THE COMPETENCY OF CROSS-CULTURE OF EXPATRIATES IN THE MULTINATIONAL CORPORATION

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Abstract: Confronting the tendency of globalization, the human resource development of expatriation and the foreign workers in multinational firms act an important role for a global business strategy.

Furthermore, more frequently transactions and interactive trades between countries provide the employee more chances to encounter foreigner who works at same corporation.

Much literature has pointed out that many failures of expatiate resulting from the worker can not adapt to the host culture, or can not transfer their qualified capability and attitude to the oversea jobs.

In other words, the adaptability to the host culture is the essential factor to the success of expatriation. Contexts between different cultures maybe lead potential conflict and face unexpected shock. It is vital for multinational firms that ensure and enhance the performance and the productivity of workers from different countries. How to manage the cultural diversity and get the best practice or solution to cultural conflict are both important issues.

In this study, it will explore the factor and cause for successful expatriation. The paper will examine the key factors that affect the result of expatriation and provide as the reference to those multinational companies.

INTRODUCTION

Global organizations or multinational companies should shed their national identity, and highly adapt to changes in the trend of the environment, and perceive the global tendency that may affect the future. It is very sophisticated that global organization require not only the global business but also a different mindset and adaptable corporate culture.

We should understand the evolution from domestic company to global company, identify the essence for type of organization first, and then plan the human resource development strategy.
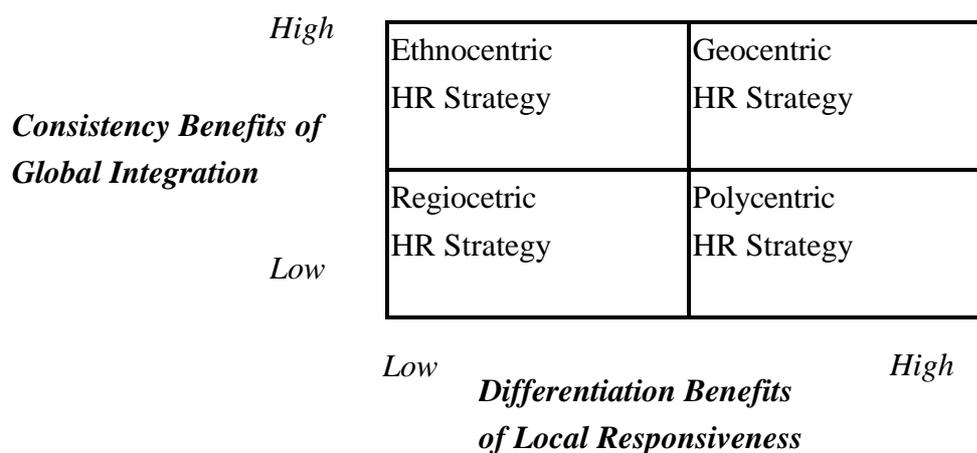(Table 1)

Table 1

Corporate Cross-Cultural Evolution

	PHASE 1	**PHASE 2**	**PHASE 3**	**PHASE 4**
	Domestic	*International*	*Multinational*	*Global*
Primary Orientation	Product/ Service	Market	Price	Strategy
Strategy	Domestic	Multi-domestic	Multinational	Global
Perceptive	Ethnocentric	Polycentric or Regio-cetric	Multinational	Global/ Multi-centric
Culture sensitivity	Unimportant	Very important	Somewhat important	Critically important
With whom	No one	Clients	Employees	Employees and clients
Level	No one	Workers and clients	Managers	Executives
Strategic assumption	"One way"/ "One-best-way"	"Many-best-ways" equifinality	"One-least-cost-way"	"Many-best-ways" simultaneously

Because the tendency of globalization, multicultural training programs would address the diversity issues which impact on the performance of expatriates. (Table 2)

Table 2

The GI-LR Framework for IHR Strategy

Consistency Benefits of Global Integration

| | *High* | Ethnocentric HR Strategy | Geocentric HR Strategy |
| | *Low* | Regiocetric HR Strategy | Polycentric HR Strategy |

Low — *Differentiation Benefits of Local Responsiveness* — *High*

Corporate globalization not only increases the importance for effective cross-cultural communication between employees and the contacts with people in other countries but also provide a worldwide view of employees' involvement in multinational business. (Table 3)

Table 3

International HR Strategies for MNC's

High	Worldwide Human Resource Management	Umbrella Human Resource Management
Need for Human Resource Consistency		
Low	Adhere Human Resource Management	Decentralized Human Resource Management

| *Low* | ***Need for Human Resource Localization*** | *High* |

Sometimes, cultural values and beliefs conflicting may contribute to the misunderstanding regarding hospitality, politeness, and increase the friction between both parties.

Expatriation has become an important issue for an organization's globalization. In these days, many papers have focus on the high cost which resulting from expatriate failure caused by the hardship of adapt to the host culture.

Research Aims

The aim of this paper would examine the factors that expatriates' behaviors contributing to the success and failure. So the study would attempt to answer the following questions:

◆ *What factors contribute expatriate's success or failure?*

◆ *What types of behavior for expatriates' demonstration would make the expatriation more effective in cross-cultural setting?*

◆ *How to manage the strategic expatriation effectively?*

Expatriate Development

There are many types for global expatriate, including specific global management training specific country workshop global briefings that will impact the employee's performance oversea.

Multicultural business shows the traits of extraordinary opportunities and professional challenges, executives would get the qualified knowledge and skills to implement the strategies of corporation into operating in global markets. The effective expatriate would know the distinctions between international, multinational companies. They also would check the content of culture and learn management skills in analyzing and solving multinational issues (Table 4).

Table 4

Key Elements for an International Training System
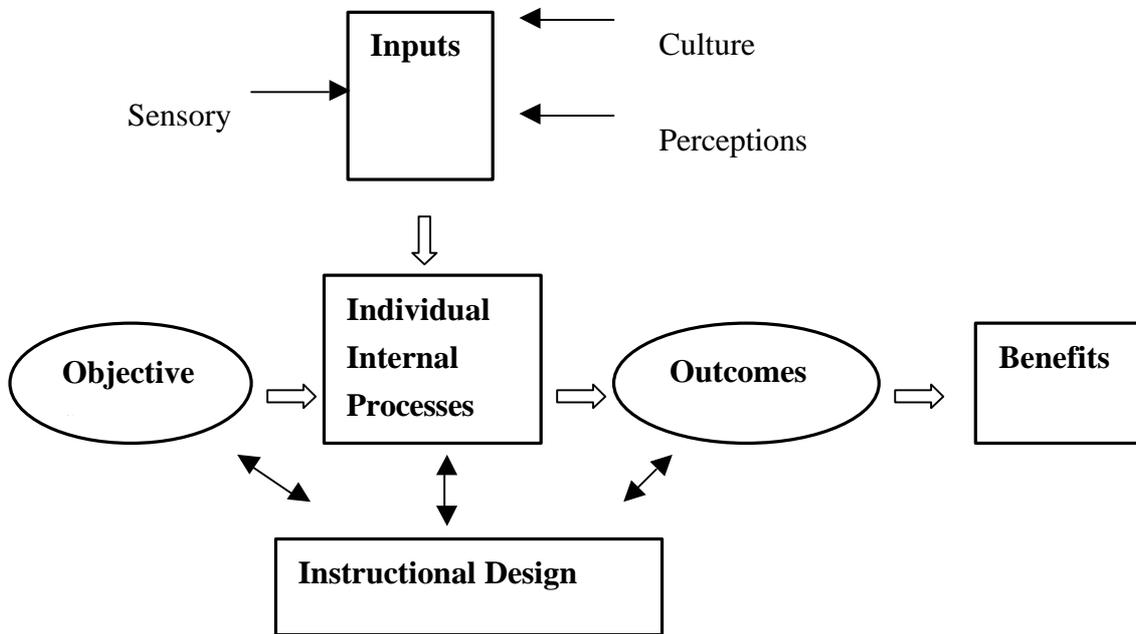
Source: Peter Beck chi, Director of training, Word Environment Center.

Global Training Methods

There are several fundamental cross- culture training methodologies which the trainer could adopt. Adapted from Landis and Brisling (1983)

◆ *Information or fact-oriented training*: Trainee are presented via lectures, videotapes, and reading materials with various facts about the country in which they are about to live.

◆ *Attribution training:* The attribution approach focuses on explanations of behavior from the point of view of the native. The goal is to learn the cognitive standards by which the host-nationals process behavior input so that the trainee can understand why the host-nationals behaves as they do and do and adapt his or her own behavior to match the standards of behavior in the host country

◆ *Culture awareness training*: The aim is to study the values, attitudes, and behaviors that are common in one's own culture, so that the trainees better understand how culture affects his or her own behaviors. Once this is understood, it is assumed that he or she can better understand how culture affects human behavior in other countries.

◆ *Cognitive-behavior modification:* The focus here is to help trainees link what they find to be rewarding and punishing in their own subculture and then to examine the rewarding and punishing structure in the host- culture. Through an examination of the differences and similarities, strategies are developed to help trainees obtain rewards and avoid punishments in the host culture.

◆ *Experimental learning:* The goal of this approach is to involve the trainees as active participants,

to introduce the nature of life in another culture by actively experiencing that culture via field trips, complex role plays, and cultural simulation.

◆ *Interaction training*: Here trainees interact with natives or returned expatriates to become more comfortable with host- nationals and to learn the first- hand experience of the returned expatriates. The methods can range from in-depth role-playing to casual, informal discussions.

Source: J. Stewart Black and Mark Mendenhall. A "Practical But Theory-Based Framework for Selecting Cross-Culture Training Methods," *Human Resource Management*, Winter 1989.Reprinted by permission form John Wiley &Sons, Inc

It is basic that trainer would keep the principle in mind and put into practice that "Go to the people, start with what they are, build on what they have. By the way, the trainer will go with participants, assist them in their new way. To ensure all interventions will get from an aspect of mutual respect.

The global organization and executive expatriate

In global organization The executive expatriate should deliver new patterns of information about the world, and know the important content of overall political, social, economic, and cultural issue. To realize those content of issue would help expatiate executives define the competition. They own the traits which more adaptability, multinational thinking, and the capability to impel people toward a global vision. In the future, the expatriate executive would have more changes to deal with the unpredicted admit failure, exit with ambiguity, and examine the sense of theirselve.

The recently study exhibit that successful executives are more self-aware than their less successful counterparts. Many study confirm that the executive will need a new set of skills. The ASTD's Executive Development Seminar camp up with a set of current and future executive traits (Table) and a skill model for the new global executive (Table 5)

Table 5
Executive Traits Now and in the Future

Current Traits	Future Traits
All knowing	Leader as learner
Domestic vision	Global vision
Predicts the future from the past	Intuits the future
Caring for individuals	Caring for institutions and individuals
Owns the vision	Facilitates the visions of others
Uses power	Uses power and facilitations
Dictates goals and methods	Specifies Processes
Alone at the top	Part of executive team
Value order	Accepts the paradox of order amid chaos
Monolingual	Multicultural
Inspires the trust of boards and shareholders	Inspires the trust

The Criteria for effective Expatriate assignment

Successful expatriate assignment requires adjustment to the host culture. There is some distinct criterion committed to Successful expatriate assignment.

The capability to develop helpful relationships with host national colleagues, and establish a wider range of mindset patterns and behaviors. When international expatriate managers could carry the specific set of diversity into the strategic human resource management, then expatriate should demonstrate the capability to fit the particular cross-cultural condition and contribute to successful performance.

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