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# Cross Cultural Competences of Indian it Expatriates Influencing Social Cultural Adaptation in USA

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## ABSTRACT

**Objective:** Indian Expatriates in global Assignments should process cross cultural competencies, this paper aim to find the relationship between cross cultural competencies and Social cultural adaptation. **Methodology:** Survey was conducted using formulated Questionnaire that was administered to 210 respondents residing in 3 parts of US (Florida, Newyork & Texas). **Findings:** From the study the researcher has come to know that the factors such as Employees skill, Host country Languages Skill and Adaptation towards geographical factors are positively impacting the social cultural adaptation of Expatriates in USA. **Novelty/Application:** This study contribute importance of expatriate Cross Cultural Competency, cultural adaptation, and language training for the successful global assignment in IT industry. **Implications of the Study:** This study provides implications for the current IT Industry to offer pre departure cross cultural training program for all their IT expatriates to make them successful in the their assignments.

**Keywords:** Cross cultural competencies, cultural adaptation, Employees Skill, Host country Language, Language Training, Expatriate Management.

## INTRODUCTON

Globalization is the process of Integration within and between firms, as in short it can also be defined as the whole world is nation less and border less. As the global assignments are more in numbers employees has to be effective and efficient to handle the global market. Success of the international projects completely relies on expatriate employees. In International market IT industry is consider as the top most sector. As the employees should have necessary skills like cross cultural competency, attitude towards accepting changes to survey in the international assignments. In the current scenario Effective employees not only work with their comfort zone i.e their home culture, but they must work across cultures. Expatriates employees should be capable of managing across cultures without any formal or educational training program. (Boyatzis & Kolb,1991)<sup>2</sup>. Global-managers as managers having capacity to understand world trends and updated

knowledge on businesses, governments and other international standards of their own roots and adapt to new things (Brake et al., 1995)<sup>1</sup>. Through Cross-culture experiences expatriate employees develop variety of skills that facilitate success in host country assignments (Spreitzer, McCall, & Mahoney, 1997)<sup>1</sup>. In 1990's employees highly hesitate to move to other countries as because of cultural changes , and other problems , employer will provide so many assistances to send the employees for foreign countries but in current synario its vice versa. One of the entanglement of globalization is that employees are more likely ready to move to host country than before, especially skilled individuals (Koser, 2007)<sup>2</sup>. (Bartlett et al., 2003)<sup>2</sup> stated global-managers are open minded as they respect things that are different and imagine why they are different . Jokinen states 'Fundamental Core' consist of personality competencies ,Interpersonal Skill ,Analytical Skill , cognitive Skill , Host Country Language and Behavioral-skills as these broad competencies supported effective-action in the success of expatriate employess (Jokinen, 2005)<sup>9</sup>.

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## THEORETICAL BACKGROUND

**Expatriates:** Expatriates are the employees chosen by the MNCS, right people to work effectively on

right jobs. The successful and failure of the overseas business completely rely on Expatriates (Dowling & Welch, 2005)<sup>4</sup>. (Black *et al.*, 1992)<sup>2</sup> An global business experience bring expatriate ability & capability to accomplish task successfully through which expatriate can develop their own carrier and skills

### **Expatriates Employees:**

Expatriates employees are international assignees send by a company from home country to work in host country for a specific period of time to complete certain task. Sitanath Mazumda

(2012)<sup>13</sup> describes expatriate employees whose career needs are likely to be satisfied by the organization are committed more towards the assignment. . Hsiu-ching ko , et.al (2011)<sup>8</sup> expatriate managers can taste the success only if they are properly undergone sound cross-cultural training (CCT).

### **Cross Cultural Competence**

Cross-cultural competence refers to ability to communicate and work with people across cultures. It has been conceptualized as the ability to learn quick , understand effectively and adopt to a different culture easily Abbe, Gulick, & Herman, (2008)<sup>14</sup>. McDonald *et al* (2008)<sup>14</sup>; Selmeski, (2009)<sup>14</sup>. Cross-cultural competence is skill , knowledge ,abilities that developed through training, experience and education as it act a key quality to work with any other culturally complex environment. According to Maude (2011)<sup>12</sup>, broad minded quality is most important cross-cultural competencies. Velo (2012)<sup>13</sup> states that expatriate managers should have a ability e to cope up with uncertainty in a effective manner. Mercedes martin & Bily Vaughn(2015)<sup>6</sup> states that cultural competency as a awareness of cultural worldwide , cross cultural skills , Knowledge on different cultural practices , attitude towards different cultural . Cultural differences can lead to Employees low performance on their International assignments as the employees face a problems in adjusting to the host culture (Waxin, 2004)<sup>9</sup>.

Listening is the important skill for global managers as it establish the close relationship with other nationals in the work environment Mendenhall & Oddou, (1985)<sup>2</sup>. Language skills are an important tool as it is viewed as means to develop interpersonal relationships. Global managers with good interpersonal skills will effectively

work in different ethnic group as they have confidence in interacting with individuals. Consequently, it will result in better understanding and connections with other employees.

### **Social Cultural Adaptation**

**Cultural adaptation** refers to the process and time it takes a person to adapt to a new culture. The below are the Stages of Cultural Adaptation

**Stage 1: The Honeymoon Stage** is described as stage filled with full of excitement and curiosity. People usually explore new sightseeing, cultural norms and New language lessons.

**Stage 2: The Culture Shock** is described as the confusion stage with experiencing a new culture. In this stage people find the difference between home country culture and host country culture and thus lead to discouraging , homesickness , Job dissatisfaction and their the people cannot accept a new culture. Cultural shock is described as uncertain and it occurs when the employee fears that he lose his own originality (Oberg, 1960)<sup>8</sup>.

**Stage 3 :The Adjustment stage** where people try to fit themselves to a new cultural pattern.

**Stage 4 : The Acceptance stage** is the final stage of culture adaptation . Acceptance doesn't mean that host cultures or environments are completely understood, rather people have the familiarity and clear picture of new environment and are able to draw their needs and feel at ease.

### **Cross Cultural Training**

Cross-cultural training is to develop and to increase the knowledge and skills required to adjust to new culture. Host cultural language training is important for the successful communication between Expatriates and host country employees **Brookfield** Global Relocation Services conducted survey in 2010 , 80% of companies who responded to their Survey states that expatriates with pre-departure cross-cultural training result have a decrease cultural shock and can effectively operate and manage the assignments.

## **OBJECTIVES**

- To identify the cross cultural competences
- To find the relationship between Indian IT Expatriates cross cultural competences towards USA social cultural adaptation

**FRAME WORK**



**RESEARCH METHODOLOGY**

This study was conducted using descriptive type of methodology .The study depends on primary and secondary data

**STUDY AREA**

Since cultural difference is applicable in all industries, Researcher decided to do the study between Indian and United states respective to IT industry. The study located in USA limited to Florida , Texas , Newyork states.

**SAMPLING SIZE AND DESIGN**

The primary data were collected through survey method .survey was conducted through email, Skype, Telephonic conversation using formulated questionnaires. Purposive Judgmental Sampling has been done for generating data. Totally 300 Questioners was distributed and 210 samples were found usable. Out of which 97 from Florida , 59 from Newyork and 54 from Texas.

**QUESTIONNAIRE DESIGN**

The primary data was collected through questionnaire Survey. The respondents were asked to give their opinion about cultural training, cultural awareness, Cultural adjustment, cross cultural competencies, social cultural adaption and relationship between cross cultural competency and cultural adaptation.

The First part of the questioners comprises Demographic factors with optional questions. The second part included statements relating to cultural training, cultural awareness, cross cultural competencies, social cultural adaption with Likert’s 5 point scale .

**SCALING TECHNIQUE IN THE QUESTIONNAIRE**

The questionnaire used Statement in Likert’s 5 point scale , Which ranges as follow

5 – Strongly Agree , 4 - Agree , 3 - Neutral , 2- Disagree , 1- Strongly Disagree.

**SECONDARY DATA**

Journals, Magazines, Articles , Company Publications , Reports are referred to collect secondary data

**DATA ANALYSIS & INTERPRETATION**

Hypothesis:

**Null hypothesis H0:** There is no positive significant relationship between cross cultural competences towards social cultural adaptation

**Alternate hypothesis H1:** There is a positive significant relationship between cross cultural competences towards social cultural adaptation

Demographic factors of Indian IT Expatriate working in USA

**Table : 1 Demographic factors of Indian IT Expatriate working in USA**

Demographic Factors	Frequency	Percentage
<b>Age</b>		
21 – 26	7	33
27 – 32	91	43.3
33 – 38	91	43.3
39 – 44	18	8.6
Above 44	3	1.4
<b>Gender</b>		
Male	82	39
Female	128	61
<b>Annual Income</b>		
Below \$ 60,000	5	2.4
\$60,001 – \$80,000	29	13.8
\$80,001 – \$1,00,000	113	53.8
\$1,00,001 – \$1,20,000	59	28.1
Above \$1,20,001	4	1.9
<b>Marital Status</b>		
Married	192	91.4
Unmarried	18	8.6
<b>Experience with home country</b>		
0 to 3 yrs	20	9.5
4 to 6 yrs	68	32.4
7 to 9 yrs	78	37.1
Above 9 yrs	44	21.0
<b>Experience with host country</b>		
0 t		
o 3 yrs	88	41.9
4 to 6 yrs	88	41.9
7 to 9 yrs	32	15.2
Above 9 yrs	2	1

## Inference

Table 1 shows that from the overall 210 respondent the majority of the respondent i.e, 86.6% of employees are between 27 to 38 years old and the least group of respondent i.e, 1.4% are above 44 years old. The respondent are mostly female as it is 61% and male is only 39%. 91.4% of respondents are married. 8.6% are unmarried. 2.4% of respondents Annual income was below \$60,000 , 13.8% of respondents Annual income was between \$60,001 - \$ 80,000 53.8% of respondents Annual income was between \$80,001 – \$1,00,000 which is highest among other category , 28.1% of respondents Annual income was between \$1,00,001 – \$1,20,000 , 1.9% of respondents Annual income was between

\$80,001 – \$1,00,000. Majority of respondents lies between 4 to 9 years. The following are respondents experience with home country 9.5% of respondents lie between 0 to 3 yrs , 32.5% of respondents lie between 4 to 6 yrs 37.1% of respondents lie between 7 to 9 yrs , 21% of respondents above 9 years of experience . Respondents experience with host country 41.9.% of respondents lie between 0 to 3 yrs , 41.9% of respondents lie between 4 to 6 yrs, 15.2% of respondents lie between 7 to 9 yrs, 1% of respondents above 9 years of experience.

Multiple Regression Analysis for Social cultural adaptation

**Table 2 Multiple Regression Analysis for Social cultural adaptation**

Predictor variables		Unstandardized Coefficients		Standardized Coefficients	t value	P value
		B	Std. Error	Beta		
	Constant	1.753	.142	-	5.228	<0.001**
	Employees skill X1	.440	.076	.400	5.806	<0.001**
	Host country Language X2	.130	.028	.027	4.061	<0.001**
	Adaptation towards Geographical Factors X3	.582	.073	.545	7.923	<0.001**
R value - 0.929,		F Value - 435.190,				
R Square - 0.864,		P value - <0.001**				

Note: \* significant at 5% level

\*\* Significant at 1% level

Table 2 The **R** value is 0.929 which shows high degree of correlation. The **R<sup>2</sup>** value is 86.4% which is very large. can be explained by the predictor variables (X1, X2, X3,) In this case, The value of Adjusted R is 0.864, this value shows that there is almost 86 percent of strong relationship between cross cultural competencies and Social cultural adaptation. The table shows the F value is 435.190 at one percent significant level which shows that the model is at good fit as its value is less than 0.001. The coefficient beta value of (X<sub>1</sub>) is .400 as the Employees skill has a positive impact towards social cultural adaptation, with t value **5.806** at significant level of 0.001, which indicates significance at one percent level. The coefficient beta value of predictor variable (X<sub>2</sub>) Host country Language Value is 0.027 with t value 4.061 and p value is less than 0.001 and it is significant at 1 percent level. The coefficient beta value of predictor

variable (X<sub>3</sub>) Adaptation towards geographical factors is 0.545 with t value **7.923** and significant level less than 0.001 and is significant at 1 percent level. The beta value indicates the positive relationship between cross cultural competencies and Social cultural adaptation. Y (Social Cultural Adaptation).

The regression equation can be formulated as:

$$Y = A + B1X1 + B2X2 + B3X3 , i.e$$

social cultural adaptation = 1.753 + 0.400 (Employees Skill) + 0.027 (Cross cultural Skill ) + 0.545 (Adaptation towards geographical factors)

## FINDINGS & DISCUSSION

From the multiple regression analysis its found that there is 86% positive relationship exist between cross cultural competencies and social cultural adaptation , Among the 3 Predictor variable the most strongest

Predictor variable that influence social cultural adaptation is adaptation towards geographical factors, ( $b = .545$ ,  $t = 7.923$ ). The other predictor variable also positively correlated with social cultural adaptation. The multiple regression reveals that all that factors have positive influence on social cultural adaptation and that has positive and strong impact on Cultural adaptation is that “adaptation towards geographical factor , followed by Employees skill and Host country language”. Hence it is concluded as if the employer train their expatriate employees on the predictor variables than they can very easily adopt themselves to new culture .The study found that employees skills , host country language , Adaptation towards geographical factors play an important role in making expatriates successfully adopting towards USA culture. Among which adaptation towards geographical factors play a vital role where employee has to be aware and educated about the geographical factors as it strongly influence social cultural adaptation.

### CONCLUSIONS

The research findings reported that the factors such as Employees skill, Host country language and Adaptation towards geographical factors are positively impacting the social cultural adaptation of Expatriates in USA. The researcher also suggest IT companies to provide effective training on cross cultural Language and awareness about the geographical factors as all above mentioned factors plays an effective role in making expatriate successful & retain in international assignment. As expatriate are assets for the organization as they represent the whole organization in host country (client places) , organization international assignment success completely rely on expatriate employee , so it is mandatory for the organist ion to provide proper pre departure training to expatriates.

**Ethical Clearance :** Nil

**Source of Funding:** Self

**Conflict of Interest :** Nil

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