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# Impact of characteristics of expatriates on their performance in Pakistan

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### ABSTRACT

This research aims to investigate the traits of expatriates prior to their posting in a foreign nation and evaluate the influence of these traits on expatriate functioning. Multinational corporations that invest in foreign subsidiary establishments require expatriates with skills in global management, operational integration, coordination, and knowledge transfer to act as their ambassadors and representatives. Many expatriates fail to finish their overseas assignments as a result of this process. There are instances when the failure rate reaches 85%. The primary causes of this high percentage include cultural shock, challenges with adaptation, etc. The theoretical framework was used as the basis for creating a questionnaire. The 100 expatriates in the sample were selected from a variety of organizations, with a focus on the press and media, telecommunications, education, and construction. The study came to the conclusion that foreign workers have several advantages from cross-cultural training. Cross-cultural instruction helps reduce early return and culture shock. Furthermore, it can support expatriate performance, high productivity, and cultural adaptation. Only international businesses with operations in Pakistan were included in the study. However, Islamabad is home to the majority of the organizations.

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### Introduction

More and more companies are expanding their business activities across borders. This situation poses challenges to multinational corporations (Selmer, 2000a, p. 269). In order to invest in foreign markets and seize opportunities, companies try to establish subsidiaries abroad. In this process, multinational corporations need expatriates as representatives and ambassadors with business coordination and integration capabilities, knowledge transfer capabilities, and global management capabilities. This is crucial to the success of multinational corporations because expatriates play a central role in managing and coordinating company operations (Morgan, Nie, & Young, 2004, p. 1247; Yavas & Bodur, 1999, p. 267). In order to successfully establish and manage such subsidiaries, some expatriates are sent abroad to manage business activities and bridge the gap between the parent country branch and the host country branch. Another reason for the need to send expatriates is to find other alternative resources in undervalued countries, as sometimes it is impossible to find enough talented employees in underdeveloped countries (Tung, 1987, p. 118).

International human resource management is becoming more and more popular as a result of the rise in multinational corporations worldwide. Multinational corporations may find it challenging to successfully implement global strategies if they lack managers with international qualifications and capabilities. Effective international human resource management can be a critical component of international business success (Shen, 2005, p. 656). Multinational corporations operating abroad may obtain a competitive edge by hiring skilled expatriates. This is because they give these organizations a unique and noticeable position that enables them to create products as well as standards for quality and service. Effective and successful training can

guarantee ongoing innovation as well as higher productivity and profitability (Zheng, Hyland, & Soosay, 2007, p. 472).

Many business enterprises, due to the constraints of the local market size, seek to establish subsidiaries in international markets (Tung, 1987, p. 122; Qi & Lange, 2005, p. 1). Nevertheless, conducting business in a foreign country presents significant complexities and costs, largely attributable to cultural differences (Toh & DeNisi, 2005, p. 132). Initially, it may be challenging to recruit local employees, as they often lack sufficient managerial experience and technical expertise within the corporate culture. Consequently, global organizations find it necessary to deploy expatriates to various locations worldwide.

The effectiveness of foreign subsidiaries is significantly influenced by the performance of expatriates, who are responsible for managing international offices to establish and maintain competitive advantages across various nations (Russell, 2006, p. 23). Consequently, it is essential for organizations to carefully choose suitable expatriates for overseas assignments, as the selection of competent managers and the appointment of the right expatriates represent merely the initial steps toward achieving success in international endeavors (Brown, 2006, p. 6; Black, Gregersen, & Mendenhall, 1992, p. 3).

The training of expatriates is a crucial aspect for any complex organization. Acquiring skills and knowledge not only empowers individuals in the global market but also offers numerous advantages associated with Cross-Cultural Training (CCT). These benefits encompass enhancing cultural awareness (Harris and Moran, 1987), fostering self-discovery, building and nurturing self-confidence, boosting overall confidence, cultivating and advancing motivation, enhancing the ability to analyze issues from various viewpoints, discovering improved life management strategies, encouraging active listening,

fostering a sense of mutual understanding within communities, and developing interpersonal skills (Payne, 2004).

Research indicates that merely 30 percent of expatriates receive cross-cultural training (CCT) prior to their international assignments. A significant factor contributing to the lack of CCT in certain countries is the perception that such training may not be sufficiently effective in ensuring success during overseas assignments (Black and Mendenhall, 1990, pp. 114-115).

This study identifies critical success factors (CSFs) and essential knowledge areas for CCT that are relevant to any organization aiming to enhance performance and gain a competitive edge over its competitors. Consequently, the primary objective of this research is to examine the impact of CCT on the performance of expatriates within business entities.

Global organizations encounter several challenges, including the selection process, training, difficulties in adjustment, family issues, premature repatriation, culture shock experienced by expatriates (Russell, 2006, p. 25), and a notably high expatriate failure rate. A significant number of expatriates do not achieve success and exhibit poor performance, leading to their early return. This scenario incurs substantial costs for global organizations engaged in overseas assignments. For instance, American organizations face an estimated loss of approximately US\$2 billion annually due to a high expatriate failure rate in various assignments (Qi and Lange, 2005, p. 2).

This study investigates the implementation of Cross-Cultural Training (CCT) prior to expatriates being assigned to international roles and evaluates the influence of CCT factors on the success and performance of expatriates through descriptive analysis. It is posited that the success or failure of expatriates is significantly influenced by their understanding of the host country's culture. Consequently, this study aims to provide valuable insights into how effectively expatriates can adapt to the host country.

### Methodology

The approach employed in this research relied on a written questionnaire. The responses collected were meticulously screened and analyzed utilizing the SPSS statistical software, followed by a summary for the purpose of collective data presentation.

A case study was carried out involving 100 expatriates employed in various multinational corporations in Pakistan. The questionnaire was distributed via email for this study. A total of 100 expatriates from international organizations functioning in Pakistan were chosen to constitute the sample. The sample predominantly included representatives from the education, construction, and telecommunications sectors. All organizations represented by the expatriates operated through either joint ventures or representative offices within Pakistan.

Although foreign workers in Pakistan are contacted, it was not feasible to get in touch with every foreign worker in Pakistan employed by international corporations due to security concerns. Thus, the writers sampled using a non-probability technique. From the unknown total population, a probability for each scenario has been chosen. Purposive sampling was utilized in this study to allow the researchers to select cases that would best aid in achieving their objectives.

The questionnaires were primarily delivered by email, along with a cover letter outlining the goals and parameters of the research, and some were turned in through personal connections. The eight-page survey questionnaires were gathered from various fields after a month had passed. 68 questions—some of which were further divided into multiple questions—were

prepared and grouped under seven sections based on the framework and dependent and independent variables: job position, performance and satisfaction, performance/adjustment evaluation, personal information, and the factors that determine the success of expatriates.

The authors obtained a greater number of responses than initially anticipated, with a total of 73 responses recorded. Out of 85 questionnaires distributed to expatriates engaged in various sectors in Pakistan, including education, telecommunications, construction, media, and other fields such as business and food services, 73 were returned, yielding a response rate of 86 percent. Although the response rate could have approached 100 percent, it is important to note that the survey period coincided with the summer vacation, during which some expatriates had already returned to their home countries. Upon collection, the data were coded and subsequently stored in a database created using the SPSS statistical software for further analysis. The statistical findings and interpretations derived from the survey are now presented.

**Table 1: Types of organizations covered by survey**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Education	42	57.5	58.3	58.3
	Construction	6	8.2	8.3	66.7
	Telecommunication	6	8.2	8.3	75.0
	Press & Media	6	8.2	8.3	83.3
	Others	12	16.4	16.7	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

The data presented in **Table 1** indicates that the majority of expatriates originate from the education sector, accounting for 50 percent. This is followed by the construction, telecommunication, and press & media sectors, each representing 7.1 percent. The remaining expatriates, totaling 14.3 percent, come from various other sectors. It is noteworthy that all these organizations are affiliated with overseas multinational companies.

**Table 2: Age of respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30 years	34	46.6	47.2	47.2
	30-35 years	13	17.8	18.1	65.3
	36-40 years	11	15.1	15.3	80.6
	41-45 years	4	5.5	5.6	86.1
	Above 45	10	13.7	13.9	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

As indicated in **Table 2** presented below, the age distribution among expatriates is notably concentrated in the younger and middle age categories. A significant portion of expatriates, specifically 47.2 percent, are under the age of 30. Additionally, 18 percent fall within the 30 to 35 age range. This data suggests that multinational companies operating in Pakistan tend to favor the recruitment of younger expatriates, or alternatively, that younger expatriates exhibit a greater interest in pursuing opportunities abroad.

**Table 3: Gender of the expatriates**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	53	72.6	75.7	75.7
	Female	17	23.3	24.3	100.0
	Total	70	95.9	100.0	
Missing	System	3	4.1		
Total		73	100.0		

The results of the data collection indicated that a significant proportion of expatriates are male, as it is widely recognized that female candidates generally show less interest in overseas assignments. Conversely, multinational corporations also exhibit a preference against hiring female candidates for such roles. Consequently, as illustrated in **Table 3**, the percentage of male expatriates (75.7 percent) is three times greater than that of female expatriates (24.3 percent). It is also noteworthy that multinational organizations operating in Pakistan encounter a similar scenario.

**Table 4: Marital Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	30	41.1	41.1	41.1
	Married	12	16.4	16.4	57.5
	Married with children	24	32.9	32.9	90.4
	Married without children	7	9.6	9.6	100.0
	Total	73	100.0	100.0	

Significant proportions of expatriates are married and have children, accounting for 58.9 percent, with most residing with their offspring. As indicated in **Table 4**, multinational corporations tend to favor sending married expatriates. The presence of children does not appear to pose substantial challenges for organizations functioning in international markets.

**Table 5: Nationality of the Expatriates**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Turkish	38	52.1	53.5	53.5
	Chinese	3	4.1	4.2	57.7
	Jordan	15	20.5	21.1	78.9
	Saudi	9	12.3	12.7	91.5
	Others	6	8.2	8.5	100.0
	Total	71	97.3	100.0	
Missing	System	2	2.7		
Total		73	100.0		

**Table 5** indicates that the largest proportion of expatriates originates from Turkey, accounting for 53.5 percent, followed by Jordan at 21.1 percent. Additional contributions come from Saudi Arabia, various other nations, and China. The sample also includes expatriates from Ghana, Japan, Laos, Egypt, Syria, the Central African Republic, Palestine, and Somalia.

**Table 6: Level of Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary school	2	2.4	2.8	2.8
	Post-secondary school diploma or certificate	11	13.1	15.5	18.3
	University bachelor degree or equivalent	32	38.1	45.1	63.4
	University master or higher degree	26	31.0	36.6	100.0
	Total	71	84.5	100.0	
Missing	System	13	15.5		
Total		84	100.0		

**Table 7: Level of Education**

Fields	Mean	N	Std. Deviation
Education	4.3000	40	.68687
Construction	3.6667	6	.51640
Telecommunication	4.3333	6	.81650
Press & Media	4.6667	6	.51640
Others	3.7500	12	.86603
Total	4.1857	70	.74781

**Table 6** indicates that a significant proportion of expatriates employed in Pakistan possess either a "university bachelor's degree or equivalent (16 years)" or a "university master's or higher degree (18+ years)," with a combined total percentage of 81.7 (refer to Table 6). For instance, most expatriates in the education sector hold either a bachelor's or master's degree, a trend that is similarly observed among other sectors. Conversely, expatriates from the press and media, as well as the construction industry, exhibit the highest levels of qualification (see **Table 7**).

**Table 8: Occupations**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	3	4.1	4.2	4.2
	Manager	11	15.1	15.3	19.4
	Educator	33	45.2	45.8	65.3
	Consultant	1	1.4	1.4	66.7
	Engineer	7	9.6	9.7	76.4
	Others	17	23.3	23.6	100.0
	Total	72	98.6	100.0	
Missing	System	1	1.4		
Total		73	100.0		

The data indicates that among expatriates, educators constitute the largest group at 45.8 percent, followed by managers at 15.3 percent, engineers at 9.7 percent, and other professions at 23.6 percent, as illustrated in **Table 8**. The predominance of educators can be attributed to the presence of seven Turkish colleges in Pakistan, which employ a majority of staff from Turkey. Additionally, all married expatriates relocate with their families.

**Table 9: Salary**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between \$1,000-3,000	48	65.8	71.6	71.6
	Between \$3,001-5,000	8	11.0	11.9	83.6
	Between \$5,001-7,000	4	5.5	6.0	89.6
	Between \$7,001-10,000	7	9.6	10.4	100.0
	Total	67	91.8	100.0	
Missing	System	6	8.2		
Total		73	100.0		

A significant majority of expatriates, specifically 70.1 percent, earn a monthly salary ranging from US \$1,000 to \$3,000. This compensation is generally considered insufficient for expatriates working abroad. The primary factor contributing to this relatively low salary is that many expatriates in the education sector originate from Turkey and serve as volunteers for a foundation operating internationally. For duration of two years, they receive a reduced salary; however, it remains higher than that of their Pakistani counterparts, as illustrated in **Table 9**.

**Table 10: Other Countries Experiences before Coming Pakistan**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	30	41.1	66.7	66.7
	6-10	5	6.8	11.1	77.8
	11-16	8	11.0	17.8	95.6
	17-25	1	1.4	2.2	97.8
	30 and above	1	1.4	2.2	100.0
	Total	45	61.6	100.0	
Missing	System	28	38.4		
Total		73	100.0		

A significant proportion of expatriates, specifically 66.7 percent, had prior work experience in a foreign country before their assignment to Pakistan. Among these expatriates, 28.9 percent had worked in a range of 6 to 16 different countries. A smaller segment of the population, comprising those who have worked in more than 17 countries, is also noted (refer to **Table 10**).

**Table 11: The Time Employed in Pakistan**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-6	30	41.1	49.2	49.2
	7-11	10	13.7	16.4	65.6
	12-18	10	13.7	16.4	82.0
	19-25	9	12.3	14.8	96.7
	26 and above	2	2.7	3.3	100.0
	Total	61	83.6	100.0	
Missing	System	12	16.4		
Total		73	100.0		

**Table 11** indicates that nearly half of the expatriates, specifically 49.2 percent, reported having worked in Pakistan for

duration of 1 to 6 years. Meanwhile, 47.6 percent of expatriates have been employed for a period ranging from 7 to 25 years.

Multinational corporations possess a significant interest in retaining expatriates for overseas assignments, provided these assignments yield successful outcomes. This retention is a key indicator of success in international roles. As previously noted, the process of deploying employees abroad is both costly and complex. Consequently, these organizations strive to prevent premature returns of expatriates. The longer expatriates remain on international assignments, the greater their accumulation of global experiences, which in turn enhances their performance and overall success.

**Table 12: Expectation of Staying in Pakistan**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3	35	47.9	72.9	72.9
	4-7	9	12.3	18.8	91.7
	8-11	3	4.1	6.3	97.9
	16 and above	1	1.4	2.1	100.0
	Total	48	65.8	100.0	
Missing	System	25	34.2		
Total		73	100.0		

A significant number of expatriates employed by multinational corporations in Pakistan express a desire to continue their tenure. The proportion of expatriates wishing to remain in Pakistan is notably high (refer to **Table 12**). According to the literature review, expatriates who experience dissatisfaction with their employment, cultural integration, or surroundings tend to return prematurely. This indicates that those expatriates working in Pakistan are likely to be content with their professional roles.

**Table 13: Spending Life Abroad (Experience)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-6	30	41.1	49.2	49.2
	7-11	10	13.7	16.4	65.6
	12-18	10	13.7	16.4	82.0
	19-25	9	12.3	14.8	96.7
	26 and above	2	2.7	3.3	100.0
	Total	61	83.6	100.0	
Missing	System	12	16.4		
Total		73	100.0		

**Table 13** indicates that expatriates employed in Pakistan possess significant international experience. Specifically, 49.2% of expatriates have between 1 to 6 years of experience, including their time in Pakistan. It is widely recognized that expatriates with at least 3 years of international experience who continue to seek overseas assignments are indicative of success. Conversely, an expatriate who is unable to fulfill their assignment is considered unsuccessful.

A significant proportion of multinational corporations functioning in Pakistan are relatively small, with 72.7 percent employing 100 or fewer individuals. In contrast, only 10.9 percent of these organizations have a workforce ranging from 1,201 to 400 employees, as indicated in **Table 14**.

**Table 14: The Number of Staff of the Organizations Operating in Pakistan**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-100 Staff	40	54.8	72.7	72.7
	101-400 Staff	8	11.0	14.5	87.3
	401-800 Staff	1	1.4	1.8	89.1
	1201-4000 Staff	6	8.2	10.9	100.0
	Total	55	75.3	100.0	
Missing	System	18	24.7		
Total		73	100.0		

**Table 15: The Number of Expatriates Working in Multinational Organizations Operating in Pakistan**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-50 Expatriates	48	65.8	84.2	84.2
	51-75 Expatriates	4	5.5	7.0	91.2
	76-100 Expatriates	3	4.1	5.3	96.5
	101-200 Expatriates	1	1.4	1.8	98.2
	201-300 Expatriates	1	1.4	1.8	100.0
	Total	57	78.1	100.0	
Missing	System	16	21.9		
Total		73	100.0		

The limited scale of multinational companies operating in Pakistan is reflected in the relatively small number of expatriates employed by these firms. According to **Table 15**, 84.2% of these companies have hired between 1 to 50 expatriates, indicating that most multinational organizations are indeed small in size.

The demands of international operations compel multinational corporations to carefully choose candidates who are capable of relocating abroad and effectively managing their roles in subsidiaries. However, research indicates that inadequate selection processes for identifying suitable candidates are a significant factor contributing to expatriate failures (Dewald & Sell, 2008, p. 6). When multinational firms fail to select expatriates properly, these individuals may encounter serious challenges, including cultural shock, difficulties in adaptation, adjustment issues, and premature returns during their overseas assignments.

Given the critical role of selection criteria in the success of expatriates, it is essential to understand the practices involved in this process. The selection criteria encompass the competencies of expatriates, including their knowledge, skills, and abilities, which are vital for effectively executing their overseas responsibilities. Multinational organizations must ensure they employ the most qualified individuals to succeed in international business endeavors.

In this context, two questions hold significant importance.

(1) What criteria do multinational corporations (MNCs) employ when selecting expatriates for assignments in Pakistan?

And (2) what selection criteria ought to be implemented? These inquiries were posed to expatriates involved in this study (those working in Pakistan). The subsequent sections of this chapter will delve into these questions.

Do MNCs prioritize cross-cultural competencies in their expatriate selection process? To investigate this, expatriates were surveyed with the question, "What criteria does your company utilize for the selection of expatriates?" They evaluated the frequency of various criteria on a scale of 5 (where 1 indicates never and 5 signifies mostly).

The findings indicate that organizations prioritize specialized knowledge and skills (technical skills) above all else, followed by motivation levels and personal attributes. Notably, cross-cultural competencies (CCCs) did not rank among the top three criteria. As illustrated in **Table 16**, factors such as language proficiency, family circumstances, and cultural awareness were assigned lower importance.

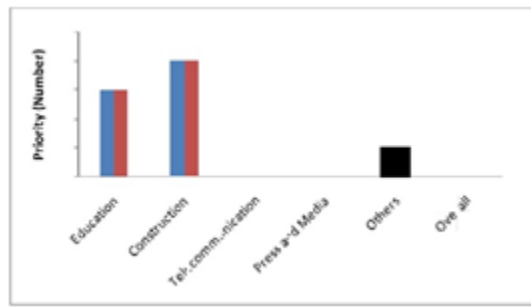
The survey results also highlight some differences across various sectors, including education, construction, telecommunications, and media, regarding the selection criteria employed. The sole exception is the emphasis on "special knowledge and skills required for the job (technical skills)," which consistently ranked as the most significant criterion. This trend is understandable, given the greater influence of technical managers in the selection process.

Language proficiency in the target country was identified as the third most important factor in only the education and telecommunications sectors, while it ranked fourth in all other sectors.

Regardless of the practices currently in place, a pertinent question emerges: what criteria ought to be utilized in the selection of expatriates? Expatriates were surveyed to evaluate the significance of different criteria, drawing from their personal experiences.

The findings are presented in **Table 17**. Overall, expatriates expressed the belief that cross-cultural competencies should be prioritized more highly in the selection process than is currently the case. This discrepancy between existing practices and recommended approaches was particularly evident in sectors such as telecommunications and the press and media. Language competency should be regarded as the second most important selection factor, after technical skills, according to expatriates from these industries, as shown in Figure 1. There is no denying the importance of language in the news and media. This begs the question of why, in industries such as the press and media, language and other cultural competencies are not given more weight during the hiring process. Since English is Pakistan's official language, people there tend to believe that knowing the language is sufficient on its own. It appears that these industries generally operate under this presumption. In addition, the press and media have had greater independence in recent years due to the growth of globalization. Nevertheless, media companies were ill-prepared to take advantage of these openings, which led to an inadequate consideration of the requisite capabilities when choosing applicants for foreign assignments. On the other hand, foreign employees in Pakistan argued that language ought to be given more weight throughout the hiring process.

The findings and discussions culminate in the observation that multinational corporations are currently placing insufficient emphasis on cross-cultural competencies compared to what is necessary.



**Figure 1: Priority of language as criterion of selection**

### Factors Influencing Expatriate Success

The success of expatriates represents a pivotal concern for companies operating internationally. This success is defined by their capacity to fulfill work assignments (Selmer, 2002, p. 42). According to Hung-Wen (2007), expatriate success should be evaluated based on the achievement of set objectives. Nevertheless, the criteria for assessing success vary across different organizations and individuals. Success metrics may pertain to the completion of job tasks or the overall growth and profitability of the organization (Connelly, Hitt, DeNisi & Ireland, 2007, p. 564).

The factors contributing to the success of expatriates encompass various elements, including managerial competencies, technical expertise, the adaptability of expatriates' families (Qi & Lange, 2005, p. 20), proficiency in the local language (Sagiadellis & D'netto, 1997, p. 3; Tung, 1987, p. 123), cultural understanding of the host nation, and the ability to adjust to the new environment (Sagiadellis & D'netto, 1997, p. 4). Additionally, a willingness to relocate and perform at an optimal level of efficiency, along with a positive outlook towards the work assignment, are crucial. In summary, the key determinants of successful training include:

- Personality traits and personal characteristics
- Proficiency in the local language
- Cultural understanding of the host nation
- Ability to adjust to the new environment
- Willingness to relocate and work efficiently
- Attitude towards the work assignment

A literature review facilitated the identification of five personal traits deemed essential for the success of expatriates (Qi and Lange, 2005):

- Tolerance for uncertainty and stress (PerChar1)
- Flexibility in adapting to new experiences (PerChar2)
- Objectivity and openness to local advice (PerChar3)
- Acceptance of local beliefs, behaviors, and customs (PerChar4)
- Proficient social skills (PerChar5)

The significant scores mentioned above, all exceeding 3.500 on a scale of 5.000, hold considerable importance. Among the characteristics listed, the third one, which pertains to "being objective and open to recommendations from local individuals," has emerged as the most critical determinant, as indicated in **Table 18**, with a mean score of 3.855. This is followed closely by "reacting flexibly to new situations" with a score of 3.841, and "willingness to embrace local thoughts, behaviors, and customs" at 3.783.

The average of the average scores (AASs) for each characteristic reveals noteworthy insights. For instance, in the construction and press and media sectors, the AAS has surpassed 4.000 on the 5.000 scale, whereas the other two sectors have not reached this threshold. The outdoor nature of

activities in the construction and media sectors suggests that personal characteristics are particularly significant for assignments predominantly conducted in outdoor settings.

The significance of these characteristics varies across different sectors, as illustrated in **Table 18**. In the education sector, the ability to remain objective and accept local recommendations is identified as a primary factor. Conversely, for expatriates in the construction sector, the capacity to endure uncertainty and stress is deemed most critical. This is understandable given the challenging and hazardous nature of the construction environment. Workers in this field often operate outdoors and are exposed to severe weather conditions, which heightens their vulnerabilities. Additionally, security concerns further complicate the situation, contributing to the stress experienced by construction workers.

The ability to remain objective and open to local recommendations has been identified as the most crucial trait for expatriates in the press and media industry. This is primarily due to the necessity of obtaining timely access to essential information, which is vital for their success. This task is undoubtedly challenging, particularly for individuals operating in a foreign country. In these circumstances, expatriates must significantly depend on the insights provided by locals. This same trait has also been recognized as a key factor in the education sector.

### Hypothesis:

The significance of personal traits differs considerably across five sectors, namely education, construction, press and media, telecommunications, and others.

The ANOVA results displayed in **Table 19** reveal a significant difference among sectors concerning the following three characteristics:

- Tolerance for uncertainty and stress (PerChar1)
- Adaptability to new situations (PerChar2)
- Objectivity and openness to local recommendations (PerChar3)

Conversely, the differences in the significance of the following two characteristics are not substantial:

- Openness to local thoughts, behaviors, and customs (PerChar4)
- Interpersonal skills (PerChar5)

The second category pertaining to the success determinants of expatriates focuses on language proficiency. Language ability is essential for expatriates for several reasons:

- It enhances effective communication, which is crucial for adapting to a foreign culture (Walters, 1990);
- It is necessary for comprehending and conveying information regarding assignments within the workplace. An expatriate may possess strong technical skills; however, inadequate language proficiency can adversely impact performance. Those expatriates who do not encounter language barriers tend to achieve greater success (Andreason, 2008, p. 3; Selmer, 2005, p. 71);
- It reduces the likelihood of culture shock, aiding in a better understanding of the work environment, legal frameworks, and cultural nuances of the host country.

- Therefore, language proficiency is a critical determinant that multinational organizations should prioritize.

- This study has examined language ability from three distinct perspectives:

- Overall language proficiency
- Proficiency in the language of the host country
- Proficiency in English as a global language



**Table 20: Is Language Ability Important for the Success of Expatriates?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	least important	6	7.1	8.3	8.3
	less important	4	4.8	5.6	13.9
	Neutral	8	9.5	11.1	25.0
	Important	22	26.2	30.6	55.6
	most important	32	38.1	44.4	100.0
	Total	72	85.7	100.0	
Missing	System	12	14.3		
Total		84	100.0		

In the survey presented in **Table 20**, it is evident that a significant majority of expatriates, specifically 75 percent, consider "language ability" to be a crucial or the most critical factor influencing their success abroad.

**Table 21: Relation between Host Country Language and Performance**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Least important	3	3.6	4.2	4.2
	Less important	15	17.9	20.8	25.0
	Neutral	19	22.6	26.4	51.4
	Important	19	22.6	26.4	77.8
	Most important	16	19.0	22.2	100.0
	Total	72	85.7	100.0	
Missing	System	12	14.3		
Total		84	100.0		

The proficiency in the local language of the host country is positively correlated with socio-cultural adjustment. A strong connection exists between the comprehension of the local language and enhanced performance. While many expatriates can communicate in English, they often encounter challenges in conversational contexts. Consequently, the ability to speak the local language is highly advantageous. Nevertheless, as indicated in **Table 21**, only 48.6 percent of respondents believed that knowledge of the host country's language influenced their performance.

The rationale for providing resources for learning the host country's language is to assist expatriates in effectively communicating with local personnel. This support not only aids in achieving success but also helps mitigate the risk of experiencing culture shock.

It has been previously emphasized that proficiency in an international language is essential, as it serves as a vital means of communication among individuals. In addressing the inquiry, the authors sought to determine the extent to which an international language contributes to the success of expatriates. A significant majority of expatriates, specifically 78 percent, expressed the view that an international language, particularly English, is either "important" or "most important" for achieving success in assignments within Pakistan (refer to **Table 22**). The evaluation of international language (i.e., English) yielded a higher score of 4.233 on a scale of 5.000, compared to the local language, which scored 3.417 on the same scale. A plausible explanation for this disparity is that English functions as the

official and business language in Pakistan, thereby rendering it more significant than the local language.

**Hypothesis:**

The significance of language-related aspects differs markedly across five sectors, namely education, construction, press and media, telecommunication, and others.

**Table 22: The Impact of International Language (English) on Expatriates' Success**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less important	5	6.0	6.8	6.8
	Neutral	11	13.1	15.1	21.9
	Important	19	22.6	26.0	47.9
	Most important	38	45.2	52.1	100.0
	Total	73	86.9	100.0	
Missing	System	11	13.1		
Total		84	100.0		

**Table 23: ANOVA – Importance of Language for Expatriates' Performance**

		Sum of Squares	df	Mean Square	F	Sig.
L1	Between Groups	13.128	4	3.282	2.332	.065
	Within Groups	92.872	66	1.407		
	Total	106.000	70			
L2	Between Groups	18.119	4	4.530	3.865	.007
	Within Groups	77.346	66	1.172		
	Total	95.465	70			
L3	Between Groups	5.690	4	1.423	1.649	.172
	Within Groups	57.810	67	.863		
	Total	63.500	71			

The ANOVA results displayed in **Table 23** reveal the following findings:

- The significance of language capability (LI) exhibits considerable variation across different sectors.
- The significance of proficiency in the host country's language (L2) shows notable differences among sectors.
- The significance of proficiency in an international language, such as English (L3), does not demonstrate significant variation across sectors.

The role of a spouse is pivotal in determining the success or failure of overseas assignments (Turcotte, 1996, p. 38). The significance of family support is so profound that it can either facilitate the success of expatriates or contribute to their failure. The family's ability to adjust to a new culture can have a positive impact on the expatriate's overall success. Factors such as the spouse's adjustment, satisfaction, concerns, anxiety, intentions, and willingness to remain abroad are interconnected with the expatriate's experience. A greater interest from spouses in residing overseas correlates with an increased likelihood of expatriates extending their stay, and vice versa (Turcotte, 1996, pp. 109-110).

To examine the influence of family-related factors on the success of expatriates during international assignments, three key dimensions were investigated:

1. Support of family/spouse to live abroad (FamSit1)
2. Adaptation of family/spouse to the new culture (FamSit2)
3. Willingness/liking of spouse to live abroad (FamSit3)

The significance of family support was rated higher, achieving a score of 3.833 on a scale of 5.000. In contrast, the adaptation of the family or spouse to the new culture received a score of 3.789; while the willingness or preference of the spouse to reside abroad was rated at 3.643 (refer to Table 24).

**Table 25: ANOVA – Importance of Family Situation for Expatriates' Performance**

		Sum of Squares	df	Mean Square	F	Sig.
FamSit1	Between Groups	8.583	4	2.146	1.246	.300
	Within Groups	115.417	67	1.723		
	Total	124.000	71			
FamSit2	Between Groups	6.276	4	1.569	1.183	.327
	Within Groups	87.555	66	1.327		
	Total	93.831	70			
FamSit3	Between Groups	3.880	4	.970	.767	.551
	Within Groups	82.192	65	1.264		
	Total	86.071	69			

Note:

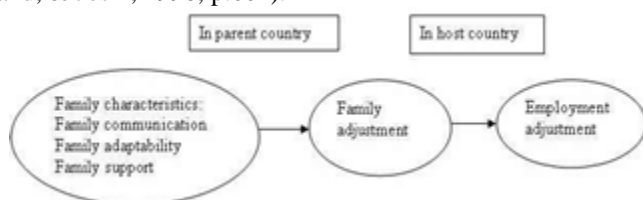
1. FamSit1= Support your family/spouse to live abroad is necessary for your success.
2. FamSit2= Adaptation of your family/spouse to the new culture
3. FamSit3= Willingness/liking of spouse to live abroad

#### Hypothesis:

The significance of family and spouse-related issues differs considerably across five sectors, namely education, construction, press and media, telecommunication, and others.

The ANOVA results displayed in Table 25 demonstrate that there is no significant difference among these sectors.

Family issues and concerns hold significance across all sectors. Expatriates may be significantly affected by the challenges and worries faced by each family member (Caligiuri, Hyland, & Joshi, 1998, p.601).



**Figure 2: Theoretical Model of Family Adjustment and Employment Adjustment Source: Caligiuri, et al., 1998, 600**

The earlier discussion highlighted the importance of a spouse's satisfaction with a new environment and culture for expatriates to successfully carry out their overseas assignments. Therefore, cultural competence training (CCT) should be extended not only to expatriates but also to their spouses. **Figure 2** illustrates the influence of family characteristics on employment adjustment (Caligiuri et al., 1998, p. 600).

Expatriates often encounter challenges during their initial overseas assignments, commonly referred to as culture shock (Russell, 2006, p. 44). Qi and Lange (2005) define culture shock as a state of feeling lost, confused, and anxious. These emotions primarily arise from encountering unfamiliar situations and differing cultural norms and values in both work and non-work settings. When expatriates embark on international assignments,

they inevitably bring their own values, beliefs, and behaviors from their home culture. Consequently, when confronted with a different cultural landscape, they may experience culture shock (p. 13).

To investigate this issue further, expatriates participating in the survey were asked, "Which factor(s) do you think can cause culture shock?" They evaluated the frequency of various elements on a scale of 1 to 5, where 1 indicated strong disagreement and 5 indicated strong agreement.

Numerous factors influence the culture shock experienced by expatriates. The findings presented in **Table 26** indicate that expatriates from the construction industry identified both "family situation" and "personal sensitivity," each with a mean score of 4.33, as the primary contributors to culture shock in Pakistan. Conversely, expatriates from the press and media sector emphasized that a lack of technical competence is the most significant factor leading to culture shock, while those from the telecommunications sector highlighted "difficulties in adapting to a new culture" as the key variable. Additionally, expatriates from other sectors rated "family problems" with a mean of 3.33, and expatriates from the education sector attributed a mean score of 3.73 to "personal sensitivity" as the main reason for their culture shock.

Overall, the results and discussions suggest that multinational corporations are currently placing greater emphasis on addressing family situations and personal sensitivity.

#### Hypothesis:

The factors contributing to cultural shocks differ markedly across various sectors, including education, construction, media and press, telecommunications, and others.

The ANOVA results displayed in Table 27 demonstrate that there is no significant difference among the sectors. This suggests that all factors contributing to cultural shock are relevant across all sectors.

#### Hypothesis:

The causes of cultural shocks differ significantly based on the nation of origin.

The ANOVA results displayed in **Table 28** demonstrate that there is a significant difference in the various causes of cultural shocks experienced by expatriates from Turkey, China, Jordan, and the Kingdom of Saudi Arabia.

Multinational corporations (MNCs) offer pre-departure cross-cultural training to assist both expatriates and their spouses in forming realistic expectations and enhancing their adaptability (Turcotte, 1996, p. 72). Consequently, the provision of pre-departure training is crucial for expatriates undertaking overseas assignments. Additionally, this training allows expatriates to acquire essential information about the work environment and the new culture prior to their arrival in the host country. Pre-departure cross-cultural training equips expatriates with foundational knowledge (Avril & Magnini, 2007, p. 57), enabling them to be mentally and physically prepared for their relocation. Such preparation is instrumental in fostering their success in a new environment.

Do multinational corporations prioritize pre-departure cross-cultural training (CCT) to ensure the success of their expatriates? To investigate this matter, expatriates participating in the survey were queried about the significance of different types of pre-departure training for their success. They evaluated the importance of various components using a scale of 1 to 5, where 1 represents the least important and 5 signifies the most important.



**Table 29** provides a full breakdown of the survey's statistical results on pre-departure training. The findings reveal significant variations across multiple industries, such as education, building, telecommunication, journalism, and others, concerning the importance attributed to pre-departure training for their achievements. According to expatriates working in the press and media, education, construction, and other fields, "language training" is the most important aspect of pre-departure training. In contrast, expatriates from the telecommunication sector prioritized "cultural orientation" over language training. This emphasis on cultural orientation presents challenges, as it is both complex and costly for multinational organizations, which often do not offer such training for expatriates assigned to international roles.

Consequently, as illustrated in **Table 29**, new expatriates place the highest importance on language training. It would be advantageous for multinational organizations to enhance their pre-departure training programs. There are various methods for learning a foreign language, which can significantly aid expatriates in fostering better interpersonal relationships. Proficiency in the local language can enable expatriates to navigate their new work environments more effectively.

As multinational business operations continue to expand, the necessity for cross-cultural training (CCT) for employees assigned to international roles has become increasingly evident. Numerous studies conducted by prominent scholars, including Berry et al. (1993), Black and Mendenhall (1990), Deshpande and Viswesvaran (1992), Gregersen and Black (1992), Hammer and Martin (1990), Naumann (1993), and Oddou (1992), endorse the implementation of CCT (Selmer et al., 1998, pp. 831).

It has been previously noted that post-arrival CCT yields various benefits, such as enhancing behavioral skills, cross-cultural knowledge, essential cognitive frameworks, and habitual behaviors, particularly influencing the performance of expatriates while working abroad. This form of training can significantly aid expatriates in acquiring cultural knowledge and developing new behavioral skills during their overseas assignments (Selmer et al., 1998, pp. 831-832). It is recommended that post-arrival CCT be administered after expatriates have had the opportunity to navigate culture shock, ideally within three to six months following their arrival. This timing allows for a more effective response to the initial challenges faced by expatriates. Such training programs should concentrate on the cultural dynamics, values, and societal structures of the host country. During these sessions, expatriates can obtain essential information to address their specific needs (Selmer, 2000b, p. 52). This approach provides expatriates with a platform to resolve their challenges. According to Black et al. (1992), CCT can enhance expatriates' understanding of their new environments, regulations, and social interactions, enabling them to practice and refine the behaviors and skills required for effective operation in the host country (p. 127).

To gain a deeper understanding of the post-arrival training practices for expatriates in multinational corporations (MNCs), expatriates were posed the question, "What type of post-arrival training did you receive after your arrival in Pakistan?" They evaluated the importance of various training criteria on a scale of 1 to 5, where 1 indicated the least important and 5 indicated the most important.

The findings indicate that a significant majority of expatriates (70 percent) reported receiving post-arrival language training during their tenure in Pakistan, while a smaller

proportion (30 percent) indicated they had not received such training. Additionally, 64.7 percent of expatriates acknowledged receiving cultural awareness training, and 51.5 percent participated in executive courses. Furthermore, a substantial number of expatriates (61.8 percent) confirmed they had undergone an environmental briefing.

Consequently, MNCs operating in Pakistan demonstrate a keen interest in post-arrival cross-cultural training (CCT). The majority of expatriates employed by these organizations believe they should have access to various forms of post-arrival training.

The findings and discussions led to the conclusion that elements such as individual traits, language skills, family situations, and both pre-departure and post-arrival cultural competence training (CCT) play a significant role in the success of expatriates. This study indicates that the factors influencing expatriate success are closely related to those highlighted in the literature review.

Cross-cultural training enhances the effectiveness of expatriates while simultaneously reducing costs and increasing the profitability of the parent organization. The success of expatriates is contingent upon their perceptual skills, their understanding of the local populace, and their positive attitude, which, when combined with heightened adaptability, enables them to adjust to the host country's environment.

As previously noted, nearly all multinational corporations prioritize technical competence to ensure the success of their expatriates. While it is clear that technical skills are a crucial element, they alone do not suffice for achieving success in international assignments. In addition to technical expertise, other factors such as relational skills, organizational support, family orientation, and language proficiency are also essential.

## Conclusion

The findings of this research indicate that there are numerous advantages associated with Cross-Cultural Training (CCT), as a significant number of expatriates believe that CCT is likely to enhance their work adjustment in Pakistan. Effective CCT can facilitate expatriates in their overseas assignments. This support can manifest in various ways, including the establishment of realistic expectations, increased job satisfaction, improved adjustment, enhanced job performance, reduced intentions to return prematurely, better cultural interactions, fostering connections among individuals, minimizing misunderstandings and inappropriate behaviors, and boosting employee confidence, among others. Therefore, it is crucial for multinational corporations to offer suitable CCT for expatriates assigned to foreign locations.

While there are several positive aspects of CCT, it has been noted that multinational corporations often fall short in providing adequate training for their employees.

Although the challenges related to expatriate CCT have been thoroughly examined in Western contexts, similar research efforts have not been extensively conducted in Pakistan. This study is believed to be the first of its kind in this region.

The results and discussions lead to the conclusion that factors such as pre-departure and post-arrival CCT significantly influence the success of expatriates. Among pre-departure training, expatriates prioritize language instruction due to the numerous benefits of acquiring a foreign language. It was found that most expatriates in Pakistan have received post-arrival CCT.

The examination of the CCT process from the perspective of managers highlights the impacts and advantages of CCT on expatriate performance. The discussion includes the duration of training, aimed at determining the optimal length necessary for

effective learning. A majority of expatriates expressed that language training should extend beyond five weeks.

The section concerning job positions addresses matters associated with the provision of on-the-job training and the influence of firm size on the delivery of Cross-Cultural Training (CCT). It was noted through this series of inquiries that the size of an organization can significantly impact the extent of CCT programs, as larger firms typically possess greater financial resources. Job satisfaction plays a crucial role in aiding expatriates' adjustment to their new environments. Furthermore, the satisfaction and adjustment of expatriates can enhance their performance levels. The findings indicate that expatriates employed in Pakistan demonstrate high performance, attributed

to their strong satisfaction with the CCT offered by their employers.

The segment on performance and satisfaction focuses on the determinants of CCT in Pakistan, identifying the most common factors influencing expatriate performance and the reasons behind expatriate failures.

This study aimed to establish a framework for CCT and assess its validity through a systematic application to the case study of companies operating in Pakistan. The prevailing conditions in Pakistan, particularly the limited access to a broader range of global companies, constrained the scope of the research.

**Table 17: Selection Criteria for Expatriates**

Fields		1	2	3	4	5	6
Education	Mean	4.2857	4.2750	3.8537	4.0976	3.2000	3.2750
	N	42	40	41	41	40	40
	Std. Deviation	.89131	.87669	1.19501	.94353	1.04268	1.15442
Construction	Mean	4.8333	4.6667	4.3333	4.0000	1.3333	1.5000
	N	6	6	6	6	6	6
	Std. Deviation	.40825	.51640	.81650	.89443	.51640	.54772
Telecommunication	Mean	4.5000	3.1667	3.8333	4.0000	3.3333	3.8333
	N	6	6	6	6	6	6
	Std. Deviation	1.22474	1.16905	1.16905	1.09545	1.50555	.98319
Press and Media	Mean	4.8333	3.8333	3.8333	4.333	3.1667	3.6667
	N	6	6	6	6	6	6
	Std. Deviation	.40825	.98319	1.32916	.51640	1.47196	1.63299
Others	Mean	3.0000	3.4545	3.1667	3.5833	3.1667	3.2500
	N	12	11	12	12	12	12
	Std. Deviation	1.85864	1.03573	.83485	1.24011	.83485	.86603
Total	Mean	4.1806	4.0435	3.7746	4.0141	3.0429	3.2000
	N	72	69	71	71	70	70
	Std. Deviation	1.20242	.99165	1.13637	.97823	1.16016	1.21106

Note:

1. Special knowledge and skills required for the job
2. Motivation (willingness to go abroad etc.)
3. Personal characteristics (ability to adapt in new culture)
4. Language ability
5. Family situation
6. Cultural awareness

**Table 16: Selection Criteria Used By Organizations**

Fields		1	2	3	4	5	6
Education	Mean	4.4762	4.0000	3.9024	3.9512	3.6829	3.3000
	N	42	41	41	41	41	40
	Std. Deviation	.74041	1.20416	1.04415	.83520	1.19246	1.11401
Construction	Mean	4.8333	4.1667	4.3333	3.3333	1.3333	1.3333
	N	6	6	6	6	6	6
	Std. Deviation	.40825	.75277	.81650	.51640	.51640	.51640
Telecommunication	Mean	4.3333	3.8333	3.6667	3.8333	3.0000	3.3333
	N	6	6	6	6	6	6
	Std. Deviation	1.63299	.98319	1.75119	.75277	1.67332	1.63299
Press and media	Mean	4.8333	4.0000	4.1667	4.0000	3.5000	3.6667
	N	6	6	6	6	6	6
	Std. Deviation	.40825	.63246	1.16905	1.09545	1.51658	.81650
Others	Mean	3.1667	3.0909	3.2500	3.5000	2.9091	3.4167
	N	12	11	12	10	11	12
	Std. Deviation	1.69670	1.13618	.86603	1.08012	1.04447	.79296
Total	Mean	4.3056	3.8571	3.8310	3.8261	3.2857	3.1857
	N	72	70	71	69	70	70
	Std. Deviation	1.12135	1.13298	1.09526	.87374	1.35286	1.18313

**Table18: Personal Characteristics**

Fields		1	2	3	4	5
Education	Mean	3.5366	3.8750	3.9000	3.7750	3.6667
	N	41	40	40	40	42
	Std. Deviation	1.26684	1.09046	.92819	.89120	.92833
Construction	Mean	4.8333	4.6667	4.5000	3.1667	3.3333
	N	6	6	6	6	6
	Std. Deviation	.40825	.51640	.54772	1.16905	.81650
Telecommunication	Mean	4.0000	3.6000	3.4000	4.0000	3.2000
	N	5	5	5	5	5
	Std. Deviation	.70711	.89443	1.14018	1.41421	.83666
Press & Media	Mean	4.0000	4.3333	4.5000	3.8333	4.1667
	N	6	6	6	6	6
	Std. Deviation	1.09545	.81650	.54772	.75277	.75277
Others	Mean	2.8333	3.1667	3.2500	4.0000	3.7500
	N	12	12	12	12	12
	Std. Deviation	1.74946	1.02986	1.35680	1.12815	1.05529
Total	Mean	3.6000	3.8406	3.8551	3.7826	3.6620
	N	70	69	69	69	71
	Std. Deviation	1.34488	1.06582	1.03292	.98324	.92495

Note:

1. Bearing uncertainty and stress
2. Reacting flexibly to new things
3. To be objective & willing to accept recommendation from local
4. Willingness to accept local thoughts, behaviors and customs
5. Social skill

**Table 19: ANOVA – Importance of the Personal Characteristics**

		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
PerChar1	Between Groups	18.105	4	4.526	2.757	.035
	Within Groups	106.695	65	1.641		
	Total	124.800	69			
PerChar2	Between Groups	11.338	4	2.835	2.752	.035
	Within Groups	65.908	64	1.030		
	Total	77.246	68			
PerChar3	Between Groups	10.501	4	2.625	2.708	.038
	Within Groups	62.050	64	.970		
	Total	72.551	68			
PerChar4	Between Groups	3.097	4	.774	.791	.535
	Within Groups	62.642	64	.979		
	Total	65.739	68			
PerChar5	Between Groups	3.337	4	.834	.974	.428
	Within Groups	56.550	66	.857		
	Total	59.887	70			

**Note:**

1. PerChar1= Bearing uncertainty and stress
2. PerChar2= Reacting flexibly to new things
3. PerChar3= to be objective & willing to accept recommendation from locals
4. PerChar4= willingness to accept local thoughts, behaviors and customs
5. PerChar5= Social skills

**Table 24: Family situation**

<b>Fields</b>		<b>FamSit1</b>	<b>FamSit2</b>	<b>FamSit3</b>
Education	Mean	3.8333	3.8293	3.5750
	N	42	41	40
	Std. Deviation	1.14587	1.11585	1.17424
Construction	Mean	4.6667	4.5000	4.3333
	N	6	6	6
	Std. Deviation	.81650	.83666	.51640
Telecommunication	Mean	4.0000	4.0000	3.6667
	N	6	6	6
	Std. Deviation	1.26491	1.09545	1.03280
Press & Media	Mean	4.0000	3.3333	3.8333
	N	6	6	6
	Std. Deviation	1.09545	1.21106	.98319
Others	Mean	3.2500	3.4167	3.4167
	N	12	12	12
	Std. Deviation	2.00567	1.37895	1.24011
Total	Mean	3.8333	3.7887	3.6429
	N	72	71	70
	Std. Deviation	1.32154	1.15777	1.11688

**Note:**

1. FamSit1= Support of your family/spouse to live abroad is necessary for your success
2. FamSit2= Adaptation of your family/spouse to the new culture
3. FamSit3= Willingness/liking of spouse to live abroad

**Table 26: The Cause(s) of Culture Shock**

Fields		1	2	3	4	5	6	7
Education	Mean	3.1463	3.5476	3.6341	3.7317	3.0000	3.3250	3.1750
	N	41	42	41	41	39	40	40
	Std. Deviat	1.03829	1.06387	1.13481	1.00061	.88852	.97106	1.10680
Construction	Mean	2.6667	4.0000	4.3333	4.3333	3.1667	2.1667	4.1667
	N	6	6	6	6	6	6	6
	Std. Deviat	1.63299	.63246	.81650	.51640	.98319	.98319	1.32916
Telecommunication	Mean	3.6667	4.0000	3.1667	3.0000	3.3333	3.3333	2.8333
	N	6	6	6	6	6	6	6
	Std. Deviat	1.21106	1.09545	1.32916	1.26491	1.50555	1.63299	1.47196
Press & Media	Mean	3.3333	3.8333	3.8000	4.0000	4.1667	3.8333	2.3333
	N	6	6	5	6	6	6	6
	Std. Deviat	1.86190	1.60208	1.30384	.89443	.75277	1.16905	1.21106
Others	Mean	2.5833	2.8333	3.0000	3.3333	3.0833	3.0000	3.2500
	N	12	12	12	12	12	11	12
	Std. Deviat	1.56428	1.19342	1.27920	1.15470	1.37895	1.48324	.86603
Total	Mean	3.0704	3.5278	3.5571	3.6761	3.1594	3.2174	3.1714
	N	71	72	70	71	69	69	70
	Std. Deviat	1.27978	1.13798	1.18732	1.03888	1.06582	1.17410	1.16683

Note:

1. Not having CCT; 2. Difficulties in adjustment; 3. Family problems; 4. Personal sensitivity  
 5. Lack of technical competence; 6. Lack of local language; 7. Food

**Table 27: ANOVA - The Cause(s) of Culture Shock among Sectors**

		Sum of Squares	df	Mean Square	F	Sig.
CultSH1	Between Groups	6.609	4	1.652	1.009	.409
	Within Groups	108.039	66	1.637		
	Total	114.648	70			
CultSH2	Between Groups	9.040	4	2.260	1.826	.134
	Within Groups	82.905	67	1.237		
	Total	91.944	71			
CultSH3	Between Groups	8.793	4	2.198	1.615	.181
	Within Groups	88.479	65	1.361		
	Total	97.271	69			
CultSH4	Between Groups	7.501	4	1.875	1.819	.136
	Within Groups	68.049	66	1.031		
	Total	75.549	70			
CultSH5	Between Groups	7.330	4	1.832	1.677	.166
	Within Groups	69.917	64	1.092		
	Total	77.246	68			
CultSH6	Between Groups	9.964	4	2.491	1.903	.121
	Within Groups	83.775	64	1.309		
	Total	93.739	68			
CultSH7	Between Groups	10.918	4	2.729	2.137	.086
	Within Groups	83.025	65	1.277		
	Total	93.943	69			

Note:

1. CultSH1= Not having CCT; 2. CultSH2= Difficulties to adapt to adjust to a new culture  
 3. CultSH3= Family problems; 4. CultSH4= Personal sensitivity;  
 5. CultSH5= Lack of technical competence; 6. CultSH6= Lack of local language  
 7. CultSH7= Food

**Table 28: ANOVA - The Cause(s) of Culture Shock among Different Nationals**

		Sum of Squares	df	Mean Square	F	Sig.
CultSH1	Between Groups	20.640	4	5.160	3.601	.010
	Within Groups	93.131	65	1.433		
	Total	113.771	69			
CultSH2	Between Groups	19.373	4	4.843	4.828	.002
	Within Groups	66.205	66	1.003		
	Total	85.577	70			
CultSH3	Between Groups	12.667	4	3.167	2.467	.054
	Within Groups	82.144	64	1.284		
	Total	94.812	68			
CultSH4	Between Groups	8.591	4	2.148	2.323	.066
	Within Groups	60.109	65	.925		
	Total	68.700	69			
CultSH5	Between Groups	4.837	4	1.209	1.082	.373
	Within Groups	70.383	63	1.117		
	Total	75.221	67			
CultSH6	Between Groups	11.283	4	2.821	2.157	.084
	Within Groups	82.408	63	1.308		
	Total	93.691	67			
CultSH7	Between Groups	9.562	4	2.391	1.828	.134
	Within Groups	83.684	64	1.308		
	Total	93.246	68			

**Table 29: What Type of Pre-Departure Training Is Important for Expatriates' Success?**

Fields		1	2	3	4
Education	Mean	3.8293	3.2857	3.2750	3.4878
	N	41	42	40	41
	Std. Deviation	1.04648	1.08843	1.03744	1.09822
Construction	Mean	4.0000	2.6667	2.6667	3.1667
	N	6	6	6	6
	Std. Deviation	.89443	1.21106	1.03280	.75277
Telecommunication	Mean	3.6667	3.8333	3.0000	3.3333
	N	6	6	6	6
	Std. Deviation	1.21106	1.16905	1.09545	1.21106
Press & Media	Mean	4.6667	3.8333	3.5000	3.6667
	N	6	6	6	6
	Std. Deviation	.81650	1.47196	1.51658	1.03280
Others	Mean	2.3333	3.2500	3.1667	3.7500
	N	12	12	12	12
	Std. Deviation	1.55700	1.42223	1.11464	1.05529
Total	Mean	3.6479	3.3194	3.2000	3.5070
	N	71	72	70	71
	Std. Deviation	1.27726	1.19655	1.08481	1.05388

Note:

- 1= Language training
- 2= ½ to 1 day cultural orientation (cultural information, value system etc.)
- 3= Intensive cultural orientation (i.e. several days or more)
- 4= Environmental briefing (e.g. information about geography, climate, housing, schools etc.)

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