

DO BUSINESS TRIPS AFFECT
TRAVELERS' WELL-BEING?

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המכון למחקר עסקים ע"ש הנרי קראון
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Do Business Trips Affect Travelers' Well-Being?

Mina Westman, Shoshi Chen, and Dalia Etzion

Abstract

The main aim of the study was to investigate the perception of business trips by business travelers. We present the results of a qualitative study based on the content analysis of 83 interviews with business travelers (64 men). We used qualitative analysis to learn about the special aspects of business trips and their outcomes. We focused on two questions relating to the pre-trip stage of the trip: How do business travelers perceive their trips? How do business travelers cope with the special stressors imbedded in business trips? The interviews yielded 25 themes relating to these issues. We found that more negative (specifically overload and work family issues) than positive aspects of the trip were mentioned in the interviews. Control over the trip schedule, organizational support and cultural intelligence were important resources. Furthermore, we found that travelers used much more proactive coping than reactive coping. Practical implications are discussed.

Globalization and economic forces have eroded national borders, facilitating the transfer of goods and services from one country to another. In this global economy, short business trips have become common. Organizations see the economic benefits of travel, among them establishing new contracts and retaining existing customers. However, some researchers believe that in addition to financial costs, business travel incurs potential human costs such as deterioration in well being and performance of the traveling employees and their organization. International assignments have generated a wealth of research largely about traditional 'expatriation' (Bennett, Aston & Colquhoun 2000). Despite the fact that the use of alternative shorter-term assignments is longstanding, this is an area of research that has only recently become a topic of study (e.g. Brewster & Scullion 1997; Brewster, Harris, & Petrovic, 2001). Most researchers on business travel regard such trips as a source of stress to the travelers (e.g., DeFrank, Konopaske & Ivancevich, 2000; Dimberg, Srtiker, Nordanlycke-Yoo, Nagy, Mundt & Sulsky, 2002) and their families (Espino, Sundstorm, Frick, Jacobs & Peters, 2002; Dimberg et al., 2002). Only very few studies positive effects of business trips (e.g., Westman & Etzion, 2002). Business travel seems to be a dual experience, consisting of hassles and uplifts, losses and gains, all impacting upon travelers' well being. These contradicting effects suggest that research must also focus on variables that determine the perception of the trip as a negative or a positive experience.

In the present paper we focus on 'International Business Travelers (IBTs) who stay linked to their 'home' country but travel frequently to other countries (Welch, Welch & Worm 2007). As Mayrhofer et al. (2004) points out frequent travel serves as a means to coordinate quality and timeliness across borders, necessitating

frequent trips among multiple production locations and the home office. Often a result of frequent last minute travel, family issues (Welch, Welch and Worm 2007), jetlag/burnout/brownout resulting from increased workload and work backlog at the home office (Scullion and Collings (2006) are of concern.

We define business travels as short-term international travel performed as part of one's job. Such trips have become very common in the global economy, due in no small part to the economic benefits to the employing organization which include such activities as establishing and obtaining new contacts, retaining existing customers or participating in conferences and exhibitions. Gustafson (2006) states that business trips occur in a wide range of jobs (e.g., managers, consultants, IT specialists, financiers, and government people), and are conducted for very different reasons (coordination, consultation, negotiation, and personal relations). Business travels help to initiate or enhance relationships with customers and suppliers and increase the visibility of the organization. Similarly, Mayershofer, Hartmann, Michelitsch-Riedl, & Kollinger (2004) indicate a wide range of purposes that can be business travelers' assignments: to assist in projects, to provide expert knowledge, to offer support in technical problems or in stock audits and to attend meetings, congresses and conferences as well as training courses.

Business travelers' assignments require them to operate concurrently in more than one country, on more than one task, thereby providing greater flexibility for the organization. Furthermore, through their travels and wide contacts, they can become a major source of information that is relevant to developing relationships in global networks and support the informal nature of knowledge sharing (Currie & Kerrin, 2003). At the same time functioning simultaneously in two or more locations and traveling back and forth frequently managing their personal and family demands

given 24-7 global work flows disrupts the personal life of the employee and may cause severe stress.

The present paper examines the effects of business trips on the traveler's personal life, family life, and success in accomplishing organizational goals. It highlights the costs and benefits of such trips to the traveler, his/her family and the organization. In addition, this chapter will identify coping strategies that impact upon the experience and consequences of the trip.

Conservation of Resources (COR) theory (Hobfoll, 1989, 1998, 2001) offers important insights into individuals' reactions to the demands of a global career during business trips. According to COR theory, psychological stress occurs when individuals' resources (such as perceived control, self efficacy, or family well being) are depleted or threatened, or when individuals fail to gain resources following resource investment (such as time, knowledge or support /friendship). Using Conservation of Resources (COR) theory (Hobfoll, 1989, 1998, 2001) terms, business travels may endanger or threaten the travelers' resources.

DeFrank, Konopaske and Ivancevich (2000) define travel stress as the "Perceptual, emotional, behavioral and physical responses made by an individual to the various problems faced during one or more of the phases of travel"(p. 59). They distinguished three phases in a business trip: pre-trip, trip and post-trip, all of which are characterized by different demands, stressors and resources. Ivancevic, Konopaske, & DeFrank (2003) list a number of potentially stressful aspects of business travel. Pre-trip stressors include making arrangements at work and at home for the time when the traveler will be away, as well as making plans and preparations for the journey itself. There is a growing body of research that provides empirical evidence of these

different stressors and demonstrates their potentially negative consequences – mental and physical health problems, decreased performance at work, family disruptions, and so forth (e.g. Espino et al., 2002; Ivancevic et al., 2003).

Several others researchers also found that business trips resulted in high levels of stress and psychological disorders (Dimberg et al., 2002) as well as physical and psychological health problems (Rogers, 1998). Striker et al. (1999) found that social and emotional concerns such as the impact of the traveling on the family, workload upon return, and sense of isolation during the trip contributed most significantly to travelers' stress.

Westman and Eztion (2004) have conducted several studies demonstrating that business travel characteristics such as length of trip, frequency, amount of advance notice, degree of control, flight delay, jet leg and language difficulties were related to stress and burnout. Since the norms for social interactions vary from one culture to another, an additional stressor is the difficulties one encounters in communicating with people from different cultures (Tay, Westman, & Chia, 2008).

Work-related travel presents challenges to the personal and family lives of employees (DeFrank et al., 2000; Gustafson, 2006; Mayerhofer et al., 2004a). These challenges can take many forms, such as: 1) interruptions in regular family routines; 2) added responsibilities for the spouse and/or parent at home when travel is frequent; 3) traveler and family's strain due to length of travel; and 4) lack of family social support during extended periods of time away from home.

DeFrank et al. (2000) argued that the longer the trip, the more intense is the stress. Employees who travel frequently have to continually adjust to and switch between resident and traveling roles. Furthermore, their families may evolve two separate routines one for when the employee is present, and one for when the

employee is absent. Similarly, Orthner and Rose (2009) indicate that periods of work-related separations tend to create ongoing challenges associated with separations and reunions that create role confusion in both the traveler and the family. Thus, traveling does not impact only the traveler but also the spouse and children.

However, the growth in recent years of positive psychology, with its emphasis on the importance of studying human strengths and optimal functioning and its focus on the positive rather than the negative impact of various human conditions (Seligman & Csikszentmihalyi, 2000; Seligman et al., 2005), is also relevant to the issue of business travels. In line with this approach, we believe that, alongside the negative feelings caused by overload and other trip demands, business trips are also likely to evoke positive emotions through the opportunities to learn new things, exposure to new places and cultures, insight into new business practices and product ideas, individual growth, career enhancing, the sense of accomplishment and the experience of time off that they present (Westnan, Etzion & Chen, 2009 a).

Travel is often perceived as stimulating and enriching – a source of variation and new experiences. It often also evokes a sense of freedom and independence as travelers are away from the ordinary workplace and from the direct supervision of managers and colleagues (Fisher & Stoneman, 1998; Presser & Hermsen, 1996). Several studies suggest that travel, may be important for occupational advancement as many leading positions in working life today require frequent travel. Oddou and his colleagues (2000) suggest that the personal skills required by employees in a globalized world are precisely those skills that traveling persons develop; initiative, courage, open-mindedness and ability to adapt to cultural differences.

Thus, a business trip seems to be a dual experience, consisting of hassles and uplifts, losses and gains, all impacting the well-being of the travelers, their families

and the organization (Westnan, Etzion & Chen, 2009 b). These contradicting effects suggest that research must also focus on positive variables that determine the satisfaction with the trip.

Several studies suggest that work-related travel becomes particularly stressful when it comes into conflict with family life and family obligations. Travel that brings about frequent or long-lasting absence from home, last-minute changes of travel plans, and travel that interferes with family celebrations may be stressful for travelers, but also for their families (e.g. Dimberg et al., 2002; Espino et al., 2002). Increased levels of stress, stress-related diseases, marital problems and behavioral problems in children are among the reported symptoms.

Although the job and family demands may be a source of conflict, there are potential resources of support that can enhance person and family resilience. According to COR (Hobfoll, 1989, 2001) theory, while resource loss is more salient than resource gain, resource gain may help buffer the effects of resource loss. Thus, under stressful circumstances, individuals attempt to minimize the loss of resources by attempting to gain new resources. Resource gain can thus prevent resource loss.

In the case of business travels the resources that may deal with the travelers' and families' stress are family support and organizational support. Family support provides emotional gratification and meaningful activities that can help overcome the isolation that travels demand or the separation it fosters. Orthner and Rose (2009) found that spouses can adapt to separations quite well if they perceive network support and organizational support. If the work organization provides a supportive climate for the families the effect of the business travels on well-being decreases.

According to Perceived Organizational Support theory (POS) employees show a consistent pattern of agreement with various statements concerning the extent to

which the organization appreciated their contributions and would treat them favorably or unfavorably in differing circumstances (Eisenberger, Fasolo & Davis-LaMastro, 1990). The organizational support can foster supportive work culture which reduces stress and exhaustion.

Coping is defined as constantly changing cognitive and behavioral efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding the resources of the person (Lazarus, 1984; p. 141). Although in the past coping was seen mainly as a reactive strategy to be used once stress had been experienced, it has more recently come to be seen as a proactive strategy that one can apply before stress occurs. Hobfoll (2001) emphasized the issue of how resources may be invested to offset the potentially deleterious effects of stress. He highlighted the importance of proactive coping, indicating that the coping process is not circumscribed by a reactive response to resource loss or threat of resource loss. In his view, individuals cope proactively by (a) striving to acquire and maintain resource reservoirs, (b) acting early when first warning signs are evidenced, and (c) positioning themselves in circumstances that fit their resources. Thus, according to Hobfoll, individuals not only do not wait for stress to occur but also actively set out their resources in an advantageous position.

The current study can be classified as an exploratory study based on qualitative methods. The choice of qualitative methods was made as the result of a general lack of knowledge regarding the perceptions and coping of business travelers. In the absence of such knowledge, quantitative methods, such as questionnaire surveys, are rather difficult to apply (Yin 1994).

Based on the literature review, the current qualitative research focuses on the following questions regarding business travels:

- 1 .How do business travelers perceive their travels?
2. How do business travelers cope with business trips?

METHOD

Sample: Eighty three participants were recruited by a “convenience snowball” method, 64 men (average age 42.4) and 19 women (average age 36.2). All participants were employees who were required, within the framework of their jobs, to travel abroad several times a year.

Procedure: Participants were interviewed by graduate students of the Organizational Behavior Program who had received basic training in interviewing as well as specific guidelines regarding interviews with business travelers. The open-ended questions related to positive and negative travel experiences; the way the trips affected the traveler and his/her family; the coping strategies he/she uses; and the organization’s policies regarding business traveling. In addition, the interviewees were asked to share experiences of the business trip and supply demographic information.

At the next stage, the research team read the transcribed interviews and identified for each of the questions the main themes relating to the negative and positive aspects of the trip, the effects of the trip; support; and coping strategies.

Two senior researchers separately analyzed 10 full interviews searching for the listed themes. The cases of disagreement between them were discussed and analyzed by the research team. This procedure was performed twice in order to refine the list of themes again. In the current paper we focus on the "pre-trip" stage and its unique characteristics.

FINDINGS

The interviews yielded a list of 25 themes in the pre-trip stage that yielded 919 citations. The first question we posed related to how business travelers perceive their travels. We focused mainly on what they perceive as the unique stressors in their career and on what they perceive as the benefits of the trips?

The interviews showed that the business trips are a complex phenomenon which has both losses and gains for the travelers and their families. In general, the travelers reported more negative than positive aspects of the trip

Insert Table 1

Stressors. The analysis of the interviews yielded two main groups of potential stressors in the pre-trip stage (see Table 1): a) personal preparations for the trip (109 citations) and b) preparing the family for the separation during the trip (71 citations). Most of the reported negative aspects of the pre-trip stage are related to the travelers' trip preparations. The most frequent issue reported was work overload (theme 1, 47 citations); travelers have to both continue with the routine job and at the same time prepare for the trip. They feel that they have a deadline. They want to leave a "clean desk" and to be fully prepared for the tasks of the trip. The second frequent issue (theme 2, 32 citations) was negative feelings towards the trip such as fears of the unknown, and the third concerned fears regarding professional preparation (theme 3, 30 citations). Since the trip means a lot to the travelers they have to prepare themselves very carefully in order for the trip to be successful.

Work-related travel is one aspect of work that may require time and availability beyond normal working hours and that may therefore interfere with family life and family obligations. Thus, the business trips have an impact on the

traveler's family as well. The fact that a spouse is on a business trip demands a high degree of understanding and cooperation from the family.

There were three different themes that related to the family: first, the emotional impact of the separation on the traveler (theme 4, 31 citations), second, the emotional impact of the separation on the family (theme 5, 27 citations), and third, work-family conflict (theme 6, 13 citations). When business travelers travel a lot, they and their families have to face these issues frequently. Before each trip the business travelers have to prepare themselves and the family for the period of separation.

Positive effects (60 citations): While business trips impose demands on the travelers and their families they also have positive effects as they can create resource gains for the traveler. The travelers related in the interviews to the benefits they gained from their business travels. They reported three main gains: a) their positive feelings (theme 7, 38 citations) towards the trip, such as excitement, happiness, satisfaction, fulfillment, and expectations of success; b) the expected benefits of detachment (theme 8, 15 citations), i.e., being physically and psychologically detached from work and family; and c) the fact that going on business trips adds to their reputation and prestige (theme 9, 7 citations).

The second question we posed related to how do business travelers cope with the business trips.

COR (Hobfoll, 1998) theory defines four classes of resources: objects, personal characteristics, conditions and energies. In the interviews, the travelers mentioned two main personal resources (354 citations): perceived control over the trip (theme 10, 103 citations) and family and organizational support (themes 11-14, 251 citations). Possessing or using these resources is part of the coping process in the pre-trip stage.

Perceived control is defined as the extent to which an individual believes he or she can directly affect his or her work environment (Spector, 1986). It has been extensively explored in situations that impose on individuals the need to cope with aversive stimulus, psychological threat or stress (Karasek, 1979; Kushnir & Melamed, 1991). In the present study perceived control focused on two main issues. The first related to knowledge of the trip schedule (time table) ahead of time. The second issue related to the possibility to change the dates or length of trips if necessary.

Support: The second group of resources respondents related to was support, mainly perceived organizational support (POS; Eisenberger, Cummings, Armeli, & Lynch, 1997). Organizational support theory assumes that employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being.

The business travelers mentioned different issues that related to perceived organizational support (POS) during the pre-trip stage. In order to explore the effect of POS, we used House's (1981) typology, namely: emotional (e.g., showing interest in, understanding of, caring for, and sympathy with a person's difficulties), evaluative, (e.g., providing feedback about the person's functioning that may enhance his or her self-esteem) informational (e.g., giving the person information that may help him or her deal with problems), and instrumental support (e.g., giving direct help, often of a practical nature). Altogether 251 citations of support were mentioned. Of these, the most frequent ones referred to emotional support (theme 11, 127 citations), followed by instrumental support (theme 12, 88 citations) and informational support (theme 13, 23 citations), with evaluative support (theme 14, 13 citations) as the least mentioned.

Coping Strategies: The interviewees described different coping strategies they use. We detected two broad categories of coping: reactive coping (dealing with

problems as they come along) and proactive coping (anticipating problems and actively preparing to meet them (Greenglass, Schwarzer, & Taubert, 1999). Altogether 249 citations referring to coping were observed in the pre-trip phase, of which 205 referred to *proactive coping* (theme 15), relating to nine issues. The most frequently mentioned issue was “professional preparation”, followed by “control over the trip’s schedule” and the least mentioned was “preparation for encountering a foreign culture”.

The *reactive coping* (theme 16) citations in the pre-trip stage numbered 44 and included two main kinds of coping: adjustment to the demands of the situation and catharsis, expressing oneself regarding the problems.

SUMMARY AND CONCLUSIONS

The results of the current study expand our understanding of business travels as an important component of global careers. The results reveal the unique experiences of business travelers and their positive and negative outcomes. DeFrank et al. (2000) indicate that problems caused by business travels can severely disrupt an executive’s ability to perform effectively for the organization while being away, and can even influence performance negatively after returning to the office. These difficulties have major implications for the success of the global organization and for the physical and emotional health of employees in global careers, and their families. Indeed we found that stressors and negative perception of the trip outnumber the positive effects.

In sum, the typical stressors encountered by frequent business travelers include professional and personal preparation for the trip and making arrangement for the separation from the family during the trip. Overload and worries about how the family

will cope while the traveler is away – are the most salient negative features of the pre-trip stage.

Though many citations related to the negative side of the trip, we also found positive aspects. The positive outcomes expressed by the travelers refer to the respite and change of venue granted by the trip as well as the possibilities of meeting new people and seeing new places. These positive outcomes support Westman and Etzion's (2002) findings. Interviewees reported mainly two kinds of desirable resources— perceived control over the trip and perceived support. Perceived control was mainly mentioned with regard to the trip schedule and the ability to change dates when necessary. With regard to POS, the travelers indicated mostly lack of support, lack of consideration. They received mainly informational support but not the other kinds of support.

Coping; Aspinwall and Taylor (1997) maintain that the processes through which people anticipate potential stressors and act in advance to prevent them can be seen as proactive behavior. In the same vein, Greenglass et al. (1999) asserted that proactive coping derives from perceiving situations as challenging and stimulating, whereas reactive coping emanates from risk appraisal.

Travelers reported nearly five times more proactive coping than reactive coping, which is understandable as the pre-trip stage is dedicated to preparations. This may indicate that business travelers have to use proactive coping as it has been found to be positively related to performance.

FUTURE RESEARCH AND PRACTICAL IMPLICATIONS

In view of its importance in today's global economy, we consider that further academic analyses of international business travel must be conducted to extend our knowledge and understanding of its use its impact. The field of international business

travel has been little explored by research. There is a need for a comprehensive, theoretically based and empirically informed, analysis of business travel for the well-being of the travelers and their families and for the success of the growing number of firms participating in international markets in an increasingly globalized economy.

According to the interviews, business travels have a dual effect while some individuals bloom and find travel exhilarating, others may be almost incapacitated by the same trip. Learning what makes business trips a positive experience might help us counsel business travelers on how to benefit more from their time away from regular job. However, there are still many moderators to be studied before we know enough to predict who will benefit from what kind of a respite. There has been comparatively little research on the effect of employees' frequent absences on their work and family lives. Such research on frequent travelers is timely, given the recent impetus of companies to globalize.

Knowledge about business travel opens new directions for research and applications in organizations. This understanding may help organizations decrease business travelers' stress by minimizing the negative features of business travel (such as short notice before the trip) and enhancing the positive features (such as enhancing POS which was mentioned as lacking by many respondents).

Based on the interviews, we conclude that travel assignments would be more successful for the organization and for individuals if HRM policies and practices focused on more family-friendly conditions and more on cross-cultural and task-related issues. Much IHRM literature has been directed towards building an understanding of cross-cultural competence and how training can develop such competence as well as how organizations can understand issues for families and build processes that help them deal with these issues (Forster, 2000; Frazee, 1996). Such

interventions are thought to increase success in international work and should be encouraged.

Korn (1999) recommends two approaches to dealing with travel stress – attempting to reduce stressors before they occur and counteracting their effects once they have occurred. One of the tools for preventing stress and strain of potential travelers should be adequate recruitment and selection of employees for positions that require extensive foreign travel. The candidates for positions that require frequent business trips should have a large reservoir of personal and social resources (emotional stability, open-mindedness, tolerance to ambiguity, relationship skills, etc.), and the selection process should be constructed to identify these attributes alongside professional capabilities.

Furthermore, in order to minimize the problems that can occur due to adjustment to the host culture, it is recommended to enhance the knowledge and understanding of the other culture. The organization can also enhance the traveler's ability to cope by providing cultural knowledge and practical support to both the travelers and their families. An additional option is help the traveler meet people who have already been to the countries they travel to and discussing their experiences and ways of coping with the foreign culture. While on the trip, the organization can make sure that the traveler's needs are met.

Other ways of minimizing traveling stress concern the trip itself. Trips should not be planned too closely to each other, and the number of weekends away should be minimized. The travel should be notified as far in advance as possible. Reducing stressors before they occur, counteracting the effects of stressors after they occur and maximizing the effect of travels can be facilitated by the traveler, his/her family and by the organization. A major application will be in offering data which will facilitate

organizational policy makers in formulating strategies which will enable employees and their families to contribute to the organizations' globalization needs while still having successful and fulfilling family lives. Executives must recognize the work-family concerns of their "frequent travelers." They have an obligation to consider the inherent stresses associated with frequent and sometimes lengthy separations of employees and their families.

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Table 1
The Pre-Trip Themes and Examples

No	Theme		No of citations	Example
1	Personal preparations	Work overload	47	"Before the trip there is obviously plenty of work. You have to tie up loose ends and finish up all the trip preparations. At the same time you have to continue with your regular tasks. ...I feel stressed at work because there is so much to do and I am facing the deadline of the trip. The things I cannot finish before the trip I have to postpone till after I return. There is pressure to prepare myself for the meeting and finish up the regular work. There is also excitement."
2		Negative feelings	32	"When you start traveling a lot, it is not fun any more, it starts being a burden. I don't want to travel so much. I don't find anything positive in this stage."
3		Professional aspects	30	"To prepare for the trip, to prepare things I have to take, to prepare people with whom I have to talk, to prepare the subjects. In most cases, you do not get a second chance; everything has to succeed the first time. Maybe it is because of the kind of people you meet or because of the crazy time pressure – everything has to be perfectly ready and meet the expectations." "Before the flight you have to prepare the material ahead of time. You have to put in a lot of extra working hours in order to prepare all the material and not forget anything."
4	Preparing the family	The emotional impact of the separation on the traveler	31	"Before the trip there is the apprehension of leaving the family, worrying who will take care of the little girl. Who will take her to the kindergarten? Then there are the preparations for the trip, flight pressure...." "I am stressed regarding my wife and kids – It is not easy to stay home with four kids without help."
5				The emotional impact of the separation on the

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		family		partners. That is why the spouse who remains at home does not offer too much support."
				"The children cry every time they see me putting things in my suitcase. This is hard on me mentally."
6		Work-family conflict	13	"The truth is the trip I remember most clearly is the last one. We had a project in Prague. My wife had just given birth. About a week after that I tried to convince my boss to let me off the trip because it was really difficult for my wife to take care of the two children without me being home. He simply wouldn't listen. He said that there must be somebody who could take care of things and that he did not see any way he could send the programmers without me."
7		Positive feelings towards the trip	38	"Usually I have a positive attitude. I like to detach myself from the stream of daily work; I like to meet new people and visit new places."
				"If the trip is to a new and interesting place then there is excitement and expectation."
8	Positive effects	Detachment	15	"Sometimes there is stress in the office and I am glad I am going away. When there is also stress at home it is even better to be away."
				"The trip serves as a respite for me. This is the only positive aspect I am able to relate to."
9	Positive effects	Reputation and prestige	7	"When people in the office and in the company hear that somebody is going on a business trip abroad, he is more highly evaluated. This is perceived as something that brings prestige."
				"Travelers have high status. It says something about you makes you proud and is a boost to your ego. There is a kind of buzz around you that is flattering and feels nice."
10	Control	Perceived control over the trip	103	"Usually the trips are not planned. We get a yearly time table but additional trips are arranged about a month in advance."
				"There is enough time to prepare. I have to go on a trip in two weeks time. It was

No	Theme		No of citations	Example
				<p>scheduled a week ago. Usually I have over a month's notice."</p> <p>"Traveling becomes a routine. There is less and less apprehension about uncertainty...I know about the trip about two weeks ahead of time. This is enough time. Knowing about the trip simply helps me maker all sorts of personal arrangements without feeling stressed."</p> <p>"In the pre trip stage there is an annoying matter that sometimes they give you very short notice about the trip and then the preparations have to be made quickly and under pressure."</p> <p>"...I do not like to get very short notice that result in stress in the office and unpleasantness at home."</p> <p>"Trips are usually planned ahead of time. I know about a trip at least three weeks beforehand, sometimes even more. I am not obliged to take all the trips and I can transfer trips that I am not interested in to other people in the group."</p>
11		Emotional support (lack of consideration)	127	"There is a certain pressure specially at work – everything must be ready in time...the professional preparations have to be made under pressure, Sometimes I work during the weekend and then come to work without rest..."
12	Organizational support	Instrumental support	88	"Before the trip there was the phase of preparing the material and the catalogues. It was prepared by the 'helping' team. This was positive as it left me free to prepare additional things that I needed for the trip."
13		Informational support	23	"Before the computer team left home I asked them if all the material was on the computer ready for my trip and they told that it was. Everything was ready."
14		Evaluative support	13	". If the trip is successful there are some people who are happy for you and there is gratitude for the effort and for the results."
15	coping	Proactive coping	205	"Cultural differences make it very difficult and one has to know the other culture in order to prevent failures in the negotiations and failure of the whole trip. Preparation and knowledge of the other culture are a

No	Theme	No of citations	Example
			must and without them there is a high chance that cultural differences will lead to failure."
16	Reactive coping	44	"I got a new project. It is not something that will advance me professionally. In this case, I contribute to the company more that it contributes to me. I adopt the attitude that you perform the mission first and ask questions later. I see it as a necessary burden that is part of the job."
17	Globalization The positive aspect of the trips	158	"I (am a type who) likes to get to know new people and new places and the US is fascinating. So I am trying to get the most out of my stay there. I have been there three times already and I still see these trips as a challenge with a lot of interest." "Before the flight I try to spend as much time as possible with family and close friends, it always fills me with positive energy before the trip. I know how to make the trip as easy as possible. For the time being I see business trips as a positive thing. Maybe in a year or so when I may want to start a family, I will have to reconsider."
18	The negative aspects of the trips	76	"Every trip abroad involves stress, fatigue, and also preparations. All this upsets life for a week or two."

