

Impact of Cultural Intelligence and Perceived Expatriate Supporting Practices on Expatriate Cross Cultural Adjustment and Performance: A Study of Indian Expatriates in United States of America.

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Abstract

Purpose:

Due to globalisation the success of a multinational to a large extent depends on the ability of the employees to adopt to the different cultures and deliver services in the different parts of the world. A comprehensive literature review highlighted that due to globalization, the Indian origin multinational corporations are transferring the employees to the foreign locations to serve their operations. India has emerged as emerged as major software exports to the developing countries because of the availability of the talented high quality professionals. According to the Global Relocation Trends Survey report, 2014 issued by Brookfield Global Relocation survey there is increase in the number of international assignees. The United states, China, United Kingdom were most frequently cited to be top destinations (Brookfield Global Relocation Services, 2014:21). United States is cited as most challenging destinations for international assignees (Brookfield Global Relocation Services, 2014:22).

To accomplish the organizational goals MNCs rely on the employees who are technically qualified. However, selecting an employee who successfully complete the assignment and with optimal productivity is a challenging job to these MNCs. It is important that the MNCs select the right employee for the international assignment as the cost involved are high. It is also important that proper human resources policies are in place to support the expatriate employee for the optimal performance. Due to the growth of the Indian origin MNC especially in IT sector there is a need to study the expatriate adjustment experience of the Indian IT professionals who are often assigned to the international project in the developed countries like United States of America. The present study tries to address the gap in literature on the adjustment experiences of IT expatriates form Indian origin MNC to the developed country.

The purpose of this paper is to explore the experience of expatriates living and working in United States of America, their adjustment process and role Cultural Intelligence plays in cross cultural adjustment and expatriate performance. Indian Information technology MNC are sending highly skilled workforce to United States of America to work on large number of projects. A comprehensive literature review highlighted that due to globalization, the Indian MNC has expanded, and their scope has widened in United States of America.

The companies in United States of America are using the services of the expatriate population for operations. This study aimed at finding the relation between the expatriate supporting practices followed by Indian origin MNCs, cultural Intelligence of employees, their adjustment to the new culture and their performance. In this research study, we explored the experience of

expatriates living and working in United States of America, their adjustment process and role cultural Intelligence and perceived expatriate supporting practices plays in cross cultural adjustment, Job performance of Indian expatriates.

Method:

Data were collected from a sample of 477 Indian IT employees in Multinational National Companies across United States of America by administering a structured questionnaire measuring the constructs under study. Data were analysed by means of the structural equation modelling with the help of LISREL (Maximum Likelihood technique).

Result:

Result of the study revealed the model fit indices were within the acceptable limits, depicting a positive and significant relationship between constructs of cultural intelligence and perceived expatriate supporting practices with cross cultural adjustment and Job performance.

Conclusion:

The study supported the proposition that the constructs induces work outcomes. The empirical evidence suggests designing an appropriate support system for enhancing work outcomes of expatriates. The results of the present work provide important insights to managers and researchers involved in understanding the importance of expatriate management. In the context of skill shortages globally and highly mobile workforce due to globalization important implications for talent management were discussed. The limitation and direction for future research is also discussed. The findings of this study contributes to the body of knowledge in the International Human Resources Management and cross-cultural management field as well as practical implication to expatriating firms especially in the area of selection and hiring of skilled human capital and providing constant support to the expatriate employees so that the they work to their optimum level.

Keywords: Cultural Intelligence, Cross-cultural adjustment, Job performance, Expatriate