



RELATIONSHIP BETWEEN CULTURAL FACTORS AND JOB SATISFACTION OF EXPATRIATES

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ABSTRACT

Employees are the backbone of every organizations and perform a variety of functions. With increased amount of globalization, the need for integration of business operations across geographical boundaries becomes utmost essential. This increases the need for international assignments thereby giving rise to the need for expatriates. Expatriates may be defined as employees who are temporarily living and working in another country outside the home country. There are various dimensions that may affect the failure of success of such projects. One such dimension is the job satisfaction of the employee while on the international assignment. This study explores the various factors that influence the level of job satisfaction of employees.

Keywords: Job satisfaction, expatriate failure, epic and emic factors, expatriate.

1. Introduction

Increased globalization has made the world a global village and increased the interdependence and inter-connectedness among various industries. This has added to the importance of employees and increase in international assignments. The interaction of businesses has resulted in cross-cultural transaction of information, transfer of knowledge, managerial know-how, technology etc. The main medium of transfer of such information are employees. Expatriates may be valuable and utmost essential for the upliftment of the organization of several different reasons. They help establish an office and gain market share in an environment outside of their home country. They are a useful force to establish the company's corporate culture and also to provide the much needed knowledge that may be lacking in host country nationals.

The organization may look into a lot of factors such as the cost involved in appointing the employee, availability of skills required etc. before hiring the employee. Depending upon the level of administration and position that is vacant the organization may choose to opt for a localite or an international assignee. "The Brookfield Global Relocation Trends Survey indicates that the most significant assignment objectives were 'filling a managerial skills gap (22 per cent)' and 'filling a technical skills gap (21 per cent)'".

"Often when a person moves to a foreign country there is a period of excitement when everything seems new and challenging. In the beginning similarities between cultures are more apparent than differences" (Hayes, 1996; Selmer, 2001). But as time progresses he/she may experience a culture shock. They may not be able to accept the differences in thought and opinions. There are chances of a sense of ethnocentrism to creep in. "These difficulties may hinder the operational efficiency of the international assignment especially if the expatriate feels isolated and alone in the host country" (Hayes, 1996; Melles, 2002; Moss, 2000; Selmer, 2001).

This research article highlights the problems faced by expatriates in adapting to the culture of the United States of America. It aims to understand the socio-cultural intricacies of

the US work environment and the problems faced by expatriates in such an environment. It uses the emic (culture specific elements) and etic (culture common elements) concepts to explore the possible problems that expatriates may face in a foreign environment.

1.1 Basic model:

Hofstede's mental programming:

Greet Hofstede, a Dutch researcher was one of the first to contribute towards the field of cross-cultural comparative researches. The results are dependent on conscious elements and unconscious elements that together form culture. From the study four underlying dimensions of country cultures were identified. Hofstede named them power distance, uncertainty avoidance, femininity vs. masculinity, and individualism vs. collectivism. A later study involving participants from the Asian Pacific region included a fifth dimension, Confucianism or long-term orientation. The power distance dimension represents the scale on which the members of a culture accept that power is not distributed equally in institutions. Additionally, uncertainty avoidance refers to the extent to which the members of the society are uncomfortable with unclear, ambiguous or unstructured situations. When it comes to individualism v/s collectivism, individualistic culture promotes members of its community to primarily mind their own interests and that of close kith and kin. Whereas in a collectivist culture, members are integrated and form cohesive in-groups. On the other hand, masculinity refers to the culture where men are expected to be assertive, competitive and concerned with material success and the women are expected to take the role of caretakers. Whereas, femininity promotes equality among men and women without any gender based role.

1.2 Culture in U.S.A v/s India:

In the U.S, people work for a maximum of 6-7 hours a day. Work is seen as a part of life and not life itself. They believe in hard work throughout the week and take the week end off for rejuvenation. They stress on efficiency in work rather than spending long hours in the office and taking a lot of breaks. Deadlines are critical part of their working style and there is no

slack given for any reason what so ever. Politics and religion and other controversial issues are generally kept outside workplace. The dominant style of communication is friendly *and* to the point. "Yes", "no", and "maybe" normally mean just that; there is no requirement for reading between the lines. In the United States, it is considered good manners to "put on your happy face" irrespective of personal problems. They consider dressing an important part and believe that it would aid to form an impression and 'sell yourself'.

As opposed to the corporate culture in United States of America, the culture and the relationship shared among employees and employee and manager is quite different. Here the people who work together develop a sense of belongingness and family like values. It is a collectivist culture where employees care for their colleagues and are willing to help them. An average employee works for 8 hours a day. Work in India directs the life of individuals and they plan ahead on the basis on work. The culture is a little laid back and it is considered okay when there is a delay in work or a delay in meeting. India being a high context culture, people pay a lot of emphasis to interpersonal communication and also use non-verbal communication modes. Not everything can be dictated with pen and paper in such cultures.

2. Research objective:

The objective of the research is to estimate the influence that cultural factors have on the level of satisfaction of employees. It focuses on estimation of the degree of differences of cultural aspects in different countries. The research also emphasizes to study the consequences of a cultural shock?

The research also studies the implications of culture on employee performance. The last objective of the research is to observe how job satisfaction differs with the level of adaptation of employees in a foreign environment?

3. Literature Review

R. W. Robertson, H. Gaggiotti and P. Low (2007) give a preparatory investigation of the problems and concerns brought by expatriates employed in another foreign environment. A general conclusion is that expatriates encounter a "cultural" shock, as well as a "service" stun. Expatriates don't sort out their reactions to another social environment into "social personalities" or "social separations," yet in down to earth "modification" to the apparent contrasts as far as "administrations," "organization," "space safety" and "loss of time". The "social stun" confronted by expatriates is relevant just like the "alterations" progressed by people. In regard to this examination in Kazakhstan it gives the idea that "social shock" incorporates a "service stun"; however the explanation behind this administration stun seems, by all accounts, to be grounded in solid boundaries, for example, dialect, comprehension and arrangements to address the "challenges".

Pauline Vromans, Marloes Van Engen and Stefan Mol (2013) show the assumed cultural similarity paradox as a conceivable explanation for the discoveries that changing in accordance with a socially comparative nation is similarly as troublesome as conforming to a socially disparate nation. The review gives a reasonable structure, empowering further understanding and research into this issue. The bigger social separation of China

was contrarily identified with intercultural adjustment. Better adjustment, both affective and intercultural, prompted to better performance. Expatriates moving to a nation that shares common attributes may assume more social closeness and less demanding adjustment than is really the case. Amid their stay abroad, expatriates may find that these desires are not met. While the littler cultural distance may encourage adjustment, the undermet desires hinder adjustment and execution.

In-Sun Shim(2001) in her study looks at the interior and outside changes that expatriates experience as they adjust and acclimate to living and working in a remote nation, and their learning strategies in the host nation. A few learning circumstances would be useful to lessen expatriates' cultural trouble: diverse experience, dialect competency, long haul associations with occupants of the host nation, and data about the host nation.

Yi-Ying Chang, Adam Smale and Seng-Su Tsang(2013) in their study investigate the influence of nation of origin impact and nation of administration impact on the reception of human resource management (HRM) practices at various stages. The outcomes give proof of the paradox as a consequence of root nation impact and nation of administration impact on the appropriation of HRM practices after some time. The consequences of the review bolster the view that the social ways to deal with HRM practice transfers are lacking in clarifying definitely how exchanges are influenced by contending weights and the possibly vital influential part that key performers in both MNC HQ and foreign subsidiaries can play all through the exchange procedure. The research must be seen in light of its constraints, which themselves speak to open doors for further research.

Crystal I c. Farh, Kathryn M. Bartol, Debra I. Shapiro, Jiseon Shin (2010) in the study aim to substantiate a process model that describesthe manner of interaction expatriates will effectively adhere to with 'actors' to form informational and emotional support ties. All the findings completely depend on the expatriate's subjective perceptions. The stages talks expatriates labelling individuals trustworthy and reliable to provide information and emotional support. This develops when expatriates find the provided information very useful. This colours the perception of expatriates and thus they are able to adapt better after taking their suggestions into consideration. In conclusion, the paper integrates various frameworks that explains how expatriates build relationships in a foreign atmosphere and what are the various influencing factors.

Yoshitaka Yamazaki(2010) in his research aims to study patterns of expatriate adaptation through an analysis of change between 12 learning skills and skills demanded. The study focuses on behavioral aspects of expatriate adaptation by cross-examining skills deemed as required. It also aims to identify adaptation through job satisfaction which is taken to be the emotional aspect. From these results, it is evident that stated that the Japanese expatriates increased their adaptation over time by fitting the levels of the 11 learning skills to those of 11 learning skills demands. Also, that the levels of most of the skills demands perceived by the Japanese expatriates were consistent, regardless of their assignment. It was found that American counterpart managers were more satisfied with their jobs than the Japanese expatriates as a whole. Based on the

results it is safe to conclude that according to the current overseas assignment tenure, expatriates will increase their degree of adaptation in terms of a behavioral aspect to the host working environment demanding the following nine learning skills: Leadership, relationship, sense-making, theory building, quantitative analysis, technology, goal setting, action and initiative.

Bruce W. Stening, Mitchell R (1992) in their study aim to study the extent to which expatriates manage difficulty in adapting to a foreign culture are affected by the cultural patterns exhibited by the host country when compared to that followed in the home country of the expatriate. The study proves that the Japanese in Thailand were less satisfied with living in the host culture than the other groups. Pertaining to effectiveness Japanese in Thailand were less effective in functioning in the host country. In conclusion, this particular outline of results offers fundamental support for the belief that the cultural background of the individuals may be of more importance than particular country-specific environment in influencing stress, communication and relationship. It can also be concluded that Japanese managers have a generally less favorable attitude towards intercultural experiences and social skills compared to Americans.

Gilad Chen, Bradley I. Kirkman, Kwanghyun Kim, crystal I. C. Farh and SubrahmaniamTangirai (2010) in their research aim to highlight the factors that influence expatriate effectiveness namely work adjustment and job performance during the assignment. The research is based on moderating mechanisms that explains and extolls how and when cross-cultural motivation promotes expatriate effectiveness. In conclusion the research offers insights on practices that can influence expatriate effectiveness. Cross-cultural motivation play an essential role in encouraging work adjustment and job performance.

Robert H Sims and Mike Schraeder (2004) in their titled "An Examination of Salient Factors Affecting Expatriate Culture Shock" aim to scrutinize the key focal factors related to culture shock and subsequently expatriate success via literature review. The study states 5 features, namely Training, Demographic Characteristics, Cultural Personality Characteristics, Organisational Support and Technical Competence. In conclusion of the study, we observe that expatriates who receive higher levels of organizational support from their parent company; both prior and post-arrival are more likely to exhibit lower levels of culture shock. The final notes of the study concentrates on the fact that the expatriates who demonstrate higher levels of technical or managerial competence are likely to experience lower levels of culture shock.

M Van Der Bank and S. Rothman (2006) in their study aim to analyze whether expatriates' cross-cultural adjustment is connected to the demographic variables like stress and personality dispositions. The study provides models to describe cross-cultural adjustment consisting of 2 factors affecting cross-cultural adjustment namely, the Personality traits and Situational factors, both conceptualized in the form of stress, company support, social support and language. The results do not provide support for the dependency of cross-cultural adjustment on personality traits. We also discover that

personality traits are weakly correlated to stress of expatriates. The expatriates who felt extraordinary family support experienced less cultural stress and exhibited better cross-cultural adjustment. Support from the host country contributes to a lower cultural stress.

3. Research Methodology

3.2 Variables:

3.2.1 Independent variable:

Here the independent variable are the cultural elements which are:

Family adjustment Language Skills

Knowledge of culture Participation

Interpersonal Communication Acceptance

3.2.2 Dependent variable:

The dependent variable is 'Job Satisfaction'. It can be defined as the degree of contentment arising out of interaction of employee's positive and negative outlooks toward their work.

3.3 Statement of problem:

Employees are the backbone of every organization. Every organization requires the right talent in the right amount at the right time. Success in business can no longer rely on out-of-date organizational structures and soloed functional departments. With companies going global there arises a need for globally mobile employees who can facilitate transfer of knowledge and corporate culture, fill position gaps in organizations or even fill managerial gap. This gives rise to the need for international assignments. The failure of international assignments may prove to be both financially and non-financially stressful for the company. Expatriate failure or underperformance can be due to a number of factors related to the foreign environment. Once such crucial factor is culture. Culture has the capacity to influence the thought, values and beliefs of the society. It dictates the norms that are generally accepted by the society. As the culture varies from society to society, it may cause unrest among expatriates who might be experiencing a culture shock and might miss important cues or simply misunderstand them. The new environment requires the expatriates to adjust quickly and challenges their traditional frame of reference. Hence we can say that, culture can regulate the success or failure of the transnational project.

3.4 Research question

How different are cultural aspects in different countries?

What are the consequences of a cultural shock?

What implications does culture have on employee performance?

Does job satisfaction differ with the level of adaptation of employees in a foreign environment?

3.6 Hypothesis:

H0: There is no significant influence of cultural variables on job satisfaction

H1: There is significant influence of cultural variables on job satisfaction

3.7 Research design:

3.7.1 Population and sampling techniques:

This research uses primary data collected from expatriates sent to the U.S.A from India from a German based company by the name of ‘Siemens’. The company has a subsidiary in India as well as well as U.S.A. In specific, the expatriates were technical personnel who were involved in areas such as providing after sale support in the customers in terms of installation problems, error while running the program etc.This forms the population of the study. A sample of about 50 expatriates were collected in order to conduct the study. In this case, since the expatriates themselves are responding to the queries and providing information that formulate the research, they form the sampling unit as well. Of the 50 responses, 40 responses were selected for analysis.The sampling technique used is Probability Sampling as the population selected is countable and defined. The specific probability sampling used is ‘Systematic sampling’ where every third expatriate sent from India to U.S.A are considered in the sample.

3.7.2 Method of data collection:

The response of the expatriates was recorded by means of a questionnaire. A pre-decided, fixed questionnaire with closed ended questions was selected so as to standardize the questions asked and make the study more objective. Nominal scale questions such as name, income and other personal details are omitted to provide the respondent anonymity. The questionnaire has been prepared exclusively to analyze the problem in hand which is the effect of cultural shock on job satisfaction. The questionnaire consisted of 18 questions that measured various dimensions of culture which are family adjustment, language skills, knowledge of culture, participation, interpersonal communication, acceptance etc. A “5-point Likert scale” scaling from strongly agree to strongly disagree was used to measure/evaluate the questions. The estimated time to completely answer the survey is estimated to be less than 10 minutes. The questionnaire contained questions ranging from language skills to their ability to adapt to the foreign environment.

3.7.3 Statistical tools used:

The statistical tools used to analyze the data was Regression and ANOVA using SPSS.

3.7.4 Scope of study:

The study was conducted among expatriates sent from Seimens, India to its U.S.A subsidiary. Therefore it involves the transfer of Host country nationals (HCNs) to another host country. Only those expatriates who come under the technical division of the company are chosen to be the sample. Their work is primarily to ensure successful implementation of various programs and also to provide support services to employees such as assistance when there is an error in running the program.

3.7.5 Limitations of study:

- The geographical and non-geographical limitations include:
- The sample size may not be sufficient to generalize the findings over a particular industry.

- Lack of strong response rate
- Lack of time to conduct extensive research

4. Data Interpretation and Analysis

To conduct the study the Relationship between cultural factors and job satisfaction of expatriates primary data was collected from expatriates sent to the U.S.A from India from a German based company by the name of ‘Siemens’. The company has a subsidiary in India as well as well as U.S.A. Of the 50 responses, 40 responses were selected for analysis. The sampling technique used is Probability Sampling as the population selected is countable and defined. The specific probability sampling used is ‘Systematic sampling’ where every third expatriate sent from India to U.S.A are considered in the sample. The response of the expatriates was recorded by means of a questionnaire. The descriptive statistics are as given below:

Descriptive Statistics

	Mean	Std. Deviation	N
JobSatisfaction	3.7143	1.22646	40
FamilyAdjustment	1.7286	1.85243	40
LanguageSkills	4.0095	.63393	40
KnowledgeOfCulture	3.7810	.95979	40
Participation	3.9524	.83683	40
IPC	3.3286	.56806	40
Acceptance	2.6571	.40813	40

The data can be divided accordingly on the basis of age and gender. The data collected via survey comprises a total of 40 respondents. This has a total of 31% females and 69% males. The respondents are further divided into their age groups. The study has 40 responses from expatriates aged between 20-25, 25-30, 30-35 and 35-40. Out of the 40 respondents, 5.7% were aged between 20-25, 43 between the range of 25-30, 49% between the range of 30-35 and a mere 3% between the limit of 35-40.

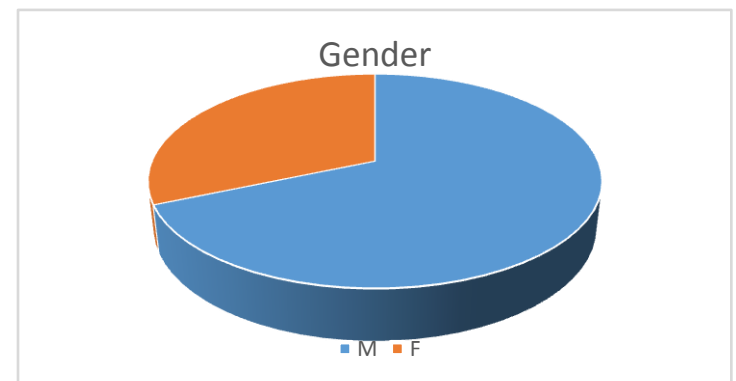


Chart 4.1: Percentage segregation of sample on the basis of Gender

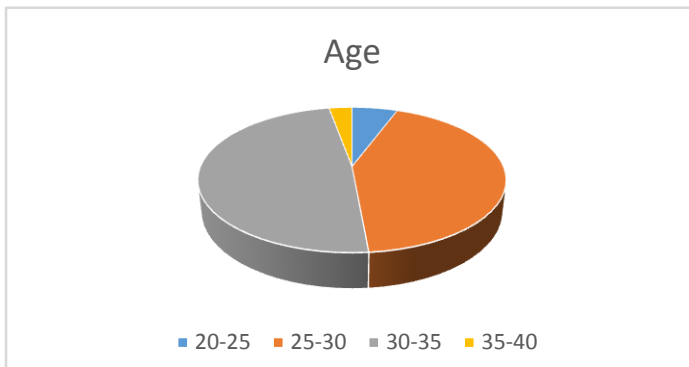


Chart 4.2: Percentage segregation of sample on the basis of age

The underlined graph categorizes the 40 respondents in terms of the number of years of work experience in the USA. Out of the 40 responses collected 11% have been working in the USA for a year, 31% for 2 years, 26% for 3 years, and 23% for 4 years and the remaining for 5 years.

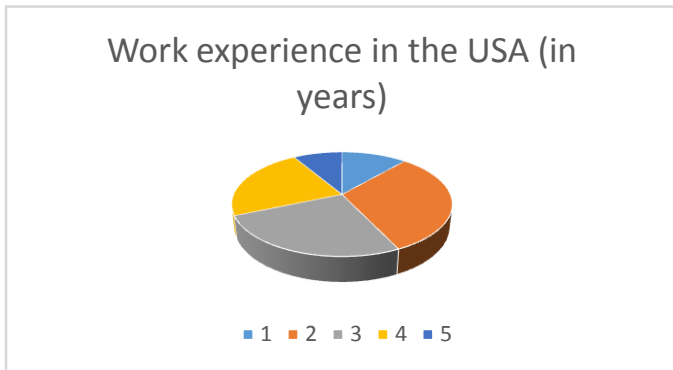


Chart 4.3: Percentage segregation of sample on the basis of Work experience in the USA

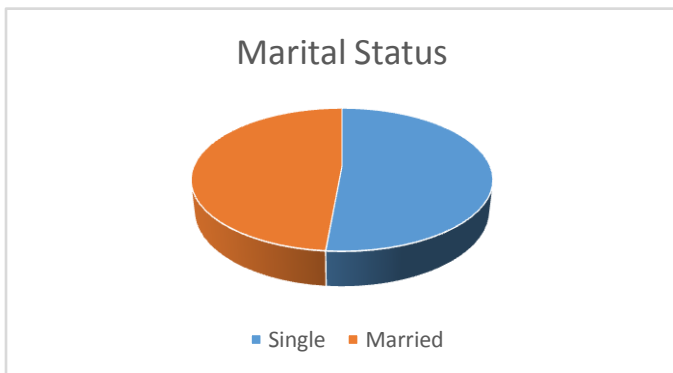


Chart 4.4: Percentage segregation of sample on the basis of Marital Status

The sample size was also segregated into 2 parts on the basis of their marital status wherein 51% of the expatriates are Single and 49% are married. The sample of 40 was also categorized on the basis of number of children the expatriates have. 51% of the respondents have no children, 17% had 1 child, 29% had 2 children and the remaining which is was only 1 expatriate who had 3 children.

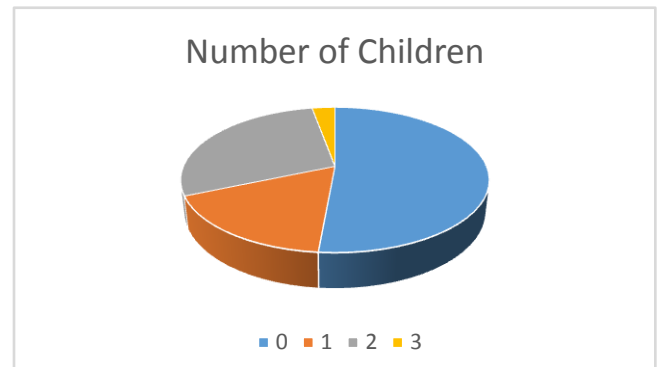


Chart 4.5: Percentage segregation of sample on the basis of Number of Children

After the data collection, Regression and ANOVA analysis was carried out through SPSS to determine the relationship between job satisfaction and cultural factors. The data analysis gives us an overview of how cultural factors influence job satisfaction of an expatriate and to what degree.

The first factor considered was family adjustment. As we can observe, the significance of family adjustment does not affect Job Satisfaction at all as the null hypothesis is rejected. Though there is an indirect influence of 0.4%.

Table 4.1: Model Summary and ANOVA for Regression of Job Satisfaction and Family Adjustment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.159 ^a	.025	-.004	1.22906

a. Predictors: (Constant), FamilyAdjustment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.294	1	1.294	.856	.361 ^b
	Residual	49.849	33	1.511		
	Total	51.143	34			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Family Adjustment

The second factor considered under cultural aspects was Language Skills or the ease of understanding and working with American English.

Table 4.2: Model Summary and ANOVA for Regression of Job Satisfaction and Language Skills

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1				

1	.596 ^a	.356	.336	.99940
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a. Predictors: (Constant), LanguageSkills

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.183	1	18.183	18.205	.000 ^b
1 Residual	32.960	33	.999		
Total	51.143	34			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), LanguageSkills

It can be observed that there is a highly significant influence of Language skills on the job satisfaction of expatriates with an influence percentage of 33.6%. The equation given below gives us the forecasting trend of Language skills on Job satisfaction:

$$\text{Job Satisfaction} = -0.911 + 1.154 * \text{Language Skills}$$

The third factor considered under cultural aspects was Knowledge of Culture. This includes the knowledge of the USA culture, knowing their traditions and trying to accommodate to their cultural values. It is very clear from the analysis that knowledge of culture is the most prominent and significant factor affecting and influencing Job satisfaction with an influence percentage of 52.9%. This shows that knowledge of culture is very important for an expatriate to adjust in his work environment and stay satisfied with their work surroundings and performance. The following equation gives us the forecasting regression equation:

Table 4.3: Model Summary and ANOVA for Regression of Job Satisfaction and Knowledge of Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736 ^a	.542	.529	.84212

a. Predictors: (Constant), KnowledgeOfCulture

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	27.740	1	27.740	39.117	.000 ^b
1 Residual	23.402	33	.709		
Total	51.143	34			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), KnowledgeOfCulture

$$\text{Job Satisfaction} = .156 + 0.941 * \text{Knowledge of Culture}$$

The fourth factor under study of relationship of job satisfaction with cultural aspects was Participation which includes the willingness of the expatriate to participate in socialization activities and initiatives taken to interact with the culture and its people. The ANOVA test shows a great significance of Participation on Job satisfaction of an expatriate. We can infer from the table an influence percentage of 23% on Job Satisfaction by participation. The regression equation is stated below.

Table 4.4: Model Summary and ANOVA for Regression of Job Satisfaction and Participation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502 ^a	.252	.230	1.07655

a. Predictors: (Constant), Participation

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.898	1	12.898	11.129	.002 ^b
1 Residual	38.245	33	1.159		
Total	51.143	34			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), Participation

$$\text{Job Satisfaction} = 0.805 + 736 * \text{Participation}$$

The fifth factor chosen for regression to study its impact on Job Satisfaction of expatriates was Interpersonal Communication. Interpersonal Communication defines the ease of socialization with the fellow employees and management of the host country and the manner in which the expatriate is able to communicate and understand the vocal and non-vocal gestures. It can be observed from the underlined table that Interpersonal Communication has a strong influence on Job Satisfaction and affects upto a percentage of 36.4%.

Table 4.5: Model Summary and ANOVA for Regression of Job Satisfaction and IPC

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603 ^a	.364	.344	.99303

a. Predictors: (Constant), IPC

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.601	1	18.601	18.863	.000 ^b
1 Residual	32.542	33	.986		
Total	51.143	34			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), IPC

$$Job\ Satisfaction = -0.602 + 1.302 * IPC$$

The last and final factor considered under the study was Acceptance which measures the level of approval and tolerance in the foreign society as seen by the expatriate. The model summary indicates an influence percentage of 42.5% on Job satisfaction by Acceptance. The ANOVA shows a great significance of Acceptance on Job satisfaction. The regression equation is stated below.

Table 4.6: Model Summary and ANOVA for Regression of Job Satisfaction and Acceptance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 ^a	.425	.408	.94398

a. Predictors: (Constant), Acceptance

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.736	1	21.736	24.393	.000 ^b
1 Residual	29.406	33	.891		
Total	51.143	34			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), Acceptance

$$Job\ Satisfaction = 8.920 - 1.959 * Acceptance$$

5. Discussion and Conclusion

5.1 Cultural Shock

Working in another culture can result into different reactions, including perplexity, uneasiness, frustration, isolation, classless social conduct and even hopelessness due to misery. Employees may happen to get shocked or feel uneasy in a new environment. At the fundamental level, cultural shock comes together with instability. There is instability in regards to adequate or unsatisfactory conduct. Certain practices and traditions that are not accepted in home country may be fine in host nation and vice versa.

5.2 Phases of Culture Shock

In the “Honeymoon” phase, expatriates are optimistic and have good faith regarding the new culture. They exaggerate about how good the new environment is. This stage may last up to the initial 6 months.

In the “crisis” stage expatriates are very negative and pessimistic about the environment and start getting upset and gloomy when they cannot finish tasks and missions that are assigned.

The third stage that is “recovery” discusses how the expatriate will begin recovering from the stun that he encountered because of contrast in the host nation and home nation culture. The proceeding improvement of mental change in accordance with relocation prompts to the "turning point" which will prompt to the following stage.

The last stage will be "adjustment" in which the expatriate acknowledges the new way of life and acclimates to the new conditions. He will go local and turn into a part of the host nation and furthermore he may, yet not mandatorily, surrender his own particular culture with a specific end goal to adjust to the new one.

5.3 Expatriate Failure

Expatriate assignments are very expensive and the firm should try its best to ensure that they do not fail. Reasons for expatriate failure include inability of family members to adjust to the new culture and it may also include the employee’s lack of competency for the completion of job assigned.

5.4 Pre-Departure Training

Many expatriates are imparted with training before they are assigned to their tasks overseas. This reduces the chance of failing in the assignment and thereby reduces expatriate failure. Preparation and training should be done in advance to prevent failure.

5.5 Organizational Support

Organizational support like help in lodging, finding school for children, and also travel is very important and the expatriates have a hard time in following these. Thus, the organization should take the responsibility in providing for these, to reduce burden on employees.

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ANNEXURE:

Questionnaire

I. Answer the following:

1. Gender: _____
2. Age: _____
3. Work period in the USA: _____
4. Educational _____ Qualification: _____
5. Relationship Status: _____ ;
Number of Children: _____.

		1	2	3	4	5
5b.	Partner has adjusted to USA's culture					
5d.	Child has adjusted to USA's culture					

*(Answer only if applicable)

(1= Strongly Disagree; 5=Strongly Agree)

6. Language skills:

		1	2	3	4	5
6a.	Able to speak spontaneously with locals					
6b.	Able to read/comprehend English					
6c.	Able to understand national and domestic news on the radio or TV in the local language					

(1= Strongly Disagree; 5=Strongly Agree)

7. Knowledge of Culture

		1	2	3	4	5
7a.	Able to understand American cultural values					
7b.	Able to understand how Americans communicate nonverbally, such as through facial expressions and body language					
7c.	Able to understand American ways of thinking					

(1= Strongly Disagree; 5=Strongly Agree)

8. Answer the following on the basis of what describes you most accurately:

		1	2	3	4	5
8a.	You are interested in making friends with American people					
8b.	You are interested in learning about the current political, economic, and social situations and issues of America					
8c.	You are interested in trying American food					

(1= Strongly Disagree; 5=Strongly Agree)

9. Answer the following questions on the basis of the degree of knowledge of American culture:

		1	2	3	4	5
9a.	I am able to avoid misunderstandings with Americans.					
9b.	My communication usually flows smoothly when interacting with Americans.					
9c.	I am flexible enough to handle any unexpected situations when interacting with Americans.					
9d.	I feel awkward and unnatural while communicating with Americans.					

(1= Strongly Disagree; 5=Strongly Agree)

10. Answer the following questions based on attitudes of Americans towards you

		1	2	3	4	5
10a.	American people are rude to me.					
10b.	American people are curious about me but show no intent to become my friends.					
10c.	American people accept me into their society					

(1= Strongly Disagree; 5=Strongly Agree)