[Note: this question is for timing purposes and will not be included in the final questionnaire.]

(time in minutes needed for completion: 10, 16, 9, 10, 17)

Section 1 - Demographics

The following questions are for general demographic information. Please read each question carefully and record the appropriate answer.

1. What is today's date?

16 June 92

June 18, 1992

10 June 1992

June 11, 1992

6/10/92

2. What was the date of your arrival in Germany? Please be as specific as possible.

6/71

May 20, 1973

26 Sept 1984

May (late) 1988

Sept 1985

3. Are you male or female?

a. male (5)

b. female

4. What is the primary reason for your move to Germany?

a. my job (5)

b. my spouse's/significant other's job

5. What company or organization do you work for in Germany? Please write "none" if you do not work in Germany.

• *Swiss Federal Institute of Technology*

• *Research*

• *none*

• *none*

• *none*

6. What company or organization did you work for in the USA? Please write "none" if you didn't work in the USA.

• *Virginia Tech*

• *Georgia College, Milledgeville, GA*

• *Virginia Tech*

• *Virginia Tech*

• *Virginia Tech*

7. How old are you?
- | | |
|--------------|--------------|
| a. under 30 | d. 41-45 (2) |
| b. 31-35 (1) | e. 46-50 (1) |
| c. 36-40 (1) | f. over 50 |
8. What is your marital status?
- | | |
|--|--|
| a. never married | c. married or engaged, significant other stayed in the USA |
| b. married or engaged, significant other is with me in Germany (4) | d. divorced, separated, or widowed (1) |
| | e. other |
9. How many children do you have? (3,2,1,2,0)
10. How old are your children? (3,9,12), (14,18), (4,6), (22,24), (-)
11. Have you spent two or more consecutive weeks in Germany within the last five years, excluding your present stay in Germany?
- | | |
|------------|-----------|
| a. yes (4) | b. no (1) |
|------------|-----------|
12. Have you had a previous overseas assignment of 6 months or more within the last 10 years? Please disregard whether or not your spouse or significant other has had a previous overseas assignment.
- | | |
|--|--|
| a. no (3) | c. yes, previous assignment in European country other than Germany (1) |
| b. yes, previous assignment in Germany | d. yes, previous assignment in non-European country (1) |
13. How would you rate your ability to *speak* German when you arrived in Germany?
- | | |
|-------------|--------------|
| a. poor (4) | c. good |
| b. fair (1) | d. excellent |
14. How would you rate your ability to *read* German when you arrived in Germany?
- | | |
|-------------|--------------|
| a. poor (2) | c. good (1) |
| b. fair (2) | d. excellent |

Section 2 - Adjustment Difficulties

The following questions are about some difficulties you may or may not have experienced while adjusting to life in Germany. Some of the questions are about your first 3 months in Germany, some are about after your first 3 months in Germany. When answering the questions, please consider only your own experience. Disregard what you know your spouse, significant other, your friends, or anyone else, have experienced.

Housing

1. Do you consider where you're living now to be temporary housing?

- a. yes (3)
- b. no (2)

2. In general, how difficult has it been for you to deal with housing?

- | | a little or not
difficult | 2 (2) | 3 (3) | 4 | very
difficult
5 |
|--|------------------------------|-------|-------|---|------------------------|
| a. in the first three months of living in Germany | 1 | 2 (2) | 3 (3) | 4 | 5 |
| b. after the first three months of living in Germany (n=4) | 1 (1) | 2 (3) | 3 | 4 | 5 |

3. Which aspects of housing have been difficult for you since you arrived in Germany? Please check all that apply.

in the first 3 months	after first 3 months
--------------------------	-------------------------

3

1

1

5

5

- a. knowing how to go about finding housing (for example: having a realtor look for you or looking through newspapers yourself)
- b. finding housing in an acceptable location
- c. finding housing that's acceptable in size
- d. finding the right kind of housing (single home, duplex, apartment complex, high rise, etc.)
- e. finding housing in an acceptable price range
- f. finding housing in an acceptable condition
- h. I haven't had any problems in the above areas
- g. other, please specify _____

4. How long did it take you to find housing that meets your needs?

- | | |
|--------------------------|--|
| a. less than 2 month (5) | d. 6 to 8 months |
| b. 2 to 4 months | e. more than 8 months |
| c. 4 to 6 months | f. we haven't found housing that meets our needs |

5. Do you think each of the following makes (or has made) dealing with housing easier or more difficult for you?

- | | easier | no
difference | more
difficult |
|---|--------|------------------|-------------------|
| a. your age | | 5 | |
| b. number of children | 1 | 1 | 3 |
| c. age of your children | | 2 | 2 |
| d. your marital status | 1 | 4 | |
| e. whether or not you traveled to Germany within the last 5 years | 2 | 3 | |
| f. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years | 2 | 3 | |
| g. your language proficiency | 2 | 1 | 2 |

6. Since your arrival, what assistance did you get (or are you still getting) to help you deal with housing issues?

- had help from others
- boss found it and made tentative arrangements
- University-housing placement
- arranged by host

Health Care (n=4)

1. Which aspects of health care have been difficult for you since you arrived in Germany? Please check all that apply.

in the first 3 months after first 3 months

- | | | |
|---|---|---|
| 3 | 1 | a. knowing where to go for emergencies |
| 2 | 1 | b. knowing or understanding procedures to follow in emergencies |
| 1 | 1 | c. knowing where to go for routine needs (dentist, pediatrician, family doctor, etc.) |
| 3 | 1 | d. knowing or understanding procedures to follow for routine needs |
| 2 | 4 | h. I haven't had any problems in the above areas |
| | | g. other, please specify _____ |

2. Which of the following statements describe your opinion about the health care in Germany overall? Please circle all that apply.

- | | |
|--------------------------------------|--|
| a. it is difficult to get | d. the quality is less than adequate |
| b. it is expensive (1) | e. the health care is satisfactory (2) |
| c. the service is less than adequate | f. none of these statements describes my opinion (1) |

3. In general, how difficult has it been for you to deal with health care?

- | | | | | |
|--|------------------------------|-------|----------|-------------------|
| | a little or not
difficult | | | very
difficult |
| a. in the first three months of living in Germany | 1 (2) | 2 (1) | 3 (1) | 4 5 |
| b. after the first three months of living in Germany | 1 (3) | 2 (1) | 3 4 | 5 |

4. Do you think each of the following makes (or has made) dealing with health care easier or more difficult for you?

- | | | | |
|---|--------|------------------|-------------------|
| | easier | no
difference | more
difficult |
| a. your age | 1 | 3 | |
| b. number of children | 1 | 2 | 1 |
| c. age of your children | 1 | 2 | 1 |
| d. your marital status | 1 | 2 | 1 |
| e. whether or not you traveled to Germany within the last 5 years | 3 | 1 | |
| f. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years | 2 | 2 | |
| g. your language proficiency | 3 | | 1 |

5. Since your arrival, what assistance did you get (or are you still getting) to help you deal with health care issues?

- none
- recommendations from friends and colleagues
- none
- none

Banking

1. Which aspects of banking have been difficult for you since you arrived in Germany? Please check all that apply.

in the first 3 months	after first 3 months
--------------------------	-------------------------

2
2

2

5

- a. finding a bank to do business with
- b. transferring money between the US. and Germany
- c. understanding and/or meeting requirements for banking (opening an account, accessing an account, etc.)
- d. I haven't had any problems in the above areas.
- e. other, please specify _____

2. Which of the following statements describe your opinion about the banking in Germany overall? Please circle all that apply.

- | | |
|--|--|
| a. accessing my account is inconvenient | d. the banking was satisfactory (2) |
| b. banking is expensive (1) | e. none of these statements describes my opinion (1) |
| c. the banking system on a whole is difficult to deal with (1) | |

3. In general, how difficult has it been for you to deal with banking?

	a little or not difficult				very difficult
a. in the first three months of living in Germany	1	2 (2)	3 (1)	4 (2)	5
b. after the first three months of living in Germany (n=3)	1 (2)	2 (1)	3	4	5

4. Do you think each of the following makes (or has made) dealing with banking easier or more difficult for you?

	easier	no difference	more difficult
a. your age	1	4	
b. your marital status		5	
c. whether or not you traveled to Germany within the last 5 years ...	1	4	
d. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years (n=4).....	1	3	
e. your language proficiency	3	1	1

5. Since your arrival, what assistance did you get (or are you still getting) to help you deal with banking issues?

- friends' advice
- none
- directions and initial contact
- none

Shopping for Every-day Things

1. Which aspects of shopping for every-day things have been difficult for you since you arrived in Germany? Please check all that apply.

in the first 3 months	after first 3 months	
4	1	a. knowing where to get what I needed
3		b. understanding store/market procedures
2		c. finding items I needed
2		d. knowing what unfamiliar products are (e.g. food)
	4	e. I haven't had any problems in the above areas.
		f. other, please specify _____

2. Which of the following statements describe your opinion about shopping for every-day items in Germany overall? Please circle all that apply.

- | | |
|---|---|
| a. shopping facilities are inconvenient to get to | e. every-day items are expensive (3) |
| b. the times stores are open is inconvenient (4) | f. shopping for every-day items is satisfactory (1) |
| c. it's difficult to get what I need (1) | g. none of these statements describes my opinion |
| d. it's difficult to get used to the items available, such as food or clothes | |

3. In general, how difficult has it been for you to deal with shopping for every-day things? (n=4)

	a little or not difficult				very difficult
a. in the first three months of living in Germany	1	2 (2)	3 (2)	4 (1)	5
b. after the first three months of living in Germany (n=4)	1 (2)	2 (2)	3	4	5

4. Do you think each of the following makes (or has made) dealing with shopping for every day things easier or more difficult for you?

	easier	no difference	more difficult
a. your age	1	4	
b. number of children	1	3	1
c. age of your children (n=4).....		3	1
d. your marital status		5	
e. whether or not you traveled to Germany within the last 5 years (n=4)	3	1	
f. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years (n=4).....	2	2	
g. your language proficiency	3	1	1

5. Since your arrival, what assistance did you get (or are you still getting) to help you deal with shopping issues?

- friends, relatives
- none
- none
- none

Schooling for Children (including kindergarten, pre-school, and day-care) (n=2)

If you do not have any children with you in Germany, please skip the next seven questions and go on to section 3 on page 7.

1. Which aspects of schooling for your children have been difficult for you since you arrived in Germany?

Please check all that apply.

in the first 3 months after first 3 months

- | | |
|---|--|
| 2 | a. finding out which schools (or kindergarten, pre-school, day-care) are appropriate for my child(ren) |
| 2 | b. getting information about appropriate schools |
| 1 | c. understanding and/or meeting requirements for enrolling my child(ren) in school |
| 2 | d. knowing or understanding procedures for enrolling my child(ren) in school |
| 2 | e. I haven't had any problems in the above areas |
| | f. other, please specify _____ |

2. How many of your children attend German-speaking school (or kindergarten, pre-school, day-care)? (one-1; two-1)

3. How many of your children attend English-speaking school (or kindergarten, pre-school, day-care)? (zero-2)

4. Which of the following statements describe your opinion about the schooling in Germany overall?

Please circle all that apply.

- | | |
|---|--|
| a. the schools (or kindergarten, day-care, pre-school) my children attend are difficult to get to | d. my children are having difficulties in class because the material covered is different from what they studied at their old school (1) |
| b. my children are having difficulties adjusting to the new school system (1) | e. my children are having difficulties in class due to a language barrier (1) |
| c. my children are having difficulties making new friends at school (1) | f. the schools my children attend don't meet my standards |
| | g. the schooling for my children is satisfactory (2) |
| | h. none of these statements describes my opinion |

5. In general, how difficult has it been for you to deal with schooling for your children?

	a little or not difficult				very difficult
a. in the first three months of living in Germany	1	2	3	4 (1)	5 (1)
b. after the first three months of living in Germany	1	2 (1)	3 (1)	4	5

6. Do you think each of the following makes (or has made) dealing with schooling easier or more difficult for you?

	easier	no difference	more difficult
a. your age		2	
b. number of children		1	1
c. age of your children		1	1
d. your marital status		2	
e. whether or not you traveled to Germany within the last 5 years ..	1	1	
f. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years	1	1	
g. your language proficiency	1	1	

7. Since your arrival, what assistance did you get (or are you still getting) to help you deal with schooling issues?

- friends & neighbors
- none

Section 3 - Your Personal Situation in Germany and Suggestions for How to Help People Adjust

The following questions are about how effective and adjusted you feel you are in Germany and what you think can be done to ease the transition to life in Germany. Please read each question carefully and record the appropriate answer.

1. How effective would you say you are at each of the following? *If you do not work, please mark NA.*

	barely or not effective			very effective			
a. interacting with German nationals at work .	1	2	3 (2)	4 (3)	5	NA	
b. interacting with German nationals outside of work.....	1	2 (4)	3 (1)	4	5		
c. accomplishing your major assignments at work	1	2	3	4 (3)	5 (1)	NA (1)	
d. accomplishing day-to-day activities at work.	1	2	3 (1)	4 (4)	5	NA	

	not satisfied			very satisfied		
2. Overall, how satisfied are you with your personal situation here in Germany?	1	2	3 (2)	4 (2)	5 (1)	

	not well			very well		
3. Overall, how well do you feel you can meet the demands living in Germany has put on you?	1	2	3 (2)	4 (2)	5 (1)	

4. How much orientation to each of these areas did you receive before you came to Germany?

	little or no orientation			a lot of orientation		
a. housing	1	2 (3)	3	4 (2)	5	
b. health care	1 (5)	2	3	4	5	
c. shopping for every-day things ...	1 (3)	2 (2)	3	4	5	
d. banking	1 (4)	2	3 (1)	4	5	
e. schooling (n=2).....	1 (2)	2	3	4	5	

5. How prepared did you feel in each of these areas when you arrived in Germany?

	poorly or not at all prepared			very prepared	
a. housing	1	2 (2)	3 (1)	4 (2)	5
b. health care	1 (4)	2 (1)	3	4	5
c. shopping for every-day things ...	1	2 (3)	3 (1)	4 (1)	5
d. banking	1 (2)	2 (1)	3 (1)	4 (1)	5
e. schooling (n=2).....	1 (2)	2	3	4	5

6. How much assistance have you received in each one of these areas since you arrived in Germany?

	very little or no assistance			a lot of assistance	
a. housing	1	2 (2)	3	4 (1)	5 (2)
b. health care	1 (3)	2	3 (1)	4 (1)	5
c. shopping for every-day things ...	1 (4)	2	3 (1)	4	5
d. banking	1 (2)	2 (1)	3 (1)	4 (1)	5
e. schooling (n=2).....	1	2	3 (2)	4	5

7. What assistance have you received in areas other than the ones discussed here (housing, health care, banking, shopping, and schooling)?

- *travel planning*

8. Do you think something can be done to help people adjust to life in Germany?

- yes (5)
- no - please go to question 12

9. What do you think can be done by home offices of companies that send people to Germany to help them adjust?

- *Language training first! Informating about schools (especially), banking (not too big a problem), medical (big deal, esp. if you have kids) etc., etc. The more info the better.*
- *"How to" reference books*
- *send specific info on housing, transportation, costs*

10. What do you think can be done by host offices to help people adjust before they arrive in Germany?

- *Can participate in specialized help with the exact region (city, state), which will have laws differing from the country in general.*
- *Arrange temporary housing, contact banks*
- *same as above*

11. What do you think can be done by host offices to help people adjust once they have arrived in Germany?

- *Assign a "helper" for each area of problems (esp. kids, medicine, schools)*
- *Provide guidance on everyday tasks such as banking, shopping*
- *show them around for a few days and check up afterwards.*

12. What do you think you could have done differently in dealing with the difficulties you experienced while adjusting to life in Germany?

- *Got more help!!*
- *Learned to speak language better*
- *learned more of the language*
- *nothing*

Appendix D: Cover Letter and Questionnaire Used for Study

August, 1992

Dear fellow American:

Management Systems Laboratories is interested in the experiences of Americans living overseas. As an American on an overseas assignment, you can provide insight into the various aspects of adjusting to a foreign culture. Your experience of living in Germany is important to help individuals and firms better understand and address the important issues of international assignments. To help us achieve this objective, the information you can provide is essential.

Please take a few minutes to complete the enclosed Employee's Questionnaire and give the Spouse's Questionnaire to your spouse/significant other. The questionnaire should take you approximately 15 minutes to complete. You may be assured that your responses will be completely confidential. If you have any questions, feel free to get in touch with me or Dr. Joachim Zirner, our contact in Germany (Tel. 04852-2482).

Thank you for your assistance.

Sincerely,

Riki Zirner
Project Manager

Living in Germany: What's It Like for You?

A survey of Americans living and working in Germany



Employee's Questionnaire

Please take a few minutes to answer the questions of this questionnaire. Employees should complete the Employee's Questionnaire and spouses/significant others should separately complete the Spouse's Questionnaire. When you are finished, please place both the Employee's Questionnaire and the Spouse's Questionnaire in the envelope provided and send it to our contact in Germany:

Dr. J. E. Zimer
Ulitzhorn 6
2212 Brunsbüttel
Tel. 04852-2482

Management Systems Laboratories, Virginia Polytechnic Institute and State University
Blacksburg, Virginia, 24060
703-231-3501

Section 2 - Adjustment

The following questions are about your adjustment to life in Germany. Some of the questions are about your first 3 months in Germany, some are about after your first 3 months in Germany. When answering the questions, please consider only your own experience. Disregard what you know your spouse, significant other, friends, or anyone else have experienced.

Banking

1. Which aspects of banking, if any, have been difficult for you since you arrived in Germany? Please check all that apply.

in the first 3 months	after first 3 months	
___	___	a. finding a bank to do business with
___	___	b. transferring money between the US. and Germany
___	___	c. understanding and/or meeting requirements for banking (opening an account, accessing an account, etc.)
___	___	d. I haven't had any problems in the above areas.
___	___	e. other, please specify _____

2. Which of the following statements describe your opinion about the banking in Germany overall? Please circle all that apply.

- | | |
|--|--|
| a. accessing my account is inconvenient | d. the banking was satisfactory |
| b. banking is expensive | e. none of these statements describes my opinion |
| c. the banking system on a whole is difficult to deal with | |

3. What do you like best about the banking in Germany? _____

4. In general, how difficult has it been for you to deal with banking?

	a little or not difficult					very difficult
	1	2	3	4	5	
a. in the first three months of living in Germany	1	2	3	4	5	
b. after the first three months of living in Germany	1	2	3	4	5	

5. Do you think each of the following makes (or has made) dealing with banking easier or more difficult for you?

	easier	no difference	more difficult	don't know
a. your age	___	___	___	___
b. your marital status	___	___	___	___
c. whether or not you traveled to Germany within the last 5 years	___	___	___	___
d. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years	___	___	___	___
e. your language proficiency	___	___	___	___

6. Since your arrival, what assistance did you get (or are you still getting) to help you deal with banking issues?

7. Is there anything else you would like to express about your experience with the banking in Germany?

Health Care

1. Which aspects of health care, if any, have been difficult for you since you arrived in Germany? Please check all that apply.

in the first 3 months	after first 3 months	
_____	_____	a. knowing where to go for emergencies
_____	_____	b. knowing or understanding procedures to follow in emergencies
_____	_____	c. knowing where to go for routine needs (dentist, pediatrician, family doctor, etc.)
_____	_____	d. knowing or understanding procedures to follow for routine needs
_____	_____	h. I haven't had any problems in the above areas
_____	_____	g. other, please specify _____

2. Which of the following statements describe your opinion about the health care in Germany overall? Please circle all that apply.

- | | |
|--------------------------------------|--|
| a. it is difficult to get | d. the quality is less than adequate |
| b. it is expensive | e. the health care is satisfactory |
| c. the service is less than adequate | f. none of these statements describes my opinion |

3. What do you like best about the health care in Germany? _____

4. In general, how difficult has it been for you to deal with health care?

	a little or not difficult	1	2	3	4	5	very difficult
a. in the first three months of living in Germany		1	2	3	4	5	
b. after the first three months of living in Germany		1	2	3	4	5	

5. Do you think each of the following makes (or has made) dealing with health care easier or more difficult for you?

	easier	no difference	more difficult	don't know
a. your age	_____	_____	_____	_____
b. number of children	_____	_____	_____	_____
c. age of your children	_____	_____	_____	_____
d. your marital status	_____	_____	_____	_____
e. whether or not you traveled to Germany within the last 5 years	_____	_____	_____	_____
f. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years	_____	_____	_____	_____
g. your language proficiency	_____	_____	_____	_____

6. Since your arrival, what assistance did you get (or are you still getting) to help you deal with health care issues?

7. Is there anything else you would like to express about your experience with the health care in Germany? _____

Shopping for Every-day Things

1. Which aspects of shopping for every-day things, if any, have been difficult for you since you arrived in Germany?
Please check all that apply.

in the first 3 months	after first 3 months	
_____	_____	a. knowing where to get what I needed
_____	_____	b. understanding store/market procedures
_____	_____	c. finding items I needed
_____	_____	d. knowing what unfamiliar products are (e.g. food)
_____	_____	e. I haven't had any problems in the above areas.
_____	_____	f. other, please specify _____

2. Which of the following statements describe your opinion about shopping for every-day items in Germany overall?
Please circle all that apply.

- | | |
|---|--|
| a. shopping facilities are inconvenient to get to | e. every-day items are expensive |
| b. the times stores are open is inconvenient | f. shopping for every-day items is satisfactory |
| c. it's difficult to get what I need | g. none of these statements describes my opinion |
| d. it's difficult to get used to the items available, such as food or clothes | |

3. What do you like best about the shopping in Germany? _____

4. In general, how difficult has it been for you to deal with shopping for every-day things?

	a little or not difficult				very difficult
	1	2	3	4	5
a. in the first three months of living in Germany	1	2	3	4	5
b. after the first three months of living in Germany	1	2	3	4	5

5. Do you think each of the following makes (or has made) dealing with shopping for every day things easier or more difficult for you?

	easier	no difference	more difficult	don't know
a. your age	_____	_____	_____	_____
b. number of children	_____	_____	_____	_____
c. age of your children	_____	_____	_____	_____
d. your marital status	_____	_____	_____	_____
e. whether or not you traveled to Germany within the last 5 years	_____	_____	_____	_____
f. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years	_____	_____	_____	_____
g. your language proficiency	_____	_____	_____	_____

6. Since your arrival, what assistance did you get (or are you still getting) to help you deal with shopping issues?

7. Is there anything else you would like to express about your experience with the shopping in Germany? _____

Schooling for Children (including kindergarten, pre-school, and day-care)

If you do not have any children with you in Germany, please skip the next eight questions and go on to section 3 on page 7.

1. Which aspects of schooling for your children, if any, have been difficult for you since you arrived in Germany?

Please check all that apply.

in the first 3 months	after first 3 months	
_____	_____	a. finding out which schools (or kindergarten, pre-school, day-care) are appropriate for my child(ren)
_____	_____	b. getting information about appropriate schools
_____	_____	c. understanding and/or meeting requirements for enrolling my child(ren) in school
_____	_____	d. knowing or understanding procedures for enrolling my child(ren) in school
_____	_____	e. I haven't had any problems in the above areas
_____	_____	f. other, please specify _____

2. How many of your children attend German-speaking school (or kindergarten, pre-school, day-care)? _____

3. How many of your children attend English-speaking school (or kindergarten, pre-school, day-care)? _____

4. Which of the following statements describe your opinion about the schooling in Germany overall? Please circle all that apply.

- | | |
|---|--|
| <ul style="list-style-type: none"> a. the schools (or kindergarten, day-care, pre-school) my children attend are difficult to get to b. my children are having difficulties adjusting to the new school system c. my children are having difficulties making new friends at school | <ul style="list-style-type: none"> d. my children are having difficulties in class because the material covered is different from what they studied at their old school e. my children are having difficulties in class due to a language barrier f. the schools my children attend don't meet my standards g. the schooling for my children is satisfactory h. none of these statements describes my opinion |
|---|--|

5. In general, how difficult has it been for you to deal with schooling for your children?

	a little or not difficult	1	2	3	4	5	very difficult
a. in the first three months of living in Germany							
b. after the first three months of living in Germany							

6. Do you think each of the following makes (or has made) dealing with schooling easier or more difficult for you?

	easier	no difference	more difficult	don't know
a. your age	_____	_____	_____	_____
b. number of children	_____	_____	_____	_____
c. age of your children	_____	_____	_____	_____
d. your marital status	_____	_____	_____	_____
e. whether or not you traveled to Germany within the last 5 years	_____	_____	_____	_____
f. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years	_____	_____	_____	_____
g. your language proficiency	_____	_____	_____	_____

7. Since your arrival, what assistance did you get (or are you still getting) to help you deal with schooling issues?

8. Is there anything else you would like to express about your experience with the schooling in Germany? _____

**Section 3 - Your Personal Situation in Germany and Suggestions
for How to Help People Adjust**

The following questions are about how effective and adjusted you feel you are in Germany and what you think can be done to ease the transition to life in Germany. Please read each question carefully and record the appropriate answer.

1. How effective would you say you are at each of the following? *If you do not work, please mark NA.*

	barely or not effective				very effective		
a. interacting with German nationals at work	1	2	3	4	5		NA
b. interacting with German nationals outside of work.	1	2	3	4	5		
c. accomplishing your major assignments at work	1	2	3	4	5		NA
d. accomplishing day-to-day activities at work.	1	2	3	4	5		NA

2. Overall, how satisfied are you with your personal situation here in Germany?

	not satisfied			very satisfied	
	1	2	3	4	5

3. Overall, how well do you feel you can meet the demands living in Germany has put on you?

	not well			very well	
	1	2	3	4	5

4. How much orientation to each of these areas did you receive *before you came* to Germany?

	little or no orientation				a lot of orientation	
a. banking	1	2	3	4	5	
b. housing	1	2	3	4	5	
c. health care	1	2	3	4	5	
d. shopping for every-day things	1	2	3	4	5	
e. schooling	1	2	3	4	5	

5. How prepared did you feel in each of these areas *when you arrived* in Germany?

	poorly or not at all prepared				very prepared	
a. banking	1	2	3	4	5	
b. housing	1	2	3	4	5	
c. health care	1	2	3	4	5	
d. shopping for every-day things	1	2	3	4	5	
e. schooling	1	2	3	4	5	

6. How much assistance have you received in each one of these areas *since you arrived* in Germany?

	very little or no assistance			a lot of assistance	
a. banking	1	2	3	4	5
b. housing	1	2	3	4	5
c. health care	1	2	3	4	5
d. shopping for every-day things	1	2	3	4	5
e. schooling	1	2	3	4	5

7. What assistance have you received in areas other than the ones discussed here (banking, housing, health care, shopping, and schooling)? _____

8. Do you think something can be done to help people adjust to life in Germany?

- a. yes
- b. no - please go to question 12

9. What do you think can be done by home offices of companies that send people to Germany to help them adjust?

10. What do you think can be done by host offices to help people adjust before they arrive in Germany?

11. What do you think can be done by host offices to help people adjust once they have arrived in Germany?

12. What do you think you could have done differently in dealing with the difficulties you experienced while adjusting to life in Germany? _____

Thank you for your cooperation and time. If there is anything else you would like to tell us about your experience of adjusting to life in Germany, please use the the space provided below.

Appendix E: Changes to the Questionnaire as a Result of the Pilot Study

Below is a list of changes I made to the questionnaire as suggested by the results of the pilot study.

Page	Item	Change	Expected Effect of Change
1	4	made this item open-ended instead of closed-ended	incorporates people moving to Germany on their own accord
1	15	add this item asking how well people can understand German	completely covers language proficiency
2		take the word "difficulties" out of the instructions	keeps people from thinking they're supposed to have problems
2		add a question about whether housing was arranged before arrival	completely covers all aspects of housing
2		add a question about housing asking people what their overall opinion is	completely covers all aspects of housing
2 3 4 5 6		add an item at the beginning of each problem area asking what people liked best	keeps people from being focused on the negative aspects
2 3 4 5 6	3 1 1 1 1	add the words "if any" to the question asking what aspects were difficult	keeps people from thinking they're supposed to have problems
2 3 4 5 6	5 4 4 4 6	add a column labeled "don't know" for the questions asking what effect the personal characteristics had/have on dealing with the adjustment problem	completely covers the effects of personal characteristics on adjustment problems
2 3 4 5 6		add an open-ended question about each problem area asking people what else they would like to express about that problem area	completely covers all adjustment problems
7	4	put "before you came to Germany" in italics	clarifies the question
8	6	put "since you arrived in Germany" in italics	clarifies the question

Appendix F: Descriptive and Anecdotal Data from the Questionnaire

Notation

I used the following guidelines when I recorded the numerical and anecdotal responses to the questionnaire:

- Respondents have been given arbitrary identification numbers to allow reference to a respondent's earlier answer.
- All anecdotal responses were recorded exactly the way they were written. Misspellings or grammatical errors haven't been corrected.
- The comments I've added to explain the responses are in italics and set off in square brackets.
- Respondents' references to companies or individuals have been rewritten using a code (e.g. Company A, Company B employee).
- One of the choices to the item addressing the respondents' age was worded poorly. The choice "under 30" was interpreted as "30 or under", with respondents 30 years of age included in this category.
- Some respondents checked none of the choices to the item addressing aspects of adjustment that have been difficult. These respondents were interpreted as having no problems "in the first 3 months" and "after first 3 months" of living in Germany.
- Some respondents added a choice to the item addressing respondents' opinion about an area of adjustment that expresses a positive opinion. These respondents were interpreted as being "satisfied" with the adjustment area.
- Some respondents who do not have children in Germany responded to the items addressing the effect of the age of their children on an adjustment area. These responses were disregarded.
- Some respondents who do not have children in Germany responded to the items addressing respondents' degree of amelioration in the area of schooling. These responses were disregarded.
- One respondent indicated an arrival date that precedes the current date by only two months. He or she also indicated that his or her daughter has attended a German school for the past two years. Therefore the year of the arrival date was interpreted as preceding the current year by two years.
- Responses written in all capital letters were recorded in lower case letters.

Section 1 - Demographics

1. What is today's date? (n=62)

<u>Month</u>	<u>Number of Respondents</u>
July	17
August	36
September	5
October	3
November	1

2. What was the date of your arrival in Germany? Please be as specific as possible. (n=62)

<u>Time Frame</u>	<u>Number of Respondents</u>
January 1, 1992 - June 30, 1992	13
July 1, 1991 - December 31, 1991	11
January 1, 1991 - June 30, 1991	11
July 1, 1990 - December 31, 1990	9
January 1, 1990 - June 30, 1990	6
July 1, 1989 - December 31, 1989	2
January 1, 1989 - June 30, 1989	2
July 1, 1988 - December 31, 1988	4
July 1, 1985 - December 31, 1985	1
July 1, 1984 - December 31, 1984	1
July 1, 1979 - December 31, 1979	1
January 1, 1978 - June 30, 1978	1

3. Where in Germany do you live? (n=61)

<u>Region</u>	<u>Number of Respondents</u>
Munich	5
Stuttgart	12
Köln/Düsseldorf/Bonn	16
Frankfurt	18
Wolfsburg	2
other	8

4. Why did you move to Germany? (n=61)

[011] Temporary Assignment with [company A]

[021] International Management Assignment to "parent" company

[031] I had always wanted to live in Europe. I received the job offer + accepted (within 4 days).

[041] work

[051] Assignment for [company A]

[061] Work; I was a "Fremdsprachenassistent" [sic] (teacher's assistant) - a one year assignment!

[071] career opportunity

- [081] Job transfer
- [091] job transfer
- [101] Work assignment
- [111] Wanted to live here again. (Lived a Germany for 2 years before - 1973-1975.) Was offered Int'l Assignment
- [121] I was offered a temporary job assignment in Stuttgart
- [131] Good Question. Job Opportunity
- [141] job transfer
- [151] I work for a German company headquartered in Frankfurt. A career growth assignment.
- [161] *[Note: Respondent did not answer this question.]*
- [171] 3 year overseas assignment
- [181] My job
- [191] Transfer to parent company. Company based in Germany
- [201] To complete my MBA, and gain international business experience.
- [211] International assignment with [company A]
- [221] Temporary Assignment through company
- [241] Company promotion/delegation
- [251] career opportunity (employed by U.S. affiliate of large German Corp.)
- [261] 2 year company relocation for training
- [271] for the adventure, for the career opportunity, to live in a different culture, to be able to see Europe
- [281] Temporary assignment to support a flight test program
- [291] Company Transfer/Delegation
- [301] Corporate transfer - for international marketing experience
- [311] My choice to accept a position w/ my employer
- [321] Exchange semester - Thunderbird Univ.
- [331] Transfer with company.
- [341] For a 2-year work/development assignment
- [351] preferred standard of living, culture, and lifestyle/way-of-life
- [361] Job
- [371] To work.
- [381] work-related
- [391] Job related.
- [401] Company headquarters
- [411] Overseas assignment for my company
- [421] To accept an assignment offered by my employer.
- [431] Temporary Assignment (Work)
- [441] Assignment with [company A]
- [451] Assignment
- [461] job assignment
- [471] scholarship offer for PhD studies
- [481] Transferred from [company B subsidiary] to [company B]
- [491] Transfer
- [501] Promotion/Foreign service contract
- [511] company assignment
- [521] Work-transfer to [company B]

- [531] To Improve German speaking abilities; to live abroad and to better understand the German people + their mentalitate [sic].
- [541] Transfer. Career advancement
- [551] Transfer by employer
- [561] expatriate assignment
- [581] Work assignment
- [591] Transfer from US company
- [601] Job transfer
- [611] Transferred by [company C]
- [621] I was offered a temporary work assignment by [company D].
- [631] I had a job transfer.
- [641] My husband + I were transferred here from Paris - France - lived there 3 years.

5. What company or organization do you work for in Germany? Please write "none" if you do not work in Germany. (n=62)

<u>Company</u>	<u>Number of Respondents</u>
Company A	11
Company B	12
Comapny C	3
Company D	6
Company E	4
Company F	9
Company G	1
Company H	2
Company I	2
Company J	2
Company K	2
Comapny L	1
Company M	3
Company N	2
other	2

6. What company or organization did you work for in the USA? Please write "none" if you didn't work in the USA. (n=60)

<u>Company</u>	<u>Number of Respondents</u>
Company A	11
Company B	12
Company C	3
Company D	6
Company E	0
Company F	9
Company G	1
Company H	0
Company I	2
Company J	2
Company K	2
Company L	0
Company M	0
Company N	2
other	10

7. Are you male or female? (n=61)

<u>Gender</u>	<u>Number of Respondents</u>
male	49
female	12

8. How old are you? (n=62)

<u>Age Category</u>	<u>Number of Respondents</u>
under 30	11
31-35	14
36-40	14
41-45	12
46-50	4
over 50	7

9. What is your marital status? (n=62)

<u>Marital Status</u>	<u>Number of Respondents</u>
never married	14
married or engaged, significant other is with me in Germany	44
married or engaged, significant other stayed in the USA	2
divorced, separated, or widowed	1
other	1

10. How many children do you have? (n=62)

<u>Number of Children</u>	<u>Number of Respondents</u>
0	26
1	9
2	14
3	8
4	3
5	2

11. How old are your children? (n=62)

<u>Age Range</u>	<u>Number of Respondents</u>
$0 < x \leq 10$	14
$10 < x \leq 20$	6
$1 \leq x \leq 20$	7

12. Have you spent two or more consecutive weeks in Germany within the last five years, excluding your present stay in Germany? (n=62)

<u>Response</u>	<u>Number of Respondents</u>
yes	26
no	36

13. Have you had a previous overseas assignment of 6 months or more within the last 10 years? Please disregard whether or not your spouse or significant other has had a previous overseas assignment. (n=61)

<u>Response</u>	<u>Number of Respondents</u>
no	47
yes, previous assignment in Germany	5
yes, previous assignment in European country other than Germany	8
yes, previous assignment in non-European country	1

14. How would you rate your ability to *speak* German when you arrived in Germany? (n=62)

<u>Ability</u>	<u>Number of Resondents</u>
poor	34
fair	12
good	10
excellent	6

15. How would you rate your ability to *read* German when you arrived in Germany? (n=62)

<u>Ability</u>	<u>Number of Resondents</u>
poor	32
fair	15
good	9
excellent	6

16. How would you rate your ability to *understand* German when you arrived in Germany? (n=62)

<u>Ability</u>	<u>Number of Resondents</u>
poor	29
fair	16
good	10
excellent	7

Section 2 - Adjustment

Banking

1. Which aspects of banking, if any, have been difficult for you since you arrived in Germany? Please check all that apply. (n=62)

[161] I had help

[Note: Respondent wrote the above statement above the listed responses.]

in the first 3 months	after first 3 months	
4	1	a. finding a bank to do business with
18	11	b. transferring money between the US. and Germany
22	8	c. understanding and/or meeting requirements for banking (opening an account, accessing an account, etc.)
31	44	d. I haven't had any problems in the above areas.
9	12	e. other, please specify <i>[see responses below]</i>

[061] trying to get the bank to stop an Einzugsermächtigung, - You have to continually check that the Bank doesn't überweis the money after a cancellation

[Note: Respondent indicated this was an issue "after first 3 months."]

[101] 1. it is a hassle to do bank deposits here; I must leave my job during the work day to transfer funds to my German acct. 2. I like automatic withdrawals from my acct for phone, TV, etc. but wish they would give me itemized bills - especially long distance phone.

[Note: Respondent is indicated this was an issue "in the first 3 months" and "after first 3 months."]

[111] locating financing for a Mortgage.

[Note: Respondent indicated this was an issue "after first 3 months."]

[151] we had help from a person provided by the company in setting up the account

[Note: Respondent did not indicate when this was an issue.]

- [241] understanding the rights of the customer vs the rights of the bank. They seem to have a strong position + use it.
[Note: Respondent did not indicate when this was an issue.]
- [271] Banking hours
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]
- [321] Knowing/learning a new system of int. rates, giro accounts, means of pay, etc.
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]
- [391] Bureaucratic, No interest on Balance, Lack of reporting detail i.e. no record of check paid [illegible] only number.
[Note: Respondent indicated this was an issue "after first 3 months."]
- [511] the lack of widespread use of a check writing system
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]
- [531] Not having 24 hour bank access to cash as I had in America w/ the ATMs. This convenience comes right away when you open an acct in America. Here one must wait a few (3) months to get a bank card.
[Note: Respondent did not indicate when this was an issue.]
- [541] Transfer of monthly income check. No problems with transfer of personal funds. We received no paycheck until April.
[Note: Respondent indicated this was an issue "in the first 3 months."]
- [551] trying to find better rates for money transfers to the US.
[Note: Respondent indicated this was an issue "after first 3 months."]
- [561] no x-fer of credit rating from US to Germany. Because I get paid in US \$ I had a hard time getting eurochecks + Eurocard.
[Note: Respondent indicated this was an issue "in the first three months."]
- [581] Our banking is still done in the U.S.
[Note: Respondent indicated he had no problems in the given areas.]
- [611] getting a credit card + a cash card
[Note: Respondent indicated this was an issue "after first 3 months."]
- [631] service is sometimes unpleasant.
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]

2. Which of the following statements describe your opinion about the banking in Germany overall?
Please circle all that apply. (n=62)

<u>Response</u>	<u>Number of Respondents</u>
accessing my account is inconvenient	18
banking is expensive	30
the banking system on a whole is difficult to deal with	9
the banking was satisfactory	25
none of these statements describes my opinion	4

3. What do you like best about the banking in Germany? (n=56)

- [011] Ease of converting money, and holding money in foreign currency account. Overdraft coverage.
- [021] "Electronic" Banking i.e. Machines, Computers
- [031] Being able to have regular bills booked automatically from my account.
- [041] it is equal to US Auto tellers, Auto Sale. deposit, Auto Rent paid etc
- [051] Automatic payments & transfers
- [061] automatic debits, salary paid directly into one's account
- [071] Eurocard convenience
- [081] The ability to set up a direct withdrawals from my account.
- [091] no problem transferring money; overdraft protection
- [101] The ATM's that allow access to my account in other countries; that way, I can withdraw funds in the local currency.
- [111] 1. Überweisung! - Everything can be taken care of by automatic "debit". 2. Accessibility to cash from ATM's anywhere in Europe.
- [131] Automatic Payments can be arranged of rent, utilities, etc.
- [141] automatic money machines
- [151] the automatic tellers - especially those enabling us to get foreign currencies while visiting other EC countries
- [171] My company exchanges American currency for German
- [191] Convert \$ to DM from my U.S. account quickly
- [201] Higher interest rates than in U.S.
- [211] Monthly bills are deducted from my account, no need to write checks.
- [221] nothing in particular
- [241] Electronic transfer + direct payment of normally reoccurring invoices.
- [251] less check writing
- [261] High level of personal service
- [271] nothing - I don't like the system
- [281] Bank transfer system for paying bills
- [291] Geldautomat
- [311] Nothing is best, it is just satisfactory.
- [321] Direct money transfer option via use of standardized bank ID #'s & direct fee withdrawal monthly of bills.
- [331] Paying of bills via bank
- [341] Automatic overdraft protection for checking accounts.
- [351] Euroschecks + Eurokarten, EC-Automaten
- [371] Familiarity w/ int'l Currency transactions
- [381] access through cash machines
- [391] Frequent Balance Updates.
- [401] nothing in particular
- [411] Having monthly utility bills automatically paid/ATM's are good
- [421] Ease of establishing & managing Einzugsermächtigungen, Daueranträge
- [431] Überweisungen
- [441] the automatic bill paying - much more advanced than USA> Also the ability to send money/pay a bill electronically without writing a check.

- [451] High interest rates
- [461] general availability [sic] of cash machines; automatic payment of routine bills via "überweisung"
- [471] the Post Office, the fact that a regular **bank** account can be overdrawn.
- [491] Viele Rechnungen können in der Bank erledigt werden.
[A lot of bills can be taken care of in the bank.]
- [501] You get your statement print-out at the cash machine
- [511] use of *dauerauftrag*
- [521] Electronic Banking is very convenient and efficient
- [531] I cannot think of anything. Actually, the best thing was [sic] the relationship that [company E] has w/ my bank. By virtue of being a new [company E] employee, I should be able to walk into my bank and receive w/out any hassles a loan for 20-25,000 DM to buy a car. I call [sic] the bank and it seems so. I see this a [sic] one of the things that I really like about [company E], however, and not banking in Germany.
- [541] Easy updates of account activities.
- [551] Current interest rates; maybe more financially secure than in US.
- [561] interest rates high
- [581] Not having to deal with it.
- [591] being personally recognized by banking personnel
- [601] Ease of obtaining money from bank machines
- [611] automatic payment of rent, utilities, etc.
- [621] Most banks offer electronic teller machines which is good as the hours that banks are open are inconvenient.
- [631] I find the convenience of electronic money transfer to be good.
- [641] receiving a statement after each major transaction

4. In general, how difficult has it been for you to deal with banking?

	a little or not difficult				very difficult	mean	std dev
	1	2	3	4			
a. in the first three months of living in Germany (n=59)	14	19	12	11	3	2.49	1.19
b. after the first three months of living in Germany (n=59)	26	22	10	1		1.76	0.8

5. Do you think each of the following makes (or has made) dealing with banking easier or more difficult for you?

	easier	no difference	more difficult	don't know
a. your age (n=60)	4	51	1	4
b. your marital status (n=60)	7	43	4	6
c. whether or not you traveled to Germany within the last 5 years (n=59)	10	43		6
d. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years (n=59)	11	35	1	12
e. your language proficiency (n=60)	32	10	17	1

Additional comments made by respondents although comments were not elicited for these items:

- d. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years

[421] See #7

[Note: Respondent wrote the above statement instead of marking one of the responses provided.]

[531] It was not Germany. Had it been, it would have been very helpful, of course.

6. Since your arrival, what assistance did you get (or are you still getting) to help you deal with banking issues? (n=60)

[011] None

[021] An english [sic] & german [sic] speaking person helped me open the account. Otherwise, none.

[031] Recommendations + advice from work colleagues + acquaintances.

[051] None

[061] none other than answers to my own questions asked at the bank.

[071] Assistance in initial account opening, although this was very superficial. No overview of range of services, costs, procedures was made available

[081] None, except from friends

[091] a [company F] hostess set up our original accounts.

[101] A [company D] relocation assistant helped me arrange for a bank account and my colleagues have been very helpful @ explaining how to get things done - especially ordering tickets to special events and paying bills, both of which are so completely different than I'm accustomed to.

[111] Bank contact given to me by my company. Company makes cost of living transfers from US.

[121] When confusion arose trying to close an account, a colleague [sic] at [company D] called the bank for us.

[131] Significant assistance from student helper from Mainz Univ. (Paid by [company A])

[141] none

[151] We had help in setting up the account. None since.

[161] I have a German national help me

[181] Was only assisted in setting up Bank account.

[191] Colleagues at work provided information

[201] At first from the school I attended, and how only from friends.

- [211] My co-workers help explain my bank statements if I do not understand part of it.
- [221] none
- [241] None other than verbal "experience" from colleagues [sic]
- [251] None
- [261] Local bank staff provided all necessary assistance
- [271] The company helped in finding a bank. The company has identified a contact at the bank to deal specifically with [company E] employees (who speaks English). The company facilitates banking services so that I don't need to visit our bank, i.e. internet company mail is funnelled [sic] to the bank and received from the bank daily.
- [281] None
- [291] I had help from a professional adjustment person in opening my account.
- [301] [Company B] provided assistance
- [311] My secretary was a great help in setting up account but now I'm on my own.
- [321] 0
- [331] None required
- [341] Help from company industrial relations folks in setting up account etc.
- [351] friends, German relatives, colleagues
- [361] through personal friends
- [371] Advice from work colleagues in respect of "good banks"
- [381] transferring money to USA
- [391] From place of employment
- [401] Company pre-training, advice, assistance. Friendly people at Bank.
- [411] I had help when I first set up my account
- [422] None
- [431] Only local bank representatives
- [441] Got the bank name + address and we took care of the rest.
- [451] None, since my arrival. But received assistance from my home company in establishing a home bank for versus transactions before my departure.
- [461] German friend went with me to open account.
- [471] none
- [481] On arrival a [company B] employee from [company B human resources department] helped us with opening a Bank Account.
- [491] nichts [*nothing*]
- [501] Do not need any
- [511] help from company secretary
- [521] None
- [531] Most came from a handout passed out by the Carl Duisberg Gesellschaft, and the Personalabteilung for [company E].
- [541] None.
- [551] Assistance when opening bank account ("day 1")
- [561] none
- [581] None
- [591] none
- [601] Assistance from relocation company in opening account
- [611] None

[621] [company D] has helped me with my banking needs.

[631] Minimal advice from people at work.

[641] little

7. Is there anything else you would like to express about your experience with the banking in Germany?
(n=46)

[021] The concept of "customer service" is not understood here or is simply not a concern.

[031] They always assume my husband is more important, but I earn more money!

[041] No problems. Have checking, savings accts. and had in beginning a car loan

[051] The US has a long way to go.

[061] One or two things are very different here: 1.) The bank managers is definitely not going to give a customer the best advice on investments. - He will tell you only what is good for his branch office. 2.) No one warns you about "Einzugsermächtigung." 3.) No one explained about the various ways to pay a bill!

[071] Figuring out the banking experience in the first month was very difficult, after that banking is easy here, although not terribly convenient.

[101] I find it a little risky to carry around so much cash - but credit cards and personal checks are not used in grocery stores. etc/ The Eurochecks are only handed out in 10's at a time and I don't have the time to run to the bank all the time (for replacements) when I run out.

[111] I think the system is wonderful. No monthly check writing and the Service is excellent!

[131] Saturday hours would be great.

[141] no information from company on types of accts.

[161] Current bank I work with has someone who has been outstanding in her working with ex-pat's

[191] A lot of paperwork + Doppelarbeit. Überweisung [sic] system appears to work well.

[201] I must go to my local branch to do most transactions. No receipts are given when money is deposited, so you lose a lot of control over your account + must trust the efficiency of the bank.

[241] It is far too customer "unfriendly" -> You have to go through great trouble to prove that you are indeed "correct" on issues which led to a difference. They accept their work as always being correct -> therefore you have to prove that you are not "wrong".

[281] Open hours could be expanded to accommodate those working

[291] Overall very pleased. Because of my job guarantee with [company B], the Bank helped us to obtain Credit Cards before the usual 1 year waiting period.

[301] It is difficult to believe how independent and how uninterdependent the banks and bank branches are.

[311] Going to the ATM and getting no receipt at time of withdrawal was a shock! Not a problem now.

[321] A simple brochure on arrival no more than 10 pg's long could explain all the basics necessary for banking

[331] Excess charges for the transfer of money.

[341] ATMs from different banks are not networked. You have to use your bank's. You can't write a check for more than 400 DM.

[351] more efficient, albeit more expensive than in US far more advanced than banking in US (once understood and in use).

[361] No

[371] No

- [381] saving rates are very low compared to Danish/Luxemburg [sic] banking alternatives.
- [391] Behind the times - 10 years vs US. Still highly regulated.
- [401] -0-
- [411] there are too many fees for simple transactions. The customers in banks don't believe in waiting in line.
- [421] Yes I had a 2 1/2 yr. assignment here ending 6/81, kept the account open since then. All answers this page applied then as now.
- [431] Banking professionals do not generally know how to transfer money to U.S. Banks
- [441] Very efficient, timely and easy-to-read statements, etc. A real plus!
- [451] Wife deals mainly with the banking issues.
- [461] Cash machine cards are awkward to obtain. Banking hours are not made for the customer. Cash machine is out of service over 50% of the times I try to use it. System whereby my wife and I must have separate Master Card accounts is awkward.
- [481] Time involved for overseas transactions is very long.
- [491] nichts [*nothing*]
- [501] Banking opening hours are inconvenient
- [521] Even with my limited language capability the people at the bank have been easy to deal with.
- [531] Banking at the Post office was terrible (I opened an acct in Cologne -> never again). You can only withdraw money from one post-office and the two ATMs in the whole city. Deutsche Bank: the Junges Konto is great for students - no costs w/ Zinsen, but you still have to wait three months after opening the Konto to withdraw money from the ATMs. Commerzbank [sic]: My only acct here in Frankfurt. Earlier this week I had to 25 minutes to withdraw 300 DM from my Konto from a branch other than my branch where I opened my account (30 km). The phone at my branch was busy, and that's the only way to check my account. i.e. - 10-15 years behind my US. banking experiences.
- [541] Our Bank does not carry or have access to Visa. Cards are harder to get in Deutschland.
- [551] Have never seen an "overview" of short/medium term savings possibilities
- [561] The bank was too lazy/unconcerned to get my credit rating from the USA. I can't believe that w/ excellent credit I was denied a visa card and Eurochecks until my grandparents signed a DM10.000 Burgschaft.
- [601] No
- [611] No concept of service. No flexibility
- [621] Very inconvenient hours are held by the banks.
- [631] I am not particularly fond of Deutsche Bank.
- [641] no

Housing

1. Was housing arranged for you before you arrived in Germany? (n=62)

<u>Response</u>	<u>Number of Respondents</u>
yes	29
no	33

Additional comments made by respondents although comments were not elicited for this item:

[021] However, was arranged before my family arrived.
[Note: Respondent indicated "no."]

[391] took house from predecessor [company G]
[Note: Respondent indicated "yes."]

[531] [company E] arranged a hotel in Frankfurt for me my first month here. [company E] paid for my first week. After that, I contribute [sic] to [company E] what I would pay if I were in a wohnung. (A good deal)
[Note: Respondent indicated "yes".]

[641] but, we flew over + selected a house prior to moving.
[Note: Respondent indicated "no."]

2. Do you consider where you're living now to be temporary housing? (n=62)

<u>Response</u>	<u>Number of Respondents</u>
yes	23
no	39

Additional comments made by respondents although comments were not elicited for this item:

[061] We don't intend to move (in German) again Our next move will be back to the US
[Note: Respondent indicated "no."]

[121] (2 years is "temporary")
[Note: Respondent indicated "yes."]

[291] 2-3 years
[Note: Respondent indicated "yes."]

[531] Jein. I have found an apartment, but It's very expensive (1290 für alles pro Monat). I will look for something less expensive over the next few months.
[Note: Respondent indicated both "yes" and "no."]

[621] (but my assignment in Germany is temporary)
[Note: Respondent indicated "no."]

3. How long did it take you to find housing that meets your needs? (n=57)

<u>Response</u>	<u>Number of Respondents</u>
less than 2 months	36
2 to 4 months	13
4 to 6 months	4
6 to 8 months	1
more than 8 months	3
we haven't found housing that meets our needs	

Additional comments made by respondents although comments were not elicited for this item:

[531] 2 weeks.
[Note: Respondent indicated "less than 2 months."]

4. Which aspects of housing, if any, have been difficult for you since you arrived in Germany? Please check all that apply. (n=62)

in the first 3 months	after first 3 months	
15	2	a. knowing how to go about finding housing (for example: having a realtor look for you or looking through newspapers yourself)
20	9	b. finding housing in an acceptable location
22	9	c. finding housing that's acceptable in size
14	7	d. finding the right kind of housing (single home, duplex, apartment complex, high rise, etc.)
23	11	e. finding housing in an acceptable price range
14	7	f. finding housing in an acceptable condition
26	47	g. I haven't had any problems in the above areas
5	3	h. other, please specify [see responses below]

Additional comments made by respondents although comments were not elicited for this item:

- a. knowing how to go about finding housing (for example: having a realtor look for you or looking through newspapers yourself) [Note: Comments were not elicited for this item.]
 [321] Ha Ha, realtors don't look for you here, they just get paid alot [sic].
 [Note: Respondent underlined the words "realtor look for you" in the response and indicated this was an issue "in the first 3 months.]
- e. finding housing in an acceptable price range [Note: Comments were not elicited for this item.]
 [531] Its [sic] just so unbelievably expensive here in Frankfurt.
 [Note: The respondent's statement also applies to response f.]
- f. finding housing in an acceptable condition [Note: Comments were not elicited for this item.]
 [531] Its [sic] just so unbelievably expensive here in Frankfurt.
 [Note: The respondent's statement also applies to response e.]
- g. I haven't had any problems in the above areas. [Note: Comments were not elicited for this item.]
 [121] [company D] handled all for us.
 [Note: Respondent indicated there were no problems in these areas "in the first 3 months" or "after first 3 months."]
 [291] Housing provided for
 [Note: Respondent indicated there were no problems in these areas "in the first 3 months" or "after first 3 months."]
- h. other, please specify
 [181] furniture /appliances
 [Note: Respondent indicated this was an issue "in the first 3 months."]
 [211] Room for my dogs
 [Note: Respondent indicated this was an issue "in the first 3 months."]
 [311] Landlord very status conscious
 [Note: Respondent did not indicate when this was an issue.]
 [321] Frankfurt is difficult & expensive.
 [Note: Respondent did not indicate when this was an issue.]
 [351] housing in uncrowded neighborhoods! (vicinity of neighboring houses)
 [Note: Respondent indicated this was an issue "after first 3 months."]

- [541] House location is outside good bus service area for childrens' school.
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]
- [611] understanding lease term sufficiently
[Note: Respondent indicated this was an issue "in the first 3 months."]
- [621] My company has had to deal with these problems, not myself.
[Note: Respondent indicated this was in issue "in the first 3 months" and "after first 3 months."]

5. What do you like best about the housing in Germany? (n=41)

- [011] Facilities are better organized. Better insulated/built better.
- [021] Solid structure, quiet.
- [031] The walls are well insulated, it's quiet
- [041] quality, privacy, reliable utilities
- [051] As compared to what?
- [061] quality + standard of the buildings, cellar + loft rooms
- [081] Built solid.
- [101] I like some of the efficient "extras" in the kitchen, such as a pull-out cupboard, & the luft-oven.
- [111] Quality of the Structures and the "Dorf" zoning that leaves "walking space" around each town.
- [121] Quality and Durability of the Construction used.
- [131] Near my [company A] location many young children in neighborhood for my kids to play with.
- [151] the quality of construction - the windows
- [191] Structural integrity
- [221] construction
- [241] Well built -> everything works.
- [271] The utilities are paid by the usage as compared to one fee for all tenants. Even the washer is on your own separate water meter.
- [291] well built
- [301] Houses/Apartments are well built.
- [321] Living in the city in a 4 story house has a nice flavour [sic] to it.
- [341] There's nothing outstanding in that area.
- [351] modern + clean
- [371] Nothing in particular
- [391] Well constructed
- [401] nothing in particular
- [411] nothing
- [421] We are not especially happy with it - "make do". "Finder's fee" outrageous. Housing rotates - no "finding")
- [431] Well built, quality materials, well maintained
- [441] Well-built houses that are very cheap!
- [451] Solid built; New house; Convenient [sic] to Work, School, etc; Nice neighborhood
- [461] Variety
- [471] well built; well insulated, basements very useful

- [491] Die Häuser sind sehr stark gebaut.
[The houses are build very solidly.]
- [501] Solid construction
- [511] quality construction
- [521] we rent the house from [company B] ([company B housing division]) they handle most things
- [531] In fact, nothing comes to mind.
- [541] Sturdy, well built. Good windows, rolladium [sic] (?)
- [581] Nothing
- [591] nothing!
- [601] Quality of building.
- [641] quality construction, in general

6. In general, how difficult has it been for you to deal with housing?

	a little or not difficult				very difficult 5	mean	std dev
	1	2	3	4			
a. in the first three months of living in Germany (n=61)	20	12	14	8	7	2.51	1.37
b. after the first three months of living in Germany (n=57)	32	11	7	5	2	1.84	1.16

7. Do you think each of the following makes (or has made) dealing with housing easier or more difficult for you?

	easier	no difference	more difficult	don't know
a. your age (n=59)	9	44	2	4
b. number of children (n=58)	12	24	13	9
c. age of your children (n=25)	4	9	10	2
d. your marital status (n=59)	13	34	5	7
e. whether or not you traveled to Germany within the last 5 years (n=58)	9	42	1	6
f. whether or not you had a previous overseas assignment of 6months or more within the last 10 years (n=57)	10	34		13
g. your language proficiency (n=60)	28	15	15	2

Additional comments made by respondents although comments were not elicited for these items:

- [061] if you have children!
[Note: Respondent indicated the "number of children" and "age of your children" makes dealing with housing "more difficult."]
- [531] (unless it were Germany, whereby that would have helped)
[Note: Respondent indicated that "whether or not you had a previous overseas assignment of 6 months or more within the last 10 years" made "no difference" in dealing with housing.]

8. Since your arrival, what assistance did you get (or are you still getting) to help you deal with housing issues? (n=51)
- [011] Dealt with realtor specializing in [company A] assignees.
 - [021] My company had several houses available, but they were generally too small. All final arrangements were handled directly via the company and continue so.
 - [031] The company provided a studio apartment until I found my own apartment
 - [041] none
 - [051] We joined a renters [sic] association. DMB Mieterverein Stuttgart und Umgebung e.V.
 - [061] none
 - [071] Agent was contacted by employers to arrange appointments and facilitate contract signing.
 - [081] Company provides housing.
 - [101] It was arranged for me, so I had no problems finding housing.
 - [111] Caution [sic] paid by Company. Contact with Realtor. Paid for Lawyer to check contract.
 - [121] We have a person at [company D] that handles all issues for us.
 - [131] Significant assistance from student helper from Mainz Univ. (Paid by [company A])
 - [151] We were offered information about specific houses before we arrived and chose one before seeing it (before coming) - we are provided a housing allowance which enables us to live in a nice house
 - [161] Worked with realtor who has experience with relocations from the U.S.
 - [181] Was assisted in finding apt; signing lease, etc.
 - [191] colleagues at work
 - [201] At first from the school. Then an immobilien was hired by my employer, and the fees + security deposit were paid for
 - [211] None
 - [221] help from the office
 - [241] Housing price difference allowance
 - [251] Housing arranged by the company.
 - [261] Company assistance in finding accomodation [sic] prior to move.
 - [271] The company provided us a realtor who knew what our expectations were, and selected accomodations [sic] which matched those. The realtor also dealt with the landlord in regards to the rent and any other issues that came up - i.e. they translated for us. As well, the company loaned us the Kaution money (3 months rent) which I found to be very helpful.
 - [281] Using relocation agent
 - [291] [company B] leases us a house.
 - [301] [Comapny B housing division] has handled everything.
 - [311] Had 2 separate relocation companys [sic] to deal through, but only one at a time
 - [321] Company will pay broker fees & give interest-free loan for the "Kaution" (or deposit). Very important & necessary!
 - [341] Help from company industrial relations in dealing with landlord (maintenance + up-keep).
 - [351] realtors in the past
 - [361] through friends
 - [371] None
 - [391] From place of employment.
 - [401] Company located housing. Company continues to manage housing.

- [411] my apartment was prearranged
- [421] Worked with realtor designated by employer. Took one of three units shown. One was dog.
- [431] None
- [441] Did have a realtor @ first but found the house on our own.
- [451] Since my arrival, useless assistance from the German company was given in finding unacceptable housing.
- [461] None.
- [471] only initially
- [481] Since our arrival, and to date we receive assistance from [company B housing division]
- [491] [company B] hat alles arrangiert.
[[company B] arranged everything.]
- [501] need none
- [511] Relocation Bureau assistance
- [531] The CDG [Carl Duisberg Gesellschaft] gave me ideas, but it was [company E] who really put out the bucks to help me find something quickly.
- [541] [Company B] assigned [company B employee] to help, but she can't help with every small problem.
- [551] All issues are handled by employer.
- [561] Die Wohnungswirtschaft bei [company H] ist sehr hilfreich.
[The Apartment Society at [company H] is very helpful.]
- [581] Very little, from company personnel dept.
- [591] [Company B housing division] very little help
- [601] Relocation company spent 3 days assisting with house hunting.
- [611] Colleagues provided referrals [sic] to [illegible].
- [621] [Company D] arranged for housing in advance of my arrival.
- [631] I had a mentor from [company I] who helped tremendously.
- [641] a lot from the real estate agent in finding a house. Some from IAR in dealing with local issues. A lot from landlady who has been "super".

9. Is there anything else you would like to express about your experience with the housing in Germany?
(n=41)

- [031] I lost my whole security deposit (DM3500) due to a financial scam of my landlord.
- [041] At the time there was very little housing for rent.
- [051] The quality of housing is excellent. The problem is a landlord living in same building and some very restrictive rules about noise, washing, BBQ, etc.
- [061] I found the price of homes and the lack of yard space a problem. In Munich, a single-family home of any standard costs over 1 million marks to buy. Rents are also very high here. When you move in, there are no light fixtures - just wires hanging from the ceiling! The kitchen has to be bought and there are at least 20 other interested parties who want to rent the place.
- [071] Incredibly expensive, especially in Munich; but more importantly the owners' market is a significant adjustment for a US citizen accustomed to very different US market conditions.
- [101] I don't like "Kehrwoche." I'd rather pay to have the common areas cleaned.
- [111] Many older Germans are intolerant of children and expect them to behave like adults at all times. This problem made me change apartments 2 years ago.
- [131] We would have been lost without student helper.

- [161] This isn't Kansas
- [171] We had a house hunting trip - which helped.
- [191] Very expensive.
- [201] Some things that are difficult to get used to are the small refrigerators, no air conditioning, and no closets/kitchens. Also the expense.
- [211] The masonry [sic] construction makes the houses cold & damp. Ours is hard to heat.
- [241] It is tough to find houses with enough "yard" space to accomodate [sic] animals the way it is customary in the U.S.
- [251] I constantly hear about housing problems (from colleagues, TV, etc.) so I feel fortunate having had the company manage our situation.
- [271] I feel that the leases are quite long (i.e. 3 yrs) as compared to what I was accustomed to (1 yr). But, I see advantages to this, in that the rent cannot be increased over the 3 yrs. We found the rents around the Frankfurt area high - not accustomed to spending this amount of money for rental property.
- [291] The houses are very close together, therefore privacy can sometimes be a problem.
- [301] Disappointed with freezers and refrigerators! Very noisy - refrigerators are small.
- [311] Knowing the language would have been a tremendous help.
- [321] * Moving fees from USA covered by the co.
* Too many people too few apartments, what can you do?
- [331] Extreme shortage of acceptable housing.
- [341] None
- [351] housing expenses, in general are very high and ski-rocketing.
- [361] No
- [371] No
- [401] nothing in particular.
- [411] rent is expensive. The neighbors are very noisy.
- [421] We have an Abstellplatz instead of a Garage. Shower with virtually no tub. Inadequate privacy. We would move if we didn't have to pay another finder's fee & if we had same TV as present apartment.
- [431] Shockingly Expensive! Apt harder to find in Germany than house in US
- [441] The realtor we dealt with @ first could not be trusted - she gave a house to somebody else after it had been promised to us. This would not have happened in the USA.
- [451] Housing was difficult to find due to a shortage in this area. Wife on her own found finally our present house which is nice.
- [461] The system in Germany is very different from the US. so US assignees should always be provided professional help.
- [481] We are very glad Baywoge exists and has helped us. Without this help and with current housing situation in Germany we would have had difficulty in acquiring a suitable house.
- [491] [company B] hat ein Haus für uns gefunden und diese Hilfe war sehr hilfreich.
[[company B] found a house for us and this help was very helpful.]
- [501] It is becoming more expensive and less easy to find.
- [531] No
- [541] We were not allowed to visit possible houses before coming. We selected house by video cassette. We were not well informed about access to schools, shopping, location of laundry, house layout, etc.
- [581] Expensive, not properly equipped, not properly cared for.
- [601] More difficult moving in as kitchen, light fixtures, + closets not included.

- [611] Local custom of no kitchen/bathroom/or light fixtures included are [sic] very frustrating and take away from valuable time if allowed to. Better to negotiate it into the rent.
- [641] We have lived in England, France + Germany. The biggest challenge here has been the closeness of other houses which contributed to noise from neighbors.

Health Care

1. Which aspects of health care, if any, have been difficult for you since you arrived in Germany? Please check all that apply. (n=61)

in the first 3 months	after first 3 months	
31	16	a. knowing where to go for emergencies
28	19	b. knowing or understanding procedures to follow in emergencies
32	21	c. knowing where to go for routine needs (dentist, pediatrician, family doctor, etc.)
30	20	d. knowing or understanding procedures to follow for routine needs
23	33	h. I haven't had any problems in the above areas
6	5	g. other, please specify [see responses below]

- [021] dealing with my U.S. insurance company.
[Note: Respondent indicated this was an issue "in the first 3 months."]
- [101] I need physical therapy for my neck and unable to find it her w/o shots included. As a result I am neglecting it. I don't like the emphasis on shots and medication.
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]
- [321] Understanding who pays & how
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]
- [371] German health care providers' general inability to communicate effectively w/ patients.
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]
- [421] Financial (we are considered "private", so fees are large & immediate, may not be company-covered for "rotstine" [sic])
[Note: Respondent did not indicate when this was an issue.]
- [541] Language problems and payment system.
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]

2. Which of the following statements describe your opinion about the health care in Germany overall?
Please circle all that apply. (n=61)

<u>Response</u>	<u>Number of Respondents</u>
it is difficult to get	5
it is expensive	21
the service is less than adequate	13
the quality is less than adequate	11
the health care is satisfactory	19
none of these statements describes my opinion	13

Additional comments made by respondents although comments were not elicited for this item.

- [021] (no real appointments; a lot of waiting)
[Note: Respondent indicated "the services is less than adequate."]
- [051] the health care is excellent and not too expensive
[Note: Respondent indicated the above response as an additional response to this question.]
- [241] as far as the contrib. go.
[Note: Respondent indicated the health care "is expensive."]
- [301] *[Note: Respondent changed the response "the quality is less than adequate" to "the quality is less than in the USA."]*
- [391] Private
[Note: Respondent indicated the health care "is expensive."]
- [421] *[Note: Respondent changed the response "it is difficult to get" to "it is difficult to find right doctor."]*
- [441] Very!!
[Note: Respondent indicated the health care "is expensive."]
- [591] *[Note: Respondent indicated "the service is less than adequate" and added an exclamation point.]*
- [641] *[Note: Respondent indicated "the service is less than adequate" and added three exclamation points.]*

3. What do you like best about the health care in Germany? (n=39)

- [011] Available to everyone!!
- [021] Doctors still make house visits. I don't have to take very ill children to the doctors office.
- [031] Being able to invest in preventative medicine
- [041] As private patient service is quick
- [061] not having to pay the doctor
- [081] Cost.
- [091] House (Family) Doctor concept
- [101] I had a good experience at dentist.
- [111] I have found world class standards and excellent service.
- [121] Nothing
- [131] We have been fortunate in that only 2 visits to the Pediatrician have been req'd.
- [151] very reasonably priced since it is socialized
- [171] ?

- [191] They take 90 days to send out bills.
- [241] Once in a "Krankenkasse" it is a "no hazle [sic]" issue.
- [251] thoroughness
- [271] The health care covers all standard medical needs - something I am accustomed to being from Ontario, Canada, where the O.H.I.P. is used. I find the two systems to be similar in providing good general health care coverage.
- [281] Am not familiar with health care system
- [291] For a social system, services appear to be more plentiful than Canada.
[Note: Respondent had a previous assignment in Canada.]
- [301] Socialized Medicine
- [321] Social system fair & well structured. Medication Market Monopolistic, emphasis on natural medications with no/little true effect.
- [341] Inexpensive and available to all.
- [351] all expenses paid via taxes. Overall high level of health care however, many hospitals are very old and thereby not quite up to par with staff standards.
- [371] My health insurance picks up the tab for virtually everything
- [401] nothing in particular.
- [411] I have had no experience with it yet
- [421] Frankly, nothing. A colleague had to pay 970++ DM for an ambulance ride of less than 20 km. He hasn't yet got [sic] the hospital bill. Not everyone can manage cash flow problems like this.
- [431] Personal attention/contact from doctors
- [441] So many different kinds of doctors, etc.
- [451] Medical doctors and service are OK. However, Dental doctors and services are not.
- [471] Homeopathic approach, natural medicines have an old and still intact tradition.
- [491] Ich bin nicht zufrieden.
[I'm not satisfied.]
- [501] It's excellent similar to Canada and way better than USA
- [531] I have only limited experience. I have it and pay substantially for it, but I haven't used it at all yet.
- [561] medical care is good but dental care is unsatisfactory
- [581] --
- [601] Not understanding language makes it difficult to understand what is happening.
- [611] Don't use it
- [641] Nothing, - I prefer my system + standards at home.

4. In general, how difficult has it been for you to deal with health care?

	a little or not difficult				very difficult	mean	std dev
	1	2	3	4			
a. in the first three months of living in Germany (n=56)	15	16	11	9	5	2.52	1.29
b. after the first three months of living in Germany (n=55)	24	15	6	7	3	2.09	1.25

5. Do you think each of the following makes (or has made) dealing with health care easier or more difficult for you?

	easier	no difference	more difficult	don't know
a. your age (n=56)	6	42	2	6
b. number of children (n=55)	4	30	10	11
c. age of your children (n=27)	1	18	8	
d. your marital status (n=55)	5	41	3	6
e. whether or not you traveled to Germany within the last 5 years (n=55)	3	44		8
f. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years (n=55)	9	31	1	14
g. your language proficiency (n=58)	31	6	18	3

Additional comments made by respondents although comments were not elicited for these items.

[021] (after 3 or so months)

[Note: Respondent indicated "your language proficiency" makes dealing with health care "easier."]

[531] I'm young and haven't needed to use it.

[Note: Respondent indicated "your age" makes dealing with health care "easier." and [therefore] haven't [sic] used it.

[Note: Respondent indicated "number of children" makes dealing with health care "easier." The respondent is "under 30."]

{except if it were BRD, etc}

[Note: Respondent indicated "whether or not you had a previous overseas assignment of 6 months or more within the last 10 years" makes "no difference" in dealing with health care.]

6. Since your arrival, what assistance did you get (or are you still getting) to help you deal with health care issues? (n=49)

[011] Used [company A] Medical Department.

[021] None

[031] Recommendations from friends

[041] reference doctor, dentists

[051] None

[071] Very limited referrals only

[081] None.

[091] none

[101] My colleagues have suggested doctors/dentists and the on-site [company D] doctor has also been consulted. He is quite a quack and of little use, an opinion held by others too.

[111] Company supplied list of Drs.

[121] None

[131] Co-worker at [company A] Recommended Children's Dr.

[151] Some general printed information was provided on arrival

[161] I work with enough German nationals to get assistance

[181] none

[191] Colleagues at work

- [201] The company personnel office is helpful with insurance questions, + friends are helpful to recommend doctors.
- [211] None
- [251] Recommendations from Americans who have lived here.
- [261] No health care problems have arisen since arrival in Germany
- [271] The company provided us with several contacts from whom we could purchase insurance.
- [281] Using relocation agent
- [291] We are still privately insured through our U.S. company.
- [301] None
- [321] 0
- [341] Initial contacts with help from company HR.
- [351] from employer, german [sic] relatives, friends, health insurance companies
- [361] through colleagues
- [371] None.
- [401] Company has suggestions for medical care. Company assists with insurance payment procedures in U.S.
- [411] no experience in health yet.
- [421] Very little. Insurance carriers in U.S. want translations, etc. Dental reimbursements far less (percentage) than in US.
- [431] None
- [441] Names + addresses of different types of doctors.
- [451] Only one initial checkup at the German Company. All medical forms processed by American Company.
- [461] None
- [471] none
- [491] keine Hilfe *[no help]*
- [501] No need.
- [511] None
- [521] Advice from Americans currently living here
- [531] Only advice from co-workers.
- [541] None
- [591] none
- [601] List of doctors, dentists provided by relocation company 1 year after arrival
- [611] None
- [621] No assistance has been given.
- [631] minimal advice from people at work
- [641] Little

7. Is there anything else you would like to express about your experience with the health care in Germany? (n=39)

- [021] I think too many, unnecessary surgical procedures are conducted.
- [031] Often not very progressive - newest medical techniques are not available

- [041] had one minor emergency requiring stitches [sic] service was good, had dental work fillings, crowns both satisfactory
- [051] The health care is available, excellent quality and the cost is reasonable.
- [061] it is very good!
- [091] one should be prepared for an emphasis on natural cures
- [111] I find medicines, even aspirin, to be very expensive.
- [121] Everything has a charge, even simple calls to renew a prescription!!
- [141] submitting health claims to US insurance is time consuming/difficult/and money is delayed
- [151] the health care is satisfactory, but not up to the standards of U.S. health care
- [191] It appears nationalized health care sinks to the lowest common denominator when trying to provide care to all people.
- [201] Dental care is not adequate, ie. no regular cleaning or x-rays. One doctor's office had no air conditioning and on a hot day it was very uncomfortable.
- [251] Being privately insured is expensive! Much more money paid out "up-front" prior to insurance reimbursement.
- [271] Since arriving in Germany (about 1 yr ago) we have not used many health care services (ie. routine needs) therefore I cannot comment on the services.
- [291] We can tell you more after we have our 2nd child here.
- [301] No
- [311] Most medical staff spoke English at company facility plus hospital. Dealing w/ apotheker [Apotheke] was not easy w/o language.
- [321] Once again a simple brochure could have explained the differences between private ins. & state, emergency info etc.
- [341] Language proficiency has been my only barrier. I have to look for doctors etc. who speak english [sic].
- [351] German health care system makes health care opportunities more transparent than in the States.
- [361] No
- [371] No
- [401] nothing in particular.
- [421] Stay healthy.
- [431] On average, doctors have less state of the art equipment
- [441] Most Germans can't get over that insurance doesn't cover health care for Americans. We had to pay the whole price, which in all cases was very expensive, then submit the charges to the American insurance cos. for a partial reimbursement. Germany also suffers from a lack of walk in emergency clinics and the HMO concept.
- [451] Dental care and service are lacking
- [481] It is very difficult to get an appointment with specialists, particularly at the various University Clinics.
- [491] Die Deutsche Philosophie (health care) ist anderes [sic] im Vergleich zu Amerika.
[The German philosophy (health care) is different compared to America.]
- [501] They have a good system.
- [521] Medicine is very expensive and inconvenient [sic] to get - few over the counter drugs.
- [531] No
- [541] Difficult with Private care, especially when insurance company is in U.S. Our payment [sic] are slowly processed with many mistakes. Also we must pay in DM and repaid in \$ - Exchange rate has always hurt us!
- [551] No significant experiences

- [581] Have not required health care yet.
 [601] No
 [611] I still use U.S. care system. Have not yet used doctor here.
 [621] --
 [641] In general, I have found physicians to have a "terrible" patient/doctor attitude. I have felt intimidated when asking questions which is a very uncomfortable feeling. The doctors + nurses seemed to expect me to simply accept their diagnosis + medicine without questioning or understanding the ramifications. I have "hated" the medical system here.

Shopping for Every-day Things

1. Which aspects of shopping for every-day things, if any, have been difficult for you since you arrived in Germany? Please check all that apply. (n=62)

in the first 3 months	after first 3 months	
37	14	a. knowing where to get what I needed
29	6	b. understanding store/market procedures
37	14	c. finding items I needed
30	13	d. knowing what unfamiliar products are (e.g. food)
20	41	e. I haven't had any problems in the above areas.
12	12	f. other, please specify [see responses below]

- [031] getting used to the opening times

[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]

- [061] shopping hours, crowded pokey supermarkets, poor quality of produce

[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]

- [151] finding a time stores are open outside of my work time

[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]

- [281] Store hours

[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]

- [321] Opening times impossible, convenience/selection limited

[Note: Respondent did not indicate when this was an issue.]

- [421] Obtaining items not available - or seldom available - in Germany. "Customs" rules mean to hurt.

[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]

- [431] Clerks are often rude

[Note: Respondent did not indicate when this was an issue.]

- [531] I find very little difference between the U.S. and BRD, except that I seem to find more price variations in Germany between stores. Also TAX is nicely calculation [sic] into the price here.

[Note: Respondent did not indicate when this was an issue.]

- [541] Expense of Food, small packages
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]
- [581] Hours of store availability
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]
- [591] hours of operation!!
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]
- [611] The store are never open
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]
- [631] The stores should be open for longer periods.
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]

2. Which of the following statements describe your opinion about shopping for every-day items in Germany overall? Please circle all that apply. (n=62)

<u>Response</u>	<u>Number of Respondents</u>
shopping facilities are inconvenient to get to	11
the times stores are open is inconvenient	57
it's difficult to get what I need	13
it's difficult to get used to the items available, such as food or clothes	13
every-day items are expensive	39
shopping for every-day items is satisfactory	10
none of these statements describes my opinion	

Additional comments made by respondents although comments were not elicited for this item.

- [531] Bingo
[Note: Respondent indicated "the times stores are open is inconvenient."]
- [591] *[Note: Respondent indicated "the times stores are open is inconvenient," underlined the response and added 3 exclamation points. He also indicated "every-day items are expensive," and added an exclamation point to that response.]*

3. What do you like best about the shopping in Germany? (n=51)

- [011] Good variety, high quality.
- [021] "Fußgänger" Zones.
- [031] The quality of the products that are offered
- [041] you can get everything (almost) that you need or want but expensive
- [051] You can buy German food items that aren't available in the USA.
- [061] good quality clothing
- [071] fresh food markets
- [081] Nothing.
- [101] I like trying new foods & beverages that we don't have in the U.S. - excellent breads & fruit juices.

- [111] "Freshness". Fruit/Veg./Meats/Flowers - everything is wonderfully fresh. Clothes are wonderful Quality but expensive
- [121] All the open-air markets and central shopping areas.
- [131] Ma + Pa stores are great.
- [141] nothing
- [161] N/A
- [171] ?
- [191] It makes shopping in the U.S. seem pleasureable [sic]
- [201] The sonderangebot at the end of the season.
- [211] Nothing
- [241] Quality products and at specialty stores quality advice and expertise of personel [sic].
- [251] ??
- [271] In terms of the food, I like the fact that Germany uses no preservatives in the food sold. I find the food healthier.
- [291] An opportunity to try different items.
- [301] Fußgänger Zones; Closed Sundays
- [311] Fun
- [321] What do I like best about brushing my teeth? Bakeries & meat markets & vegi markets
- [341] Selection is good.
- [351] pedestrian shopping areas as opposed to the enclosed US shopping malls.
- [371] Selection + Sales
- [381] selection
- [391] fresh foods
- [401] nothing in particular
- [441] nothing
- [431] Small, neighborhood stores
- [441] the small, individual shops, especially bakeries.
- [451] Inconvenient store times give more time for the family
- [461] Many unique products and foods not found in the US.
- [471] the quality of goods.
- [491] nichts [nothing]
- [501] good prices
- [511] open-air markets
- [521] Nothing
- [531] Nothing comes to mind. The 30 day "no questions asked money back guarantee" that I had in America does not exist here - something must be broken here to bring it back. In America, I didn't have to say why I didn't want the item. My money was automatically refunded. That's customer service!
- [541] Good bread + cheese.
- [551] Good access to large cities
- [581] Fußgänger [sic] zones
- [591] nothing!!
- [601] Diversity of food/drink markets.
- [611] Nothing
- [621] In most cases, stores are convenient to get to; usually walking distance.

[631] The selection is quite good.

[641] nothing

4. In general, how difficult has it been for you to deal with shopping for every-day things?

	a little or not difficult		3	4	very	mean	std dev
	1	2			difficult		
a. in the first three months of living in Germany (n=60)	12	9	10	18	11	3.12	1.42
b. after the first three months of living in Germany (n=59)	22	12	12	6	7	2.39	1.39

Additional comments made by respondents although comments were not elicited for these items.

[061] only the food

[Note: Respondent indicated that dealing with shopping was "very difficult" both "in the first three months of living in Germany" and "after the first three months of living in Germany."]

5. Do you think each of the following makes (or has made) dealing with shopping for every day things easier or more difficult for you?

	easier	no difference	more difficult	don't know
a. your age (n=59)	3	52	1	3
b. number of children (n=59)	5	37	10	7
c. age of your children (n=27)		17	9	1
d. your marital status (n=57)	9	40	4	4
e. whether or not you traveled to Germany within the last 5 years (n=57)	12	38		7
f. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years (n=55)	12	31		12
g. your language proficiency (n=61)	34	6	20	1

Additional comments made by respondents although comments were not elicited for these items:

[241] she shops

[Note: Respondent indicated that "your marital status" makes dealing with shopping "easier."]

6. Since your arrival, what assistance did you get (or are you still getting) to help you deal with shopping issues? (n=60)

[011] No

[021] None.

[041] initial tour of city & where to shop

[051] None

[061] none

[071] Done, other than listing of store open times.

[081] None.

[101] My neighbor took me shopping the first time.
[111] None
[121] None
[151] none - my wife does most of the shopping
[161] none
[181] none
[191] Support group for Americans (AWCT [American Women's Club of the Taunus])
[201] None
[211] None
[241] none
[251] Recommendations from colleagues.
[261] None
[271] assistance [sic] from friends and colleagues about shopping hours, and where to buy certain items
[281] None
[291] My wife does most of the shopping.
[311] None
[321] 0
[341] Some advice + recommendations from HR folks.
[351] none
[361] through friends
[371] None
[391] none.
[401] none.
[411] none
[421] None.
[431] None
[441] None
[451] None
[461] None, or neighbors.
[461] none
[491] keine Hilfe *[no help]*
[501] No need, just experiment.
[511] None
[521] Advice from Germans and American Friends.
[531] Friends and co-workers [sic] input
[541] None.
[581] None, except for that from friends
[591] none
[601] Only suggestions from colleagues at work.
[611] None
[621] None was given.
[631] My mentor from [company I] gave me an introduction to the system.
[641] None

7. Is there anything else you would like to express about your experience with the shopping in Germany?
(n=43)

- [021] In my opinion, the average store owner or sales person in Germany does not understand the concept of service and are [sic] very impolite to their customers. Sometimes, they appear to be just bored and working with a customer doesn't interest them.
- [031] Much less variety than in the US.
- [041] it's equal to US except more expensive and very few 24 hr stores
- [051] The shopping hours are restrictive, but you get used to it and plan accordingly
- [061] Food is the only problem. The quality of produce is very poor and diet foods are rare. Some individual things, on the other hand, are very good like bread + cheese.
- [071] I do almost NO shopping.
- [101] I wish there were better hours for shopping, so the lines wouldn't be so long. I also wish that some lower-fat dairy products were available. And tampons w/ applicators!
- [111] Stores hours are awful. Working people can "never" get to the stores.
- [171] poor
- [191] How does this economy do so well with fixed prices, short shopping hours, terrible inventory control + a complete disregard for customer service?
- [201] The store hours are impossible to deal with. The customer service is sometimes non-existent.
- [211] German markets are like a battle field. The people are very rude, and it is stressful.
- [241] not as "customer" oriented as we as used to from the U.S.
- [251] Extremely inconvenient! Taking vacation to go shopping!?!
- [271] The shopping hours in Germany is [sic] not adequate for a dual income family. Both my husband and I place our careers as very important - we work long hours - and we find the shopping hours inflexible. I feel the system here assumes it is a single income family, where the spouse at home can handle the shopping during the week.
- [291] The beef is terrible. The store hours very inconvenient.
- [301] I can't believe Germany takes so much pleasure in making so much pain for shopping. Longer hours would not only provide more opportunity to purchase items and spend money, but it would offer more employment opportunities.
- [311] Open hours required an adjustment for me since I was working except for Saturdays, which was not my normal shop time in U.S.
- [321] Think fast, plan wisely \$ eat out alot [sic]. Learn about long Thursdays & long Saturdays - very important.
- [331] Grocery store employees are extremely rude, impatient + do not understand to concept of "serving the customer."
- [341] Hours of operation are most inconvenient for working people, with long hours, who live alone.
- [351] Americans can take advantage of interesting tax-savings in Germany whereas Germans working in the US cannot [sic].
- [361] No
- [371] No
- [391] Inconvenient store hours. Stores are very crowded.
- [401] Americans can live well in Germany on German products.
- [411] hours of operation are terrible. At least the stores should be open every Saturday. No lunchtime 2 hour breaks.
- [421] Don't understand "strict rules" about obtaining goods from US military if these things aren't on Economy.

- [431] opening hours are unbelievably short; once you learn to shop on your bike, shopping here in small stores is enjoyable
- [441] Germany needs some areas of 24-hour shopping. Also needs the 7-11 concept. When you need milk you should be able to buy it at 10:00 pm at night.
- [451] Wife does the shopping due to one car and inconvenient store times
- [461] Inconvenient hours. Clerks in markets are, without exception, crabby, irritable, unconcerned with service. All my German friends agree.
- [491] Das Einkaufen in Deutschland ist unsere [unseres] größte [größtes] Problem.
[Shopping in Germany is our biggest problem.]
- [501] Sometimes less than acceptable service
- [521] It is inconvenient [sic]. The service is poor. The store clerks are rude. It is more expensive than the U.S.
- [531] No
- [541] Total new vocabulary not prepared to use or understand.
- [551] good clothes are expensive; comparison shopping is often useless.
- [561] It is difficult to shop as a single living alone w/ full-time work because stores are never open
- [581] Hours too restricted, in-store help non-existent, expensive, under stocked
- [601] The shopping hours are extremely inconvenient for someone who works.
- [611] a nightmare
- [641] It stinks. The shop hours are ridiculous. The stocking of products such that few items are left after the 1st few hours of business makes life here awful.

Schooling for Children (including kindergarten, pre-school, and day-care)

1. Which aspects of schooling for your children, if any, have been difficult for you since you arrived in Germany? Please check all that apply. (n=24)

in the first 3 months	after first 3 months	
11	2	a. finding out which schools (or kindergarten, pre-school, day-care) are appropriate for my child(ren)
5	2	b. getting information about appropriate schools
5	2	c. understanding and/or meeting requirements for enrolling my child(ren) in school
7	3	d. knowing or understanding procedures for enrolling my child(ren) in school
13	20	e. I haven't had any problems in the above areas
1	1	f. other, please specify [see responses below]

- [541] International School presented few enrollment problems.
[Note: Respondent indicated this was an issue "in the first 3 months" and "after first 3 months."]

2. How many of your children attend German-speaking school (or kindergarten, pre-school, day-care)? (n=24)

<u>Number of Children</u>	<u>Number of Respondents</u>
0	14
1	6
2	3
3	1

Additional comments made by respondents although comments were not elicited for this item:

[021] 2; from 9/92 on 1

3. How many of your children attend English-speaking school (or kindergarten, pre-school, day-care)? (n=24)

<u>Number of Children</u>	<u>Number of Respondents</u>
0	11
1	5
2	6

Additional comments made by respondents although comments were not elicited for this item:

[021] 1; from 9/92 on 2

[491] 2 (International School)

4. Which of the following statements describe your opinion about the schooling in Germany overall? Please circle all that apply. (n=24)

<u>Response</u>	<u>Number of Respondents</u>
the schools (or kindergarten, day-care, pre-school) my children attend are difficult to get to	3
my children are having difficulties adjusting to the new school system	2
my children are having difficulties making new friends at school	2
my children are having difficulties in class because the material covered is different from what they studied at their old school	1
my children are having difficulties in class due to a language barrier	2
the schools my children attend don't meet my standards	2
the schooling for my children is satisfactory	15
none of these statements describes my opinion	3

Additional comments made by respondents although comments were not elicited for this item:

[021] **Note:** Only during the 1st year (b,c,e,f)

[Note: Respondent indicated "my children are having difficulties adjusting to the new school system", "my children are having difficulties making new friends at school", "my children are having difficulties in class due to a language barrier", "the schools my children attend don't meet my standards." The respondent changed the verb tenses of these responses to the past tense.]

[541] We applied to German Pre-K but no space was available. There were no problems in International School with enrollment.

[Note: Respondent indicated "the schools (or kindergarten, day-care, pre-school) my children attend are difficult to get to."]

5. In general, how difficult has it been for you to deal with schooling for your children?

	a little or not difficult				very difficult	mean	std dev
	1	2	3	4	5		
a. in the first three months of living in Germany (n=23)	10	5	1	4	3	2.35	1.53
b. after the first three months of living in Germany (n=23)	16	3	2	2		1.57	.99

6. Do you think each of the following makes (or has made) dealing with schooling easier or more difficult for you?

	easier	no difference	more difficult	don't know
a. your age (n=22)	1	20		1
b. number of children (n=22)	4	12	6	
c. age of your children (n=24)	7	10	7	
d. your marital status (n=22)	7	13	1	1
e. whether or not you traveled to Germany within the last 5 years (n=22)	5	15		2
f. whether or not you had a previous overseas assignment of 6 months or more within the last 10 years (n=19)	4	9		6
g. your language proficiency (n=23)	10	9	3	1

7. Since your arrival, what assistance did you get (or are you still getting) to help you deal with schooling issues? (n=20)

[011] No

[021] None.

[051] We get help from our German language teacher who is also a teacher in the German school system.

[071] None

[111] Tuition assistance paid for by the Company, but that will stop when I go "local" this Fall.

[121] [company D] arranged for the English speaking school.

[131] Significant help from student assistant

[151] the children's international school is excellent - we get a schooling allowance

[171] yes [company D] IPR

[251] Company assistance in placing children in schools.

[371] None

[441] Super help from the international schools (Patch High School. [sic])

[451] None

[471] none

[481] [company B] has provided a Tutor to assist my daughter with her German language.

[491] [company B] hat uns geholfen.

[[company B] helped us.]

- [521] A Special program for the American children was started by [company B] at an Elementary school.
- [541] None.
- [601] Relocation company recommended 2 English speaking schools.
- [641] little

8. Is there anything else you would like to express about your experience with the schooling in Germany?
(n=15)

- [011] School material is higher quality/classes more advanced than USA.
- [021] You should add a question to this section concerning discipline in schools and quality of teachers. My answers: 1. There is a large discipline problem in the typical German school - The teachers basically ignore it! 2. I have worked with and spoken to many teachers who appear to not like children or their work. They are often Bureacritic [sic], inflexible and leave the school as soon as possible. however, to be fair, I have met several very good teachers here!
- [051] My son is in the 10th class in Gymnasium. The 1st year was difficult for him because of both language and subject matter difficulties. We have received good support from the school.
- [111] Standards are excellent, not only in German schools but also in the International Schools.
- [321] If I had children I would consider it of ultimate importance that they learn German.
[Note: Respondent does not have children.]
- [371] No
- [441] Americans should NOT expect American schools - experience other avenues
- [451] Initial problem of my children not speaking the language. Somewhat less demanding of the children than in my homeschool [sic] system.
- [471] too few kindergartens
- [481] My daughter has attended the Grundschule for the last two years and will be attending the Gymnasium this year. We are very satisfied with the school system.
- [491] Unsere Kinder sind in der International School Düsseldorf.
[Our children go to the International School Düsseldorf.]
- [521] Because of this special program it has been easy. The english [sic] and german [sic] education is excellent.
- [541] It was not possible to enroll youngest child in German pre-K because no place's [sic] were available. Consequently all children are in International School.
[Note: Respondent has 4 children, but indicated one was in English-speaking school, none in German-speaking school.]
- [601] The school my children attend is a U.S. Dept. of Defense school. The only concern is that it is extremely small and the programs offered are somewhat limited.
- [641] I am glad that we had an English speaking school available to us. I do not like the overall European "Rote" method of teaching and feel that the option available to us was much better for my child.

Section 3 - Your Personal Situation in Germany and Suggestions for How to Help People Adjust

1. How effective would you say you are at each of the following?

	barely or not effective				very effective	mean	std dev
	1	2	3	4	5		
a. interacting with German nationals at work ..(n=61)		4	13	23	21	4.0	.91
b. interacting with German nationals outside of work ..(n=61)		13	17	17	10	3.26	1.17
c. accomplishing your major assignments at work ..(n=61)		4	11	18	28	4.15	.95
d. accomplishing day-to-day activities at work. ..(n=60)		2	11	18	28	4.17	.96

Additional comments made by respondents although comments were not elicited for these items:

[131] They speak English!

[Note: Respondent indicated he is "very effective" at "interacting with German nationals at work."]

	not satisfied				very satisfied	mean	std dev
	1	2	3	4	5		
2. Overall, how satisfied are you with your personal situation here in Germany? (n=61)		6	15	24	16	3.82	.94

	not well				very well	mean	std dev
	1	2	3	4	5		
3. Overall, how well do you feel you can meet the demands living in Germany has put on you? (n=62)	1	1	5	37	18	4.13	.76

4. How much orientation to each of these areas did you receive *before you came* to Germany?

	little or no orientation				a lot of orientation	mean	std dev
	1	2	3	4	5		
a. banking (n=62)	45	9	5	3		1.45	.84
b. housing (n=62)	31	17	8	5	1	1.84	1.04
c. health care (n=62)	40	9	9	4		1.63	.96
d. shopping for every-day things (n=62)	35	14	7	6		1.74	1.01
e. schooling (n=26)	15	2	3	6		2.0	1.3

Additional comments made by respondents although comments were not elicited for these items:

[011] Briefing held, but nothing new!

[Note: Respondent drew brackets to include banking, housing, health care, shopping, and schooling. Respondent indicated "little or no orientation" to all five areas.]

5. How prepared did you feel in each of these areas *when you arrived* in Germany?

	poorly or not at all prepared				very prepared		mean	std dev
	1	2	3	4	5			
a. banking (n=62)	25	16	11	5	5	2.18	1.27	
b. housing (n=61)	18	11	11	13	8	2.7	1.43	
c. health care (n=62)	29	12	10	5	6	2.15	1.35	
d. shopping for every-day things (n=62)	22	10	15	8	7	2.48	1.39	
e. schooling (n=26)	4	5	4	8	5	3.19	1.39	

Additional comments made by respondents although comments were not elicited for these items:

[011] Previous Assignment

[Note: Respondent drew a line to indicate banking, housing, health care, shopping, and schooling. Respondent indicated "very prepared" for all five areas.]

[441] Much of this was established on a house hunting trip prior to the assignment.

[Note: Respondent indicated a 4 on a scale of 1 to 5 for all five areas.]

[541] all but youngest child

[Note: Respondent wrote the above statement to clarify his response to "schooling", which he rated a 4 on a scale of 1 to 5.]

[641] simply because we moved here from France and had lived in England too.

[Note: Respondent wrote the above statement to clarify her responses. She rated banking a 2 and all other areas a 4 on a scale of 1 to 5.]

6. How much assistance have you received in each one of these areas *since you arrived* in Germany?

	very little or no assistance				a lot of assistance		mean	std dev
	1	2	3	4	5			
a. banking (n=62)	25	14	15	5	3	2.15	1.19	
b. housing (n=62)	13	7	15	11	16	3.16	1.47	
c. health care (n=62)	25	17	14	5	1	2.03	1.06	
d. shopping for every-day things (n=62)	34	14	12	1	1	1.73	.94	
e. schooling (n=25)	8	4	9	3	1	2.4	1.19	

7. What assistance have you received in areas other than the ones discussed here (banking, housing, health care, shopping, and schooling)? (n=47)

[011] We are active members of the Church of Jesus of Latter day Saints (Mormons). We attend an english-speaking [sic] church group, which greatly facilitated social contact. Most of our casual social contact is with other Americans.

[021] None, except for additional language training.

- [031] Getting my driver's license translated.
- [051] As a manager, I've received assistance in German personnel practices from my company. The support in this area could be better.
- [061] On the job training.
- [081] Registration, permits
- [101] I also needed help arranging for haircuts. (They're expensive! And I wish the hours were longer for such services too.)
- [111] My co. has paid for language instruction that to me is the key to successfully living anything. Learn the language.
- [131] Purchase of a car/auto ins. Register for work permits
- [151] I was given language training both before arriving and for six weeks after arrival. I was provided a "sponsor" at work to help with any adjustment difficulties.
- [171] language classes
- [181] Was assisted in utility set up, ie [sic] phone, electric, etc.
- [191] Automobile repair + testing, drivers license
- [201] My company pays for private German Language Lessons. Rental car was paid for 1 month during house hunting.
- [241] None
- [251] Bureaucratic [sic] "run-a-round's [sic]" (anmeldungen, Kindergeld, etc.)
- [261] Significant language training, support from professional colleagues
- [271] The company assisted in purchasing a car - i.e. the company provided a 4 yr interest free loan for our car. The company has also provided free services for filing our Canadian + German taxes with Deloitte + Touche.
- [281] Residence permit, work permit, driver's license, insurance
- [291] Auto is a leasewagen. Getting additional housing items. Gardener twice a year.
- [301] None
- [321] 0
- [341] Help in locating and paying for continued language training, as well as time off for lessons.
- [351] assistance from employer to acquire a a) job/working permit b) visa extensions
- [371] None
- [391] Help from Company on Residence and Work permit.
- [401] American "community" activities through wives group and company employee activities. Language training sponsored by company.
- [421] Registration (Anmeldung)
- [431] Language lessons [sic], plus general help from friends
- [451] Automobile rental; Travel arrangements; Expense accounts; Taxes
- [461] None.
- [481] Registering the family on arrival in Germany, and acquisition of the first year's work permit.
- [491] Eine [Ein] [company B] Mitarbeiter hat uns betreut. z.B. Anmeldung, Bank Konto, Führerschein, Schule, Verbrauchtes [Gebrauchtes] Auto kaufen, Kindergeld Diese Hilfe war sehr gut und wir haben [uns] schnell angepasst, weil wir diese Hilfe hatten.
[A [company B] employee "took care of us." e.g. registration, bank account, driver's license, school, buying a used car, Kindergeld... This help was very good and we adapted quickly because we had this help.]
- [501] Good neighbors who help getting a phone, TV, etc.
- [511] - None -

- [521] We received special help from [company B] to register with the government. Help from friend to buy a car. Advice from Americans and Germans on many things.
- [531] The Carl Duisberg Gesellschaft provided well needed assistance in Clarifying the immense German beuracracy [sic]. They also provided my working Permits for 1 1/2 years along w/ a one month language training course my first month here (along with room and board.) Cost a [sic] small \$325 - this was well invested.) [company E] also pays for me to take one-on-one language courses for 50 hours of classes.
- [541] [Company B employee] was assigned to [sic] week to help with above things, but need more personal preparation. She helped most with [company B] Bureacracy [sic] and not so much with Personal problems that occurred after first month.
- [551] Auto from employer. Taxes - taken care of by outside firm. All moving/storage items handled by employer
- [561] The company helps my [sic] w car registration, insurance, license and w/ Arbeitserlaubnis.
- [581] None from company personnel
- [591] none!
- [601] Private language tutoring at work
- [611] None.
- [621] --
- [631] I received help with the Government registration and related items (car registration, etc.).
- [641] none

8. Do you think something can be done to help people adjust to life in Germany? (n=55)

<u>Response</u>	<u>Number of Respondents</u>
yes	52
no	3

Additional comments made by reponsesents although comments were not elicited for this item:

- [015] but probably more important is selecting the right people for overseas assignments.
 [Note: Respondent indicated "yes" has the response to this question.]

9. What do you think can be done by home offices of companies that send people to Germany to help them adjust? (n=57)

- [011] [company A] has a good program: Pre-assignment briefing, house-hunting trips, in-country housing assistance, International Assignment contact both in country and in USA, in country medical department.
- [021] 1. Provide working time to really learn the language! (whole family)
 2. Provide an up-to-date seminar & information concerning what it is really like to live in Germany.
- [031] Preparing for registration with the police, Visas, work permits etc - A check list of what to do, when one arrives
- [041] 1.) language courses 1 to 2 months either 1/2 day 4 hrs or intensive
- [051] The [company A] briefing program is satisfactory
- [061] Orientation course, language course, arrange housing beforehand -> the biggest help. Helping the people to get the right attitude.

- [071] Provide the facts regarding costs, times, accessibility to both employee and spouses BEFORE the decision is made.
- [081] Let them speak to other people who went through the ordeal already.
- [091] longer language training period. Specific training on all above items. Group discussion with former expats.
- [101] It would be great to receive a list of other expatriates so that they could help assist/explain how to get things done - i.e. finding obscure American foods, paying bills, etc. For some of the housewives [sic], it would ease their sense of frustration as most of them don't have work colleagues to ask questions of.
[Note: Respondent drew an arrow to indicate this response also applies to question 10.]
- [111] Lang. Instruction Contacts
- [121] Publish more information about day to day life issues.
- [141] send family on pre-visit
more language training for spouse
- [151] 1. as much language training as possible 2. preparation regarding the psychological impact (eg., frustration at work due to not being able to be as efficient as we are accustomed to being, stress on family) 3. logistical help you have described (housing, etc.)
- [161] more information prior to assignment. Give written material and have one or two guest lecturers.
- [181] People must be informed of all the "little" differences between the cultures.
- [191] Provide longer lead time between assignment + actual move. Let them discuss situation [with] people who have done it or are doing it.
- [201] Send employees to intensive courses where as much information about the country (laws, customs, procedures for banking, health care, etc) as possible is explained.
- [211] A 2/4 week survey trip before the assignment is finalized
- [221] Have orientation classes in Germany
- [241] Offer language training. Offer a communication channel to other people who have been through the experience already
- [251] Experience exchange with Americans who have actually spent time in Germany under similar conditions.
- [261] Provide single individual as contact to resolve issues as they arise. Ensure school + housing issues resolved thru' pre assignment trip by husband and wife. Introduce individuals who will provide main support during the assignment
- [271] Provide introductory language classes, familiarize them with everyday living (i.e. grocery shopping, postal services, local customs, etc). Allow the people, prior to their transfer to visit the city they will be working in and help look for accommodations [sic]. I found it comforting to know that my furniture was being moved to a known address in Germany, and that I had a place I could call home.
- [281] Orientation sessions, familiarization trips prior to decision to re-locate
- [291] A Notebook/Binder prepared by the spouses for the spouses. As spouses do not have the help of employment through the day. Language training. Daily life orientation.
- [301] Cross Cultural programs, Intensive + comprehensive Language Training, Discussions w/ ex-delegates, Several week visits
- [311] It was good as is. A 2 week visit would be much better than one.
- [321] A brochure [sic] for each topic. More than a brochure [sic] for child education - must be very complete cover moving costs, pay broker fees, loan (int. free) for deposit. Temp. housing on arrival.
- [331] Arrange meetings with people who have lived as an expat in Germany.

- [341] Language proficiency + preparation is crucial. Arrangements for the most difficult aspects (housing and transportation) should be made. Access to banking at home (in the US) and here.
- [351] german [sic] language skills, german [sic] banking system (explanation thereof), german [sic] health care system ([explanation thereof])
- [361] intensive language study - brief stay at company expense before finally moving to Germany.
- [391] Home office should be more helpful for spouses. (Spousal orientation).
- [401] #1 - Language Training
 #2 - Spouse Language Training
 #3 - Assistance with everyday needs (as addressed in survey). Training before-hand - Cross-Cultural Training.
 #4 - Clear definition of what is expected from employment here.
- [421] Set up language lessons. Insistence on tutors rather than proven tapes is ridiculous.
- [431] Q&A Sessions [sic] with people who have been there, info or reps to work with me in the areas which you've mentioned, plus: common customs (birthdays, weddings, births, gifts...), traffic regulations...
- [441] Provide history of: Europe, Germany, especially the area of assignment. Provide complete area maps and guide books. (In English!)
- [451] The home office did a fine job and is still doing it. We were properly informed about various issues like banking and health care. Taxes were handled with no problems. Always handled in friendly manner. They did a good job with written information included
[Note: Respondent wrote "Good" in the margin.]
- [461] Insist on in-depth language training while still in U.S. Initial weeks in Germany looking for housing, cars, washing machine, dryer, etc were total confusion.
- [471] 1) learning the language is very important
 2) offering seminars on German-American cultural differences, in particular pertaining to interpersonal communication at work and at home
- [481] Ensure all family members speak and understand German before they leave their home country
- [491] "Cross Culture" Ausbildung
[Cross Culture Training]
- [501] If they are not familiar and do not speak German well prior information classes, visitation trips and locals [sic] people showing them around.
- [511] Seminars to explain shopping, banking, housing, etc. prior to assignment abroad.
- [521] Teach them the language. Orientation programs/instructions books. Send the family to German [sic] for at least one week before the move to enable them to plan for the move.
- [531] Teach them German because Germans really appreciate it. Ensure they realize that they [sic] mentality of the people here is much different than in America. They have got to be very flexible and open minded.
- [541] 1. Allow German language training "in" Germany.
 2. Allow visit by spouse to approve/determine Housing/Schooling needs.
 3. Previsit to locate Dr, Dentist, etc that records + information can be forwarded + insurance problems/payments arranged.
 4. Send 1-2 small money transfer from company to assure system is working.
 5. Repay insurance claims in dm [sic] not in US \$.
- [551] Language training
- [561] Really learn German before moving to Germany
- [581] Proper orientation starting with responsibilities at home before assignment starts. Provision of proper housing, automobiles; proper set-up of earnings logistics, tax information. Language preparation [sic].

- [591] Force language competency - provide more crosscultural training - mine consisted of 8 very banal, theoretical hours!
- [601] Better orientation to the specifics of living in Germany. Also, a more intense (ie immersion) language course should be mandatory.
- [611] Orientation to general cultural changes. Intensive language course.
- [621] I think showing them the results of this survey is a step in the right direction. Basically, companies should provide as much material as possible what living is like in Germany + how people can cope with the change.
- [631] In general, the importance of proficiency in German should not be underestimated. Language lessons should be begun well in advance.
- [641] I think companies should mandate German lessons prior to leaving the home country. Though many people speak English here, the experience is far richer if one understands the foreign language. In addition, information about the culture should be mandatory.

10. What do you think can be done by host offices to help people adjust before they arrive in Germany?
(n=50)

- [011] Expedite payroll problems, forward mail.
- [021] Having housing completely ready (move in condition + correct size) upon arrival of family. (I took care of this before my family arrived.)
- [031] Language courses! Help with formalities with the government agencies - intercultural training - a contact person to talk to with the difficulties, temporary housing
- [041] continue above. 1.) have someone in ER assigned to help with all of the above
[Note: Respondent drew an arrow pointing to question 11.]
- [051] The visit before accepting an assignment is very valuable. Complete & understandable information about options available in housing, locations, schooling & medical.
- [061] Introducing themselves ahead of time - have an American who "knows the ropes" act as a mediator.
- [071] Assign "buddy", a native to help. Provide info (schools, banking, tax council [sic]) customized to family situation & needs.
- [081] Ask people who already went through the process for feedback on what they did well and/or not so well.
- [091] Better training of contact people in cultural differences, including work style/cultural.
- [111] "Buddy" System. Set up a contact list of Americans in the Area who are willing to help Newcomers.
- [121] Collect information above and supply to home offices for publishing.
[Note: Respondent seems to refer to question 9.]
- [141] more help in first 2 months
have housing ready
- [151] Feedback to the foreign site regarding who has done well and who hasn't so that the selection criteria for expatriates can be continually improved
- [161] above
- [191] Provide 1 or 2 weeks of 1 on 1 assistance on the issues you have mentioned here. This could be done in the U.S. + then later in Germany.
- [201] Have a formal policy to give assistance [sic]. Set up a volunteer program where employees assist foreign nationals for the 1st few months. Make contact with the new employee before arriving by sending a friendly letter letting him/her know that they will be helping them.

- [211] Send an information packet describing facilities, customs, and procedures in Germany. Also gage cost of living.
- [221] see above
- [241] Provide a designated god-family -> let the people moving participate in the relocation of this family
- [251] Personell [sic] responsible for handling U.S. delegates should also attend a cross-culture seminar to understand the needs/expectations of Americans.
- [281] Informational packages, provide "sponsor" to answer questions
- [291] Provide an idea of housing, so that people no [sic] what to bring.
- [301] Send information!
- [311] Get housing squared away quickly. Assign local German housing contact in U.S. for six months so they can appreciate what a difficult transition it is to come to Germany from a housing standpoint.
- [321] Follow thru on above. Set up company apartment exchange. List of local brokers, a very important local tel #s.
- [331] Same as above
- [341] Have them take language lessons. Have them visit Germany for at least a week.
- [351] organize appropriate housing. help coordinate transfers from US to German banks. collect health care offers/options from which to choose from (different Insurance companies + packages)
- [361] Personal contact (even if by post) naming Gesprächspartner for future reference
- [391] Same as above
- [401] #1 + #2 above
 #3 - give employee a real job w/ clear expectations
 #4 Cross Cultural Training.
 #5 Housing Arrangements.
- [411] arrange help for the most difficult things: housing, utilities, banking, language courses.
- [431] Sorry... already spent 30 mins
- [441] Set up exact procedures and check lists for the new people.
- [451] Finding suitable housing. Parent company in Frankfurt made more effort than divisional company in Wiesbaden. Very disappointing effort by divisional office.
[Note: Respondent wrote "Poor" in the margin.]
- [461] Professional help with finding housing, cars. Lists of comparable products (such as dish soap, cleaners etc.) and translation list for all foods, items in drogerie and apotheke.
- [471] support with housing
- [491] Das Haus und die Nachbarschaft ist [sic] sehr wichtig. Vorher sollte diese Information geschickt werden.
[The house and the neighborhood is very important. This information should be sent in advance.]
- [501] Visitations, counseling, information, help, show-how [sic] to do things. Language classes, etc.
- [511] - see 9 above -
- [521] Find them suitable housing and have it prepared with telephone installed. Help them locate suitable schools.
- [531] Nothing.
- [541] 1. Arrange for an "auslander" [sic] to spend a few days helping new arrival
 2. prepare office, order phone, computers etc. before arrival.
- [561] Help them find a place to live.

- [581] Full assistance in housing acquirement, auto procurement, city/federal registration process.
- [591] Provide a much better organization than is currently practiced.
- [601] A complete orientation kit should be sent, which should include a list of customs, some history on the country, information on shopping, housing, schooling, etc.
- [621] Host offices should send material regarding living in that area; arts, entertainment, population, ease of finding housing, etc.
- [631] The host office should do work in advance looking for suitable housing.
- [641] They should assign a person to explain life here - go shopping with the spouse, go to the bank with the assignee, etc. fill out the forms for the assignee.

11. What do you think can be done by host offices to help people adjust once they have arrived in Germany? (n=49)

- [021] FAMILY SUPPORT!
 1. Provide, for first 8 to 12 months, a sponsor to help with every day problems, schools, medical care etc. MUST speak english [sic] and Deutsch (or other "foreign" language of new arrival)
 2. Provide information on German Driving Rules!
- [031] Language courses - + contact person as in #10. Help with filing income taxes!
- [041] devote sufficient time to none working [sic] partner, whose adjustment due to lack of work could be more difficult.
- [051] [company A] provides good support with a contact person for any problems or unclear situations. The [sic] provide support for all the necessary permits. As noted above, I think more focus could be given up front in helping the assignee decide where to live & what to avoid.
- [061] Assistance with the paperwork, establishing banking + tax.
- [071] Establish, assist family in building required support network (bank, tax, investment, child care, schooling, etc)
- [081] Stay in contact, and ask questions about how things are going.
- [091] continue to offer "HOSTS" this service is excellent.
- [101] Arrange for German lessons! It's better done by those who already speak the language and are familiar with the success of various schools/instructors. Also, it would be great to have a list of local events & festivals; until I got good enough to read the paper, I missed a lot of local culture. And those local festivals, etc. helped me adapt & appreciate being here.
[Note: Respondent drew an arrow to indicate this response also applies to question 10.]
- [111] Integrate Lang. ed. into work day.
- [121] Assign someone or a family as a "sponsor" to help them get used to living in the area.
- [141] personal contact at house
- [051] 1. provide a sponsor on the job who has had foreign assignment experience 2. provide language training 3. work out a set of objectives between employee, personnel dept., and supervisor that are challenging but realistic given the employees [sic] situation so that he can have a sense of accomplishment 4. logistical help
- [161] re-current training
a help desk or resource person
- [181] More formal communication between Personnel Depts. + ex-patriate; plus more mgmt. interface.
- [191] see 10. Provide "guardian angel" for first month or so to field questions, go shopping with family etc.

- [201] Provide housing assistance [sic]. Assign one employee to assist in any way possible (on a volunteer basis). Help to adjust to social life, ie introduce to new people. Assist with learning the language.
- [211] Provide a person to assist with paperwork, car licencing [sic], etc.
- [241] Same as 10 follow through this relationship through the initial [sic] time of the foreign assignment.
- [261] Language training
- [271] Provide language courses, assist in health care services to choose, (i.e. recommend physicians)
- [281] General assistance in day-to-day needs, contract with decorators, etc. to help in purchase of decorating/house accessory needs.
- [291] Provide a professional to help with Anmeldung, setting up a bank, showing the people what is available where. Very Important!
- [301] Not overload or underload the worker - the first
[Note: Respondent did not complete the sentence.]
- [311] Send host personnel to charm school and don't look for ways to "say no" if requests are reasonable. Policy needs to be more flexible.
- [321] See above
- [331] Same as above
- [341] When one is proficient in the language (at least to get by in shopping etc.) there are few problems. I could have taken more German lessons in the US.
- [351] job permit application formalities, visa application formalities, international drivers license application
- [401] #1 + 2 in Q.9
 #3 - Feedback on job performance.
 #4 - Assist w/ housing arrangements.
 #5 Functional dept dealing with foreign national needs.
- [421] Follow up on driver's licenses. Help with insurance (advise, anyhow).
- [441] Check that things are being done and remind the assignee of the next important thing + date it has to be done (residency permit, driver's license, etc.)
- [451] Better trained personel [sic] office to deal with work permits.
[Note: Respondent wrote "ok" in the margin.]
- [461] Help with housing, cars, other major purchases at the start. For example, washing machines are rated and priced based on spin speeds; some make their own hot water, some don't. These are alien concepts to an American so buying a washer and dryer was a week of confusion to us.
- [471] offer language classes: organizing the appropriate one and paying for it. general counseling: with someone very knowledgeable of American way of life/culture
- [481] Help with the car registration for cars brought over from the home country. Be more service oriented rather than considering the transferees' questions as inconveniences.
- [491] sehe [siehe] #7 (sehr wichtig)
[see #7 (very important)]
- [501] Assign a mentor of host company during adjustment period. Cut through personnel department bureaucracies, make it simple.
- [511] sponsor German Language classes.
- [521] Provide them a guide to help with registration, telephone, shopping advice etc. Be very responsive to their housing needs.
- [531] Somehow try to integrate the Americans into the lives of the Germans. Some type of mechanism to help the Americans to make good German friends would be helpful. Dinners, cocktail parties, etc.

- [541] 1. 2-3 preinvitations [sic] to help prepare school, banking, housing needs.
- [561] don't know
- [581] Acclimation [sic] to area, i.e. shopping, medical, entertainment. Acceptance of responsibility in dealing with landlords. In general thorough [sic] orientation and support procedures.
- [591] Be more than just bureaucrats - be accessible when questions arise. All too often the answer to my questions has been "that's not my area of expertise" or "that's not in the Policy" - in other words, "I don't care - I don't have to!"
- [601] A day or two of orientation should be provided. Also, a host family should be assigned to assist with the day to day requirements of living in a foreign country. Also, a complete list of other foreign service employees would have been helpful.
- [611] Real estate assistance, banking assistance, utility hook up, etc.
- [631] They should maintain regular contact with the people to make sure they are adjusting properly. They should not just wait to be called with problems.
- [641] little

12. What do you think you could have done differently in dealing with the difficulties you experienced while adjusting to life in Germany? (n=47)

- [021] 1. Studied the language more intensively
2. Brought with me the 2 cars I previously owned in U.S.
3. Realized that my older son had no chance of going directly into German schools, and therefore selected another house and area to live in. (Company said it would be no problem for all of my children to attend German schools.)
[Note: Respondent's oldest child is 17 years old.]
- [031] Ask more questions, do less comparing with the U.S!
- [041] This was a relatively easy move
[Note: Respondent has had a previous assignment in a European country other than Germany.]
- [051] I should have had more information about dealing with Schwäbian people, who are difficult. I would never rent an apartment with a Schwäbian owner in the same building again.
[Note: Respondent lives in an area call Schwaben.]
- [061] I would have asked for more help instead of doing things on my own.
- [071] Done more work before moving. Taken a month off after arrival, before starting to work, to get settled.
- [081] We had an informal network of colleagues who were already here, without their help/advice it would have been much harder. Official circles were not very helpful.
- [101] Spent more time on my language studies.
- [111] Learned German sooner/better
- [121] Had more and better language lessons before leaving the U.S.
- [151] 1. had realistic objectives for the first year of the assignment given the barriers that existed
- [161] Don't know - except be more proficient in the language
- [181] Not let the language intimidate as much.
- [191] Demanded more language + "nuts + bolts" information + training before moving.
- [201] Study the language more before arriving. The most difficult things to deal with cannot be prepared for as they are a part of the culture, specifically store hours, lack of customer service, high prices, and different foods.
- [211] Had I been more enthusiastic about learning German, it would have been less challenging.

- [241] Be more open minded.
- [261] More language training prior to assignment
- [271] I should have learned more German so that I could communicate more effectively with people outside of the work sphere.
- [281] Started language lessons sooner (prior to arriving in Germany)
- [291] Been better prepared in the language. Being more patient.
- [301] Perhaps be more aggressive in dealing with the Germans.
- [311] Hit the language much harder up front and put less emphasis on work - this is extremely hard to do.
- [321] Always find time to visit a museum or see a little town. It's easy to forget this. The language is the most important factor. If you have that you can improvise.
- [331] Nothing, as a former expat + being fluent in Germany, my problems are minimal.
- [351] improve German skills (in particular written) before arriving
- [361] Lived here before I moved here - as a student for example.
- [371] Nothing - learn by doing
- [381] Nothing. I had previously lived in the Netherlands for two years, so I was prepared to face an adjustment period.
[Note: Respondent indicated he did not have a previous overseas assignment in the last 10 years.]
- [391] Nothing in particular. I'm very comfortable being here.
- [441] Nothing, we were prepared. We had studied maps, planned trips, read histories and talked to embassies [sic] + other people who had been to Germany.
- [451] German language course for the children. Wife and I had already taken courses.
- [471] should have put more emphasis on learning and understanding the German way of doing things.
- [481] Spend more time on my hobbies and sports to refocus my attention away from the stresses from my job.
- [501] Inform myself about the public systems better.
- [511] Study German Language more diligently.
- [521] Nothing
- [531] Because I came here alone, I have almost no support structure here. I find making really good friends here overall more difficult than in the U.S. Perhaps it would be the same if I were a German in America. Overall, the best time in ones life to go abroad may be as a student. This it [sic] the best environment to meet lots of people in the new culture. I would have considered that more seriously if I were in college again.
- [541] 1. More language training "in" Germany.
 2. Insist more trips before transfer
 3. Insist allow spouse also to visit new location, shopping, Dr., etc.
- [551] Language training while in Germany
- [561] don't know
- [581] Been more insistant [sic] regarding company responsibilities toward preperation [sic] and post arrival processes, i.e. language training, housing provisions, transportation provisions.
- [591] very little
- [601] I could have been more proactive in seeking information. Also, I should have spent more time while in the States studying the language.
- [611] Learn the language.

[621] If there was a book that was written just for expatriates leaving for Germany informing them on what they can expect, this would obviously help.

[631] I wish that I would have been more proficient in German.

Additional Comments

[021] Thanks for listening!

[031] I often felt thoroughly abandoned. I had no help with my visa, registering with the police, etc. I did not have the necessary insurance, because no one told me what was required. I did not know how to file my income taxes etc. I didn't understand the German way of life + felt isolated + alone (I was not married when I arrived). I found the company practices to be unprofessional [sic] + not "state of the art"! I found the discrimination against professional women to be high. Had I not been financially bound to the company (repayment of moving costs), I would not have stayed within the first 2 1/2 years. Afterwards (after ca 2 1/2 years) I began to understand + felt comfortable here. I began to understand + felt comfortable here, (although women are still disadvantaged).

[051] With the exception of the difficulties we have with our landlord, we enjoy our situation in Germany. The fact that we lived 4 years in the Munich area (1978-1982) has helped very much. We speak German much better now, but the initial investment we made to learn in German in 78-82 was key. My company ([company A]) still short changes [sic] the spouse in terms of providing adequate language lesson support. The spouse should receive extensive language training. Our experience in Bavaria didn't prepare us for the unfriendly and closed Schwabians. At least we know all Germans are not like Schwabians. My son made the decision to go to the German Gymnasium. We think it was a good one. He has made some good friends in the area, he's receiving a better education here than he would have in the US. He's learning French and he now speaks fluent German. My company has been very supportive in providing funding to pay for extensive language lessons for my son. The teacher (who is also a teacher in a nearby school system) really helped my son adjust. Setting the proper expectations and helping with language needed for the different subject areas.

[061] My only problem will be readjusting to life in the US once I return.

[151] note: I don't think it is important that a previous overseas assignment have occurred [sic] within the last 10 years for it to be a positive factor. I lived overseas for 15 years as a child (now 23 years back) but I know it helped me prepare for this assignment.

[191] I sit down [with] every transferee + spend 3 hours giving them a laundry list of items they need to check into before they move. Pros + cons of different situations. As you can tell, I am a bit dissatisfied with our "cultural exchange" program preparations.

[261] Over a number of years [company F]/[company F subsidiary] have developed an excellent system for dealing with temporary relocation of U.S. employees to Germany. Some of the major elements of this system are.

In the U.S.

1. A section in the Corporate Personell [sic] Dept dealing (thru' a single assigned individual) with all 'money issues', eg disposal of U.S. property (or rental), tax + expense issues.
2. A philosophy of reasonable generosity with respect to remuneration so that one is very unlikely to encounter money problems during the assignment
3. Automatic adoption of German vacation policy for all transferees (ie 6 weeks/year)

In Germany

1. Excellent language training support
2. Company provided help in dealing with housing, driving licenses + other German Bureaucracy.

3. A social program bringing together 'ex-pats' not only from the U.S. but from all over the world.

The company initiatives are supported by the excellent infrastructure that Frankfurt provides.

1. English speaking International school

2. Cosmopolitan city

3. Central position in Europe that provides an excellent base for exploring Europe.

- [281] Shopping and other services are inconvenient for those who work. People are forced to take time from work to conduct business, etc. or to hurry after work causing a high level of stress and anxiety. The practice of providing "unfurnished" housing is also quite foreign. Those of us re-locating for short periods of time (2-3 years) find it difficult to spend the amount of time and money necessary to purchase these items since they must be re-sold upon return to the States.
- [291] Visit a foreign land or two before making the move (if possible). Be patient. Accept Cultural differences.
To get off on the right foot ... A professional person to help with Anmeldung, Banking (Konto Start-up), other Forms (Kinder Geld) etc. is of utmost importance.
[Note: Respondent signed his name]
- [301] Germany could be a lot more enjoyable (more than it already is), if they had better service and longer store hours. The funny thing is, is [sic] that even the Germans complain but then they just rollover [sic] and accept. I've enjoyed Germany and would do it over if the opportunity arose. Germans seem to accept no [so?] much more readily. For example I play basketball in [local sports club]. We were kicked out of our gym for basketball and our "leader" called the person heading up the basketball program. He gave him a weak answer and said we had to go to a worse place. We pay the say [sic] amount as everyone else and there are less teams this year. I don't understand why people quit when they hear "no". Also the people in my office (a Sales office) say no, when it could be done with a little more work - again I don't understand why. A bit extra effort to give good service could go a long way.
- [321] This is all logistics in my mind. I believe the central issue is much more cultural & that a sense of awareness of the cultural issues/differences should take priority over all the issues mentioned here, excepting maybe the apartment help!
- [391] Born in Holland gave me a familiarity with the German Language. Although I visited Germany frequently on business trips, living in a country is vastly different.
1⁰ English is not spoken as much as you might think.
2⁰. Customs are a major adjustment and shoppin [sic] a major inconvenience.
Nevertheless stay in Germany (2-4 y.) is enriching and fascinating.
Best Orientation from American Women's Club (Taunus) at International School in Oberursel.
- [401] Transfer employee must accept the idea that "things" will be different and that the employee + family must adjust - we cannot (and should not) change the system.
- [411] The most difficult thing about living in Germany is the language. The most difficult thing about the language is that Germans are too impatient to listen to Americans try to speak German. They don't let us finish sentences etc. so it is hard to learn the language. Also most Germans will not speak slower even to Americans who are willing to speak only German. They speak fast and with dialect. The second most difficult thing (especially for a single working person) is shopping. 6:30 is too early to close and in addition there is a 2 hour break in the middle of the day. Stores should be open at least every Saturday till 4:00 pm.
- [421] For those of use in small apartments, one thing we miss the most is adequate laundry facilities. We have a SMALL washer that sometime floods our bathroom, and no dryer. We fond ONE laundromat on the economy, but it is very expensive, crowded, and follows the same inconvenient business

hours that other German businesses do. Our access to laundromats on U.S. military bases is "iffy". Sometimes they say it's ok, but other times they say no. We have trouble with the mail. Six letters mailed to Austin, Texas have disappeared. All contained checks - one of which was our federal income tax refund. Getting help from the U.S. Postal Service is nearly impossible. The U.S. 800 numbers are of no help - they are HURTING when there are no "regular" numbers to call. Also, these answering devices that put one on hold cost us a bundle. "Your call will be answered by the next available agent; do NOT hang up!" 15 marks later.... And the touch-tone or voice services are worse - exp. if not at a touchtone German phone.

- [431] Individuals must help themselves! Language lessons & contact with real people
[Note: Respondent added the above response as item 13 of the last page (amelioration).]
- [441] Above all, stress blending in with the local populace. Know the local customs, attend their feasts and meet the people. Know about and practice their customs, rules, quiet times, etc. Remember, you are guests in their country. Also, share English/German & German/English. We never met a German who did not want to either learn or improve his English. We took these opportunities to improve our German. Also, know the USA - many Germans travel to America and appreciate tips on what to see, places to visit, etc. Remember to ask the German: "If you were new to this area (German) what would you recommend seeing?" You learn the small, beautiful, hidden places that are not in the guidebooks.
- [451] The biggest complaint which I have and which I noticed from other employees is the lack of authority and responsibilities given to the Americans assigned to a German company. There is a reluctance on the German management side to accept an American as an equal. Thus tasks are often not clearly defined. One occasionally feels as if one is hung out in space. This unsatisfactory position can make the whole experience, domestic included, difficult. The biggest complaint from spouses is the lack of contact with Germans. We decided to move ourselves away from the American community and be forced to interact with the locals. This worked well because we have three children. However, a certain command of the German language by the spouse and children is necessary.
- [491] Die Sprachkenntnines [sic] der Familie ist sehr wichtig. Wenn der Mann und die Frau keine gute Sprachkenntnis [sic] haben, dann fangen die Probleme sofort an. Die Frau ist der wichtigste Teilnehmer. Wenn die Frau sich nicht in Deutschland wohl fühlt, dann wird alles in der Familie durcheinander sein. Sie haben ein interessantes [sic] Thema. Wenn Sie mehr Information haben möchten, oder wenn Sie weiter sprechen möchten, dann rufen Sie mich an.
[Respondent signed his name and gave is phone number.]
[The language proficiency of the family is very important. If the husband and the wife don't have a good language proficiency, problems start right away.
The wife is the most important person/part/participant. If the wife doesn't feel comfortable in Germany, the whole family will be mixed up.
You have an interesting topic. If you want more information, or if you want to talk more, call me.]
- [501] It's a great place to experience but you have to remember "when [in] Rome do as the Romans do" Germany is probably the closest to the US and Canada other than the British Isles where English is the language. They've got McDonalds, Burger King and non-stop American music, rock concerts, etc.
- [531] Good luck w/ your Research and your Degree. Call me if you have further questions.
[Respondent signed his name, have his phone number and indicated where he lives.]
- [541] We were not prepared for the expense of living in Germany. We were led to believe the COLA would be sufficient. I am extremely dissappointed [sic] by the present compensation system. We

are still experiencing problems with insurance compensation. We also have heard of many bad experiences with Home Leave this program should be reviewed.

[641] having lived in 2 other countries, I didn't feel overwhelmed in moving here -- in fact, I looked forward to it. After being here for 14 months, I am ecstatic to be learning. As a woman, this has been the "worst" working experience I've ever had. I have found the men at work to be domineering and totally "rank" conscious. Professional women have been few and far between. As a wife + mother, I have found this to be the most backwards, non-supportive culture that I've ever lived in. Women are definitely 2nd class citizens here. The shop hours and school hours make it all but impossible for a German woman to combine a career with a family -- everything is biased towards men who seemingly spend far too much time focusing on their "power" than on any sense of fairness towards both sexes. I found both France and England to be fantastic experiences. Living in Germany, while providing me with a growth experience, has been limonite both professionally + personally. Though offered the option of living here for 2 more years, we are choosing to leave earlier.

**Appendix G: Tables with Descriptive Data Assessing the Relationship between
Personal Characteristics and Adjustment Problems.**

Tables 1 through 25 present descriptive data that help assess the relationship between personal characteristics and adjustment problems. Tables 1 through 5 address the personal characteristic "age" as it relates to banking, housing, health care, shopping, and schooling. Similarly, Tables 5 through 10 address "marital status," Tables 11 through 15 "number of children," Tables 16 through 20 "previous assignment," and Tables 21 through 25 "language proficiency" as it relates to these five areas of adjustment.

Table 1. When dealing with banking, respondents 30 or younger had the highest difficulty score in the first three months and after the first three months.

age group	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
under 30*	9	2.78	1.20	9	2.22	.83
31-35	13	2.69	1.11	13	1.85	.80
36-40	10	2.50	1.43	10	1.50	.71
41-45	12	2.17	1.19	12	1.50	.67
46-50	4	1.75	.96	4	1.50	.58
over 50	7	2.43	1.13	7	1.71	.76

* Respondents 30 years of age are included in this category.

Table 2. When dealing with housing, respondents 30 or younger had the highest difficulty score in the first three months, whereas respondents 41-45 years old had the highest score after the first three months.

age group	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
under 30	10	2.80	1.55	8	1.88	1.46
31-35	13	2.23	1.24	13	1.92	1.12
36-40	11	2.36	1.36	10	1.30	.67
41-45	12	2.33	1.30	11	2.00	1.26
46-50	4	2.25	1.50	4	1.25	.50
over 50	7	2.71	1.70	7	1.71	.95

* Respondents 30 years of age are included in this category.

Table 3. When dealing with health care, respondents 41-45 years old had the highest difficulty score in the first three months, whereas respondents over 50 years old had the highest score after the first three months.

age group	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
under 30	10	2.40	1.07	9	2.11	.93
31-35	13	2.62	1.50	13	2.15	1.28
36-40	9	2.67	1.32	8	2.12	1.36
41-45	11	3.18	1.33	11	2.27	1.49
46-50	4	2.00	1.41	4	2.00	1.41
over 50	5	1.60	.89	6	2.33	1.51

* Respondents 30 years of age are included in this category.

Table 4. When dealing with shopping, respondents 30 years of age or younger had the highest difficulty score in the first three months and after the first three months.

age group	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
under 30	10	3.90	.99	9	3.11	1.27
31-35	14	3.36	1.55	14	2.93	1.44
36-40	10	3.40	.97	10	2.00	1.05
41-45	11	2.91	1.70	11	2.36	1.69
46-50	4	1.75	.96	4	1.00	0
over 50	7	2.14	1.07	7	1.57	.53

* Respondents 30 years of age are included in this category.

Table 5. When dealing with schooling, respondents difficulty scores in the first three months and after the first three months varied.

age group	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
under 30	1	5.00	na	na	na	na
31-35	5	2.60	1.34	5	2.00	1.22
36-40	6	1.83	1.60	6	1.00	0
41-45	8	2.38	1.51	8	1.88	1.25
46-50	2	1.00	0	2	1.00	0
over 50	1	4.00	na	1	1.00	na

* Respondents 30 years of age are included in this category.

Table 6. When dealing with banking, respondents with their significant other in the US had the highest difficulty score in the first three months and after the first three months.

marital status	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
never married	12	2.67	.98	13	2.31	.75
significant other in Germany	40	2.35	1.25	39	1.51	.64
significant other in US	2	3.50	.71	2	2.50	.71
divorced, separated, widowed	1	2.0	na	1	1.0	na
other	0	na	na	0	na	na

Table 7. When dealing with housing, respondents with their significant other in Germany had the highest difficulty score in the first three months, whereas the divorced, separated, or widowed respondent had the highest score after the first three months.

marital status	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
never married	13	2.31	1.32	11	1.91	1.45
significant other in Germany	41	2.54	1.42	40	1.65	.92
significant other in US	2	1.50	.71	1	1.0	na
divorced, separated, widowed	1	2.0	na	1	4.0	na
other	0	na	na	0	na	na

Table 8. When dealing with health care, respondents with their significant other in Germany had the highest difficulty score in the first three months, whereas respondents who were never married had the highest score after the first three months.

marital status	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
never married	12	2.17	1.34	12	2.33	1.30
significant other in Germany	37	2.70	1.35	36	2.17	1.30
significant other in US	2	2.50	.71	2	2.0	0
divorced, separated, widowed	1	2.0	na	1	1.0	na
other	0	na	na	0	na	na

Table 9. When dealing with shopping, the two respondents with their significant other in the US had the highest difficulty score in the first three months, whereas respondents who were never married had the highest score after the first three months.

marital status	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
never married	14	3.57	1.28	14	3.21	1.53
significant other in Germany	39	2.95	1.43	38	2.05	1.23
significant other in US	2	4.0	0	2	3.0	0
divorced, separated, widowed	1	1.0	na	1	1.0	na
other	0	na	na	0	na	na

Table 10. When dealing with schooling, respondents difficulty scores in the first three months and after the first three months varied.

marital status	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
never married	0	na	na	0	na	na
significant other in Germany	22	2.41	1.53	21	1.57	1.03
significant other in US	0	na	na	0	na	na
divorced, separated, widowed	1	1.0	na	1	1.0	na
other	0	na	na	0	na	na

Table 11. When dealing with banking, respondents with children had the higher difficulty score in the first three months, whereas respondents without children had the higher score after the first three months.

number of children	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
no children	29	2.41	1.12	30	1.93	.83
1-5 children	26	2.50	1.27	25	1.48	.59

Table 12. When dealing with housing, respondents without children had the higher difficulty score in the first three months and after the first three months.

number of children	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
no children	31	2.58	1.41	28	1.82	1.16
1-5 children	26	2.27	1.31	25	1.64	.99

Table 13. When dealing with health care, respondents with children had the higher difficulty score in the first three months and after the first three months.

number of children	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
no children	26	2.00	1.17	27	2.07	1.21
1-5 children	26	3.12	1.24	24	2.29	1.33

Table 14. When dealing with shopping, respondents with children had the higher difficulty score in the first three months, whereas respondents without children had the higher score after the first three months.

number of children	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
no children	32	3.09	1.30	32	2.41	1.36
1-5 children	24	3.12	1.57	23	2.30	1.43

Table 15. When dealing with schooling, respondents with children had greater difficulty in the first three months than after the first three months.

number of children	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
no children	0	na	na	0	na	na
1-5 children	23	2.35	1.53	22	1.55	1.01

Table 16. When dealing with banking, respondents without a previous assignment had the highest difficulty score in the first three months and after the first three months.

previous assignment	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
no	42	2.55	1.17	42	1.76	.76
yes, in Germany	4	1.75	.50	4	1.25	.50
yes, in European country other than Germany	7	2.29	1.38	7	1.71	.76
yes, non-European country	1	1.00	na	1	1.00	na

Table 17. When dealing with housing, respondents with a previous overseas assignment in a European country other than Germany had the highest difficulty score in the first three months, whereas respondents without a previous assignment had the higher score after the first three months.

previous assignment	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
no	44	2.41	1.34	41	1.80	1.12
yes, in Germany	4	2.25	.96	4	1.50	1.00
yes, in European country other than Germany	7	3.14	1.68	7	1.57	.98
yes, non-European country	1	1.00	na	1	1.00	na

Table 18. When dealing with health care, respondents with a previous overseas assignment in a European country other than Germany had the highest difficulty score in the first three months, whereas respondents without a previous assignment had the higher score after the first three months.

previous assignment	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
no	40	2.62	1.31	39	2.23	1.27
yes, in Germany	4	2.25	1.26	4	2.00	1.41
yes, in European country other than Germany	6	2.67	1.63	6	2.17	1.47
yes, non-European country	1	1.00	na	1	1.00	na

Table 19. When dealing with shopping, respondents without a previous overseas assignment had the highest difficulty score in the first three months and after the first three months.

previous assignment	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
no	44	3.34	1.33	43	2.53	1.37
yes, in Germany	4	1.25	.50	4	1.00	0
yes, in European country other than Germany	7	2.57	1.51	7	2.00	1.53
yes, non-European country	0	na	na	0	na	na

Table 20. When dealing with schooling, respondents with a previous overseas assignment in Germany had the highest difficulty score in the first three months and after the first three months.

previous assignment	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
no	17	2.47	1.55	16	1.56	.96
yes, in Germany	4	2.50	1.73	4	1.75	1.50
yes, in European country other than Germany	2	1.00	0	2	1.00	0
yes, non-European country	0	na	na	0	na	na

Table 21. When dealing with banking, respondents with a language proficiency score of 8-12 had the highest difficulty score in the first three months, and after the first three months.

language proficiency*	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
3-7	42	2.33	1.14	43	1.67	.71
8-12	13	2.85	1.28	12	1.92	.90

* This score was derived by summing respondents' scores for the items measuring their ability to "speak," "read," and "understand" German.

Table 22. When dealing with housing, respondents with a language proficiency score of 8-12 had the higher difficulty score in the first three months and after the first three months.

language proficiency*	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
3-7	44	2.27	1.28	42	1.71	1.02
8-12	13	3.00	1.53	11	1.82	1.33

* This score was derived by summing respondents' scores for the items measuring their ability to "speak," "read," and "understand" German.

Table 23. When dealing with health care, respondents with a language proficiency score of 3-7 had the higher difficulty score in the first three months and after the first three months.

language proficiency*	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
3-7	39	2.62	1.37	39	2.31	1.32
8-12	13	2.38	1.19	12	1.75	.97

* This score was derived by summing respondents' scores for the items measuring their ability to "speak," "read," and "understand" German.

Table 24. When dealing with shopping, respondents with a language proficiency score of 3-7 had the higher difficulty score in the first three months and after the first three months.

language proficiency*	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
3-7	42	3.29	1.29	42	2.43	1.31
8-12	14	2.57	1.65	13	2.15	1.63

* This score was derived by summing respondents' scores for the items measuring their ability to "speak," "read," and "understand" German.

Table 25. When dealing with schooling, respondents with a language proficiency score of 8-12 had the highest difficulty score in the first three months and after the first three months.

language proficiency*	difficulty in the first 3 months			difficulty after 3 months		
	n	mean	std. dev.	n	mean	std. dev.
3-7	17	2.06	1.48	17	1.35	.70
8-12	6	3.17	1.47	5	2.20	1.64

* This score was derived by summing respondents' scores for the items measuring their ability to "speak," "read," and "understand" German.

VITA

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EDUCATION

Virginia Polytechnic Institute and State University, Blacksburg, VA

MS in Industrial and Systems Engineering, 1993

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Thesis: Overseas Effectiveness of American Expatriates in Germany

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BS in Industrial Engineering and Operations Research, 1989

Cumulative GPA: 3.3/4.0; Major GPA: 3.7/4.0

LANGUAGES

- Read, speak, and write German fluently
- Possess a good knowledge of Spanish

PROJECT MANAGEMENT

- Planned and performed 20-month thesis project involving the development of an attitude questionnaire distributed to 17 international companies in Germany
- Co-led four member project team in documenting the transition process of special education students of Floyd County School District
- Led four-member senior design team in the design and development of a software manual over a nine month period
- Completed extensive project management course work

PERFORMANCE MEASUREMENT

- Co-authored research article on the design, development, and implementation of an organizational performance measurement system
- Participated in a five-member project team to develop a performance measurement system for the Virginia Productivity Center
- Completed extensive performance measurement class work

COMMUNICATION

- Conducted extensive interviews with various levels of management and plant personnel to determine training needs of skilled workers for Bayer AG, Germany
- Presented thesis-related paper at regional conference
- Corresponded with over 100 international firms in preparation for thesis research
- Prepared and taught English and German classes for nine months in Spain

EXPERIENCE

- *Graduate Research Assistant*, Management Systems Laboratories, Blacksburg, VA (8/91 - Present)
- *German and English Teacher*, Sonylang Idiomas, Valladolid, Spain (9/90 - 6/91)
- *Research Assistant*, Gesellschaft für Management-Organisation, Cologne, Germany (5/90 - 9/90)
- *Graduate Teaching Assistant*, Dept. of IEOR, Virginia Polytechnic Institute and State University, Blacksburg, VA (8/89 - 12/89)
- *Industrial Engineer*, Bayer AG, Leverkusen, Germany (5/89 - 8/89)
- *Assistant Draftsperson*, Bayer AG, Leverkusen, Germany (6/87 - 8/87)
- *Office Assistant*, Bayer AG, Leverkusen, Germany (6/86 - 8/86; 6/85 - 8/85)

HONORS AND ACTIVITIES

- Dean's List, 1987-1989, 1991-1992
- Member, Alpha Pi Mu, Industrial Engineering Honor Society
- Member, Institute of Industrial Engineers
- Member, The Society for Intercultural Education, Training and Research
- Vice President, Pi Beta Phi Fraternity for Women, 1988-1989
- Member, Toastmasters International (Public Speaking Organization)



Ulrike C. Zimer

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