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**International Adjustment of Business
Expatriates: The Impact of Age,
Gender and Marital Status**

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INTERNATIONAL ADJUSTMENT OF BUSINESS EXPATRIATES: THE IMPACT OF AGE, GENDER AND MARITAL STATUS.

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ABSTRACT

Expatriate assignments are becoming increasingly unattractive to potential candidates making the unwieldy myriad of proposed selection criteria of decreasing practical value to internationally assigning firms. When the issue is more to find anyone willing to do the job rather than selecting the best candidate from a large pool of applicants, maybe basic personal characteristics can better guide corporations in their search for suitable expatriate candidates. To examine this proposition, a large sample of Western business expatriates in Hong Kong responded to a mail survey about their sociocultural and psychological adjustment. The results of the hierarchical regression analysis indicated that age had a positive association with general, interaction and work adjustment of the expatriates as well as with psychological adjustment. Gender was not associated with any kind of adjustment whereas being married had a positive relation with work adjustment. The implications for international firms of these results are discussed in detail.

INTRODUCTION

These days it is a competitive necessity to have a workforce that is fluent in the ways of the world. Hence, it is not surprising that an overwhelming majority of medium sized and large companies send professionals abroad and many of them plan to increase their number of expatriates. However,

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ranging from US\$ 300,000 to US\$ 1 million annually, an expatriate assignment could easily be the single largest expenditure most companies make on any one individual, save perhaps the CEO. Unfortunately, many return early due to dissatisfaction with their jobs or because they cannot adjust to a foreign country. Perhaps even worse, many who stay perform poorly (Black & Gregersen, 1999). Consequently, if the expatriates are unable to adjust to work and life in general in the new cultural context, they are likely to perform poorly at their foreign assignment (Ones & Viswesvaran, 1997) or return prematurely back home.

This study examines the relationship between the basic personal characteristics age, gender and marital status of the expatriates and their extent of adjustment. Much of the literature seems to have overlooked possible effects of basic personal circumstances. Expatriate assignments are becoming increasingly unattractive to potential candidates making the unwieldy myriad of proposed selection criteria of decreasing practical value to internationally assigning firms. The critical issue becomes one of availability (*cf.* Dowling, Welch & Schuler, 1999: 94; Torbiörn, 1982: 51). When it is more about to find anyone willing to do the job rather than selecting the best candidate from a large pool of applicants, maybe basic personal characteristics can better guide corporations in their search for suitable expatriate candidates. In that respect, the current study aims to return to basics.

The place of the investigation was Hong Kong. It covers an area of 1,075 square kilometres south of the PRC mainland, and Hong Kong comprise a modern, mostly urban society. Epitomizing a prosperous and vibrant capitalist modern metropolis, Hong Kong has 6.2 million inhabitants of whom 60 per cent were born there and more than 30 per cent were born on the Chinese mainland. Hong Kong is predominantly Chinese, with an overwhelming majority belonging to the Cantonese

dialect group (Roberts, 1992). Hong Kong culture has developed into a mix of traditional Chinese values and modern cultural traits (Lau & Kuan, 1988: 1-2). Hence, most Western business expatriates will experience some degree of cultural novelty in Hong Kong signalling the need for adjustment.

THE INCREASINGLY PRECARIOUS EXPATRIATE SITUATION

A number of circumstances make potential expatriate candidates increasingly wary of foreign assignments. Such deterrents include deteriorating corporate expatriate policies, increasing occurrence of dual career families, widespread mismanagement of expatriates' repatriation, deteriorating expatriate compensation packages, and growing concerns about children's education abroad.

Deteriorating Corporate Policies

Hypercompetition (D'Aveni, 1995) in the global marketplace has required international business firms to focus on cost reduction and cost effectiveness. As expatriates are among the most costly employees of any business organization, many multinational corporations (MNCs) have changed their international assignment policies (Brewster & Scullion, 1997). To reduce costs, it is common to decrease the number of expatriates through localization. Other alternatives to trim expenses are to cut special expatriate compensation packages and/or outsource the administration of expatriate benefits (*cf.* Glasgow, 1996; Neuendorf, 1996; West, 1996). It is also increasingly common for top

management to simply state that since international experience is necessary for career advancement, there will be no special perks and compensations for expatriation (Mervosh, 1997). Firms have also been reported to use more short-term international assignments, longer than a month but less than a year, instead of the traditional 3-5 year postings, to reduce costs (Frazee, 1997). Last, but not least, there are emerging signs of deteriorating compensation packages for business expatriates (*cf.* Friedman & Overstall, 1996; Sheley, 1996).

Growing Hesitations to Expatriate

These increasingly deteriorating corporate expatriate policies have not gone unnoticed among business expatriates. They may only accept one assignment and then return home, as they are more likely to regard an international assignment as a part of a long-term career path, expecting to come back to the parent organization in a stronger position (*cf.* Brewster & Scullion, 1997; Feldman & Thomas; 1992, Handler & Lane, 1997). Alternatively, the foreign assignment is simply viewed as a short-term chance to live abroad for a while (Forster, 1997).

Recent demographic changes could also reduce managers' desire for an expatriate career. Dual career couples are becoming more common indicating that there could be more partners who are less willing to break their careers for any longer period of time or who refuse to abandon their careers altogether (Harvey, 1997a, b). About 15% of expatriate candidates were reported to have declined a foreign assignment because of their spouse's career, and this is expected to be a more common reason for rejection in the future, especially in Western Europe and North America (Punnet, 1997). Companies can assist dual-career couples in three basic ways: Be sensitive to how

the international relocation will affect the spouse; create programs for assisting the spouse to find paid employment or professionally rewarding activity while overseas; and use proactive job searching to help them find employment upon repatriation (Kilgore & Shorrock, 1991). Few international firms have dealt with dual-carer problems in an effective way, despite the increasing occurrence of this phenomenon (*cf.* Handler & Lane, 1997; Harvey, 1995, 1996, 1997a, b; Punnett, Crocker & Stevens, 1992).

Yet another deterrence is the dismal prospects for many expatriates when they return back home (*cf.* Forster & Johnsen, 1996; Tung, 1998). Instead of the expected home-coming in a stronger position, they experience loss of status, loss of autonomy, loss of career direction and feelings that the international experience is not of much value to the company. Besides, financial difficulties and family problems are typical repatriation difficulties. Not surprisingly, many repatriated managers leave their companies before or soon after returning home. As many as one manager in four leaves or expect to leave their employment within one year of repatriation. Companies failing in their support of repatriates may have difficulties in finding willing internal candidates to accept offers of expatriation as they can readily see what is likely to happen to them when they come back (Black, 1991; Forster & Johnsen, 1996; Scullion, 1993).

There are also growing concerns about the cost, quality, and transferability of children's education during foreign assignments (*cf.* Solomon, 1996; de Leon & McPartlin, 1995) which do not help to boost the confidence in an expatriate career.

EXPATRIATE ADJUSTMENT

Psychological adjustment and sociocultural adjustment is a distinction that has been proposed in the literature on international adjustment (*cf.* Searle & Ward, 1990; Ward & Kennedy, 1992; Ward & Searle, 1991). Although conceptually interrelated, the former deals with subjective well-being or mood states (e.g. depression, anxiety, tension, and fatigue). The latter relates to the ability to "fit in" or to negotiate interactive aspects of the host culture as measured by the amount of difficulty experienced in the management of everyday situations in the host culture (Ward & Kennedy, 1996). The concept of psychological adjustment is based on a problem-oriented view, focusing on attitudinal factors of the adjustment process (*cf.* Grove & Torbiörn, 1985; Juffer, 1986; Oberg, 1960). The sociocultural notion of adjustment is based on cultural learning theory and highlights social behaviour and practical social skills underlying attitudinal factors (*cf.* Black & Mendenhall, 1991; Furnham, 1993; Klineberg, 1982). This distinction is consistent with the separation of behavioral from attitudinal acculturation as recently discussed by Jun, Lee & Gentry (1997) who suggest that behavioral changes (sociocultural adjustment) may have to be adopted involuntary due to existing circumstances while attitudinal changes (psychological adjustment) are likely to be more voluntary. Furnham & Bochner (1986) have also suggested a similar argument, proposing that the expatriate does not necessarily have to undergo a basic shift in deeply held values to conform to a new set of cultural norms abroad. It is sufficient merely to learn new social and cultural skills, in much the same way as one learns a foreign language. These new practices need not become part of the permanent repertoire and can be discarded when they are no longer useful, for example when

meeting fellow-nationals or after repatriation. The need for sociocultural adjustment of expatriate managers can be compared with multinationals pursuing geocentric corporate policies where they, despite a world orientation, try to achieve a balance between global and local business practices (Kobrin, 1994).

Black, Mendenhall and Oddou (1991) argued that the degree of cross-cultural adjustment should be treated as a multidimensional concept, rather than a unitary phenomenon as was the dominating view previously (*cf.* Gullahorn & Gullahorn, 1962; Oberg, 1960). In their proposed model for international adjustment, Black, Mendenhall & Oddou (1991) made a distinction between three dimensions of in-country adjustment: (1) adjustment to work; (2) adjustment to interacting with host nationals and (3) adjustment to the general non-work environment. This theoretical framework of international adjustment covers sociocultural aspects of adjustment and it has been supported by a series of empirical studies of U.S. expatriates and their spouses (Black & Gregersen, 1990, 1991a, 1991b; Black & Stephens, 1989). McEvoy & Parker (1995) also found support for the three dimensions of expatriate adjustment.

The theoretical concept of subjective well-being, corresponding to the psychological aspects of international adjustment, has been well developed, especially in relation to work and work environment characteristics (*cf.* Caplan *et.al.*, 1975; Karasek, 1979; Kornhauser, 1965). In connection with the adjustment of expatriate business managers, the concept of subjective well-being has been applied in several instances (*cf.* Arnetz & Anderzen, 1992; Aryee & Stone, 1996; Nicholson & Imaizumi, 1993).

HYPOTHESES

Age is a critical personal characteristic in Asian societies (*cf.* Fang, 1998: 135-139; Worm, 1997: 116). Respect for old age is particularly emphasized by Confucianism highlighting character-building of a great personality through lifelong learning and self-cultivation. Traditionally, young people in Chinese society are not considered dependable, experienced or capable of doing good business (Chan, 1963). Even in Western societies, growing older may be associated with increasing maturity (*cf.* Heckhausen & Krueger, 1993; van Lange *et.al.*, 1997). Therefore, it is likely that older expatriates will find it easier to live and work in Hong Kong since their suitability will be less in doubt by local people making it easier for them to adjust than younger expatriates. This supposition is tested in Hypothesis 1.

Hypothesis 1: Expatriates' age is positively associated with adjustment to Hong Kong.

Stereotypical perspectives of women's inferiority for leadership and discriminatory practices against women trying to attain higher managerial positions are common among Hong Kong business firms.

Hong Kong men anticipate difficulties in working with women as managers. Male Chinese Hong Kong executives have been reported to avoid arguing with women, hesitating to criticize them, and believe that women are not open-minded (de Leon & Ho, 1994). However, being a foreign woman and a business expatriate may change that picture dramatically. It has been observed that female

expatriates first and foremost are seen as foreigners, not as women. Foreign women are not expected to assume the cultural roles that societies have traditionally reserved for their own women.

In fact, it is argued that local managers see women expatriates as foreigners who happen to be women, not as women who happen to be foreigners (*cf.* Adler, 1987, 1994, 1995, Jelinek & Adler, 1988). Consequently, it is not likely that gender have any impact on the adjustment of Western business expatriates in Hong Kong. That presumption is explored in Hypothesis 2.

Hypothesis 2: Gender is not associated with expatriates' adjustment to Hong Kong.

The effect of spouses on the outcome of expatriates' assignments has been a recurrent theme in the literature (*cf.* Adler, 1986; Birdseye & Hill, 1995; Black, 1988; Black & Gregersen, 1991a, b; Harvey, 1985; Punnet, 1997; Shaffer & Harrison, 1998; Shaffer, Harrison & Gilley, 1999; Torbiörn, 1982; Tung, 1981) and justifiably so since most business expatriates have spouses who accompany them abroad (*cf.* Black, 1988; Black & Stephens, 1989; Harvey, 1985). It has been clearly demonstrated that an accompanying spouse can be a great source of support and encouragement for the business expatriate but the spouse can also become a reason for inadequate expatriate performance and premature return of the expatriate from the foreign assignment (*cf.* Black & Gregersen, 1991a; Black & Stephens, 1989; Harvey, 1985). Hence, there seems to be a positive association between spouse and expatriate adjustment (*cf.* Black & Stephens, 1989; Nicholson & Imaizumi, 1993; Shaffer, Harrison & Gilley, 1999). Black & Gregersen (1991a) found that the standard of living had a positive relationship with spouses' general adjustment. On the other hand, culture novelty has been found to have a negative association with spouses general adjustment

(Black & Gregersen, 1991b, Shaffer & Harrison, 1998; Shaffer, Harrison & Gilley, 1999). Hong Kong is a modern metropolis with a high living standard, especially for business expatriates, and with a culture that has been under Western influence for more than 150 years of previous British colonial rule. Therefore, it is likely that spouses may adjust relatively well in Hong Kong as may their married expatriate counterparts. On the other hand, unmarried business expatriates, deprived of the supportive influence of an accompanying spouse, may not adjust as well as their married colleagues. This assumption is examined in Hypothesis 3.

Hypothesis 3: Married expatriates are better adjusted to Hong Kong than unmarried expatriates.

METHOD

Sample

Data were extracted from a larger study involving a mail survey of Western business expatriates in Hong Kong. Of the 1,713 mailed questionnaires, 343 were returned for a response rate of 20.0%. These response rates are comparable or better than other business expatriate studies (*cf.* Birdseye & Hill, 1995; Gregersen & Black, 1990; Naumann, 1993). Also, a large-scale study comparing response rates in international mail surveys in 22 countries reported that Hong Kong had the lowest rate of 7.1 per cent (Harzing, 1997).

Insert Table 1 about here

On the average, the expatriates had spent 4.9 years in Hong Kong ($SD=6.2$) on the current assignment. They had lived abroad for 8.5 years ($SD=7.8$), including Hong Kong. The average age of the respondents was 42 years ($SD=9.1$), and, as seen from Table 1, the overwhelming majority of the respondents were male and married. This is compatible with other investigations of business expatriates, although the 10 percent share of women expatriates in our sample is on the high side compared to other studies (*c.f.* Adler, 1995). However, it may indicate a rising trend in assigning women as expatriates (Brewster & Scullion, 1997). The largest nationality group of expatriates was from the U.S. Expatriates from France, Britain, Sweden, Italy, Denmark and Canada made up distinctive, but smaller groups. The overwhelming majority of the respondents were CEOs or occupied other managerial positions, whereas only a few respondents were non-managerial staff. Wholly owned subsidiaries was the most common place of work, whereas some expatriates were also assigned to branches, representative offices and joint ventures.

Instrument

The three dimensions of expatriate sociocultural adjustment were measured using scales developed by Black (1988) and Black & Stephens (1989). Respondents were asked to respond to 14 items regarding how well they were or were not adjusted to their life in Hong Kong (sample item: 'Speaking with host nationals'). The range of responses varied from (1) 'very unadjusted' to (7)

'completely adjusted'. Reliability of the three dimensions of expatriate sociocultural adjustment were: General Adjustment ($\alpha=.78$), Interaction Adjustment ($\alpha=.88$), and Work Adjustment ($\alpha=.68$). These reliability scores are acceptable (Nunnally, 1978).

Expatriate psychological adjustment was measured using the General Health Questionnaire (GHQ-12) developed by Goldberg (1972). Although this instrument is commonly used to measure minor psychiatric symptoms, it has been used extensively to monitor levels of well-being in community and organizational samples (Forster, 2000), as well as to measure expatriates' subjective well-being (*cf.* Anderzen & Arnetz, 1997, 1999; Arnetz & Anderzen, 1992). Containing a number of questions concerning how people have been feeling recently, it includes sleeping difficulties, feelings of unhappiness, and respondents' ability to enjoy everyday experiences. Respondents were asked to think about how they have been feeling over the past few weeks (sample item: 'Have you recently felt that you are playing a useful part in things?'). Responses ranged from (1) 'not at all' to (4) 'much more than usual'. Reliability was acceptable ($\alpha=.81$) (Nunnally, 1978).

Since sociocultural adjustment is a process over time, regardless whether it is continuously increasing or adopts a curvilinear progression, indicating an early culture shock stage (*cf.* Furnham & Bochner, 1986), the time the expatriates had spent in Hong Kong was used as a control variable in the data analysis.

RESULTS

Descriptive statistics and correlations for all variables are provided in Table 2. It is interesting to note that the expatriates have a mean score for all three sociocultural variables above what is depicted as "somewhat adjusted", well above the mid-level point. This may indicate that they were quite comfortable with the sociocultural environment in Hong Kong. The mean score of psychological adjustment, as measured by subjective well-being, was also above the mid-level point of its scale.

Insert Table 2 about here

The hypotheses were tested by means of hierarchical regression analysis. The control variable, time in Hong Kong, was entered first. As displayed in Table 3, the control variable introduced in step 1 was highly significant for all sociocultural variables explaining 6 percent of general adjustment ($beta=.25; p<.001$), 10 percent of interaction adjustment ($beta=.33; p<.001$), and 7 percent of work adjustment ($beta=.26; p<.001$) of the expatriates in Hong Kong. All F values for the sociocultural variables were highly significant, implying a good data fit. However, no significant effect was detected for psychological adjustment which also had a non-significant F value. Adding the first predictor variable in step 2, age, did have a significant effect on all of the adjustment variables giving support to H1. The age of the expatriates explained 7 percent of general adjustment ($beta=.13; p<.05$), 12 percent of interaction adjustment ($beta=.14; p<.05$), 9 percent of work

adjustment ($beta=.16; p<.01$), and 3 percent of psychological adjustment ($beta=.17; p<.01$). Again, all F values were statistically significant. Step 3 added the second predictor variable, gender, which did not produce any significant effects on any of the dependent variables lending support to H2. All F values were statistically significant for this step indicating a good fit of the data. The predictor variable marital status was introduced in the last step. This variable only had a significant effect on one of the sociocultural adjustment variables giving partial support for H3. Marital adjustment explained 12 percent of the variance of work adjustment ($beta=-.19; p<.001$). A statistically significant F value was attained for all sociocultural adjustment variables.

Insert Table 3 about here

DISCUSSION

Our findings are clear. Controlling for the period of time expatriates had spent in Hong Kong, as anticipated, their age was positively associated both with their sociocultural and psychological adjustment. Also as expected, the gender of the expatriates was not related with any dimension of international adjustment. Surprisingly, expatriates' marital status was only associated with their work adjustment. However, the relationship was positive as predicted.

Although this latter finding for some reason may be limited to Hong Kong, it could generally indicate that while having an accompanying spouse on a foreign assignment may neither help the expatriate to better adjust to life in general in the new cultural context nor to better interact with the locals or to feel better psychologically, the spouse could be a source of support to perform better on the job. This is a fundamental possibility of crucial importance to international firms. The literature is replete with various observations of the impact of the family on the expatriate assignment (*cf.* Black & Stephens, 1989; Fukuda & Chu, 1994; Harvey, 1985; McCoy, 1986), but few empirical findings have focused on the spouse's job performance enhancing potential. Caligiuri *et.al.* tested the relationship between family adjustment and expatriates' work adjustment on a multinational sample assigned to 26 countries and found a positive association. As opposed to the current investigation, this finding was attributed to the family, including both spouse and a child or children, as the overwhelming majority of the respondents had children accompanying them. Based on a mostly American large sample of business expatriates assigned by U.S. MNCs to 45 countries, no association was found between spouse adjustment and work adjustment. However, contrary to the findings of this study, a positive relationship was detected between the other two dimensions of sociocultural adjustment and spouse adjustment (Shaffer & Harrison, 1998; Shaffer, Harrison & Gilley, 1999).

As always, this study has certain limitations to be considered in evaluating its results. Single method variance could have affected the findings of the study, since the data was only collected through a questionnaire. To lessen this problem, all items within the two categories of variables, sociocultural and psychological adjustment, were assigned to the instrument in random order and

half of the items measuring subjective well-being had reverse-polarity, as in the original scale, to make it less easy for the respondents to give uniform answers. Another possible weakness of the study is the cross-sectional methodology employed. Although adjustment is considered to be a process over time (*cf.* Black & Mendenhall, 1991; Janssens, 1995; Ward *et.al.*, 1998), the method employed here only used measures of the average level of adjustment for the studied group of expatriates at a certain point in time. A potentially more rich data source would have been to employ a longitudinal approach where adjustment patterns over time could have been identified and compared. However, longitudinal studies pose other serious methodological challenges (*cf.* Menard, 1991).

Implications of the findings are straightforward. When it is mostly a matter of finding somebody willing to go, rather than selecting the very best person from a large group of willing candidates, indications of the relationship between expatriate adjustment and basic personal characteristics may become a very useful piece of information for internationally assigning firms. Firstly, such companies may find it advantageous to consider age as a proxy characteristic for maturity and hence balance this criteria against other requirements of a particular expatriate deployment. For example, a foreign assignment for personal development (Edström & Galbraith, 1977), which naturally may favour a selection of a younger candidate, may be balanced with business development needs, presumably requiring a more mature person at the foreign location. Secondly, since gender does not seem to matter for expatriate adjustment and performance, and, notwithstanding other considerations, firms should feel more at ease with simply selecting the best person for the job, regardless of gender. Thirdly, companies assigning professionals abroad may

want to consider the marital status of the assignee. Since the principal reason for assigning an expatriate abroad is for that person to undertake certain work tasks, the revelation that an accompanying spouse may somehow facilitate these tasks, could further reinforce the preference for sending married professionals abroad. It may also affect policies encouraging and facilitating for spouses to accompany the expatriate on the foreign assignment (*cf.* Harvey, 1997b; Kilgore & Shorrock, 1991; Punnet, 1997).

Future research should try to replicate and extend the focus of this study. Since the place of investigation may have biased the findings of the study, other, preferably non-Asian locations should be selected to test the validity of the results. Furthermore, other basic personal characteristics, such as corporate tenure, education, family size and structure may be included in future studies.

CONCLUSION

This study has demonstrated the usefulness of considering basic personal characteristics in searching for expatriate candidates for foreign assignments. As opposed to make use of the profuse agglomerate of previously recommended expatriate selection criteria attuned to a situation of oversupply of candidates, the characteristics examined here represent a return to basics. International firms may use these basic personal characteristics as necessary minimum requirements representing a more realistic way to assure themselves that an individual willing to relocate abroad

also is suitable.

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TABLE 1: Sample Background

Background Variables	Frequency	Percent
Gender:		
Male	309	90
Female	33	10
Married	263	77
Nationality:		
U.S.	87	25
French	56	16
British	50	15
Swedish	46	13
Italian	20	6
Danish	16	5
Canadian	15	4
Other Western	53	16
Position:		
CEO	220	64
Manager	111	33
Non-managerial	11	3
Organization in Hong Kong:		
Wholly Owned Subsidiary	176	52
Branch	80	24
Representative Office	58	17
Joint Venture	18	5
Other	7	2

TABLE 2: Means, Standard Deviations, and Correlations Among the Variables

Variable	Mean	SD	1	2	3	4	5	6	7	8
1. General Adjustment	5.59	.90	1.00							
2. Interaction Adjustment	5.17	1.22	.53***	1.00						
3. Work Adjustment	5.86	.79	.55***	.49***	1.00					
4. Subjective Well-Being	2.85	.38	.25***	.18***	.24***	1.00				
5. Age (yrs)	42.00	9.11	.21***	.26***	.26**	.16**	1.00			
6. Gender ¹	1.10	.30	-.06	-.03	-.04	-.00	-.21***	1.00		
7. Marital Status ²	1.23	.42	-.13*	-.12	-.23	-.02	-.31***	.31***	1.00	
8. Time in Hong Kong (Control)	4.88	5.29	.25***	.33***	.26***	.06	.47***	-.03	-.17**	1.00

¹ Male=1; Female=2

² Married=1; Unmarried=2

* $p < .05$; ** $p < .01$; *** $p < .001$

TABLE 3: Results of Hierarchical Regression Analysis for Effects of Age, Gender and Marital Status on Sociocultural and Psychological Adjustment in Hong Kong

Independent Variables	Dependent Variables			
	Sociocultural Adjustment			Psychological Adjustment
	General β	Interaction β	Work β	Subjective Well-Being β
Step 1				
Time in Hong Kong (Control)	.25***	.33***	.26***	.06
<i>R</i>	.25	.33	.26	.06
<i>R</i> ² (adjusted)	.06	.10	.07	.00
<i>F</i>	21.30***	38.86***	23.91***	1.16
Step 2				
Age	.13*	.14*	.16**	.17**
<i>R</i>	.27	.35	.30	.16
ΔR^2	.07	.12	.09	.03
<i>R</i> ² (adjusted)	.07	.12	.08	.02
<i>F</i>	12.99***	22.48***	16.00***	4.28*
Step 3				
Gender ²	-.04	.04	.01	.03
<i>R</i>	.28	.35	.30	.16
ΔR^2	.08	.12	.09	.03
<i>R</i> ² (adjusted)	.07	.11	.08	.02
<i>F</i>	8.89***	14.95***	10.67***	2.95*
Step 4				
Marital Status ³	-.06	-.02	-.19***	.03
<i>R</i>	.28	.35	.34	.17
ΔR^2	.08	.12	.12	.03
<i>R</i> ² (adjusted)	.07	.11	.11	.02
<i>F</i>	6.91***	11.23***	10.84***	2.25

¹ Male=1; Female=2

² Married=1; Unmarried=2

* $p < .05$; ** $p < .01$; *** $p < .001$