

**Title: Corporate Mobility:
Impacts on Life Domains and Implications for Work-Life
Balance of International Business Travelers and Expatriates**

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List of Abbreviations

ACTE – Association of Corporate Travel Executives

BT – Business Travel

CWT – Carlson Wagonlit Travel

DTI - Department of Trade and Industry

EC – European Commission

EMEA – Europe Middle East, Africa

HR(M) – Human Resource (Management)

IV – Independent Variable

MICE – Meetings, Incentives, Conferences, Events

MNC – Multinational Corporation

NBTA – National Business Travel Association

OB – Organizational Behaviour

PSA – Principal Component Analysis

PCS – Psychological Career Success

PES – Psychological Expatriation Success

ROI – Return on Investment

UNWTO – United Nations World Tourism Organization

WLB – Work-Life Balance

WTTC – World Travel and Tourism Council

Introduction

“Happy, productive travelers aren’t just a part of business success, they actually drive it.”

John Snyder, Global President BCD Travel

Employees of companies from many, if not all industry sectors on the global arena are involved into diverse forms of mobility, business travel among them. Business travel has become a core activity dictated by modern work environment. In the today’s world it is associated with multiple benefits for companies and employees (Beaverstock et al., 2009; Faulkonbridge et al., 2009), being an instrument of business expansion and knowledge production and dissemination, on one hand, and personal development and personnel stimulation, on the other. In addition to the value received by the companies through work-related trips, the travellers themselves get a unique opportunity to acquire new knowledge and experience, expand personal networks and visit new exciting destinations (Julsrud et al., 2012).

However, work-related trips are also known to have serious economic and social implications being costly for the companies and the economy (Aguilera, 2008) and time consuming and tiring for the travellers, negatively influencing their personal life (Gustafson, 2014). Business travellers are frequently called ‘road warriors’ and that happens for a good reason: corporate travel is full of dangers and trials in the form of delayed flights and dismantled agendas, stress, fatigue and physical pressure for travellers, along with inconveniences brought to their families. Unstable web connectivity, junk food on the way, exhausting jet lag – all these effects reflect the so-called ‘darker side of hypermobility’, demolishing the myth of travel glamorization (Cohen & Gossling, 2015).

Deteriorating with the increase of the number of trips, work-life balance of the travelers is getting to be a serious concern for many organizations, private and public ones, which are constantly looking for new ways of supporting travelers’ well-being (Westman et al., 2012). In spite of that, academic knowledge in the field of business travel is limited, with scarce evidence from the segment of individual travelers, disregarding the fact that many professions nowadays foresee necessary international mobility represented by business trips of different nature. Moreover, few researchers so far concentrated on the positive effects of business travel, having rather emphasized its downsides (Cohen & Gossling, 2015).

Though business travel is undoubtedly becoming a regular work activity for many people, it still bears the elements of ‘escape from daily routine, exploration, excitement and even eroticism’ (Wickham & Vecchi, 2009). Moreover, due to changing patterns of business travel in the modern society influenced by blurring boundaries between work and private life, business and leisure domains are getting to be deeply interconnected. In this regard, the new ‘bleisure’ trend has been recently spotted among the ‘road warriors’. This neologism refers to the new type of business travelers, namely the ones who successfully mix work-related trips with leisure activities (Skift, 2015). They explore the destinations visited on business consistently adding personal days to business trips and spend them frequently with their significant others doing sightseeing, enjoying local cuisine and cultural offer (BridgeStreet Global Hospitality, 2014). The travelers increasingly believe the trade off between work and personal interests is of great value, as not only it allows them getting some rest, seeing the world and gaining cultural experience, but also adds value to work assignments letting them better perform work duties. Thus, for many business travelers ‘bleisure’ is already way of life that helps keep work-life balance.

The above-mentioned positive and negative impacts and mobility trends are valid for business travelers of various profiles, from different sectors and organizations, universities among them. Despite the fact that academics represent one of the most mobile professions nowadays, their mobility has not been extensively researched yet, though for many years this profession has been by necessity internationally mobile (Bentley et al., 2012). The academic careers often foresee undertaking frequent business trips of different nature (Storme et al., 2013); however, until recently, most of researchers focused on the field of academic migration and long-term mobility neglecting short-term individual travel (Jons, 2008; Kim, 2009). In this regard, present research aims at contributing to the exploration of academic business travel, thus, amplifying the knowledge on travelers of various profiles.

In addition to business travel that represents a form of short-term mobility, trips of longer duration also produce inevitable influence on the travelers and their private lives. In today’s world, expatriates represent skilled international temporary migration, which, along with business travel, is widely utilized by multinational corporations. Expatriation success is characterized by a number of variables, related both to professional and personal life of the employees. The latter is becoming increasingly important, as nowadays, expatriates tend to have

a need of and desire for harmonious life where career success, family satisfaction and personal well-being are pursued simultaneously not interfering with one another (Lewis et al., 2002). In fact, international assignments are known to be “more of a family affair, unlike domestic jobs” (Osland, 1995). However, disregarding the fact that family support and satisfaction with personal life at the expatriation location are among the key factors that ensure the success of international assignees (Harvey & Kiessling, 2004), few studies have explored expatriation through the lens of not only job performance, but also family life and individual well-being (Finegold & Mohrman, 2001; Okpara & Kabongo, 2011). The scarce research evidence causes the necessity to further address these issues in order to ensure the success of expatriation, what is aimed to do in the current study. Moreover, researchers have addressed the theme of expatriation success mostly from the perspective of the employers, neglecting its investigation from the point of view of the assignees, whose perspective is tackled in the present work.

Thus, in my dissertation I explore the impacts of work-related mobility on various life domains of travelling employees raising questions related both to costs of business trips and their benefits for work and private life of frequent travelers, as well as their work-life balance and overall satisfaction with business mobility. Not only negative consequences of mobility, the so-called 'darker sides', are analyzed in the present dissertation; I scrutinize a wide array of its positive impacts looking at the possibility to utilize them for enhancing travel experience of the 'road warriors', improving their work-life balance and compensating for the inconveniences.

To do so, three studies have been conducted investigating business travel behavioral patterns and impacts of work-related mobility on the professional and personal life of various segments of travelers. Corporate business travelers, expatriates and travelling academics were among those, for whom the issues of travel satisfaction and work-life balance have been investigated. Therefore, three corresponding papers seek to shed light on multiple positive and negative impacts of work-related mobility for the above-mentioned segments. A mix of qualitative and quantitative methods is used to tackle the research questions providing a wider perspective on the investigated topic.

The first study has as its goal to explore how frequent business travelers perceive their trips by means of analyzing a wide array of both benefits and negative effects of these trips for the professional and personal life of the 'road warriors'. Furthermore, I seek to investigate the

role of work-related trips in deteriorating WLB, and possibilities of its improvement through enhancing positive elements of work-related travel, focusing in particular on leisure elements of business journeys. Business travel might be stressful in one way, yet rewarding in another; therefore, it is important to reveal possibilities for enhancing positive sides of work-related journeys, which might be successfully used in order to compensate for the downsides.

The primary data was collected via interviews with the frequently travelling employees of large multinational companies and provided an insight into behavioral patterns of business travelers focusing on their WLB and satisfaction with various life domains. Among the negative implications for private and family life the ones producing the highest inconveniences were disorganized family arrangements, work-family conflict, physical and physiological exhaustion and stress, while among positive impacts, business travel contributed to sharpening individual and professional qualities of the employees, their cultural development, bringing in elements of excitement and providing an opportunity to see the world. Business travel was considered as a source of new experiences, freedom and independence, and possibility to engage into leisure activities, which would be impossible otherwise. Leisure elements were of particular interests, giving the possibility to relax from intensive work in an active and exciting way and to make the most out of international travel. Segmentation on the basis of travellers' inclination to participate in leisure activities during business travel has been elaborated, revealing four categories of the 'road warriors': curious tourists, potential explorers, indifferent visitors and business-focused travelers.

The study outcomes allow deriving implications for travel management of the organizations, activity of which requires extensive business travel. The research demonstrates the necessity to carefully manage multiple elements of business trips targeting to keep the equilibrium between work and life domains and to level the consequences of high work intensity and travel stress with pleasant non-work activities, thus, enhancing travel experiences in general and job outcomes in particular. The findings of this study contribute to the research on business travel as a particular form of international mobility given the present day changing conditions of work and leisure, altering lifestyles and shifting values.

The second paper aims at exploring the factors influencing psychological expatriation success and satisfaction with international assignments of expatriates integrating various work

and non-work related variables of influence into a common framework and addressing the expatriation theme from the side of the assignees. To do so, qualitative methods have been used allowing address a wide range of the positive and negative consequences of expatriation on the work, family life, and overall personal well-being of 34 employees who have had, and/or were currently having, global assignments.

The results of the study contribute to the existing literature on expatriation by shedding the light on the psychological success evaluation by the international assignees. It is found that overall those who evaluate their family life and personal well-being during expatriation at a high level experiencing less negative consequences of the international relocation feel highly successful. On the contrary, the expatriates reporting lower levels of satisfaction with non-work related life domains, underlining multiple difficulties arising in private life due to change of environment, represent the segment of individuals with low expatriation success. It is proved that present day global employees express a strong inclination towards harmonious balance between various life domains placing high importance not just on their career but also private and family life, as well as social and leisure activities. Hence, it is important to assess expatriation assignment in a holistic way taking into account different spheres of the employees' lives. In this regard, a wide range of expatriation impacts has to be acknowledged and taken into consideration by the employers.

The third study, focusing on the segment of academics and university employees, seeks to investigate their business travel behavior, not only analyzing the data on modes of travel and types of trips they undertake, but also placing the phenomenon in a broader framework of the attitude to travel and work-life balance. Due to changing patterns of business travel in the modern society, influenced by blurring boundaries between work and private life, present paper explores the involvement of business travelers into leisure life of the visited destinations analyzing a variety of activities they get involved into while visiting destinations with work-related purposes. In this regard, the main research interest concerns the variables that influence academics' attitude to business travel and produce an impact on their work-life balance.

The primary data for the study was collected through an online questionnaire from a sample of university employees of different positions, whose job foresaw business trips. Quantitative methods of data analysis have been applied, and the results demonstrated the

existence of interconnections between various leisure activities undertaken while travelling for work and the attitude to business travel overall. Moreover, leisure elements, such as participation in individual and organized leisure activities, availability of free time and central hotel location, possibility to mix work with fun, were found to produce an influence on work-life balance of the travelers of diverse profiles. Among socio-demographic characteristics, gender and availability of children played important role: women were more satisfied with work related trips than men, just like individuals without kids had less problems with hitting the road.

The study results shed light on behavioral patterns of academic business travelers and allow addressing the efforts of travel managers on the way to eliminate negative effects of business travel, taking care of the travelers' well-being. Therefore, the study implications are beneficial for refining travel policies of universities for the sake of increasing the satisfaction of traveling academics with their business journeys, for whom the work-life balance issues is relevant due to high amount of hours generally devoted to their jobs (Charters, 1942) and increasing pressure of teaching, research work and administrative stream of their activity (Enders, 1998). Mobile and flexible life of business travelers of today has to foresee new forms of managing business travel, not just getting the most out of these journeys in terms of work performance, but helping the academics undertaking a myriad of various trips to better cope with stress and negative consequences of work-related trips.

Summing up, the results of the afore-mentioned studies are relevant in terms of both theoretical contributions to the under-researched field of business travel and practical implications. Apart from adding to the existing knowledge in the mobility field, the research outcomes prove the necessity of cautious consideration of manifold aspects of business travel and expatriation by travel manager and HR specialists, in order to improve satisfaction of mobile employees with their trips of various duration. In particular, the research sheds light on WLB aspects of travel, contributing to the problem of 'work-private life' conflict elimination and highlighting the crucial role of organizations in solving the existing problems. Several directions of possible measures toward enhancing travel experiences are proposed to companies. Insights into determinants of satisfaction of the 'road warriors' with expatriation and business travel have high potential to bring considerable value to multiple organizations that have assembled practices of using these forms of mobility as an instrument of business growth, knowledge transfer and personnel development.

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Chapter 1. Business Travel: Do the perks offset the downsides? The study of international ‘road warriors’.

Abstract

As an indispensable work activity in many organizations business travel results in numerous benefits for the company and for the traveller; however, in spite of that, business travel is also a source of extra expenses for the employer and a cause of additional stress, fatigue and challenges to personal life of the employee. Deteriorating with the increase of the volume of trips, work-life balance of travelers is getting to be a serious concern for the HR and travel management departments, which are constantly searching for new ways of supporting well-being of employees taking care of social sustainability.

Present research has as its *goal* to explore work-related travel in terms of both benefits and negative effects of these trips for the professional and personal life of the ‘road warriors’. The primary data is collected via interviews that provide insights into behavioral patterns of business travelers focusing on their WLB and satisfaction with various life domains. The study outcomes allow deriving implications for travel management of the organizations, activity of which requires extensive business travel.

The study revealed a wide array of positive and negative factors influencing personal and professional of business travelers and their WLB and proved the relevance of leisure activities undertaken when being away for work for their overall satisfaction. Segmentation on the basis of travellers’ inclination to participate in leisure activities during business travel has been elaborated, revealing four categories of the ‘road warriors’: curious tourists, potential explorers, indifferent visitors and business-focused travelers.

1.1. Introduction

For growing number of employees representing different sectors of economy work involves diverse forms of mobility, business travel among them. Being in the focus of the current research, business travel is an important industry worldwide. In the past few decades the increase in business travel has been particularly high (Davidson & Cope, 2003). Every fifth trip is undertaken with work-related purposes (UNWTO, 2005), and numbers of business journeys are constantly growing (EC, 2008).

Business travel is often associated with twofold effects. Amongst its positive outcomes there can be named getting new partners and clients, developing interpersonal trust with the existing stakeholders, solving strategic and daily problems and stimulating personnel (Faulkonbridge et al., 2009; Beaverstock et al., 2009). However, not only business travel brings benefits to the companies, it results in positive outcomes for the travelling employees: acquiring new knowledge, being away from the routine of the regular workplace and visiting new exciting destinations. Benefits emerge due to arising learning occasions, career growth chances, exposure to new cultures, meeting new people and some time off routine generated by work-related journeys (Westman et al., 2012). At the same time, it is a source of extra expenses for the employers (Advito, 2013) and a cause of additional health issues and emotional burden for the employees and their families (DeFrank et al., 2000). A myriad of potentially risky stress factors are caused by business trips, among which decreased performance at work (Espino et al., 2002), physical and psychological problems accompanying travel (Rogers, 1998), additional family arrangements while being away from home (Westman et al., 2012), absence of time for partner, children and household, friends and social obligations (Mayo et al., 2011); lacking periods of rest (Demel & Mayerhofer, 2010) could be mentioned. Deteriorating with the increase of the number of trips, work-life balance of the travelers is getting to be a serious concern for the MNCs that are constantly looking for new ways of supporting travelers' well-being, which, among the rest, might influence their success in accomplishing organizational goals (Westman et al., 2012).

Quite a limited body of literature is available in the field of business travel, with scarce evidence from the segment of corporate travelers, in spite of the fact that many professions

nowadays foresee necessary international mobility represented by business trips of different nature. Moreover, major studies in the field have been primarily focusing on the negative aspects of business travel, overlooking its multiple positive features (Westman et al., 2009). Yet, despite the high potential of the topic in terms of theoretical exploration and practical application, few papers so far concentrated on the positive effects of business travel (Cohen & Gosling, 2015). Furthermore, WLB of frequent business travelers has been mostly referred to in the context ‘work to family’ instead of ‘work to personal life’ overall (Makela et al., 2015). In this regard, present study addresses impacts of BT on the whole private life including both family and personal well-being.

Therefore, contributing to the existing body of literature, current research aims at investigating *how frequent business travelers perceive their trips by means of analyzing the full array of positive and negative effects of business travel on professional and personal lives of the ‘road warriors’*, uncovering the concerns related to HR and travel management. Furthermore, I seek to investigate the role of work-related trips in deteriorating WLB, and possibilities of its improvement through enhancing positive elements of work-related travel, such as leisure participation during trips. Business travel might be stressful in one way, yet rewarding in another; therefore, it is important to reveal possibilities for exploiting satisfying elements of work-related journeys, which might be successfully used in order to compensate for the downsides.

The following questions are to be answered in the current research: What are business travel behavioural patterns of corporate employees and which activities, both work and leisure, they participate in while being on work-related journeys? Which impacts does frequent travel produce on professional and personal life? Does WLB of the frequent travelers suffer from extensive business trips? How satisfied are they with BT and which are the main factors influencing their (dis)satisfaction?

Using primary qualitative data, the research investigates business travel from the travelers’ perspective. The data is collected via interviews with the employees of large multinational companies whose job requires extensive international business trips. Male and female frequent travelers of different age groups, family status and professions are represented among the interviewees.

The obtained results shed light on the consequences of work-related trips for work, family and private life of mobile employees focusing on manifold positive and negative impacts. The study outcomes demonstrate the necessity of careful management of all stages of business trips, allowing travelers some flexibility, which would be beneficial for keeping the equilibrium between work and life domains and for leveling the consequences of high work intensity and travel stress. Their moderation and correct utilization in different job scenarios might elevate the satisfaction and efficiency of the travelling employees and the return on investment of business travel as such, thus, improving economic and social sustainability of business travel.

The paper is structured into 6 parts. The literature review, starting with the general overview of the business travel industry, further on uncovers already known effects of travel on professional and personal life, including the section on increasing importance of WLB nowadays. The next part contains the description of data collected through interviews and presents the applied methodology. In the fourth part the results are introduced being divided according to effects of business travel on professional domain, family life and personal well-being of frequent business travelers, followed by the discussion, which aims at explaining revealed effects and suggests measures to compensate for the downsides of extensive travel emphasizing its perks. Finally, conclusions present the summary of the research findings, while limitations and further research suggest directions for the subject exploration in the future.

1.2. Literature review

1.2.1. Business Travel: Introduction

Globalization processes in the economy requiring optimal allocation of resources contribute to creation and spread of new forms of mobility; therefore, nowadays we are talking about localization, long- and short-term assignments translocation, commuting, virtual forms of mobility and business travel (Millar & Salt, 2008), the latter being the focus of the current research. Business travel today is an important industry worldwide, the value of which in terms of global expenses exceeded USD 800 billion in 2010 (WTTC). It contributes to global trade and brings sizeable return on investment: according to NBTA (2009), for every \$1 spent on business travel, the average ROI is \$15.

Business travel is generally defined as “work-related travel to an irregular place of work” (Aguilera, 2008) and often refers to a journey of under 30 days (Millar & Salt, 2008). Work-related trips occur to the employees of a wide array of professions conducted for myriads of diverse reasons (Gustafson, 2006).

Business travel is often associated with various effects. Work-related trips are undertaken with a wide variety of aims; external meetings are mostly undertaken for customer visits, while internal ones have as their goal to facilitate communication with colleagues and bosses. In addition, training courses, conferences, conventions and special events such as trade shows represent another segment of business travel (Aguilera & Proulhac, 2015). Spread of various BT forms is driven by expansion of geographically dispersed companies, frequent work in teams at different locations, growing trends of outsourcing and rising numbers of global events worldwide (Aguilera, 2008).

Knowledge production and dissemination serve sometimes as the main motive for undertaking business trips and often as its valuable outcome (Beaverstock et al., 2009). Geographical proximity provides communication benefits that are not available for distantly located companies (Sonn & Stropper, 2008); however, business travel, bringing together geographically dispersed individuals, alters this situation. Today, relational proximity and

communication possibilities fostered by travel are among the main prerequisites for exchanging tacit knowledge (Gertler, 2003). In spite of great variation between ties existing within networks, their value for disseminating knowledge and this way strengthening social effects of business travel is profound (Julsrud & Gjerdaker, 2013).

Apart from information dissemination, amongst the major positive outcomes of business travel there can be named getting new partners and clients, thus, growing business volume; developing interpersonal trust with the existing stakeholders; solving existing daily issues, as well as strategic problems; stimulating personnel, etc. (Faulkonbridge et al., 2009; Beaverstock et al., 2009). Besides the added value obtained by the employer, the travelling employee also receives an opportunity to acquire new experience and knowledge, expands his or her network socializing with distantly located colleagues and customers and gets psychological motivation (Julsrud et al., 2012; Jones, 2007).

However, while being associated with the above-mentioned benefits, work-related travel is claimed to be a direct source of constantly growing expenses for the companies (Advito, 2013) and stress, inconvenience and multiple social costs for the employees (DeFrank et al., 2000). Additional burden for the environment produced as a result of growing numbers of long-distant trips should not be omitted too (Wilbers, 2009). The negative effects of BT are described in detail further on.

Given the actual level of mobile and ICT development, which allow more flexible work conditions (Brewer & Hensher, 2000; Mokhtarian, 1991), doubts about business travel becoming extinct being eventually substituted by video-conferencing have been raised by several researchers (Geels & Smith, 2000; Coddington, 1993). In spite of that, recent literature demonstrates multiple evidences to the necessity of sustaining face-to-face contacts and physical co-presence (Arvey, 2010; Faulconbridge et al., 2009; Lassen, 2009) and even provides some signals of videoconferencing generating extra volume of business travel (Denstadli et al., 2013), which is crucial for supporting business relations with distant stakeholders and for healthy economic growth. Both real and virtual proximity foster the necessity of co-presence, which is known as ‘compulsion to proximity’ (Urry, 2007). Hence, instead of reducing the volume of business trips, organizations seek to find optimal combination between physical travel and contacts online (Davidson & Cope, 2003). Given these trends, it is important to thoroughly

investigate the ways employees travel and better define behavioural patterns of business travelers on the way, especially in the conditions of economic instability, when cost cutting, representing one of the top concerns for many organizations, goes along with social challenges for companies and travelers (Amadeus, 2012).

1.2.2. Mobility, blurred boundaries and new lifestyles

Today different forms of mobility are shaping social life (Urry, 2007). Flexible forms of work are consequently producing specific individual practices. Blurred boundaries between different life domains are not only initiated by flexible employment forms and supported by technological developments; they are a part of a wider concept of new lifestyles (Haunschild & Eikhof, 2009), which have to be considered when exploring characteristics of frequent business travelers. For instance, Richter (2006) in his lifestyle model presents five various dimensions of the phenomenon: temporal, spatial, personal-cultural, factual-cultural and social everyday occurrence. The theory claims that fluid boundaries of work time and places, overall changes in habits, ways of work and communication with different reference groups, family and friends among them, fully modify personal lifestyle and blur the boundaries between work and non-work domains. The boundaries between work and family domains are becoming less stable, more fluid and ambiguous (Bailyn, 1993) and this change in values and attitudes continues with time (Jennings, 2000). Schein (1996) demonstrates the direction of the present societal changes in the anchoring theory, according to which today we might observe an ongoing trend of moving away from having a strong career ‘anchor’, or in other words, the most stable life domain, which rarely undergoes considerable changes, to dominating anchors of lifestyle and autonomy. In the last decades, people have become less convinced about career anchoring, having serious doubts about the importance of work as the central element of their lives (Smola & Sutton, 2002). Employees are rather interested in being treated as valuable members of organizations that consider their desire to better balance work and personal goals. Especially, lifestyle anchoring is valid for knowledge workers, who tend to be more mobile (Schein, 1996).

The behavior of individual business travelers when they are away from their usual workplace has not been researched much, especially in terms of their activities conducted when

being in the ‘third places’, which means neither at home nor in a regular work surrounding (Towers et al., 2006). These third places transformed into offices serve as evidence to changing lifestyles and overlapping work and private life (Mayerhofer et al., 2010). Besides, division between private and work life is no longer bounded by clear timeframe, as modern communication ways allow mixing these domains disregarding time and space (Harvey, 1989). Within mobile network societies, technologies influence not just work-related responsibilities and business communication but also private contacts (Larsen et al., 2008). Technological advances change the life of business travelers, in a certain way stealing the sense of ‘real time’ (Virilio, 1997). However, because of them, new forms of mobility have been developing on completely new level.

1.2.3. Life domains and work-life balance

In the view of growing volume of work-related journeys, WLB of the travelers is getting to be an important concern for many employers, who are looking for new ways of supporting well-being of their employees. Extensive literature exists on the topic of general occupational stress and WLB problems, disregarding business travel context (Espino et al., 2002). These problems are widely known and explored in human resource management, psychology and organizational behavior (Demel & Mayerhofer, 2010), being primarily connected to the conflict between work and family life domains (Greenhaus & Beutell, 1985). However, the problem of WLB is of a wider scope, including diverse aspects of private life, social activities and leisure interests (Sturges & Guest, 2004). On the globalized job market, balancing these issues is even more challenging, given the territorial differences and multiple changes affecting family lifestyles (Chinchilla et al., 2010) with even stronger implications for WLB of women (Las Heras et. al., 2010).

WLB has been defined as ‘satisfaction and good functioning at work and at home with a minimum role conflict’ (Clark, 2000). In the situation when the boundaries between work and life are becoming increasingly blurred, many attempts have been made to understand how individuals integrate their roles and move between different domains. Everyday role transitions involve movement between work and home, between different work roles and between work and

third places (Ashforth et al., 2000). These shifts have been studied within the framework of *the boundary theory* (Nippert-Eng, 1996), according to which individuals create and maintain limits between different life domains. These boundaries are characterized by flexibility and permeability. A role with flexible boundaries can be taken at any setting, while permeable boundaries allow one to be physically located in one domain but psychologically to be engaged into another. Low permeability means high role segmentation and low integration. Great variations exist in the degree of segmentation or integration of different roles (Nippert-Eng, 1996); however, weaker boundaries and easier roles penetration are found to be connected with higher work-family conflict. In this situation, the use of ICT allows deeper examination of the concept of roles integration (Olson-Buchanan & Boswell, 2006), as it contributes to greater blurring of the roles. Moreover, *conservation of resources theory* (Hobfoll, 1989) states that the main reason of stress is depletion of such individual resources, as family well-being, exercised control and individual performance.

From the corporate prospective, supporting employees' well-being has been recognized as an essential responsibility of many organizations (Cheese et al., 2009). Research findings provide evidence to the importance of keeping equilibrium between work and non-work domains for employees, as WLB is rated as the key work characteristics, being considered even more important than job security and financial rewards by all age and gender groups (Finegold & Mohrman, 2001). Young employees emphasize the necessity of WLB even higher than their predecessors (Lewis et al., 2002). Moreover, Accenture research (2009) shows signs that over utilizing personnel forcing it to work long hours, travel a lot, often be away from home, causes a long-term depletion of the workforce energy. On the contrary, when stress-reduction work management is applied allowing employees to recover from exhaustion, they are twice as likely to be engaged into their work.

1.2.4. Impacts of business travel: negative vs. positive

The debate about work and life domains and their equilibrium has to capture diversified attitudes of employees towards their work and private life, not failing to understand work-life patterns in any context (Warhurst et al., 2008). Therefore, in this part, particular attention is paid

to the specific setting of business trips and their effects on the life of the traveler. Not in vain business travelers obtained the name of ‘the road warriors’: business travel is often seen as a cause of severe stress and extreme work under pressure (CWT, 2012). According to DeFrank et al. (2000), travel stress is represented by "perceptual, emotional, behavioral and physical responses made by an individual to the various problems faced during one or more of the phases of travel (pre-, during and post-trip)". Among the main signs of travel stress there can be mentioned disrupted work and family life, decreased effectiveness, fatigue, emotional instability which arise due to work overload, repetitive separations and reentry to work and family life, change of time zones and absence of time to recover (Striker et al., 2000).

Negative effects of business travel on the ‘road warriors’ have been mentioned by several researchers (DeFrank et al., 2000; Espino et al., 2002; Demel & Mayerhofer, 2010; etc.). One of the most recent overviews comprising a full range of various consequences of business travel has been conducted by Cohen & Gossling (2015), who aimed at revealing what they called a ‘darker side’ of hypermobility, thus, demolishing glamorization of travel frequently met in the present society. They classify all the negative effects of mobility into three major categories, namely physiological, psychological or emotional and societal costs, which were addressed both at the personal as well as societal level. The borders between them are not very strict, as the effects frequently blend with each other.

Among physical costs among the most commonly mentioned ones is jet lag that disrupting body’s rhythms influences sleep-wake and gastro-intestinal patterns (Anderson, 2015). Mood, emotional stability, the ability to concentrate are all affected by jet lag producing impact on the travelers’ effectiveness (Striker et al, 2000). Sleep deprivation is also found to produce a significant impact on the international travelers (Burkholder et al., 2010), with somatic complaints, including headaches, sweat palms, insomnia to be typically encountered (Thomas & Ganster, 1995). Apart from small inconveniences encountered during the flight, frequent flyers are exposed to such major risks as developing deep-vein thrombosis (Anderson, 2015).

Tiredness or ‘frequent travelers’ exhaustion’ accompanies travelers at various stages of their trips, though the most severe consequences are born during the travel itself (Ivancevich, 2003). At the destination a wide range of health problems are named among potential risk factors, from digestion problems to infectious diseases (Espino et al., 2002). Apart from that,

when being away from home business travelers have less possibilities to exercise and eat healthily, which leads to problems with weight and sometimes with alcohol too (Burkholder et al., 2010; Gustafson, 2014).

Psychological or emotional impacts are of no less importance than physiological ones. These include anxieties connected with both work and private life. Leaving office for a while requires extra efforts in terms of managing agenda and keeping up with deadlines. The workload before the travel and upon return increases considerably (Striker et al., 2000), as well as during the trip employees are normally required not only to handle the work at the travel destination but to keep abreast of the office responsibilities being always connected and responding to urgent emails (Beaverstock et al., 2009; Amadeus, 2012). These are the reasons for rapid burnout and the lack of energy among the ‘road warriors’ (Westman & Etzion, 2002). Moreover, being away from home and family frequent travelers often feel lonely and isolated. Loneliness and anxiety is also typical for family members staying at home (Gustafson, 2014). Spouses suffer from stress and deteriorating children behavior when missing one of their parents; thus, frequent business travel puts strain on the whole family of the ‘road warrior’ (Espino et al., 2002).

Business travel bears negative social consequences for the ‘road warriors’ too, which arise due to impossibility to spend time with friends and extended family and problems to maintain family relations, apart from multiple difficulties related to being far from partner and kids (Bergstrom, 2010). Managing family agenda becomes especially tricky with little children in the dual-career couples (Westman et al., 2012). Travelers miss important family moments not being able to participate in the daily life. The entire burden lies on the shoulders of another partner who stays at home, while frequent travelers are even referred to as absent partners (Mayerhofer et al., 2004). Sometimes additional financial costs are caused when baby-sitters have to be asked for help.

Moreover, upon return the traveller is exhausted and needs some time to recover from fatigue and travel stress, but after the absence his or her family expects the traveler to participate in common activities. Thus, business travel might cause work-family conflict that is “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus & Beutell, 1985). Full participation in the family life is prevented by frequent absence due to travel. The family management is especially complicated

for female travelers who feel guilt when being away from home more often than men (Bergstrom Casinowsky, 2013).

Multiple negative consequences of business travel have been mentioned. However, along with increasing attention to its negative characteristics, BT is associated with numerous positive outcomes, some of which might create opportunities for stress-reduction and elimination of work-family conflict. These possibilities were found to emerge due to the arising learning occasions, exposure to new cultures, meeting new people and having some time off routine generated by work-related journeys (Westman et al., 2012). Business travel may be considered as a source of new experiences, freedom and independence (Fisher & Stoneman, 1998) and possibility to engage into leisure activities, which would be otherwise not available. “Leisure is an action that takes place at a given time, develops an identifiable activity and is perceived as a pleasant experience by the actor” (Kelly, 1982). The individual need for leisure, which means practicing something enjoyable, satisfying and pleasurable, has been recognized in the literature (Beard & Ragneb, 1980) and satisfaction with leisure experiences is proven to be a mediator of individual happiness (Ateca-Amestoy et al., 2008).

The trend of increasing hunger for new experiences while being on the way is in line with the findings of the research on leisure motivations of conference attendees, indicating that business travelers are greatly interested in experiencing local culture when attending business events (Tretyakevich & Maggi, 2012). Some especially enthusiastic travelers experience ‘trophophilia’, which means love of mobility and need for dynamism and constant change in person-place relations (Anderson & Erskine, 2014). Yet, despite the high interest of the topic in terms of practical implications, few papers so far concentrated on the positive social effects of business travel (Westman et al., 2009).

Another positive outcome of business travel, which holds especially for trips of longer duration, is expanding social network by means of assembling social connections at the travel destination (Bergstrom, 2010). Being away from home place is also seen as a facilitator to coordination of long-distant friendship. Thus, mobility bears positive social elements for creating diverse social networks and keeping communication with spatially distributed contacts.

Frequent business trips, especially if the traveller is satisfied, might positively affect the employee’s vigor in addition to giving a possibility to respite from everyday routine (Westman &

Etzion, 2002). Interestingly, when studying effects of business travel on work-family conflict and family-work conflict it was found that they remain stable for male travelers before, during and after the journey, while for females the effects are lowest during the trip and highest upon return home (Westman et al., 2009). So, business travel demonstrates high potential to produce positive spillover effects on personal life domain.

Studying the ways people travel for business and the activities they undertake meanwhile provides implications for the individual relationship to home and family. As previously discussed, the most straightforward thought is negative: the more trips are conducted by the employee, the less time she or he has to dedicate to private life, as the amount of hours devoted to work directly relates to work/non-work conflict (Frone et al., 1997). However, not always there exist two life domains with clear borders. In the research by Amadeus (2012) fading limits between business and leisure are recognized and well-illustrated. According to it, in the close future, employees travelling for business will expect a home away from home when they are away, fully engaging into leisure life of the destination among the rest, and their employers will increasingly allow them to mix business with pleasure. In other words, ‘the business traveler of today could become the business tourist of tomorrow’. Technologies providing new communication patterns (Julsrud et al., 2012) will let this transition happen smoother and faster and will contribute to even less stressful and more meaningful experience.

Despite business travel being indispensable for many companies, there still exist multiple possibilities for improvement travel management policies of the organizations. Undoubtedly, there is a huge gap between research and implementation in the work-family field (Striker, 2000; Las Heras & Grau, 2011). To maximize travelers satisfaction companies should have a full understanding of the impacts of frequent business travel on the individual family life and personal well-being (Burkholder et al., 2010), which present study aims to uncover.

1.3. Data and methodology

This exploratory qualitative research is built on semi-structured interviews with frequent business travelers whose work responsibilities require them to spend considerable time away from the office. Interviews were chosen as the main instrument of data collection for the present study since they allow deep exploration of the subject of interest providing rich data on positive and negative impacts of business travel. In total, 40 semi-structured in-depth interviews have been conducted via Skype within the time period between December 2014 and April 2015. Each interview lasted between 45 min and 1 hour; the language of communication was English, though business travelers of diverse nationalities were represented in the sample.

First, three pilot interviews with business travelers of different socio-demographic profiles have been conducted. This contributed to polishing of the questions asked and made the discussion flow smoother. Moreover, at the preparation stage, a week before the interview, each study participant received a short preliminary survey, which served as an instrument for collecting information on their socio-demographic and travel profile that facilitated the interview flow.

Purposeful sampling was used for the study, which was conducted into two waves. First group of participants represented by 16 frequent business travelers was hired among the members of the partner Association of Corporate Travel Executives (ACTE). This is a well-established global association comprised of executive-level members from the business travel industry, from corporate buyers to agencies and suppliers. Not only they are at the upfront of the newest trends and strategies for the business travel world, but the association members are professional ‘road warriors’ too, involved into frequent work-related trips all around the globe. That is why the author contacted a self-selected sample of the active associates from this professional travel community, asking them to participate in the present research.

Second group consisted of 24 participants of the Executive MBA course at IESE Business School in Spain and their colleagues, whose occupation required extensive travel. These were the employees of MNCs from different sectors. Diverse profiles of the study participants allowed collecting rich data from the ‘road warriors’, keeping gender balance among the rest, as the ACTE members were mostly male travelers, what was compensated in the second

round of interviews. The interview responses of the individuals from the two groups were diverse being impacted by their socio-demographic characteristics, as well as job and personal profile; however, no consistent variation between the two samples has been noted.

The aim of the interviews was to develop better understanding of the impacts of business travel on the travelling employee through individual evaluations and set of examples from the real life of frequent travelers in order to find out the ways of compensating the negative ('darker') sides and emphasizing the benefits of business travel.

In order to obtain wider perspective on the consequences of BT influencing travelers' satisfaction the following topics were covered:

- main goals of the work-related trips;
- impacts of frequent travel on work, family and personality;
- influences on WLB and possibilities for improvement;
- involvement into leisure at business destinations;
- social interaction while being away from home;
- organizational travel policies and possibilities for their improvement;
- the best/worst experiences during trips;
- overall satisfaction with business travel;
- preferred mobility pattern in the future.

The interviews were built as follows: first the respondents were asked to describe their travel patterns focusing on the general goals of work-related trips, their frequency and duration, in addition to the most typical destinations visited with business purposes. This information along with the data on socio-demographic profile provided the foundation for further exploration of the effects of business travel. In this regards, consecutive questions were subdivided into three major parts, each one focusing on consequences of frequent journey for various life domains. Thus, interviewees reported positive and negative impacts on work, family life and personal well-being. Especially high attention was paid to the benefits of travel with the purpose to shed light on the main questions of the current research. Having evaluated impacts of frequent travel on various life domains, interviewees were asked to provide general evaluation of their WLB on the whole and to mention company policies directed towards improving WLB of frequent travelers, if any existed. Finally, study participants assessed their business travel experience

overall and shared their preferences for future mobility. The list of interview questions can be found in *Appendix 1*.

Interviews were conducted in the form of conversations with open-ended questions defined by the author a priori according to broad area of the current research; however, thanks to the open format of interviews respondents had possibility to bring up a spectrum of issues they considered to be important. Therefore, some new topics outlined as relevant by the business travelers emerged in the course of the talks, while other less relevant questions were abandoned after several interviews. For instance, adjustment to the new environment during business travel was not considered as a problem by all the interviewees due to relatively short duration of trips: even if their journeys lasted a week or more they did not require specific adjustment measures. That is why this question was dropped from the analysis. Another question eliminated was easiness of booking procedures and travel organization: working in large companies with well-established travel policies and procedures our business travelers did not encounter difficulties at the preparation stage. Some travelers had personal assistants, dedicated employees from travel departments or travel agents at their disposal; others simply followed well-defined step-by-step booking procedure via online tools, which did not take much time or effort. Therefore, no variation in answers to the question about travel arrangements support by employers has been spotted.

The interviews have been digitally recorded and consequently transcribed and analyzed with the help of qualitative analytical software NVivo, version 10. The NVivo software is used in research in order to provide higher consistency of qualitative results obtained thanks to manual coding. Not only it helps to create coding structuring collected data into nodes, but it also identifies new areas of research that are brought up by the interviewees that author has not foreseen before.

In the process of data analyses main themes have been identified in the transcribed data and the core categories have been thoroughly investigated. Initially the transcripts were coded thematically according to the categories previously detected in the literature; subsequent exploration resulted in altering the original coding replenishing it with the new categories and focusing on the major ones, which occurred as a result of the back-and-forth analysis between

empirical knowledge and existing theory. Sub-codes have been elaborated within each category, reflecting various effects of business travel.

To illustrate the coding process on different levels *Appendix 2* contains an example of the codes of various levels within one theme, namely leisure involvement of business travelers. The main concepts or the codes of the first round have been extracted from the quotations of the interviewees. Those were treated further being combined into sup-topics, which constituted the basis for general themes, such as leisure life during business trips, or social life of the ‘road warriors’. Finally, several themes constituted aggregate theoretical dimensions, e.g. impacts of business travel on private life. This process has been repeated until all the first level codes have not been attributed to the respective theoretical dimension treated in the current research. The most important topics emerged in the course of analysis capturing qualitative variation are presented in the consecutive chapter. Anonymous citations from individual interviews are used in the text to back up theoretic grounding.

Various instruments available in NVivo have been applied to facilitate the data analysis. For instance, word frequency count, direct and with synonyms, clustering, circle graphs and tree maps have been useful for the content analysis of the interviews. The example of a word cloud can be found in *Appendix 3*.

Sample characteristics

The study sample comprised 40 employees of multinational companies whose work required them to frequently travel to various destinations. Categorization of business travelers in the previous studies was often quite vague; very few included both characteristics – frequency and duration – in the travelers’ profile and largely considered those who undertook more than 4 business trips as the category of the most frequent business travelers (Jensen & Rundmo, 2015). To avoid this situation we set the criteria of frequency differently: in the current research only those who dedicated at least 20% of their work time were included. This figure went up to 80% for some individuals, though this rhythm was shown to be hardly sustainable for longer than a couple of years. On average, the interviewees from the sample spent 35% of their work time on the road. The travelers could have been involved into a few longer trips conducted every month

or multiple short work-related journeys run on the regular basis; the business travel patterns were diverse, which is discussed further on.

The sample of the study participants contained mostly managerial employees of various profiles travelling abroad for a wide array of work-related reasons on a frequent basis. Business travelers participating in the study represented the companies that belonged to a number of different industries, food and beverage, telecommunication and IT, travel and consulting being the most frequently encountered. All the individuals were highly educated, possessing at least Bachelor's degree and above.

Gender balance was preserved in the sample: 19 out of 40 interviewees were male. The business travelers were between 26 and 56 year old with the average age of the sample being 38. 75% were married and 58% had at least one child. Two thirds of the research participants were Spanish and half lived in Spain. Among the rest, the most frequently represented nationalities were German and French employees, with some participants from Belgium, Switzerland, Italy, the UK, Poland and Brazil. For 16 individuals the country of origin did not coincide with the country of residence: Switzerland, Spain, the USA, the UK, Sweden, Peru were among the destinations of residence of the employees. For further socio-demographic sample details please address *Table 1*.

Table 1. Sample Description

Variable		Nr.	%
Gender	male	19	47.5%
	female	21	52.5%
Age	26-35	17	42.5%
	36-45	16	40.0%
	46-56	7	17.5%
Married	Y	30	75.0%
	N	10	25.0%
With kids	Y	23	57.5%
	N	17	42.5%
Nationality	Spanish	24	60.0%
	Other European	15	37.5%
	Other worldwide	1	2.5%

Country of residence	Spain	21	52.5%
	Other European	14	35.0%
	Other worldwide	5	12.5%
Total		40	100%

Not only socio-demographic profiles of the employees were diverse; the study participants possessed rich travel profiles, too. Detailed information in this regard can be found in the *Appendix 2*. The study participants travelled with a wide array of purposes, the most frequently mentioned were for meetings within the company, as well as with external stakeholders, partners, authorities and customers. Another big segment was represented by travel for special events, which included trainings and workshops for the employees, internal and external conferences, conventions and tradeshow, as well as some team-building activities. The geographic scope was very wide too: some interviewees focused on EMEA region, while others travelled all around the globe. European trips were usually reported to be of shorter duration (1-3 days), while intercontinental flights lasted around 1 week. There were certainly exceptions out of the rule – some trips might have excluded overnight stay, while others could last 2-3 weeks either at the same destination, in order, for instance, to open a new company subsidiary or run a new project in another location. Several business destinations one after another have been sometimes combined too, especially when they were located in the same geographic area.

While the necessity to leave the office and visit dispersed company’s stakeholders was defined by the character of the job, the travellers from our sample often had possibility to influence the timing and duration of their business journeys distributing them around the month in the best possible way for their work and private life, when the trips were not connected with events of global or local scale.

The typical business travel profile is illustrated by the following quotation of one of the participants:

“My roles always involved extensive business travel. I am travelling on average... I would say I have one intercontinental trip per month and one European trip per week. Obviously the travel patterns are extremely irregular and there are certain times of the year when for a month or two I hardly travel and therefore in other periods of the year I travel even more extensively...”

Interviewees' quotations can be found all the way through the text serving as evidence to the conclusions driven on the basis of collected and analyzed data. Comparison of the responses of the participants with different socio-demographic characteristics, such as gender or availability of partner and children, provided insights into the differences between various profiles.

1.4. Results

1.4.1. Mobility and work responsibilities: the role of business travel for job

The role of business travel was acknowledged to be indispensable for the job performed by the study participants. This form of mobility was undoubtedly bringing in multiple positive results; however, it had its cost too that will be discussed in the current chapter. As mentioned, business travel in the majority of cases was conducted for the sake of face-to-face meetings with internal and external stakeholders, general managers, technical experts, geographically dispersed team, consultants, as well as international clients and partners, existing and perspective ones. The frequent travelers participating in the study uniformly recognized the importance of getting on a plane and moving to another business location with the purpose of holding face-to-face meeting, which was evident for various reasons explained below.

The main aspect named was necessity to assemble connection with people at other locations and to start acquaintance and work together with communication alive instead of introduction via technologies. Interviewees saw a clear difference between work on big scale projects that foresaw chances to meet face-to-face and smaller ones with limited budgets that did not allow to travel: the latter ones, being conducted over the phone and laptop, provoked more challenges and were run not as smooth as could be. At the end, there was no complete substitute to face-to-face interaction whether it would be with customers or with staff or with partners. It had something to do with proximity, as being close to clients, meeting them on site in their own environment made them more relaxed and open. Business travelers were able to develop relationships in person earning respect and trust of customers by engaging with them personally, which was absolutely essential to drive the business. So, in terms of customer relationship, as well as employees engagement business travel was a must; therefore, live communication was named to be the strongest point in favour of business travel.

“The main reason of the importance of face-to-face meeting is to get to know people. The most important thing is to be personally there, at the handshake mode, directly to look into the eyes... An official meeting along with dinner or drinks together after the office hours creates understanding; human factor of knowing people better has a huge impact on the relations with

clients, on partnerships. Being ready to travel around, to go to other countries, to meet with people, to speak with them certainly has helped me to conduct business in a better way.”

Meeting in person did not mean that technologies did not serve for communication; on the contrary: while the introductory meeting required physical co-presence, the consecutive work could be conducted via phone and mail and video-conferencing, since the trust has been already assembled. Very rarely contracts have been signed at the first meeting with a potential customer, but, as mentioned, ‘seeds were put in the soil’ at that moment of the first face-to-face encounter.

Some types of meeting absolutely required travel, especially large-scale events, such as conferences, trade-shows, product launches. Trainings and courses though currently developing online also made a difference if they were conducted face-to-face, as physical workshops demonstrated higher degree of interactivity and better results. Some meetings involved high visualization or required presence of many employees from various departments; then it was much easier logistically to travel to the location and get all the work done at once. Moreover, solving critical situations and important issues was more effective in person.

Another positive side of being present at the place of the project was that it allowed seeing a real fact-based situation and having an overview of the whole professional landscape. It was especially important for particular jobs, e.g. consultants, auditors, who had to verify things visually. They could obtain the needed information much faster than online having access to the needed people right on spot and, consequently, not losing a lot of time. Working on site helped a lot to speed up some resolutions and take fast decisions, getting the work done. From a client’s perspective, seeing people at their office immediately increases trust, too.

“The positive thing is that at the end - even though we have well-developed technologies - you always make the difference if you are there, if you are present in the country. In one day of work you advance more than after a thousand of telco’s or telepresence. You are very focused; you go straight to the point. So, I think in terms of efficiency it is very positive. It’s really important to be there sometimes, to travel in order to get things moving.”

Visiting customers, seeing how the work was organized in a different place, observing different patterns of job – all these was extremely beneficial for the traveler who had to be very flexible possessing high level of cultural awareness, communication skills and emotional intelligence in order to fulfill the job in the best possible way in another environment. At the end,

the 'road warriors' learn a lot, got a broader view of different business situations and developed professionally and personally thanks to their frequent business journeys. Moreover, not only they did learn but also transferred their own knowledge to the employees of a different market. Besides, physical co-presence was very important for the team spirit. Knowing teammates well increased work efficiency and made the project work more comfortable for all the individuals involved.

However, apart from all the benefits of business travel for work, above all, it was often an indispensable part of the job of the interviewed individuals; it could be related to specific character of the job functions that could not have been performed otherwise. Being career supportive business travel often secured the job potential and impacted on the professional growth. Thus, it has been often named not only as a work necessity but as a career booster. It frequently helped in sustaining growth inside the company at a faster pace due to professional recognition among colleagues and line managers. The possibility to achieve the goals faster and with better results obtained thanks to meeting people in real life was reinforced by the fact that many employees simply loved to travel and meet new people. They saw a great value in expanding their circle of communication through networking and it served them in the future.

“Business travel was always a key to my success. If you are in a commercial role and you have to meet internal people, clients and customers and be at conferences, it is a mix between a must and a need. The value was always very high and I couldn't think of any specific meeting that was completely useless. I think the key element is to have an effective face-to-face meeting, with the right mix, with the right timing - not too long not too short, with good preparation before and a follow-up after, is always beyond any video call. It is an absolute must.”

While the importance of work-related travel was clearly grounded by all the study participants, most of them did not fail to underline arising complications associated with the absence from the regular workplace. The most frequently mentioned downside of business travel was connected with the increased workload and the necessity to catch up with job upon return. Thus, the week before the travel often required dedication of additional time to the management of the upcoming trip, while the time upon return to the office was getting to be even more stressful due to necessity to catch up with all the missed work responsibilities. The meetings that could wait were to be rescheduled and the agenda to be reorganized for the timing of absence; so, logistics required some additional efforts. The work duties were getting accumulated, while the

traveler was coming back with new job tasks in addition to what had not been done during the journey.

Moreover, a while ago, when the main means of communication were telephone and fax, the situation was different from today. Nowadays, on a business trip, thanks to technologies, it was expected that traveller is always connected being available 24/7, which made business trips double stressful. Thus, during the absence business travelers often had to manage both the purpose of the trip and the deadlines and urgent issues arising at the home office. So, the main negative effect of business travel was associated with the increased workload, which was noticed especially when the volume of trips was too high.

“Life continues here when you are out of the office. You have to catch up with hundreds of emails once you are back from these trips. Moreover, I have many projects working with many countries, but when I travel to one country I need to be 100% dedicated to this country. Basically I cannot work on the other projects, which sometimes causes a bit of delay and I have to catch up afterwards. Or when I am in a meeting room for long hours and then I have emails piling up in my inbox that I have to respond to...”

“At some point you come back to the office. The problem is you are tired, you have created much more work and you can be a bit overstressed, overwhelmed by the events, I would say. The more you work, the more questions come out, the more work you create. You have to be able to reconcile it all once you are back to the office.”

In addition to increased workload, high volumes of travel, especially in uncomfortable conditions, decreased productivity at work – this opinion has been shared by the majority of the interviewees. However, some individuals did not see any issue with productivity mentioning that regular day at the office bore many distractions in the form of taking multiple coffee breaks with colleagues, discussing non work-related topics, etc. Even travel time was not considered by them to be lost as they were able to work non-stop using their tablets or reflect on the issues that needed some thinking when being on an airplane. Not being always productive depended also on specific work situations in the destinations of business trips. Certain cultural difficulties were mentioned to influence job process, especially when it required travel outside Europe. Apart from difficulties of work in a different location, for the time of being away they had zero visibility among colleagues and bosses and lost the track of what was going on in the home office.

For the company, business travel was associated with heavy financial costs, which did not always pay back. In general, it was not always easy to calculate its ROI, especially when some meetings were not particularly productive. Moreover, environmental concerns are becoming to be more important making companies and travelers to think twice whether the trip is really necessary. However, it was acknowledged that the discipline around business travel and meetings management had become much better in the past years due to tough economic situation on the market and cost-cutting measures introduced by many companies. The attitudes and the rules got stricter increasing the pressure on costs, especially since business travel in most companies was recognized as the second biggest indirect cost item. That caused the need to have the right balance between the travel policy and the budget for every travelling employee.

Thus, apart from the few above-mentioned downsides for job, the majority of the ‘road warriors’ did not find any negative effects that work-related trips might produce on the job itself. Male and female respondents did not reveal any differences when evaluating business travel impacts. Recent years demonstrated that business travel would never become extinct and the study participants widely shared the belief that a good handshake was not replaceable by any technology.

1.4.2. Personal life and business travel costs

Having analyzed the importance of travel for work itself, let’s have a look at its impacts for personal life of the ‘road warriors’, which are called so for a reason. Aiming at analyzing both – negative and positive consequences – current chapter starts with uncovering the first ones, which have been studied by the researchers previously. All the negative impacts or costs of frequent work-related travel can be referred to various categories, physical, emotional and social among them (Cohen & Gossling, 2015). They are all explored in detail further on.

Physically business travel was found out to be a bit of a struggle. From health perspective it was clearly negative: early flights, a lot of time in control checks, delays, missed connections, change of climate zones – all this was not comfortable. The part of transportation was the most disturbing taking much time and effort. Not all flights were direct, which made travel to some destinations very time consuming. Long distances, little sleep and jet lag created multiple inconveniences and decreases work outcome.

Apart from disturbed personal biorhythms and normal physiological routine, business travel was often connected with the danger of deteriorating health and losing physical shape due to excessive eating and lack of exercise. When travelling, there were fewer opportunities to eat healthy and keep the diet and no possibilities to have homemade meals. Having every day breakfast in a hotel, some were tempted to change normal diet, for example, eating English breakfast every day because at home they did not have time to do this; this had a negative impact too. With all business dinners in nice restaurants the 'road warriors' had plenty of excuses to eat too much; moreover, travel created temptation to eat junk food from airports. Lunch or dinner meetings were not relaxing either, as they had to be pursued with work goals; sometimes meals were completely skipped contributing to creation of health problems. Food intolerances were sometimes developed due to disturbed eating routine. Then travelers mentioned drinking a bit too much of alcohol, wine of poor quality, when their refusal would not be well-accepted. These were named as serious issues especially for men who as a consequence significantly gained weight.

Physical shape was influenced by lack of exercise. Impossibility to do fitness and visit sports club like at home was arising due to the absence of time, extreme tiredness or insufficient conditions in the hotel, some of which did not have gym or swimming pool. Sitting all the time in front of computer or on planes/trains provoked backaches. Therefore, frequent travelers had to consciously make a big effort to keep fit. Not for all, but for many travelers it has been a constant battle to stay on the healthy side. However, many of them were the winners in that struggle: they managed to organize work during travel the way that allowed them exercising. Someone was running in the morning before the meetings, others did not go for late dinners or drinks doing fitness or swimming at the hotel instead. Interestingly, keeping lifestyle under control and developing temporary routines at the business destination, especially if the trip lasted at least several days, was easier for women.

Apart from disturbed eating and exercising rhythms, few interviewees mentioned more serious health problems arising as a side effect of travel. For example, one person had a complete burnout and spent some time in a hospital due to extremely high workload during travel. Another developed fear of flying and was struggling every time when taking a plane. Moreover, some impacts might have been discovered with time and paid for later.

The strongest psychological or emotional impact produced by business travel was represented by the elevated level of stress arising at all stages – pre-, during- and after the trip, especially when being away. It emerged as a direct consequence of increased workload, lack of periods for rest and psychological pressure from being away from home and family causing deteriorated WLB. During business trips the workday did not finish at 6 p.m.; often it lasted well over midnight and included official days off. Even if there was time to relax, travelers reported that their mind couldn't switch off from work due to fatigue and tiredness. Especially suffered on emotional level those who had families – they felt guilty for not being at home with the partner and children who got frustrated about their absence.

Lack of sleep was caused by stress and fatigue and reinforced by an unfamiliar setting; not always business travelers lived in comfortable conditions of 5* hotels. Uncomfortable travel impacted overall stress level too. Travelers were complaining about strict travel policies prohibiting last-minute changes when it was needed or having flexible fares, which were not confirmed on time.

“There is no good thing that comes without a negative thing. I think you might lose stability at some point, emotional and physical. The fact that you wake up one day here one day there, you have dinner there, there is definitely...taking planes, changing gives positive adrenalin, but it's not a natural position for body to be in the air, to sleep in a different bed every day. So, there are definitely negative consequences.”

Besides, there was another psychological impact, which had an influence on the travelers' well-being. They had a feeling that sometimes they were not productive enough for different reasons, sometimes being simply tired due to travel an economy class long-haul, stay at small cheap hotel, or loosing a lot of time for transportation, etc. Likewise, from psychological perspective, it was especially tough when the employees did not see the purpose of the trip, which luckily happened rarely. However, sometimes they had to travel for a supposedly important meeting, which at the end did not have any practical implications.

“Let's say, frequent business travel always has an impact on the health which is getting worse because of the costs, the delays, the weather... Look at the low-cost career - the space you have in a seat, the baggage allowance, doubt if you find coffee or not, you don't get food or it is too bad, bad air, no movement... In fact business trip is always like you are in an

old bus - the flashy first class and carrier is for vip's or Hollywood... The normal business traveler is like a road warrior. There is nothing fancy and nothing really healthy about it."

On the social side, being away for a business trip did not allow having fixed arrangements for some activities or meeting with friends at home to sustain network. During the trips social life of travelers was often non-existent. Participating in individual and group activities – playing football, taking violin classes or attending language courses – became problematic as well. One participant had to train for running half-marathon during trips to be able to participate. Losing contacts with people happened easier too as on the weekends the travelers were so tired that they had to recover staying at home. So, they were forced to become much more selective with the people in the surrounding.

Thus, business travel negatively affected social agenda of the ‘road warriors’ and physically and psychologically travel was pretty tiring normally meaning early flights in the morning, intensive work all throughout the day and social activities in the evenings. Rearranging agenda and reducing the number of activities undertaken was a negative side effect of frequent travel, which, at the end, simply disorganized personal life of the employees making it impossible to build routine outside work. The interviews agreed that in order to be a ‘hardcore’ business traveler it was important to be very healthy and emotionally stable and to have some time for recovery after the journey.

"No matter how you come to fly - and in my current position I tend to fly in very comfortable circumstances - but even when you do, travel wears you down. It's exhausting physically and even mentally and that's something that I had to manage throughout my career. And that means that when you get back you have to take time to recover and to rest."

1.4.3. Family life and business travel costs

Business travel undoubtedly produced negative physical influence on the ‘road warriors’; however, most of the emotional and social costs born by frequent travelers were connected with the family life among which there can be named being away from partner, missing children, feeling guilty for not being able to help. These impacts are presented in-depth further on.

Sentimental homesickness was recognized to always accompany business trips though it was appropriately handled and did not produce strong negative impact. Being away from each

other was rarely mentioned as a problem; only two study participants said there might be some small moments of family life missed due to extensive travel and bonding might get weaker for a while. The majority stated that, on the contrary, upon return the relationship in the couple were even better. Strongest negative consequences arose in relation to children. Missing kids, not being there to spend time with them, to see them growing – all these created the feeling of guilt in the absent parent. Children did not see parents together for long time periods; they were more anxious, behaving not always well; several weeks a month family life was basically non-existent. Most difficult period was often when kids were little and required full attention; then it was double painful to spend time away from them.

“When it comes to children, then it has created a lot of negative things. Simply missing each other, not seeing my son growing as much as I would have loved to... Priorities were probably wrong sometimes. If going into more details, maybe I was not always able to help him, to do homework with him; eventually that had also its negative impact. When he was ill it was quite difficult, I was away and could not help. These are small things, but they have an influence as well and then make everyone unhappy.”

Apart from the emotional challenges travel was a big organizational struggle, too. Managing daily life with small kids was tricky as one parent had to take care of all the details bringing the kids to the kindergarten, picking them up, taking care of all the other activities, medical checks, etc.: it was getting more complex. The traveler was not available for supporting any domestic chores or parental duties that had to be done. That placed strain on the family life, especially if trips were of long duration. However, spouses had to accept such situation despite the stress of managing home alone, though they were certainly not happy about that. Some men had agreements with their wives about the leading role of their career in the family, while other husbands managed to reconcile business travel with the career of their wives accepting a part of the family responsibilities. There were cases when men made a sacrifice working part-time and taking care of children, while women developed their career.

“The routine is broken for the family and for small children it is very important. You need to have everything very well controlled, you need to have network to take care of children, you need to have someone to bring them to school and to be with him in the afternoon. You need help if you are not there. If the trips are very frequent, children need you and emotionally; it's quite complicated also.”

Practically, for the traveller it was not hard: he or she just disappeared from home for a while leaving all the burden of the household for the remaining at home partner. So, the closest family members were the ones who always had an impact: one spouse had to manage all the family life in the absence of another. As one interviewee mentioned, 'instead of having four hands at home, just two were there'.

For the 'road warriors' the impacts of being away were rather on the psychological side. Travelers had to handle triple life simultaneously: work at the travel location, regular responsibilities at the home office and family life. That had strong negative implication for their WLB. Sometimes that produced frustration that had its consequences on the work results.

"Another negative aspect of course was sometimes related to what I would call in general my life balance - between work and private life. It's not always easy being away when my son has a birthday or when he was in a hospital. That was really bad and my life of course was unhappy. You know it creates some small internal conflicts. I was feeling guilty all the time."

When travelers came back after their trips, despite being tired, they had to dedicate more time to their children and spouses catching up with the family responsibilities missed when being away. Being torn between the need to rest and the desire to spend most of the time at home engaging with the family, they had very little time left to dedicate to friends and hobbies. Thus, communication with extended family decreased as a result of business travel too, though the effect was not particularly strong. When being away, business travelers usually did not keep close relations with their parents or siblings but on the weekend everything was back to normal. When family lived far away then there was no impact at all.

Besides, business travel had double-sided financial implications for the family: apart from being rewarded by the employer, it also caused extra costs. If both parents traveled for work then they had to hire a full-time nanny, which was a significant cost. When the traveler occupied high position in an organization and had a good salary that was not a big issue; but for many of the employees, especially in the beginning of their careers, it was a tough burden.

Travelling mothers were especially sensitive about their children left at home. Not only they were sad missing special events at schools and kindergartens, but they were always worried what if the kid did not eat well or what if he got ill; such thoughts disturbed them all the way through the journeys.

“I used to love travel when I was younger and now it dismantles my all arrangements. The week that I am travelling my house is a mess, my kids are a mess. I always miss some kind of school performance or meeting. When you come back you know that you would have quite some things to do at home, because in spite of your husbands care - even if he is very nice - there are things that are not done the way you'd like them to be done. I don't know how I manage. And I think it's not just me, but women take more responsibility in the family life, whether we like it or not. Globally as a woman I think we have perception that we need to do more to compensate for our absence.”

Some study participants – especially single ones - expressed the opinion that absence of family was directly connected with high volume of business travel. It was difficult – if not impossible - to find a couple with the comprehension of the situation. Even if the partner showed a great level of understanding and high level of flexibility everything changes completely when kids entered the scene.

Thus, business travel was associated with numerous negative impacts on the family life of the employees. However, despite all the complications and downsides of business travel for the family life, the interviewees felt quite comfortable if they really did what they liked mentioning that it was always possible to overcome organizational and emotional difficulties of absence.

1.4.4. Personal life and business travel benefits

The opportunity to travel has been overall regarded as very positive by the study participants. These were normally the people who enjoyed travel as such and even if due to some private circumstances business travel brought certain inconvenience to their lives, travelers nevertheless managed to appreciate multiple bright sides of the journeys, which are uncovered in this chapter.

First of all, business travel was mentioned to be very enriching both on personal and professional levels. It motivated employees to study and practice foreign languages and gave a chance to see the culture of other countries. In terms of business knowledge, travelers learnt how to communicate and work with different nationalities and cultures in the new setting. Seeing

people at their natural environment made them very tolerant too. Traveling not as tourists, they got familiar with the main aspects of work and live at those destinations.

Frequent travelers developed special appreciation towards different cultures understanding and respecting the traditions of others and the ways of life that mix in the globalized world of today. They visited such places and countries where, if not due to work, they would have never gone. Not merely did travelers discover new places, but they did it in a more authentic way through the lens of communication with the locals.

“Oh, there are many advantages in business travel... For example, I speak a couple of languages and trips make me improve my language skills. I am discovering a lot - I am very interested in how other people live, so I am discovering new ways of thinking, new ways of working, new ways of eating, new cultures - it's all new, it's all great. It opens your eyes on many things, it's just making you richer.”

Interviewees mentioned extensive travel as a contributor to widening social circles and facilitating deeper relationship with colleagues and partners, as well as contributing to creating and developing friendships. They formed special connections with the new colleagues and deepened the relationship with the already known ones when travelling together. Maintaining and widening professional network was a positive side effect influencing the career development, too.

In addition to professional contacts, the ‘road warriors’, who in the vastest majority had multiple international experiences throughout their career and personal life, reported making use of the opportunity to catch up with old friends and acquaintances distributed all around the world during business trips, thus, finding time for non-work communication. The scope of personal contacts on short business journeys was quite limited given the fact that those were mostly spend in either meeting rooms or airports or hotels. But even when time was scarce, short breakfast or lunch with the old acquaintances was always an option that brought positive emotions to the traveler. The situation changed to the better on longer journeys.

“Thanks to travelling I have been able to make very good friends. I can count my real fiends on fingers of my hand and 2 out of my 5 best friends were made in the course of travel. Incredible things happen sometimes thanks to travelling! For myself personally - I love meeting people, I love different cultures. I think life would be so boring if I was living in Brussels all the

time, for me it's always great to be able to meet people from different cultures, I love it. And that is valid for Europe, Spain, for example, but it's valid for China as well, as the US."

From private perspective business travel was a source of a unique opportunity to meet high diversity of people and cultures making travelers more open-minded and stimulating their curiosity and global mindset. Paradoxically, creating high level of stress, as mentioned earlier, business travel at the same time increased personal resistance to stress. As experienced travelers, employees were extending their comfort zone and becoming much more flexible and ready for changes or unpredictable events. For instance, it did not stress them any more if their taxi to the airport in Hong Kong did not arrive on time; they knew how to handle such situations managing to find solutions in non-standard situations without external support. Thus, the experienced travelers developed a feeling of being cosmopolite and got higher confidence in themselves.

Though many times trips were only about business, on some occasions they provided an opportunity to discover nice cities granting the traveler with some free time. Sometimes, leisure activities were built into the conference program or organized by the company as an incentive. A helicopter ride over Monaco or a tour around Istanbul – such small moments were well-enjoyed adding excitement to the trip.

Besides work arrangements, possibility to visit the place largely depended on the destination itself – if the trips were repeatedly conducted in the same area the novelty of the destination faded away; however, every time business sent employees to the new location the excitement of discovering something new was always there. Especially valid this was for long-haul destinations when not only the destinations seemed to be more exotic, but also the time at the disposal of the travelers was longer.

For example, when I go to my headquarters in Frankfurt I never even go to see the city what I could do but I had many opportunities in the past and I have no interest any more. If I have a meeting in the States where I go 2-3 times a year, when I go for the first time I would read a couple of books and think of spending one day discovering the city. So it's valid for the less frequent destinations."

The discovery of the destination could happen alone or with accompanying or receiving colleagues; then it represented team building to a certain extent. In addition, even when work allowed, people had various inclinations on the subject of getting involved into leisure life of the

visited destination: some preferred to dedicate free time to rest and passive relaxation, while others made use of any arising opportunity to get out of office or hotel and live the life of the city. The latter category was represented much more widely among the current study participants, especially with regard to male travelers. Females could afford involvement into leisure more rarely due to family obligations and children waiting at home, in spite of being always interested in such possibilities.

“ I like to travel. On a little bit longer trips whenever possible I try to combine work with a bit of fun as well, particularly in those cases when I travel to attractive destinations. If I have time I try to do something maybe a bit of culture, maybe visit some friends which I have all over the world due to the fact that I've been studying in New York for a year. So whenever possible on longer trips I try to add a bit of fun as well.”

Sometimes when traveling for two weeks in a row travelers had a chance to enjoy the destination during a leisure weekend in-between, or even to prolong the trip after the business duties were over, when the company policy allowed. From the sample, the travelers with small children usually did not do that trying to compress the time away from home, but those who did not have home obligations or small kids made a use of this opportunity quite frequently, spending weekends with their partners and friends at the business destination. Those rushing home would not like to have leisure experience on their own not feeling well to enjoy the place when the family was at home. Some of them, however, managed to take not just a wife and a child on a business trip but another member of the extended family who could help with the child while the couple was enjoying the destination in the free time. Thus, despite these being largely individual decisions, leisure time happened to be of great importance for the studied business travelers.

“When I was young and single I often tacked on a day or so to do a little bit of sightseeing and enjoy wherever I've gone to. I felt it was one of the important benefits of my travel and it was readily understood by my wife. Again, when we had young children, as soon as the business was over I wanted to return home and therefore I had very little time to take advantage of the place I was visiting. Certainly in those years it was only business. Now that my children are grown up, sometimes I take my wife on these trips. Sometimes I take half a day off. And one of the advantages that I have due to my career is that I have friends in most countries around the world. When I do have time to spend a day or a weekend somewhere that I have

friends, I am able to take the full use of that trip, whether I am with my wife or I am without her. So, yes there is a great advantage.”

Getting acquainted with new places – even if on a superficial level due to unavailability of time or high workload – provided interesting ideas for travel with the family and friends later on; therefore, the study participants frequently returned to the destinations got to know thanks to work. Connections assembled at these places contributed to even more enjoyable and exclusive experience as local colleagues could often provide valuable advice on where to stay, what to see and which places to visit.

Along with some negative physical consequences frequent travelers found benefits too. Thus, in spite of the unbalanced eating when being away from home, travelers were able to enjoy different cuisines getting a chance to taste good food and good wines and discover something new. Women mentioned they did not need to cook when being away from home. Temporary release from household responsibilities provided them with the time for themselves that could be dedicated to other activities, such as running or reading. Some of them reported they could exercise also on business trips, though it had to be done very consciously requiring strong will. Anyway, this was considered as a little break in the daily women’s life.

With regard to personal life, business travel provided the employees with a sense of freedom. The travellers got some time for them, which allowed them working without distractions or relaxing. Some study participants even managed to have a good rest recharging their batteries when flying to the business destination. Finally, business travel was named as a good routine breaker not only at work, but in private life too.

“Travelling is one of the few occasions when for an hour or two on intercontinental flight I cannot be reached which has advantages - it gives me time, quite some time to think. Occasionally I have thinking time there, which translates into good ideas. Occasionally I have time to sleep, which translates into some rest. So, that's certainly, that's one of the things I appreciate.”

“I get to do a lot of thinking - all these hours are wasted from work perspective, but I plan our holidays, I am making plans for celebrating the anniversary with my husband. I do have time for myself and that's good because I usually don't have that much of it in a daily life.”

So, overall, the interviewees from our sample were mainly those who really liked to travel. One study participant mentioned that even her husband saw the difference saying she was much happier when she travels, in spite of the necessity to reconcile business travel with the family life and three small children. In addition, these were often the people of specific profiles - being from one country, growing up in another one, working in the third one and traveling all around the world, they were easily adaptable and tended not to find complications in creating private life anywhere being neither shy nor introverted.

1.4.5. Family life and business travel benefits

Out of 40 interviewees, three quarters had partners or spouses and more than a half had children, whose opinions will be discussed in the current subchapter. Initially, the most straightforward thought is that the influence of frequent trips on the family life of the traveler is predominantly negative. However, study participants were able to identify some benefits, too.

First of all, genuine travel lovers who were many among the interviewees (out of 40 participants, 32 enjoyed travel on the whole) came back home happy about new experiences recharged with new impressions. This obviously had an impact on the happiness and well-being of the whole family. Sharing with the family members their stories, showing photos of remote places, new experiences from multiple trips provoked curiosity of all the family members and created some themes for discussion. Children got to know more about the globalized world of today finding out more about different cultures and learning to embrace diversity. Some small things were mentioned too: bringing presents home, some nice food items or souvenirs, especially from exotic destinations.

Thanks to the travel culture assembled in the family due to multiple business trips of the parents, all the family got interest and the habit of travelling the world together. Sometimes partners could join on a business trip; when this was not possible families consequently went for vacations to the destinations previously visited on business, which not always were the most typical. Hotel and flight points from frequent travelers' programs accumulated thanks to business trips provided additional benefits for leisure journey of the families. Moreover, the acquaintances with locals made these experiences more authentic and enjoyable. Spouses of the travelers

sometimes assembled good contacts with the work teams and all the family got common friends. Thus, business travel possessed elements of the mind opener for all the family members.

“I have been travelling the world, so I've been discovering nice places; it has created some nice travel opportunities also for my wife and son. To a few of those nice places I said – oh, I want to come back with my wife and son. That's very positive. We did some nice trips, by nice I mean to some special destinations, maybe in Asia, not only going to Benidorm, that's what I mean without judging it. We were discovering nice places together. So, I have given that kind of travel virus in a nice way to my wife and son.”

There were interviewees in the sample who shared the opinion that taking a break from a family life for a while was just positive. Sometimes it was good for family members to have a rest from each other being separated for a few days; partners started missing each other appreciating the closeness even more and the relationship upon return were improving.

“I am of those who think that taking a little bit of distance it's all positive, as far as it's not like one month travel. If it's a few days it's good for the couple, extremely healthy for both. You break routine, you have a lot of things to talk about. So, if you really learn how to manage the negative impact of spending less time together, there is a good part too - you just don't get tired of being together.”

However, others mentioned that the impact was positive only in the very beginning when it represented a new exciting experience and everyone was curious about it; then they tried to travel together whenever possible. However, after a while the novelty faded away and frequent travel was not really well enjoyed any longer.

In some dual-earning families both partners had to travel for work: in such situations they understood each other well and provided support to one another, even if logistics was becoming quite complicated. This also taught children that both parents shared responsibilities equally and had work, which was important for mother as well as for father.

“If I may add, there is another positive impact – business travel of both parents taught kids that work was very important, they also learnt that both mom and dad have the same level of responsibilities, which especially for girls is a very important thing to learn. It's not that mommy takes you to school because daddy has to work, no. Today dad will take you to school because mom needs to work.”

And then, of course, there was a financial impact: doing good work for the company allowed travelers having salary increase, which impacted the life of all the family. Some kind of financial reward was appreciated by partners and at least partially compensated for poor WLB of the travelers.

In terms of gender differences, male travelers referred to the impact on the family as quite neutral, not so complicated to manage, especially if the trips lasted not more than 2-3 days and did not include weekends. Meanwhile, women with families were able to find less positive sides in frequent absences from home and children.

Appendix 3 sums up all the findings in a concise manner presenting the list of positive and negative consequences of business travel for job, family and personal life of the studied 'road warriors'.

To conclude, despite multiple complications caused by absence of family members, business travel has a number of positive impacts not only for the professional and personal development of the traveler itself, but for the development and happy life of all the family members. Intercultural development, arising opportunities to travel together and learning how to accept high responsibility are largely positive for spouses and children of the 'road warriors'. Therefore, in the majority of cases, everyone finds the best way to manage small inconveniences brought up by work-related journey and well enjoys the bright moments connected with it.

1.5. Discussion

Having conducted the analysis of the wide array of factors influencing the ‘road warriors’, I discovered multiple positive and negative consequences associated with frequent business travel. Summing up, in terms of business life, the positive outcome was mainly connected with the possibilities to reach work objectives in a fast and efficient manner facilitating communication between spatially distributed individuals, while the negative impact was reflected through the elevated workload. Into personal life of the travelling employees mobility spilled in terms of new places visited and cultures and people got to know, as well as sharpening many individual and professional qualities, on one hand, and stress, physical and emotional exhaustion and broken daily routine, on another. In terms of negative implications for family life, there could be mentioned dismantled agenda of all family members and logistical issues with children, in addition to work-family conflict and psychological impacts, such as the feeling of guilt and missing home. But at the same time, business travel brought the elements of excitement into the life of the ‘road warriors’ and contributed to assembling travel culture among the members of the family.

Positive character of business travel was proved by the fact that despite numerous inconveniences and problems caused by work-related trips, overall satisfaction with travel among the representatives of the sample was quite high. Only around 15% of the interviewees expressed serious concerns, while the remaining business travelers were happy with many aspects of job-related journeys. Nevertheless, even the generally satisfied travelers acknowledged they would have answered differently if being interviewed right after one of the exhausting trips; therefore, each of them had a list of suggestions for improvement from their experience. The most pleasant side of business travel was unchangeably related to the possibility to see new places and meet people, while WLB issues caused preoccupation. The strongest negative impact of frequent trips arose due to diminishing time spent at home with the family and children. In general, satisfaction with business travel was found to depend on the following factors:

- ROI of business travel: achievement of the professional goals was a compulsory attribute of the feeling of contentment with the journey;

- Frequency of business trips: employees mentioned non-frequent trips once a month not to have serious negative implications for their private and professional lives, while more frequent journeys were seriously disrupting daily life of the travellers and their families provoking WLB problems;

- Attitude to travel: among the sample the vastest majority of interviewees enjoyed travelling; those few who did not like travel as such had more issues with numerous work-related trips;

- Stage of life: socio-demographic characteristics of the travellers proved to be important: single employees, those without kids or with grown children found business travel to be very positive. Apart from the added value for work, it brought excitement into the lives of the travelers. At the same time, individuals with families and small children struggled with absence from home caused by work-related travel much more; especially this concerned women who felt the burden of home responsibilities stronger than male respondents;

- Travel management: smooth travel arrangements and flexible travel policy allowing changing tickets last moment or having trade-off to increase travel quality contributed to higher satisfaction, while strict rules and budget cuts were named among the reasons for uncomfortable and tiring travel and lower contentment; insufficient support in emergency situations caused certain preoccupation too;

- Work duties at home office: high workload and strict deadlines at the home location did not contribute to enjoyment of work-related journeys. Travelers were complaining about necessity to handle multiple streams of job simultaneously, working often in hotels, on trains and airplanes in order to get the work done on time. To avoid pressure generated by such situations employees expressed the desire that companies foresee extra time for travel making sure its employees frequently travelling on business did not get a burn out;

- WLB measures for frequent business travelers: these were typically non-existent, as there was no comprehension with regard to private time lost during the journeys; moreover, work timetables before/after the trips were not adjusted and remote work was not normally allowed. All these contributed to further fatigue and deterioration of WLB of the travelers; in this regard, the desire for a balanced WLB policy was uniformly expressed by the ‘road warriors’;

- Possibility of taking families on business journeys: having family accompanying traveler on a work trip could be sometimes problematic due to fixed tickets, no allowance, no time or inflexibility with regard to taking days off at the location of business trips. Policies of some companies did not have any specific regulations in this regard, while others fully prohibited taking significant others on business trips, even at own full expense. Benefits of business travel not always could have been used for private leisure travel, which did not contribute to travelers' happiness.

These are the issues to which companies with sufficient amount of frequent business travelers among employees could dedicate more attention adjusting their travel programs accordingly. The following citation serves as an evidence to the above mentioned:

“Well-being of the employee and the effectiveness of the business trip is very much related to the effectiveness of the travel program, 24/7 support. There is not a lot of comprehension when it comes to - I've been travelling all day, so I can take some hours off in the morning. Or my plane was delayed 6 hours and I came at 3 o'clock in the morning. We travel a lot not in labour hours and the company doesn't consider it. There is no specific WLB program for business travelers allowing, for example, working from home the day after travel or taking family on a business trip. There is no possibility of having flexible tickets, special allowance or using benefits from BT for leisure private travel.”

These above listed aspects possessed high influence on the satisfaction of business travelers. Very often they were connected not with the most straightforward reasons, such as travel expenses constraints or frequency of trips, but with such side effects as impossibility to explore business destination or to take family on the journey that would diminish work-life conflict.

Given the important role for business travelers of WLB in general and leisure possibilities in particular, the following step of the research foresaw segmentation of the travelers according to their interest in leisure activities (1) and physical possibilities to explore the business location as a tourist (2). The *Table 2* presents the results of such segmentation, which was driven by the interviews. Answering the question about leisure involvement during BT the interviewees shared thoughts about their propensity to undertake tourism activities when being at business destinations given the workload, corporate culture and individual preferences.

Table 2. Segmentation of Business Travelers according to their interest in leisure and possibility to undertake tourism activities.

Category	<i>Curious tourists</i>	<i>Potential explorers</i>	<i>Indifferent visitors</i>	<i>Business-focused travelers</i>
Desire to experience leisure life of the destination	Y	Y	N	N
Possibility to experience leisure life	Y	N	Y	N
Nr. of business travelers	13	20	3	4
% of business travelers	32.5%	50%	7.5%	10.0%
Description	They use every chance to indulge into leisure life of the visited destination: leisure after work in the evenings sightseeing on the weekend's in-between or adding extra days with family and friends.	These travelers love getting acquainted with new cultures and people but work or/and personal life leave them few opportunities for doing so. In future, they plan to fill in this gap, however.	Though having an opportunity to explore their business destinations, they do not make use of it, due to no interest in leisure in general or in the particular places of work.	The travelers from this group do not become tourists at work destinations having neither possibility to indulge into the leisure life, nor desire to do so.

Four groups of the ‘road warriors’ emerged according to their inclination to participate in leisure activities at business destinations and the opportunities to do so provided by the business. The first numerous group was represented by ‘*curious tourists*’: one third of the interviewees (32.5%) expressed propensity to investigate tourism offer of the business destinations. Business travelers belonging to this category used every single chance to indulge into leisure life of the visited destinations. Leisure after work in the evenings was well-enjoyed by them, especially when trips lasted several days or longer; sightseeing on the weekends in-between or adding a weekend with family and friends was practiced frequently, too, as ‘*curious tourists*’ were always interested in increasing leisure possibilities.

Second, 20 interviewees or half of the sample formed the most numerous group of those interested in leisure but having limited opportunities for practicing it; they were named '*potential explorers*'. These travelers loved getting acquainted with new cultures and people but job left them few opportunities for doing so due to high workload, strict timelines and inflexible company travel policy. Personal situation might have not contributed either: often their families stayed at home and children were too small to travel. However, they were planning to enjoy business destinations in the future, when professional and private situation allowed.

Third group of the 'road warriors' though having an opportunity to explore the destinations business brought them to, did not make much use of it; only 3 individuals underwent this category, which received a title '*indifferent visitors*'. Their behaviour with regard to leisure could be explained by a variety of reasons: job repeatedly was bringing them to the same places, so the novelty faded away; family situation forced them to get home as soon as possible, so, they tried to minimize time away from home; they might have been tired or had no interest in tourism activities.

Finally, fourth group named '*business focused travelers*' was represented by 4 study participants or 10%. Similarly to the previous category, the travelers of this group did not become tourists at work destinations having neither possibility to indulge into the leisure life, nor desire to do so. Interestingly, they were fine with such state of the things, as for them business and pleasure were two distinct notions that did not go together and their priorities were driven by their life at home.

Socio-demographic characteristics of the business travelers from different categories (*Appendix 6*) have not shown serious dissimilarities, given the small size of the sample. However, minor differences emerged in the course of analysis of descriptive statistics. For instance, the 'business-focused travelers' were all women who devoted more time to business trips than other segments (43% against 30-35%) and were mostly married, just as the 'indifferent visitors' who were on average older than the road warriors from other segments. The segment of 'curious tourists' was dominated by male travelers (77%), while among potential explorers men made up 35% only, which demonstrated that male travelers found more possibilities to satisfy their desire for experiencing business destinations from a tourist's perspective, while female ones would have liked to indulge into more leisure but had no such opportunity. This is something to

pay attention to from the side of travel managers, as the amount of female travelers has been consistently rising in the last decade.

The segmentation demonstrated that out of the explored sample the minority of interviewees showed no interest in leisure life of the destinations visited for work purposes, while for more than 80% this aspect was important. Especially important it might be for frequent business travelers who are growing in numbers in the globalized world of today since physical presence requiring business travel is unavoidable part of job for many individuals.

Thus, the necessities of frequent business travellers of today are changing: not only they want to have comfortable bed and speedy wi-fi connection away from home, they also need special amenities and possibilities for keeping healthy and emotionally happy, which would take away some pressure of travel. This is related to the blurring boundaries between professional and private life in general and business travel and personal well-being in particular. There are no longer strict geographic and time limits to each life domain; on the contrary, the ‘road warriors’ can perform their job duties being away from their workplace conducting them in the ‘third places’ that means neither at home nor in a regular work surrounding. Their workspace can be wherever they are, no matter what they are doing – flying from Acapulco to London in the first class, waiting for the high speed train to take them from Amsterdam to Paris or being in a taxi on the way from the airport to the hotel in Shanghai. At the same time, all these places can be utilized as locations for leisure, rest, recharging, or communication with the family when being accompanied by partner or speaking with children through Face time. Choice of activity to devote every exact minute to largely depends on business travelers themselves.

To win the battle for business travelers hotels already now increasingly offer among their services the amenities that are aimed at making the stay of their clients the most productive yet the most pleasant and enjoyable. That does not necessarily mean designing rooms exclusively around business needs of the travelers providing them with ergonomic desks and good lighting. Catering for the needs of the modern corporate travelers means providing resources for support of healthy lifestyle (sports gear, 24-7 opened gyms, organic food options), various ‘feel-good’ perks (customized mini-bars, comfortable social amenities), as well as satisfying their curiosity of tourists providing special services to the road warriors and accompanying partners that

encourage them to stay longer with leisure purposes (Skift, 2015). This trend is going to continue further on influenced by the change needs of the ‘road warriors’.

With the possibility to work on the way and to have leisure in any time/place, travel managers have to consider all possible passages of the journey and manage business travel accordingly. In this regard, correct dissemination of work and leisure activities and creating favourable conditions for both in the right time and place may boost ultimate work productivity and business travel return on investment. Satisfying these needs by the company could ensure loyalty and engagement of the employees.

1.6. Conclusions and Implications

The findings of this study contribute to the research on business travel as a particular form of international mobility given the present day changing conditions of work and leisure, altering lifestyles and shifting values. In fact, the name of ‘road warriors’ is given to frequent business travelers for a good reason: they are faced with multiple trials in the course of work-related trips, among which physical tiredness and emotional exhaustion, deterioration of health and work-family conflict are frequently encountered. However, unlike most of the previous studies in the field, this research acknowledged and investigated not just reverse of the medal, but explored the effects of business travel in full, including its positive sides.

Among the negative implications for private and family life the ones producing the highest inconveniences were such as disorganized family arrangements, work-family conflict, physical and physiological exhaustion and stress. Looking from another perspective, business travel contributed to sharpening individual and professional qualities of the employees, building up international networks, bringing in elements of excitement and assembling travel culture in the family.

Representing an insight into the field of the travelers’ behavioural patterns, present analysis of the impacts of business travel on work, family and private life domains suggested a novel way of mitigation travel stress and enhance well-being of the frequent business travelers and their WLB. Not only it explored multiple non-work related consequences of business travel, at the same time it offered a different perspective on business travel, suggesting paying attention to the leisure side of business mobility.

Providing frequent travellers with an opportunity to get involved into leisure of the business destinations might have important consequences for improving travel conditions in general and job outcomes in particular. This approach proved to have high potential, as not just the borders between leisure and business do blur nowadays and will continue doing so in the future, but this process will produce an influence on the business travel itself changing its pattern and requiring more flexibility from the side of the employers and travel managers.

Focusing on corporate ‘road warriors’, present study not just continued exploration of the topic of business travelers’ satisfaction, which was found to depend on a number of factors,

among which personal, family-, job- and travel-related ones. The topic has been quite scarcely researched and required further investigation, but also provided practical implications for the companies regarding ways of improving the comfort of the travelers and decreasing social costs of travel. In particular, the study shed some light on WLB issues connected with travel, contributing to the problem of work-family conflict elimination and potentially increasing the travelers' performance, highlighting the crucial role of organizations in solving the existing problems.

Organizations should acknowledge the existing and deteriorating problem of travel stress instead of completely withdrawing from its solution. In order to improve travel quality, certain business travel characteristics, such as tips frequency or job flexibility, could be better managed by the HR departments, while others (e.g. personal attitude to travel) are to be watched out during selection phase. Policy measures regarding personal stress management and work-family conflict reduction should include control of travel limits and work schedules and elaboration of specific WLB program for the segment of frequent business travellers. Importantly, WLB improvement measures depend on multiple personality and job-related factors that have to be considered. Diminishing numbers of unforeseen trips booked in the last moment and limiting the volume of long-haul travel requiring changing multiple time zones will result in less disruption for the private life of the employee. If such situations are unavoidable, then specific measures should be taken to improve travel experience, from contributing to the comfort of the traveller to incentivizing him with leisure elements, which increase overall satisfaction with travel contributing to better emotional return on investment for the traveler.

Rest is needed for the employee both during the travel and after the trip too; therefore, while leisure activities might provide necessary respite at from work when being away, additional flexibility at the home office upon return will be highly appreciated by the employee. This can spill into additional day off work after tiring travel or possibility to work distantly or have flexible timing of arrival to the office. Family was shown to be very important for the traveler; therefore, communication with home during work related journeys should be not limited by any means. Flexible travel policies allowing taking spouses on a business trip might be highly appreciated by the employees and improve their work effectiveness. Moreover, this way the organization demonstrates its careful attitude to the employees' physical and emotional state and their WLB.

Thus, the issues of social sustainability have been in the focus of the present study, which explores the interconnections between the concepts of business travel, work-life balance and leisure tourism from the novel perspective of mobile lifestyle and blurred boundaries between life domains that are becoming ordinary for many employees nowadays.

1.7. Limitations and Future research

The study has a number of limitations to be acknowledged. This is a qualitative research, which has as its purpose to explore a wide variety of business travel effects without developing causal relationship. Therefore, replenishing current analysis with quantitative results would increase reliability of the study results. Moreover, relatively small dataset does not allow deriving universal conclusions. Even though the study sample included 40 frequent business travelers of different profiles, generalization should be done cautiously. Sample amplification could bring up potentially useful results.

The data was collected from the business travelers originating from developed countries with emphasize on the Spanish context; the range of countries the interviewees travelled to was very diverse and not always uniform. Both international and domestic travel have been included in the analysis; however, it was difficult to differentiate their effects, especially if the latter included overnight stay. This has to be taken into account for further studies.

Research on the positive consequences of business travel for personal life has been quite immature so far; more insights into the subject are necessary to amplify the knowledge in this field. However, the results obtained in the current paper provide a good ground for further exploration of the topic related to positive side of mobility and leisure elements in business travel.

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Appendices

Appendix 1

Tentative list of interview questions.

1. What is normally the goal of your business travel? Why do you undertake work-related trips, how often and to which destinations?
2. How does business travel influence your job in the positive sense?
3. Could you bring up main concerns and negative impacts of business travel for the job?
4. Does the company fully support your travel arrangements? Is the company support sufficient or is there anything else you'd like to change?
5. Which WLB measures does your employer foresee for frequent business travellers, if any?
6. What is the ratio between male and female business travellers you encounter and why?
7. Which are the consequences of business travel for your career development? Do you see a direct connection?
8. In which way does business travel affect your family life? Which are the positive consequences?
9. What are the negative impacts of business travel on your family?
10. What is the attitude of your spouse to extensive business travel?
11. Do business trips interfere with your communication with extended family?
12. Personally, which positive effects of business travel do you perceive?
13. Have you noticed any negative impacts, maybe in terms of physical or psychological problems encountered by you?
14. How does your adjustment to the new environment go during business travel? Any cultural issues encountered?
15. What is the influence of business travel on your social life? Whom do you communicate with while being away?
16. Which impacts of business travel on your leisure life could you think of? How important is it for you to explore the destination and its tourism offer?
17. In general, how satisfied are you with your business travel?
18. What is the most stressful and the most pleasant for you during your business travel?

19. Which are the most important skills acquired by you both personally and professionally?
20. Did u have prior experience abroad? If yes, how did it help you?
21. Would you maintain the same amount of business travel in the future or you'd rather prefer to change it or to use alternative forms of mobility?

Appendix 2

Table 2.1. Coding example: Leisure life during business travel.

Quotes examples	Key concepts	Sub-topic	Theme	Aggregate Theoretical Dimension
<i>Every time I visit any place always it's an obligation to visit the city' (1). 'Not always I have an opportunity but I try to visit new place' (2).</i>	seeing new cultures, discover unknown cities	Type of leisure activities	Leisure life	Private Life during Business Travel
<i>Sometimes you have some free time so that you can visit something. I make use of these opportunities, for example in Moscow - I've been there 4 times and saw a lot' (1). 'We finish the meeting and we have a couple of hours to stroll around the city before the dinner' (2).</i>	sightseeing, undertaking tours, visiting museums			
<i>I enjoy life, I feel extremely lucky when I have the chance to have good food and wines of really good quality and discover new cuisine' (1). 'Usually you go out for dinner as much as possible though it depends on managers'(2).</i>	trying local cuisine			
<i>It requires very good advance planning but sometimes it is possible, it depends on your meeting which finishes earlier' (1). 'If you company allows this, you can combine it with private trip and stay over the weekend' (2).</i>	combining BT with leisure before/after the business part, enlarging duration of the trip	Time distribution of leisure activities		
<i>Sometimes you travel two weeks in a row and you might decide to stay over the weekend which many of my colleagues do' (1).</i>	weekends included in business trip			
<i>Or sometimes teams decides to stay all together. If we really get along then we really decide to do tourism' (1).</i>	tourism with colleagues	Accompanied travel activities		
<i>Travel accompanied by wife is a normal practice for me'(1). 'Now that my children are grown up, sometimes I take my wife on these trips' (2).</i>	bringing wife/friend on a business trip			
<i>Sometimes it gives you opportunities to discover places on professional basis that you say it would be nice to go there for holidays' (1). 'You go to the place and you think - my family would love to see this, I have to get my kids here' (2).</i>	future plans for leisure travel	Knowledge about destinations		
<i>I came back to these places later on for leisure and recommended them to my friends' (1).</i>	recommendations of places to others			

Quotes examples	Key concepts	Sub-topic	Theme	Aggregate Theoretical Dimension
<i>You have it built into activities, special events or dinners' (1). 'One of the advantages that I have due to my career is that I know people in most countries around the world and I meet them when travelling'(2).</i>	Leisure activities organized by colleagues from home office and local office; receiving partners or clients	Work-related leisure	Social life	Private Life during Business Travel
<i>Let's say in at least 50% of the cases I would combine with the stay at the destination where I have friends or family' (1). 'Instead of flying back immediately I'd have a dinner with somebody I like to meet'(2).</i>	Social life while BT with friends or relatives distributed all over the world, accompanying partners	Non-work related social life		
<i>It's evolving into the more strict timeslots, so I don't go sightseeing. I have no time for tourism normally' (1). 'Tourism was forbidden for me because we spent all the time in the office' (2).</i>	no time, tight schedule	Work-related factors	Absence of leisure	
<i>Not really, as we're going from the airport to the office and back, so I see the place only from the taxi window' (1).</i>	returning the same day			
<i>I did not get an opportunity to do touristic things - it was allowed and people were doing this, but I had a lot of work and was always tired' (1).</i>	too tired from work	Personal factors		
<i>I try to reduce the time of the trip as much as possible. I would rather go home as early as possible and come back another time and do it with my family if it is interesting for me. I feel bad when they are at home waiting for me and I am having fun' (1).</i>	feeling guilty when family is waiting at home, especially small kids			
<i>Not during work weeks, as factories are usually far from big cities, so you are just in the hotel apart from work' (1).</i>	unsuitable locations	Location-related factors		
<i>Let's say if it's the first time I go to such a place the probability to schedule a slice of leisure is higher than if it's a place where I go on a regular base' (1).</i>	absence of novelty			

Appendix 4

Table 4.1. Sample details

Nr	Gender	Age	Nationality	Residence	Married	Kids	Industry	Country focus	worktime dedicated to BT (%)
1	male	51	Belgium	Belgium	Y	1	Consulting	Europe (Scandinavia, Germany, France, Italy, UK, Holland) US and China	35%
2	male	40	Spain	Brazil	Y	2	F&B	LATAM (Peru, Colombia)	20%
3	female	40	France	France	Y	2	Consulting	Europe (Italy, France, Germany, Slovakia, UK, Switzerland)	50%
4	male	46	France	France	Y	2	Travel	EMEA, US, Asia	40%
5	male	39	Spain	France	Y	0	F&B	Europe (Spain, Germany, England, Hungary, Poland, Greece) South America (Brazil, Argentina, Chile, Mexico)	25%
6	male	44	Spain	France	Y	3	F&B	Korea, China, Eastern Europe, Hungary, Poland, Turkey	20%
7	male	42	Germany	Germany	Y	1	IT	Europe, South America and Asia, national trips within Germany	40%
8	male	37	Germany	Germany	Y	2	Travel	Europe, USA	25%
9	female	39	Germany	Germany	Y	1	Consumer goods	Europe (UK, Germany); Global	25%
10	male	32	Spain	Peru	N	0	F&B	South America	20%
11	female	33	Belgium	Spain	Y	0	F&B	Europe; China, Latin America	80%
12	female	27	France	Spain	N	0	IT/Software	Europe	40%
13	female	34	France	Spain	N	0	Manufacturing	worldwide	70%
14	female	34	Italy	Spain	N	0	Automotive	Europe, Japan	25%

15	female	31	Poland	Spain	Y	0	Audit	Europe, Morocco, Turkey, US, South America, Brazil, Colombia, Mexico	70%
16	female	29	Spain	Spain	N	0	Finance	Global	80%
17	female	31	Spain	Spain	N	0	Manufacturing	Europe (Germany, Italy, Netherlands); Australia	20%
18	female	33	Spain	Spain	N	0	IT/Software	Hungary	30%
19	female	33	Spain	Spain	N	0	Fashion	EMEA	20%
20	female	37	Spain	Spain	N	0	Travel	Europe	65%
21	male	31	Spain	Spain	Y	0	Electricity	Spain, Italy	20%
22	female	41	Spain	Spain	Y	3	Manufacturing	France, Italy, Spain, Israel, Portugal; US	25%
23	female	45	Spain	Spain	Y	1	F&B	UK	25%
24	female	45	Spain	Spain	Y	2	F&B	Switzerland, Portugal, Italy	20%
25	female	50	Spain	Spain	Y	3	IT/Software	Spain, Portugal, UK	25%
26	female	41	Spain	Spain	Y	1	Oil	Spain and France	40%
27	male	38	Spain	Spain	Y	2	F&B	Europe	30%
28	male	52	Spain	Spain	Y	2	F&B	Belgium	20%
29	male	46	Spain	Spain	Y	1	F&B	Bulgaria	20%
30	male	47	Spain	Spain	Y	2	F&B	Switzerland	20%
31	female	32	Spain	Spain	Y	0	Telecom	Spain, UK, US	70%
32	male	31	Spain	Sweden	Y	1	F&B	Spain, Italy	20%
33	male	42	France	Switzerland	Y	2	Airlines	Global (EMEA; North America, Asia)	40%
34	male	35	Spain	Switzerland	Y	1	F&B	Global (Europe, Asia, LATAM)	30%
35	male	48	Switzerland	Switzerland	N	0	Airlines	Europe	25%
36	female	42	Spain	UK	Y	3	Media	Asia, EMEA (UK)	50%
37	female	34	UK	UK	Y	0	F&B	Europe	60%
38	male	40	Brazil	USA	Y	1	F&B	Europe	20%
39	male	33	France	USA	Y	2	F&B	Europe, Asia	25%
40	female	34	Spain	USA	Y	0	F&B	US; Portugal, Canada	20%

Appendix 5

Table 5.1. The impacts of business travel on job domain.

Nr	Positive consequences	Negative consequences
1	Higher work efficiency and faster achieved results;	Elevated workload at all stages - before, during and after the trip;
2	Some events require physical presence (e.g. trainings, product launches), as well as certain job functions (e.g. salespeople);	Additional effort for managing urgent office issues and deadlines;
3	Useful at particular moments – starting new job, closing deals; when the team is away;	Travel stress, fatigue and physical tiredness, work under pressure; strict travel policies;
4	Communication efficiency and better relationships with clients, partners;	High volume of BT, sometimes weeks in a row;
5	Team-building and increased trust with colleagues;	Time-consuming, loss of productive time for travel;
6	Networking that might be beneficial for future;	Not all the meetings are productive;
7	Career advancement due to new responsibilities arising due to BT;	Not always f2f is more efficient than remote work;
8	BT as an effective learning tool and an instrument of knowledge transfer;	Loosing visibility and track of what's going on in the home office;
9	Experiencing real situation in the country makes it easier to control the work done;	Cultural issues to deal with;
10	BT as a job routine breaker.	Environmental concerns.

Table 5.2. The impacts of business travel on family life.

Nr	Positive consequences	Negative consequences
1	Positive impact on the relationship: bringing excitement, sharing experiences (for limited time though);	High impact on children: difficult logistics, broken routine;
2	Taking a little bit of distance is positive and healthy for both;	Missing important family events;
3	Travel balance in the family when both spouses travel equally for work;	Dismantled family arrangements; complicated for the partner who has to sacrifice;
4	'What makes the traveler happy makes his family happy';	Inability to help extended family members when needed;
5	Travel culture is assembled in the family;	Sentimental homesickness, guilt, nervousness about the situation at home;
6	Combining business travel with private trips, staying over the weekend with family;	Increased load of home duties upon return;
7	Bringing presents to family members;	Loss of close relationship, bonding when being absent;
8	Financial impact for all the family - career growth and salary increase also due to BT;	Full-time nanny for kids is substantial financial cost;
9	Partner develops good relationship with the team members who travel together;	Impossibility for the other part to join on trips regularly due to time and money constraint;
10	An indispensable part of job, which is neutral for family life.	Some jobs with especially heavy volume of BT are incompatible with family life.

Table 5.3. The impacts of business travel on personal life.

Nr	Positive consequences	Negative consequences
1	New experiences: discovering places and cultures that would be impossible otherwise;	Physically tiring: little sleep, exhaustion, jetlag;
2	Assembling new relationships with people of other cultures, in the work ambience and outside; meeting old friends at business destinations;	Uncomfortable travel - multiple flight connections, waiting at the airports, delays;
3	'I love to travel, I am happier when I travel, it makes me feel free';	Reduced opportunities to do sports, missing regular exercising routine;
4	Getting some time to oneself; no need to do household chores when travelling;	Unhealthy eating; skipping meals; weight gain;
5	Growing professionally, learning a lot;	Serious health problems, diseases, aches; developing fear of flying;
6	Enriching experience, mind-opener which boosts self-confidence;	Emotionally feeling sad, a bit depressed, loosing nerves and psychological stability;
7	Practicing foreign languages;	Disorganized private life, personal time is taken for trips;
8	Becoming an experienced traveller;	Inability to meet friends, social life is close to zero during BT.
9	Combining work with fun - after the workday is over or on the weekends;	
10	Getting ideas of future vacations destination;	
11	Good routine breaker, if in the right amount.	

Appendix 6

Table 6. Socio-demographic characteristics of segments

Nr	Gender	Age	Nationality	Residence	Married	Kids	worktime dedicated to BT (%)	Desire to experience leisure life of the destination	Possibility to experience leisure life	Category
1	male	51	Belgium	Belgium	married	1	35%	Y	Y	Curious tourists
4	male	46	France	France	married	2	40%	Y	Y	
6	male	44	Spain	France	married	3	20%	Y	Y	
11	female	33	Belgium	Spain	married	0	80%	Y	Y	
13	female	34	France	Spain	single	0	70%	Y	Y	
17	female	31	Spain	Spain	single	0	20%	Y	Y	
27	male	38	Spain	Spain	married	2	30%	Y	Y	
32	male	31	Spain	Sweden	married	1	20%	Y	Y	
33	male	42	France	Switzerland	married	2	40%	Y	Y	
34	male	35	Spain	Switzerland	married	1	30%	Y	Y	
35	male	48	Switzerland	Switzerland	single	0	25%	Y	Y	
38	male	40	Brazil	USA	married	1	20%	Y	Y	
39	male	33	France	USA	married	2	25%	Y	Y	
39							35%			
9	female	39	Germany	Germany	married	1	25%	Y	N	Potential explorers
14	female	34	Italy	Spain	single	0	25%	Y	N	
31	female	32	Spain	Spain	married	0	70%	Y	N	
2	male	40	Spain	Brazil	married	2	20%	Y	N	
3	female	40	France	France	married	2	50%	Y	N	
5	male	39	Spain	France	married	0	25%	Y	N	
7	male	42	Germany	Germany	married	1	40%	Y	N	
8	male	37	Germany	Germany	married	2	25%	Y	N	
10	male	32	Spain	Peru	single	0	20%	Y	N	
12	female	27	France	Spain	single	0	40%	Y	N	
15	female	31	Poland	Spain	married	0	70%	Y	N	
16	female	29	Spain	Spain	single	0	80%	Y	N	
18	female	33	Spain	Spain	single	0	30%	Y	N	
19	female	33	Spain	Spain	single	0	20%	Y	N	
21	male	31	Spain	Spain	married	0	20%	Y	N	
22	female	41	Spain	Spain	married	3	25%	Y	N	
23	female	45	Spain	Spain	married	1	25%	Y	N	
24	female	45	Spain	Spain	married	2	20%	Y	N	

26	female	41	Spain	Spain	married	1	40%	Y	N	
28	male	52	Spain	Spain	married	2	20%	Y	N	
37						35%				
29	male	46	Spain	Spain	married	1	20%	N	Y	Indifferent visitors
30	male	47	Spain	Spain	married	2	20%	N	Y	
36	female	42	Spain	UK	married	3	50%	N	Y	
45						30%				
20	female	37	Spain	Spain	single	0	65%	N	N	Business-focused travelers
25	female	50	Spain	Spain	married	3	25%	N	N	
37	female	34	UK	UK	married	0	60%	N	N	
40	female	34	Spain	USA	married	0	20%	N	N	
39						43%				

Chapter 2. Expatriation: Work-life balance and psychological success.

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Abstract

The main goal of the current research is to explore the level of psychological expatriation success and satisfaction with international assignments of the mobile employees integrating various job, family-related and individual factors of influence into a common framework. To do so, we use qualitative methods to explore the positive and negative consequences of expatriation on the work, family life, and on their overall personal well-being of 34 employees who had had, and/or were currently having, global assignments. We find that overall those who evaluate their family life and personal well-being during expatriation at a high level experiencing less negative consequences of the international relocation feel highly successful. On the contrary, the expatriates reporting lower levels of satisfaction with non-work related life domains, underlining multiple difficulties arising in private life due to change of environment, represent the segment of individuals with low expatriation success. Therefore, we seek to explore a wide range of impacts of expatriation that have to be acknowledged and taken into consideration by the employers.

2.1. Introduction

In the global interconnected world of today expatriation represents an indispensable form of mobility, which is widely made use of by companies. Especially this is valid for multinational corporations that introduce international assignments for various purposes. Among the most frequently mentioned goals of expatriation are providing scarce skills at developing markets that are difficult to be found there; contributing to the organizational development through exercising control and coordination at the markets of expatriation; and creating learning opportunities among the company's employees providing them with the global perspective that will benefit the firm in the future (Hocking et al., 2004).

Expatriation has been extensively investigated in the literature. In the past two decades multiple studies pointed out its purposes, main functions of the relocated employees, along with the organizational policies connected with expatriation (Forster, 2000). Initially the major topics explored have been connected to selection criteria of the expatriates, their personal qualities required for the success of the assignment and the adjustment of relocated employees; further on, trailing spouses adjustment, repatriation problems, as well as gender issues and dual-career expatriation themes were deeper investigated (Lin et al., 2012). In spite of the wide range of the themes covered, the literature would, nevertheless, benefit from a more detailed analysis of the factors that may enhance or, on the contrary, hamper the feeling of career success in general, and international assignments success in particular. Understanding what enables the feeling of success is of great importance to increase our academic understanding of expatriation as a form of mobility, as well as practitioner implications, especially relevant for HRM professionals, who manage expatriation assignments (Lee & Kartika, 2014).

Expatriation success, as well as career success overall, is characterized by a number of objective and subjective variables (Hughes, 1958), related both to professional and personal life of the employees. Nowadays, individuals tend to have great need of and desire for harmonious life where career success, family satisfaction and personal well-being are pursued simultaneously not interfering with one another (Lewis et al., 2002). However, disregarding the fact that family support and satisfaction with personal life at the expatriation location have been indicated as one of the key factors that ensure the success of expatriation (Harvey & Kiessling, 2004), few studies

have explored expatriation success through the lens of not only job performance, but also family life and individual well-being (Finegold & Mohrman, 2001; Okpara & Kabongo, 2011). The scarce research evidence causes the necessity to further address these issues in order to ensure the success of expatriation (Harvey & Kiessling, 2004), what we aim to do in the current paper. Moreover, researchers have addressed the theme of expatriation success mostly from the perspective of the employers, neglecting its investigation from the point of view of the assignees. Satisfaction on the personal level, which we attempted to address, indirectly appeared in few studies failing to represent the main research interest (Usunier, 1997).

Thus, the present research examines the topic of psychological expatriation success investigating positive and negative impacts of international assignments on work, family and personal life of the global employees. We define psychological expatriation success (PES) as the feeling of contentment or satisfaction with expatriation experience (Hall, 1996; Las Heras, 2009). Our main research question is “What are the factors that determine whether a person experiences high psychological career success in an expat assignment?” To do so we explore both objective as well as subjective factors associated with those who feel high in PES and how they differ from those who feel lower levels of PES. One of the main defining criteria of PES is employee’s satisfaction, which we seek to explore from different perspectives. Being interested in what contributes to psychological expatriation success, we seek to uncover the consequences of expatriation for job, family life and personal well-being and explore the role of these domains for PES.

We expect that the results will contribute to the existing literature on expatriation by adding to the understudied topic of PES that is of major relevance to the international assignees. Moreover, this paper contributes to the literature by studying a sample that consists of employees whose expatriation originated mainly in Spain and was developed in various countries around the world, from Switzerland to Russia, Nigeria, the UK, Sweden and the US. This offers a new geographic perspective as most previous research focused on expatriates that originated in the US (Tung, 1998; Usunier, 1998; etc.), Asian (Lin et al., 2012; McNulty et al., 2013, etc.) or Northern/Central European context (Stahl et al., 2002; Kohonen, 2008; etc.). We use qualitative methods that fit the nascent stage of the study of PES, and allow us gaining a deep understanding of antecedents of it in both work and non-work domains.

The results are based on the detailed analysis of the data collected from expatriates interviewed for the study. First, we discuss previous findings that are relevant for the research, namely (a) expatriation, (b) psychological career success and (c) the role of family and private life in expatriation. Second, we move into methods, data description, and analysis strategy. Third, we present out results for various life domains. Finally, we discuss the findings analyzing the antecedents of PES and offering practical implications.

2.2. Literature review

2.2.1. Expatriation as a form of mobility and development

In today's world, expatriates represent skilled international temporary migration, which is a fundamental globalization process (Beaverstock, 2002). Expatriation is defined as international relocation for work purposes for the period of time typically around 3 years during which the employee is usually accompanied by the family (Collings et al., 2007). Expatriates are major agents in the accumulation and transmission of information, experience and skills in the companies (Beaverstock, 2002). As summarized by Benson et al., 2010, "multinational companies rely on expatriates in order to transfer knowledge across international boundaries and to coordinate international operations". Besides this role, the key purposes of expatriate assignments include, control and coordination, as well as managerial development (Bartlett & Ghoshal, 1992). In other words, expatriation serves for creating a pool of high-potential executives for senior management positions in the companies (Gupta & Govindarajan, 2002) with the ability to adapt, to understand the other cultures and to expand global mindset (Scullion & Collings, 2006).

Although the topic of expatriation is not new, many authors acknowledge the necessity to shed more light on specific under-researched aspects of this experience related to non-work factors that enhance or limit expatriation success, represented by the topic of family role and its impact on expatriate performance (Okpara & Kabongo, 2011), as well as the themes of dual-career couples relocation or female expatriation (Stahl et al., 2002). The work related context has been thoroughly explored: relocation costs, compensation packages, possible expatriate failure, earlier and costly repatriation, stalled careers, lack of recognition represent the risk factors accompanying this complicated process (Nurney, 2001; Harvey et al., 1999; Baruch & Altman, 2002; Lin et al., 2012). Yet, personal life domain under conditions of expatriation still lacks clear conclusions (Stahl et al., 2002), as the expatriation issues faced by the expats and their employers are not limited by those related to work domain. Both individual and family factors are found to be very relevant for expatriate success in the research that attempted to integrate existing fragmented views on the antecedents and consequences of expatriate adjustment in a comprehensive model (Lee & Kartika, 2014), being in line with spillover theory suggesting the

interdependence between family's adaptation and success of the assignment on the whole (Tung, 1981). Hence, it is important to take into account various challenges on different levels, including those connected with the personal and family life of employees in order to better understand expatriation success (Ananthram & Chan, 2013). Exploration of non-work related variables that enhance or limit expatriates' career could provide an added value for the field (Stahl et al., 2002).

Moreover, much of the basic knowledge in the field comes from the research conducted in the U.S., with a focus on expatriation antecedents, policies and problems of the multinational corporations in North America (Tung, 1981; 1987; Scullion & Brewster, 2002). There has been an increasing exploration of the topic undertaken in Europe in the last decade; however, geographically it has been mostly concentrated either among the practices of Scandinavian countries, Germany, Switzerland, the UK (Grant-Vallone & Ensher, 2001; Stahl et al., 2002; Kohonen, 2008), or regarded expatriates in Asia and Middle East (Lin et al., 2012; Lee & Kartika, 2014). To our knowledge, the Spanish context has not yet been deeply studied. Therefore, geographical expansion of the range of countries represented in the expatriation research would be beneficial.

2.2.2. Psychological expatriation success

According to Arthur, Hall, and Lawrence's (1989), a career is defined as "the evolving sequence of a person's work experiences over time". Psychological Career Success (PCS) is described as the feeling of contentment that results from accumulated work experiences (Hall, 1996; Las Heras, 2009.) Likewise, we consider psychological expatriation success (PES) as "the feeling of contentment or satisfaction with expatriation experience".

Expatriation represents a major professional career episode for those who experience it. There are two dimensions of career success: objective and subjective. The objective dimension includes all tangible and objectively measurable indicators, such as rate of progression or salary. The subjective dimension refers to a personal assessment of the professional accomplishments. Thus, it is subjective in its measure and more difficult to quantify (Hughes, 1958). Both of them are important indicators of how successful an individual is on his professional path. To date the majority of studies focus on objective career success (Arthur & Rousseau, 1996), while we seek to deeper investigate the latter.

The interest in subjective criteria appeared in the literature two decades ago and since then it has provoked a lot of discussions (Hall, 2002; Arthur et al., 2005). Subjective career success might be measured according to different criteria depending on the person's preferences, such as the desire to achieve work-life balance, personal fulfillment, sense of meaning, purpose and contribution (Hall & Chandler, 2005; Cochran, 1990). In fact, while WLB is not always emphasized by researchers, Finegold & Morhman (2001) found in their extensive research involving 4500 'white collars' that it was rated as the most important out of multiple descriptors of careers.

The topic of subjective career success requires further exploration and is examined by the current research in the context of expatriation. Here it will be referred to as psychological career success, which is originally derived from Kurt Lewin's work on psychology of success and failure (1936) and later developed by other authors (Argyris, 1957; Hall, 1976; etc.).

Some authors consider job satisfaction as an indicator of subjective career success stating that if people are not satisfied with their jobs they won't consider their careers to be successful (Judge et al., 1999). These two notions do not always coincide: situations exist when those who are very successful in their careers find jobs not to be fully satisfying (Heslin, 2005) or successful career negatively spills over into private life in a way that is considered as a personal failure (Hall & Chandler, 2005). In addition, the feeling of satisfaction might be enhanced by the future prospects of the current job. Therefore, job satisfaction should not be considered as the only indicator of subjective career success; however, in many cases it represents a measure of psychological success.

Given specific character of the expatriation setting, the international assignment is often considered successful if it is not terminated prematurely and the employee is able to finalize his defined stay abroad (Harvey, 1989), as it is often very difficult to evaluate concrete results and this assessment is very subjective. However, this approach refers to expatriation success evaluation by the company-employer, while the side of the employee is not taken into account. Meanwhile, few researchers attempted to amplify the expatriation success definitions taking into account satisfaction of the assignee (Usunier, 1998). Since expatriation success can be defined by the criterion of job satisfaction (Cerdin & Pargneux, 2009), current research seeks to view global assignments from the side of expatriates exploring their psychological expatriation

success through the lens of individual satisfaction with different elements of their professional and private life domains.

Following Las Heras (2009), the elements characterizing different levels of psychological career success are as follows: the sense of personal agency in career decisions; the sense of being a part of the different projects; the sense of pride rather than regret about one's current career situation; the judgment that career events have had positive instead of negative outcomes; and the perception that career has synergized with goals and development in other meaningful life domains. The last element is of particular interest for us as it reflects the boundary between career undertakings that have been widely researched and the rest of the person's life including family and individual life domain, being closely connected with our research question. It takes into account the spillover effect, positive or negative, illustrated by the influence of the events occurring in one domain on the others (Greenhaus & Powell, 2006). The literature findings confirm that healthy professional life is a precondition for a healthy private one (Bartolome & Evans, 1980), as well as happy family life is an important pre-requisite of the success in the job domain (Peltonen, 1998), and current research seeks to elaborate this interconnections providing evidence to the necessity to address WLB of the relocated employees.

Thus, the psychological expatriation success is characterized by several elements that include not just career-related factors and job outcomes, but demonstrate the importance to have a complete picture of the individual and family factors of success introduced in the following section of the literature review.

2.2.3. Expatriation and family life

As consistently demonstrated by research in the last few decades, work produces a steady impact on the private life of working individuals, influencing other life domains in a negative or a positive way. For example, Bartolome & Evans (1980) showed that the executives who managed their career while minimizing negative emotional spillover not only demonstrated better professional results but also achieved better balance between work and private life skillfully managing the boundaries between these two domains. Their conclusion was as follows: for an ambitious person, a well-functioning professional life is a necessary though not sufficient condition for a well-functioning private one. This was demonstrated to be valid in the expatriate setting (Forster, 1997).

Not only does a successful professional life affect satisfaction with one's private life, but family life often produces a strong influence on the work and professional success of expatriates, as well. In this regard, one of the most important reasons why expatriates fail is conflict between work and family arising due to the international assignment (Harvey, 1985; Tung, 1987), as family support and spouses' adaptability were found to be a critical predictor of expats' successful relocation. Tung (1981) named the following three main reasons for failure: inability of spouse to accept life in the new environment, the inability of the employee to adapt to host culture, and family-related problems caused by the international assignment. Similarly, Stone (1991) found expatriates' adaptability, spouses' adaptability, expatriates' personality, expatriates' inability to cope with larger responsibilities, and other family related problems among the main factors influencing success of this form of mobility. Especially serious problems often arise with long-term assignments since they foresee changes to family routines, 'trailing' spouse adjustment and repatriation that create conflicting and competing demands on the international employee both from work and family members (Starr & Currie, 2009). Therefore, cross-cultural adjustments of expatriates and their families was found to be crucial by many researchers (e.g. Black et al., 1991; Inch & Daniels, 2002), although not many studies of expats have examined family well-being in detail.

In fact, Osland (1995) called an international assignment to be "*more of a family affair, unlike domestic jobs*". A wide range of factors play their role during expatriation, from living conditions, cultural moments, adaptation of children to new school and partner to another lifestyle, to such details as difficulties to find usual food or adaptation to different weather; all of them might produce negative impact on the smooth family life (Van Erp, 2011). Family relationships are demonstrated to influence the results of the expatriation in terms of adaptability, communication and cohesion (Forster, 1997), especially being important while establishing at a new place and repatriating (Selmer & Leung, 2002).

Extensive business travel and professional responsibilities have strong impact on family responsibilities and personal lives of the relocated expatriate (Grant-Vallone & Ensher, 2001). Depending on the individual conditions, expatriates might be required to work long hours in order to achieve results within a tight schedule. Especially in the first year of the new job at a new place in a new culture massive amounts of tension are normal and availability for private life is minimal. If spouses or partners require this availability, its absence might create serious

adaptability problems (Bartolome & Evans, 1980). This might lead to deterioration of work-family balance causing inconveniences to the whole family and decreasing satisfaction with the international assignment (Ananthram & Chan, 2013). In addition, the complications of balancing work and personal life might have serious implications for employees' physical and mental well-being. Thus, expats who perceive high levels of work-personal life conflict report higher levels of depression and anxiety and are more likely to be concerned with their health (Grant-Vallone & Ensher, 2001). Moreover, WLB complications can also influence private life management, leisure activities and parent-child relationship (Lambert, 1990).

Expatriates who relocate with spouse and children often report that family helps them cope with stress of new work and high workload with new responsibilities at the new location. Meanwhile, their divorced or separated colleagues are found to take longer periods of time to adjust. At the same time, if the family members struggle with the adjustment not being able to enjoy expatriation it might be easier for the employee to move abroad for a limited period of time alone, without trailing spouse and children. Kohonen (2004) in the study of identity transformation of expats demonstrates how relocation without families might help avoiding additional problems, thus, reducing pressure on the expatriate. Mixed views are reported on the issue of family relocation; therefore, it is important to thoroughly study multiple factors contributing to satisfaction with international assignments of the global employees and their family members.

2.2.4. Expatriation and personal life of the assignee

It is not just the family, but also the expatriate employee who is impacted personally by the international assignment and must work out ways of adapting to it. As outlined in the literature, the expatriate adjustment starts with the stage called 'honeymoon' when everything seems new and exciting and is later on followed by inevitable culture shock (Black & Mendenhall, 1990). After an initial period of relocation and excitement about the adventure of being abroad, the expatriate enters an adjustment crisis being sometimes unable to establish intimate personal relationships and to integrate into groups developing feeling of loneliness. Difficulties of living in a different culture and speaking another language are reinforced by the necessity to give up home habits and familiar lifestyle and homesickness (Usunier, 1997).

The unique cultural environment might be challenging at the beginning, however,

consequently it leads to a great intrinsic satisfaction from learning and personal development when the adjustment is quick and easy. Despite all the complications and disrupting effects of expatriation on family and personal life, in the majority of cases global employees tend to consider international assignments as an instrument for advancing their careers due to personal development, network expansion, international experience and skill acquisition increase their professional value (Parker & Inkson, 1999). However, not just this factor is important when employees agree to leave their comfortable environment for a long time period; a high intrinsic value is associated with the international experience due to the opportunities it provides for positive personal developments and enrichment of personal lives. These positive meaningful experiences can be referred to as thriving, which is defined as “the psychological state in which individuals experience both a sense of vitality and a sense of learning at work” (Spreitzer et al., 2005). In addition to extrinsic benefits – good living conditions, housing, education, travel allowance, etc. – these results in expatriation success (Naumann, 1993). Living and working in the novel stimulating environment that provides opportunities for learning and experiencing the feeling of excitement in often favorable work and living conditions enhances satisfaction of expatriates and boosts their productivity and success of assignments as such bringing clear benefits for organizations (Ren et al., 2014).

Not always the results are positive, though: frustrations with a lack of knowledge of the local language, of how to get things done effectively and how to deal with multiple everyday issues building up the new life from the start may reinforce each other and lead to low satisfaction with the expatriation or even to withdrawal including early return. Therefore, it is important to adopt coping strategies in order to faster adjust to the new living and working conditions. Several coping mechanisms are practiced by expats in order to overcome negative consequences of adjustment, among which there can be named socializing with host nationals and other expatriates, spending more time with family, communicating with family and friends back home, learning more about host country including language, sightseeing, getting occupied with sports, keeping busy with work all of the time or engaging in stress-relieving activities, such as consume alcohol, etc. (Tung, 1998). The research demonstrates that getting to know local culture, indulging into sightseeing and cultural activities, alone or with family, is one of the most popular ways to overcome cultural shock and start enjoying the new life.

To conclude, expatriation is the process accompanied not only by exciting professional

and personal changes but related also to endless challenges that produce an impact not only on the assignee's professional life but on his family life and personal well-being. The last two domains are in the focus of the current research, which seeks to investigate expatriation success from different perspectives integrating job, family and personal life into a common framework.

2.3. Data and methodology

In contrast to most expatriation studies, which have broadly employed survey methods, the current paper uses interviews as the main instrument for the topic examination. The strength of this method consists in the fact that interviews allow deeper exploration of the theme, making it possible for the interviewees to describe their own personal experiences and express their emotions, underlining the most important ones and providing examples and best practices. Interviewees' rich descriptions form a good base for deeper exploration of the phenomenon, as the data collection conducted in an ample framework allows altering the list of the investigated variables. Indeed, many insights from the interviews reinforced earlier findings of quantitative studies, such as, for example, family difficulties encountered while living abroad (Grant-Vallone & Ensher, 2001; Okpara & Kabongo, 2011), as well as allowed to elaborate them placing on the map new personal challenges and added values, illustrating the importance of WLB for expatriates. Interviews helped us elaborate the list of consequences of international assignments for various life domains and focus on the most frequently mentioned positive and negative effects.

Moreover, most papers in the research literature on expatriation are quantitative studies, which need to be supplemented by explorations of the phenomenon from the qualitative perspective (Stahl et al., 2002). As indicated in the literature, 'further studies have to collect data from a variety of sources, including personal interviews, focus groups, case studies, or field studies, from different industries with different countries' (Lee & Kartika, 2014). The need for more qualitative research in the field was pointed out by numerous researchers (Grant-Vallone & Ensher, 2001; Hardill & Mconald, 1998).

Collecting the data for the present research, we conducted in-depth semi-structured interviews with the employees of large multinational companies who have gone through, at least, one expatriation experience. Male and female expats who either have already returned to their home country after international assignment or are currently close to the end of their expatriate experience are represented among the study sample.

The interviews were conducted face-to-face or via phone or video calls, according to geographic location of the interviewees and their preferences expressed. Online interviews online

did not differ much from the live ones, as modern technologies contributed to the communication efficiency. Expectedly, the contact slightly lacked personal approach and some time was required for settling the individual connection, but this was not regarded as a problem neither by interviewer nor by interviewees, who, due to the nature of their job, frequently used ICT for work communication. Moreover, an opportunity to sustain post-interview phone or mail contact with the interviewees was discussed with the study participants, all of whom agreed to assist with additional questions, in case of necessity. The duration of the interview was between 45 min and 1 hour 30 min, typically 1 hour long, which made up for 42 hours of interviews. The language of communication was English. The participants were informed that their identities would remain anonymous, company data were not going to be revealed, and the information was to be used only for research purposes.

Prior to the interview, a week before the actual conversation, the study participants received a preliminary survey to fill in, the goal of which was to make the flow of the interview smoother focusing on the exact questions applicable to special situations of the interviewees (*Appendix 1*). The survey contained questions on the socio-demographic and work profile, such as age, nationality, residence, family status, job position and length of work, as well as expatriation related questions – year of the assignment, its length, destination. The survey not only allowed to conduct interview more efficiently, but also served as a proxy for the employees' evaluation of the assignment success for different spheres of life to confirm the qualitative evaluations provided during the interviews. Thus, to get interviewees think of their experience in the assignment, we invited them to evaluate their international experience on a 5-point scale in relation to three domains – job, family and personal life. This way they had a few days between filling the survey and doing the interview to think about their expatriate assignments and how it affected various life domains.

We conducted 4 pilot interviews with two males, and two females; three of them had had partners at the time of the expatriation and one of whom had had children at that time. In these interviews we tested the questions we had prepared to make sure that they were correctly interpreted within the scope of the study goal. This helped us focus on the main points and allowed asking clear questions the answers to which later contributed to the elaboration of the appropriate coding.

Purposeful sampling was used for the study. The participants for the research were recruited in two waves. In the first wave, HR managers of two multinational companies in the sectors of food and beverages and water distribution helped us be in contact with their expatriates. Among the employees of these large MNCs expatriation was a fairly normal practice being an instrument for expanding their global presence, on the one hand, and representing a development stage for their employees, on the other; thus, the companies were well-prepared to send personnel on international assignments to various subsidiaries all over the world. In this regard, the participating companies were interested in the study results looking for the ways of improving the internal expatriation policies and practices. Therefore, the HR managers identified a sample of potential interviewees for the study, who complied with the certain characteristics (various socio-demographic characteristics, career and personal life stages) identified by the researchers. The candidates of the needed profiles have been approved for research participation being consecutively contacted by the interviewer.

However, the above mentioned companies were unable to offer enough women to participate in the study; therefore, in the second wave we corrected this situation having identified and contacted the remaining number of participants through the participants of the Executive MBA of a prestigious Business School in Spain. To reach a representative number of female interviewees with international career trajectory the snowball sampling technique was applied and after that, the gender balance was met. The participants of the second wave demonstrated similar characteristics to the interviewees from the first wave: these were mostly the employees of large MNCs, occupying various positions and being at different stages of personal/family life. As shown by the study results, these two groups practically did not differ in their views over expatriation, demonstrating consistency in the responses to the interviews' questions.

We compiled the interview questionnaire based on the literature gaps and experts suggestions. The interviews were structured in the following way: first, introductory questions were asked with the purpose of better familiarizing with the assignment of the expatriates and getting general information about its length, destination and purpose. Later on, all the main questions were split into three parts, each one referring to professional life, family domain (when applicable) and personal well-being.

Within each domain the focus was made on the major difficulties of adjustment or negative impacts of assignment, on the one hand, and the strongest added value received from expatriation or positive sides of the relocation, on the other. In addition, every domain had specific issues explored. Thus, for instance, within the group of questions about the job outcomes particular attention was paid to the issues connected with the female expatriation, company support, repatriation process, etc., while social adjustment and leisure life related questions have been examined when talking about personal well-being of expatriates. Finally, the interview was completed with the general evaluation of the satisfaction with expatriation and assessment of future plans and further inclinations to participate in international assignments of long duration later in time.

The data collected were transcribed and analyzed by means of qualitative analytical software NVivo, version 10. This software is widely used for analysis of unstructured qualitative data and can provide more traceability and consistency than manual coding due to effective identification of new subjects and categories of interest represented by the nodes of data (Lindsay, 2004 in Ananthram 2013).

The analysis revealing major themes discussed by the interviewees within job theme and family domain, as well as personal well-being, was run in several stages. After the first wave of interviews, conducted and transcribed, the authors started elaborating the codebook. Line-by-line data codification revealed more than 200 nodes within the research questions of the present study. Then, we conducted the second wave of interviews with the extended sample where more female participants have been represented. The newly added results generally supported the elaborated coding with the exception of few additions. The authors of this paper went back and forth from first level codes to higher level codes, until they reached an agreement for all of them. The final codification consisted of around 60 of higher level codes. These served as a basis for the results, which are presented in the following part. Overview of the data structure elaborated on the basis of first-level codes can be found in *Appendix 2* and examples of some instruments of Nvivo, such as word cloud or word frequency count that were of great help for the conducted analysis are illustrated in *Appendix 3*.

The final sample consists of 34 interviewees, of which 16 were female employees and 18 were men. Thus, the sample was balanced in terms of gender representation. Interviewees had

had expatriation at different life stages and ages: the youngest was 26 years old at the time of pursuing international assignment and the one who was expatriated at the oldest age was 56. The average age at which our interviewees had their expatriation was 38, which was in line with the literature findings stating that expatriation assignments were typical for the employees on the upswing of their career development habitually between 30 and 45 years old. Indeed, rarely the individuals at the entry level or those at the peak of their careers were inclined to move abroad for expatriate assignments.

18% or 6 interviewees had no partners at the time of their assignment, 5 of whom were female employees. Out of 28 individuals who were married 22 had between one and three children. Interestingly a quarter had kid(s) born during expatriation.

All the expatriations originated in Spain, and were Spanish by nationality, except for three French, a British, a Polish, a Peruvian, an Argentinian and a Brazilian. Consequently, the returned expats majorly resided in Spain. Expatriations had brought them to mostly to country capitals or big cities where their companies' headquarters or big offices were located. The majority of expatriates or 20 persons had gone to Western European countries (e.g. Switzerland, France, the UK, etc.), three were moved to Eastern European countries (Russia, Romania and the Ukraine), five expats had gone to the US and three others to Latin America (Chile, Peru and Brazil) with one person being relocated to Nigeria and one to Australia. There were some exceptions to the rule of moving to capitals or big cities: two individuals were moved to small towns with the goal of business development. The majority of expatriates worked in such fields as sales, marketing, finance, HR of large multinational companies occupying the positions of middle or senior managers. The positions of employees from our sample relocating for the international assignments were shown to be uniform: no differences were revealed among the judgments of the expats of various levels. No high executives or technical personnel of lower level have been present in the sample; therefore, we do not specifically refer to this characteristic. Main socio-demographic characteristics of the sample are presented in the *Table 1*, the detailed data overview can be found in *Appendix 3*.

Table 1. Socio-demographic profile of the study participants.

		Nr.	%
Gender	male	18	53%
	female	16	47%
Age	26-35	15	44%
	36-45	14	41%
	46-56	5	15%
Married	Y	28	82%
	N	6	18%
With kids	Y	22	65%
	N	12	35%
Nationality	Spanish	26	76%
	Other European	5	15%
	Other worldwide	3	9%
Country of expatriation	Western Europe	21	47%
	Eastern Europe	3	35%
	Other worldwide	10	18%
Functional area	finance	10	29%
	marketing	10	29%
	sales	5	15%
	HR	2	6%
	other	7	21%
Total		34	100%

It is important to mention that numerous interviews were conducted with the individuals who had had more than one expatriation in the course of their careers. Thus, one third have been on 2 expatriate assignments with one person being currently in the process of his third relocation. 8 out of 33 were expatriated for the first time and have not yet returned to their home base. Typically the time of expatriate assignment was around 3 years (with the mean of 3,1 for the first assignment and 3,25 for the second one), being in line with the policies of many MNCs that often foresee standardized time periods for relocations around 3 years long; however, among the sample the length of the assignment ranged between 1 and 6 years. On average, women expatriates undertook their assignments for longer time periods – 3,4 years against 2,9 years for men. The expatriation missions considered in the current report were conducted after 2008, thus, being quite recent.

With regard to the main purpose of expatriation for the employees, the majority of expatriates indicated an international assignment as a possibility for professional growth and

career development. Sometimes the position offered for the period of expatriation foresaw immediate promotion; otherwise, expatriates hoped to obtain better chances of career growth upon repatriation, as assignments helped widen their functional and geographic scope and develop professionally on a higher level. When an offer of an appealing position in appealing destination was added on top of favorable family situation, then there were no doubts whether to accept the assignment.

From the perspective of the organizations expatriation was frequently used as an instrument of widening business at new locations or bringing best practices to the new markets. Therefore, the normal practice was to send promising employees to other countries to run new projects, open factories, build up teams, spread the companies' policies, etc. Sometimes there was a need to have Spanish representation in other locations, too.

The second important reason to expatriate employees was to develop the company's workforce. Often, international assignments represent a compulsory part of international career at multiple MNCs and employees are expected to get global exposure at some point of their career being notified about this during recruitment. Thus, expatriation was a condition for hiring for certain jobs, and various rotations were foreseen between branches and headquarters and different markets.

Finally, in few cases expatriation evolved from a short-term assignment when a project got prolonged and the employee was offered to continue the work being relocated with his family for a few years instead of continuing commuting.

2.4. Results

The data analysis involved a two-step approach, as a result of which the research question has been examined. First, we thoroughly explored individual evaluations of satisfaction with international experience provided by the study participants, which served as the main measurement of PES according to its definition (Hall, 1996). As a result, we divided all the interviewees into two segments – the first one being represented by the vastest majority of expatriates considered their global assignments to be fully successful expressing their complete satisfaction, while the second less numerous group being partially satisfied, nevertheless expressed some doubts about success of the assignment with regard to various outcomes and impacts on different life domains. The segmentation conducted on the basis of qualitative assessment of expatriation success from the side of the global employees was reinforced by the quantitative evaluations provided in the expatriation part of the table contained in preliminary survey (Appendix 1). Evaluation of expatriation success with regard to each life domain provided by the study participants is discussed at the end of the results chapter.

As mentioned, the segmentation was based on the evaluation of expatriation success. However, the analysis of some socio-geographic characteristics of the assignees was conducted within each group. For example, expats of different gender tended to express different opinions on family issues, as well as individuals with children assigned diverse priority to some characteristics of the job to compare with the single or no-kids ones. At the same time, present research has not revealed any disparities based on the occupied position, since the sample composition was quite even in this regard. Destination characteristics did not differ much too, as the vastest majority of the interviewees have been relocated to the cities in developed European or American countries. Therefore, these characteristics have to be deeper studied in future studies with bigger or more diverse samples.

As a second step, we conducted deep analysis of the two emerged segments with the aim to investigate their psychological expatriation success in relation to the list of criteria identified for each life domain. Thorough exploration of the transcribed interviews according to positive and negative effects of expatriation on work, family life and individual well-being proved the distinction between the two groups of the global employees: fully satisfied individuals

demonstrated largely positive experiences and partially satisfied expatriates showed mixed results, which are presented in this chapter.

2.4.1. Evaluation of the expatriation success: ‘Unconditionally satisfied’ vs. ‘Conditionally satisfied’ expatriates

The expatriates participating in the present study evaluated their international experiences prevalingly positive; all of them stressed the added value for their professional and personal lives obtained from their global assignments. Not a single respondent mentioned expatriation as a completely negative experience. However, in-depth interviews demonstrated that the attitudes toward international assignments differed across various life domains. While impact on career development was on the positive side, effects on family life and personal well-being varied considerably playing the key role in overall expatriation success evaluation.

As mentioned before, after the analysis of expatriates’ evaluation of overall success of the assignment, we divided the sample of respondents into two major groups according to their individual assessment. Two thirds of the interviewees or 23 individuals indicated that their expatriation was fully successful, mentioning mostly positive experiences and outcomes and in the vast majority being ready to repeat global assignments in the future. The second group of expatriates, represented by one third of the sample or 11 expats, though not being completely negative, nevertheless provided a mixed assessment of the overall success, mentioning both positive and negative experiences. Further in text, we refer to the two above-mentioned segments as ‘unconditionally satisfied’ and ‘conditionally satisfied’ expatriates, respectively. These titles were assigned as the expatriates from the first group were largely satisfied with their relocation and underlined positive results for work and private life, while the second segment was not 100% happy with the international experience mentioning a list of conditions that the assignment should comply with in order to undertake it in the future.

The following quote reflects the thinking of an expat who was in the ‘unconditionally satisfied’ group:

“I am extremely satisfied, I consider expatriation as very successful. I think it brought to my life super satisfying challenges, not only on a professional level but also on a personal one. It helped myself to be conscious of how good I can be at my job, even if

they take me from my own country and put me in a new place where I am not an expert in the language, I am not an expert in the culture at all, I just know marketing and commonsense and I am able to do a better job than the people in their own country.”

Meanwhile, here is the thinking of an expatriate representing the ‘conditionally satisfied’ group:

“The truth is I have one professional and one personal assessment and they are so different. Professionally speaking it was very interesting - very challenging and hard but I think it enriched me very much. But on a personal level... It was really difficult and I didn't feel supported, at least not the support that I needed. At the end no matter what happened I am just stronger, I am wiser - I hope I am. It's just another experience. From bad experiences you probably learn more than from good ones. I am just happy that it has passed.”

Let’s have a look at the composition of the two segments. The group of ‘conditionally satisfied’ expats represented by 11 individuals was equally split in terms of gender (6 female vs. 5 male global employees). On average, they were 40 years old, which was in line with the sample average of 38 years old. The interviewees from this group have been relocated to both developed and developing countries. All but 2 females from the group of ‘conditionally satisfied’ expats were married, and the majority had children. Therefore, we could expect that these interviewees when generally assessing their international assignments would be taking into account a broader spectrum of factors, including spouse relocation conditions, infrastructure for children, etc. that define their complete satisfaction with expatriation.

The segment of ‘unconditionally satisfied’ global assignees was represented by 10 women and 13 men. The spectrum of nationalities and the countries of expatriation was broad too. Interestingly, this group contained more single female expats without families at the moment of the international assignment; this fact could have influenced their evaluation of the expatriation success and satisfaction with the assignment.

2.4.2. Satisfaction with various life domains during expatriation

After conducting segmentation on the basis of evaluation of satisfaction with expatriation and overall assignment success by the study participants, we explored each life domain separately, investigating positive vs. negative effects of international assignments on work,

family and personal life of the global employees. This was done with the purpose to deeply examine the interconnections existing between general expatriation success and satisfaction with different life domains during global assignments and find out the main factors of influence within each domain. Further results prove high importance of both work and non-work domains for the relocated employees.

Appendix 5 contains a table with the interview quotations of the study participants relevant for illustration of the strongest positive and negative impacts on the three life domains under consideration; references to each citation are provided in the text. The citations have been selected to support the most frequently encountered arguments expressed by the interviewees.

Professional life domain

Overall, not a single interviewee from the research sample revealed complete disappointment with the professional outcome of the assignment having regretted participation in expatriation; however, there were distinct outcomes in terms of some work-related characteristics between the segments of ‘unconditionally’ and ‘conditionally’ satisfied employees.

Unconditionally satisfied expatriates

The segment of ‘unconditionally satisfied’ employees regarded professional added value of the expatriation and its positive influence on job as a key point of the assignment. They mentioned some complications too; however, major focus was clearly on the long list of positive consequences of expatriation.

For highly satisfied employees expatriation represented an incredible experience allowing them acquiring rich knowledge and development not only inside of their functional area, but also in other spheres (cit.1.1.a, *Appendix 5*). They were happy about new learning opportunities at different positions and new challenges provided by the innovative job. Global employees were able to receive a broader view of the business acknowledging the differences between the work in headquarters and subsidiaries, understanding the global picture and getting to know different markets (cit.1.2.a). Their business knowledge was considerably expanded and contributed to becoming better specialists; so, professional growth was clear. Expats took the most out of working with other cultures in the multinational environment and learning to navigate in a new

environment and to understand different cultures, ways of life and work. Having obtained new knowledge, at the same time, they were immensely satisfied with the possibility to contribute to the work of the local team by bringing in their experience from the home base.

Study participants developed not only professionally but also acquired important personal qualities that served them in the future. Adaptation and flexibility, empathy and emotional intelligence, openness and tolerance – these were the most frequently mentioned skills acquired thanks to expatriation in addition to business acumen. Various soft skills were developed and special experiences obtained as a result of work across different cultures. Female expats found their assignments to be particularly useful for boosting their self-confidence and getting admiration for themselves.

International assignments provided good networking opportunities in a pleasant professional ambience and increased the expats' visibility within the company, especially if the employee was relocated to the headquarters or company's major offices. Expatriates had the opportunity to learn or master foreign languages and get exposure to different cultures working and living in an international environment and communicating with colleagues from all over the world, which was judged very positive.

The expats belonging to the segment of 'unconditionally satisfied' were vastly pleased with the professional outcomes of the assignments. In fact, the majority of them were able to get promotion and receive an access to a whole range of senior positions upon repatriation. They noted that participation in expatriation largely defined their further professional path clearly accelerating career and salary; without international assignment they would not have ended at their current positions of a higher level with a much wider range of responsibilities (cit. 1.3.a). These employees demonstrated rapid career growth and got promotion if not directly after the first assignment but later in time which, among the rest, happened as a result of their international experience.

Expatriates who had experienced global assignments several times often indicated that the first time was the key to the consecutive international opportunities arising due to project work with international stakeholders within and outside the company. Frequently small local offices could provide very limited opportunities in terms of growth, but extensive networking as a side effect of expatriation sometimes changed this situation and employees either received an

opportunity to have more senior positions performing their wide-scope global duties distantly from the home base or kept moving around the world advancing their career at other destinations.

Apart from direct promotion they mentioned various assets of expatriation: CV enrichment, new skills, ability to undertake more complex responsibilities, developed personalities. Successful international experience demonstrated that the employee was easily adaptable to different environment and huge exposure in different areas contributed to big flexibility where to move next.

Thus, this segment of respondents underlined numerous positive effects of global assignments for career path. Expatriation was recognized to open many doors both directly and indirectly (cit. 1.4.a). Even if they have not yet obtained tangible results, expatriation was judged very positively in contrast to the ‘conditionally satisfied’ global employees who demonstrated negative attitude when their expectations were not fulfilled.

Conditionally satisfied expatriates

While the opinions expressed by the ‘unconditionally satisfied’ study participants about the influence of global assignments on career were majorly positive, the expatriates from the ‘conditionally satisfied’ group did not fail to forget the negative side of the international assignment, mentioning a wide variety of downsides of expatriation without acknowledging their influence on the development of their career. Their results were mixed; however, the emphasis lied on problems and difficulties arising from international relocation.

The sources of their frustration were related to the hostile work environment and absence of support at a new place causing complicated adjustment to the new team, boss and job responsibilities; adaptation to new ways of work was not always smooth too (cit.1.1.b). Complete change of the atmosphere at work and sometimes transformation of the role created situations when relocated employees felt thrown out of their comfort area. Cultural peculiarities heavily influenced adaptation and provoked necessity to learn how to behave in the office with a new culture managing to effectively fulfill job responsibilities (cit.1.2.b). Moreover, local economic and geopolitical difficulties connected with the destination of expatriation or specific character of job there made work goals achievement more complicated and not always immediate. Economic crisis played its negative role too increasing the pressure to get new

contracts and deliver results complying with stakeholder's expectations (1.3.b). Some 'politics' in the centre was mentioned as a watch out, especially in the conditions when support of colleagues and bosses who knew them was not there. Moreover, losing the contact with the home market provoked some preoccupations too.

In addition to local peculiarities, job per se changed too often causing long working hours and high workload that did not contribute to improved satisfaction with the expatriation experience overall. This was mentioned by both segments of the expatriates. Extensive business travel from the location of expatriation was frequently referred to as a negative side effect: expats were already thrown out of their normal environment and comfort zone, while additional work-related trips causing absence from home made the situation even harder. In several cases the location of new work was not very favorable, for instance, when airport was located far away, which made business and private travel more inconvenient. These complications elevated the level of stress connected with both professional and private changes.

Importantly, the individuals from this segment named repatriation as the biggest concern. 'Conditionally satisfied' respondents were mostly content about the learning possibilities and professional growth expatriation provided them with, but at the same time just two persons out of 11 noted concrete results in terms of career advancement and one interviewee received an opportunity to change the job area and to continue work in a different department upon return. The other two individuals have just finalized expatriation and were not yet defined with the next career movements undergoing some interviews and waiting for further offers. Remaining study participants (7) named repatriation as the biggest problem. Absence of clear career consequences after the assignment, no tangible results or direct promotion, inability to receive the desired level upon completing the international assignment, failure to apply all the received knowledge when being back to the home base – all these downsides were extensively mentioned by the 'conditionally satisfied' interviewees (cit.1.4.b).

In some cases expats had to shorten their stay abroad due to personal and family reasons, such as husband's inability to find a job at a new place or getting pregnant during expatriation, that did not contribute to getting the best added value out of the international assignment either. In other situations employees were convinced expatriation would positively influence their careers, however, promotion did not happen right upon return to the home base; therefore, the

results haven't been direct. It was much more on the potential and a lot of expectations on the table arising due to high exposure to various stakeholders, which not always were transformed into concrete results causing certain anxiety and more cautious attitude towards potential international assignments in the future.

Thus, the difference between the segments was clearly observed: overall, the highly satisfied individuals regarded expatriation as “an incredible once in a lifetime opportunity”, which was duly made use of. Positive learning outcomes and personal development was acknowledged by all interviewees, but at a different level. Meanwhile, the ‘conditionally satisfied’ expats positively judged this experience too, but often complained about repatriation inefficiency and the impossibility to apply newly acquired knowledge upon return. Some positive as well as negative outcomes named by the two segments sometimes overlapped; the major difference was in the attitude and eagerness to discuss the advantages value – ‘unconditionally satisfied’ individuals stressed added value and were ready to repeat the experience of relocation abroad again.

Family well-being

The question to undertake expatriation or not is a very important career decision, which might influence further professional development and career path overall; however, international assignment has many more impacts on the personal life of the employee and his family at the time of assignment and in the future. At the same time, since all life domains are interconnected, satisfaction with personal life also produces the effect on the expatriation results. Overall judgment of expatriation success largely depends on the level of content of the whole family and adjustment of trailing spouse and children to the life at the new location. Therefore, we should not omit the issue of work-family enrichment, which is defined as the extent to which experiences in one role improve the quality of life in the other role (Greenhaus & Powell, 2006).

The work-related influences of expatriation have been presented earlier and showed some disparities in the evaluation of professional consequences of expatriation. Meanwhile, with regard to expatriation implications for other life domains, namely family life and personal well-being, the differences between the two segments were pronounced even stronger.

All the interviewed expatriates who had families were moved for a long-term assignment abroad with their spouses and children. Family relocation was fully supported by the company, which helped with the logistics and provided an additional allowance. Yet, interviewees mentioned a wide range of positive and negative consequences of expatriation with regard to the family domain. The ‘unconditionally satisfied’ expats demonstrated high contentment with their family life and WLB during the assignment abroad; at the same time, ‘conditionally satisfied’ expats encountered a wide range of personal and family problems caused by relocation. We discuss this variability in the current subchapter.

Unconditionally satisfied expatriates

Let’s have a look at the segment of ‘unconditionally satisfied’ expatriates first. The global employees belonging to this segment underlined numerous positive features of their assignments for all the spheres of life – career, family and personal well-being simultaneously, which helped them to sustain work-life balance. In relation to family life, unlike their ‘conditionally satisfied’ counterparts, they often emphasized both benefits for the family unit, as well as for children living in a new culture.

Thanks to long-term assignments abroad the employees’ children got a chance to study in international schools, learn foreign language(s) and grow up in international surrounding (cit.2.1.a.). This undoubtedly provided younger generation with a good starting platform in life granting them multiple benefits. They made friends from all over the world, explored multiple countries, learnt how to embrace diversity; international experience undoubtedly contributed to their maturity and increased their emotional intelligence (cit.2.2.a). Sometimes better prospects for children were named as the main motivation for parents when deciding whether to undertake the assignment. Moreover, some couples found expatriation period to be very suitable for giving birth to kids; this was happening due to availability of free time for the wife who often stayed at home, additional financial support by the company and developed medical services at the new place.

Apart from the positive influence on kids, expatriation demonstrated benefits for the family as a unit and the relationship between the partners, which tended to become closer than ever when moving to a completely new environment. There exist multiple evidences to the fact

that family was strengthening, spouses got to know each other better and became attached to each other more than ever; thus, the core of family got more solid (2.3.a).

Family development happened also due to contacts with new people, making friends with other countries' nationals, building new relations and better understanding how the world works. Often these connections with people of other nationalities were preserved all life long. All together families got to know different culture, adopted new ways of thinking and living in a completely new landscape, and learnt how to manage efficiently their daily routine in the new setting. Expatriation was sometimes regarded like living together an adventure; it was an extraordinary experience, which made the family bond (cit.2.4.a). Not only it created special connections between the family members but also contributed to their development on a whole different level. They acquired new skills in the course of living abroad; for instance, one interviewee mentioned that her husband who followed her on the international assignment learnt to cook; another family started practicing local sports previously unfamiliar to them.

Sometimes positive aspects for the spouse development were named too. In spite of the spouse being forced to leave the job at home in the majority of cases, in certain situations she or he managed to get employment at the new place, in addition to having a chance to learn new languages and developing other interests. Mostly life was comfortable for spouses, as the interviewees from the sample were moved either to the countries with high standard of living or to developing countries where financial benefits compensated small inconveniences. The level of life of the family was often higher at the expatriation destination than at home due to economic benefits and special conditions provided to the global employees. Thanks to the international assignment families received an access to wider range of services, they got an opportunity to travel, children went to good schools. These might not always have been possible if staying at the home base all along the career.

Analyzing the positive effects reported by expatriates of different genders, we saw that female employees were largely focused on their kids and for them benefits of expatriation received by the children were of major importance. Men were mentioning this point as well, however, more frequently building up good relationship with a wife, bonding and strengthening family unit was considered by them at first place, followed by cultural development and growth of international awareness of all the members of the family.

Negative moments expressed by the expats from this segment were related to logistics difficulties, especially for children, the necessity to sort out the things with schools, doctors, etc. and with the lack of social support and absence of the extended family closeby, which was frequently mentioned as the most negative feature of the expatriation. ‘Unconditionally satisfied’ expatriates did not consider spouse’s unemployment as a problem, like those from another segment, since their families were well prepared for such situations when taking a decision to expatriate.

Conditionally satisfied expatriates

The group of ‘conditionally satisfied’ global employees mentioned just a few benefits foreign assignment brought in regard to their family life, namely good education opportunities for kids who got an access to high quality international schools not affordable at home and increased cultural awareness for all the family members as a result of living in another country. Meanwhile, the list of difficulties named by this category of global employees was much more extensive. The three main topics discussed were children adjustment, adaptation of spouses and maintaining extended family at home. Let’s have a look at them in more details.

In spite of expatriation opening new doors for children, kids’ logistics was mentioned among the biggest challenges (cit.2.1.b). Schools, nannies, pediatricians – everything required more effort and was hard to manage, especially in the situations of dual-career couples. It was not always easy to facilitate adaptation process of children, make them accept the change painlessly, in particular during the first year of life in the new surrounding. Female expatriates frequently testified these moments, pointing out daily issues connected with daycare and health routine for children.

Absence of unconditional support of extended family, which stayed at home, did not help either (cit.2.2.b). New technologies made it easy to keep in touch, therefore, communication often simply changed from physical to digital; however, moving to a completely different time zone sometimes prevented families from regular contacts. Close communication was disrupted also due to bad flight connections. For daily life it was unpleasant but not tragic; the problems arose when physical contact was required. Sometimes health issues of parents or other family problems needed personal presence at home and caused additional amount of travel, though in some cases, when expatriation destination was too far from home base, it was hardly possible.

Not being able to support parents and relatives as much as needed provoked feeling of guilt in expatriates. Also it was noted that the expats' lifestyle caused selfishness in relation to family and friends who were left at home, as participation in their lives was much lower and, therefore, it was much easier to stay away from their problems. So, this was valid for both sides – lack of family support and lack of assistance to the family provided by expatriates too – and was mentioned among the most difficult moments connected with relocation abroad.

To some expats - they were the minority though - the decrease in communication with family and friends did not cause any inconvenience. This was typical for the situations when individuals were always living far from families or were used to constant moving around the globe being raised in an international atmosphere. If expats did not have the custom to regularly speak with their family members, relocation was not an issue and sometimes even positively influenced communication improving relations between family members. Yet, these cases were very rare.

Feelings of loneliness and isolation have been frequently reported by the 'conditionally satisfied' interviewees (cit.2.3.b). In some countries it was very hard to build the new circle of communication due to cultural differences, aloofness of local people or absence of expat community. For example, adaptation to Scandinavian cultures provoked this kind of hardships. Language could have been a barrier contributing to isolation, especially when moving to a small place where expatriates were not very common and the infrastructure for them was not particularly developed. Therefore, social life could have been problematic.

Due to multiple challenges expatriate families sometimes found themselves in the situations that were difficult to manage. In the toughest moments the atmosphere was becoming tense, especially in the beginning of the new life, as all the members of the family were out of their comfort zone. Everyone had to learn how to deal with the unexpected and to find balance in the new life.

Spouses of expatriates did not always manage to get used to the new life. Though presently the situation is changing little by little, still in the most cases expatriates are male employees and their spouses are the ones who follow. Men recognized that expatriation had a big influence on their wives who lost their job, the source of income and independence and experienced stress due to professional isolation and loss of career, having to fully dedicate

themselves to their families (cit.2.4.b). It was rather difficult to find a new job due to new language, local issues, bureaucracy and problems with the documents, in spite of some support measures provided by the companies-employers. Moreover, they were thrown out of their circle of communication and missed the support of families and friends. Some expatriates acknowledged that their spouses had to undertake too much effort without appropriate reward, which could have resulted in terminating expatriation earlier than planned, so the professional goals were not fully achieved.

All but one male expats represented in our sample had families, while one third of female expats were single. So, the decision to follow was mainly taken by wives who often gave up their previous job very rarely having kept position guaranteed back at home upon return. Sometimes spouses managed to find temporary or part-time employment at the new destination. Especially important it was for the trailing husbands: if this mission was not successfully accomplished that usually served as a reason to pre-termination of the wife's assignment and early return home. For female trailing spouses the situation was different: with few exceptions, their biggest challenges were represented by social isolation, non-familiarity with the local language and absence of family and friends.

The spouses of expats indeed faced some issues, yet almost always they fully supported the decision to relocate seeing the benefits of this move for the career and family, too. It could have required certain negotiations, but the interviewees managed to convince their partners. Nevertheless, generally expats who had families would not even consider accepting such long-term international assignments if their spouses did not agree to follow. When at the beginning of the assignment and during the last months expatriates were forced to stay alone preparing the ground for the family relocation or finalizing work projects, they found themselves particularly miserable and directed all their efforts to be reunited with their families as soon as possible. So, in spite of all accompanying difficulties, relocation alone was not an option for them.

Personal well-being

Expatriation affected not just family domain; it produced inevitable impacts, positive and negative, on personal well-being of the relocated employees. Especially these influences were

noticeable when expats did not have families or decided to relocate alone, while for those individuals moving with spouses and children the effects on various life domains might have been mixed.

In relation to personal well-being the following situation was observed: ‘unconditionally satisfied’ expats reported rather positive individual outcomes, while downsides either were minor being covered by incredible personal experiences, or have been forgotten with time. ‘Conditionally satisfied’ expats acknowledging major positive impacts of expatriation, such as possibility to get acquainted with new cultures, meanwhile referred much more extensively to the negative physical and psychological consequences of the relocation. Further on, major positive and negative impacts expressed by expatriates are presented being reinforced by the quotations from the interviews in the *Appendix 5*.

Unconditionally satisfied expatriates

‘Unconditionally satisfied’ employees did not fail to express positive feelings about a wide range of impacts the assignment produced on their private life, cultural development being one of the most frequently discussed outcomes. It was very enriching for the global employees to see new cultures and to develop new personal skills (cit. 3.1.a). New atmosphere taught expats how to live in a different place, how to do the things more efficiently, how to enjoy ‘slower’ life devoting more time to family and to themselves. People learnt to appreciate both – what they used to have at home and what they got at the new place; often the best part of the foreign experience was taken home and replicated in the future. Learning new languages and getting all new cultural insights was considered as a huge added value too.

An important facet of live was connected with getting to know the destination and its surroundings. Multiple travel opportunities arose in front of expatriates being mentioned by many interviewees. It was one of the biggest parts of the whole experience for the relocated employees, for some of whom travel represented a serious point in favor of agreeing to undertake an assignment abroad. They usually explored not just the whole new region and country getting out of home every single weekend, but also travelled to neighboring countries. Especially easy it was in Europe: when being expatriated in Switzerland, for example, due to its good geographic location, expats had a great chance to visit Austria, Germany, France, Italy, which were very close and easily accessible.

In general, expats tended to travel more during their assignments compared to their normal life at home and those dedicating time to travel demonstrated higher satisfaction and PES level. They were considering themselves as permanent tourists in their new country of living. Each weekend the family was discovering new places, making use of the opportunity to embrace the new culture. Sometimes they got to know the new place better than locals becoming real experts and were able to provide others with good advice on the best places to visit. Obviously these travel opportunities were also facilitated by good financial conditions provided for international employees.

Another personality related point brought up in the connection with travel was not just the chance to see all the variety of new places but also to get deeply into the culture of visited destinations (cit.3.4.a). It provided a unique opportunity to understand the differences between unfamiliar places, to get to know different people and personalities, to understand what they think and to take the most of these experiences.

Those families who had kids when living abroad did fewer trips than families with older children; they were rather receiving guests at the new place of living. Nevertheless, they were planning to catch up with travelling as soon as their family situation allowed. Only once an interviewee named high workload and tiredness due to extensive business trips as a reason for not having much interest in private travel around the new country.

Psychologically expats reported becoming stronger and physically sometimes too, for example when having a chance to practice more sports than before or to live more in an outdoor lifestyle (cit.3.3.a). It depended a lot on the destination of expatriation. Thus, employees who relocated to Switzerland, for instance, broadly mentioned that the lifestyle there was very much outdoor driven; this was judged very positively by the employees who adapted their lives accordingly and made a great use of the natural landscape and opportunities to practice such kinds of sports, like hiking, skiing, etc. Expatriates who moved to California, the US, or to the coast of Australia frequently mentioned existing cult of body and overall culture of the place contributing to frequent exercising and healthy lifestyle; in places like these global employees quickly caught up with healthy routine and got involved into multiple physical activities – gym, jogging, pilates, yoga, etc. However, exercising routine and desire to live healthily undoubtedly depended on the person and not on the place.

Conditionally satisfied expatriates

Along with positive outcomes, certain negative points and difficulties have been reported by expatriates, the vastest majority of which being expressed by the ‘conditionally satisfied’ segment. Among the downsides of global assignment there were named initial challenges with the social life provoked by language barrier, aloofness of local population or small circle of acquaintances. Normally, recently relocated expatriates got in touch with other expatriated employees of their own company and other MNCs becoming members of expat community. This was relatively easy as everyone dealt with similar problems and could help each other; it was easy to find people who spoke the same language; spouses got in contact with each other, too.

Another way of finding new acquaintances was through kids’ schools, wives and sport activities. Expanding social circle was influenced by individual preferences as well – some individuals were happy staying together with expatriate community, while for others integrating with locals was crucial and they put a lot of pressure on finding friends at the new destination. Language represented a challenge too, especially when expatriate community in the place of relocation was not very developed. Employees were not always sent to headquarters or central offices; sometimes those were small towns where the infrastructure for global employees was not well developed; then the absence of people to communicate with was particularly hard. Different nationalities had their own peculiarities in communication with foreigners depending on which it was easier or harder to find contact with them. Moreover, locals had their own established lives and did not let expatriates into their circles that easily. At the end, all these factors influenced the social life of the global employees who had to adopt new strategies when it came to communication.

Missing home, family and friends was difficult to compensate but with time relocated employees learnt how to manage it. In addition to human factor, country conditions also should not be forgotten as they sometimes were less favorable than the ones at home: security issues, transportation system, cultural factors provoked some inconvenience influencing the comfort of expatriates’ life in addition to cold weather, different cuisine, absence of the sea, which were also mentioned with a negative connotation, especially by the expatriates from Spain. Especially in some destinations winters have been particularly rough and relocation happening when there

were just a few hours of daylight and all the life outdoors was basically non-existent prolonged adaptation period of the expatriates.

Psychologically, relocated employees frequently suffered from loneliness, especially when moving alone; homesickness often accompanied expatriates who at a certain stage, if the assignments lasted too long, did not feel themselves fully at home but at the same time no longer belonged to their native home country. Since the outcomes of expatriation were not always clear, international employees tended to reflect on what they were doing - whether the decision they took was right one for themselves and for their families.

Stress was caused by uncertainty and high risk at the stages of adaptation and repatriation, and was often revealed not only through psychological but also through physical symptoms such as exhaustion, depression, and health deterioration. Several diseases and health issues, like flues, hypertension or hair loss were reported by the study participants (cit. 3.2.b). One interviewee even had to take the decision to come home earlier as the pressure of new work was too high and caused severe health problems. Moreover, individual balance depended not only on the personal and job adjustment but also on the settlement of other family members – it was impossible for expats to start enjoying their new life until the spouse and kids were happy.

Extensive amount of business travel reported by some expats made the situation harder and elevated exhaustion and fatigue. However, individual not work-related travel was also not always appealing for expats from this category. There were interviewees for whom travel was just a normal consequence of expatriation, not particularly exciting, as it was not really important for them to travel around. Since there were plentiful opportunities, they were sometimes made use of, but it was not very important for the expatriates from this segment.

Exercising routine was often interrupted and getting in shape was trickier than at home. Adaptation to the new environment and finding companions for group sports was needed. They lost access to sports facilities, weather was different, cultural habits too. For example, in Nordic countries where light hours were few, life after 6 pm stopped completely, as reported by one study participant from Spain who was used to a completely different life in his home country. Moreover, people there were not that open for communication, that represented a problem too.

Eating healthily might have been a challenge, especially in the conditions of excess of work it was more difficult to be in shape. Not always typical food products could have been

found at new destinations, however, that was a minor issue. Indeed, healthy lifestyle habits largely depended on individual, though high work pressure, non-familiarity with the new place and lack of time could have influenced health negatively causing deficit of exercise and lower control of diet (cit. 3.3.b). Several interviewees acknowledged that, men mostly. Especially noticeable changes were happening at the initial stage of expatriation, in the first year, when adjustment process was at its full force.

Cultural adjustment largely depended on the country of the assignment. Spaniards did not find major difficulties in Latin American countries or Southern and Central European ones, such as France or Switzerland, but Scandinavia seemed to be trickier. On the one hand, it was important to be in the place with high standard of life, good security, good accessibility and multiple flight connections. But on the other, in addition to new language, cultural moments made a difference too. However, while pre-trip training provided by the companies could improve the situation with the cultural adjustment, it had considerably less influence on psychological adjustment. That could be one of the reasons why in the current study psychological adjustment difficulties caused by life changes were mentioned more frequently.

Some factors were revealed by different genders with various frequency and emphasize. Thus, female expats suffered much more than their male counterparts from psychological consequences of international relocations: their level of anxiety, stress, loneliness has been much higher, emotional instability was a frequent accompanying factor and adaptation period lasted longer. Male expats, in their turn, reported bigger health problems and physical impacts: they had some diseases, suffered from inability to maintain healthy diet and exercising routine and as a consequence their physical shape changed for the worse. In terms of psychological impacts, men felt more pressure from inability to support their elderly parents left at home.

Besides these effects, expatriates agreed about the different phases of the foreign assignment – “first, you feel very excited, you start discovering the new country, then administration challenges hit you and you cool down; at some point you feel so submerged to all the complexities of the new life and new job but then the situation evens and the curve is going upwards with the increasing adaptation to the new job and family adjustment to the new life.” That is confirmed by the expatriation literature, where the first stage is called ‘honeymoon’ and is inevitably followed by the cultural shock and adjustment stage (Black & Mendenhall, 1991).

Thus, the lists of positive and negative effects of expatriation on each life domain were long and depended on individual circumstances, though multiple communalities exist between different types of assignments in various destinations. Clearly, every expat weighed all pros and cons before taking the decision and at the end almost all of them were to a certain extent satisfied with the experiences.

In conclusion, the most positive side of the assignment for the ‘unconditionally satisfied’ expats was connected with new cultural experiences outside their countries, meeting new people, speaking foreign languages and learning a lot, alone or with families, getting closer with the partner, and personal and professional development part, proving one’s new capabilities when living outside of comfort zone. The worst part of the assignment was often related to the family – either missing extended family members that stayed at home or worrying too much about the family logistics and adjustment of wife and children at the new destination, in spite of the fact that it caused more anxiety to the ‘conditionally satisfied’ global assignees. The latter were seriously preoccupied about physical and psychological impacts and mentioned opening opportunities for their children as the most important positive consequence of expatriation.

Thus, the above mentioned characteristics of life domains applied to the expatriation setting helped us analyze the success of international assignments on different levels, taking into account not just career-related factors and job outcomes, but demonstrating the importance of having a complete picture of the individual and family factors of success. While variations in attitudes existed along various domains, the negative consequences of global assignments were deeper pronounced in relation to family and personal life, professional life being assessed quite evenly with the exception of repatriation difficulties. Meanwhile, downsides for family life and personal well-being demonstrated strong influence on the overall success of expatriation showing the distinction between the ‘unconditionally’ and ‘conditionally’ satisfied assignees, which is proved not just by the qualitative analysis but is reinforced by the quantitative evaluations of the study participants discussed further on.

2.4.3. Quantitative comparison of the two satisfaction groups

The preceding qualitative assessment of the employees representing the two satisfaction groups was confirmed by quantitative evaluations of satisfaction with each life domain on a 1-5-

point Likert scale provided in the preliminary survey. We did not ground the segmentation on this assessment given small sample and limited scale; however, we used it to check the consistency of the interview-based segmentation.

The results of the evaluation provided by each segment are reflected in the *Table 2*, which presents overall evaluation along with individual evaluations of the three life domains provided by each segment. *Appendix 6* contains some descriptive statistics for the ‘unconditionally’ and ‘conditionally satisfied’ groups of individuals. However, small sample size did not allow using methods of quantitative analysis, and descriptive statistics is merely indicative.

Table 2. Individual evaluation of expatriation success.

<i>Evaluation on a 5 point scale</i>	Individual assessment of life domains		Overall evaluation
	"Unconditionally satisfied"	"Conditionally satisfied"	
Satisfaction with professional life	4.3	4.3	4.3
Satisfaction with family life	4	2.4	3.6
Satisfaction with personal life	3.8	3.5	3.7

The analysis of means for satisfaction with job, family and personal life demonstrated that while professional success being graded the highest was the same for the two segments (4.3 points each), the remaining two domains were regarded less successful and demonstrated some disparities. Especially low evaluation was given to family life by the segment of ‘conditionally satisfied’ expatriates (2.4 points) to compare with ‘unconditionally satisfied’ ones (4 points). There was a difference in the evaluation of personal well-being too, though not as noticeable: ‘conditionally satisfied’ expats graded it 0.3 points lower than their more successful counterparts. Thus, quantitative criteria proved consistency of the segmentation derived from the qualitative results.

Among both male and female employees there were individuals, which were completely or partially satisfied with their assignments. The same analysis was undertaken for revealing the differences in expatriation success evaluation provided by male and female interviewees. However, in spite of existing minor differences in evaluation (*Appendix 7*), the small sample size did not allow making generalizable conclusions.

This comparison of the ‘unconditionally’ and the ‘conditionally satisfied’ groups helped us understand the success of international assignments on different levels, taking into account not just career-related factors and job outcomes, but also looking at the “whole person” through examination of family effects and personal impact. The biggest differences between the two satisfaction groups were found for family life and personal well-being.

2.5. Discussion

At first sight, all the expatriates participating in the study were fairly satisfied with their international experience. However, when digging deeper we observed different degrees of satisfaction. Personal assessments of interviewees served as a basis for distinguishing between two segments among expatriates depending on their overall satisfaction with the global assignment. As a result, ‘unconditionally’ and ‘conditionally satisfied’ employees demonstrated different attitude to expatriation and satisfaction with its success for all life domains.

The results of the data analysis demonstrated a wide range of factors influencing the success of expatriation. Apart from work-related ones, multiple family and personal characteristics counted when evaluating assignment from the side of the relocated employee. While impacts on job were largely defined as positive by our sample of expatriates, the situation with family domain and personal well-being varied. Adaptation of ‘significant others’ to the new life clearly influenced overall expatriation success, as well as individual psychological and physical consequences of relocation to a different place and change of work and life setting. Therefore, these life domains of the global employees deserve special attention.

Having analyzed the collected data in the stream of work, family and personal variables influence on the success of the expatriation, we aimed at checking how the obtained results fit the psychological career success definition provided in the literature. Due to the extensive overlook of the factors of influence, we chose the five-dimensional framework of psychological career success proposed by Las Heras & Hall (2009) that was introduced in the literature section.

In view of our research question - which factors determine psychological expatriation success - present research addressed the last three dimensions out of the five existing ones, namely the sense of pride about one’s current career situation, the judgment that career events have had positive outcomes and the perception that career has not interfered with other meaningful life domains. Let’s have a look at each of them in the expatriation setting.

The sense of pride rather than regret about one’s current career situation refers to satisfaction with career development. In the expatriation context, sense of pride and satisfaction with the international assignment have been regarded according to contentment with the outcome

of expatriation or repatriation success expressed in our case in terms of tangible professional results, such as promotion to a desirable position or future prospects that might open the doors to interesting opportunities. We could clearly see the difference between ‘unconditionally’ and ‘conditionally satisfied’ expatriates: the first ones demonstrated high level of PES expressing to a large extent contentment with the influence their global assignment had on further career development, while the last ones clearly had lower levels of PES not being happy with the career results. Moreover, the expats with high PES did not only see the influence of the international assignment on the position of global employee but they felt proud of their expatriation period acknowledging the value of the received knowledge and experience for further career development, while the low PES individuals considered repatriation outcomes as not fully satisfactory.

Next, the judgment that career events, whether objectively good or not, have had positive instead of negative outcomes reflects the assessment of various professional experiences that occur in the course of career. In the framework of expatriation the results reflected both tough and happy moments happening in professional domain. Here we observed variation in opinions expressed by the study participants from the two groups, which was in line with provided segmentation. ‘Unconditionally satisfied’ expats expressed multiple positive effects of global assignments for their professional development, from acquiring numerous indispensable skills and gaining global outlook on the business developing strategic thinking to considerably expanding network among new colleagues and bosses at the new location; so, the experience was acknowledged to be very enriching and the expats demonstrated high PES. Meanwhile, the segment of ‘conditionally’ or ‘partially’ satisfied ones revealed lower level of PES showing mixed results in terms of expatriation effects on job domain. Hostile work environment, local geopolitical difficulties preventing achievement of results, loss of contact with home base, impossibility to make the best use out of the newly acquired knowledge – all these were named among the downsides of global assignments. Not failing to express positive influences too, they clearly emphasized the problems accompanying their relocation.

Finally, the perception that the career has not interfered with development in other meaningful life domains reflects the boundary between career on the one hand, and personal life, on the other. In this regard, we thoroughly studied the impacts of the international assignment on family life and personal well-being, finding out that positive influence of expatriation on these

domains and satisfaction with WLB were rather a feature of ‘unconditionally satisfied’ employees who possessed higher level of PES than their ‘conditionally satisfied’ colleagues.

Thus, the ‘unconditionally satisfied’ global employees underlined positive features of their assignments for all the spheres of life – career, family life and personal well-being. They did not have adjustment problems at the new place of work; repatriation was not painful for them, and the outcomes of expatriation were regarded as very positive. Interestingly, the group of ‘conditionally satisfied’ employees positively acknowledged the influence of the assignment on professional development too and the between-segments differences in evaluation of expatriation success in professional terms were not pronounced.

At the same time, happy personal life and the balance between work and family represented the key success factors for expatriation assignment and satisfaction of the relocated employees. Undoubtedly, in the vastest majority of cases the decision to accept such assignment was taken by the whole family. Therefore, family occupied the central position in the consideration of impacts of expatriation, not only influencing satisfaction with expatriate assignment but also playing its major role in the plans for future mobility.

Thus, family life of the ‘unconditionally satisfied’ individuals demonstrating high level of PES did not undergo any negative implications, and work-life balance did not suffer at the new job. The spouses and children enjoyed new experience abroad all together considering it as a very exciting period of life. At the same time, those who reported partial satisfaction mentioned problems with work or family life and were found to have low PES level. If their spouses had negative experiences during expatriation (i.e. not working, suffering from the absence of communication, not enjoying the new lifestyle) then expats tended to be less satisfied and less inclined to pursue expatriation in the future. Another success factor was connected with the stage of life of the kids: most often parents with younger children (under 10 years old) and those with older independent kids undertook expatriation assignments more willingly. So, we found family well-being to play an important role for the expatriation success and inclination to participate in global assignments in future.

2.6. Conclusions and Implications

Expatriation continues to represent an important form of international mobility. Nowadays, global employees involved into expatriation are more likely to express strong desire to have a balance between various life domains, not simply paying attention to the added value of expatriation for their professional development and career growth but possessing inclinations towards harmonious development of all life domains. Unlike domestic jobs, an international assignment influences all the family members; therefore, expatriates are looking for the ways to avoid work-family conflict by all means, even declining the assignment, if negative effects of expatriation are strong. In this case, not just PES of expatriation diminishes and work commitment decreases, but the employer bears substantial material and human costs.

As a result of the data analysis, two groups of expatriates were identified by the present study, each of them possessing peculiar characteristics and assigning different importance to positive and negative impacts of expatriation on all life domains of the relocated employees. The comparison of the ‘unconditionally’ and the ‘conditionally satisfied’ groups helped us understand the success of international assignments on different levels, taking into account not just career-related factors and job outcomes, but also looking at the “whole person” through examination of family effects and personal impact. The biggest differences between the two satisfaction groups were found for family life and personal well-being, while professional consequences of global assignments were generally regarded positive by both segments. In the situation when the highly successful expatriates were content about non-work life domains, the partially satisfied ones expressed multiple concerns about a wide range of personal and family problems caused by relocation, from children and spouse adjustment to WLB support and psychological and physical issues.

The cases characterized by various degree of PES should be thoroughly analyzed and lessons are to be considered by the companies sending their employees abroad. It is crucial for organizations to have a clear understanding of the factors that cause incomplete satisfaction with global assignments and low PES, in order to maximize the employees’ satisfaction with expatriation, on one hand, and to increase added value from the improved results for the company, on another. In spite of acknowledging the important role the family plays for the

expatriation success, so far companies have not been able to translate this knowledge into action (Lazarova et al., 2010), which was proved by present research.

The employers are often concerned with the way personal life interferes with the work of mobile employees; however, they should look at the problem from the different prospective paying attention to the problem of job conflicting with family life, as work is interfering with personal lives of expatriates in multiple ways producing spillover effects of both positive and negative character. The problems surrounding work and family balance theme arise even more due to spread of dual-career couples and the increased number of women in a workforce, as well as single parents and changes in gender and family roles. Not just employees with families experience WLB problems, but single individuals also have difficulties managing their private lives aside of professional domain.

Multiple factors prove companies' necessity to design specific mechanisms to help adaptation of the family members to reduce the stress level between the expatriates and their family. To minimize risk of failure organizations should take precautionary measures, which include adequate selection mechanisms and appropriate training for the expatriate and his family, in addition to support while being abroad. To reduce parental demand and family to work conflict, multinationals may need to offer more opportunities for social networking during international assignments to provide informational and psychological support to the expatriate and the family.

As a result of the interviews analysis, it was clear that company support provided to relocated employees was not always sufficient, which was especially underlined by the 'conditionally satisfied' expatriates. While the logistics of expatriation normally went well, non-standard situations frequently arising during expatriation were managed inappropriately. Global employees mentioned they would have appreciated more personalized approach from the side of HR departments and relocation agencies responsible for making family relocation smoother. Uncertainty around assignments, lack of communication between home base and HR departments of the receiving office, new workplaces not being used to having international employees – all these created additional difficulties. In addition, expatriates were concerned with the risk of being forgotten at the home base or not achieving the expected work results. The employers should better address these complications. Among other supporting measures there

can be named possibility of having an initial training, paying more attention to spouses and additional support dual-career couples. Better management of career expectations and provision of necessary information at all phases of the assignment are crucial for the global employees. As mentioned by one interviewee, the management of expectations of global employees is extremely important, as it strongly influences overall satisfaction with the experience as such. Besides, it is important to track expatriates satisfaction not just at the settlement phase but all through the assignment, as timely addressing arising complications could considerably improve the whole experience.

These measures should be applied to each case specifically depending on the individual situation and family status of the relocated employee, the destination, work character, etc. However, taking the results of this study into account, HR departments could to a certain extent influence the overall satisfaction of the company's employees with the international experiences, and increase the PES of global assignees. Moreover, the results might be taken into account already at the selection phase analyzing the profiles of employees and coaching them about their expectations for expatriation.

Overall, present day global employees express a strong inclination towards harmonious balance between various life domains placing high importance not just on their career but also private and family life, social and leisure activities. Recent trends of markets globalization demonstrates that work-life balance problems will continue to be in the focus not just on domestic arena but should be paid attention in the light of development of alternative forms of mobility. Therefore, it is important to assess expatriation assignment in a holistic way taking into account different spheres of the employees' lives. In this regard, special HR policies are to be developed and implemented to increase efficiency of expatriation and moderate its negative impacts.

2.7. Limitations and Future research

Aiming at enriching the research on various impacts of expatriation on professional and personal life of the global employees, present study has a number of limitations to be addressed in the future. The data was collected over the short time period; therefore, exploring the topic at other points of time and collecting longitudinal data would be beneficial. Further research might be enriched including expats of various profiles. Especially interesting it could be to trace the differences between the global employees with just one assignment abroad and those who have been relocated repeatedly. Moreover, further studies on the PES have to consider positions occupied by the expatriates and their influence on the whole experience, as well as extend the geographic scope of expatriation and the variety of destination types, thus, paying attention to the factors which present research did not have an opportunity to address.

Future research would benefit from studying psychological expatriation success using other qualitative and quantitative or mixed methods. Interviews represent a good instrument for initial exploratory research; however, this method possesses certain weaknesses and limitations. If the assignment took place a while ago, the details might be forgotten; especially negative moments are quickly omitted by human memory.

Self-initiated expatriation, which is presently becoming very popular is another topic to explore. Moreover, focus on dual-career couples and female employees would be well fitted in the current research directions in the field of organizational behavior and human resource management. Finally, since trailing spouses provide a strong influence on the expatriation success, it would be beneficial to get their point of view on the WLB issue of expatriates.

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Appendices

Appendix 1

Preliminary survey

Università della Svizzera italiana	Facoltà di scienze economiche	Istituto di ricerche economiche IRE
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International mobility study

The goal of the present study is to explore positive and negative impacts of various forms of international mobility on career, family life and personal well-being of business travelers.

The study is conducted via interviews with the individuals having experienced diverse forms of international mobility and those having expertise in the field of business travel. The following questionnaire aims at collecting socio-demographic, work and travel profile data of the respondent prior to the actual interview in order to facilitate its flow.

Full privacy is guaranteed: all the information provided by the interviewee is strictly confidential.

Thank you very much for participation!

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Respondent profile

Please, fill in the following table providing details regarding your *socio-demographic and work profile*.

Name	
Gender	
Age	
Nationality	
Country or residence	
Marital status	
Spouse's employment	
Nr. of children	
Age of children	
Education	
Languages spoken	
Company	
Functional area	
Position	
Length of work in the company	

Travel profile

Please, fill in the following table corresponding to the expatriation experiences you have been involved into in the course of your career.

Form of mobility -Definition-	Year of assignment	Duration of assignment	Destination	Please, evaluate on a scale from 1 to 5, the success of assignment with regard to the impact on:		
				Work	Family	Private life
Expatriation International relocation for work purposes for the period of time of 1 year and longer. The employee is usually accompanied by family.						

Appendix 2

Table 2.1. Sample overview.

Nr	Gender	Age	Nationality	Expatriation country	Partner	Kids	Position	Nr. of assignments	Length of last assignment	Prof evaluation	Family evaluation	Private evaluation
1	M	26	Spain	Peru	N	N	Project manager	1	5	5		3
2	M	56	Spain	Chile	Y	Y	Director of HR	1	3	3	3	4
3	F	45	Spain	Switzerland	Y	Y	Financial Controller	1	2	4	4	3
4	M	40	Spain	Brazil	Y	Y	GM	2	2	5	4	3
5	M	46	Spain	Bulgaria	Y	Y	Sales Manager	1	4	3	3	2
6	M	52	Spain	Switzerland	Y	Y	Head of finance	1	4	5	5	4
7	M	38	Spain	Switzerland	Y	Y	Marketing director	2	3	4	5	5
8	M	38	Spain	Switzerland	Y	Y	Marketing director	1	3	4	4	5
9	M	47	Spain	Portugal	Y	Y	Supply chain director	1	4	4	4	5
10	M	31	Spain	Sweden	Y	Y	Business manager	1	2	4	3	3
11	M	44	Spain	France	Y	Y	Sales director	2	6	5	4	3
12	M	39	Spain	Russia	Y	N	Corporate controller	1	5	5	4	4
13	F	32	Spain	USA	Y	Y	Marketing manager	1	3	3	4	4
14	M	39	Spain	France	Y	N	Business developer	1	1	4	3	3
15	F	40	Spain	Switzerland	Y	Y	R&D associate	1	3	5	3	4
16	M	34	Spain	Switzerland	Y	Y	Financial controller	3	3	4	4	4
17	F	34	UK	Spain	Y	N	Sales manager	2	1	4	4	
18	M	35	Spain	Switzerland	Y	Y	Sales controller	2	3	5	5	5
19	M	50	Spain	Ukraine	Y	Y	HR manager	2	3	5	4	4
20	M	33	France	USA	Y	Y	Marketing manager	2	5	5	4	5
21	F	34	Spain	USA	Y	N	Innov. project manager	1	3	4	4	3
22	M	33	Spain	Romania	Y	Y	Key account manager	2	6	4	4	4
23	M	40	Brazil	USA	Y	Y	Marketing manager	1	3	5	4	5
24	F	40	France	Spain	Y	Y	Supply chain manager	1	3	4	2	4
25	F	31	Spain	Australia	N	N	Sales manager	1	2	5		1
26	F	31	Poland	Belgium	Y	N	Financial manager	1	2	4	5	5

27	F	30	Peru	Spain	N	N	Marketing manager	1	2	3		4
28	F	32	Spain	France	Y	Y	Senior brand manager	1	3	4	2	4
29	F	34	France	Spain	N	N	Financial officer	2	2	5		5
30	F	31	Argentina	Nigeria	N	N	Architect	1	4	5		4
31	F	41	Spain	USA	Y	Y	Marketing manager	1	4	4	3	2
32	F	37	Spain	Sweden	N	N	Global distribution manager	2	1	5		4
33	F	37	Spain	USA	Y	N	Head of regulatory affairs	2	1	3	2	2
34	F	42	Spain	UK	Y	Y	Regional director marketing		4	5	2	3
Average		38						1.4	3.1	4.3	3.6	3.7

Appendix 3

Table 3.1. Overview of the data structure.

First-order codes/Statements referring to:	Theoretical Categories	Aggregate Theoretical Dimensions
Expatriation initiation, job prospects and career growth, expertise and soft skills development, differences from the job at the home office	Goals of expatriation	Job description
New vs. old roles, introduction, succession, result, business travel	Job tasks	
Mechanisms, facilitation and local support, professional complications, problems	Job environment integration	
Mentors, former bosses, relations with ex-colleagues	Relations with home office	
New connections, visibility, networking	Communication	
Alterations in relationship, new living conditions	Changes in family life	Family life description
School/nursery experience, logistics, communication, new language, society adjustment	Children adjustment	
Job absence/new job, lack of social support, communication circles, partners' support, emotional state; male vs. female expatriation	Spouse's adjustment	
New acquaintances, closeness/openness of society, communication with friends and extended family from home	Social life of the family	
Relocation support, family support policies, financial conditions	Employer's assistance	
Health state, diseases, medical help, sports & exercising, healthy eating, new cuisine and eating habits	Physical state	Private life description
Lack of extended family support, absence of friends and social groups, loneliness	Emotional state	
Qualities developed, expertise aquired, new languages, intercultural development	Personal enrichment	
Discovering new geographic regions/countries/cities, cultures, cuisines, getting to know new people and ways of thinking	Travel	
Incorporation into new social circles, work-related groups vs. personal groups	Social life	
Local factors, timing, complications, company support, space for improvement	Personal adjustment	

First-order codes/Statements referring to:	Theoretical Categories	Aggregate Theoretical Dimensions
Availability of free time, possibility to dedicate it to family	Change in relation to home	WLB assessment
WLB policies, flexibility, possibilities for improvement	Employer's role	
New knowledge, expertise, connections, professional growth	Professional	Expatriation results
Personal development, new languages, hobbies, social circles	Personal	
Developing family unit in a new atmosphere, spouse and children development	Family	
General evaluation, next assignment, further plans	Overall results	

Appendix 5

Table 5.1. Quotations from interviews.

	'Unconditionally satisfied' expatriates	Ref.	'Conditionally satisfied' expatriates	Ref.
Professional life	<p>"I have had an extensive experience performing different roles and it is unbelievable how much I have learnt in those 3 years comparing to the previous 3 years of work at the home market. The most important for me was to learn and to develop and this was successfully achieved. Now that I am back in Spain I can clearly see that there are so many things that I collected from France, best practices let's say, that are highly appreciated here."</p>	1.1.a	<p>"Each time you take an expat experience, you change not only country and language, but also most probably business and company. What you know from the previous job in the same company accounts for 20% of what you will need. And the rest is catch up. So you need to really stretch yourself out in order to understand in the first 6 months who are the key stakeholders, where do I get reports from, how this market assesses this or evaluates that, and this is challenging."</p>	1.1.b
	<p>"Expatriation had great impact on some many levels... The first obvious level would be to say that I learnt a lot more about a very important part of the business and the way it is carried out. It's completely different than the way we see from the markets, speed-wise and orientation-wise. It was very enriching for me. And on another level you get to see it all first hand - working at HQ you get to know the company at its core, know how the steering committee works, how hierarchy works, it's so different from the affiliates that are so small, usually from 10 to 130 people perhaps, while at HQ there are more than 1000 people. It's much more complex. Really interesting."</p>	1.2.a	<p>"It's a different working culture, even though it's the same company but there are obviously differences. There is a bit of navigation you need to learn in terms of culture. From work perspective - getting used to different styles of work is needed. Just a silly example - one thing that was hard for me was cultural way of working of Americans - having 15 meetings a week that don't let you work. You have a feeling that you're not working as much as needed, I really had hard time in understanding that thing and finding the value in it."</p>	1.2.b
	<p>"I have got the job which is much more senior, I would have never got it without leaving Spain. I gave up on some things to be able to get here - it's not that it was only offered to me, I was willing to pack my</p>	1.3.a	<p>"There was a lot of pressure for business in Russia because of geopolitical situation. We had to face a lot of problems - inflation, tension worldwide, political situation difficult to predict, it</p>	1.3.b

	<p>suitcases and move far away, without being asked. But it clearly accelerated my career and I am leveraging this and probably given the Spanish context it did also accelerate my salary.”</p>		<p>was difficult to secure the bottom line, understand what will happen in the next year...will we continue growth or will we stop completely... The scenario was extremely interesting and extremely challenging, with high pressure due to external environment.”</p>	
	<p>“International experience is speeding up your opportunities, your career path. This is the question of opening doors, I think now I have a chance not to choose but I have a better possibility to apply for much better positions than staying at the local market I would have never had such a chance.”</p>	1.4.a	<p>“Tangible benefits - the truth is - I don't know if it's related to crisis or restructuring phase that we are in right now - but there are no tangible benefits at all that I've really gotten after my experience. It's much more on potential because I was open to travel, because I was exposed, because there are many people who have got to know me.”</p>	1.4.b
Family life	<p>“Language barrier in our case is moving from weakness to strength. My kid is 3 years old and speaks 4 languages fluently. From kids prospective - it is just a huge opportunity - to learn about different cultures, to understand that not everyone is exactly the same, that people r different, that there are different languages, people live in different places around the world, there r time differences. It sets them up for being much more flexible and emotionally intelligent in the future, if parents are managing it well.”</p>	2.1.a	<p>“From parents perspective expatriation with kids get much more complicated, starting from logistics. It gets very very complex. Like from getting pediatrician, vaccinations, daycare solutions, food solution in the US kids don't get foods in schools, having someone take care of kids during their vacations around the year. And obviously the language barrier... It is a challenge at the beginning. But that's from the parents' prospective.”</p>	2.1.b
	<p>“Now I look back and it's been great for children. I think when we were in Spain they lived in a small controlled environment going to the same school from 2 year old. We didn't have a place and we were in the Indian neighborhood. So, he was the only white child in the class, he couldn't speak English. For him it was shocking but I think it was very positive in the long run. Kids are exposed to completely different cultures, languages; it is opening</p>	2.2.a	<p>“Personally it was much more challenging to live in the environment in which you don't have any social support in a sense. Whatever happens to my family and myself is all on the shoulders of me and my husband.”</p>	2.2.b

	their minds a lot. Now you look at their friends and it's like a bag of m&m's - all the colors... And also educational system - the British education works well for them.”			
	“In terms of couple it was a bit stressful in the beginning - since there is so much logistics to figure out - that creates some tension but on the other hand what we found - and we talked about this is we really have to lean on and rely on each other a lot and it kind of builds this circle which is very strong and it kind of bonds you together very much.”	2.3.a	“I think we felt completely alone, isolated. You live in London with 10 million people and many are in the same situation, but you have to deal with all the problems on your own and that could be a logistic challenge for the everyday life... It was a killer for me - from finding the school for kids to finding the house. All the little things that nobody told us about and we had to figure out on our own...”	2.3.b
	“Main positive impact...I think it's creating an amazing experience that we live together. It's an adventure, a real adventure, and I'd say adventures r not so common these days. Actually I wouldn't say many people would shy away from them. Like all experiences, adventures excitement makes family bond I think, while going through this, and it does so as well cause you have tough times. Everyone faces challenges, and the kids as well. Going through them together probably strengthens the bonds.”	2.4.a	“The key element is a wife as expatriation influences her a lot. For the expatriate - for me - at the end the day-to-day activity has not changed - you get up, go to work, get back and stay at home - most time is spent at your job as before. For wife everything changes, no friends, nothing to do, she probably quit job, she has basically to remake her wife - which I think is a huge impact. She is the one who suffers, she has to remake her life completely being without friends and job; it's difficult for her to have social life, she is missing a lot of things.”	2.4.b
Personal life	“On a personal level it is very enriching. I feel it has changed me very much in the way to approach people, it made me more open, willing to be more flexible and more assertive with people. I understood that there is so much more in the way people say that has to be understood and separated from what the people are saying. It opens your mind; you get out of comfort circle that you had before, it gives you broader view of people.”	3.1.a	“Communication was not easy, still it's not 100%, I cant fully communicate what I want if others say that yes. For me it was a very big change - t was not easy and generated some frustration, maybe because of all these changes in terms of work and family life, they didn't give me emotional stability.”	3.1.b

	<p>“The best - you prove yourself that you can move out of your comfort zone and you are successful enough to win, to be happy and to adapt to the local conditions. You get to know yourself better at the whole another level - what are you able to do, how far you are willing to go. You think you know it but you actually don't know that until you are facing the challenge, facing the experience. Finally you see you made it, you passed the challenge with good grades. And then for me it was a lot of fun.”</p>	3.2.a	<p>“I had some health problems, like hypertension, a lot of headaches. For 5 months doctors could not identify hypertension. Maybe it happened because of my way of life. I was under high pressure... International mobility obviously added extra stress and complications to life. It is difficult to keep normal lifestyle and healthy routine, you need to adapt.”</p>	3.2.b
	<p>“In Switzerland basically there's a much more outdoors driven culture. I became much more active in terms of sport or hiking, skiing. You live right in the Alps. In California, our life is also very outdoors driven - we are even more outdoors here than we used to be. Days are huge. Body culture - everyone is fit here. It's a bit of an impact. You feel like having a healthy lifestyle here if you didn't have one before, that's a good influence.”</p>	3.3.a	<p>“It has a huge negative impact in this case. I think put on 25 kilos since I moved to the UK, because, of course, I don't walk any more. I am sitting at my desk 60 hours a week. I don't have help at home, while in Spain I had it, all the meals were taken care of and now I have to do it myself. I work more, I move less, I spend less time with my family. Sounds very negative but it's not that bad.”</p>	3.3.b
	<p>“Travel was very important for us - that part I love. Really knowing new country... I think it's very different when you live there versus when you are visiting as a tourist. We've always wanted to get to know the place and its culture rather than just sightseeing. We tried hard to see all the country and understand it. Such things like local holidays, cuisine, some authentic stuff. I think getting to the substance makes places interesting. So we were trying to make good use of our stay abroad taking advantage of living in a different place and being closer even to the other countries around and having conditions allowing you to explore them.”</p>	3.4.a		

Appendix 6

Table 6.1. Descriptive statistics: life domains evaluation by 'unconditionally satisfied' expats.

	Professional life	Family life	Personal life
<i>Mean</i>	4.30	4.00	3.83
<i>Median</i>	4	4	4
<i>St. Dev.</i>	0.7029	0.6325	0.8869
<i>Min.</i>	3	3	2
<i>Max.</i>	5	5	5
<i>Count</i>	23	21	23

Table 6.2. Descriptive statistics: life domains evaluation by 'conditionally satisfied' expats.

	Professional life	Family life	Personal life
<i>Mean</i>	4.27	2.43	3.45
<i>Median</i>	4	2	4
<i>St. Dev.</i>	0.7862	1.2724	1.2933
<i>Min.</i>	3	1	1
<i>Max.</i>	5	5	5
<i>Count</i>	11	7	11

Appendix 7

Table 7.1. Expatriation success evaluation: male vs. female.

<i>Evaluation on a 5 point scale</i>	Overall evaluation (means)		
	Female	Male	Overall score
Satisfaction with professional life	4.2	4.4	4.3
Satisfaction with family life	3.8	3.4	3.6
Satisfaction with personal life	3.6	3.7	3.7

Chapter 3. Managing Business Travel: Behavioral Patterns of Travelling Academics and Implications for Their Work-Life Balance.

Abstract

In the modern globalized society, business travel is an essential activity for many companies, private and public ones, universities among them. Academics represent one of the most mobile professions nowadays, however, their mobility has not been extensively researched yet. Focusing on the segment of university employees, current research seeks to investigate their business travel behavior, not only analyzing the data on modes of travel and types of trips they undertake, but also placing the phenomenon in a broader framework of the attitude to travel and work-life balance. Due to changing patterns of business travel in the modern society influenced by blurring boundaries between work and private life the involvement of business travelers into leisure life of visited destinations is under investigation. The results of the study demonstrate the existence of interconnection between various leisure activities undertaken while travelling for work and the attitude to business travel, as well as the influence of leisure elements on work-life balance of the travelers of diverse profiles. The research implications are beneficial in terms of refining travel policies of universities for the sake of increasing travelers' satisfaction with their business journeys and improving well-being of academics.

3.1. Introduction

Presently, multiple companies are organized in the way that requires sustaining regular contacts between people located in geographically dispersed regions (Gustafson, 2012). One of the serious consequences of the necessity to maintain this interaction is increasing volume of business travel. This is valid not just for MNCs, but also for educational establishments, private and public ones. However, although business travel is an indispensable activity in the today's world associated with multiple benefits for the companies and employees, it also results in negative consequences for individual well-being and personal life of the frequent travelers (Gustafson, 2013). Work-related trips have serious social implications being time consuming and tiring for the travellers and costly for business and the economy (Aguilera, 2008).

Business travel plays an increasingly important role in today's modern world and global economy, but, partially due to its nature, this field is under-researched in the scientific literature (Storme et al., 2013). Quite a limited body of literature characterizes the field, as existing research has mostly concentrated on MICE segment (Meetings, Incentives, Conferences, Events), paying little attention to individual travelers. Moreover, just scarce evidence from the segment of academics can be found in the literature, despite the fact that for many years this profession has been by necessity internationally mobile (Bentley et al., 2012). The academic careers often foresee undertaking frequent business trips of different nature (Storme et al., 2013); however, until recently, neglecting short-term travel, most of researchers focused on the field of academic migration and long-term mobility (Jons, 2008).

Work-related travel of professors and researchers being an indispensable part of an academic career is the focus of the current research that seeks to investigate the attitude of university employees to business travel, as well as their behavior while being on the road, not only analyzing the data on modes of travel and types of trips, but also placing the phenomenon in a broader framework of work and family domains. Due to changing patterns of business travel in the modern society, influenced by the blurring boundaries between work and private life, present paper explores the involvement of business travelers into leisure life of the visited destinations analyzing a variety of activities to get involved into while visiting destinations with work-related purposes in order to improve their work-life balance. In this regard, the main research question

concerns business travel characteristics that influence academics' attitude to work-related trips and produce an impact on their WLB.

The primary data for this research was collected through an online questionnaire from a sample of university employees of different positions, whose work foresees business trips. At first, multiple characteristics of business trips have been explored and grouped with the help of principal component analysis. Then, regression analysis demonstrated relevance of these groups of factors for the attitude to business travel and WLB of the travelling academics. As a result, the leisure and communication related groups of travel characteristics were found to be significant.

The data analysis shed light on the behavioral patterns of academic business travelers and allowed addressing the efforts of travel managers and HR departments on the way to eliminate negative effects of business travel, taking care of the personnel well-being. Therefore, the study implications are beneficial for refining travel policies, along with improving the well-being of academics, for whom the problem is relevant due to high amount of hours generally devoted to their jobs (Charters, 1942) and increasing pressure of teaching, research work and administrative stream of their activity (Enders, 1998). Hence, mobile and flexible life of business travelers of today has to foresee new forms of managing business travel, not just getting the most out of these journeys in terms of work performance, but helping the academics undertaking a myriad of various trips to better cope with stress and negative consequences of work-related trips.

Present paper is structured as follows: first, literature review introduces the nature of academic business travel and continues with exploration of the influence of work-related trips on the private life of travelers incorporating the knowledge from the field of corporate 'road warriors'. Data and methodology section presents the ways of obtaining and analyzing the data to answer the research questions. Further on, the results acquired on the basis of quantitative data analysis are presented and discussed. Finally, the readers are familiarized with the possibilities of practical implementation of the obtained results, while conclusions and further research directions close the paper.

3.2. Literature review

3.2.1. Business Travel in the field of academia

Globalization processes in the world continuously contribute to rising amount of international business travel, which reflects broad developments transforming our society (Bergstrom Casinovsky, 2013). For large corporations, business travel is an indispensable instrument of conducting business (Aguilera, 2008). In addition to corporate business travel, particular segment of the ‘road warriors’ comprises academics, whose mobility is assumed to describe maneuvers of university employees within and between the spaces of the university, state, and market on the academic arena worldwide (Cantwell, 2011).

Academics represent one of the most mobile professions nowadays, which has been denoted as such due to its nature: first, Paris and Bologna, later Oxford and Cambridge, followed by American universities were the centres of knowledge attracting academics from all over Europe and the world (Jons, 2008). Presently, universities have become global centres of knowledge and innovation that compete between each other on the global arena (Mok, 2006; Elkin et al., 2008). Processes of internationalization are happening on various levels – internationalization of professors and students, of curriculum and research, alumni relations and international recruitment. Inevitably, they lead to increasing volume of business travel in the field (Brookes & Becket, 2011), which is crucial for establishing and strengthening academic networks, as well as for the knowledge production and its global spread (Altbach, 1989). The importance of the latter is constantly rising, since knowledge coming from the academic world has become crucial for technological progress and economic development (Salter & Martin, 2001).

So, representing “a normal part of scientific life and a well-established norm” (Thorn & Horn-Nielsen, 2008), mobility is an ‘attitude’ characterizing the field of academia nowadays (Bauder, 2015). It is perceived as a necessary element of scientific career advancement, as part of the ‘excellence’ requirement (Morano-Foadi, 2005). Academic mobility contributes to the extension of the social space and is stimulated by the desire of professional socialization (Mahroum, 2000). Moreover, circulation of academic human capital enhances academic

productivity, thus, increasing the value of academic job (Musselin, 2004). ‘Motivational factors’ for pursuing long-term mobility of university employees include aspects connected with employment, such as career advancement possibilities, higher wages, access to better resources and quality of research facilities, as well as factors connected with improvement of the quality of life and personal experiences (travel, experiencing another culture, individual growth) (DTI, 2002).

Surprisingly limited research is available on the nature of academic travel at modern universities. Mobility of this particular segment of business travelers does contribute to the production and dissemination of knowledge and education, and given its high importance and growing volume of academic travel motivated by their work, their work-related travel still has to be investigated. However, multiple studies of academic mobility have been conducted in time by historians and geographers, but rarely did the subject become interesting for exploration by economists or scientists from tourism disciplines.

Nowadays, business trips of academics might have various duration lasting between a day and several years (Jons, 2008). The latter is referred to as temporary migration and has been a focus of considerable body of the literature till now (Hoffman, 2009; Kim, 2009; Bekhardia & Sastry 2005; Nunn 2005); meanwhile, individual business travel of academics so far has not been researched extensively. In this regard, present research aims at contributing to the exploration of short-term mobility in the form of business travel undertaken by academics in the course of their career.

Academic travel is defined as ‘physical journeys for the purpose of research, lecturing, visiting appointments, consulting and other professional tasks’ (Jons, 2008). Short-term trips are often undertaken by tenured academics that locally belong to a certain educational institution and are required to travel for work activities. Mobility is not the final goal, “not an end in itself, but an instrument by which research results can be optimized” (EC, 2012). In this regard, multiple aims are accomplished via business travel of academic employees, among which there can be mentioned accessing field sites and information sources for scientific production, which are not available otherwise, setting formal and informal contacts with academics and industry professionals all over the world, visiting geographically dispersed institutes and laboratories beneficial for research, etc.

Different typologies are discussed in the literature distinguishing various segments of business travel, mostly according to functionality (Storme et al., 2013; Lassen et al., 2006). For example, Storme et al. (2013) categorized all business trips undertaken by academics into four main groups: conference and workshops attendance, foreign project work, meetings happening due to membership in international networks and management meetings of international research teams. Temporary travel for lecturing, conference attending or project meetings is of great importance for the academic world nowadays; these numbers started increasing in the middle of the last century, especially in the post-war period, due to improved transportation and change of the emphasis of academic work as such (Jons, 2008). Growing mobilization of expertise in the form of invited lectures and visited appointments is presently illustrated by high numbers of visiting academics. Regular exchange visits and scientific collaborations have become a routine of scholar's work; especially this is a norm in advanced economies where academics have easier access to resources (Leung, 2013).

Outside the context of academic occupation, the amount of the business travel was shown to depend not only on profession but on the position held and the level of responsibility exercised (Wickham & Vecchi, 2009). Socio-demographic characteristics also do influence the propensity to be professionally mobile. Thus, younger academics tend to be more internationally mobile than their senior colleagues (Auriol, 2010), just as men are ready to get involved into diverse forms of mobility than women and stay away for longer time periods (Todisco et al., 2003). Therefore, employees' profiles have been found to be of not lesser importance, especially age, gender, career stage, income level (Aguilera, 2008; Aguilera & Proulhac, 2015; Gustafson, 2006).

Moreover, the volume and nature of work-related travel was claimed to be different for the employees of private and public organizations (Aguilera, 2008), as well as corporate travel policies and travel budgets of those (Gustafson, 2012); yet, little exploration of this issues have been found in the literature. The nature of academic migration is also considerably different from relocation of corporate employees, who have structured organizational support and economic benefits. Academics are moving without such assistance, despite the fact that academic career places high pressure on individuals to relocate in search of best professional opportunities (Ackers, 2005). This is one of the issues making migration more complicated and contributing to rising academic travel of shorter duration. Moreover, drastic changes in the accessibility and

decrease of the travel cost, in addition to rapid expansion of information and communication technologies contributing to the developments in communication, transportation, geopolitical and inter-cultural relations (Meyer et al., 2001) provide the solid ground for growth of other form of mobility, including ‘commuting’ or business trips of shorter duration (Ackers, 2005). The latter are connected with the necessity to maintain transient lifestyle producing personal influence on academics (Scheibelhofer, 2006). In spite of that, not for everyone mobility is a choice but rather a necessity for bringing forward scientific career, which happens because of progression demanding acceptance of mobility on top of scarce employment opportunities (Morano-Foadi, 2005). Thus, academic travel to a certain extent belongs to a distinct labour space, therefore, universal rules of mobility are not applied here (Bauder, 2006).

3.2.2. Travel stress and WLB deterioration

Despite the high importance of this occupation, not much is known about the academic business travel and the factors ensuring its sustainability (Bentley et al., 2012). In the business travel context, several researchers have explored different stressors or negative effects produced by frequent work-related trips (Espino et al., 2002; DeFrank et al., 2000; Cohen & Gossling, 2015, etc.).

There exist diverse potentially risky stress issues connected with business trips, among which journey preparation in terms of not only work but also family arrangements (Westman et al., 2012), physical and psychological problems (Rogers, 1998), decreased performance at work (Espino et al., 2002) could be mentioned. Negative impact of frequent flying on private life arises from scarcity of time for family and household, lack of possibilities for social life, as well as stress and lacking periods of relax and recreation (Demel & Mayerhofer, 2010). Trips of short notice bring major inconvenience not just to travelers themselves but to their families, while adjustment to time zones, infectious diseases, changes in sleeping and eating patterns are important downsides of business travel disrupting life of the traveler (Espino et al., 2002). Plenty of evidences to the negative effect of business trips on private life, related in particular with the issues of health deteriorating, travel stress, family separation (Welch & Worm, 2005), arise due to time pressure, lack of flexibility, security and comfort problems and travel logistics issues (Huges & Galinsky, 1994).

Different trip characteristics, such as length of a journey, flexibility and control exercised by traveler, frequency of trips, unforeseeable circumstances arising during business travel produce the role in creating stressful situations (Westman et al., 2012). According to the results of previous studies, duration and/or frequency of business travel that have to be studied in conjunction were found to be central characteristics affecting travelers and their families in the negative way (Burkholder et al., 2010). Hence, to have the complete picture it is important to study these two variables paying attention to both the number of trips and the number of travelling days.

Despite high importance of academic profession, not much is known about social effects and development prospects of rising volume of their business trips (Bentley et al., 2012). Regardless extended work hours, academic work has traditionally been viewed as not particularly stressful. However, there exist multiple evidences to increasing work pressure and rising physical and emotional fatigue facilitated by business trips, which are valid not just for executives but also for academics, as reported predominantly in the last two decades in different countries (Altbach, 1996; Kinman et al., 2006; Taris et al., 2001). Sometimes academics are claimed to experience higher levels of pressure than general staff (Gillespie et al., 2001). Increased workload, rising psychological strain, work-family conflict and decreased social support are among the factors leading to this situation (Winefield et al., 2008).

Thus, business trips increase the level of stress and create issues with WLB disrupting regular life routine (Espino et al., 2002). Work commitments suffer as well due to scarcity of time and elevated tiredness and fatigue (Demel & Mayerhofer, 2010). The pressure of travel, though eventually relieved by ICT, nevertheless arises from present trends of business world (DeFrank et al., 2000).

3.2.3. Business Travel and Leisure Tourism

Numerous problems arising as a consequence of business travel have been presented in the previous part. However, mobility has not only dark sides. Travel is not only driven by work reasons, it can include elements of tourism and pleasure (Storme et al., 2013). Moreover, mobility can be perceived very differently by various travelers: for someone it is a ‘necessary

evil', while for others it is enjoyment and fun, related with learning and gaining experience, as illustrated by Demel & Mayerhofer (2010).

Business travel is associated with multiple positive characteristics, among which networking and informal relations play an important role. Identity transformation is another positive effect: the travelers start consider themselves international persons developing global mindset and requiring business travel to feel contentment with their jobs (Castells, 1997). In addition, international travel provides a unique opportunity to undertake tourism activities. Despite the fact that business travel is becoming a regular, and even boring work activity for many people, no longer something exceptional, for some travelers and in particular places it still bears the elements of 'escape from daily routine, exploration, excitement and even eroticism' (Wickham & Vecchi, 2009). Therefore, when having free time, travelers often choose to indulge into the leisure life of the destinations visited for business: they do sightseeing, go to museums, experience historical places, either alone or in the company of colleagues, family or friends.

Interestingly, the desire to experience different culture and get engaged into tourist activities in a new place, alone or in a company, has been found to be more common among academics than for the employees of large corporations (Lassen et al., 2006), which might be related with higher flexibility exercised by the university staff that allows satisfying their personal interests and curiosities (Enders, 1998). High degree of autonomy is a crucial characteristic that allows academics keeping better WLB when travelling for work.

Academics have more chances for tourism activities also due to the fact that a considerable amount of their business travel is connected with attending conferences and congresses, which normally have built-in leisure programme for the participants (Davidson & Cope, 2004). In order to attract as many attendees as possible, these events are often held in big cities or at exotic destinations (Storme et al., 2013). Tourism activities in such places are very attractive for travelers; moreover, many of them are included in pre- or post-conference programme. In addition, normally the format of such events allows taking partners and families, which also contributes to spending several extra days at the business destination, thus, converting it into the leisure location.

In spite of these opportunities, there exist academics, who do not manage to reach balance between their responsibilities at home and away due to travelling too much or not having

a possibility to have free time at business destinations (Storme et al., 2013). Their WLB suffers from extensive business travel and the positive effects of the trips do not compensate all the negative consequences. Therefore, in the conditions of rising amount of business travel, there evolved new HR-related questions that have not yet been addressed (Mayerhofer et al., 2004). In the light of deteriorating situation with WLB of frequent business travelers, the goal for companies today is to develop a commitment oriented HRM policy to maintain efficient working activities, at the same time supporting individuals' lifestyles and accounting for the needs of employees (Mayerhofer et al., 2010).

To conclude, 24 hours of the day may be often redistributed in multiple ways. Therefore, correct dissemination of work and leisure activities and creating favourable conditions for both in the right time and place, allowing to keep an optimal work-life balance, may boost ultimate work productivity and business travel economic and social sustainability. With this regard, the focus of the current research lies on the behavior of the 'road warriors' when being on the way and its implications for their professional career and private life. In this regard, I seek to analyze the attitude of academic business travelers to work-related travel in general exploring work and leisure related activities undertaken by the road warriors at the travel destinations. Moreover, investigating business travel behavioral patterns, I focus on the work-life balance issues connected with them, which might produce positive effect on the job satisfaction on the whole.

3.3. Data and Methodology

The data for the present research was collected via an online questionnaire launched at the University of Lugano, Switzerland in January, 2014. First, a pilot survey was run with 20 university employees. It helped reveal weak points of the questionnaire and inconsistencies in terms of logics of the survey and its wording, which consequently have been revised for the final version. The survey was distributed among all employees of the university, whose work involved business travel, including both academic staff of various positions and administration. After one week, the reminder was sent out. As a result, after two weeks in the field, 203 valid responses have been received constituting the basis for the current analysis. The response rate made up 24%.

The questionnaire comprised two main parts, the first one covering the questions related to socio-demographic profile of the respondents (age, gender, country of origin and residence, availability of partner and kids, education completed, position occupied, faculty and length of work at the university), and the core part which included the questions that shed the light on the theme under investigation. The survey outline can be found in *Appendix 1*.

First, business travel profile of the academics was explored in terms of frequency of conducted work-related trips, their geographic scope, transportation means utilized, detailed purpose of travel and trip length. One of the principal research questions aimed at understanding the influence of travel-related characteristics, emphasizing leisure involvement and job patterns, on the individual attitude to business travel; therefore, two consecutive sections offered to the respondents 7-point Likert scale questions focusing on the evaluation of the frequency of engaging into manifold leisure activities while on business trip, as well as the characteristics related to the style of conducting work when being away from home. Finally, in the concluding part, the survey participants were invited to evaluate diverse characteristics of their job disregarding travel context and indicate their overall satisfaction with different life domains; however, these variables were not in the focus of the current research being used in the present paper just partially.

To introduce the description of the study participants, *Table 1* demonstrates socio-demographic composition of the analyzed sample. According to the occupied positions, the

respondents are split in the following way: 37% of the sample are made up by doctoral students; professors of different categories (including assistant professors) constitute the second largest category (23%), followed by administrative personnel (18%), postdoctoral researchers (14%), assistants and researchers (9%). What concerns length of work of the university personnel at their present positions, one third of the total sample consists of academics and administration employed by university for 2-4 years. Three groups of employees - under 2 years, from 4 to 8 and more than 8 years similarly correspond to 20-24% of the survey participants. Male gender slightly dominates in the sample (57%), as well as employees between 18 and 40 years old, who account for 72% of the respondents. The vastest majority have residence in Switzerland, are of Swiss or of Italian origin, have partner and no kids. 94% of the sample have Master or Doctoral University degree. Overall, the survey respondents' composition largely corresponds to the reality of the university employees composition, with some minor exceptions.

Table 1. Demographic characteristics of the sample.

Category	Sample (n)	Sample (%)	Category	Sample (n)	Sample (%)
n=203			n=203		
Position			Residence		
PhD	74	37 %	CH	165	81 %
PostDoc	28	14 %	IT	33	16 %
Professors/Assistant Profs	46	23 %	Other	5	2 %
Assistants/Researchers	18	8 %	Origin		
Administration	37	18 %	CH	71	35 %
Faculty			IT	79	39 %
Economics	58	29 %	DE	15	7 %
Communications	58	29 %	Other	38	19 %
Informatics	37	18 %	Partner		
Architecture	27	13 %	Yes	121	60 %
Administration	23	11 %	No	82	40 %
Length of Work at USI			Kids		
0-2 years	41	20 %	Yes	70	34 %
2-4 years	68	34 %	No	133	66 %
4-8 years	49	24 %	Education completed		
8+ years	45	22 %	Bachelor	8	4 %
Gender			Master	109	54 %
male	115	57 %	PhD	82	40 %
female	88	43 %			

Age				Other	4	2	%
18-30	73	36	%	Number of Business Trips			
31-40	74	36	%	1-3 yearly	87	43	%
41-50	33	16	%	4-6 yearly	54	27	%
51-60	11	5	%	7-11 yearly	35	17	%
61+	12	6	%	1 monthly	12	6	%
				2-3 monthly	13	6	%
				4 monthly	2	1	%

Academics are generally known to travel less frequently than some particular categories of corporate ‘road warriors’ who spend more than 50% of their work time away from the office and home; the collected data proves this fact. Survey participants were widely distributed according to the volume of work-related journeys conducted during the last year. 43% of the respondents undertook not more than 3 business trips yearly; at the same time, the remaining two thirds of the sample traveled more extensively being engaged into at least one business trip every two months. Some of them reported travelling for business purposes on a monthly or even weekly basis.

The data was further on explored with the application of quantitative techniques initially applying PCA analysis and then ordered probit regression, which shed some light on the travel modes and travelers’ characteristics that produce influence on the attitude to business travel and WLB of the academic travelers. These procedures are described in detail in the consecutive section.

3.4. Results

Business travel literature outlines a myriad of various factors (demographic, personality, organizational, job related, etc.) that define the inclination to get engaged into work-related trips. With this respect, as a first step, introductory correlation and t-test analysis have been conducted in order to shed some light on travel profiles of academics possessing different socio-demographic characteristics. The variables, which demonstrated interesting correlation results, were age and gender, as well as availability of partner and kids. Frequency of business trips was analyzed also in relation to the influence on work and leisure travel behavior. The results are illustrated in *Table 2*.

Correlation analysis demonstrated that individuals having a partner travelled more often than single academics. This segment of travelers during business trips tended to work more than at home, what could be happening in order to avoid increased workload when being back home for the sake of devoting more time to their significant others. At the same time, it seemed that travelers who had partners were meeting friends at business destinations and participated in group leisure activities more frequently than their single colleagues. Interesting results were observed for travelers who had children, too: they used to work more while being away, were much less inclined to prolong their business trips over weekends and got more stressed than their no-kids colleagues due to the absence of time. In general, this group of travellers demonstrated rather negative attitude to business travel in comparison to their ‘no-kids’ counterparts, rarely participating in individual and organized leisure activities.

Age was another variable influencing business travel behavioral patterns of the academics. Older academics demonstrated more negative attitude to business travel enjoying it less than their younger colleagues and sometimes even avoiding work-related journeys. However, stress during business trips due to the absence of free time was shown to decrease with age, along with the desire to participate in individual and organized leisure activities, prolong stays at business destinations and mix work with leisure.

Table 2. Correlations: gender, age, partner, kids, frequency of business travel.

	Gender	Age	Partner	Kids	Frequency BT
BTrips	-.105	.236**	-.166*	-.211**	.857**
BT_CH	.053	.172*	-.145*	-.267**	.227**
BT_IT	-.166*	.104	-.065	-.080	.165*
BT_international	-.158*	-.036	-.102	.104	.081
BT_weekend	-.078	-.195**	.041	.204**	-.080
BT_conference	-.145*	-.171*	.080	.175*	-.044
BT_coursegive	-.161*	.436**	-.199**	-.325**	.317**
BT_courseattend	.188**	-.405**	.156*	.194**	-.055
BT_plane	-.141*	-.133	-.078	.123	.035
BT_train	.112	.112	-.099	-.121	.158*
BT_car	-.051	.127	-.069	-.165*	-.017
AttitudeBT	.152*	-.240**	.013	.149*	-.039
Work_morethanhome	.006	.026	-.178*	-.145*	.058
Work_officeduties	-.206**	.101	-.063	-.111	.191**
Work_unusualplaces	-.033	.058	-.302**	-.159*	.154*
Work_hotel	-.086	.037	-.072	-.015	.011
Work_stressnotime	.022	-.245**	.041	.157*	-.168*
Work_stressnocommunication	-.001	-.047	-.131	-.126	.044
Work_mixwithleisure	.127	-.210**	.094	.116	-.155*
Leisure_organized	.092	-.210**	-.026	.159*	-.168*
Leisure_individual	.033	-.230**	.047	.163*	-.116
Leisure_freetime	.023	-.158*	.139*	.229**	-.084
Leisure_hotellocation	-.038	-.063	.017	.057	.030
Leisure_prolongstay	-.141*	-.269**	.128	.288**	-.117
Leisure_company	-.027	.119	-.309**	-.133	.016
Leisure_return	-.128	-.076	.004	.106	-.019
Leisure_researchoffer	-.033	-.244**	-.036	.115	-.174*
Leisure_talkfamily	.002	.087	-.409**	-.253**	.096
Leisure_meetfriends	-.031	-.027	-.273**	-.118	.026
Lifesat_job	-.074	.178*	-.049	-.120	.150*
Lifesat_health	.068	-.032	.020	.013	-.054
Lifesat_family	-.001	.138	-.416**	-.288**	.015
Lifesat_leisure	.097	-.096	.005	-.001	-.069
Lifesat_sociallife	.110	-.058	-.058	.000	-.072

Not many dissimilarities have been noticed between two genders, apart from the fact that t test revealed women possessing better attitude to business travel overall (at 0.5 sig level) to compare with men who traveled more internationally, giving courses and attending conferences. Men reported lower satisfaction with their WLB to compare with their female colleagues.

Considerable differences were found between frequent and non-frequent business travelers when comparing the samples. The travelers undertaking less than 6 business journey a year, were referred to the category of non-frequent 'road warriors', as their regular life did not particularly suffer from business travel. The rest underwent the category of frequent travelers. Apart from the afore-mentioned positive correlations with age and education, and negative with having a partner or kids, frequent travelers were used to work more when being on the way than at home and stayed awake long hours, fulfilling home office responsibilities in addition to trip-related duties. The independent sample t-test revealed that occasional travelers reporting significantly more trips in Switzerland and Italy were getting stressed due to the absence of free time more frequently; at the same time, they also mixed work with leisure and participated in organized leisure activities more often than frequent travelers. Overall, frequent business travelers were satisfied with their jobs more than those leaving office rarely. However, the issue of work-life balance was not found to be significantly correlated with travel frequency.

After studying socio-demographic characteristics of the sample under consideration, further analysis focuses on one of the main variables of interest, namely attitude to business travel (*Table 3*), which being significantly negatively correlated with a number of socio-demographic variables, such as age, education and length of work, at the same time was shown to be related to other work and leisure characteristics. Looking at a broader picture, we might observe interdependencies between positive attitude to business trips and mix of work with leisure at unknown destinations, including both organized and individual leisure activities engagement. Persons with positive attitude to BT not only behaved as tourists during their journeys, but also prolonged their stays at work locations for leisure purposes and returned to the destinations later on their own for purely recreational purposes; however, the cause and the consequence are not defined by this analysis. Correlations were proved by significant Pearson coefficients, which, meanwhile, illustrated negative relation of the attitude to work-related travel and suffering from stress due to absence of free time or insufficient opportunities for communication with families.

Last, having a look at the work-life balance, correlation analysis revealed the following picture: WLB evaluation was positively correlated with multiple leisure related variables, such as mixing work and leisure, individual recreational activities, availability of free time, good location of the hotel, prolonging stay and returning to the destination for leisure purposes later in

time. This might be taken as evidence to the potential of interest in leisure participation for improving WLB situation of travelling employees. At the same time, the variable of interest was negatively correlated with work-related characteristics: working long hours, more than at home location, working in hotel, getting stressed due to the absence of time.

Table 3. Correlations: BT volume, BT attitude, WLB evaluation

	BT volume	BT attitude	Job wlb		BT volume	BT attitude	Job wlb
Work_long	.154*	-.071	-.233**	Job_security	.207**	-.063	.193**
Work_morethanhome	.139*	-.052	-.171*	Job_conditions	.093	.100	.334**
Work_officeduties	.205**	-.073	-.092	Job_finreward	.195**	.095	.202**
Work_unusualplaces	.169*	.097	-.033	Job_fulfillment	.151*	.090	.130
Work_hotel	.061	-.010	-.160*	Job_learning	.033	.071	.087
Work_stressnotime	-.101	-.206**	-.226**	Jobe_careerprospects	.060	.076	.162*
Work_stressnocommunication	.125	-.289**	-.066	Job_control	.168*	-.039	.259**
Work_mixwithleisure	-.184**	.364**	.292**	Job_autonomy	.182**	.079	.242**
Leisure_organized	-.136	.334**	.087	Job1_Scheduleflex	.100	.077	.303**
Leisure_individual	-.162*	.331**	.281**	Job1_Workload	.020	-.009	-.234**
Leisure_freetime	-.122	.308**	.318**	Job1_Workinghours	.069	-.019	-.179*
Leisure_hotellocation	.033	.089	.192**	Job1_stress	-.087	-.099	-.269**
Leisure_prolongstay	-.131	.316**	.177*	Job1_BT	.397**	.161*	-.023
Lesiure_company	.057	.002	.239**	Lifesat_job	.178*	.076	.133
Leisure_return	.007	.145*	.166*	Lifesat_health	-.056	-.002	.358**
Leisure_researchoffer	-.168*	.237**	.212**	Lifesat_family	.013	.117	.409**
Leisure_talkfamily	.137	-.010	.102	Lifesat_leisure	-.106	.174*	.538**
Lesire_meetfriends	.054	.247**	.050	Lifesat_sociallife	-.072	.227**	.507**
Leisure_dosports	.051	.054	.100	Gender	-.105	.152*	.185**
				Age	.236**	-.240**	-.098
				Partner	-.166*	.013	-.024
				Kids	-.211**	.149*	-.104

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Most of the independent variables, which shed light on the leisure and work activities involvement of business travelers, were not directly observable and rather reflected opinions of the respondents being evaluated on a 7-point Likert scale. In order to confirm their relevance for the research questions analyzed, which were quite novel and under investigated in the literature, the following procedure was undertaken. First, principal component analysis (PCA) was applied

in order to group numerous factors and diminish their overall quantity; this was done to focus on the groups of the most important ones. Then, before studying the effect of the individual variables on the attitude to business travel and WLB, the components were weighted against the individual responses and, finally, the concluding regression analysis instead of including individual factors, comprised the groups of independent characteristics or so-called components. Let's have a look at the final outcome.

PCA with varimax orthogonal rotation revealed four main components, which explained 56% of variance (*Table 4*). The analysis performed well demonstrating good KMO measure of sampling equal to 0.794 and Bartlett's test of sphericity being significant. No outliers have been detected and the ratio between the number of observations and the number of variables analyzed was sufficient for conducting this analysis. Cronbach's alpha being around 0.8 was within acceptable limits.

Table 4. Principal Component Analysis: work and leisure related factors

Rotated Component Matrix

	Component			
	Leisure major	Job	Leisure secondary	Communication
Leisure_individual	0.858			
Leisure_freetime	0.782			
Work_mixwithleisure	0.729			
Leisure_organized	0.700			
Leisure_prolongstay	0.681			
Leisure_hotellocation	0.651			
Work_long		0.804		
Work_morethanhome		0.767		
Work_officeduties		0.745		
Work_unusualplaces		0.703		
Work_hotel		0.624		
Leisure_company			0.732	
Leisure_researchoffer	0.431		0.627	
Leisure_dosports			0.617	
Leisure_return			0.572	
Leisure_meetfriends			0.547	
Work_stressnocommunication				0.765
Leisure_talkfamily				0.647
Work_stressnotime				0.490

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.a
 Rotation converged in 6 iterations.

The new components comprised mostly factors of the same category, namely either work or leisure, with one being mixed, thus, referring to the further explained groups of independent variables. All the details of PCA can be found in *Appendix 2*. The first rotated component explained 20% of variance resulting to be the most relevant for the current analysis (*Appendix 2, Table 2.2*). It included such variables as undertaking individual and organized leisure activities, possessing free time for exploring the life of the destination, mixing work with leisure, as well as prolonging stays at the business destination and choosing to live in a centrally located hotel within an easy reach of the destination's infrastructure and tourism offer. Individual participation in leisure activities demonstrated the highest loading of 0.858, followed by the availability of free time during work-related trips (0.782). The rest of the variables followed with similarly high loadings, all above 0.65. Given the nature of the items included in the first component that referred to the most important leisure activities, component 1 was named 'Leisure major'.

All main work-related activities were grouped in the component number two that included working long hours (the highest loading of 0.804), working more than at home and performing office duties on top of business trip related activities while being away from the regular work environment, dedicating time to work activities not only in the office but in unusual places like transportation terminals, airplanes and trains, cafes and restaurants and others, in addition to working in the hotel after the official workday is over or early in the morning. All the loadings were higher than 0.6, being relevant for the job-related cluster of activities.

The third component comprised independent variables from leisure group, like the previously described component nr.1, however, the nature of the presented within its limits activities was slightly different. It referred to certain activities foreseeing company (travel accompanied by family/friends, meeting friends at the destination), in addition to researching tourism offer at the place, returning there later exclusively for leisure purposes and doing sports while being on a business trip. The variables representing tourism offer research loaded also on the component 1 'Main leisure', being relevant for both leisure related groups, though in this case the loading was lower (0.431 against 0.627). In general, we could notice that the activities represented in this group were practiced less frequently, as all of them required special conditions and depended on the traveller to a smaller extent. For instance, accompanied travel was not always feasible due to low time availability of the traveler, monetary burden for the accompanying person and the necessity of specific travel arrangements and regular life

organization for both. Meeting friends at the travel destination depended on the network of the person undertaking the journey, while returning to the place was not always initiated by the successful business visit as individual requirements to business trip and leisure travel might have been completely different. What is considered to be an advantage for one is absolutely unacceptable for another. Sports involvement was not frequently met among the sample depending on the personal lifestyle and individual preferences. Therefore, all the variables loading on the component nr.3 might refer to secondary leisure activities not practiced frequently.

Finally, the last component comprised three variables, namely talking to family when being away and getting stressed from no communication with home and no time; all of them to some extent related to the social life of the travelers, thus, supporting daily life routine and minimizing negative impacts of business trips on the WLB of the travelling employees. The loadings of the first two variables were above 0.6, while the only variable with the loading lower than 0.5 was 'stress from absence of time', thus demonstrating its lower importance for the present component. However, reliability analysis demonstrated a very small change in the results after eliminating this item, therefore, it was kept within the component 'Communication' for further analysis.

Next step of the data analysis after grouping travel characteristics foresaw conducting regression analysis with the goal, first, to explore the factors influencing attitude to business travel and, second, to deeper investigate connections between business travel and work-life balance by means of examining independent variables, which had an impact on it. The results are presented below.

In the first case, the dependent variable - attitude to business travel - being measured on a 5-point Likert scale was treated as an ordinal one. Having a look at the descriptive statistics for the attitude to work-related journeys the following has been observed: approximately quarter of respondents demonstrated very positive attitude to business travel looking forward to every work-related trip and enjoying these moments a lot; in other words, they were ready to travel as much as possible. Half of the survey participants did not mind travelling for work acknowledging its value and often having a good time while on business journeys. At the same time, certain amount of the respondents (around one fourth) had either neutral or negative

attitude to business travel, often trying to avoid work-related trips and having a preference towards staying in their regular work environment.

In order to analyze the factors that produced an impact on the attitude to business travel clarifying the relationship between the explanatory variables and the outcome, probit ordered regression was run. Model fit indicated that final model provided a significant improvement over the baseline intercept-only model. The goodness of fit test worked well being not significant, which suggested the model fit the data well. McFadden pseudo R-Square was .343 (Nagelkerke .604) in our case of ordered probit regression and test of parallel lines proved the assumption of proportional odds giving a non-significant value.

The results revealed by the ordered probit estimation are described further on. Variables provoking the highest interest are presented in the *Table 5* with the short version of the estimates, standard errors and significance for each of them. *Appendix 3, Table 3.1* contains the full list of the independent variables analyzed by means of regression, including the list of all control variables represented by the socio-demographic and business travel profile items and the remaining IVs which were found to be not significant.

The main work and leisure variables of the interest were present in the regression in the form of the above described components which allowed having a more solid idea of the importance of the grouped elements, given the under investigated character of the topic. Thus, out of the 4 components, two were found significant. The first one comprising the elements referring to the main leisure activities was positive and significant at the .05 level, which meant that mixing work with leisure while being on a business trip shifted general satisfaction with work-related travel of the employees in the positive direction. Participation both in the individual and organized leisure, as well as staying in a centrally located hotel and making use of the free time for exploring the destination's tourism offer allowed the travelling individuals being more happy with their travel. In addition, prolonging stay at the location of business if work and private arrangements permitted also played its positive role. Therefore, the impact of the above mentioned leisure related variables could not be neglected.

Another significant component influencing the attitude to business journeys was the fourth one, which referred to the communication activities while being away from home. The

estimate was negative demonstrating that temporary absence of communication with home produced positive impact on the attitude to work-related travel.

The two remaining components – work and secondary leisure activities – did not appear significant in this regression analysis. For the leisure component it can be partially explained by not always relevant character of included activities for each traveller; however, two of them are to be further analyzed in relation to WLB.

Among the other significant variables there have to be mentioned several ones related to demographic and business travel profile of the respondents. Thus, the analysis of socio-demographic characteristics confirmed that women liked business travel more than men, suffering less from being away from home and office. In addition, Swiss and Italian residents showed higher satisfaction with business travel to compare with those living in other countries. Education level seemed to a certain extent to influence the general attitude to business trips demonstrating that the respondents with Master or PhD degree had more positive approach towards this kind of trips – these estimates were significant at 0.1 level. Such characteristics as origin of the traveler, his/her position at the university, length of work, as well as availability of partner and kids did not show any significant results in the regression analysis.

Further on, certain characteristics related to the type of business travel appeared to be relevant too. Thus, travel within Switzerland had significantly negative impact on the attitude to travel, while trips abroad shifted the dependent variable in the opposite direction, serving as evidence to higher interest in international trips of the travelling academics. With regard to the transportation means utilized while conducting a trip, train demonstrated the best results, being followed by a car – both of these travel types positively influenced attitude to work-related journeys, while plane trips were not significant for the current analysis. Interestingly, trips with research purposes and for conferences attending negatively impacted the variable of interest, while course attendance and presentation delivery were not significant, just like timeframe of the trip – overnight trips and weekend journeys seemed not to produce any strong effect.

Last, the factors related to the satisfaction with the various job aspects and different life domains have been analyzed too. In this regard, job fulfillment moved the attitude to BT in the positive direction, producing positive impact on the satisfaction with the job on the whole and its particular aspects, BT in our case, in particular. Interestingly, job security and learning at work

appeared to be negative in the regression. The first one could be connected with the limitations imposed by security concerns of the employers and travel departments, especially what concerned travel to unknown far destinations. Meanwhile, the connection between learning and attitude to BT was not so direct. On the one hand, learning opportunities at work, especially during business trip, though being highly beneficial for the employees' personal development, nevertheless made the trips more tiring and did not leave much time at the disposal of the travelers for rest, relaxation and exploration of the new destination. On the other, travelling individuals spent certain time away from the office where learning environment might be more rigorous, therefore, it could negatively influence attitude to business travel as such.

Table 5. Ordered probit regression: Attitude to BT as a dependent variable

		Estimate	Std. Error	Sig.
Threshold	[AttitudeBT = 1]	-2.405	2.059	.243
	[AttitudeBT = 2]	-1.592	2.037	.434
	[AttitudeBT = 3]	.129	2.030	.949
	[AttitudeBT = 4]	2.560	2.042	.210
Location	BT_CH	-.179	.086	.037
	BT_international	.356	.139	.010
	BT_research	-.215	.072	.003
	BT_conference	-.249	.092	.007
	BT_train	.322	.100	.001
	BT_car	.127	.075	.091
	Job_security	-.160	.070	.023
	Job_fulfillment	.456	.153	.003
	Job_learning	-.429	.132	.001
	CompA1 Leisure	.066	.031	.031
	CompA4 Communication	-.238	.064	.000
	[Gender=Male]	-.500	.231	.031
	[Gender=Female]	0 ^a		
	[Residence=CH]	1.805	.840	.032
	[Residence=IT]	2.148	.896	.016
	[Residence=other]	0 ^a		
	Control variables	0 ^a		

Link function: Probit.

a. This parameter is set to zero because it is redundant.

Second regression model focuses on the WLB subject seeking to explain the impact of the components of interest on it. *Table 6* reports the significant IVs, while the full list of the variables explored is present in the *Appendix 3, Table 3.2*. In this case logistic ordered regression performed well (McFadden Pseudo R-Square .319, or Nagelkerke .697, good model fit, test of parallel lines passed) and demonstrated the following results.

The first component referring to the main leisure activities was again significant and positive, verifying the influence of participation in diverse leisure activities on the WLB. The possibility to undertake both individual and organized leisure, having free time and staying at the hotel in the city centre confirmed their importance for the balance between work and private life of the travellers.

Meanwhile, the component responsible for communication with home produced positive influence on WLB, differently from its effect on the attitude to BT demonstrated in the previous regression. While the higher chances for communication with family and friends distantly from the business destination seemed to shift general attitude to travel in the negative direction, they showed the opposite influence on the dependent variable of the second regression.

Present analysis also uncovered significantly negative impact produced by work component on the WLB. That means such variables as working long hours, dedicating to the job more hours than at home place and performing office duties on top of the responsibilities arising from the work-related journey's purpose decreased satisfaction with WLB of the travelling employees. Work in unusual places and in the hotel also underwent this component and influenced the variable of interest negatively.

Finally, the component responsible for secondary leisure activities again did not appear to be significant for the WLB analysis showing similar results to the previous regression. This might serve as a confirmation to non-generalizability of the leisure activities comprised by the component nr.3 and their minor importance to compare with those of the main leisure activities (component 1).

With regard to socio-demographic profile, strong significance was demonstrated by gender, kids availability and, partially, age. Thus, men were significantly less satisfied with the WLB opportunity their job provided them with, just like the employees with kids reported lower WLB than their no-kids colleagues. Concerning age groups, the only category demonstrating

significant results were travelers between 50 and 60 years old, who evaluated their WLB lower than their colleagues from other age groups. Travelers over 60 might report higher WLB level being possibly more satisfied with the boundaries between their private life and work due to having more time and flexibility than their younger colleagues being at the top of their career development.

Travel to Italy did not bring any benefit to the WLB of the academics. This might be happening due to the relatively short distance from the workplace in Switzerland and necessity to move in the limited time, often excluding overnights. Moreover, this region was normally familiar to the travelers; hence, the journeys were no longer bringing excitement of the novelty of the place and culture. In addition, length of work at the university appeared to be significant too – it positively affected WLB what concerned the groups of those who have worked there for 1-2 or 5-8 years, to compare with the employees staying at the institution longer. This might be relevant for the first group due to the novel character of work for them.

From the group of the variables representing satisfaction with different job aspects job conditions were positively reflected on WLB, just as schedule flexibility. Possibility to manage working agenda taking into account personal preferences and family life requirements improved satisfaction with the balance between work and life. Moreover, employees who were satisfied with their career prospects reported higher WLB, while high workload and stress at work shifted the dependent variable into the opposite direction. Overall life domain analysis demonstrated that the higher satisfaction with job negatively altered the balance between work and family domain that served as an evidence to the rising importance of the WLB issue and the necessity of managing it well by the companies.

Table 6. Ordered probit regression: WLB as a dependent variable

		Estimate	Std. Error	Sig.
Threshold	[Job1_wlb = 1]	-2.435	1.818	.180
	[Job1_wlb = 2]	-.956	1.788	.593
	[Job1_wlb = 3]	.296	1.785	.868
	[Job1_wlb = 4]	1.222	1.786	.494
	[Job1_wlb = 5]	2.492	1.791	.164
	[Job1_wlb = 6]	3.996	1.803	.027
	BT_IT	-.145	.066	.028

BT_presentation	-.168	.067	.012
Job_conditions	.252	.108	.020
Job_careerprospects	.279	.080	.000
Job_scheduleflex	.371	.088	.000
Job_workload	-.295	.137	.032
Job_stress	-.304	.094	.001
Lifesat_job	-.373	.104	.000
CompA1 Main Leisure	.088	.027	.001
CompA2 Work	-.090	.028	.001
CompA4 Communication	.184	.055	.001
[LengthWork=1-2]	.604	.369	.102
[LengthWork=3-4]	.198	.325	.543
[LengthWork=5-8]	.523	.310	.091
[LengthWork=8+]	0 ^a		
[Gender=Male]	-.616	.202	.002
[Gender=Female]	0 ^a		
[Age=<30]	.234	.613	.702
[Age=30-40]	.012	.533	.981
[Age=40-50]	.691	.533	.195
[Age=50-60]	-1.242	.589	.035
[Age=60+]	0 ^a		
[Kids=No]	.853	.262	.001
[Kids=Yes]	0 ^a		
Control variables			

Link function: Probit.

a. This parameter is set to zero because it is redundant.

Thus, as a result, in addition to certain socio-demographic and business travel profile variables and the ones referring to the satisfaction with various job characteristics, three components of our interest referring to leisure, work and communication correspondingly proved to be significant, illustrating the importance of taking them into consideration when studying the topic of WLB of travelling employees. Differently from the previous regression, here work-related component produced significant negative impact on WLB, while communication appeared to be significantly positive for explaining our variable of interest. The only component demonstrating non-significant results was the one comprising such variables as accompanied business travel, meeting people at the destination, returning there, researching tourism offer and doing sports at the business destination.

The final step of the current analysis aimed at exploring the relationship between attitude to business travel and satisfaction with WLB, namely to variables of interest which were studied by means exploring the same set of IV potentially impacting them. Given, that the same set of work and leisure related variables was used along with socio-demographic characteristics and business travel profile features, the following procedure was undertaken to establish potential mediation effect.

Generally, mediation is a causal chain where one variable affects the second, which, in its turn, influences the third one. In our case, the group of independent variables thrown into regression partially impacted attitude to business travel, which might be a mediator between the independent variables and the outcome variable WLB. In order to check for mediation we applied a step approach offered by Baron and Kenny (1986) represented by the analysis of significance coefficients of several regressions.

By means of the last regression we examined the effect of IVs on the WLB: some of the variables appeared to be significant. At the same time, the first regression demonstrated influence of certain IVs on the Attitude to BT, a potential mediator. Next, we conducted a simple regression analysis with Attitude to BT predicting WLB: the result appeared to be significant at a 0.1 level (*Appendix 3, Table 3.4*). The purpose of the first three steps was to set a zero-order relationship between the variables. Since the effects were all significant, we could not exclude the mediation effect. Last, regressing WLB on all the IVs including in the list the Attitude to BT as a control variable showed that there were still some significant influences produced by the set of variables on WLB (at 0.05 level) with the three components out of four demonstrating significant relationship. Since most of the IVs kept being significant in the last regression analysis, we might conclude partial mediation.

The author acknowledges that a number of potential problematic issues exist with this approach. However, given that this is one of the first attempts to establish the relationship between work and leisure related activities, attitude to BT and satisfaction with WLB, further analysis applying different method is needed to shed more light on the existing interconnections and confirm (or reject) the relevance of the former for the work-life balance of business travelers.

3.5. Discussion

Today, when business travel has become a widespread activity, indispensable for successful fulfillment of academic work and no longer something exceptional, travel patterns are changing. The ‘road warriors’ want to have homely atmosphere and comfort when being away, and at the same time, to be compensated for all the inconveniences of staying away from home, family and friends, more and more often they make use of the opportunities provided by business trips in order to experience the new places during their trips. Manifold motives are influencing the desire to travel, among which satisfaction of personal interests and curiosities and relaxing, which help them keep work-life balance by allowing activities change (Lassen et al., 2006). The present study results are majorly in line with the above-mentioned literature evidences demonstrating high importance of leisure related factors for satisfaction with business travel and WLB.

Different profiles of academic travelers according to their attitude to business travel have been spotted in the sample under consideration. A considerable group of them enjoyed work-related trips making good use of arising travel opportunities; however, a quarter of respondents did not undergo this category possessing rather negative attitude to work-related travel. In this regard, current research explored a multitude of the factors that influenced positive or negative attitude to business travel in the light of work and leisure activities undertaken by academics while being on the way.

Demographic characteristics largely defined attitude to business travel. For instance, women and younger employees demonstrated better attitude to business travel. The gender factor might be connected with the fact that females, on average, travelled less than their male colleagues. Due to the traditional division of roles between genders, which just recently started its transformation, female business travelers have not yet reached such a level of intensity of trips and often viewed travel as a possibility to escape from the daily routine. Similarly, younger employees occupying lower positions still enjoyed the novelty of business travel. Normally, they did not have families and children, what made trips organization easier and the time spent away from home less painful. Moreover, residence played its role too: residents in Switzerland and even more in Italy appreciated work-related journeys more than those living in other countries.

For Swiss this could be explained by the interest to changing their normal environment. What concerned the employees residing in Italy, their frequent necessity to travel from home to their workplace made this category of respondents get used to moving a lot; therefore, they could have been better adjusted to such a lifestyle.

According to the research findings, despite the fact that during work-related trips university employees worked long hours and in unusual places, frequently performing their regular office duties, at the same time, often when being away from home they mixed work with leisure exploring tourism offer of business locations and getting engaged into their recreational life. Individual leisure activities, as well as organized ones, provided by business partners, were of interest to the segment under investigation positively influencing attitude to business travel. These results reflected peculiarities of present lifestyles of business travelers, their personal interests and preferences.

Studying the ways people travel for business and the activities they undertake meanwhile provided implications for the individual relationship to home and family. Travel arrangements along with experiences during the trip largely depended on how the travelers felt about leaving their spouses and kids: for example, due to necessity to communicate with home or rush back to the airport to catch the last return flight not always travelers' attention was fully dedicated to the working process. In addition, after the trip, business travelers had to catch up with both office duties and family life, meanwhile recovering from stress and tiredness of the trip. Therefore, different patterns of business travel behavior were found among the individuals living with a partner and having kids and those who lived alone, proven by significant influence of children availability on the WLB of the travelers.

Within continuous search of WLB improvement, in order to have more time with significant others and friends, academics were sometimes accompanied by their families on business trips; this way not only accompanying partners became tourists at those destinations, but academics themselves demonstrated higher propensity to experience leisure activities after their working day was over. However, interestingly, present research demonstrated that if business travelers are accompanied by partners or friends, their attitude to business travel as such was lower than of those travelling alone. Possibly, it happened due to getting overstressed trying to combine two activities: to reach professional goals of the trips and not to leave their

accompanying partners alone for a long time. So, this type of travel was often both short and intense, providing travelers with less flexibility. At the same time, in such situations, WLB of accompanied academics was evaluated higher, since significant others were closely, even the format of the travel was different from leisure journeys.

Several work related characteristics were found to be significant too. For instance, those who worked in unusual places, blurring the boundaries between life and work, also reported higher level of WLB that confirmed strong interconnections between work and leisure and positive influence of the travelers' flexibility on the final work outcome. At the same time, working long hours and being stressed due to absence of time negatively influenced the variable of interest and, therefore, had to be carefully managed by travelers and companies' policies.

Another possibility of getting involved into leisure for business travelers was returning to the destination of interest later, exclusively for tourism. In case of positive experiences, traveling academics could be interested in coming back again as leisure tourists, alone or with friends and partners. Travelers returning to business locations possessed better attitude to business travel, which provided them with an opportunity to discover new places. Therefore, in cases when they had certain freedom of choice, for example, when choosing which conference to attend, business destination could be selected under the influence of its tourism attractiveness or personal interest. Thus, not only leisure tourism but also business travel might be linked to pleasure outside work. Interestingly, the desire to get involved into local sightseeing, experience different culture, get involved into tourist activities in a new place, alone or with colleagues, friends and family, is known to be more common among academics than for the employees of a large corporation, as demonstrated by the literature (Lassen et al., 2006). This situation could arise from the higher flexibility and the level of autonomy exercised by the university staff.

To conclude, despite the fact that business travel is becoming a regular, and even boring work activity for many people nowadays, nevertheless for some travelers and in particular places it is still exciting and appealing. Multiple ways of incorporating leisure activities into business journeys discussed in this paper might open multiple potential possibilities for WLB improvement the travelling employees. With this respect, the theme connected with correct utilization of leisure elements by the academics on the road represents a prospective field of

research that could bring added value to the business travel industry and undoubtedly widen the existing body of the literature on the matter.

3.6. Conclusions and Implications

Present research focusing on the travellers' attitude to business travel aimed at investigating the new ways of enhancing work-related trips making them more comfortable and attractive for academics and bringing less stress and fatigue into the life of 'road warriors'. As a result, it was found that a wide range of both leisure and work-related factors influenced the attitude to business travel of university employees, in addition to some demographic characteristics. Among leisure variables influencing satisfaction with business travel such ones as participation in individual and organized leisure activities, availability of free time and central hotel location, as well as possibility to mix work with recreation and returning to business destinations with tourism purposes were found to be significant. Among socio-demographic characteristics, gender and availability of children played important role: women were more satisfied with work related trips than men, just like individuals without kids had less problems with hitting the road.

WLB of the 'road warriors' was found to depend on the above-mentioned factors too; however, here work-related variables also were relevant. Working long hours, performing home office duties on top of the job responsibilities related to the business trips, working more than at home, sometimes from the hotel – all these negatively influenced WLB of the 'road warriors'. At the same time, stress and absence of time for communication with family and friends during travel produced negative influence too.

This knowledge might be made use of for amplifying the range of travel policies in the organizations seeking to improve their employees' well-being. Enhancing positive elements of work-related trips not simply could elevate quality of travel experience affecting travelers' WLB, but also brings up novel considerations for travel management. Growing volume of business travel triggers manifold novel travel management and HR-related issues. In the past, dealing with them meant offering employees some family-friendly policies; however, with increasing work pressure, employers need to adopt a broader perspective on the problem (Sturges & Guest, 2004). Therefore, presently organizations are directing more efforts toward finding the ways of helping their employees to balance work and life.

With the abundance of business trips, varying character of work locations and changing individual travel patterns, business travelers demonstrate higher interest to engage into leisure activities at new destinations, thus becoming business tourists. New flexible and customized travel policies allowing experiencing recreational life of the business destinations could be one of the solutions to the problem of deteriorating WLB when being away from home. Therefore, present research attempted to explore academic business travel from a different perspective, examining the possibility of neutralizing its negative consequences by means of enhancing leisure participation opportunities. Implementation of this certainly requires supportive culture at work, which would demonstrate care of the company about its employees by means of foreseeing flexible travel policies for the road warriors. Employers should take into thorough consideration such personnel-related issues as stress at work and conflicts between different life domains, as the benefits of such approach to human capital would outweigh the costs.

Presently the focus lies on the consumer and his needs, and given the first signs of the current situation in the business travel industry, the travelers' necessity to get involved in the life of the destinations visited for work should be taken into account by the companies. Not just the differences between leisure and business will blur in the future, but this will produce an influence on the business travel itself changing its patterns and requiring more flexibility from the side of travel managers. Through mobile technologies leisure involvement of businessmen is facilitated too, as access to information has become much easier and faster. Correctly managed leisure interest of business travelers with provision of a customized approach to the way of experiencing the destination could initiate potentially longer stays, if they take some time off work and extend trips over weekends, thus becoming business tourists and contributing to local tourism development. Especially leisure at far destinations might become appealing. The airfares being pushed up by increased fuel prices and green initiatives will contribute to the inclination of business travelers to spend extra few days at the previously unknown destinations combining work with fun and relaxation. Family-friendly guidelines in this situation might influence not just satisfaction with family, social and leisure life domains, but might be relevant for job satisfaction on the whole. Moreover, knowing and taking into account the differences existing between various segments with regard to their business travel behavior could contribute to even more efficient and customized travel policies.

Thus, supporting employees' well-being is recognized to be essential for many organizations. In this context, leisure possibilities granted to business travelers could be regarded not simply as an HR management tool and a stimulus to achieve higher work goals; another function leisure management could successfully perform is engaging employees emotionally while visiting other destinations on business. Moreover, the organizational support culture, if being taken care of in a correct way, might foster WLB and stress reduction and improve satisfaction with business travel of academics.

3.7. Limitations and Future research

The behavior of individual business travelers when they are away from their usual workplace has not been researched much: with this regard a thorough analysis of all activities both work and leisure related ones conducted by the ‘road warriors’ in the ‘third places’ would be of particular interest. Amplifying and diversifying the sample under investigation and the leisure variables explored using the expertise of professionals from the field of HR and OB might be beneficial for enriching the knowledge in the field. The survey improvement, including further points of interest regarding business travel and its influence on WLB, as well as implications for engagement into leisure activities during work-related journeys. Moreover, it is important to accommodate the necessities of various groups of employees with different travel profiles, in particular paying attention to frequent business travelers; gender aspect further analysis too.

Given the prospects for implementation of the study results and presently under-explored character of the theme further analysis of academic and corporate business travel is required. The research in the field would benefit not only from quantitative studies; qualitative exploration could be of great importance too. Interviews with academic and corporate business travelers will undoubtedly provide a wider overview of the relevant factors and provide a good framework for further structured quantitative investigation.

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Appendices

Appendix 1

Survey of USI staff involved into business travel

Academic business travelers at USI

Institute for Economic Research, USI within the framework of a PhD research, seeks to explore travel behavior of the University employees conducting business trips, by means of investigating different modes of travel, activities undertaken during their trips and, among the rest, exploring the issues of work-life balance during work-related travel.

The results, apart from serving the research goals, potentially might be taken into consideration by the University for enhancing the actual business travel policy. The survey is anonymous and will take 10 minutes of your time. We appreciate your cooperation!

Respondent Profile

1. *Your position at USI*

PhD student
PostDoc
Assistant Professor
Associate Professor/Full Professor
Visiting Professor
Assistant
Researcher
Administration
Other

2. *Faculty*

ECO
COM
INFO
ARCH
Administration

3. *Length of work at USI*

less than 2 years
2-4 years
4-8 years
8 years and more

4. Your business travel profile

What is the frequency of your business trips related to work at USI?
(Under a business trip we mean a work-related travel to an irregular place of work)

1-3 trips per year
4-6 trips per year
7-11 trips per year
1 trip per month
2-3 trips per month
every week

5. Out of the above-reported business trips, how often do you undertake the following types? Please, indicate your responses on a 7-point scale, where 1 is 'never' and 7 is 'always' (1 never; 2 almost never; 3 rarely; 4 occasionally; 5 fairly often; 6 very often; 7 always)

in Switzerland
in Italy
internationally
with overnight stay(s)
including weekends
for a research project/work meeting
for a conference/congress
for a presentation/lecture
for a course (to give)
for a course (to participate)
by plane
by train
by car

6. What is your attitude to business travel as a feature of your employment?

Very positive, I looking forward to every business trip and enjoy these moments a lot, ready to travel as much as possible;

Positive, I don't mind traveling on business, I acknowledge its value and often have a good time during my business journeys;

Neutral, no strong preferences, I accept business travel since it is a necessary feature of my work and it does not bring me any major inconvenience;

Negative, I'd rather stay in my regular work environment, prefer to avoid business trips when possible;

Very negative, every work-related travel is a torture for me, I try to minimize the number of trips, ideally completely eliminating business travel from my work life.

7. When travelling for business, how often do the following work-related statements hold for you? Please, give your responses on a 7-point scale, where 1 is 'never', 7 is 'always'.

I work long hours

I work more than on a usual day in the office

In addition to the work related to travel, I do my regular office job (emails, work with documents, etc.)

I work in unusual places (e.g. restaurants, transportation means and terminals)

I work in my hotel

I am getting stressed due to lack of time and/or high work pressure

I am getting stressed due to lack of communication with my family

I mix work and leisure activities trying to keep work-life balance

8. When travelling for business, how often do the following leisure-related statements hold for you? Please, give your responses on a 7-point scale, where 1 is 'never', 7 is 'always'.

I participate in leisure activities provided by business partners or organizers of business events

I explore leisure life of the business destination on my own

I find free time aside of my job duties

I stay in a hotel in the city centre within an easy reach of all the local sights

I come a day before or stay a day after the business event to visit the destination

I am accompanied by my partner/family/friends

I return to the business destination later, solely for leisure purposes

I research tourism offer of the business destination prior to the business trip

I talk with my partner/family/kids via phone/skype/etc.

I meet my friends/relatives at the business destination

I do sports

9. Please, evaluate the following characteristics of your job, giving your responses on a 7-point scale, where 1 is 'very poor', 7 is 'very good'.

Job security

Work conditions

Financial rewards

Interesting and fulfilling work

Learning and self-development opportunities

Future career prospects

Level of control exercised by you

Autonomy level

10. Please, evaluate the following characteristics of your job, giving your responses on a 7-point scale, where 1 is 'very low', 7 is 'very high'.

Schedule flexibility

Workload
Working hours
Level of stress
Volume of business travel
Opportunity for work-life balance

11. What is the level of your satisfaction with the following aspects of your life?
Please, provide your responses on a 7-point scale, where 1 is 'very low', 7 is 'very high'.

Job
Health state
Family life
Leisure time
Social life

12. *Gender*

Male
Female

13. *Age*

18-30
31-40
41-50
51-60
61 and above

14. *Country of residence*

Switzerland
Italy
Other

15. *Country of origin*

Switzerland
Italy
Germany
France
UK
Other

16. *Living with partner*

Yes
No

17. *Having kids*

Yes
No

18. Education completed

Bachelor

Master

PhD

Other

Appendix 2

Principal Component Analysis

Table 2.1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.794
Bartlett's Test of Sphericity	Approx. Chi-Square	1349.261
	df	171
	Sig.	0

Table 2.2. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.64	24.422	24.422	4.64	24.422	24.422	3.705	19.499	19.499
2	3.128	16.462	40.883	3.128	16.462	40.883	2.841	14.952	34.451
3	1.553	8.176	49.059	1.553	8.176	49.059	2.292	12.064	46.515
4	1.233	6.492	55.55	1.233	6.492	55.55	1.717	9.035	55.55
5	1.024	5.391	60.941						
6	0.884	4.651	65.592						
7	0.826	4.349	69.941						
8	0.774	4.074	74.015						
9	0.744	3.915	77.93						
10	0.65	3.422	81.353						
11	0.59	3.106	84.458						
12	0.584	3.072	87.53						
13	0.505	2.657	90.187						
14	0.44	2.316	92.503						
15	0.385	2.028	94.531						
16	0.332	1.748	96.279						
17	0.262	1.379	97.658						
18	0.24	1.262	98.92						
19	0.205	1.08	100						

Extraction Method: Principal Component Analysis.

Table 2.3. Component Matrix

	Component			
	1	2	3	4
Leisure_individual	0.822			
Leisure_freetime	0.78			
Work_mixwithleisure	0.744			
Leisure_prolongstay	0.739			
Leisure_researchoffer	0.663			
Leisure_organized	0.604			
Leisure_hotellocation	0.549			0.458
Lesire_meetfriends	0.492		0.428	
Leisure_return	0.473			
Work_long		0.773		
Work_morethanhome		0.73		
Work_unusualplaces		0.646		
Work_officeduties		0.604		
Work_hotel		0.603		
Leisure_talkfamily		0.437		0.412
Work_stressnotime		0.435		
Lesiure_company			0.64	
Leisure_dosports	0.414			-0.461
Work_stressnocommunication		0.452	0.449	0.459

Extraction Method: Principal Component Analysis.

4 components extracted.

Table 2.4. Rotated Component Matrix

	Component			
	1	2	3	4
Leisure_individual	0.858			
Leisure_freetime	0.782			
Work_mixwithleisure	0.729			
Leisure_organized	0.7			
Leisure_prolongstay	0.681			
Leisure_hotellocation	0.651			
Work_long		0.804		
Work_morethanhome		0.767		
Work_officeduties		0.745		
Work_unusualplaces		0.703		
Work_hotel		0.624		
Lesiure_company			0.732	
Leisure_researchoffer	0.431		0.627	
Leisure_dosports			0.617	
Leisure_return			0.572	
Lesire_meetfriends			0.547	
Work_stressnocommunication				0.765
Leisure_talkfamily				0.647
Work_stressnotime				0.49

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.a

a Rotation converged in 6 iterations.

Table 2.5. Component Transformation Matrix

Component	1	2	3	4
1	0.829	0.224	0.511	0.047
2	-0.21	0.862	-0.078	0.454
3	-0.382	-0.301	0.706	0.515
4	0.35	-0.341	-0.485	0.725

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Appendix 3

Regression analysis

Table 3.1. Regression 1: Attitude to BT

		Parameter Estimates					95% Confidence Interval	
		Estimate	Std. Error	Wald	df	Sig.	Lower Bound	Upper Bound
Threshold	[AttitudeBT = 1]	-2.405	2.059	1.364	1	.243	-6.441	1.631
	[AttitudeBT = 2]	-1.592	2.037	.611	1	.434	-5.586	2.401
	[AttitudeBT = 3]	.129	2.030	.004	1	.949	-3.849	4.107
	[AttitudeBT = 4]	2.560	2.042	1.571	1	.210	-1.443	6.563
Location	BT_CH	-.179	.086	4.335	1	.037	-.348	-.011
	BT_IT	-.014	.074	.037	1	.848	-.160	.131
	BT_international	.356	.139	6.588	1	.010	.084	.627
	BT_overnight	-.010	.094	.011	1	.917	-.193	.174
	BT_weekend	-.053	.086	.376	1	.540	-.222	.116
	BT_research	-.215	.072	8.932	1	.003	-.357	-.074
	BT_conference	-.249	.092	7.305	1	.007	-.429	-.068
	BT_presentation	.004	.077	.002	1	.963	-.148	.155
	BT_coursegive	.056	.098	.331	1	.565	-.136	.248
	BT_courseattend	.102	.080	1.611	1	.204	-.055	.259
	BT_plane	.033	.120	.074	1	.786	-.203	.268
	BT_train	.322	.100	10.401	1	.001	.126	.517
	BT_car	.127	.075	2.865	1	.091	-.020	.275
	Job_security	-.160	.070	5.186	1	.023	-.297	-.022
	Job_conditions	.006	.120	.003	1	.960	-.230	.242
	Job_finreward	.043	.087	.249	1	.618	-.126	.213
	Job_fulfillment	.456	.153	8.883	1	.003	.156	.755
	Job_learning	-.429	.132	10.570	1	.001	-.688	-.170
	Jobe_careerprospects	.132	.092	2.074	1	.150	-.048	.312
	Job_control	-.119	.113	1.108	1	.292	-.341	.103
Job_autonomy	.178	.142	1.560	1	.212	-.101	.457	
Job1_Scheduleflex	-.024	.098	.061	1	.806	-.216	.168	
Job1_Workload	.061	.156	.154	1	.694	-.244	.366	
Job1_Workinghours	.180	.160	1.268	1	.260	-.133	.493	
Job1_stress	-.171	.109	2.443	1	.118	-.385	.043	

Lifesat_job	.019	.117	.025	1	.873	-.211	.249
Lifesat_health	-.265	.102	6.724	1	.010	-.466	-.065
Lifesat_family	.061	.104	.339	1	.560	-.144	.265
Lifesat_leisure	.008	.122	.004	1	.948	-.231	.247
Lifesat_sociallife	.155	.103	2.250	1	.134	-.048	.358
CompA1	.066	.031	4.645	1	.031	.006	.126
CompA2	.023	.031	.532	1	.466	-.038	.084
CompA3	.051	.045	1.280	1	.258	-.037	.139
CompA4	-.238	.064	14.008	1	.000	-.362	-.113
[Position_cum=1 .00]	.125	.608	.043	1	.836	-1.065	1.316
[Position_cum=2 .00]	-.048	.531	.008	1	.928	-1.089	.993
[Position_cum=3 .00]	.391	.623	.393	1	.531	-.831	1.613
[Position_cum=4 .00]	.124	.611	.041	1	.840	-1.073	1.321
[Position_cum=5 .00]	0 ^a			0			
[Faculty=1]	-.540	.557	.938	1	.333	-1.632	.552
[Faculty=2]	-.752	.554	1.845	1	.174	-1.837	.333
[Faculty=3]	-.003	.610	.000	1	.996	-1.198	1.192
[Faculty=4]	-.419	.607	.478	1	.489	-1.609	.770
[Faculty=5]	0 ^a			0			
[LengthWork=1]	.477	.427	1.248	1	.264	-.360	1.314
[LengthWork=2]	.215	.384	.313	1	.576	-.538	.967
[LengthWork=3]	.218	.360	.367	1	.545	-.487	.923
[LengthWork=4]	0 ^a			0			
[BTrips=1]	-.268	1.108	.059	1	.809	-2.439	1.903
[BTrips=2]	-.165	1.128	.021	1	.884	-2.376	2.047
[BTrips=3]	-.072	1.109	.004	1	.948	-2.246	2.101
[BTrips=4]	-1.027	1.138	.814	1	.367	-3.258	1.204
[BTrips=5]	-.044	1.133	.002	1	.969	-2.264	2.176
[BTrips=6]	0 ^a			0			
[Gender=1]	-.500	.231	4.662	1	.031	-.953	-.046
[Gender=2]	0 ^a			0			
[Age=1]	.549	.704	.607	1	.436	-.831	1.929
[Age=2]	-.206	.609	.114	1	.735	-1.400	.988
[Age=3]	-.891	.603	2.185	1	.139	-2.072	.290
[Age=4]	-.744	.652	1.303	1	.254	-2.022	.534
[Age=5]	0 ^a			0			
[Residence=1]	1.805	.840	4.618	1	.032	.159	3.452

[Residence=2]	2.148	.896	5.751	1	.016	.392	3.903
[Residence=3]	0 ^a			0			
[Origin=1]	-.081	.394	.043	1	.836	-.853	.690
[Origin=2]	.273	.375	.530	1	.467	-.462	1.007
[Origin=3]	-.249	.444	.314	1	.575	-1.119	.622
[Origin=4]	-.912	.950	.922	1	.337	-2.775	.950
[Origin=5]	-1.577	.859	3.372	1	.066	-3.260	.106
[Origin=6]	0 ^a			0			
[Partner=1]	.161	.289	.311	1	.577	-.406	.729
[Partner=2]	0 ^a			0			
[Kids=1]	.272	.296	.842	1	.359	-.309	.852
[Kids=2]	0 ^a			0			
[Education=1]	-.619	1.020	.368	1	.544	-2.619	1.381
[Education=2]	-1.652	.887	3.470	1	.062	-3.390	.086
[Education=3]	-1.806	.915	3.900	1	.048	-3.598	-.014
[Education=4]	0 ^a			0			

Link function: Probit.

a. This parameter is set to zero because it is redundant.

Table 3.2. Regression 2: WLB

		Parameter Estimates					95% Confidence Interval	
		Estimate	Std. Error	Wald	df	Sig.	Lower Bound	Upper Bound
Threshold	[Job1_wlb = 1]	-2.435	1.818	1.795	1	.180	-5.998	1.127
	[Job1_wlb = 2]	-.956	1.788	.286	1	.593	-4.460	2.549
	[Job1_wlb = 3]	.296	1.785	.028	1	.868	-3.202	3.794
	[Job1_wlb = 4]	1.222	1.786	.468	1	.494	-2.280	4.723
	[Job1_wlb = 5]	2.492	1.791	1.936	1	.164	-1.019	6.003
	[Job1_wlb = 6]	3.996	1.803	4.915	1	.027	.463	7.529
Location	BT_CH	.016	.075	.046	1	.830	-.131	.163
	BT_IT	-.145	.066	4.805	1	.028	-.275	-.015
	BT_international	.028	.117	.058	1	.810	-.201	.257
	BT_overnight	-.031	.081	.146	1	.702	-.190	.128
	BT_weekend	.051	.076	.444	1	.505	-.098	.200
	BT_research	.041	.061	.444	1	.505	-.079	.160
	BT_conference	.079	.079	1.016	1	.314	-.075	.234
	BT_presentation	-.168	.067	6.361	1	.012	-.298	-.037
	BT_coursegive	.046	.085	.291	1	.590	-.121	.213
	BT_courseattend	.027	.070	.146	1	.702	-.110	.163
	BT_plane	-.104	.105	.991	1	.319	-.310	.101
	BT_train	.013	.084	.025	1	.874	-.151	.178
	BT_car	-.053	.066	.644	1	.422	-.182	.076
	Job_security	.040	.059	.465	1	.496	-.075	.156
	Job_conditions	.252	.108	5.402	1	.020	.039	.465
	Job_finreward	-.050	.077	.426	1	.514	-.200	.100
	Job_fulfillment	.058	.133	.188	1	.664	-.203	.318
	Job_learning	-.125	.114	1.185	1	.276	-.349	.100
	Jobe_careerprospects	.279	.080	12.292	1	.000	.123	.435
	Job_control	.051	.095	.288	1	.592	-.135	.238
	Job_autonomy	.153	.122	1.578	1	.209	-.086	.392
	Job1_Scheduleflex	.371	.088	17.903	1	.000	.199	.543
	Job1_Workload	-.295	.137	4.617	1	.032	-.564	-.026
Job1_Workinghours	.058	.137	.180	1	.672	-.210	.326	
Job1_stress	-.304	.094	10.564	1	.001	-.487	-.121	
Lifesat_job	-.373	.104	12.873	1	.000	-.576	-.169	
Lifesat_health	.095	.085	1.254	1	.263	-.072	.263	

Lifesat_family	.025	.092	.074	1	.786	-.156	.206
Lifesat_leisure	.114	.107	1.130	1	.288	-.096	.324
Lifesat_sociallife	.110	.091	1.481	1	.224	-.067	.288
CompA1	.088	.027	10.575	1	.001	.035	.141
CompA2	-.090	.028	10.243	1	.001	-.144	-.035
CompA3	-.006	.039	.020	1	.887	-.082	.071
CompA4	.184	.055	11.396	1	.001	.077	.292
[Position_cum=1 .00]	.507	.532	.908	1	.341	-.536	1.549
[Position_cum=2 .00]	-.623	.476	1.714	1	.190	-1.555	.310
[Position_cum=3 .00]	.018	.555	.001	1	.973	-1.070	1.107
[Position_cum=4 .00]	-.035	.536	.004	1	.948	-1.086	1.016
[Position_cum=5 .00]	0 ^a			0			
[Faculty=1]	-.044	.486	.008	1	.929	-.996	.909
[Faculty=2]	.391	.488	.642	1	.423	-.566	1.349
[Faculty=3]	-.105	.529	.040	1	.842	-1.142	.931
[Faculty=4]	-.601	.529	1.292	1	.256	-1.638	.436
[Faculty=5]	0 ^a			0			
[LengthWork=1]	.604	.369	2.672	1	.102	-.120	1.328
[LengthWork=2]	.198	.325	.371	1	.543	-.439	.836
[LengthWork=3]	.523	.310	2.852	1	.091	-.084	1.130
[LengthWork=4]	0 ^a			0			
[BTrips=1]	-.775	.978	.628	1	.428	-2.693	1.142
[BTrips=2]	-1.286	1.000	1.654	1	.198	-3.245	.674
[BTrips=3]	-1.358	.984	1.903	1	.168	-3.287	.571
[BTrips=4]	-.734	1.002	.537	1	.464	-2.698	1.229
[BTrips=5]	-2.079	1.010	4.233	1	.040	-4.059	-.099
[BTrips=6]	0 ^a			0			
[Gender=1]	-.616	.202	9.316	1	.002	-1.012	-.220
[Gender=2]	0 ^a			0			
[Age=1]	.234	.613	.146	1	.702	-.967	1.436
[Age=2]	.012	.533	.001	1	.981	-1.033	1.058
[Age=3]	.691	.533	1.678	1	.195	-.354	1.736
[Age=4]	-1.242	.589	4.446	1	.035	-2.396	-.087
[Age=5]	0 ^a			0			
[Residence=1]	-.138	.748	.034	1	.854	-1.604	1.329
[Residence=2]	.080	.789	.010	1	.920	-1.468	1.627
[Residence=3]	0 ^a			0			

[Origin=1]	.320	.349	.839	1	.360	-.365	1.004
[Origin=2]	.693	.331	4.371	1	.037	.043	1.343
[Origin=3]	.213	.399	.285	1	.594	-.570	.996
[Origin=4]	-.194	.880	.049	1	.826	-1.920	1.532
[Origin=5]	-.166	.761	.048	1	.827	-1.658	1.326
[Origin=6]	0 ^a			0			
[Partner=1]	-.076	.250	.092	1	.762	-.566	.414
[Partner=2]	0 ^a			0			
[Kids=1]	.853	.262	10.601	1	.001	.340	1.367
[Kids=2]	0 ^a			0			
[Education=1]	-1.080	.878	1.512	1	.219	-2.801	.642
[Education=2]	-1.211	.767	2.491	1	.115	-2.715	.293
[Education=3]	-.915	.795	1.325	1	.250	-2.474	.643
[Education=4]	0 ^a			0			

Link function: Probit.

a. This parameter is set to zero because it is redundant.

Table 3.3. Regression 3: WLB

Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Job1_wlb = 1]	-1.286	.389	10.945	1	.001	-2.048	-.524
	[Job1_wlb = 2]	-.621	.368	2.844	1	.092	-1.342	.101
	[Job1_wlb = 3]	.029	.364	.006	1	.937	-.685	.743
	[Job1_wlb = 4]	.536	.365	2.153	1	.142	-.180	1.251
	[Job1_wlb = 5]	1.255	.370	11.511	1	.001	.530	1.980
	[Job1_wlb = 6]	2.116	.386	30.123	1	.000	1.360	2.872
Location	AttitudeBT	.158	.090	3.110	1	.078	-.018	.334

Link function: Probit.

Table 3.4. Regression 4: WLB

		Parameter Estimates					95% Confidence Interval	
		Estimate	Std. Error	Wald	df	Sig.	Lower Bound	Upper Bound
Threshold	[Job1_wlb = 1]	-3.666	1.917	3.658	1	.056	-7.422	.091
	[Job1_wlb = 2]	-2.186	1.889	1.340	1	.247	-5.888	1.515
	[Job1_wlb = 3]	-.913	1.883	.235	1	.628	-4.603	2.777
	[Job1_wlb = 4]	.026	1.882	.000	1	.989	-3.663	3.715
	[Job1_wlb = 5]	1.325	1.884	.495	1	.482	-2.367	5.018
	[Job1_wlb = 6]	2.848	1.892	2.265	1	.132	-.861	6.556
Location	AttitudeBT	-.314	.142	4.859	1	.028	-.593	-.035
	BT_CH	-.021	.077	.071	1	.790	-.172	.131
	BT_IT	-.145	.067	4.682	1	.030	-.276	-.014
	BT_international	.063	.120	.276	1	.599	-.172	.298
	BT_overnight	-.022	.083	.072	1	.789	-.185	.141
	BT_weekend	.041	.077	.275	1	.600	-.111	.192
	BT_research	.024	.063	.149	1	.699	-.099	.147
	BT_conference	.055	.080	.464	1	.496	-.102	.211
	BT_presentation	-.173	.067	6.577	1	.010	-.304	-.041
	BT_coursegive	.066	.088	.566	1	.452	-.106	.237
	BT_courseattend	.043	.071	.369	1	.543	-.096	.182
	BT_plane	-.104	.106	.971	1	.325	-.312	.103
	BT_train	.060	.087	.478	1	.489	-.110	.231
	BT_car	-.037	.067	.310	1	.577	-.168	.094
	Job_security	.012	.062	.039	1	.844	-.109	.134
	Job_conditions	.242	.109	4.922	1	.027	.028	.457
	Job_finreward	-.034	.079	.184	1	.668	-.188	.120
	Job_fulfillment	.124	.137	.824	1	.364	-.144	.393
	Job_learning	-.190	.119	2.528	1	.112	-.424	.044
	Jobe_careerprospects	.291	.082	12.606	1	.000	.130	.452
	Job_control	.042	.097	.187	1	.665	-.147	.231
	Job_autonomy	.191	.124	2.385	1	.122	-.051	.433
	Job1_Scheduleflex	.367	.089	16.883	1	.000	.192	.543
	Job1_Workload	-.283	.139	4.133	1	.042	-.556	-.010
	Job1_Workinghours	.089	.139	.407	1	.523	-.184	.362
	Job1_stress	-.343	.096	12.820	1	.000	-.531	-.155
Lifesat_job	-.373	.105	12.525	1	.000	-.579	-.166	

Lifesat_health	.053	.088	.356	1	.551	-.120	.226
Lifesat_family	.028	.093	.092	1	.762	-.155	.211
Lifesat_leisure	.132	.110	1.441	1	.230	-.084	.348
Lifesat_sociallife	.131	.092	2.024	1	.155	-.049	.311
CompA1	.104	.028	13.382	1	.000	.048	.159
CompA2	-.085	.028	9.009	1	.003	-.141	-.030
CompA3	-.002	.040	.004	1	.950	-.081	.076
CompA4	.154	.057	7.365	1	.007	.043	.265
[Position=1]	-.693	.486	2.035	1	.154	-1.644	.259
[Position=2]	.013	.567	.001	1	.982	-1.098	1.124
[Position=3]	-.139	.665	.043	1	.835	-1.442	1.165
[Position=4]	.020	.563	.001	1	.971	-1.083	1.124
[Position=5]	-.351	.765	.211	1	.646	-1.850	1.148
[Position=6]	.745	.632	1.392	1	.238	-.493	1.984
[Position=7]	.355	.638	.309	1	.578	-.896	1.606
[Position=8]	0 ^a			0			
[Position_cum=1 .00]	0 ^a			0			
[Position_cum=2 .00]	0 ^a			0			
[Position_cum=3 .00]	0 ^a			0			
[Position_cum=4 .00]	0 ^a			0			
[Position_cum=5 .00]	0 ^a			0			
[Faculty=1]	-.070	.489	.020	1	.886	-1.028	.888
[Faculty=2]	.322	.492	.429	1	.513	-.642	1.285
[Faculty=3]	-.110	.532	.043	1	.836	-1.153	.933
[Faculty=4]	-.738	.542	1.850	1	.174	-1.801	.325
[Faculty=5]	0 ^a			0			
[LengthWork=1]	.718	.393	3.327	1	.068	-.054	1.489
[LengthWork=2]	.265	.338	.614	1	.433	-.398	.927
[LengthWork=3]	.602	.319	3.553	1	.059	-.024	1.227
[LengthWork=4]	0 ^a			0			
[BTrips=1]	-.978	1.008	.941	1	.332	-2.953	.997
[BTrips=2]	-1.503	1.035	2.107	1	.147	-3.532	.526
[BTrips=3]	-1.548	1.012	2.341	1	.126	-3.530	.435
[BTrips=4]	-.995	1.028	.937	1	.333	-3.010	1.020
[BTrips=5]	-2.231	1.031	4.684	1	.030	-4.252	-.211
[BTrips=6]	0 ^a			0			
[Gender=1]	-.720	.209	11.877	1	.001	-1.129	-.310

[Gender=2]	0 ^a			0			
[Age=1]	.278	.621	.200	1	.655	-.940	1.495
[Age=2]	-.031	.544	.003	1	.955	-1.098	1.036
[Age=3]	.566	.542	1.089	1	.297	-.497	1.628
[Age=4]	-1.397	.600	5.430	1	.020	-2.572	-.222
[Age=5]	0 ^a			0			
[Residence=1]	.066	.766	.007	1	.932	-1.435	1.566
[Residence=2]	.373	.808	.213	1	.644	-1.211	1.957
[Residence=3]	0 ^a			0			
[Origin=1]	.310	.351	.782	1	.377	-.377	.998
[Origin=2]	.721	.334	4.650	1	.031	.066	1.377
[Origin=3]	.172	.404	.182	1	.670	-.620	.965
[Origin=4]	-.321	.894	.129	1	.719	-2.073	1.431
[Origin=5]	-.442	.772	.328	1	.567	-1.954	1.071
[Origin=6]	0 ^a			0			
[Partner=1]	-.032	.254	.015	1	.901	-.530	.467
[Partner=2]	0 ^a			0			
[Kids=1]	.900	.269	11.187	1	.001	.373	1.428
[Kids=2]	0 ^a			0			
[Education=1]	-1.396	.904	2.387	1	.122	-3.168	.375
[Education=2]	-1.505	.785	3.676	1	.055	-3.043	.034
[Education=3]	-1.237	.814	2.310	1	.129	-2.832	.358
[Education=4]	0 ^a			0			

Link function: Probit.

a. This parameter is set to zero because it is redundant.