



International Research Journal of Human Resources and Social Sciences
Vol. 4, Issue 4, April 2017 Impact Factor- 5.414
ISSN(O): (2349-4085) ISSN(P): (2394-4218)
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Website: www.aarf.asia Email : editor@aarf.asia , editoraarf@gmail.com

IMPORTANCE OF PRE-DEPARTURE TRAINING ON EXPATRIATES AND EVALUATING DIFFERENT METHODS OF TRAINING

Submitted in partial fulfillment of the requirements for the award of the

Degree of Bachelor of Business Administration in Finance and International Business

Of Christ University

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ABSTRACT

Given the criticality of global assignments for multinational companies, it is of primary importance to examine qualifications to expatriate adjustment. This study is to determine the various training procedures the expatriates go through before departing to the foreign country. Multinational companies are progressively picking up mindfulness that an incredible greater part of international assignments have a tendency to fall flat as a result of an absence of intercultural abilities that empower expatriates to change in accordance with the new environment. The training that an expatriate receives could or could not be effective in his/her perspective. We have tried to establish the relationship between the training methods and the adjustment level of the expatriates.

INTRODUCTION

A major share of multinational associations have perceived that time when they could work exclusively inside one particular nation or one geological locale has arrived at an end. Today's outrageous elements of the business environment are progressively compelling organizations to send workers to another country. Keeping in mind the end goal to stay aggressive in the universal field, multinational associations are putting colossal accentuation on global human asset administration. They have thought that it was urgent to employ expatriates in various global assignments, which are getting to be distinctly irreplaceable to associations because of an assortment of formative and utilitarian reasons.

The main individuals who are required to effectively perform in cross-national job assignments have together become an important part for the success of multinational organizations since they fill main staffing needs in branches, transfer knowledge and competence between the various units, and manage key projects. Taking into consideration their vital roles and the great responsibility associated with international assignments, maximizing expatriates cross-cultural effectiveness and adjustment has recently become a significant HR activity.

Objectives Of The Study

- 1) The main objective of the study is to analyze the effect of training and development of employees before they are assigned to an international assignment.
- 2) To speculate the effectiveness of different methods of training.

3) To examine the programs needed in training and the type of areas that need to be covered.

Literature Review

J. Stewart Black and Mark Mendenhall(1999) in their study “Cross-Cultural Training Effectiveness: A Review and a Theoretical Framework for Future Research” had explained that Expanded internationalisation in the monetary, political, and social fields has prompted to more noteworthy interpersonal culturally diverse contact. **Jie Shen(2004)** in his study “International training and management development: theory and reality” ha the main objective to compare various theories in the area of international training and its actual impact on the expatriates. Finding of his study was as follows; there is a noticeable gap between the theories and the practices followed by the multinational companies. **Kole Talbott (2011)** in her study mentioned that multinational companies pay little attention on cross culture training and post departure training and it has an adverse impact on the adjustment level of an expatriates in the foreign country. **Marie-France Waxin and Alexandra Panaccio (2006)** in their study titled “Cross-cultural training to facilitate expatriate adjustment: it works!” had the main objective to examine the effects of different cross culture training on expatriates’ adjustment in the foreign country. **Victor Murray (2009)** in his study used the statistical tool for the analysis is variance analysis. The result of the study were as follows expatriates with cross culture training have higher adjustment level and work adjustment is one feature for which culturally diverse preparation need the slightest impact. **Shashad Ghafoor, Bilal Javed (2006)** in their study “Evaluation of expatriate’s performance and their training on International Assignments” has an objective to compare the performance of expatriates and their training on international assignment. The finding of the study were as follows: home country managers cannot replace expatriates at least for the initials, expatriates play a crucial role in standardization of global practices. **Philip Bosom** in his study showed that cross culture training have a huge impact on the expatriate’s adjustment, analysis also showed that simple pre departure training is not sufficient if an expatriate is going to a high cultural distance country. **Tien-Chen Chien (2012)** in his study "Intercultural training for Taiwanese business expatriates" has an objective to focus examine the methods of interpersonal training used to train the taiwanese expatriates and to see if the training provided to the expatriates is sufficient or not. The questionnaire was divided into 2 sections: symbolic learning and participatory learning with a total of 16 question.the results showed that training received by an expatriates provided by the company is less than the

amount of training required to increase the adjustment level of the expatriate. **Ergie, P. I. (2015)** in his study has the objective to understand the level of competence among expatriate nurses in Saudi Arabia. The study showed that the majority of respondents were Indians and Filipinos who showed much more cultural competency in providing nursing care compared to nurses from other countries and the professional development programs conducted in hospitals have a significant effect on the cultural competency of expatriate nurses.

RESEARCH METHADODOLOGY

Hypothesis

H1: Pre-departure training is positively related to expatriates adjustment.

H0: Pre-departure training does not have any relation to expatriates adjustment.

Sample Size

For determining the size of sample that is needed for a particular piece of research a right number of subject is need to be considered. For this research 50-sample size is taken for the interviews.

Data Collection Methods

When it comes to data collection, there are two methods in general used by researcher to collect data, primary and secondary method. Primary method includes observation method, interview/questionnaire method, and case study method. Secondary method is the method in which already collected data. The present study is based on primary method of data collection. The data is collected through the sampling from the employees. Employees who have been on International assignments are selected for the sampling purpose. The sample individual is selected from different age group and different sex. Questionnaires would be distributed to collect data.

Statistical Tool

Statistical tool is the tool that is used by the researcher to analyze the data that has been collected by him. This tool helps in interpretation and analyzing the data. For this research SPSS would be used. Frequency tables would be used for in-depth analysis.

ANALYSIS

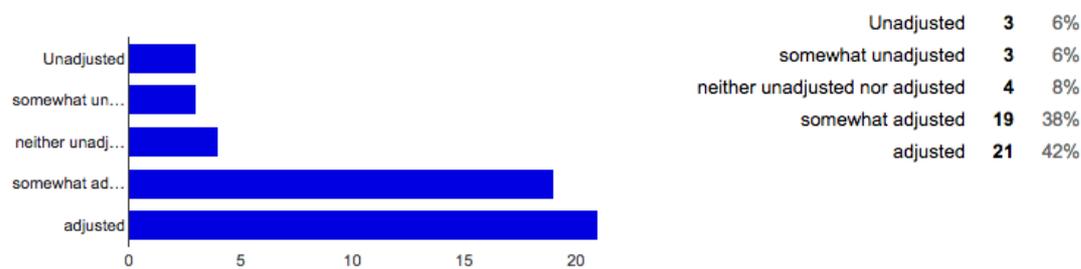
Relationship Between Training And Adjustment

1) Living conditions and factual briefing:

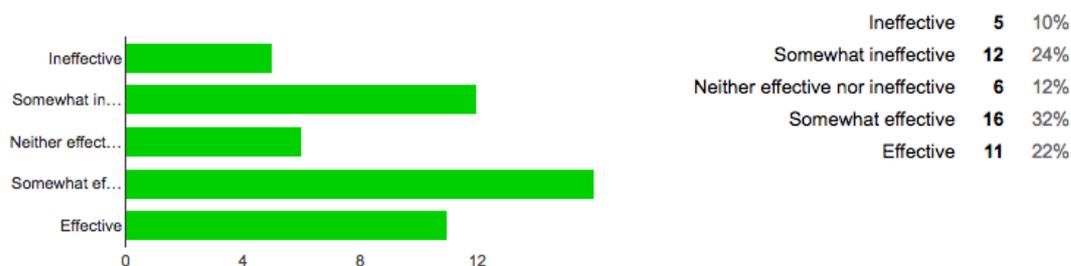
A relationship can be established between the living conditions and factual briefing training for the expatriates. It is a positive relationship between the two.

The above graphs very clearly shows that when the expatriates feel that the factual briefing training is effective they tend to adjust to the general living conditions. This may be due to the prior knowledge that the expatriates receive before leaving the parent country. It is observed that when the expatriates receive a factual training of more than 2 days, they adapt to the host country. This may be due the pre preparedness of the expatriates.

Living condition in genral [null]



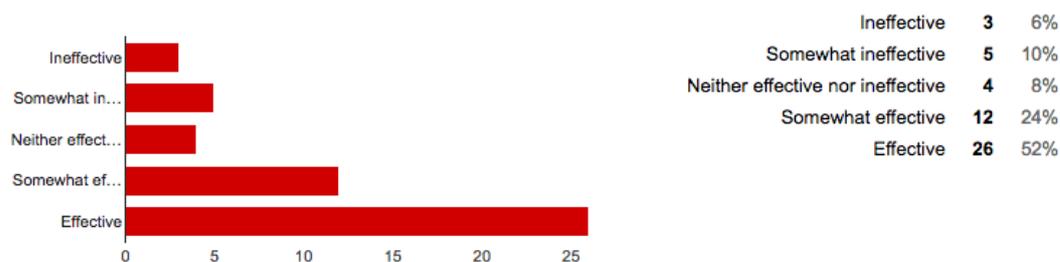
Factual Breifing [null]



2) Language and interaction:

A relationship can be established between the above graphs. The relationship is a positive relation/ direct relationship. This positive relationship between language training and interaction with host country nationals is a sensual relation in nature. The answer to this could be very obvious. When the expatriates receive language training, they can interact better with the HCNs with a good confidence and right language. Most of the expatriates also think that language training was the most effective. This may be due to their satisfaction in the interactions with the HCNs.

Language Training [null]



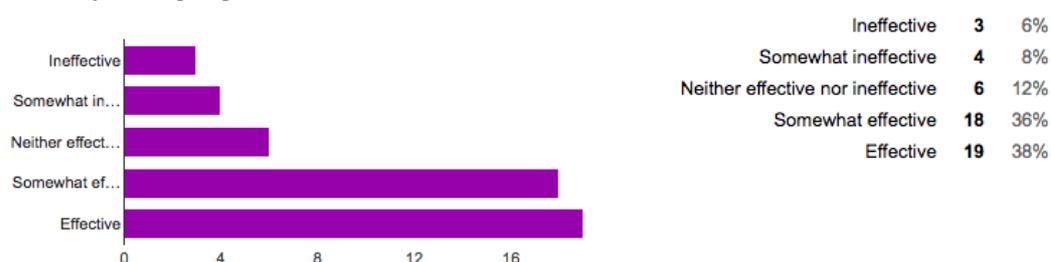
Interacting with host nationals on a day-to-day basis [null]



3) Field experience and standards:

Another positive relation can be established between the field experience training and the performance standards and expectations. As you can see in the above graphs, when the expatriates are satisfied with the field experience, they tend to match up to the standards and expectations of the superiors. When an expatriate receives good amount of field experience, he/she would be set up for some kind of work pressure that is coming their way. When the training is true and dynamic the expatriates can use it in the real workplace to catch up to the standards and expectations.

Field Expreience [null]



Adjustment Level

Table 1

Living condition in general

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Unadjusted	3	6.0	6.0	6.0
somewhat unadjusted	3	6.0	6.0	12.0
neither unadjusted nor adjusted	4	8.0	8.0	20.0
somewhat adjusted	19	38.0	38.0	58.0
adjusted	21	42.0	42.0	100.0
Total	50	100.0	100.0	

This above table 1 indicates that majority of the expatriates have adjusted completely to the foreign living conditions. This may be due to the low living conditions in the parent country or high living standards in the host country. The results would be the same only if otherwise the expatriates are from a better developed country.

Table 2

Interacting with host nationals on a day to day basis

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Unadjusted	5	10.0	10.0	10.0
somewhat unadjusted	13	26.0	26.0	36.0
neither unadjusted nor adjusted	6	12.0	12.0	48.0
somewhat adjusted	11	22.0	22.0	70.0
Adjusted	15	30.0	30.0	100.0
Total	50	100.0	100.0	

The results in the above table 2 give a mixed conclusion on whether expatriates interact with the host country nationals on a day to day basis. This may be due the language barriers that the expatriates face in their work environment. The mixed results may be an effect of many complex factors. It is also observed that most expatriates have not had a problem in adjusting with the social life in the host country. It is seen that most expatriates have been able to interact with HCNs outside of work.

Techniques of Training

Table 3

Factual Breifing

	Frequency	Percent	Valid Percent	Cumulative Percent
Ineffective	5	10.0	10.0	10.0
somewhat ineffective	12	24.0	24.0	34.0
neither ineffective nor effective	6	12.0	12.0	46.0
somewhat effective	16	32.0	32.0	78.0
Effective	11	22.0	22.0	100.0
Total	50	100.0	100.0	

The table 3 indicate that majority of the expatriates have found factual briefing important in the role of helping them to adjust to the host country. The variable affecting it may also be the time period that it was conducted for.

Table 4

Language Training

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Ineffective	3	6.0	6.0	6.0

somewhat ineffective	5	10.0	10.0	16.0
neither ineffective nor effective	4	8.0	8.0	24.0
somewhat effective	12	24.0	24.0	48.0
effective	26	52.0	52.0	100.0
Total	50	100.0	100.0	

The above table 4 indicates that this area of pre-departure training is found to be one of the most effective amongst expatriates. This may be due to the strength of the local language and the knowing of it as an advantage to the expatriates. This may be due to dynamic environment in the workplace of the host country. Role playing is also a very important part of the training where the expatriates play roles similar to those they might encounter in the host country, this is done to provide them a experience of the activates.

Table 5

Field Exprience

	Frequency	Percent	Valid Percent	Cumulative Percent
Ineffective	3	6.0	6.0	6.0
somewhat ineffective	4	8.0	8.0	14.0
neither ineffective nor effective	6	12.0	12.0	26.0
somewhat effective	18	36.0	36.0	62.0
effective	19	38.0	38.0	100.0
Total	50	100.0	100.0	

In the above table 5 it is seen that it the most effective type of training that the expatriates have received. Field experience is the easiest type of training that can be given and the basic of the training could teach the fundamentals of the work to received in the designated positions abroad. It is seen that 88% of the expatriates have not found it not useful.

CONCLUSION

Pre-departure preparing for expatriates has gotten extensive consideration as expatriate disappointment rates were credited to an absence of satisfactory preparing. (Shen, 2005) in her investigation of American multinationals, demonstrated that the powerlessness of the expatriate to change in accordance with an alternate physical or social environment and the failure to adapt to the difficulties postured by the non-standard global task are the most well-known purposes behind expatriate disappointment.

Extensively, the primary target of the pre-departure preparing is to improve achievement and prevent disappointment of non-standard worldwide assignments, in this manner it is vital that multinational associations know about the way that a careful preparation of expatriates before the start of their task fundamentally adds to their conformity to neighborhood environment and to the achievement of their business destinations. A few creators concur that the goals of a very much planned pre-departure preparing are triple:

- a) to empower expatriates to decide the suitable practices and standards in the host country;
- b) to help expatriates adapt to startling occasions and circumstances in the host country; and
- c) to make sensible desires with respect to living and working abroad.

In our study we have found that expatriate training is positively related to the adjustment of the expatriate in the host country. This statement has been proven by establishing the relationship between:

- I) Living conditions and factual briefing;
- II) Language and interaction of expatriates on a day to day basis; and,
- III) Field experience and standards

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