

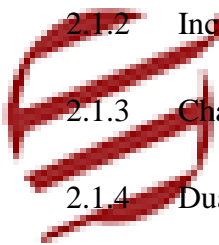
Management of International Assignees: A Human Resource Perspective.



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Contents

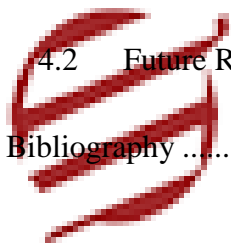
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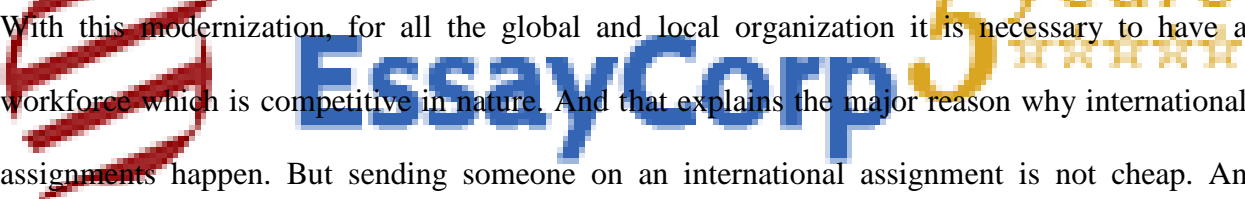


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Chapter 1: Introduction

1.1 Background

Global business is an age old phenomenon which allowed humans to transact with one another. The oldest international business can be dated back 1135 as Knights Templar conducted the first international banking. The cross-border transactions have been conducted since those olden days, but now these international business transactions have increased immensely with the change in the landscape. And the wave globalization is not only flowing from the developed countries to the developed countries. Many of the developing countries are also entering in the developed economies by acquiring the companies there. For example Corus was taken over by Tata steel in 2007 (Collins & Scullion 2008).



With this modernization, for all the global and local organization it is necessary to have a workforce which is competitive in nature. And that explains the major reason why international assignments happen. But sending someone on an international assignment is not cheap. An expatriate earns around two to three times the regular salary they would otherwise be earning at home. The cost of living adjustments in an expatriate salary can cost anything from \$300,000 to \$1 million annually, For most of the company this is the biggest expenditure that they make after the CEO. Despite this the returns on the investment is quite low (Black & Gregersen 1999).

The past research has shown alarming results. The Harvard paper indicates that 10-20% of the international assignee returns early from their assignment because of the job dissatisfaction or difficulties faced in the assignment. One-third of those who stay are not able to perform as per the expectations of their seniors. And around one-fourth of these expatriates after completion of their assignment, leave the company and join the competitive company. This makes it the single

largest erosion of the manpower. This is double the attrition of the home-manpower for the company(Black & Gregersen 1999).

Furthermore, such situation can result in the poor relations with the host country. The expatriate failure can also be the reason for the lowered employee morale and poor performance in the home location itself(Onosu 2012). These kinds of problems not only owe company a huge amount of money, but also results in loss of talent in the competitive world. That's the motivation for this literature review. There have been many research conducted on the subject and each of these research focus on different areas(Onosu 2012).

This paper focuses on the qualitative and quantitative research conducted on the subject and presents an integrated view about the management of international assignees with the human resource perspective. This paper tries to understand the best way to manage the international assignees so that both employees and the organizational expectations are fulfilled. For this purpose the literature review is conducted to understand the various concerns associated with the factor.

1.2 Overview and Definitions

During the course of research, certain terms will be used ubiquitously. Following are the major definitions of the terms encountered in the course of Literature Review:

- 1) Expatriate: An expatriate is a person who lives and works in a foreign country for a given period of time (Andreason 2003). The similar definition had been earlier given by Cohen who described the expatriate as a temporary migrant to the host nation with the fixed time frame and aim of returning back to the home country once the assignment is finished (Cohen 1977). The two definition clearly indicates that the expatriates need to live and

work in a foreign country. These foreign countries might have a completely different socio-economic and cultural background, and in order to perform successfully, the expatriate will need to acquaint and adjust themselves with the culture (McGinley 2008).

2) Culture: As discussed in the definition of expatriate that these expatriates have to adjust and adapt to the culture of the environment, but the question arises about what culture is. Culture is the set of values, beliefs, aspirations etc. (Onosu 2012) or the set of collective beliefs (Onosu 2012) which are transferred from one generation to another. Thus the definition clearly explains that such a cultural environment can be traumatic for the expatriates, and hence special care needs to be taken to ensure that they are adjusted to the culture.

3) Adjustment: This brings to the next definition and that is the word adjustment, specifically the cross-cultural adjustments in the case of expatriates. Adjustment refers to the degree of comfort, psychological as well as the physical, an expatriate feels when in the host country (Takeuchi 2010). These adjustments have been further divided into general adjustment, work adjustment and interaction adjustments depending upon the kind of comfort the expatriates need. Similar definition is also provided by Huan et. al, who explained that cross cultural adjustment allows the expatriates to relate with the environment of the host country easily (Huang, Chi & Lawler 2005). They have established that the familiarization and adjustment is necessary for expected job performance from the expatriates.

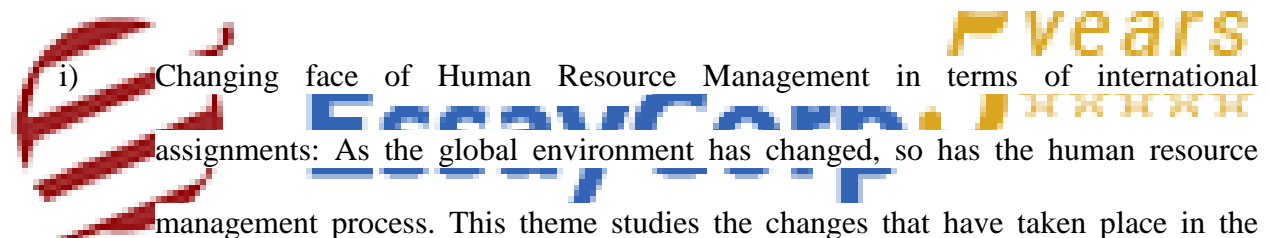
4) Job Performance: Job performance is a well known word in organization, but the same takes an additional meaning when performed in a foreign country. The performance of an expatriate is not only dependent upon the expertise of the expatriate, but also on the

adjustment the expatriate enjoys with respect to the host country (Lin 2014). The job performance is the result of the task performance and contextual performance which allows the expatriate to interact with the host nation.

- 5) Communication: Communication is the keystone for the adjustment and job performance of the expatriate. Communication means that the expatriate is able to convey their views and carry on interaction with the individuals in host country. The success rate of communication will decide the level of adjustment of the expatriate (Takeuchi, Yun & Russell 2002).

1.3 Themes and Selected Papers

For the purpose of the literature review, the paper focuses on the following themes to study:

- 
- i) Changing face of Human Resource Management in terms of international assignments: As the global environment has changed, so has the human resource management process. This theme studies the changes that have taken place in the global market place which affects the human resource management of international assignees.
 - ii) International Assignee management and their challenges: The idea behind this theme is to develop a basic knowledge about the kind of challenges faced by international assignees on their assignments.
 - iii) Prevention of Expatriate failure: This theme studies the research papers which studies and explains the kind of measures or policies that can be constructed to prevent the failure of expatriate.

Keeping these themes in mind, a wide variety of the papers is selected to explain and understand the themes clearly. These papers are selected to substantiate the definitions and understand the research already conducted on the subject. Knowledge of such research will help in identifying the themes of the paper in a better way.

1.4 Flow of the Literature Review

For the ease of understanding, the literature review is divided into different chapters. The first chapter introduces the topic and the reason why this topic was selected. The second chapter explains the themes with respect to the literature sources selected. Chapter 3 is focused more on the methodology selected in the literature sources to discuss the issues. Chapter 4 discusses the implication and recommendation that can be incorporated in organization to better manage the international assignment. Chapter 5 focuses on what more needs to be researched and what future avenue shall be explored in order to gain a better understanding of the international assignee management. Last Chapter, i.e. Chapter 6, concludes the chapter by summarizing all the findings of the literature review.



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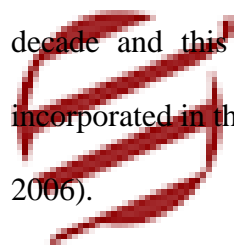
Chapter2: Discussion on Themes

This chapter discusses the themes elaborated in the Chapter 1. The knowledge about these themes and associated literature will help in better understanding of the subject of international assignee management.

2.1 Changing Landscape of International Assignee Management

The time is never the same and the same is true for the global business environment as well. The business landscape has been influenced by many factors which an HR manager needs to figure in their policies and management style, especially with regards to the international assignees and expatriates.

Björkman and Stahl note that the amount of research conducted in the field has increased in past decade and this has brought to light a huge number of newer changes that needs to be incorporated in the management of expatriates and the international assignees (Björkman & Stahl 2006).



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Some of these emerging trends are listed below:

2.1.1 Emergence of Eastern Asia

One of the biggest newer trend is the investment hub has shifted towards the Eastern Asia for all the companies. This has altered the landscape of international business. The contours of foreign direct investment (FDI) have shifted considerably (Scullion, Collings & Gunnigle 2007). Traditionally maximum of the FDI flow has been focused in developed countries, but these years have seen the shift of the FDI(Dicken, 2007). Rapid growth of Chinese and Indian economy has resulted in this great shift along with the ongoing industrialization of the Eastern Asia. (Dicken, 2007).

The shift to these location which are culturally distant make the On the front of the international assignees management, this changes the equation because these countries are not only geographically far from the current locations, but also quite distant in terms of culture. This issue has also been highlighted in paper about the expatriates located in China by Jan Selmer who clearly identify cultural difference as major issue (Selmer 2005). One of the researches were conducted to see how the European expatriates react differently to the Chinese and Turkish expatriation. The research paper summed up that while the European expatriates might find it easier to adjust to the local environment, assignments in the culturally different countries like Turkey(a Muslim country) and to China(a communist country) are not that easy. The social interaction of the people changes with the increase in geographical and cultural differences (Wang & Nayir 2006).

This cultural difference makes the cross border knowledge transmission as well as the adjustment of expatriates quite different (Li & Scullion 2006). Owing to this cultural difference it becomes difficult for the companies to manage and find the candidates for the positions in these countries (Collins & Scullion 2008).

2.1.2 Increasing Global Terrorism

The global terrorism has impacted many of the situations and businesses, and human resource management for expatriates and international assignees is only one of the reasons. The global terrorism impact is not only limited to the impact of high-profile events such as the 9/11 attacks in New York and the 7/7 London bombings, but also includes the number of smaller events in the developing and underdeveloped economies where these assignments are based (Collins & Scullion 2008).An example of this is militant targeting of companies such as Royal Dutch Shell, Italy's Agip and France's Total in oil producing Nigeria. The Royal Dutch Shell was targeted by

placing a bombed car in their compound and militants stormed in Total's oil facilities. The result of the events was evacuation of around 400 dependants of the expatriate employees from the country (Collins & Scullion 2008). These events not only affect the current work culture and lack of security for the organization, but also make the future recruitment and selection difficult as people start avoiding all these countries and companies.

Further these development also impacts the trend of international travel. A SHRM survey in the USA immediately following the 9/11 attacks indicated that around 75 per cent of firms in the country allowed the cancellation or curtailment of the business trips, while 45% of the events and meetings were cancelled. Along with this, around 56% of the firms adopted stringent security measures including vetting of the employees (Lockwood 2005).

Furthermore, the research presented by Bader & Berg clearly indicates that the increase in this terrorism adversely affects the overall performance of the expatriate employees ((Bader & Berg 2014)



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2.1.3 Changing Careers

The third point that should be noted is that the careers are also changing in the current situation. This shift in careers have affected the willingness of the employees to accept any international assignments, the benefits that the companies need to provide for these assignments and the retention issues of the assignments(Scullion, Collings & Gunnigle 2007). Two major factors contribute to these changes. The first is the decreasing loyalty of the employees towards a particular organization and more focus on the mobility of the job(Paik, Segaud & and Malinowski 2002). 51% of the respondents responded that they are willing to leave the organization for a better opportunity (Stahl, Miller & Tung 2002). Moreover, many of the

individuals are going on the assignments in the international locations on their own without any support from their organization. These two trends have resulted in the change in the value of international assignments. While earlier employees used to believe that this is for the organization benefits, the current assignees feel that this presents an opportunity to develop their competency which has value across all the organizations and markets (Scullion, Collings & Gunnigle 2007). Career development benefits of international assignments are rarely enjoyed by the existing organizations. Most of the employees consider as the social capital development of their own self (Paik, Segaud & and Malinowski 2002).

The result of this can be seen in how more than 20% of the employees left their home company after two years of returning from expatriate assignment (Collins & Scullion 2008). This huge turnover is not good for the company as they are not able to develop the managerial competence in both local as well global environments. Suutari and Brewster (2000) label these experiences self-initiated foreign work experience (SFE) (Suutari & Brewster 2000). The key implication of the increasing number of SFEs who are joining the global labour market is that MNCs can make use of these employees to fill key positions in subsidiary operations at a lower cost than expatriates. However, there is a dearth of empirical research both on the individual issues faced by SFEs and indeed issues around their re-entry to the home labour market and on the HR issues facing organisations who seek to employ them.

2.1.4 Dual Career Couples

Today many of the couples are dual career based, that is, both the partners of the family work together to earn the sufficient income. Many a times both the partners work in the same company, but this might not be the case always. In such scenarios, families are not ready to disrupt their social and professional life for the expatriates. Collings, Scullions and Morleypoint

out that the women expatriate are lower in number and are less willing to participate in the expatriate program (Scullion, Collings & Gunnigle 2007). This further aggravates the challenge of recruiting the right kind of candidate for the expatriate job and is one of the major causes of expatriate failure (Andreason 2008). The above mentioned points present a huge challenge for the human resource management of international assignees because these factors mean that there are not sufficient expatriates, and those who are available are not able to perform well because of these points. Moreover, the training and selection process rarely takes into account the role of dual career spouse which further aggravates the situation (Brown 2008).

This idea is also reinforced in the paper discussed later as well where it is clearly indicated that a very less number of female expatriates are appointed in Arab due to the difference in culture and visa issues (Naithani & Jha 2009). With the changing business landscape, many newer kinds of assignments are emerging which needs to be treated separately. These newer assignment structure includes inpatriation, short-term assignments, self-initiated expatriation, and team assignments (Bonache & Zárraga-Oberty 2008).

- i) **Inpatriate Assignments:** Inpatriate Assignments refers to those assignments where the manager from subsidiary is transferred to the headquarters. This allows the transferred managers to understand the working of HQs and for the HQs to incorporate the managers into their global team.
- ii) **Short Term Assignments** are the postings that are one month to 12 months long in nature. Such assignments do not necessarily calls for relocation of the families, thereby saving the need to shift the families. These assignments are used by the organizations when specific skills need to be transferred.

- iii) Frequent Flyer Assignments: These assignment does not call for shifting for the longer duration, but instead these assignment calls for flowing in and out a different area and staying there for the span of a few weeks. These assignments help in maintaining the key relationships with the customers as well as the other colleagues (Bonache & Zárraga-Oberty 2008).
- iv) Self-Initiated Assignments: The above assignment indicates the assignments which are initiated by the organization for their benefit, but the self-initiated assignments are initiated by the individuals who are keen on going to a different geographical location for one or the other reason. Such system does not call for any kind of extra burden on the company for relocation or for returning (Bonache & Zárraga-Oberty 2008).
- v) Virtual Assignments: These assignments do not call for the relocation of the individual physically, but involves the management of the work internationally through the home base location. This has been made possible by the advanced technology of today which allows people to interact long distance without any delays (Bonache & Zárraga-Oberty 2008).

These different kind of assignment means that the requirement and the challenges faced by the individuals are also changing.

2.2 Challenges faced by International Assignees

The challenges faced by the international assignees not only affect the performance but also is the major deciding factor whether the assignees are going to choose the international assignment or not. Keeping this in mind, this section discusses the different kind of challenges faced by the expatriates in different countries to bring to light the kind of things human resource managers need to think about. As explained above in the introduction, there are three kind of adjustments

an expatriate has to make: General adjustment, work related adjustment and the cultural adjustment (Black & Stephens 1989). Each of these adjustments brings along with itself a slew of challenges the expatriates must weather in order to be successful in their assignment. Following are the major challenges in each of the headings that the international assignees have to encounter:

Oberg has described expatriate adaptation as a four-phases process. These phases are the phase of novelty or the honeymoon phase, followed by cultural shock, to gradual adjustment and finally to the feeling of home. Out of these the first two phases are extremely important as they allow the people to either adapt to or reject the cultural change (Oberg 2006).

2.2.1 Cultural Shock:

When an expatriate enters a new country, he or she has to undergo a lot of changes.

Oberg has divided this into four phases of honeymoon, culture shock, recovery and adjustment (Oberg 2006). This theory has been used by many papers to explain the

impact of cultural shock. Initially when the expat is new to the culture, they undergo a phase of cultural novelty where everything is new and fascinating for the expat.

Takeuchi, Yun, and Russell in their research paper about Japanese expatriates working the United States clearly indicate that the cultural novelty helped them in adjusting to the different culture (Takeuchi, Yun & Russell 2002). The results of the similar investigation were not similar in other cases. Selmer found that Americans found the cultural novelty difficult for the adjustment in Hongkong (Selmer 2002). Similar results were found by (Black & Gregersen 1991) where the researcher noticed no to little effect of the cultural novelty on the general adjustment of the expatriates of USA in Asian countries. The

researcher believe that the difference in the result is because of the cultural difference of Asian countries like Japan, China, Hongkong etc.

This view can be further explained by the definition of culture as per the scholars. There are two aspects of the culture: visible and invisible aspects. While the visible aspects refer to the factors like food, climate, clothing, language, arts etc., invisible aspects refer to the values, norms, faith etc. inherent in a culture (Schein 1990). These were further divided into visible artifacts, values, and beliefs. Another explanation can be seen in Scholars have identified two kinds of culture: high context and low context culture. The high context cultures are those in which the expatriate is judged on the basis of the body language, gestures along with the verbal communication. Such high context countries are Korea, China, Brazil, Japan and Arab countries. The international assignees face a lot of difficulties in adjusting to these environment and many a times they make a faux pas mistake which can affect the overall performance of the company. (Ardichvili et al. 2006)

The expatriates are affected by many factors of the culture: host language, willingness to communicate, and perceived cultural novelty. The United States, the United Kingdom, Canada, Australia, Germany, and Switzerland are classified as low-context cultures, and hence adjustment to these cultures is easier, while on the other hand Asian culture are high context culture and need special training (Yamazaki 2005).

These factors and challenges need to be factored into the training and selection of expatriate as well so as to reduce the cultural shock of the expatriate. The high-context culture may need concrete learning mode, while those with low-context culture can undergo the detached analysis in the abstract mode(Yamazaki 2005).

Apart from the cultural difference shock, another difference that the cultural present is in the individualism and collective individualism. The presence of collective individualism means that the individual cannot act alone and has to act keeping the community in mind. This kind of cultural clash also results in adjustment specially in the leadership or the higher level (Schermerhorn & Harris Bond 1997). This point is elaborated in the research by Martinko and Douglas who studied the expatriate failure and found that the western leaders with high individualism and low-context find it difficult to adjust in the Asian cultural countries where individualism is lower and culture is high-context (Martinko & Douglas 1999).

2.2.2 *Expatriate's family's adjustment*

Another issue which can be seen to prove as the biggest challenge for the expatriates is the family adjustment. Some of the portion of this was discussed in dual career couple which brings out the major issue in the expatriate performance. The training program and all other plans are made with the view to help the expatriate, and the spouse is left to deal with the local environment on their own. (Brown 2008) has clearly identified it as a major reason for the failure of expatriate. This result has also been brought out by (Black & Stephens 1989) in their sampling of the American expatriates on assignments in different countries. One of the recent and the huge metaphysical research conducted by Bhaskar-Shrinivas et al. also indicate that there spouse and expatriate adjustments are strongly correlated (Bhaskar-Shrinivas et al. 2005). Similar challenges was expressed by the American MNC expatriates in the research conducted by Tung (Tung 1998) and Black (Black 1988).

2.2.3 Logistics Issues or General Adjustment

Although the above two challenges cover the major challenges faced by the expatriates, apart from these, the international assignees also have to undergo logistic issues or general adjustments. Adjusting with the cost of living, the travel distance etc. includes the section of general adjustments. This has been identified by the research of Takeuchi, Yun, and Russell conducted for the Japanese expatriate in USA. The results indicated that the absence of general adjustment issues or logistic challenges means that lesser chances of work related adjustments and interactive adjustments (Takeuchi, Yun & Russell 2002). Similar results were found in the research paper by (Kraimer, Wayne & JAWORSKI 2001) and (Black 1988). Moreover, the general adjustment of the spouse was also known to have similar affect (Black & Stephens 1989).

2.2.4 Work Based Challenges

Apart from all these challenges, the expatriates also face the work based challenges. Although it can be said the easiest challenge to conquer, but when combined with cultural differences and the general logistic challenges, these work based challenges can prove quite detrimental to the performance of the expatriates (Black 1988). It was found in the research conducted by (Black 1988) that general adjustment and cultural adjustment had positive effect on the work based challenges faced by the international assignees. Similar trend was also found in the research by (Takeuchi, Yun & Russell 2002). These challenges are expected to be higher in the countries like Arab where the females do not have much authority (Naithani & Jha 2009). Research conducted in Japan (Black 1988) and China (Black & Gregersen 1991) showed that the knowledge of the respective language of the country had positive impact on tackling the work related challenges by the expatriates.



2.3 Prevention of Expatriate Failure

Many of the paper have expressed their concern over the failure of the expatriates whose number can range at around 20-40% (Black & Stephens 1989). This failure rate can be because of various reasons. This section focuses on HR policies and methods which will help in prevention of the expatriate failure and ensure that the expatriates perform at the best of their level. Failure rate is not constant but actually changes from one country to another (McGinley 2008). And this failure rate will further vary if we include the number of expatriates who leave the company after coming back to the home country (McGinley 2008).

It is important to control this expatriate failure because of the high cost involved in it. The cost includes the direct portion paid as the salary and relocation cost to expatriate along with the indirect cost like relation with the country and branch, and the loss of market (Collings, Scullion & Morley 2007). Along with this is the cost to the expatriate whose performance may further impact his confidence or self-esteem. Following are the few steps that needed to be considered to control the failure of the expatriates.

2.3.1 Selection of Right candidate:

The success and failure of the expatriate is more dependent upon the selection procedure rather than the skill of the expatriate alone. Many a times, the expatriates are selected based on their performance in the home country, and sometimes, selection is done on the basis of the problems being faced in home countries. In such cases expatriation is the way to provide someone with a chance or to make someone leave an area. Most of the selection is done on the basis of the ease or the availability of the candidate rather than suitability of it (Black & Gregersen 1999). Even for the short term assignments, selections are made just as it is without taking into account the

characters of the candidate or their past international experience (Tahvanainen, Welch & Worm 2005).

But rarely an attempt is made to take the international experience of the candidate into account. The cross-cultural adjustments needed to be made by the expatriate should be considered. The selection should be based on the fact that the organization.

In the paper about, expatriate failures following ten criteria have been selected by Stone (Stone 1991). These ten criteria have been further utilized by many researchers to conduct and find the right kind of the characteristics which the international assignee must be judged on.

The ten selection criteria were key for expatriates: ability to adapt; technical competence; spouse and family adaptability; human relations skill; desire to serve overseas; previous overseas experience; understanding of host country culture; academic qualifications; knowledge of language of the host country; and understanding of home country culture.

The human resource managers need to understand Surface level and Deep Level Diversity is the major challenge. While on the surface level are the basic issues like language and gender, deeper level explains the individualized reactions to the situation (Van Vianen et al. 2004). Thus the candidate who looks perfect on the surface might not be able to react as per the expectations of the HR manager resulting in the failure of performance. Similar observations have been made by other researchers as well. (Vance 2002)

i) Personality Traits

It is possible that the high performing candidate might not perform in a similar manner in the expatriate situation. The reason to this can be owed to the personality traits of the individuals which help in their adjustment in the foreign land. Five such

traits have been recognized in different papers: extroversion, agreeableness, conscientious, neuroticism, and openness to experience on expatriate adjustment. The research carried out shows that these five factors influence the performance of the expatriates. (Huang, Chi & Lawler 2005) in their investigation of expatriate adjustment to the Taiwanese culture noticed that the extroversion and openness help the expatriate to adjust in the foreign land, especially to the general adjustment. Similar results were found in the research conducted on the Australian in China and China in Australia (Ward, Leong & Low 2004) and the study with expatriate in Japan (Peltokorpi & Froese 2012). The psychology test conducted by Shaffer et. Al. also showed that the extroversion and openness have the positive influence on the adjustment (Shaffer et al. 2006). The people with the personality of openness and extrovert are able to better respond to the challenges and make a better support circle around themselves. (Downes, Varner & Musinski 2007). Thus the selection of the candidate should factor in these personality traits to ensure the ease of adjustment of the candidates.

ii) Past Experience

The second factor that affects the selection of the candidate is the kind of experience they have. As discussed in the challenges above, this has given mixed result in past. With the American managers in Japan, it was noted that the prior experience helped in performing better (Black 1988). A bit different have been reported by Takeuchi et. Al as well (Takeuchi, Yun & Russell 2002) who used to verify the Japanese expatriates in USA and noticed that the cultural novelty helped them better and the expatriates with past experience had not as much ease as compared to the newer expatriates.

Thus it is highly important for the selection to be done on the basis of the expertise of the candidate along with their personal characteristics and the past experience. Also, it should be taken care which country is candidate going to before finalizing the selection.

2.3.2 Cross-Cultural Training:

Although the performance of the expatriate is dependent upon their individual factors, they do have to deal with the culture of the new country along with the new workplace (Farndale, Scullion & Sparrow 2010). Cross cultural training is quite helpful in preparing the candidate and helping them in coping up with the newer situation. Some of the ideas involve in cross cultural training are the language training, familiarization with the culture, meeting with past expatriates, meeting with the locals of the host country (Waxin & Panaccio 2005). A lot of research has been conducted in the past on the subject and most of it point out that the cross cultural trainings are successful in improving the performance of the expatriates. Littrell et. Al have studied the past 25 years of literature to present the different facets of cross-cultural training and their effectiveness (Littrell et al. 2006). The view of cross cultural training has also been presented by Deshpande and Vishvesvaran who believed that the research on the same lines will help the corporates to incorporate the cross cultural training in their expatriate development program itself (Deshpande & Viswesvaran 1992). The research has been conducted for the expatriates based in China (Selmer 2005), Asia (Osman-Gani & Rockstuhl 2009) and Germany (Puck, Kittler & Wright 2008) and all three shows positive effect of the cross cultural training.

2.3.3 Coworkers' Support

The third factor that can aid the expatriate is the support of the coworker. The coworker support is treated as the big positive for the performance of the expatriate (Takeuchi 2010). (Shaffer et al. 2006) studied the expatriates from different U.S. corporation and noticed that more than the

support of the supervisors, it was the support of the coworkers that mattered to their performance. Social support also provided buffer for the stress related problems in the foreign land. This social support from coworkers ensures that the expatriates is well adjusted in the newer country (Black & Gregersen 1991). Similar instances have been seen in the research conducted in Taiwan (Lee & Van Vorst 2010), in metaresearch on wider range of expatriates (Bhaskar-Shrinivas et al. 2005) and Oman (Toh & Srinivas 2012). Thus it can be concluded that the development of a network of coworker before the deputation or transfer of expat can help the performance of the expatriates and prevent the failure of the expatriates.



Chapter 3: Methodology of the Papers Selected

This chapter tries to understand the methodology adopted by the selected papers in their research work and analysis. In order to understand the methodologies, firstly it should be understood that there are many kind of research methodologies which can be utilized. The research can be based on the quantitative or qualitative analysis; it can be primary or the secondary research; or it can be a case study or a longitudinal research. Knowing about the methodologies will give an idea that the literature review is well balanced and has wide variety of information. This chapter lists out the major work used on the basis of the difference in the research criteria.

3.1 Primary versus secondary Research

While the primary research focuses on the collection of data, the secondary research is more responsible for the usage of the available data for finalization of the result. The current literature review uses both primary and secondary research as the source. The secondary research has been used to understand the literature and develop the theories, while the primary research has been used for the purpose of validating those theories. The main usage of secondary research is in the study of first theme: The changing landscape of the assignee management. The major papers which use the secondary research are (Björkman & Stahl 2006); (Black & Gregersen 1999); (Bonache & Zárraga-Oberty 2008); (Cohen 1977); (Black & Gregersen 1999); (Farndale, Scullion & Sparrow 2010); (Takeuchi 2010) etc. The secondary research has also been used to explain the methods of prevention of expatriate failure and in discussion of theme 3.

The primary research papers are mainly used in second theme where the challenges faced by the expatriates are verified with the help of qualitative and quantitative data. The major papers using the primary research included here are: (Andreason 2008); (Bhaskar-

Shrinivas et al. 2005); (Black 1988); (Black & Gregersen 1991); (Brown 2008); (McGinley 2008); (Yamazaki 2005); (Waxin & Panaccio 2005); (Wang & Nayir 2006) etc. All these papers focus on the primary data collection to establish the validity of the theoretical aspects discussed above.

3.2 Quantitative versus Qualitative Research

The research papers selected are the mix of quantitative and qualitative mix. The qualitative papers include the literature review papers like (Collings, Scullion & Morley 2007); (Yamazaki 2005); (Bonache & Zárraga-Oberty 2008); (Toh & Srinivas 2012); (Takeuchi 2010); (Littrell et al. 2006) etc. and the papers where the interviews of the sample population was conducted (Selmer 2002); (Waxin & Panaccio 2005); (Wang & Nayir 2006). Most of the papers used the method of quantitative analysis to explain and test the established theories. The list of the papers using different forms of quantitative treatment includes: (Andreason 2008); (Bhaskar-Shrinivas et al. 2005); (Black & Gregersen 1991); (Black 1988); (Deshpande & Viswesvaran 1992); (Selmer 2005); (Takeuchi, Yun & Russell 2002); (Vance 2002) etc. The quantitative papers are mostly used to establish the validity of theme 2 and 3, i.,e. to confirm the challenges faced by the expatriates in a particular situation and the impact that the training and selection have on the performance of these expatriates.

3.3 Inductive versus Deductive Research

Inductive research is conducted to develop the theories from the observation, whereas the deductive research is conducted to check whether the theories developed during the literatures are valid or not. All of the research paper selected here includes the deductive research. The theory for the research has been under development for past many years. These research paper have been conducted to verify the theories of the past developed, and how much of these theories

are applicable in the current scenarios. The research conducted works on the basis of the existing theories to test which cultures they can be utilized in.

3.4 Longitudinal Researches versus Case Studies

The researches selected for the paper are case studies conducted over a smaller period of time. There are not many researches which have been conducted as the longitudinal research of the subject matters treated in the paper. All the primary researches used are conducted in a particular geographical area with the same set of participants over a small period of time. These researches include the papers: (Andreason 2008); (Bhaskar-Shrinivas et al. 2005); (Black & Gregersen 1991); (Black 1988); (Deshpande & Viswesvaran 1992); (Selmer 2005); (Takeuchi, Yun & Russell 2002); (Vance 2002) etc. The case studies are particularly considered in the analysis of theme 2 & 3 i.e. to confirm the challenges faced by the expatriates in a particular situation and the impact that the training and selection have on the performance of these expatriates.

3.5 Conclusion

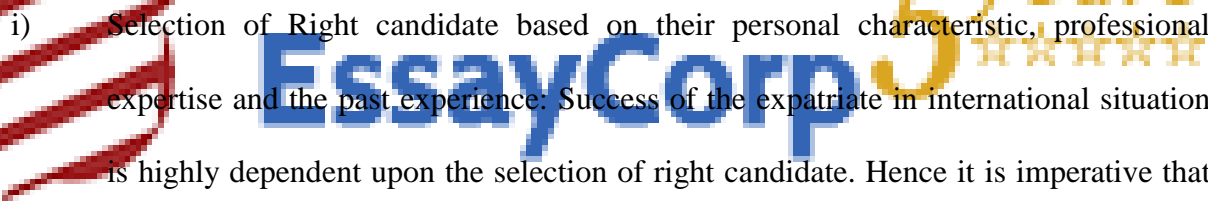
The above options list out the huge variety of methods used in establishing the already existing theories of the expatriate management. The research paper selected for this study is a healthy mix of primary and secondary research. The longitudinal research papers are not utilized here, but that is more because of the absence of the research papers.

Chapter 4: Recommendation, Implications and Future Research Avenues

This chapter develops on the literature review conducted above and presents the recommendations and implication of the research in the current scenario. The section also discusses the shortcomings of the current research and presents the future avenues where the research should be conducted.

4.1 Recommendations and Implications

The above paper discussed the various challenges faced by the international assignees and the change in the working environment currently. Keeping the above discussed factor in mind, following are the major recommendations and implications for a human resource management of international assignee:

- 
- i) Selection of Right candidate based on their personal characteristic, professional expertise and the past experience: Success of the expatriate in international situation is highly dependent upon the selection of right candidate. Hence it is imperative that right candidate be selected for the same. There is no fixed formula for who is going to be right or wrong, but overall assessment should take into account the personality traits and international experience along with the professional expertise. The culture of the country should also be kept in mind before selecting the candidate so that the candidate selected is right for the job selected.
 - ii) Right cross-cultural training: Depending upon the country the expatriate is visiting along with the past experience, right kind of cross-cultural training program shall be introduced for the expatriates. These programs should not only focus on the expatriate but on the conditioning of the family and spouses as well. The level of cultural training needed will depend upon the culture and the expatriate past exposure with the

similar kind of culture. High context culture may call for the training on the higher level along with the basic language training. Also, basic adjustment details shall be provided to the expatriates.

iii) Support system in the host country: The expatriate needs the right kind of support system as well to thrive. Care should be taken to develop a support system of coworkers in the host country so that the international assignee does not feel alienated in the land. This can be done by pre-introducing the assignee to some of the colleagues or by starting with the small visits in the host countries to develop the relationship.

iv) Spouse and Family Management Program: As discussed above, one of the biggest reasons for the failure of expatriate is the family or spouse. So the expatriate program should be designed in such a way that it includes the spouse and family adjustment as well. In case of the dual career couples, the prior information about the challenges along with the rehabilitation support shall be provided.

v) Work Clarity: Many a time, the reason for challenges faced by an expatriate lies in the work itself. Care should be taken that the work, role and authority of the expatriate is clearly defined. The care should be taken that the expectations from the expatriates are reasonable and they are given sufficient time to adjust to the surroundings. The clash between the home and host country can also become the reason for the failure of an expatriate.

vi) Repatriation Process: Although not covered in the research, repatriation also forms an important aspect of the success of an expatriate. The repatriation ensures that the talent of the company stays in the company, and the knowledge gained in the process

is not drained out with the drain of talent. Thus HR managers should take into account the repatriation process for the assignees as well. This support will not only be needed at the personal scale as the expatriates and their family will go through reverse cultural shock, but the intervention might be needed at the work level as well because the same may be the cause of many conflicts.

- vii) **Sufficient Benefits:** The international assignees should be offered sufficient benefits to compete with the local as well as the international market. This will reduce the chances of self repatriation among the expatriates and will ensure better performance by the expatriates as well. Moreover, cross-cultural knowledge transfer will be better in such case because of the motivation of the expatriates.

4.2 Future Research Avenues

The current conducted research suffers from the drawback that none of the theories are applicable for all of them. Although the theories have been developed, the results of the research are more or less in contrast. This limits the researcher. The need is to conduct and compare the research about the different high context culture and compare them with the results of the low context culture. Also, not all the high context culture behaves in the similar manner. There is a need for the unified research for all the high-context culture.

Also, the research does not include many of the longitudinal studies. The performance of the expatriates is meant to change over the period of time. A full-fledged longitudinal study is needed to understand the impact of the theories in future research.

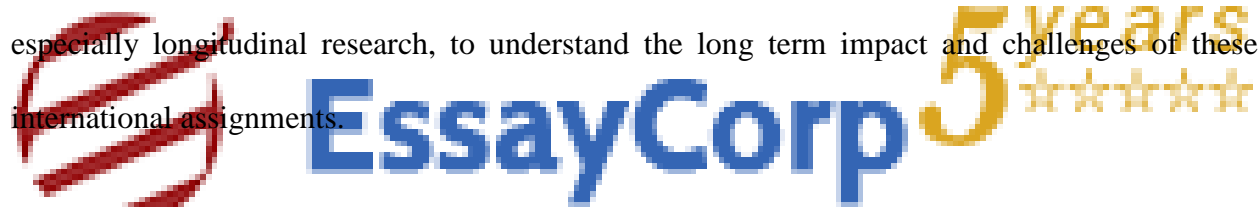


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Furthermore, it is observed that most of the researchers focus on quantitative analysis. Qualitative studies are further needed to truly understand the feelings and emotional adjustment of the expatriates in the foreign environment.

Also, the author believes that the research needs to be conducted independently with respect to the different international assignment. While earlier the executives used to be sent for longer duration, the international assignments have changed drastically. Since the assignees face different time-frame, their problems are going to be different as well. A look into the assignees mindset on different assignments will present a clearer picture. Some of the research has been indeed carried out on the subject, but the geographical areas and correlation between all the areas are still lacking. The author feels that the individual assignment needs a separate research, especially longitudinal research, to understand the long term impact and challenges of these international assignments.



4.3 Conclusion

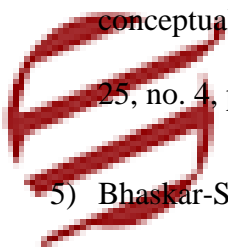
The paper discussed the various researches and theories associated with the management of international assignees. A lot of research has been carried out in the past and the associated theories have been established, but despite this the author feels that no concrete methodology has been built up. Although human resource management is dependent upon the individual, there is the need for clear understanding of correlation between the culture and the performance of the expatriates.



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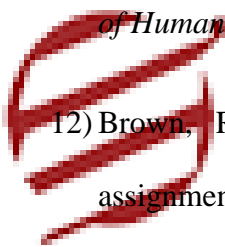
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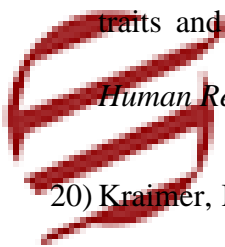


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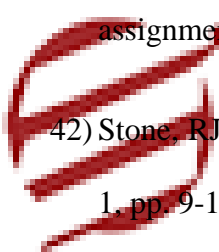
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