

Chapter 4: Support Systems of the Dispatching Organization and Expatriates' Job Satisfaction

Introduction

In this chapter, we will first summarize the kinds of support that foreign companies provide for expatriates and their accompanying family members during their assignments in Japan. We also analyzed the extent to which the expatriates were satisfied with their current working lives in Japan under these conditions of support.

For our basic analytical units we used the location of the company headquarters, and in order to make sure that the nationality was statistically meaningful, we used countries that yielded 10 or more responses. However, we show the results from countries that yielded fewer than 10 responses in analytical charts at the end of the chapter. The statistical method that we employed for making international comparisons of the response rates on each item was chi-square analysis. The total values and chi-square values on the tables in this chapter are those for the sample as a whole.

1. Travel Support by the Dispatching Organization

A system for home leave by the expatriate is in place at 93.3% of all companies (Table 4-1-1), and it is safe to say that this is the most common type of support. Home leave for accompanying family members is also provided at 87.8% of companies. This is not as high as the rate for the expatriate employees themselves, but it still indicates a high implementation rate. There was no statistical difference among the various countries with respect to these systems of home leave.

Systems for temporary visits of non-accompanying family members to Japan (Table 4-1-2) are available at 23.8% of companies, but the high rates for Sweden (50%) and the low rates for Germany (6.1%) and Denmark (7.7%) are noteworthy and reflect a significant statistical difference.

Vacation trips to a third country for the expatriate (Table 4-1-3) are provided at 12.5% of all companies, but the implementation rates at Swiss (21.1%) and French (19.0%) are relatively high. On the other hand, vacation trips to a third country for accompanying family members was available at 11.7% of companies, but the implementation rate for French companies (20.0%) and British companies (19.4%) were comparatively high.

Table 4-1-1: Support for travel for expatriates

| Location of the headquarters of the dispatching organization | A. Home leave system for the expatriate | | | B. Home leave system for accompanying family members | | |
|--|---|----------|-----------|--|-----------|-----------|
| | Yes | No | Total | Yes | No | Total % |
| United States | 76 (96.2) | 3 (3.8) | 99 (100) | 68 (89.5) | 8 (10.5) | 76 (100) |
| United Kingdom | 38 (95.0) | 2 (5.0) | 40 (100) | 35 (92.1) | 3 (7.9) | 38 (100) |
| Germany | 32 (88.9) | 4 (11.1) | 36 (100) | 29 (85.3) | 5 (14.7) | 34 (100) |
| Denmark | 12 (85.7) | 2 (14.3) | 14 (100) | 12 (85.7) | 2 (14.3) | 14 (100) |
| France | 24 (100) | 0 | 24 (100) | 21 (87.5) | 3 (12.5) | 24 (100) |
| Canada | 11 (84.6) | 2 (15.4) | 13 (100) | 11 (84.6) | 2 (15.4) | 13 (100) |
| Switzerland | 23 (95.8) | 1 (4.2) | 24 (100) | 20 (83.3) | 4 (16.7) | 24 (100) |
| Sweden | 10 (100) | 0 | 10 (100) | 8 (88.9) | 1 (11.1) | 9 (100) |
| Total | 278 (93.3) | 20 (6.7) | 298 (100) | 252 (87.8) | 35 (12.2) | 287 (100) |
| Chi-square value | 21.18 | | | 20.09 | | |

Figure within parentheses are percentages, **P < .01 : *P < .05

Table 4-1-2: Support for travel provided by the dispatching organization (temporary visits for non-accompanying family members)

| Location of the headquarters of the dispatching organization | C. Temporary visits to Japan for non-accompanying family members | | |
|--|--|------------|-----------|
| | Yes | No | Total % |
| United States | 17 (24.3) | 53 (75.7) | 70 (100) |
| United Kingdom | 9 (24.3) | 28 (75.7) | 37 (100) |
| Germany | 2 (6.1) | 31 (93.9) | 33 (100) |
| Denmark | 1 (7.7) | 12 (92.3) | 13 (100) |
| France | 3 (14.3) | 18 (85.7) | 21 (100) |
| Canada | 2 (16.7) | 10 (83.3) | 12 (100) |
| Switzerland | 5 (26.3) | 14 (73.7) | 19 (100) |
| Sweden | 5 (50.0) | 5 (50.0) | 10 (100) |
| Total | 63 (23.8) | 202 (76.2) | 265 (100) |
| Chi-square value | 42.37** | | |

Figure within parentheses are percentages, **P < .01 : *P < .05

However, there was no statistically significant difference in international comparisons. In addition, Danish companies provide vacation trips to a third country for neither expatriate employees nor their accompanying family members.

In the matter of other travel support, the option “Other” yielded only one response each from expatriates working at companies in the United States, the United Kingdom, Finland, and Hong Kong, so we were unable to perceive any particular tendencies.

Fig. 4-1-3: Support for travel provided by the dispatching organization (vacation trip to a third country for the expatriate or accompanying family members)

| Location of the headquarters of the dispatching organization | D. Vacation trip to a third country for the expatriate | | | E. Vacation trip to a third country accompanying family members | | |
|--|--|------------|-----------|---|------------|-----------|
| | Yes | No | Total | Yes | No | Total |
| United States | 8 (10.5) | 68 (89.5) | 76 (100) | 8 (10.5) | 68 (89.5) | 76 (100) |
| United Kingdom | 7 (18.9) | 30 (81.1) | 37 (100) | 7 (19.4) | 29 (80.6) | 36 (100) |
| Germany | 3 (9.1) | 30 (90.9) | 33 (100) | 3 (9.4) | 29 (90.6) | 32 (100) |
| Denmark | 0 | 13 (100) | 13 (100) | 0 | 13 (100) | 13 (100) |
| France | 4 (19.0) | 17 (81.0) | 21 (100) | 4 (20.0) | 16 (80.0) | 20 (100) |
| Canada | 1 (8.3) | 11 (91.7) | 12 (100) | 1 (8.3) | 11 (91.7) | 12 (100) |
| Switzerland | 4 (21.1) | 15 (78.9) | 19 (100) | 2 (11.1) | 16 (88.9) | 18 (100) |
| Sweden | 1 (10.0) | 9 (90.0) | 10 (100) | 1 (10.0) | 9 (90.0) | 10 (100) |
| Total | 34 (12.5) | 237 (87.5) | 271 (100) | 31 (11.7) | 234 (88.3) | 265 (100) |
| Chi-square value | 12.02 | | | 12.56 | | |

Figure within parentheses are percentages, **P < .01 : *P < .05

2. Benefits Provided by the Dispatching Organization

(1) Financial Support for Expenses by the Dispatching Organization

The items most frequently cited as receiving financial support from the dispatching organization (Table 4-2-1) were, in order, 1) Language study in Japan for the expatriate (76.3%), 3) health exams (56.0%), 4) private accident insurance (46.7%), and 2) language study in Japan for accompanying family members (45.7%). There were statistically significant differences among countries for all the items.

- 1) Companies from the United Kingdom (87.5%) and Switzerland (87.5%) had the highest percentage of providing support for language study in Japan for the expatriate, while companies from Denmark (50.0%), and Canada (61.5%) had the lowest.
- 2) On the question of support for language study in Japan for accompanying family members, companies were divided into a group that had a high rate of implementation (Sweden [80.0%], Canada [61.5%], and the United States [59.5%]) and a group that had a low rate of implementation (Denmark [21.4%], Germany [34.2%], France [37.5%], and United Kingdom [40.0%]).
- 3) On the question of support for health exams, companies were divided into a group that had a high rate of implementation (Sweden [90.0%], France [70.8%], the United Kingdom [65.0%], and Switzerland

[62.5%]) and a group that had a low rate of implementation (Germany [36.8%], the United States [39.2%]).

- 4) Similarly, on the question of support for private accident insurance, companies were divided into a group that had a high rate of implementation (Sweden [80.0%], Canada [69.2%], Denmark [64.3%], and the United Kingdom [55.0%]) and a group that had a low rate of implementation (Germany [21.1%], the United States [30.4%]).

Thus, the results showed that a relatively high percentage of Swedish and British companies provided financial support and a relatively low percentage of German companies did the same.

Table 4-2-1: Financial support by the dispatching organization

| Location of the headquarters of the dispatching organization | 1. Language study for the expatriate | | 2. Language study for accompanying family members | | 3. Support for health exams | | 4. Support for private accident insurance | |
|--|--------------------------------------|-----------|---|------------|-----------------------------|------------|---|------------|
| | Yes | No | Yes | No | Yes | No | Yes | No |
| United States | 65 (82.3) | 14 (17.7) | 47 (59.5) | 32 (40.5) | 31 (39.2) | 48 (60.8) | 24 (30.4) | 55 (69.6) |
| United Kingdom | 35 (87.5) | 5 (12.5) | 16 (40.0) | 24 (60.0) | 26 (65.0) | 14 (35.0) | 22 (55.0) | 18 (45.0) |
| Germany | 25 (65.8) | 13 (34.2) | 13 (34.2) | 25 (65.8) | 14 (36.8) | 24 (63.2) | 8 (21.1) | 30 (78.9) |
| Denmark | 7 (50.0) | 7 (50.0) | 3 (21.4) | 11 (78.6) | 7 (50.0) | 7 (50.0) | 9 (64.3) | 5 (35.7) |
| France | 19 (79.2) | 5 (20.8) | 9 (37.5) | 15 (62.5) | 17 (70.8) | 7 (29.2) | 11 (45.8) | 13 (54.2) |
| Canada | 8 (61.5) | 5 (38.5) | 8 (61.5) | 5 (38.5) | 7 (53.8) | 6 (46.2) | 9 (69.2) | 4 (30.8) |
| Switzerland | 21 (87.5) | 3 (12.5) | 13 (54.2) | 11 (45.8) | 15 (62.5) | 9 (37.5) | 12 (50.0) | 12 (50.0) |
| Sweden | 7 (70.0) | 3 (30.0) | 8 (80.0) | 2 (20.0) | 9 (90.0) | 1 (10.0) | 8 (80.0) | 2 (20.0) |
| Total | 229 (76.3) | 71 (23.7) | 137 (45.7) | 163 (54.3) | 168 (56.0) | 132 (44.0) | 140 (46.7) | 160 (53.3) |
| Chi-square value | 31.77* | | 33.10* | | 40.13** | | 39.31** | |

Figure within parentheses are percentages, **P < .01 : *P < .05

(2) Provision of work-related information

The most commonly implemented items related to information about work or career support overall (Table 4-2-2) were 6) visits by the headquarters company (37.7%), 9) repatriation career planning support (32.0%), 5) information on related work in the home company (19.0%), and 13) information from or visits by labour unions (0.7%).

There were no statistically significant differences among countries for any of the items, but the countries that tended to show high numbers in certain categories were as follows.

- 5) Information on related work in the home company tended to be available most often from companies located in northern European countries, such as Sweden (40.0%) and Denmark (35.7%).

- 6) France (50.0%) and Switzerland (45.8%) tended to have the highest numbers of companies providing visits by the headquarters company.
- 9) Repatriation career planning support tended to be offered most commonly in Switzerland (41.7%), Germany (42.1%), and the United Kingdom (42.5%).
- 13) Information from and visits by labour unions were mentioned in only one case (4.2%) by an expatriate working for a French company, so they hardly occurred at all.

Table 4-2-2: Providing work-related information

| Location of the headquarters of the dispatching organization | 5. Information on related work in the home company | | 6. Visits by the headquarters company | | 9. Repatriation career planning support | | 13. Information from and visits by labour unions | |
|--|--|------------|---------------------------------------|------------|---|------------|--|------------|
| | Yes | No | Yes | No | Yes | No | Yes | No |
| United States | 11 (13.9) | 68 (86.1) | 29 (36.7) | 50 (63.3) | 22 (27.8) | 57 (72.2) | 0 | 79 (100) |
| United Kingdom | 7 (17.5) | 33 (82.5) | 11 (27.5) | 29 (72.5) | 17 (42.5) | 23 (57.5) | 0 | 40 (100) |
| Germany | 6 (15.8) | 32 (84.2) | 15 (39.5) | 23 (60.5) | 16 (42.1) | 22 (57.9) | 0 | 38 (100) |
| Denmark | 5 (35.7) | 9 (64.3) | 6 (42.9) | 8 (57.1) | 1 (7.1) | 13 (92.9) | 0 | 14 (100) |
| France | 6 (25.0) | 18 (75.0) | 12 (50.0) | 12 (50.0) | 8 (33.3) | 16 (66.7) | 1 (4.2) | 23 (95.8) |
| Canada | 0 | 13 (100) | 2 (15.4) | 11 (84.6) | 3 (23.1) | 10 (76.9) | 0 | 13 (100) |
| Switzerland | 5 (20.8) | 19 (79.2) | 11 (45.8) | 13 (54.2) | 10 (41.7) | 14 (58.3) | 0 | 24 (100) |
| Sweden | 4 (40.0) | 6 (60.0) | 2 (20.0) | 8 (80.0) | 3 (30.0) | 7 (70.0) | 0 | 10 (100) |
| Total | 57 (19.0) | 243 (81.0) | 113 (37.7) | 187 (62.3) | 96 (32.0) | 204 (68.0) | 2 (0.7) | 298 (99.3) |
| Chi-square value | 19.29 | | 16.93 | | 26.38 | | 23.15 | |

Figure within parentheses are percentages, **P < .01 : *P < .05

(3) Information on Daily Life

The types of non-work related information about daily life provided most frequently overall (Table 4-2-3) were 8) information, management, and protection of domestic housing and assets (15.0%), 7) information on society and life in the home country (12.3%), 10) advice on overseas education for children (8.3%), and support for non-accompanying family members (5.0%), but there were significant differences among countries for each of the three items aside from “8) information, management, and protection of domestic housing and assets.” Even so, most of the items were implemented at no more than one-tenth of companies, so their implementation rate was lower than that of the items concerning work-related information (19%–30%). Comparisons among countries of the responses for each country yielded the following results:

- 7) Danish companies received the highest score for providing information on society and life in the home country (21.4%), while Canadian companies received the lowest (7.7%).
- 8) Provision of information, management, and protection of domestic housing and assets tended to be high among American (24.1%) and Canadian (23.1%) companies.
- 10) Sweden (40.0%) had the highest score for advice on overseas education for children, while Denmark (0.0%), Switzerland (0.0%), Germany (2.6%), and France (4.2%) had the lowest.
- 11) Support for non-accompanying family members was found at companies headquartered in the United States (8.9%), Canada (7.7%), and the United Kingdom (7.5%), and was provided to a very limited extent by German companies (2.6%), but it was not provided at all in Danish, French, or Swiss companies.

Table 4-2-3: Providing information on daily life

| Location of the headquarters of the dispatching organization | 7. Society and living information concerning home country | | 8. Information on housing in the home country | | 10. Advice on overseas education for children | | 11. Support for non-accompanying family members | |
|--|---|------------|---|------------|---|------------|---|------------|
| | Yes | No | Yes | No | Yes | No | Yes | No |
| United States | 12 (15.2) | 67 (84.8) | 19 (24.1) | 60 (75.9) | 11 (13.9) | 68 (86.1) | 7 (8.9) | 72 (91.1) |
| United Kingdom | 4 (10.0) | 36 (90.0) | 4 (10.0) | 36 (90.0) | 2 (5.0) | 38 (95.0) | 3 (7.5) | 37 (92.5) |
| Germany | 6 (15.8) | 32 (84.2) | 4 (10.5) | 34 (89.5) | 1 (2.6) | 37 (97.4) | 1 (2.6) | 37 (97.4) |
| Denmark | 3 (21.4) | 11 (78.6) | 1 (7.1) | 13 (92.9) | 0 | 14 (100) | 0 | 14 (100) |
| France | 2 (8.3) | 22 (91.7) | 0 | 24 (100) | 1 (4.2) | 23 (95.8) | 0 | 24 (100) |
| Canada | 1 (7.7) | 12 (92.3) | 3 (23.1) | 10 (76.9) | 1 (7.7) | 12 (92.3) | 1 (7.7) | 12 (92.3) |
| Switzerland | 4 (16.7) | 20 (83.3) | 4 (16.7) | 20 (83.3) | 0 | 24 (100) | 0 | 24 (100) |
| Sweden | 1 (10.0) | 9 (90.0) | 2 (20.0) | 8 (80.0) | 4 (40.0) | 6 (60.0) | 0 | 10 (100) |
| Total | 37 (12.3) | 263 (87.7) | 45 (15.0) | 255 (85.0) | 25 (8.3) | 275 (91.7) | 15 (5.0) | 285 (95.0) |
| Chi-square value | 10.11 | | 17.09 | | 36.57** | | 27.86 | |

Figure within parentheses are percentages, **P < .01 : *P < .05

(4) Information on Crises, Other Information

The figures for items concerned with crisis management (Table 4-2-4) tended to be low, including crisis management and 12) safety measures (11.3%), risk management (5.3%), and 15) other (1.0%). Except for 14) risk management, there were no statistically significant differences among countries. Comparisons among countries brought out the following characteristics:

- 12) Canada (23.1%) and France (16.7%) had especially high percentages of companies providing information on safety measures.
- 14) The figures on risk management are influenced by India, for which the sample is fewer than 10, but 37.5% of Indian companies provided information on risk management. In that sense we may say that there was a significant difference among countries, but we were unable to discern any particular differences among countries that were represented by 10 or more responses.

Table 4-2-4: Providing crisis information

| Location of the headquarters of the dispatching organization | 12. Safety measures | | 14. Risk management | | 15. Other | |
|--|---------------------|------------|---------------------|------------|-----------|------------|
| | Yes | No | Yes | No | Yes | No |
| United States | 8 (10.1) | 71 (89.9) | 2 (2.5) | 77 (97.5) | 1 (1.3) | 78 (98.7) |
| United Kingdom | 6 (15.0) | 34 (85.0) | 2 (5.0) | 38 (95.0) | 1 (2.5) | 39 (97.5) |
| Germany | 2 (5.3) | 36 (94.7) | 0 | 38 (100) | 1 (2.6) | 37 (97.4) |
| Denmark | 1 (7.1) | 13 (92.9) | 1 (7.1) | 13 (92.9) | 0 | 14 (100) |
| France | 4 (16.7) | 20 (83.3) | 2 (8.3) | 22 (91.7) | 0 | 24 (100) |
| Canada | 3 (23.1) | 10 (76.9) | 0 | 13 (100) | 0 | 13 (100) |
| Switzerland | 3 (12.5) | 21 (87.5) | 1 (4.2) | 23 (95.8) | 0 | 24 (100) |
| Sweden | 1 (10.0) | 9 (90.0) | 1 (10.0) | 9 (90.0) | 0 | 10 (100) |
| Total | 34 (11.3) | 266 (88.7) | 16 (5.3) | 284 (94.7) | 3 (1.0) | 297 (99.0) |
| Chi-square value | 15.27 | | 36.52** | | 3.43 | |

Figure within parentheses are percentages. **P < .01 : *P < .05

(5) The Support Most Necessary for the Current Situation and Benefits

We asked the respondents which of the 14 types of support systems listed above was most necessary at present (Table 4-2-5), and overall, we noticed a significant level of difference, 5%, among countries. Country-specific differences included high values given to the item “language training in Japan” by expatriates from India (40.0%), and to the item “repatriation carrier planning support” by those from Sweden (27.3%) and Switzerland (25.0%).

Table 4-2-5: Most necessary area of support or assistance (one response chosen)

| Location of the headquarters of the dispatching organization | Language study for expatriate | Language study for family | Support for health exams | Private accident insurance | Information on related work in the home country | Visits from headquarters company | Living information for home country | Information on domestic housing and assets | Repatriation career planning | Advice on children's education | Support for non-accompanying family | Crisis management and safety measures | Risk management |
|--|-------------------------------|---------------------------|--------------------------|----------------------------|---|----------------------------------|-------------------------------------|--|------------------------------|--------------------------------|-------------------------------------|---------------------------------------|-----------------|
| United States | 23 (31.9) | 2 (2.8) | 4 (5.6) | 3 (4.2) | 3 (4.2) | 3 (4.2) | 1 (1.4) | 3 (4.2) | 11 (15.3) | 2 (2.8) | 0 | 0 | 0 |
| United Kingdom | 11 (25.6) | 2 (4.7) | 6 (14.0) | 8 (18.6) | 1 (2.3) | 0 | 2 (4.7) | 0 | 4 (9.3) | 1 (2.3) | 2 (4.7) | 0 | 1 (2.3) |
| Australia | 2 (20.0) | 0 | 2 (20.0) | 1 (10.0) | 0 | 2 (20.0) | 0 | 0 | 1 (10.0) | 0 | 0 | 0 | 0 |
| Germany | 12 (30.8) | 2 (5.1) | 4 (10.3) | 1 (2.6) | 0 | 1 (2.6) | 2 (5.1) | 0 | 7 (17.9) | 0 | 0 | 0 | 0 |
| Denmark | 1 (8.3) | 1 (8.3) | 2 (16.7) | 2 (16.7) | 1 (8.3) | 1 (8.3) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| France | 5 (18.5) | 0 | 6 (22.2) | 1 (3.7) | 1 (3.7) | 1 (3.7) | 0 | 0 | 6 (22.2) | 0 | 0 | 0 | 0 |
| Canada | 1 (6.7) | 1 (6.7) | 3 (20.0) | 1 (6.7) | 0 | 0 | 0 | 0 | 2 (13.3) | 0 | 0 | 0 | 0 |
| Switzerland | 7 (35.0) | 1 (5.0) | 0 | 3 (15.0) | 0 | 1 (5.0) | 0 | 1 (5.0) | 5 (25.0) | 0 | 0 | 0 | 1 (5.0) |
| India | 4 (40.0) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 (10.0) | 1 (10.0) | 0 | 1 (10.0) | 1 (10.0) |
| Sweden | 1 (9.1) | 2 (18.2) | 1 (9.1) | 1 (9.1) | 0 | 0 | 0 | 0 | 3 (27.3) | 1 (9.1) | 0 | 0 | 0 |
| Total | 75 (24.4) | 12 (3.9) | 34 (11.1) | 28 (9.1) | 7 (2.3) | 10 (3.3) | 6 (2.0) | 5 (1.6) | 47 (15.3) | 6 (2.0) | 2 (0.7) | 2 (0.7) | 5 (1.6) |
| Chi-square value | | | | | | | | | | | | | 286.2* |

Figure within parentheses are percentages, **P < .01 : *P < .05

3. Job Satisfaction

Using a 17-item job satisfaction scale, we analyzed the degree to which expatriates working at foreign companies are satisfied with their current jobs. Note that since 3 of the 17 items are scales measuring satisfaction with one's superiors, we directed chairmen, presidents, and other respondents of corresponding rank not to answer these items.

When we employed factor analysis to classify the 17 items into several categories, we found that 3 items could be singled out for having factor loads of 0.6 or more, as shown in Table 4-3-1. The first factor, composed of 6 items and measuring the degree of satisfaction with compensation received in proportion to the nature of the work, was "I. Satisfaction with compensation." The second factor was called "II. Satisfaction with the workplace," and consisted of the 4 items that constitute satisfaction with interpersonal relationships in the workplace and degree

Table 4-3-1: Results of factor analysis of degree of job satisfaction

| Items | Degree of job satisfaction | | |
|--|-----------------------------------|---------------------------------|---|
| | I. Satisfaction with compensation | II. Satisfaction with workplace | III. Satisfaction with career and superiors |
| A. Job security after returning to home country | 6.275E-02 | -1.677E-02 | <u>.637</u> |
| B. Amount of pay for the nature of the work I do | <u>.852</u> | -5.010E-02 | .137 |
| C. Personal growth and development | .133 | .565 | .336 |
| D. Interpersonal relationships in the workplace | -1.801E-02 | <u>.714</u> | .293 |
| E. Pay compared to that of colleagues in the dispatching organization | <u>.767</u> | 1.286E-02 | .153 |
| F. Feeling of accomplishment | 4.558E-02 | <u>.789</u> | .197 |
| G. Pay compared to the amount of work | <u>.807</u> | 4.059E-02 | .201 |
| H. Ability to exercise independent thought and action | .371 | .508 | -.121 |
| I. Chance to earn pay similar to that of colleagues | <u>.734</u> | .264 | .174 |
| J. Opportunities to support other people at work | .133 | <u>.682</u> | 5.847E-02 |
| K. Amount of challenge in work | -5.582E-04 | <u>.787</u> | 3.566E-02 |
| L. Pay compared to that earned by foreign expatriates in similar jobs in Japan | <u>.700</u> | .185 | 8.501E-02 |
| M. Pay compared to that earned by other expatriates in non-Japanese companies in the same industry | <u>.730</u> | .185 | .141 |
| N. On-the-job behavior of Japanese people in workplace | .183 | .496 | .207 |
| O. Fairness of supervisor (except presidents and chairmen) | .290 | .327 | <u>.712</u> |
| P. Guidance and support received from supervisor (except presidents and chairmen) | .254 | .283 | <u>.830</u> |
| Q. Quality of supervision (except presidents and chairmen) | .216 | .290 | <u>.839</u> |
| Eigen values | 6.07 | 2.56 | 1.51 |

Factor extraction method: principal component analysis

Rotation method: varimax method

Underlined items: items that make up the factors

of fulfillment in work. The third factor was called “III. Satisfaction with career and superiors,” and consisted of 4 items that constitute satisfaction with career guarantees and superiors. It is assumed to be an acknowledgment that superiors make an essential contribution to one’s career guarantees.

In order to check whether there were any differences among countries with respect to the factors with a factor load of 0.6 or more, we employed the raw point totals for the items constituting each of the factors and compared the average values by means of variance analysis (Table 4-3-2).

I. Satisfaction with compensation averaged 20.46 for the entire sample, but we noticed differences among countries at a statistically significant level of 5%. Among the countries that yielded 10 or more responses, Denmark (22.64) had the highest value, and Canada had the lowest (19.17).

II. Satisfaction with superiors averaged 15.47 over the entire sample, and there were no statistically significant differences among countries. Of the countries that yielded 10 or more responses, Denmark had the highest value (16.00) and the United Kingdom had the lowest (14.75).

Table 4-3-2: Satisfaction with compensation compared by nationality of company headquarters

| I. Satisfaction with compensation (6 items) | | | |
|--|-----------|---------------|--------------------|
| Location of the headquarters of the dispatching organization | Frequency | Average value | Standard deviation |
| United States | 73 | 20.27 | 4.29 |
| United Kingdom | 38 | 20.58 | 4.62 |
| Germany | 35 | 20.69 | 4.48 |
| Denmark | 11 | 22.64 | 1.57 |
| France | 21 | 19.33 | 3.60 |
| Canada | 12 | 19.17 | 4.24 |
| Switzerland | 22 | 19.64 | 3.16 |
| Sweden | 10 | 22.30 | 3.89 |
| Total (entire sample) | 281 | 20.46 | 4.27 |

| II. Satisfaction with workplace (4 items) | | | |
|--|-----------|---------------|--------------------|
| Location of the headquarters of the dispatching organization | Frequency | Average value | Standard deviation |
| United States | 77 | 15.83 | 2.67 |
| United Kingdom | 40 | 14.75 | 2.48 |
| Germany | 37 | 15.51 | 2.32 |
| Denmark | 14 | 16.00 | 2.00 |
| France | 23 | 15.96 | 2.27 |
| Canada | 12 | 15.17 | 2.55 |
| Switzerland | 24 | 15.04 | 2.51 |
| Sweden | 10 | 15.60 | 4.77 |
| Total (entire sample) | 300 | 15.47 | 2.61 |

III. Satisfaction with career and superiors averaged 13.11 for the entire sample, but we noticed differences among countries at a statistically significant level of 5%. Of the countries that yielded 10 or more responses, the United Kingdom had the highest value (13.03) and the United States had the lowest (12.85).

| III. Satisfaction with career and superiors (4 items) | | | |
|--|-----------|---------------|--------------------|
| Location of the headquarters of the dispatching organization | Frequency | Average value | Standard deviation |
| United States | 40 | 12.85 | 3.88 |
| United Kingdom | 30 | 13.03 | 3.16 |
| Germany | 18 | 13.11 | 3.20 |
| Switzerland | 16 | 11.69 | 4.14 |
| Total (entire sample) | 157 | 13.11 | 3.70 |

4. Summary

In this chapter we made international comparisons in order to analyze the support systems that foreign companies have for expatriate employees and the expatriates' degree of job satisfaction.

Throughout this chapter, we made comparisons only of companies of nationalities that drew 10 or more responses, in the interest of statistical reliability, and we obtained several notable results.

We found significant differences throughout the sample in support systems, including temporary visits for non-accompanying family members, support for

expenses (language study in Japan for the expatriate, language study for family members, health exams, private accident insurance), and advice on education for children overseas. On the one hand, there were no differences with respect to home leave for expatriates and their families, vacation trips to third countries, and information on work and daily life.

Therefore, we believe that differences in the location of the company headquarters affect the additional subsidies for expenses. In particular, Swedish companies had the highest rate of implementation, even for 5 items out of a total of 6 items. We may assume that this reflects a national trait of generosity in social welfare benefits. On the other hand, German companies had the lowest rate of implementation for 4 items, and we perceived a guiding principle of not providing support that could lead to extra expenses.

The types of support systems considered most statistically significant overall were language training in Japan for the employee (24.4%) and systems of support for career development after repatriation (15.3%).

We used factor analysis to analyze job satisfaction, and we extracted 3 factors: I. satisfaction with compensation, II. satisfaction with workplace, and III. satisfaction with career and superiors. Satisfaction with career and superiors included satisfaction with repatriation career guarantees, and it might suggest that expatriates recognize supervisor's involvement in decision of their future job.

Our comparisons of the 3 factors among countries using variance analysis found significant differences in "satisfaction with compensation" and "satisfaction with career and superiors". Even so, comparing the values among countries with 10 or more respondents, Denmark displayed the highest values for 2 of the 3 factors, "satisfaction with compensation" and "satisfaction with the workplace," which demonstrates the high job satisfaction of employees dispatched to Japan from Denmark.