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# **It takes two to tango: A review of the empirical research on expatriate-local interactions**

## **ABSTRACT**

There has been a growing interest in the potentially positive impact of expatriate interactions with host country nationals (HCNs) in International Human Resource Management (IHRM). This paper provides a comprehensive overview of this relatively new body of literature, and organises the empirical research with regard to antecedents and outcomes of expatriate-local (E-L) interactions at four different levels of analysis: individual, dyadic, group, and societal level. A literature search resulted in the selection of 74 articles, published between 1990 and 2016, which focus on E-L interactions that influence the success of an organisation. The overview shows most of the research has been done at the individual level of analysis, examining the impact of contact with HCNs on expatriate adjustment and performance. Several avenues and suggestions for future research are listed; an important starting point for future research is to clearly delineate which aspect of expatriate-local interactions is investigated – the frequency, depth, or breadth of the contact. This review counterbalances the predominant IHRM focus on expatriates as sole actors in expatriate success by specifically including another important stakeholder, the HCN. It further provides directions and a research agenda for future research on expatriate-local interactions.

**Keywords:** expatriate-local interactions; host country nationals; HCN; HCNs; expatriate social network; International Human Resource Management

## **Introduction**

In today's increasingly globalised world the company-sent expatriate is no longer the sole focal point in International Human Resource Management (IHRM). The increase in self-initiated expatriation (Doherty, 2013) and alternative forms of international assignments, e.g. the international business traveller or the commuter, has extended academic interest beyond the traditional expatriate. Also the importance of paying attention to the actors surrounding the expatriate has become increasingly clear; host country nationals (HCNs) can play an important role in expatriate success (Johnson, Kristof-Brown, Van Vianen, De Pater & Klein, 2003), and can uniquely contribute to organisational success, for example, through building MNC absorptive capacity (Vance & Paik, 2005).

HCNs are a specific and important source of contact that offers scope for cultural learning and a flow of resources such as social support (Osman-Gani & Rockstuhl, 2008). Various types of social support such as emotional, informational and instrumental support can flow through any type of social ties — including those with HCNs — and could positively influence expatriate adjustment and performance (Wang, 2002). Adjustment can be defined as a person-environment fit, that consists of affective, behavioural, and cognitive dimensions (Haslberger, Brewster & Hippler, 2013), which is central for the success of international assignments (Bhaskar-Shrinivas, Harrison, Shaffer & Luk, 2005). Evidence has accumulated for the positive effect of contact with HCNs on the adjustment of expatriates and their partners (e.g. Johnson et al., 2003; Malek, Reiche & Budhwar, 2015). Other researchers have specifically suggested 'instrumental ties' with HCNs at work are important for a high level of expatriate performance (e.g. Liu & Shaffer, 2005).

While the literature generally suggests that expatriate contact with HCNs could have many benefits, expatriates themselves often do not capitalise on this contact. Typically there is little contact between expatriates and HCNs; expatriates often remain in what is called the

*expatriate bubble*; in many countries, they have more expatriate friends than HCN friends (HSBC, 2010); and they gravitate towards other expatriates because they are in the same situation or from the same national background (Manev & Stevenson, 2001). Not surprisingly, expatriates tend to receive more support from co-nationals than from HCNs (Johnson et al., 2003). This relative neglect of a potentially richer source of information to support expatriate adjustment suggests there is a need for greater awareness of the potential benefits of E-L interactions, and how to capitalise on them. This includes how to mitigate possible negative effects (Bruning, Sonpar & Wang, 2012).

The first calls for including the HCN perspective in studies of expatriation date from the early nineties (e.g. Vance & Paderon, 1993; Vance & Ring, 1994), and aimed to balance the predominant focus on the expatriate as sole actor in determining expatriate success. These calls have resulted in a growing body of literature on expatriate-local interactions (E-L interactions), which is in need of a literature review and organising framework. This is also important since more recent publications still advocate a focus on this topic (e.g. Vance, Vaiman, Andersen, & Gale, 2014). In fact, Takeuchi (2010, p. 1041) concludes in his review that expatriate adjustment research is still predominantly “expatriate-centric”, and neglects other stakeholders such as HCNs.

The main contribution of this paper is to map and organise the *empirical* literature on E-L interactions. A wealth of conceptual work has been done in this area (e.g. Crocitto & Ashamalla, 2000; Caligiuri & Lazarova, 2002; Wang, 2002; Toh & Denisi, 2003; Toh & DeNisi, 2007; Osman-Gani & Rockstuhl, 2008; Olsen & Martins, 2009; Farh, Bartol, Shapiro & Shin, 2010; Mahajan, 2011; Mahajan & De Silva, 2012; Pichler, Varma & Budhwar, 2012; Oltra, Bonache & Brewster, 2013; Ismail, 2015; Bonache, Langinier & Zárraga-Oberty, 2016), and this paper would specifically like to review the empirical studies to show what has been done so far in this area (Tranfield, Denyer & Smart, 2003). As such, this literature

review could inform future expatriate research that would like to include a HCN perspective, and thereby include more stakeholders than just the expatriate (Takeuchi, 2010).

This paper now outlines the methodology of this literature review, after which the literature of antecedents and outcomes of E-L interactions is examined at four levels of analysis: the individual, dyadic, group, and societal level. The paper will then draw conclusions regarding the state of the literature on E-L interactions, and outline several avenues for future research.

## **Method**

To provide an overview of the research on E-L interactions since, to my knowledge, the first study that examined social support by HCNs (Black, 1990), a literature search was conducted through the Summon database from January 1990 until December 2016. The Summon database covers many databases, including EBSCO Business Source Complete, PsycINFO, and Web of Science, and offers the possibility to exclusively show peer-reviewed academic articles, thereby ensuring the validity of the knowledge in this review (Podsakoff, Mackenzie, Bachrach & Podsakoff, 2005).

Table 1 shows the keywords that were used to search for journal articles; eleven keywords resulted in 47 selected journal articles. A further 15 keywords were used but did not yield any relevant articles. The filters 'business' and 'English' were applied for all searches. As the Summon Database does not cover all databases 100%, I furthermore conducted manual searches of reference lists to identify additional relevant articles (Janssen, Vuuren, & Jong, 2016), as well as consulted my own personal database. This resulted in an additional selection of 27 articles, making a total of 74 articles included in this review. Table 2 shows the journals that are cited in this literature review, in order of frequency.

---- insert Table 1 and Table 2 about here ----

Articles were selected according to the following criteria:

1. The article pertains to interactions between expatriates and HCNs. Expatriates are defined as “legally working individuals who reside temporarily in a country of which they are not a citizen in order to accomplish a career-related goal, being relocated abroad either by an organisation, by self-initiation or directly employed within the host-country” (McNulty & Brewster, 2016). For the purpose of this article, a HCN is defined as a person with the nationality of the host country;
2. The article focuses on (aspects of) E-L interactions that influence outcomes that are relevant for the success of the organisation, such as expatriate adjustment and performance. This can include interactions outside of the workplace due to possible spill over effects (Takeuchi, Yun & Tesluk, 2002);
3. The article contains empirical data because this review aims to provide an overview of the empirical state of affairs in the area of E-L interactions.

----- include Table 3 about here -----

Table 3 shows an overview of the reviewed literature. The existing literature is classified on four different levels of analysis – individual, dyadic, group, and societal – following a social network perspective which provides a more comprehensive model of expatriation (Crocitto & Ashamalla, 2000). While individual level research looks at characteristics of the individual (intrapersonal) – e.g. the personality of the expatriate – the dyadic level pertains to examining pairs of individuals together (interpersonal), for example, with regard to the influence of similarities between them (Knoke & Kuklinski, 1982). When studying a dyad, one is focusing

on “pairs of actors and the link joining these two actors together” (Prell, 2012, p. 135). The third level is the group level (Crocitto & Ashamalla, 2000), where the influence of characteristics of the entire network – e.g. network size – is examined. As the current paper is concerned with E-L interactions that are relevant for an organisational context, this includes organisational factors. A final level this paper takes into account is the societal level, reflecting the macro level characteristics of the host society that may influence E-L interactions, including social, political, economical, and cultural aspects (Ward, Bochner, & Furnham, 2001).

With regard to E-L interactions themselves, three main aspects are highlighted. Knoke and Kuklinski (1982) recognized two basic aspects of *relational form*, namely “the intensity or strength of the link between two actors”, and “the level of joint involvement in the same activities” (Burt, 1982, p. 22). Knoke and Kuklinski (1982) added that it is important to distinguish these form aspects from the content of the contact. This tri-partition — frequency, depth (i.e. closeness) and breadth (i.e. content) of the contact — has also been used in the expatriate literature (e.g. Johnson et al., 2003).

### **Antecedents of expatriate-local interactions**

The literature review highlighted antecedents of E-L interactions at all four levels of analysis, which will be outlined below.

#### ***Individual level antecedents***

*Personality* variables — in particular openness, extraversion, and agreeableness — have received the most research attention. First, the trait agreeableness has been found to be related to the ease of interacting with HCNs (Huang, Chi & Lawler, 2005; Ramalu, Rose, Uli & Samy, 2010). Second, Caligiuri (2000) found that openness to people — willingness to communicate and receptivity to learn — is crucial for expatriates to benefit from contact with

HCNs in terms of adjustment – and this goes both ways (Fee, Heizmann, & Gray, 2015). On the other hand, openness to *experiences* was not related to expatriate general adjustment and performance (Bruning et al., 2012). This suggests that expatriates who are open to learning in their interpersonal relationships are the ones who actually benefit from contact with HCNs.

The studies on extraversion — the individual preference for social activities (Chiu, Wu, Zhuang & Hsu, 2009) — have yielded some contradictory results. While some studies found extraversion to be related to increased HCN contact (Ward & Kennedy, 1992; Chiu et al., 2009) and better adjustment to interacting with HCNs (Huang et al., 2005; Caligiuri, 2000), Johnson et al. (2003) were not able to confirm this effect. They pinpoint the conceptualization of extraversion as a possible explanation and suggest that assertiveness, which is also a component, may actually lead to a smaller social network. Bruning et al. (2012) have operationalized extraversion in terms of willingness to engage and seek support, and found a positive relationship with expatriate performance, not adjustment. They also highlight the importance of extraversion in the particular context of China, where socializing during work hours is expected. Overall, these research results suggest the importance of agreeableness, extraversion, and openness to people and their ideas for the establishment of contact with HCNs, and for benefiting from this contact.

Another individual level antecedent that has been examined is *core self-evaluations* (CSE); these look at what a person thinks about him- or herself (Johnson et al., 2003). CSEs are composed of four dispositional traits: self-esteem, self-efficacy, locus of control, and emotional stability, and were found to be positively related to the number of ties — both expressive and instrumental — that were formed with HCNs (Chiu et al., 2009; Johnson et al., 2003).

Another individual level characteristic that may influence E-L interactions is the concept of *personal values*. Cole and McNulty (2011) showed that Schwartz' value of self-

transcendence — which is comprised of universalism and benevolence — predicted interaction adjustment, and suggest that expatriates who score high on this value tend to seek out ties with HCNs. Other factors that have been suggested to impact on E-L interactions are *advice-seeking behaviours* and *cultural agility* of the expatriate, which leads to respectively better expatriate adjustment (Mahajan & Toh, 2014) and more effectiveness in cross-cultural interactions (Caligiuri & Tarique, 2016).

Zhang and Peltokorpi (2016) focused on the role of *host country language proficiency* in a qualitative study of expatriates in China, and found expatriates who spoke Chinese were better adjusted to interacting with HCN colleagues as well as with clients, and were better able to build a work-related network. Host country language proficiency was also important outside of work; expatriates with low Chinese proficiency had only limited interactions with HCNs, and were more dependent on support from the HCNs around them.

On the part of the HCNs, most of the research attention has focused on their *willingness to help* the expatriate. Many quantitative studies have focused on factors that impact this willingness. This includes individual level factors such as personality (e.g. Wang & Fang, 2014), dyadic level factors such as social categorisation (e.g. Pichler et al., 2012), perceived value similarity (Varma, Aycan, et al., 2016) and interpersonal affect (Varma, Budhwar, Katou, & Matthew, 2016), group level factors such as expatriate compensation policies (e.g. Leonardelli & Toh, 2011), and societal level factors such as cultural differences (Varma, Budhwar, et al., 2016). These studies, however, have not gone beyond HCN's willingness to help in order to examine their influence on the frequency, depth, and breadth of E-L interactions and their outcomes.

A second main area of research has been *attitudes toward expatriates*. Arman and Aycan (2013) developed a measure to investigate various attitudes of HCNs toward expatriates, which included aspects such as openness, professionalism, and perceived justice of expatriate

privileges. They found a positive impact of factors such as extraversion, openness, and previous work experience with expatriates on these attitudes. Another attitudinal aspect that has received some research attention is ethnocentrism – an “evaluative bias in favour of one’s own group and the perception of outgroups as being inferior” (Templer, 2010, p. 1757). Both Florkowski and Fogel (1999) and Templer (2010) found a negative impact of HCN subordinate ethnocentrism on expatriate work adjustment. In a qualitative study of American expatriates in a variety of locations, Jassawalla, Truglia, and Garvey (2004) also reported that ethnocentrism can cause intercultural conflicts. HCNs may hold negative stereotypes with regard to expatriates as a group, as pocket-fillers or “exploiters of the local, underdeveloped economy”, or with regard to the nationality of the expatriate (Jassawalla et al., 2004, p. 841). However, Syed, Hazboun, and Murray (2014) showed the nationality of the manager was not relevant to HCNs as long as the manager was perceived as capable to manage the subsidiary.

Interestingly, there seem to have been hardly any studies on the effect of expatriates’ attitudes towards HCNs other than the previously mentioned research on openness, which can also be classified as an attitudinal aspect instead of a personality trait (Van Bakel, Gerritsen, & Van Oudenhoven, 2014). Langinier and Froehlicher (2016) suggest that the extent to which expatriates want to develop relationships with HCNs is important for the amount of contact they have with them. Furthermore, Sonesh and DeNisi (2016) showed that expatriate ethnocentrism lead to HCN outgroup categorisation.

A third HCN characteristic that was found influential is (*intercultural*) *competence*. Liu and Shaffer (2005) found that HCN interpersonal skills influenced expatriate General and Work Adjustment, while Cultural Empathy impacted on expatriate performance.

Two more studies should be mentioned with regard to individual antecedents. Van Bakel, Van Oudenhoven, and Gerritsen (2015) focused on the factors that influence the relationship quality between expatriates and a local host with whom they were put in contact with for nine

months. They found nine factors that can be divided into individual and dyadic level characteristics, both for the expatriate and the HCN. On an individual level, the *motivation* to establish the contact, possible *anxiety* (e.g., in terms of language skills) and *expectations* about the contact, the *time* both parties had available for the contact, and how long after arrival the contact was established (*timing of the contact*), all influenced the development of a high-quality contact relationship. Fee et al. (2015) confirmed important factors such as time to interact and build a relationship outside of work. These two studies shed some interesting light on the processes at play when expatriates try to establish a relationship with a HCN.

### ***Dyadic level antecedents***

Dyadic level antecedents are factors that link the two actors: the expatriate and the HCN (Prell, 2012). A good example is the (*perceived*) *similarity* between them. Fee et al. (2015, p. 11) noted that successful expatriate-HCN relationships in NGOs were characterised by “similarity and equality”. In line with the similarity-attraction paradigm (Byrne, 1971), which states individuals with similar attitudes are more attracted to each other, similarity is one of the factors that has a positive influence on the closeness between expatriates and their local host (Van Bakel et al., 2015). A similar mechanism also operates for other characteristics and qualities such as abilities, opinions, emotional states, self-description, economic status, behavioural similarity, and personality (Byrne, Griffitt & Stefaniak, 1967).

Some studies look at perceived value similarity and show that HCNs who perceive expatriates as similar in terms of values categorise them less often as outgroup-members, with subsequent positive consequences in terms of provision of support by HCNs (e.g. Varma, Pichler, & Budhwar, 2011; Pichler et al., 2012; Varma, Pichler, Budhwar & Kupferer, 2012). Cultural distance can also be seen as a way to express similarities between expatriates and HCNs. Manev and Stevenson (2001) conducted a network analysis of cross-subsidiary interactions, and found expatriates tend to form networks with people from a

similar background even if they are only to be found at a different subsidiary. Wang and Kanungo (2004) also found the group with the least cultural distance from the host country (in their case, China) had the highest proportion of HCNs in their networks. It is important to mention the presumed similarity paradox here; Vromans, van Engen, and Mol (2013) showed it is the expectations of the cultural differences that matters; expatriates who are sent to a culturally similar country often underestimate the cultural differences. This makes their adjustment more difficult (Vromans et al., 2013; Selmer 2007). Perceived similarity, however, may not always be the most relevant factor. Toh and Srinivas (2012, p. 698) found no influence of interpersonal similarity on the relationship between task cohesiveness — “perceptions regarding expatriates’ commitment to the tasks in which both the host national and the expatriate co-worker have a stake” — and trust, which suggests task cohesiveness is more important for establishing trust than is interpersonal similarity. Finally, perceived similarity also has been studied as an outcome itself, showing cultural adaptation of behaviour by Japanese managers in the United States increased the perceived similarity by HCNs (Thomas & Ravlin, 1995).

Another often-studied dyadic factor that influences E-L interactions is *social categorisation*, which is a process that takes place when individuals categorise themselves and others — in this case the expatriate — into in-groups and out-groups (Pichler et al., 2012). As this categorisation process pertains to the particular interaction, social categorisation was classified at the dyadic level. The general gist of this literature is that out-group categorisation — for any reason — should be avoided because it leads to a less supportive attitude of the HCNs surrounding the expatriate and to lesser provision of role information and social support (Pichler et al., 2012). Reasons for outgroup categorisation that have been investigated are, for example, gender, national origin, and job level (Varma, Toh, & Budhwar 2006; Varma, Budhwar, & Pichler, 2011; Varma, Pichler, et al., 2011). Gender,

particularly, has received much research attention (Caligiuri, Joshi, & Lazarova, 1999; Owen, Scherer, Sincoff, & Cordano, 2003; Shen & Jiang, 2011; Bhatti, Sundram, & Hoe, 2012), with mixed results. It goes beyond the scope of this paper to review these findings in detail, but it seems HCN perceptions of the competence of the expatriate are important here; some evidence suggests nationality does not matter as long as the manager is seen as competent (Syed et al., 2014). Interestingly, however, Leonardelli and Toh (2011) showed a foreign-local categorisation can actually lead to *more* offers of information, as long as the organisation is perceived as treating their employees fairly (procedural justice). Much of this research, however, does not look beyond HCN willingness to provide support, and does not examine the impact of social categorisation on the frequency, closeness, and content of the contact with HCNs, or outcomes such as expatriate adjustment and performance. An exception is the recent study by Sonesh and DeNisi (2016), which examines how social categorisation influences various social support outcomes, and confirms that the picture might be more complex than simply outgroup categorisation leading to less support offered.

The previously mentioned study by Van Bakel et al. (2015) also highlighted *communication barriers* as a factor that influences the relationship quality between expatriates and their local host. This factor is also found in other studies; several qualitative studies have documented the lack of a shared language as a barrier to intercultural communication (Sriussadaporn, 2006; Peltokorpi, 2006, 2007, 2010; Peltokorpi & Clausen 2011; Shimoda, 2013; Chang & Smale, 2014), which makes it more difficult to build meaningful relationships with HCNs (Shen & Kram, 2011; Fee et al., 2015), receive social support from 'local friends' (Wang & Nayir 2006), and which may also impede adjustment to interacting with HCNs, as has been shown for expatriates in China and Hong Kong (Selmer, 1999; Selmer, 2006; Zhang & Peltokorpi, 2016).

Some studies also point to the importance of *trust* in the other person, a lack of which may lead to communication problems (Sriussadaporn, 2006), reduced information sharing (Shimoda, 2013; Hong, Snell, & Mak, 2016), or difficulty in developing a mentoring relationship with HCNs (Shen & Kram, 2011). The fact the expatriate is another nationality than his or her colleagues may have a negative impact on the establishment of trust, but only if the workplace is culturally homogeneous (Banai & Reisel, 1999). Fee et al. (2015) also pointed to the crucial role of shared trust between the expatriate and the HCN for effective cross-cultural relationships.

Another dyadic antecedent is the *type of relationship* between the expatriate and the HCN. Contact with HCN colleagues may be more stressful and less beneficial for adjustment than contact with HCN friends because involuntary contact with individuals who differ in values, attitudes, beliefs, and norms can lead to dissonance and discomfort and, in turn, contribute to lower expatriate adjustment (Bruning et al., 2012). Recognizing the importance of distinguishing between different network partners, Stroppa and Spiess (2010) adopted a four-category typology: supervisors, co-workers, friends, and spouses. Unfortunately, their study did not also distinguish the nationality of co-workers and friends, which prevents an in-depth investigation of the impact of a combination of type of relationship (colleague or friend) and nationality (expatriate or HCN).

Finally, when looking at E-L interactions from a knowledge management perspective, Massingham (2010) showed it is often actually a (tacit) *knowledge gap* between expatriates and HCNs that influences their interactions, instead of unwillingness, incompetence, or lack of confidence, as HCN behaviour is often interpreted by expatriates.

### ***Group level antecedents***

The group level pertains to various aspects of the expatriate social network as a whole, as well as organisational factors that may influence E-L interactions.

Wang and Kanungo (2004) examined *network size*, *network frequency*, and *network closeness*, and found a positive influence on expatriate psychological well-being for network size and frequency, and a negative influence for network closeness. They explain the latter finding by Granovetter's Theory of Weak Ties (Granovetter, 1973), which posits that less close ties can be essential to provide informational and instrumental support. However, these effects were only found for European expatriates in China, and not in Turkey (Wang & Nayir, 2006), suggesting that proximity to the home network – which prevents its fading – moderates the relationship between certain aspects of the social network in the host country and psychological well-being.

Two other aspects of the social network to mention are *network localisation* and *network cultural diversity*. *Network localisation* is the extent to which expatriates include local people in their social network (Wang & Kanungo, 2004). While most expatriates (80%) localize their social network to some extent, only 20% has a purely host country based network (Wang & Nayir, 2006). Wang and Kanungo (2004) were surprised to find that localisation did not influence expatriate psychological well-being; however, they speculate that it is more important to have both HCNs as well as peer expatriates in your network. This *cultural diversity* was indeed positively related to expatriate psychological well-being (Wang & Kanungo, 2004). Furthermore, Liu and Shaffer (2005) found a positive effect of localisation<sup>1</sup> on expatriate job performance.

With regard to organisational factors, some work has been done on the perceived justice of expatriate *compensation policies* (Chen, Choi & Chi, 2002; Bonache, Sanchez, & Zárraga-Oberty, 2009) and the negative effect of inequitable treatment on the attitudes of HCNs towards expatriates (*procedural justice*) (Leonardelli & Toh, 2011; Leung, Wang, & Hon,

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<sup>1</sup> Liu and Shaffer (2005) actually label this variable 'network density' but measure it the same way as Wang and Kanungo (2004) measure 'network localisation'; namely the proportion of HCNs in the network. Network density is normally defined as "the extent to which links which could possibly exist among persons do in fact exist" (Marsden, 1993).

2011). This research, however, has not extended to an examination of the actual effect of these antecedents on E-L interactions and their outcomes.

An exception is the study by Langinier and Froehlicher (2016), who cite the influence of *organisational context*; the presence of many international colleagues and a performance-oriented culture means expatriates connect more with their international colleagues. Another aspect of organisational context is the support and encouragement it provides for interactions between expatriates and HCNs – particularly by leaders of the organisation. Fee et al. (2015) showed that this is important for developing effective relationships with HCNs.

### ***Societal level antecedents***

Three antecedents at the societal level are relevant for E-L interactions. First, *cultural differences* influence E-L interactions. Several qualitative studies focused on these interactions, often from an international business communication perspective, and describe possible sources of conflicts — i.e., perceptions, norms, and practices — for these interactions in various national contexts such as Japan, Oman, Thailand and China (Wingrove, 1995; Jassawalla et al., 2004; Peltokorpi, 2006; Sriussadaporn, 2006; Peltokorpi, 2007; Neal, 2010; Peltokorpi & Clausen, 2011; Shimoda, 2013; Hong et al., 2016). Furthermore, Neal (2010) suggested that Omani cultural tolerance and use of humour in the workplace are important reasons for the good relations between expatriates and HCNs.

A second societal factor that has been found is the *international context* in which the expatriate finds him/herself. Harrison and Michailova (2012) showed Western female expatriates working in the United Arab Emirates rarely interacted with HCNs — the large Western expatriate community was their main source of social support. Similarly, Langinier and Froehlicher (2016) observed that in the highly international context of Luxembourg's financial centre, expatriates did not really feel the need to interact with HCNs. This is

strengthened by the fact that, in such an international context, it is not really important to speak the local language, which further limits interactions with HCNs.

A final antecedent at the societal level is the *English proficiency of the host country*. Zhang and Peltokorpi (2016) showed that the low English proficiency in China negatively influenced expatriate non-work adjustment.

### **Outcomes of expatriate-local interactions**

Having outlined the antecedents of E-L interactions, the paper continues with the outcomes that have been identified.

#### ***Individual level outcomes***

Contact with HCNs has generally been found to positively impact on *adjustment*. Evidence has been gathered for expatriates in terms of frequency (e.g. Black, 1990; Black & Gregersen, 1991; Selmer, 2001; Johnson et al., 2003; Zhang & Peltokorpi, 2016), breadth (e.g. Johnson et al., 2003), and depth of the contact with HCNs (e.g. Liu & Shaffer, 2005; Van Bakel, Gerritsen, & Van Oudenhoven, 2016). Two further studies show a positive relationship between the amount of social support received from HCNs and adjustment for both expatriates (Podsiadlowski, Vauclair, Spiess, & Stroppa, 2013) and their partners (Malek et al., 2015).

However, many of these studies do not particularly distinguish between work and non-work, which makes it more difficult to determine the exact effect of contact with HCN colleagues or friends on individual level outcomes such as adjustment or performance. As mentioned above, this is very relevant because Bruning et al. (2012) found a negative effect of HCN colleagues on expatriate adjustment and attributed this to differences in values, attitudes, beliefs, and norms (Dissonance theory). On the other hand, Liu and Shaffer (2005)

found a positive effect between HCN contact at work and expatriate adjustment. It may be the potential contribution of contact with HCN colleagues lies more in the provision of informational and instrumental support. Some research suggests ‘instrumental ties’ (as opposed to expressive ties) with HCN colleagues are very important for expatriate job performance (Liu & Shaffer, 2005; Chiu et al., 2009; Bruning et al., 2012). Research on mentoring also suggests an on-site mentor can assist with job performance (Carragher, Sullivan & Crocitto, 2008) and work adjustment (Zhuang, Wu, & Wen, 2013). Stroppa and Spiess (2011) further showed that supervisory social support predicted expatriate job satisfaction, job stress, and job performance; however, their study is unclear as to whether or not the supervisor was a HCN.

Another interesting aspect of E-L interactions is whether contact with HCNs *outside* of work not only leads to better adjustment, but also to better job *performance*. In short, whether there is a spill over effect (Takeuchi et al., 2002) of HCN friends on expatriate performance. Three studies examined this premise and did not find an effect on performance (Bruning et al., 2012; Van Bakel, Gerritsen, & Van Oudenhoven, 2011) or work adjustment (Black, 1990).

Apart from expatriate adjustment and performance, some other individual level outcomes of E-L interactions have been studied. Shim and Paprock (2002) found that expatriates *learned about the host culture* from both professional and social relationships with HCNs. Feldman and Bolino (1999) found that on-site mentoring positively impacts *expatriate socialisation* — “the extent to which newcomers are transformed from outsiders to participating, effective organisational members” — which then influenced factors such as job satisfaction and intention to remain on the assignment. It has to be noted, however, they focused on informal mentoring and did not specify the on-site mentor to be a HCN.

In the realm of mentoring, Carraher et al. (2008) found a positive effect of host country mentoring on outcomes such as *organisational knowledge*, *promotability*, and *perceptions of teamwork*. Furthermore, Van Bakel et al. (2014) took (personality-based) *intercultural competence* as an outcome, and found contact with a local host had a buffering effect. Their longitudinal study showed that expatriates with a local host remained more open-minded and open to social initiatives than those without a host. Also, the qualitative study by Fee et al. (2015) suggested a close and interdependent capacity development relationship with a HCN leads to more effective development of important competences needed for NGO work.

With regard to the HCN, few individual level outcomes have been studied. In their work on the importance of including host country input in expatriate training, Vance and Paik (2002) showed HCNs in different countries selected different managerial behaviours as having an impact on their work *performance*. Furthermore, Varma, Pichler, Budhwar, and Biswas (2009) found the perceived quality of the relationship between the expatriate and the HCN influenced the *HCN willingness* to support the expatriate.

### ***Dyadic level outcomes***

The literature search revealed few outcomes at the dyadic level. The only outcome at the dyadic level was *social support*. Van Bakel, van Oudenhoven, and Gerritsen (in press) found that expatriates who were put in contact with a local host, particularly those with high quality contact, received more social support from HCNs in general. Sonesh and DeNisi (2016) also show that a high quality relationship between expatriates and HCNs leads to more informational and social support. Zhang and Peltokorpi (2016) showed that expatriate's proficiency in Chinese lead to more support offered by HCN colleagues. Finally, Stroppa and Spiess (2010) examined the amount of support offered by various types of network partners (colleagues, friends), and found co-workers were particularly important in providing

informational and instrumental support to expatriates. Unfortunately, this study did not distinguish whether this support came from a HCN or from a fellow-expatriate.

### ***Group level outcomes***

In terms of group level outcomes, only three studies contained empirical data that could be classified at this level. First, in their study of host and home country mentors, Carraher et al. (2008) showed a host country mentor had a positive impact on *organisational knowledge sharing*. Peltokorpi (2006; 2007) further identified cultural and language differences as barriers for knowledge-sharing between Nordic expatriates and Japanese HCNs.

A second outcome studied at the group level is ‘*transfer stickiness*’ of HR practices. In an longitudinal qualitative study, Chang and Smale (2014) studied British subsidiaries of Taiwanese MNC and showed one of the factors that impacted transfer stickiness was the quality of the interactions between expatriates and “other key actors” — among which were HCNs — because trust and tacit understanding is something that develops over time.

### **Discussion**

This literature review has given an overview of empirical research pertaining to E-L interactions that influence the success of the organisation. The paper is structured along four levels of analysis: individual, dyadic, group, and societal, which allows for a more comprehensive overview of the state of the research in this growing field, and identifies areas for future research. The current empirical research as well as future research avenues are summarized in Figure 1. Some main conclusions will be listed briefly before highlighting suggestions for future research based on this literature review.

---- insert Figure 1 about here ----

The reviewed literature on E-L interactions suggests that contact with HCNs generally has positive effects for expatriates, especially with regard to expatriate adjustment but also with regard to culture learning and competence development. Furthermore, in particular instrumental ties with HCNs seem to be beneficial for expatriate performance. Attitudinal aspects are a key aspect in E-L interactions: those who are open to learning and willing to seek support from others establish connections with HCNs more easily, and benefit more from them. The organisation can influence these aspects to some extent, for example through selection on openness and extroversion, training in establishing connections with HCNs (Fontaine, 1986), and influence the willingness of HCN colleagues to help the expatriate, for example through ensuring equitable treatment in terms of compensation policies.

The literature review further shows several factors that could help build the intercultural relationship between expatriates and HCNs. First and foremost, the literature highlights the importance of similarities between the expatriate and the HCN, in accordance with the similarity-attraction hypothesis (Byrne, 1971). Having something in common could provide a basis on which the relationship can be built. The literature review also shows some barriers to the development of E-L interactions, such as (lack of) language skills and cultural differences, but also the geographical location of the expatriate, since this can influence how easily one can establish contact with HCNs (e.g. presence of a large expat community). This increases our understanding of how contact between an expatriate and a HCN could develop.

The literature review shows that most of the work has been done on the individual level in terms of the impact of HCNs on expatriate adjustment and performance — with more emphasis on antecedents than on outcomes. Other levels, especially the group level, are neglected in terms of both antecedents and outcomes, whereas, organisational factors such as policies could have a large impact on E-L interactions throughout the organisation. This

literature review may help broaden our view on E-L interactions to include areas about which we do not know as much. The present review only includes antecedents and outcomes that have already been included in research on E-L interactions; of course, many other factors could play a role. The conceptual work cited in the beginning of this paper could offer inspiration.

### ***Future research***

In this section, future research ideas are offered at the individual, dyadic, and group levels of analysis, and begin with two generalized issues. Every future research avenue corresponds to a research question in Figure 1; the number of the RQ is indicated in brackets.

Although the literature points to many potential benefits of contact with HCNs, it also highlights some possible adverse effects with regard to expatriate adjustment and performance. The contradictory findings noted in this paper suggest a need for future research that takes the following points into account: 1. The measurement of ‘contact with HCNs’ and ‘adjustment’, and 2. The use of a temporal perspective.

First, it is important to consider how concepts are measured, not only with regard to E-L interactions but also expatriate adjustment. The existing research on E-L interactions can be criticized for a lack of thoroughness in defining what is actually measured. Future research could benefit from a specification of which aspect of these interactions is being examined, as was already suggested by Church (1982). Some studies investigate social support by HCNs — a dyadic outcome of E-L interactions — but operationalize it through the frequency of contact with HCNs (e.g. Black, 1990). Furthermore, many studies do not go beyond the antecedents they are studying (e.g. HCN willingness to help); others directly examine the influence of contact between expatriates and HCNs on outcomes such as adjustment. Following Johnson et al. (2003) and Knoke and Kuklinski (1982), this paper distinguished three aspects of E-L interactions: frequency, depth, and breadth of the contact. While we

know relatively much about the antecedents and outcomes of the frequency of contact with HCNs, the depth and breadth of that contact are neglected. One could ask, for example: Is it simply the frequency of the contact that helps adjustment, or does the contact need to be of high quality? It may also be that the contact needs to contain a specific type of resource, such as emotional support (breadth). Research on E-L interactions could benefit from taking these three aspects into account, which would open the 'black box' of E-L interactions (*RQ1* & 2 in Figure 1).

With regard to the measurement of adjustment, many studies employ the instrument of Black and colleagues (Black & Stephens, 1989) that distinguishes general, interaction, and work adjustment. In cross-cultural psychology a common distinction is between psychological adjustment, which is affective in nature, and socio-cultural adjustment, which samples the behavioural aspect of adjustment (Searle & Ward, 1990). The instrument by Black and colleagues does not make this distinction; by conceptualising adjustment in terms of 'psychological comfort' it is more affective in nature (Haslberger et al., 2013). The distinction between affective and behavioural aspects of adjustment is important because it could shed light on when contact with HCNs is beneficial or not. Ward and Kennedy (1992) suggest that *quantity* of contact with HCNs could be positively related to sociocultural adjustment because more frequent encounters offer more scope for social learning; whereas the *quality* of the contact might be more relevant for psychological adjustment. Frequent but superficial contact with HCNs may only increase stress and decrease expatriate adjustment (Bruning et al., 2012).

Second, future research may also consider implementing a temporal perspective (*RQ3*). It is plausible the social needs of expatriates and their partners are different upon arrival than after a few years of the assignment. Hippler, Brewster, and Haslberger (2015) argued for the importance of temporal dynamics in expatriate adjustment, suggesting that expatriate

adjustment is a process that evolves over time. Consequently, the need for (certain types of) social support may differ depending on the phase one is in, as was found for international students (Geeraert, Demoulin, & Demes, 2014).

#### *Future research at the individual level*

When examining E-L interactions the question has been raised as to how local a HCN really is (*RQ4*). Caprar (2011) questions the “localness” of HCNs and shows that the HCN employees of an MNC subsidiary are not always interchangeable with the rest of the host population. This organisational acculturation process (Selmer & De Leon, 2002) may also have consequences for the definition of a “HCN” that should be employed in future research on E-L interactions. For the purpose of this literature review, a HCN was defined as a person with the same nationality as the host country, which includes immigrants who have been in the host country long enough to apply for citizenship. This fits with much of the existing literature on this topic that suggests much of the benefit of contact with HCNs is knowledge about the host country. However, future research should also examine the function of the support that is offered, as argued by Farh et al. (2010). They propose we should look at host country expertise and adjustment empathy instead of at the source of the support, since an expatriate who has been in the country for a long time can have a high level of host country expertise, as a HCN who has lived abroad him- or herself can offer adjustment empathy. This could offer a valuable alternative way to look at the support expatriates need in order to be able to function effectively in a foreign culture.

A second avenue for future research at the individual level pertains to attitudes. While there are relatively many studies on HCN attitudes towards expatriates, only one study (Sonesh & DeNisi, 2016) has taken expatriate attitudes towards HCNs as antecedent of social categorisation (*RQ5*). Future research could also conceptualize attitudes as outcome variable

– using the Contact Hypothesis as a theoretical lens (Allport, 1954) – and not only examine them as antecedents of E-L interactions as is currently the case (*RQ6*).

Finally, much of the research has focused on the expatriate side of E-L interactions, neglecting antecedents and outcomes — e.g. potential career benefits if the expatriate acts as a mentor — on the side of the HCN (*RQ7*). More research into this area would redress the balance and emphasise the importance of HCNs as stakeholders in expatriate success Takeuchi (2010).

#### *Future research at the dyadic level*

Another aspect that could help unravel the contradictory findings that were mentioned earlier is to specify the type of relationship the expatriate has with the HCN (*RQ8*). The distinction between HCN colleagues and friends is important since ‘involuntary’ work contacts may suffer from dissonance effects (Bruning et al., 2012). Furthermore, contacts *outside* the workplace can also be a valuable source of support, however, these contacts are often neglected in IHRM even though there are many potential benefits — for example for expatriate adjustment — which may be relevant in an organisational context due to spill over (Takeuchi et al., 2002). Even the social ties of the spouse and other family members could be relevant due to the crossover effect (Takeuchi et al., 2002).

In terms of outcomes of E-L interactions, only limited research has been done at the dyadic level. Future research could focus on further exploring social support offered by HCNs, or introducing new outcomes such as the trust between the expatriate and the HCN (*RQ9*).

A final avenue for research at the dyadic level is the actual process through which expatriates establish contact with HCNs (*RQ10*). Farh et al. (2010) have created a conceptual model of this process that not only highlights various influences such as perceptions of

cultural similarity, cultural intelligence, and motivation on the part of the expatriate; but also on the part of the support provider, such as their host country expertise and adjustment empathy. This model may serve as inspiration for empirical research at this level of analysis.

#### *Future research at the group and societal level*

Compared to the individual level, relatively little research has been done at the group and societal level (*RQ11-14*). The present literature review focused on E-L interactions; however, a key aspect might be network diversity; the balance between HCNs and other expatriates in one's social network (*RQ11*). Wang and Kanungo (2004) found the diversity of the actors within one's network to be positively related to psychological well-being; whereas localisation (the amount of HCNs vs. expatriates) was not. This suggests an expatriate needs both sources of support, and also provides a possible explanation for the finding that the amount of contact with HCNs does not necessarily lead to better adjustment (Caligiuri, 2000).

Another avenue for future research is HR policies that could influence E-L interactions (*RQ12*), such as performance appraisal. Vance and his colleagues found evidence for divergence in preferences of managerial style in several countries (e.g. Vance, McClaine, Boje, & Stage 1992; Paik, Vance, & Stage 1996, 2000), suggesting that performance appraisal systems should take these HCN preferences into account. Such HR policies would have consequences for both the content and outcomes of E-L interactions.

It may also be worthwhile for organisations to consider how to encourage E-L interactions in the workplace. While it is clear an expatriate has to build up a new social network and instrumental social ties at work are important for job performance (Chiu et al., 2009), this is not usually part of their job description. Organisations could highlight this aspect to the expatriate during the preparation process (Fontaine, 1986), or increase HCN

understanding and awareness of the crucial roles they can play simply by providing information or social support.

Expatriate-local interactions can also lead to group level outcomes, although they largely remain to be investigated (*RQ13*). Collings (2014) proposes social capital can lead to organisational effectiveness through providing social control, a support network, and access to information and other assets. An interesting perspective at the group level is offered by the Host Country National Liaison model (Vance, Vaiman, and Andersen 2009) which views E-L interactions from a knowledge management perspective. Vance et al. (2014) suggest HCNs can serve as a liaison between the expatriate and the local workforce, and have hypothesized five role components of a host country national liaison role that ultimately leads to better MNC performance. This could be a concrete example of how E-L interactions could lead to group level outcomes.

## **Conclusion**

Although contact with HCNs, overall, seems to have beneficial effects, many expatriates do not capitalise on this contact, and stay within the 'expatriate bubble'. More research is needed to determine how exactly contact with HCNs contributes to the success of the expatriate assignment as well as the organisation – taking into account the frequency, depth, and breadth of the contact – and how this contact can be best managed. Furthermore, the benefits for HCNs also need to be investigated more thoroughly. This literature review contributes to the shift of focus from the expatriate as the central figure in IHRM toward a more expansive view in which the potential contributions of other stakeholders such as HCNs are also taken into account. This literature review highlights the contribution of the social context to expatriate success, and examines the roles HCNs can play. After all, it does take two to tango.

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Table 1. Keywords used in the Summon database

Keyword	Nr. of hits with filter 'business'	Nr. of hits filtered for certain 'subject terms'	Nr. of hits examined	Articles selected <sup>1</sup>
"Host Country National" AND "expatriate"	663	344 <sup>2</sup>	First 200 results <sup>3</sup>	27
"Host national" AND "expatriate"	342	220 <sup>4</sup>	First 200 results <sup>3</sup>	6
"HCN" AND "expatriate"	232	136 <sup>5</sup>	136	0
"Expatriate-local"	89	-	89	5
"Local employees expatriate"	14	-	14	2
"Host country workforce" AND "expatriate"	38	-	38	1
"Social support expatriate"	9	-	9	1
"Expatriate social network"	31	-	31	2
"Social network expatriate"	7	-	7	1
"host country mentor"	16	-	16	1
"On-site mentoring"	36	-	36	1
			<i>Total number of selected articles</i>	47
The following keywords were also used, but did not yield additional articles: "Local expatriate", "Social network adjustment", "expatriate social capital", "Social capital expatriate", "Host country national workforce", "Social interaction expatriate", "Social support adjustment, "Local employees MNE", "Local employees MNC", "host country national mentor", "Social interaction MNC", "Social support MNC", "Social support MNE", "Social network MNC", and "Social network MNE".				

<sup>1</sup> This number reflects the new articles added to the list based on that particular keyword. The list of keywords was entered into Summon from the top of the list, hence the most articles found for the first keyword, and only relatively few new articles for other relevant keywords such as 'expatriate-local'.

<sup>2</sup> The following 'subject terms' were selected in Summon: Expatriate, expatriate adjustment, expatriate employees, expatriates, expatriation, host country nationals, international assignments, social aspects

<sup>3</sup> Summon displays a maximum of 200 results, and these were examined.

<sup>4</sup> The following 'subject terms' were selected in Summon: Expatriate, expatriate adjustment, expatriate employees, expatriates, expatriation, host country nationals, international assignments, social aspects, social networks

<sup>5</sup> The following 'subject terms' were selected in Summon: Expatriate, expatriate employees, expatriates, expatriation, host country nationals, international assignments, support

*Table 2 Peer-reviewed journals cited in the literature review (in order of frequency, then alphabetically)*

<b>Journal</b>	<b>Number of articles</b>
The International Journal of Human Resource Management	24
Thunderbird International Business Review	5
Journal of International Business Studies	4
Journal of Global Mobility	4
Cross Cultural Management: an International Journal	3
International Journal of Intercultural Relations	3
Journal of World Business	3
International Journal of Cross Cultural Management	3
International Journal of Training and Development	2
European Journal of International Management	2
American Journal of Business	1
Asia Pacific Journal of Human Resources	1
Asia Pacific Journal of Management	1
Asian Business and Management	1
Career Development International	1
Human Resource Management Journal	1
International Business Research	1
International Business Review	1
International Journal of Business and Management	1
International Journal of Selection and Assessment	1
Journal of Applied Psychology	1
Journal of International Management	1
Journal of Management Development	1
Human Resource Development International	1
Knowledge Management Research and Practice	1
Management International Review	1
Management Decision	1
Organization Studies	1
Psychological Science	1
Scandinavian Journal of Management	1
Team Performance Management: An International Journal	1
<b>Total</b>	<b>74</b>

**Table 3 Overview of the articles in the review**

Article	Methodology	Aspect			Antecedent	Outcome	Level				Countries	
		Frequency	Depth	Breadth			Individual	Dyadic	Group	Societal	Home country(ies)	Host country(ies)
Arman & Aycan (2013)	QN	-	-	-	Willingness to help <sup>H</sup> ; Attitudes towards expatriates <sup>H</sup>	-	•	-	-	-	-	Turkey
Banai & Reisel (1999)	QN	-	-	-	Trust	-	-	•	-	-	US, Israel, NL	UK
Bhatti <i>et al.</i> (2012)	QN	-	-	-	Social categorisation	-	-	•	-	-	12 countries	Malaysia
Black (1990)	QN	•	-	-	-	A <sup>E</sup>	•	-	-	-	US	JP, KR, TW, HK
Black & Gregersen (1991)	QN	•	-	-	-	A <sup>E</sup>	•	-	-	-	US	JP, KR, TW, HK
Bonache <i>et al.</i> (2009)	QN	•	-	-	Compensation policies	-	-	-	•	-	-	CO, ES, MX, UK
Bruning <i>et al.</i> (2012)	M	•	•	-	Personality <sup>E</sup> (Op; Ex); Type of relationship	A <sup>E</sup> ; P <sup>E</sup>	•	•	-	-	Canada, Europe, US	China
Caligiuri (2000)	QN	•	-	-	Personality <sup>E</sup> (Op; Ex)	A <sup>E</sup>	•	-	-	-	81% US Americans in 25 different countries; 19% inpatriates in US	
Caligiuri <i>et al.</i> (1999)	QN	-	-	-	Social categorisation	A <sup>E</sup>	•	•	-	-	US	13 countries
Caligiuri & Tarique (2016)	QN	-	-	-	Cultural agility <sup>E</sup>	P <sup>E</sup>	•	-	-	-	47% US; 19 more	Unspecified
Carraher <i>et al.</i> (2008)	QN	-	-	-	-	Knowledge transfer; P <sup>E</sup> ; Org. knowledge, promotability, perceptions of teamwork <sup>E</sup>	•	-	•	-	Unspecified	BJ, BO, BF, ET, GH, NE, NG, PY, ZA, and ZM
Chang & Smale (2014)	QL	-	•	-	Communication barriers	Transfer stickiness	-	•	•	-	UK, Taiwan	UK, Taiwan
Chiu <i>et al.</i> (2009)	QN	-	-	•	Personality <sup>E</sup> (Ex), CSE <sup>E</sup>	A <sup>E</sup> , P <sup>E</sup>	•	-	-	-	Taiwan	Unspecified
Cole & McNulty (2011)	QN	-	-	-	Personal values <sup>E</sup>	IA <sup>E</sup>	•	-	-	-	Anglo; European; Asian	CN; AU; 4 more
Fee <i>et al.</i> (2015)	QL	•	•	-	Personality <sup>EH</sup> (Op); Available time <sup>EH</sup> ; Trust; Perceived Similarity; Org. Context	IC <sup>E</sup>	•	•	•	-	Australia	Vietnam
Feldman & Bolino (1999)	QN	•	-	•	-	P <sup>E</sup> ; Expatriate socialisation	•	-	-	-	Pacific Rim, Western European	50% US; 18 more
Florkowski & Fogel (1999)	QN	-	-	-	Attitudes towards expatriates <sup>H</sup>	-	•	-	-	-	62% US; 27% West Eur; 11% other	49% Europe; 28% Americas; Asia; ME
Harrison & Michailova (2012)	M	•	-	-	International context	-	-	-	-	•	AU, NZ, US, UK	UAE

Note: QL = qualitative; QN = Quantitative; M = Mixed methods; E = expatriate (e.g. outcome for the expatriate); H = HCN; Ex = Extraversion; Op = Openness; Ag = Agreeableness; CSE = Core Self-Evaluations; A = Adjustment; IA = Interaction Adjustment; WA = Work Adjustment; P = Performance; IC = (Intercultural) competence; SS = Social support; Org. = Organisational; Official country abbreviations are used

<i>Table 3 continued</i>		Aspect			Antecedent	Outcome	Level				Countries	
Article	M	F	D	B			I	D	G	S	Home	Host
Hong <i>et al.</i> (2016)	QL	-	-	-	Trust, Cultural differences	-	-	•	-	•	Japan	China
Huang <i>et al.</i> (2005)	QN	-	-	-	Personality <sup>E</sup> (Ag; Ex)	IA <sup>E</sup>	•	-	-	-	US	Taiwan
Jassawalla <i>et al.</i> (2004)	QL	-	-	-	Attitudes towards expatriates <sup>H</sup> ; Cultural differences	A <sup>E</sup>	•	-	-	•	US, UK	BR, CA, DE, HK, JP, CH, UK, VE
Johnson <i>et al.</i> (2003)	QN	•	•	•	Personality <sup>E</sup> (Ex); CSE <sup>E</sup>	A <sup>E</sup>	•	-	-	-	57% NL; 10 more	40 countries
Langinier & Froehlicher (2016)	QL	•	-	-	Attitude <sup>E</sup> ; Organisational context; International context	-	•	-	•	•	LU, US, DE, SG; 12 more	LU, CH, SG, DE, FR
Leonardelli & Toh (2011)	QN	-	-	-	Willingness to help <sup>H</sup> ; Social categorisation; Procedural justice	A <sup>E</sup>	•	•	•	-	Mainly US workers interacting with 'foreign coworker'	
Liu & Shaffer (2005)	QN	•	•	•	Network localisation; IC <sup>H</sup>	A <sup>E</sup> ; P <sup>E</sup>	•	-	•	-	US, AU, UK, 7 more	China
Mahajan & Toh (2014)	QN	-	-	-	Advice-seeking behaviour <sup>E</sup>	IA <sup>E</sup> ; WA <sup>E</sup>	•	-	-	-	India	US
Malek <i>et al.</i> (2015)	QN	•	-	•	-	A <sup>E</sup> ; P <sup>E</sup>	•	-	-	-	42% Eur., 27% Asia	Malaysia
Manev & Stevenson (2001)	QN	-	•	•	(Perceived) similarity	-	-	•	-	-	UK	Africa, Asia, Latin-A.
Massingham (2010)	QL	-	-	-	Knowledge gap	Knowledge transfer	-	•	•	-	Australia	CN, ID, MY, TW, VN, PG
Neal (2010)	QL	-	•	-	Cultural differences	-	-	-	-	•	IN, PK, BD	Oman
Owen <i>et al.</i> (2003)	QN	-	-	-	Social categorisation	-	-	•	-	-	-	US, Chile
Peltokorpi (2006)	QL	-	•	-	Communication barriers; Cultural differences	Knowledge transfer	-	•	•	•	Nordic	Japan
Peltokorpi (2007)	QL	•	-	-	Communication barriers; Cultural differences	Knowledge transfer	-	•	•	•	Nordic	Japan
Peltokorpi (2010)	QL	•	-	-	Communication barriers	-	-	•	-	-	Nordic	Japan
Peltokorpi & Clausen (2011)	QL	•	-	-	Cultural differences; Communication barriers	-	-	•	-	•	Nordic	Japan
Pichler <i>et al.</i> (2012)	QN	-	-	-	Willingness to help <sup>H</sup> ; Social categorisation; (Perceived) similarity	-	•	•	-	-	US	India
Ramalu <i>et al.</i> 2010	QN	-	-	-	Personality <sup>E</sup> (Ag)	IA <sup>E</sup>	•	-	-	-	IN, UK, AU; 42 more	Malaysia
Selmer (1999)	QN	-	-	-	Communication barriers	A <sup>E</sup>	•	•	-	-	US, FR, UK, SE, more	Hong Kong
Selmer (2001)	QN	•	-	-	-	A <sup>E</sup>	•	-	-	-	Sweden	Hong Kong
Selmer (2006)	QN	-	-	-	Communication barriers	A <sup>E</sup>	•	•	-	-	UK, DE, UK, AU, DK	China
Selmer (2007)	QN	-	-	-	(Perceived) similarity	A <sup>E</sup>	•	•	-	-	US	Canada, Germany
Shen & Jiang (2011)	QN	-	-	-	Social categorisation	P <sup>E</sup>	•	•	-	-	China	15 countries
Shen & Kram (2011)	M	•	-	-	Communication barriers; Trust	-	-	•	-	-	1/3 <sup>rd</sup> US, 19 more	Singapore, China
Shim & Paprock (2002)	QN	-	-	-	-	Culture learning	•	-	-	-	US	50% UK; 16 more
Shimoda (2013)	QL	•	•	-	Trust; Communication barriers; Cultural differences	-	-	•	-	•	Japan	Indonesia
Sonesh & DeNisi (2016)	QN	-	•	-	Social categorisation	Social support	-	•	-	-	US, UK, AU, CN, IN, SG, IL	US, UK, AU, IN, IL
Sriussadaporn (2006)	QL	-	-	-	Trust; Communication barriers; Cultural differences	-	-	•	-	•	JP, US, DE, HU	Thailand

Note: For the meaning of the abbreviations, see the Note on the previous page

Table 3 continued Article	M	Aspect			Antecedent	Outcome	Level				Countries	
		F	D	B			I	D	G	S	Home	Host
Stroppa and Spieß (2010)	QN	-	•	•	Type of relationship; Company size	SS	-	•	•	-	Unspecified	CN, US, 9 more
Stroppa & Spieß (2011)	M	-	•	-	-	P <sup>E</sup> ; SS	•	•	-	-	German	CH, US, 13 more
Syed <i>et al.</i> (2014)	QN	-	-	-	Attitudes towards expatriates <sup>H</sup>	-	•	-	-	-	-	Jordan
Templer (2010)	QN	-	-	-	Attitudes towards expatriates <sup>H</sup>	WA <sup>E</sup>	•	-	-	-	-	94% SG; 6% MY
Thomas & Ravlin (1995)	QN	-	-	-	(Perceived) similarity	-	-	•	-	-	Japan	US
Toh & Srinivas (2012)	QN	-	-	-	Willingness to help <sup>H</sup> ; (Perceived) similarity	-	•	•	-	-	-	Oman
Van Bakel <i>et al.</i> (2011)	QN	•	-	-	-	A <sup>E</sup> ; P <sup>E</sup>	•	-	-	-	Western European	Netherlands
Van Bakel <i>et al.</i> (2014)	QN	•	-	-	-	IC <sup>E</sup>	•	-	-	-	Western European	Netherlands
Van Bakel <i>et al.</i> (2015)	QL	-	•	-	Motivation <sup>EH</sup> ; Anxiety <sup>EH</sup> ; Expectations <sup>EH</sup> ; Available time <sup>EH</sup> ; Timing <sup>E</sup> ; Willingness to help <sup>H</sup> ; Communication barriers; Perceived similarity; Cultural differences	-	•	•	-	•	Western European	Netherlands
Van Bakel <i>et al.</i> (2016)	QN	-	•	-	-	A <sup>E</sup> ; IC <sup>E</sup> ; SS	•	•	-	-	Western European	Netherlands
Van Bakel <i>et al.</i> (in press)	QN	•	-	•	-	SS	-	•	-	-	Western European	Netherlands
Vance & Paik (2002)	QN	-	-	-	Cultural differences	P <sup>H</sup>	•	-	-	•	-	MX, ID, US
Varma <i>et al.</i> (2006)	QN	-	-	-	Social categorisation	-	-	•	-	-	US, India	US, India
Varma <i>et al.</i> (2009)	QN	-	•	-	Willingness to help <sup>H</sup>	Willingness to help <sup>H</sup>	•	-	-	-	US, India	China
Varma, Aycan, et al. (2016)	QN	-	-	-	Willingness to help <sup>H</sup>	-	•	-	-	-	US, India	Turkey
Varma, Budhwar, et al. (2016)	QN	-	-	-	Willingness to help <sup>H</sup>	-	•	-	-	-	US, India	China
Varma, Budhwar & Pichler (2011)	QN	-	-	-	Social categorisation	-	-	•	-	-	US	China
Varma, Pichler & Budhwar (2011)	QN	-	-	-	(Perceived) similarity; Social categorisation	-	-	•	-	-	US, India	UK
Varma <i>et al.</i> (2012)	QN	-	-	-	Willingness to help <sup>H</sup> ; (Perceived) similarity; Social categorisation	-	•	•	-	-	US, India	China
Vromans <i>et al.</i> (2013)	QN	-	-	-	(Perceived) similarity	A <sup>E</sup> ; P <sup>E</sup>	•	•	-	-	Netherlands	Belgium, China
Wang & Fang (2014)	QN	-	-	-	Willingness to help <sup>H</sup>	-	•	-	-	-	-	Taiwan
Wang & Kanungo (2004)	QN	•	•	-	Network (Size, F, C, Div, L), (Perceived) similarity	A <sup>E</sup>	•	•	•	-	Asia, North A., Eur.	China
Wang & Nayir (2006)	QN	•	•	-	Network (Size, F, C, Div) Communication barriers	-	-	•	•	-	¾ from UK, FR, DE	China; Turkey
Ward & Kennedy (1992)	QN	•	•	-	Personality <sup>E</sup> (Ex)	A <sup>E</sup>	•	-	-	-	New Zealand	Singapore
Wingrove (1995)	QL	-	•	-	Cultural differences	-	-	-	-	•	Japan	UK
Zhang & Peltokorpi (2016)	QL	•	-	•	Host language proficiency <sup>E</sup> ; Communication barriers; Host country English proficiency	A <sup>E</sup> ; Social support	•	•	-	•	Mainly Finland; also Sweden, US	China
Zhuang <i>et al.</i> (2013)	QN	•	-	•	-	A <sup>E</sup>	•	-	-	-	Taiwan	China

Note: Network: F = Frequency, C = Closeness, Div. = Cultural diversity, L = Localisation. For the other abbreviations, see the Note on the page where this Table starts

Figure 1 Schematic overview of empirical research with regard to the antecedents and outcomes of expatriate-local interactions (ELI), including future research avenues

## ANTECEDENTS

### INDIVIDUAL LEVEL

#### Expatriate

- Personality
- Core self-evaluations
- Personal values
- Advice-seeking behavior
- Cultural agility
- Host language proficiency
- Motivation, anxiety, expectations, available time, timing of the contact

#### HCN

- Willingness to help
- Attitudes towards expatriates
- (Inter)cultural competence
- Motivation, anxiety, expectations, available time

4 How 'local' is a HCN?  
5 How do expatriate attitudes towards HCN influence ELI?

### DYADIC LEVEL

- (Perceived) similarity
- Social categorisation
- Communication barriers
- Trust
- Type of relationship
- Knowledge gap

8 How does the type of relationship (colleague or friend) influence ELI?

### GROUP LEVEL

- Network (size, frequency, closeness, localisation, cultural diversity)
- Compensation policies
- Procedural justice
- Organisational context

11 How does network diversity influence ELI and their outcomes?  
12 How can the organisation influence ELI?

### SOCIETAL LEVEL

- Cultural differences
- International context
- English proficiency of host country

14 How do societal level antecedents influence ELI?

## Expatriate-Local Interactions (ELI)

Frequency Depth Breadth

1 How is the frequency, depth, and breadth of ELI influenced by antecedents?  
2 How does the frequency, depth, and breadth of ELI influence outcomes?  
3 How are ELI influenced by time?

## OUTCOMES

### INDIVIDUAL LEVEL

#### Expatriate

- Adjustment
- Performance
- Culture learning
- Expatriate socialisation
- Organisational knowledge, promotability, perceptions of teamwork
- (Intercultural) competence

#### HCN

- Performance
- Willingness to help

6 How do ELI influence expatriate attitudes towards HCNs (and v.v.)?  
7 How do ELI influence the HCN?

### DYADIC LEVEL

- Social support

9 How do ELI influence dyadic outcomes (e.g. social support, trust)?  
10 How do ELI arise and develop?

### GROUP LEVEL

- Organisational knowledge sharing
- Transfer stickiness

13 How can ELI influence the group level (e.g. firm performance)