

Role of Cross Cultural Training on Expatriates overall Adjustment in China and Malaysia

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Abstract

To achieve success in international business multinational corporations (MNCs) are working hard to improve their capabilities to manage expatriates on international assignments. They are facing difficulties in retaining expatriates for foreign assignments. A significant percentage of expatriates quit their jobs and return home when sent on an international assignment. Inadaptability to the host country's culture is being considered among the major reasons for expatriate's non-adjustment in a foreign environment. Thus, for successful international operations, MNCs' cross-cultural training (CCT) for foreign assigned employees has gained extreme importance. This study evaluates CCT's influence on expatriate's different facets of adjustment in China and Malaysia. In total 165 samples of multinational expatriates working in China and Malaysia were surveyed. The results of this study conclude that various culturally diverse trainings significantly influence on distinctive features of foreigner's adjustment. Practical implications are discussed and identified.

Keywords: Cross-Cultural Training, Expatriate Adjustment, Multinational Corporations, Cultural Distance.

Introduction

The impact of cultural difference is felt not only by those assigned to international postings but also by their host-country managers and colleagues (Jannesari & Sullivan, 2019). To maintain in the worldwide business sector, viable and proficient administration of assets is required and therefore a great deal of significance is given to overseas assignments (Caligiuri et al., 2009). The importance of international assignments increases when firms want to expand their operations cross-border (Bennett et al., 2000) Sustaining in the worldwide business, viable and proficient administration of assets is required and therefore a great deal of significance is given to overseas assignments (Cohen, 2018). Human resources being the most important assets for any organization (Khan, 2018), need to be fully equipped with the required knowledge for the smooth execution of organizational operations. This need specifically highlights the importance of an efficient Human Resource with required skills as well as the knowledge of an overseas location where the firm wants to establish its operations (Schuler et al., 2002).

Keeping in mind the concept of a centralized work environment, key appointments are made from Home Country Nationals (HCN) for international assignments (Sewnarain, 2018). A lot of consideration is required before sending people on international assignments, therefore companies are striving to enhance the capacities in overseeing ex-pats prior, amid, and after global assignments to make progress in the universal business (Fitzpatrick, 2016). Thus

to maintain a strategic distance from disappointments appropriate expatriate ought to be chosen for abroad assignments.

According to Hawley (1999) and Van der Bank et al. (2006), business globalization has increased over the past, resulting in having more people on foreign assignments. To avoid cultural shock, pre-departure CCT should be provided to people going on foreign assignments (Puck et al., 2008).

Different researchers (Black et al., 1992; Black & Stephens, 1989; Kim & Slocum Jr, 2008; M. E. Mendenhall et al., 1987) have concluded that about 20–40% personals sent overseas, prematurely come back. Expatriate adjustment failure is defined by (Tung, 1982) as, “expatriate inability to perform properly and efficiently, causing them being recalled home or fired”. The major reason considered for expatriates’ failure is the non-adjustment of an individual or his/her family in overseas culture. Resulting in significant social and economic costs related to these adjustment failures (Tung, 1988). Hill (2005) found that the disappointment rates contrast among distinctive (e.g. America, Japanese and European) nations. McGinley (2008a) also concluded that such rates differ among countries.

Tung, (1982) carried out an American organization survey, indicating 7% participant’s failure rate was between 20% & 40%, while 69% failure rate was between 10% & 20%, whereas 24% failure rates less than 10%. Findings of National Foreign Trade Council (2006) demonstrate approximately 21% failure of premature return from overseas thus supporting such broad ranges of estimates as discussed by (McGinley, 2008b). Rate of failure further increase when those ex-pats are considered, who just returned and leave their company in less than a year (Redfield, 2012). For understanding and updating the research on CCT and expatriate adjustment, further research is required. Most of the researchers have identified CCT being one of the most important activities of worldwide human asset administration and highlighted the expected benefits of productive training (Dowling, 2008; Kamoche, 1996).

This research work aims at the investigation of the impact of diverse-cultural training on different adjustment aspects of an expatriate in China and Malaysia. The findings of this research may support developing proactive diverse cultural training in helping expatriates settling down in Chinese and Malaysian socio-cultural and environmental systems. Most of the studies in the past have been done on higher management adjustment whereas this exploratory study is an attempt to focus on the Asia Pacific and lower-tier expatriates sent on international assignments. Thus, this research will furthermore assist in expanding overall knowledge on this critical subject. It may also provide a base for further research on a related topic.

Hypothetical Perspectives and Literature Review

Cross-Cultural Adjustment

Culture as a term refers to a set of intangible aspects of social life including the values, beliefs, languages, communications and practices that is shared by a group and can be used to collectively define them (Luce, 2017).

Rui & Wang (2015) defined cross-cultural adjustment as culture shock generated in the process of an individual adjusting to a different culture in a foreign country. Collie et al. (2015) regarded cross-cultural adjustment as individual psychological stress relief, when encountering cross-culture shock in different environments, to reduce conflict and stress at work or outside of work and achieve psychological comfort and ease (Stilianos et al., 2013). Study reveals that from one specific culture to another culture, an individual readjust to cultural differences and change the accustomed lifestyles and thinking principles; in the cross-cultural experience, an individual would

acquire distinct perception changes and physical and mental changes (Abdullah et al., 2015). This process was referred to as cross-cultural adjustment. Krishnan and Kirubamoorthy (2017) regarded cross-cultural adjustment as the interaction among people with a distinct culture.

As per Black & Gregersen (1991), cross-cultural or expatriate adjustment is expressed as the adaptability process of working and living in an overseas culture. Thus, it is the grasped level of psychological easiness one has while settling with the foreign culture. He has further discussed that three facets of expatriate adjustment exist which are:

- a) General adjustment: it covers overall foreign living conditions.
- b) Interactional adjustment: it is related to relations with host community members.
- c) Work adjustment: it involves performance roles and supervision.

Personal factors refer to his/her adaptability along with previous foreign exposure. Relevant factors include overall span spent in the host nation, family's moral social backing, work admin, and overall logistic backing. Organizational factors refer to work clarity, role discretion, supervisory, colleagues, and back-office support, and lastly, preparation of cross-cultural adjustment (Okpara & Kabongo, 2011).

Overseas Adjustment and Cross-Cultural Training

CCT's main focus is preparation of individuals belonging to one society, cooperate with individuals of another society, positively and efficiently (Brandl & Neyer, 2009). It also educates in adapting and adjusting to new roles or responsibilities (Brewster et al., 2005).

There are three techniques, cognitive, affective, and behavioral, that can be used in CCT (Brislin, 1979). As per Brewster et al., (2005) cognitive technique relates to the dispersal of data, utilizing non-participative sessions on an outside social environment. The effective approach plans to incite singular responses so the individual can figure out how to manage basic social episodes, identifying with the way of life in which they expect connecting with. The behavioral strategy concentrates on enhancing an individual's capacity in adjusting to locals' correspondence style and setting up strong associations with individuals from another society (Watson & Watson, 2012). To study adjustment Brislin's model has been utilized by several researchers by using situational variables, such as culture and communication hardness (Tung, 1987), expatriation duration (M. Mendenhall & Oddou, 1986), and individual variables personal learning objectives (Goldstein, 1989) active participation (Black et al., 1992). Tung, (1981) suggested a group of five methods that can be utilized in CCT.

- (1) Didactic training,
- (2) Culture assimilators,
- (3) Language training,
- (4) Sensitivity training, and
- (5) Field experience.

He further recommended that preparation methods ought to be picked by kind of role assigned and ought to be dependent upon two decided elements: the compatibility level between the way of life of beginning and local society, and the interpersonal communication level among ex-pats and local occupants.

Gertsen (1990) proposed that CCT can be further divided as (1) conventional training, in which through unidirectional communication, (e.g. through co-workers, academic centers, and administration improvement centers) information is shared, and (2) experimental training, in which trainees (under supervision of a trainer) learn by simulating hands-on and real-life scenarios. Two other possible training types discussed by Gertsen, (1990), are (1) General

training which focuses on sensitizing trainees to the notion of culture, (2) Specific training which emphasizes on a particular culture and assists participants being more progressive in the specific culture. Blend of these two dimensions lead to further four training types, illustrated below as Fig.1 (Gertsn, 1990).

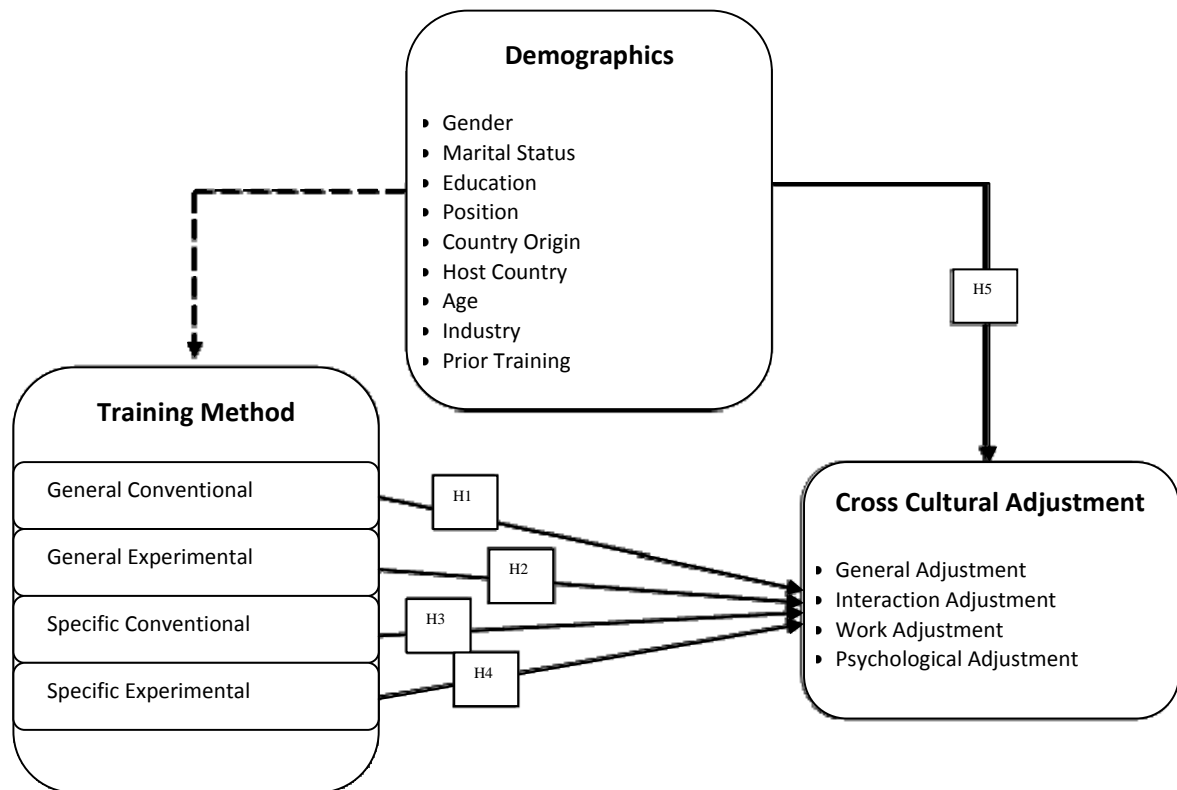


Figure 1. CCT Various Methods (Gertsen, 1990; Okpara & Kabongo, 2011)

Black & Mendenhall, (1990) examined the relationship between diverse culture efficiency and CCT. They concluded that CCT is somehow related to self-confidence and well-being feelings, appropriate behaviors development concerning overseas culture, and positive change in relationship with the local country's citizens and environment. Anderson et al., (2004) has discussed the same findings concluding that there is an association between cross-cultural efficiency and CCT. Earley (1987) also discussed that both sorts of culturally diverse training had a constructive outcome on change by the host nation's way of life and besides a beneficial outcome on the overseas performance. After conducting a study on American managers in Japan, (Hammer & Martin, 1992) also reached similar results. A subjective study by Pruegger & Rogers (1994) tells that interpersonal techniques were more compelling than educational projects in producing a change of states of mind towards an outside society. Vogel et al., (2008), discussed that MNEs are neither giving any support nor are they planning to impart any awareness required by individuals going on foreign assignments. Hawley (2009) concluded that for an effective and successful expatriate assignment CCT is the key. Based on the above discussion and conclusions, it is proposed that :

H1. There is a significant positive relationship between General conventional CCT and expatriates' Adjustment (general, interaction, psychological, and work).

H2. There is a significant positive relationship between General experimental CCT and expatriates' Adjustment (general, interaction, psychological, and work).

H3. There is a significant positive relationship between Specific conventional CCT and expatriates' Adjustment (general, interaction, psychological, and work).

H4. There is a significant positive relationship between Specific experimental CCT and expatriates' Adjustment (general, interaction, psychological, and work).

Psychological Adjustment

Selmer (2004) discussed that psychological adjustment refers to subjective prosperity or disposition states (for instance, wretchedness, nervousness, strain, and weariness), underscoring attitudinal variables of the procedure of modification. Aryee & Stone (1996) studied the mental prosperity of overseas laborers in Hong Kong and found that ex-pats communicated a normal constructive level of personal satisfaction well over the measure's normally utilized. Thus, found that psychological well-being has been significantly related to foreign adjustment outcomes for most expatriates, profoundly established mental inclinations may not happen effortlessly as the greater part of an individual's fundamental qualities are completely settled by the end of their late teens.

It is therefore proposed that a short CCT method will not be able to make a strong impact on an individual's basic value system. So relatively there is less chance for a moderately short CCT method to change an individual's fundamental quality framework (Thompson & Thompson, 1990). Selmer, (2004) argued that the psychological cultural barrier appears more prominent where two cultures are more opposite. Normally foreign culture norms appear to be unfamiliar less good and less normal. Also it is discussed that mental social boundaries are identified with negative reactions towards remote society. Even though a lot of examination has been led on diverse cultural studies, only a small number of scholars have focused on social hindrances as mental development, while there is an abundance of confirmation that social contrasts can go about as imperative boundaries for foreign businessmen (Caligiuri & Cascio, 1998; M. E. Mendenhall & Wiley, 1994).

The more disparate, outside, or peculiar a circumstance shows up, the more negative the ex-pats dispositions towards those circumstances (Torbiorn, 1988) A mental social hindrance is said to be more evident when two societies are diverse regarding dialect and other social standards (Kim & Slocum Jr, 2008; Selmer, 2004). It is in this way essential to create specific exploratory diverse mental training, for a foreign individual. These training will equip foreigners towards specific society in which they are allocated to work. Such specific mental preparation would tend to reduce the apparent unlikely effect of the mental social obstruction of expatriate involvement in their new habitat. While keeping in consideration the effect of a variety of psychology-related variables, the ability of expatriate adjustment has been largely studied given the apparent negative effect of mental boundaries to foreign adjustment, we accordingly suggest the following (Okpara & Kabongo, 2011).

Previous International Experience

Expatriates adjustment is likely to be affected by their earlier international experience. Various researchers have concluded that more experience, (either multiple episodes or a continuous long experience) should be linked with greater work and overall settlement. Gaining cognitive, cross-cultural communication, skills will be gained, resulting in a good impact on the cross-cultural settlement of the expatriates (Selmer, 2002). societies. As per Leong et al., (2013) at the point when individuals go to remote nations, they take in the practices, traditions, and standards of those societies by direct exposure or by the perception of local hosts'

practices. Sinangil & Ones (2002) further discussed that people with broad involvement in different societies are likewise liable to have created far-reaching psychological structures or templates known as schemata, which are defined assets of comprehensions about individuals, parts, or occasions that represent social conduct.

Ex-pats with less former worldwide experience do not have the complete schemata (Lee & Sukoco, 2010). Along these lines, ex-pats with additional earlier worldwide exposure may utilize related knowledge, on the other hand, ex-pats having lesser related knowledge essentially depend on current experience (Setti et al., 2020). Previous researchers (Bandura et al., 1999; Church, 1982) have identified that general adjustment is highly related to earlier foreign experience. So we can expect that an individual having no earlier foreign exposure when working abroad, would require more CCT exposure for adjustment as compared to the one who had little more international experience. Church (1982) also discussed that for successful expatriate adjustment earlier exposure in a foreign country is very important. A similar review has been identified by Black (1988) highlighting that the issues related to work adjustment can be minimized if the expatriate has prior foreign exposure. Brewster et al. (2005) and Okpara et al. (2011), in their research on the impact of cross-cultural adjustment, identified that magnitude of expatriates' previous foreign experience influences cross-cultural training effectiveness. The following hypothesis was proposed, based on the above analyses:

H5. Expatriates having previous foreign experience have a significant relationship with cross cultural adjustment (diverse general, interaction, psychological, and work adjustment).

Methodology

Data Collection and Sample

The sample consisted of 165 multinational expatriate from two major countries of Asia Pacific namely China and Malaysia, being area of focus, working in cities of Beijing, Shanghai, Xuzhou, Qingdao, Kuala Lumpur, Ipoh, and George Town, for at least 1 year. For facilitating efficient data distribution and collection process, these cities were considered to have the largest concentration of multinational corporations. The stratified testing method was utilized to choose the ex-pats studied for this exploration. According to Berends (2006) stratified testing is a system regularly utilized by specialists because it permits them to acquire a more prominent level of representativeness, in this manner lessening the likelihood of observation mistake. As per Frankfort-Nachmias and Nachmias (2007) stratified testing is additionally used to guarantee that distinctive gathering of a populace that is profoundly observed in the specimen so that the level of exactness in evaluating parameters is expanded.

This collection of data was completed between February 2019 to June 2019. To improve the reaction rate, survey forms were mostly delivered by hand while a few were emailed. Out of 185 circulated questionnaires, 165 came back, thus getting an 89% rate of response. The questionnaires were mainly distributed in the Automobile, Telecom, and IT sectors in China, and Malaysia. The mean age of 165 men and women, who took part in this research was 38 years, having a standard deviation of 1.5. Respondents gave an account of up to 24 months of former universal experience.

Since the focus of the research was on middle management, engineers, and lower staff. More than 61% of the respondents were engineers, 16% staff, 12% supervisor, and 9% middle management, and only 2% Managers. Among the respondents, 71% held Bachelor's degrees, 22% intermediate education while only 6% held master's degrees Also 64% respondents were of Pakistani origin, 14% Indians, 7% South African, and 16% were US nationals (Table 1).

Table 1. Demographics of Respondents

Demographic Characteristic	Number	Percent
Gender		
Male	133	80.6
Female	32	19.4
Marital Status		
Single	41	25
Married With Children	94	57
Married without Children	30	18
Education		
Master	10	6
Bachelor	117	71
Intermediate	37	22
Less than Intermediate	1	1
Position		
Manager	3	2
Middle Manager	15	9
Engineer	101	61
Supervisor	20	12
Staff	26	16
Country Origin		
Pakistan	105	64
India	23	14
South Africa	11	7
USA	26	16
Host Country		
China	108	65
Malaysia	57	35
Age		
<30	22	13
30-40	124	75
41-50	13	8
>51	6	4
Industry		
Automobile & Manufacturing	141	86
Electronics and IT	24	15
CCT Training		
Yes	94	57
No	71	43

Measures

Socio-cultural adjustment. To measure expatriates' self-estimated level of Socio-cultural adjustment, the author utilized the scale developed by (Black & Stephens, 1989), having 14 statements for gauging ex-pats self-assessed modification level. For statement, respondents were asked to rate their level of modification on a five-point ordinal scale (1 = unad-

justed to 5 = fully adjusted). A factorial examination of principle parts on the 14 explanations leads to the presence of unique three adjustment facets. Our outcomes demonstrated significant inner consistency for every aspect. Measure of scale reliability Cronbach's alpha ranges are as given below.

Table 2. Reliability of Scales

Scale	Reliability
General Adjustment	0.937
Interaction Adjustment	0.963
Work Adjustment	0.97
Psychological Adjustment	0.977
Overall	0.985

Psychological adjustment. For measuring psychological adjustment Goldberg's General Health Questionnaire (GHQ-12) from the work of Forster (2000) and Anderzén & Arnetz (1997, 1999). This scale is regularly connected to survey minor psychiatric side effects, yet it has likewise been widely used to screen levels of prosperity in the group and hierarchical examples, and also to gauge ex-pats subjective prosperity. Focusing on a variety of questions concerning recent feelings of individuals, it includes respondents' ability to concentrate on whatever they are doing, feeling everyday experiences and capability of making decisions about things. For all psychological adjustment statements, results were collected on a five-point ordinal scale (ranging from 1 = Always to 5 = Never) where the expatriates expressed their level of adjustment. Participants were requested to respond according to their overall feelings over the past few weeks (e.g: 'Felt you couldn't conquer your problems?', 'Lost much sleep over worry?'). Acceptable reliability of this scale was 0.977.

Cross-cultural training. The last section of the questionnaire focuses on cross-culture training. Expatriates were asked if they had received any type of cross-cultural training. Considering Gertsen's (1990) work, further, four sub-questions (related to each training having a brief description of each type of training) were asked. In these four sub-questions respondents were asked to mark which CCT type they received before their foreign posting (starting from 1 = "No Training Received" to 5 = "Training Received Up to 01 Week or More").

Prior international experience. Based upon the research work of Brewster et al. (2005), expatriates' previous foreign exposure was gauged by counting total overseas months they declared (i.e. spent by them as a foreigner).

Data Analysis

SPSS Statistics by IBM ® (Windows Version 21, a software package for statistical analysis) was utilized to conduct data analysis, proceeded in the following manner for each facet of adjustment:

- Calculated descriptive statistics to inspect diverse cultural training' influence on ex-pats settlement.
- Analyzed correlations for testing the hypotheses.
- The demographic characteristics obtained from the analysis are described in Table 1.

Results

Table 3. Means, Standard Deviation and Correlation Details of Cross-Cultural Adjustment

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1.General adjustment	1.61	0.61	1.00								
2.Work adjustment	1.54	0.5	.87**	1							
3.Interaction adjustment	1.36	0.54	.89**	.87**	1						
4.Psychological adjustment	1.58	0.82	.85**	.83**	.78**	1					
5.General conventional	2.6	1.03	.36**	.40**	.39**	.45**	1				
6.General experimental	2.53	1.18	.42**	.40**	.37**	.45**	.52**	1			
7.Specific conventional	2.79	1.18	.40**	.43**	.42**	.39**	.91**	.50**	1		
8.Specific experimental	2.94	1.16	.45**	.45**	.45**	.51**	.60**	.81**	.50**	1	
9. Experience	18.48	25.87	.63**	.57**	.63**	.51**	0.04	.19*	0.00	.29**	1
* p < 0.05											
** p < 0.01											

As per hypotheses H1a, it was an important research question as to whether general conventional CCT would have a strong influence on all adjustment aspects. For testing general conventional CCT impact on the adjustment facets, three separate multiple correlations were conducted. First general conventional CCT was correlated to “General Adjustment” ($r = 0.368$, $p < 0.01$), then “Interaction Adjustment” ($r = 0.396$, $p < 0.01$), and then “Work Adjustment” ($r = 0.408$, $p < 0.01$). See the results in Table3. As predicted the correlations of general conventional training and various adjustment features were significantly positive, thus supporting the hypothesis H1a.

Correlation of general experimental cross-cultural training with general adjustment ($r = 0.428$, $p < 0.01$), and with interaction adjustment ($r = 0.372$, $p < 0.01$), and with work adjustment ($r = 0.400$, $p < 0.01$), and with psychological adjustment ($r = 0.455$, $p < 0.01$). The results of this analyses indicated that general experimental diverse cultural training and expatriate adjustment are significantly and positively correlated. These results lend support to the hypothesis H1b.

Table 3 also shows that there is a significant and positive association between specific conventional CCT and the facets of expatriates’ adjustment. Correlation of Specific conventional cross-cultural training with general adjustment ($r = 0.401$, $p < 0.01$), with interaction adjustment ($r = 0.427$, $p < 0.01$), with work adjustment ($r = 0.438$, $p < 0.01$), and with psychological adjustment ($r = 0.397$, $p < 0.01$). Thus concluding that specific conventional diverse cultural training and overseas settlement are significantly and positively correlated. These findings lend support to the hypothesis H1c.

Results of the Table 3 further indicated that associations between specific experimental diverse cultural training and overseas settlements were significantly positive. Correlation of specific experimental training with general adjustment ($r = 0.451$, $p < 0.01$), with work adjustment ($r = 0.458$, $p < 0.01$), with interaction adjustment ($r = 0.457$, $p < 0.01$), and with psychological adjustment ($r = 0.516$, $p < 0.01$). Thus fully supporting the hypothesis H2.

As shown in Table 3, prior international experience and general adjustment ($r = 0.634$, $p < 0.01$), earlier worldwide exposure and work adjustment ($r = 0.635$, $p < 0.05$), prior overseas exposure and interaction adjustment ($r = 0.578$, $p < 0.01$), and prior international experience and psychological adjustment ($r = 0.511$, $p < 0.01$). Thus clearly showing a positive association of previous overseas experience and diverse cultural adjustment variables, thus supporting to the hypothesis H3.

Overall results fully support all hypotheses of current research (as given in table 3). Also, all the results are aligned with the research work of Okpara and Kabongo (2011). Overall results of Table 3 support the idea that CCT is connected with general alteration, for instance, prosperity and self-confidence feeling at work, improvement of good broad practices concerning abroad culture, furthermore enhancing associations with the host nation's kin and society

While focusing on characteristics like marital status, age, education, job position, host country and country of origin, analysis among various CCT and facet of expatriate adjustment was carried out to conclude some interesting results:

Table 4. Single Expats Correlations

		General Adjustment	Interaction Adjustment	Work Adjustment	Psychological Adjustment
General Training	Conventional	.40**	.52**	.54**	.51**
General Training	Experimental	.49**	.49**	.48**	.54**
Specific Training	Conventional	.38*	.53**	.52**	.43**
Specific Training	Experimental	.53**	.53**	.49**	.59**

Table 5. Married with Children Expats Correlations

		General Adjustment	Interaction Adjustment	Work Adjustment	Psychological Adjustment
General Training	Conventional	.36**	.36**	.38**	.41**
General Training	Experimental	.41**	.35**	.39**	.45**
Specific Training	Conventional	.39**	.38**	.40**	.36**
Specific Training	Experimental	.40**	.43**	.47**	.47**

Table 6. Married without Children Expats Correlations

	General Ad- justment	Interaction Adjustment	Work Adjus- tment	Psychological Adjustment
General Conventional Training	.18	.17	.09	.34
General Experimental Training	.31	.17	.18	.27
Specific Conventional Training	.26	.27	.23	.22
Specific Experimental Training	.40*	.34	.20	.43*

The results of table 6 indicate that CCT will have more effect on a single expatriate's adjustment in a foreign culture as compared to married expatriates. The core reason may be a single person has more liberty to move and explore and freely respond to new cultures or changes whereas married persons if they go alone on a foreign assignment still are concerned about the family back home, which may affect their adjustment in a foreign place. Also, even if expatriate take their wife and kids with them still they need to look into all aspects of adjustment related to their family as well while setting in a new environment. This also gives a hint that selecting for foreign assignments single individuals should be preferred as compared to married ones.

Table 7. Expats Correlations with Age >40

	General Ad- justment	Interaction Adjustment	Work Ad- justment	Psychological Adjustment
General Conventional Training	.35	.31	.22	.63**
General Experimental Training	.30	.23	.20	.42
Specific Conventional Training	.57*	.55*	.46*	.61**
Specific Experimental Training	.40	.42	.37	.51*

Table 8. Expats Correlations with Age <40

	General Ad- justment	Interaction Adjustment	Work Ad- justment	Psychological Adjustment
General Conventional Training	.34**	.38**	.41**	.40**
General Experimental Training	.42**	.36**	.40**	.44**
Specific Conventional Training	.36**	.39**	.42**	.35**
Specific Experimental Training	.41**	.41**	.43**	.49**

Above correlations, results reflect that CCT training has more impact on younger expatriates as compared to older people. A logical reason is that it's easier to adopt change in life at a young age. But as you grow older the resistance to accept change becomes higher. Thus, while selecting people for foreign assignments their age should be considered as well by MNC's. Also, while they need to update or modify their CCT programs keeping in view the age aspects of ex-pats.

Table 9. Expats Correlations having Bachelors or Above Education

	General Adjustment	Interaction Adjustment	Work Adjustment	Psychological Adjustment
General Conventional Training	.30**	.37**	.38**	.35**
General Experimental Training	.41**	.38**	.41**	.38**
Specific Conventional Training	.33**	.40**	.40**	.28**
Specific Experimental Training	.42**	.46**	.45**	.48**

Table 10. Expats Correlations having intermediate or Less Education

	General Adjustment	Interaction Adjustment	Work Adjustment	Psychological Adjustment
General Conventional Training	.46**	.40*	.39*	.65**
General Experimental Training	.39*	.27	.29	.59**
Specific Conventional Training	.46**	.42**	.41**	.58**
Specific Experimental Training	.48**	.41*	.40*	.57**

Table 11. Manager, Middle Manager, and Engineer Expats Correlations

	General Adjustment	Interaction Adjustment	Work Adjustment	Psychological Adjustment
General Conventional Training	.089	.17	.14	.20*
General Experimental Training	.32**	.28**	.31**	.34**
Specific Conventional Training	.09	.18*	.14	.052
Specific Experimental Training	.32**	.35**	.34**	.43**

From the results it appears that the cross-cultural training contributes more in helping less-educated expatriate adjustment. Normally higher the educated person is more he/she has awareness and ability to understand the change around him and thus less training is required

for them. Thus, MNC's while designing and conducting cross-culture training should be able to accommodate and facilitate trainees according to their education. Moreover, the main data collected for this study is of Pakistani and Indian ex-pats with the bachelors or less education. Thus, this training will contribute significantly to the labor class of the third world which goes in huge numbers on foreign assignments.

Table 12. Supervisor and Lower Staff Expats Correlations

		General Ad- justment	Interaction Adjustment	Work Ad- justment	Psychological Adjustment
General Training	Conventional	.46**	.540**	.49**	.43**
General Training	Experimental	.40**	.37*	.34*	.35*
Specific Training	Conventional	.46**	.54**	.49**	.43**
Specific Training	Experimental	.50**	.56**	.52**	.34*

Table 12 shows that CCT training will significantly contribute more to lower staff adjustment in a foreign environment. So, it's is evident that MNC's should concentrate on lower staff CCT training as well so that they can easily adjust to foreign society.

Table 13. Host Country China Expats Correlations

		General Ad- justment	Interaction Adjustment	Work Ad- justment	Psychological Adjustment
General Training	Conventional	.36**	.37**	.40**	.56**
General Training	Experimental	.55**	.44**	.41**	.60**
Specific Training	Conventional	.41**	.45**	.47**	.51**
Specific Training	Experimental	.60**	.50**	.49**	.66**

Table 14. Host Malaysia Expats Correlations

		General Ad- justment	Interaction Adjustment	Work Ad- justment	Psychological Adjustment
General Training	Conventional	.39**	.36**	.35**	.24*
General Training	Experimental	.24*	.21	.36**	.19
Specific Training	Conventional	.39**	.36**	.37**	.24*
Specific Training	Experimental	.24*	.21	.36**	.19

The results of the further show that CCT training has significant contributions towards an expatriate adjustment in Malaysia as compared to China. A major contributing factor for such results could be that China is more developed and advanced as compared to Malaysia. Thus, MNC's need to focus significantly on CCT training while sending ex-pats in Malaysia.

Table 15. Expatriates Country of Origin Pakistan and India Correlations

		General Ad- justment	Interaction Ad- justment	Work Adjust- ment	Psychological Adjustment
General Training	Conventional	.36**	.39**	.40**	.45**
General Training	Experimental	.42**	.37**	.40**	.45**
Specific Training	Conventional	.40**	.42**	.43**	.39**
Specific Training	Experimental	.45**	.45**	.45**	.51**

Table 16. Expatriates Country of Origin USA Correlations

		General Ad- justment	Interaction Ad- justment	Work Adjust- ment	Psychological Adjustment
General Training	Conventional	.13	.06	.09	.44*
General Training	Experimental	.29	.25	.27\	.35
Specific Training	Conventional	.54**	.36	.18	.43*
Specific Training	Experimental	.57**	.42*	.33	.56**

Tables 14, 15 and 16 indicate that for Americans expiate experimental training would benefit more but for South Asians all training is fruitful.

Discussion

The motivation behind this study was to research the influence of the various diverse cultural trainings on various aspects of adjustment and also to look at the impact of earlier global experience on this relationship.

The primary result indicated that various types of CCT could anticipate expatriates' adjustment. The findings indicated that various types of CCT have a positive and significant impact on expatriates' adjustment. These findings are fully consistent with previous related studies carried out in other developing countries (Black & Mendenhall, 1990; Brewster et al., 2005; Okpara & Kabongo, 2011). As per the work of Brewster et al. (2005), to change expatriate attitudes towards a foreign culture, specific experimental types of CCT is considered to be more effective than conventional ones. Current research work is aligned with this study as well.

The results concluded that among all types of considered training, specific experimental training (focused on the host nation's culture) will benefit foreigners more. The results of this study highlight that all forms of CCT, play a vital role for all types of foreign adjustments.

A deeper analysis of data helped the researcher conclude that the CCT programs will contribute to more expatriate adjustment if they are timely updated and conducted keeping in consideration the marital status, education, age, job position, and native and host country of the individuals, being sent on a foreign assignment.

Keeping into consideration earlier foreign experience and knowledge, the results of this study show a strong impact on CCT and expatriates' adjustment relationship. An explanation to this could be that ex-pats' prior exposure or experience of a remote nation plays a vital component in the members' conformity process in China and Malaysia. Another fact could be that earlier foreign exposure could decrease the adjustment related issues, stress, and problems. So, it can be concluded that for a successful expatriates' adjustment, prior international experience has important significance.

Managerial Significance

The findings of this study reflect that any type of cross-cultural training will play an important role in expatriate adjustment in Asia Pacific countries of China and Malaysia. According to Shen (2005), little attention has been given previously, towards foreign management development and training by the multinational corporations. After an extensive literature review, it was concluded that a reasonable gap exists between MNCs' practices and actual academic theories. CCT's are considered an unnecessary expense rather being a necessity.

Thus, multinationals' effectiveness is adversely affected by ineffective foreign training and management development. From results, it is clear that experimental training methods, focusing on the host country, are more appropriate and most effective. It is not sufficient that some sort of CCT just exists but the training programs should be by the host country's cultural distance. Such experimental programs should be corporate responsibility (not of individuals). Further, training programs should be designed and updated keeping in view the cultural distance between expatriate's host and origin countries, his/her assignment nature, job position, education, and contract duration.

For example, in a public relations position (like marketing or management) an expatriate need to have more contact with the locals in the host country, so in such a case, interaction adjustment will be a key determinant of his/her successful assignment. While if it's a purely technical position, general and interaction adjustment have less impact. Thus, appropriate CCT should be aligned accordingly and should be more thorough. Some foreigners prefer getting such training in the host country. So along with training before departure, CCT in the host nation can also be delivered (Selmer, 2001). Along with Internet-based training and international mindset training, the host nation's real-time training is emerging as a new area under international human resource management (M. E. Mendenhall & Stahl, 2000).

Further, MNCs would be benefited by utilizing their previous expatriates as trainers for CCT programs (Harris & Moran, 1987). Finally, (Cerdin, 1996) has discussed that expatriates' spouses should be also provided CCT training by the MNCs as their non-adjustment could harm expatriates own adjustment.

Conclusion

This study investigated the influence of diverse cultural training on various foreign adjustment aspects in China and Malaysia.

It additionally researched the impact of earlier worldwide experience on ex-pats with various aspects of his/her adjustment in a foreign country. This research work confirms that pre-departure CCT's have a positive effect on international assignment adaptation and among these CCTs most effective are experimental types of training. Furthermore, expatriates' earlier foreign experience has a clear influence on the CCT's relationship with expatriate adjustment. In short, these research findings are inline and continuation of (Okpara & Kabongo, 2011). They also confirm the past 20 years of the researcher's view: that pre-move CCT's have a positive effect on international assignment adaptation. This study exhibited overall confirmation that the viability of culturally diverse training on overseas conformity could be dependent upon specific situations along with remote jobs as a way of life. In literature, this study may contribute to the positive effects and impacts of CCT on lower and middle management expatriates particularly in China and Malaysia, and in general upon the overall expatriates.

The following are some interesting conclusions also found during this study:

- Marital status: Results have shown that single expatriates benefit more from CCT training and show the better adjustment as compared to married.
- Education: Results indicated that CCT training shows a strong impact on less-educated expatriates.
- Host country: Results indicate that CCT should not be general, instead be more focused on the Host country.
- Job position: Results show CCT training will facilitate assist Middle Management and Lower staff more in adjustment.
- Country of origin: It is indicated that for Americans expiate experimental training would benefit more but for South Asians all training is fruitful.
- Age: Results have confirmed that this training will show more fruitful results for younger expatriates.

Based upon the above conclusions guidance table was derived (Table 17), highlighting which types of training will accommodate more in which scenarios:

Table 17. Expatriates Suitable Training

	General Conventional Training	General Experimental Training	Specific Conventional Training	Specific Experimental Training
<i>Marital Status</i>				
Single	√	√		√
Married With Children		√	√	√
Married without Children		√		√
<i>Education</i>				
Master or Bachelor		√	√	√
Intermediate or less	√		√	√

	General Conventional Training	General Experimental Training	Specific Conventional Training	Specific Experimental Training
<i>Position</i>				
Manager & Middle Manager		√		√
Engineer, Supervisor, Staff	√	√	√	√
<i>Country Origin</i>				
Pakistan + India	√	√	√	√
USA		√		√
<i>Host Country</i>				
China		√	√	√
Malaysia	√		√	
<i>Age</i>				
<40	√	√	√	√
>41	√		√	√

In short, this study identifies MNC's to prepare, review, and update CCT training keeping in mind the above characteristics of expatriates, for their proper adjustment during foreign appointments. The current study can provide the base for researchers to exactly and reasonably examine the impacts of diverse cultural training on overseas adjustment further in China and Malaysia.

Research Limitation and Guidance for Future Studies

This study has many constraints. Generally speaking, current research limitations are consistent with earlier experimental researches, related to expatriate adjustment. For this study mainly samples were collected from the Automobile & Manufacturing and Electronics and IT sector, further researchers could collect data from other industrial sectors as well. Future studies may maintain a strategic distance from potential mono-technique predisposition by tapping more information sources individual expatriates, for example, life partners or other relatives, and associates and managers. Later on, more assets and endeavors could be connected to defend bigger specimens of respondents, subsequently conceivably bringing about better factual force. For future studies as discussed by (Menard, 2002) longitudinal methodology could be utilized; such a methodology may have created a wealthier information source, where diverse examples of conformity could have been identified and looked at after some time. Data samples were collected from cities of Beijing, Shanghai, Xuzhou, Qingdao, Kuala Lumpur, Ipoh, and George Town, so could cast doubts over our results regarding generalizability for other foreign settings, in other cities in these regions. It is recommended to use cross-industry samples to replicate the current study. A further purpose of enthusiasm for future exploration includes taking a shot at the significance of family effect on overseas adjustment and performance.

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