



## Impact of cross cultural training on expatriate effectiveness

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### Abstract

**Purpose:** The paper examines what are the effects of the different types of cross-cultural training (CCT) on expatriates' is an extremely important component for the success of the candidate on the overseas assignment. It prepares the expatriate to develop sensitivity to cultural differences and improve managerial effectiveness.

**Design/methodology/approach:** The personnel who work with the expatriation process have been interviewed in order to gain a better understanding about how the expatriation process is planned.

**Findings:** CCT accelerates expatriates' adjustment. The type of CCT received matters. IE and CD have a moderator effect.

**Practical implications:** Implications for practice are identified.

**Originality/value:** The paper demonstrated the effectiveness of different kinds of CCT and the moderator effects of expatriates and cultural differences.

**Keywords:** expatriates, cross-culture training, cross-cultural management, cultural differences, managerial effectiveness

### Introduction

The methods for accessible Cross-Cultural Training range from preparing recreations to psychometric social capability and flexibility evaluations, from extensively inquired about models of society to individual stories.

The prime devices utilized by diverse mentors as a part of request of recurrence of utilization, as uncovered in a late worldwide study are models for comprehension society and social progress, contextual analyses, activities and exercises, reproductions and pretends, preparing amusements, profiles (nation and society), agendas and tip sheets, appraisals of intercultural skill/status, concentrated gathering sessions. Different assets and instruments incorporate field trips, dialect preparing, and colleague with individuals from the host society, narrating, move, workmanship, music, diaries and the writing of the way of life.

In the event that social ability is seen as involving learning, inspiration and aptitudes (or information, conviction and limit for activity), then the adequacy of Cross-Cultural Training ought to be measured against these components of capability. Successful multifaceted preparing will consequently be what help members' learning, urges them to see the individual and hierarchical advantages of social differing qualities and social capability and expansions their aptitudes and limits.

A genuine final result for the association would be that amid a trade with a companion or customer, members would have the capacity to:

- Recognize any distinctions emerging out of social foundation
- Understand their conceivable effect on the collaboration
- Negotiate the distinctions in order to accomplish a positive result.

In the survey examined above, Bennett and associates proposed that a higher level of ethno relativism among representatives would bring about the accompanying advantages:

- Less push
- More happiness with living/working in a remote society
- Greater occupation accomplishment in socially various situations
- Lower levels of hostility and separation
- Diminished imperviousness to differences activities.

### Scope of the Study

This research attempts to focus thrust areas of recent global environment to get an insight of expatriate training – its types, contents, strengths, challenges, opportunities, organizational effectiveness (financial and non-financial) and repatriation. It also identifies training determinants and emerging trends in training to gain competitive advantage. The geographical area of study is Bangalore because the city has innumerable MNCs from different countries of the world.

### Objectives of the study

1. To study the factors driving expatriate training in MNCs.
2. To know how expatriate training helps achieve parent company's and its subsidiaries' effectiveness.

### Literature Review

Yan Wang, Bei Wu. (2018) [2]. This study mainly investigates the demands of cross-cultural adaptability for expatriates in Shaanxi enterprises. It aims to understand the relationships among English ability, curriculum models, and cultural resilience of these people through questionnaires and

interviews, and analyze the difficulties and demands of cross-cultural communication in overseas work and life. The study can provide a reference for corporates to determine course material, course forms, and teachers' ability in cross-cultural communication training. It will provide guidance for future development of English training for corporate expatriates in Shaanxi province.

The training has to be well-directed. As a result, the basic cross-cultural knowledge can be in common use, but the specific cross-cultural adaptability must be directed at the destination country. In addition, training should not be limited to the mass cultures in daily life, and it should focus more on deep culture content and the nature of the expatriates' work. Only in this way can we build a three-dimensional cultural training structure and establish a knowledge reserve for expatriates, and wherein knowledge includes the following aspects: (a) Training and Popularization of Surface Cultures (the Operating Modes and Characteristics of People's Daily Life in Destination Countries) (b) Understanding of Deeper Culture (the Overall Cultural (Atmosphere or Ideology of the Destination Country.) (c) Cultural Knowledge Related to the Expatriates' Work (Including Business Culture, Negotiation Culture, Marketing Culture, etc.) (d) Language Skills, that is, English Training for Survival. (e) Non-language Skills, i.e. Body Language, Behavior, Communication Skills, etc.

Luong Hai Nguyen and Tsunemi Watanabe (2017) [3]. Cultural influence has recently received significant attention from academics due to its vital role in the success or failure of a project. In the construction industry, several empirical investigations have examined the influence of culture on project management. The aim of this study is to determine the impact of project organizational culture on the performance of construction projects. A total of 199 completed construction projects in Vietnam with specific data gathering through questionnaires were analyzed. The findings reveal that contractor commitment to contract agreements is the most significant cultural factor affecting project performance. Goal alignment and reliance, contractor commitment, and worker orientation (i.e., commitment to workers) contribute to improved overall performance and participant satisfaction. Contractor commitment and cooperative orientation enhance labor productivity, whereas goal alignment and trust and contractor commitment ensure learning performance (i.e., learning from experience). The findings of this study may assist construction professionals in implementing practices that can contribute to the sustainability and success of construction projects.

Jaya Prakash Pradhan (2017) [4]. Cross-cultural management has turned out to be an issue of concern and in need of urgent addressing especially for multinational corporations that want to succeed in the global market. This study had the objective of exploring the influence of cross-cultural management practices on organization performance among multinational companies operating in developing economies the case being Nairobi, Kenya. The specific objective of the study was to firstly identify the type cross-cultural management practices used by multinational corporations in Kenya and secondly to determine how these practices influence the organization performance. Recruitment and selection, training and development and employee participation were examined

against organization performance specifically employee satisfaction.

The findings from the results showed that recruitment and selection, and training and development were significant in influencing employee satisfaction. Employee participation was however found to be insignificant. The study concluded that the adoption of cross-cultural management practices was critical in improving organization performance of multinational corporations.

This study recommended that multinational corporations need to adopt recruitment and selection, and training and development which will ensure that they manage cultural diversity and have high levels of organization performance. The limitation of this study was that the study considered only the multinational corporations in Nairobi County. This research suggested that future research should explore a longitudinal research design so as to provide an assessment of the influence of cross-cultural management practices on organization performance over a period of time.

Deshpande, S.P. and Viswesvaran, C. (2012) [6] the study analyzes the challenges of expatriation and repatriation. After introducing the main aspects of expatriation and analyzing the main challenges the human resource managers face during this process an introduction and analysis of the repatriation process is made. A comparison between the domestic and the expatriates' turnover rate was made which showed that the domestic one was lower than the expatriates' one. This was not surprising but still disturbing since studies have showed that the resignation of an expatriate costs the company from two to three times more than the resignation of a domestic employee.

Brislin, R.W. and Petersen, P. (2016) [5]. The objective is to explore cultures and cross-cultural management within Switzerland. Despite the fact that cultural differences are inherently of interest for comparative management, and were therefore predominantly the focus of this dissertation, the empirical data examined by this dissertation also show many common traits between the regions. These similarities should be paired with the identified differences and comparative strengths, and combined in a synergistic approach to cross-cultural management in Switzerland.

### Research gap

Many research articles have been published on topic of expatriate training. They have discussed the tread bare problem of integration of expatriate training and HR requirements. Expatriate training and its effectiveness on organization all require a thorough research in the present global scenario. Hence, the present study was under taken.

### Research Methodology

The present study was conducted using survey and analytical methods. The sample respondents were selected using stratified random sampling and data have been collected using administered questionnaire to the respondents. Thereafter, data have been analyzed using suitable statistical tool using SPSS 24. The research results are noted down in relation to expatriate training prevailing at sample organizations. For the study Likert Scale was used and consists of 10 items on a 5 point scale. The DXC Company operating in Bengaluru city

was selected considering in Information Technology sector. In the company both executive and non-executives were selected as respondents for the study.

**Analysis of primary data**

The main focus of the paper is Cross-cultural training and its effectiveness, which is a potential tool for enhancing the expatriate performance as well as the organization. Firstly, demographic profile of respondents was studied in detail.

**Table 1:** Gender of Respondents

SL.No.	Gender	No. of Respondents	Percentage
1	Male	57	57
2	Female	43	43
	Total	100	100

Source: Primary Data

The total number of respondents considered for the present research programme is 100. Out of which 57 percent are males and 43 percent are from female category. The proportion of male to female category is based on the availability of women employees and executives in the total workforce strength. The sample respondents have been chosen from different levels of hierarchy in the organizations structures of sample multi-national company. 8 percent of the sample respondents are from top management consisting of Process Managers and Project Heads. From the middle level management 32 percent of the sample respondents are chosen who are by and large raters or assessors under performance management system. The remaining 60 percent of the respondents are from employee category from different departments of the organizations.

**Table 2:** Factor Analysis

<b>KMO and Bartlett's Test</b>	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.846
Bartlett's Test of Sphericity	Approx. Chi-Square
	df
	Sig.
	3039.972
	15
	0.000

The KMO measures the sampling adequacy Table 2 is showing that the responses given by the sample respondents are adequate and satisfactory in factor analysis with the value. 846. Bartlett's test result indicates the strength of the relationship among the Factors of Cross Cultural Training and Expatriate Effectiveness variables.

**Table 3:** Factors influencing organisational effectiveness in impact of cross cultural training on expatriate effectiveness

Sl. No.	Statements	Mean	SD
1	Environmental briefing	3.86	1.11
2	Cultural orientation	3.80	1.32
3	Cultural assimilation	4.18	1.07
4	Language training	4.25	0.97
5	Sensitivity training	4.18	1.07
6	Field experience	4.25	0.97

Source: Primary Data

**Analysis**

As per the response received from the sample expatriates, average response for the different factors influencing organizational effectiveness in impact of cross cultural training on expatriate effectiveness. The highest Mean score 4.25 is found for language training and field experience with SD=0.97, following by cultural assimilation and sensitivity training with Mean = 4.18 and SD 1.07. Lastly environment briefing with Mean = 3.86, SD= 1.11 and Cultural Orientation with Mean =3.80, SD 1.32 influences lastly.

Over all the factor which high effect is language training and least being cultural orientation.

**H<sub>0</sub>:** There is no significant relationship between Factors Of Cross Cultural Training and Expatriate Effectiveness

**Table 4:** Factors Of Cross Cultural Training and Expatriate Effectiveness – Correlation Analysis

Factors Of CCT		Expatriate Effectiveness			
		Satisfaction	Commitment	Involvement	Competency
Environmental Briefing	r	0.565	0.531	0.571	0.661
	Sig.	.002	.013	.021	.000
Cultural Orientation	r	0.599	0.696	0.626	0.566
	Sig.	.005	.004	.006	.011
Cultural Assimilation	r	0.688	0.662	0.656	0.585
	Sig.	.000	.001	.000	.000
Language Training	r	0.589	0.588	0.556	0.559
	Sig.	.002	.001	.000	.011
Sensitivity Training	r	0.655	0.611	0.667	0.521
	Sig.	.000	.011	.000	.005
Field Experience	r	0.765	0.678	0.661	0.521
	Sig.	.000	.002	.003	.012
Total Factors of Cross Cultural Training	r	0.665	0.638	0.605	0.765
	Sig.	.002	.000	.001	.000

At Overall, factors of Cross Cultural Training depict the relationship with satisfaction, commitment, involvement and competency because the p-value obtained in correlation analysis is less than 0.05, hence the null hypothesis is rejected. It is concluded that there is a significant relation between Cross Cultural Training and Expatriate Effectiveness of both parental and subsidiary company in the host country.

### Conclusion

The findings of the research confirm the view presented by researchers that cross cultural training is having a positive effect on adaptation to international assignments. However, this study shows that experimental types of training are the most effective ones. Furthermore, the efficacy of inter-cultural training is clearly influenced by the magnitude of expatriate's prior international experience. Finally, our research seems to show that the larger the Field Experience, the more pronounced are the effects of cross-cultural training. Further research is needed for detailed analysis of the effects of cultural distance and cultural characteristics on the efficacy of intercultural training.

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