DETERMINANTS OF EXPATRIATE ADJUSTMENT SUCCESS. (A CASE OF INTERNATIONAL LOCAL HIRE IN INTEL MALAYSIA, TAIWAN AND SINGAPORE)

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UNIVERSITI UTARA MALAYSIA
JANUARY 2011

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A Thesis submitted to the Centre for Graduate Studies, Universiti Utara Malaysia, in partial Fulfillment of the Requirement for the Degree of Master of Science (Human Resource Management)

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ABSTRAK

Objektif utama kajian ini ialah untuk melihat faktor-faktor yang mempengaruhi tahap penyesuaian pegawai-pegawai dagang (ekspatriat) yang berkhidmat di Intel Malaysia, Intel Taiwan dan Intel Singapura. Ianya adalah untuk memahami keperluan-keperluan pegawai-pegawai dagang tersebut di dalam proses penyesuaian diri di negara hos. Kajian ini adalah untuk melihat hubungan di antara variasi iaitu tingkah laku, kredibiliti rakan sekerja dan sokongan dari organisasi dengan tahap penyesuaian perilaku ekspatriat di negara hos. Tiga dimensi tingkah laku dikaji iaitu, "extroversion", keperluan meminta bantuan dan risiko meminta bantuan.

Bagi mencapai matlamat kajian, kaedah kuantitatif digunakan melalui pengedaran soal selidik. Sebanyak 114 soal selidik diedarkan kepada pegawai dagang (ekspatriat) di Intel Malaysia, Intel Taiwan dan Intel Singapura dan daripada jumlah tersebut, hanya 63 (55%) soal selidik di terima dan digunakan untuk tujuan penganalisaan.

Data dianalisa dengan menggunakan ujian korelasi pearson dan ujian regresi kepelbagaian. Dapatan kajian menunjukkan hanya wujud hubungan di antara sokongan organisasi dengan penyesuaian perilaku ekspatriat.

Kesimpulannya, kajian mendapati sokongan organisasi adalah faktor penting yang mempengaruhi penyesuaian perilaku ekspatriat di negara hos. Dapatan kajian membolehkan organisasi menyediakan program-program untuk memperbaiki mutu perkhidmatan, contohnya "program mentor dan mentee", "buddy system" serta mengkaji semula proses- proses dan polisi-polisi organisasi.

ABSTRACT

The main objective of this study is to identify the criteria for international local hire's (expatriates) adjustment success in the host site. This is to understand the support and help needed from them for a smooth adjustment process. Present study examines the relationship between all the independent variables, namely expatriate behavior, local co-worker credibility as well as perceived organization support with the dependent variable, adjustment success in the host site. There are three dimensions for expatriate behavior which are, extraversion, help seeking behavior and risk in help seeking.

To attain the objectives, a quantitative method was employed and data was collected through questionnaires. A total of 114 questionnaires were distributed to international local hires at Intel Malaysia, Intel Taiwan and Intel Singapore. However only 63 (55%) were received and used for further analysis.

The data was analyzed using Pearson Correlation and Multiple Regression. The findings indicated that perceived organization support was the only variable that has significant relationship with expatriate adjustment in the host site while expatriate behavior and perceived organization support do not correlate with expatriate adjustment in the host site.

In conclusion, this study revealed that perceived organization support is the important criteria for a successful expatriate adjustment. From the results, this would enable improvement programs such as, buddy system, mentor and mentee as well as revising the relocation process and policies to assist international local hire's adjustment in the host site.

ACKNOWLEDGEMENTS

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CHAPTER 1

INTRODUCTION

1.1   Introduction to the study

The globalization of business and market competitiveness in current economic trend has resulted to demands for skilled and professional manpower as to stay competitive in international market. Due to limitation of local manpower with specific required skills, organizations hire professional foreign expatriates as to fulfill the needs and market demands. Typically, these foreign expatriates help the workforce planning gaps by enabling the organization to place employee with the necessary knowledge, skills and abilities.

In addition, by positioning expatriates from home country, they may help to foster organizational culture in foreign operations by focusing on organization's value, permitting closer control and providing a broader global perspective in achieving the organization mission and vision. However, the possibility of hiring employees from anywhere in the world brings multicultural issues in the business environment and to position the companies for the opportunities without borders (HRM report, 2010).

An "expatriate" can be defined as an individual who is not a citizen of the country he is working. Richardson and McKenna (2002) referred expatriates as professionals who are living in an overseas country on a temporary basis,

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