

Trust in HR Manager and Expatriates Cross-Cultural Adjustment

Ms. Shubhi Sharma*, Dr. R P Juyal**

*MBA(HR), Amity University

**Asso. Prof., Deptt. of Economics,
N. A. S. College, Meerut.

Abstract

The present paper is aimed to investigate the trust and gender as linked to expatriates' cross-cultural adjustment. In this study the effect of gender and expatriates' trust in their HR manager has been investigated on the expatriates' adjustment when they go out for business purpose. A total sample of 40 (20 male and 20 female) have been taken to meet the objectives of the study. Result indicates that expatriates' trust in their HR manager tend to have a significant effect on their cross-cultural adjustment. Gender also has been found to play a significant role in expatriates adjustment but only being mediated by trust. A significant correlation has been found between trust and cross-cultural adjustment.

Keywords: Cross-cultural adjustment, Trust, Expatriate.

Reference to this paper should be made as follows:

**Ms. Shubhi Sharma*,
Dr. R P Juyal****

*Trust in HR Manager
and Expatriates
Cross- Cultural
Adjustment*

,RJPSS 2017, Vol. 42,
No.2, pp. 143-152,
Article No.20 (RS2044)

Online available at:

[http://anubooks.com/
?page_id=442](http://anubooks.com/?page_id=442)

Introduction

The dawn of new modern world of global economization and occupation raise a number of challenges as well as opened the door of new opportunities of progress and success. Expatriation is one, which can be seen as both a challenge and opportunity. Expatriation can be defined as the temporary migration of a person abroad due to a specific purpose and returning to the home country as the purpose is fulfilled (Cohen, 1977). Expatriation can be seen as a central part of international business activities. In many ways the success of companies' international business activities depends on expatriates. The ability to function in the new environment, ability to cooperate with locals and applying their competences and knowledge to perform well and to cope with uncertainty are the key factors of expatriates.

Cross-cultural Adjustment

It's true that success in expatriation depends to a large extent on the cross-cultural adjustment of expatriates. Cross-cultural adjustment can be defined as the psychological comfort an expatriate has with the various aspects of a host culture (Black & Stephens, 1989; Gregersen & Black, 1990). Three specific areas of Cross-cultural adjustment can be distinguished as: (1) general environment which is related to the degree of comfort with general living conditions, such as climate, health facilities, and food, (2) interaction with host country nationals, and (3) work related to performance standards, job, and supervisory responsibilities (Black & Stephens, 1989).

The impact of national culture on individuals' emotional processes has also been found in literature (Elfenbein, 2007, Elfenbein & Ambady, 2002; Mesquita & Frijda, 1992). Finally, it adds to our understanding of the role of gender in moderating the relationship between emotional intelligence and cross-cultural adjustment. The literature on gender differences in emotions has also found that women are better than men at perceiving nonverbal emotional cues (McClure, 2000) and respond with more appropriate affective responses to others' mental states (Joseph & Newman, 2010). In the context of expatriation female expatriates are considered to be more successful on international assignments than male expatriates (Adler, 1987, Taylor & Napier, 1996) and this can be due to the tendency of women express emotions more than men (Wood, Rhodes, & Whelan, 1989), are more affectionate (Briton & Hall, 1995), and experience more intense joy and sadness (Fujita, Diener, & Sandvik, 1991). Furthermore, women were also found to respond more adaptively than men to stressors, more willing to seek help from others, and use emotion-focused strategies when appropriate (Deane, Wilson, & Ciarrochi, 2001).

Trust in HR Manager

It has been shown in studies that when employees feel that the organization provides them supportive working environment, employees feel to be more willing to give customers the best services. When the organization nurtures relationships with employees, the result can lead to a real improvement in services provision to customers (Schneider & Bowen 1995). When customers meet a satisfied and enthusiastic employee, their perceptions of the service are likely to reflect the positive encounter (Schneider, White & Paul 1998).

Evidence (Glade & Ivery 2003) has been presented to show the importance of organizational climate as a mediator between HRM and positive organizational outcomes, for instance, results of a study conducted in credit unions have shown that trust in management and manager can serve as a partial mediator of the relationship between perceptions of organizational support and organizational commitment (Whitener 2001). Another study of Aryee, Budhwar and Chen (2002) founded that the relationships between procedural justice and employees' attitudes toward their work was partially mediated by trust in the organization. It was demonstrated that trust in the employer also can play a crucial role in the psychological contract and the work outcomes of psychological withdrawal behavior as well as turnover intentions (Lo & Aryee 2003). Furthermore, there is a widely held perspective if employees perceive HRM practices as an indicator of organizational belief in them (Schneider & Bowen 1993).

OBJECTIVES

1. To test the significance of relationship between 'trust in HR managers' and cross-culture adjustment.
2. To test the significance of difference between expatriates having high and low score on trust with respect to cross-cultural adjustment.
3. To test the significance of difference between male and female expatriates with respect to cross-cultural adjustment.
4. To test the significance of difference between male expatriates scoring high and low on trust with respect to cross-cultural adjustment.
5. To test the significance of difference between female expatriates scoring high and low on trust with respect to cross-cultural adjustment.

HYPOTHESES

1. There is no significant relationship between 'trust in HR managers' and cross-culture adjustment.

2. There is no significant difference between expatriates having high and low score on trust with respect to cross-cultural adjustment.
3. There is no significant difference between male and female expatriates with respect to cross-cultural adjustment.
4. There is no significant difference between male expatriates scoring high and low on trust with respect to cross-cultural adjustment.
5. There is no significant difference between female expatriates scoring high and low on trust with respect to cross-cultural adjustment.

VARIABLES

Independent Variables

1. Trust
2. Gender

Dependent Variable

1. Cross-culture adjustment

METHOD

Design: To attain the objectives of the present study an Ex-post-facto correlational design has been adopted.

Sample: A total of 40 (20 male and 20 female) employees who performed as expatriate in various countries have been selected for the study using purposive sampling procedure.

Statistical technique: Data was analyzed with the help of nonparametric statistics such as median, spearman's rank difference correlation method, and Mann-Whitney U-test.

Tools for Data Collection

1. **Cross-Culture Adjustment Scale:** measured with 14-item, self-reported Expatriate Adjustment Scale adopted from Black and Stephens (1989). Seven items assessed general adjustment (e.g. housing, food, and shopping); four items assessed interactions adjustment (e.g. socializing with people from the host culture); and three items assessed work adjustment (e.g. job responsibilities and performance standards/expectations). Response choice alternatives ranged from 1 (very unadjusted) to 7 (completely adjusted). Cronbach's alphas for general adjustment, interactions adjustment, and work adjustment were 0.91, 0.82, and 0.86 respectively (Black & Stephens, 1989).

2. Tzafir and Dolan’s Trust Scale: In the current study, which was undertaken in the organizational setting, an attempt was carried out to find a scale of trust which takes into consideration the employees as well as the exact context where trust happens. Therefore, in order to measure trust a 16 item instrument, developed and validated by Tzafir and Dolan (2004).

ORGANIZATION AND ANALYSIS OF DATA

Table 1: Showing Correlations value between Adjustment and Trust

		ADJUSTMENT	TRUST
ADJUSTMENT	Correlation Coefficient	1.000	.504**
	Sig. (2-tailed)	.	.001
	N	40	40
TRUST	Correlation Coefficient	.504**	1.000
	Sig. (2-tailed)	.001	.
	N	40	40

** . Correlation is significant at the 0.01 level.

Obtained result indicates that there is significant positive correlation (.50, significant at .01 level) between expatriates’ cross-culture adjustment and trust in HR manager. It means as the level of trust in HR manager increases employees tend to so better adjustment while working in other country. It can be asserted that trust in HR manager is a significant correlate of adjustment in expatriates.

This finding is supported by the answer obtained in favor of second objective which was formulated to test the significance of difference between high and low scoring expatriates on trust with respect to adjustment scores. For this, Mann-Whitney U-test was applied. Descriptive statistics has been shown in table no. 2 as well as table no. 3 is to show the U-value high scorer and low scorer on trust with respect to adjustment.

Table 2: Showing Descriptive Statistics for High scorer and Low Scorer on Trust with respect to Adjustment

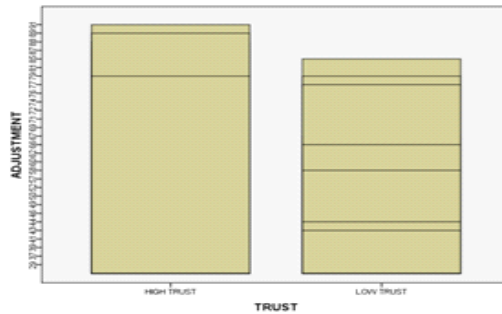
ADJUSTMENT	TRUST	N	Mean Rank	Sum of Ranks
	HIGH TRUST	20	26.72	534.50
	LOW TRUST	20	14.28	285.50

Table 3: Showing U-value between High scorer andLow Scorer on Trust with respect to Adjustment

	ADJUSTMENT
Mann-Whitney U	75.50
Asymp. Sig. (2-tailed)	.001

Table 3 shows the U-value-75.50 between high scorer and low scorer with

respect to adjustment , which is significant at .01 level. It means that the expatriates having high trust tend to differ significantly to those with low trust in their HR manager. And with the following graph it becomes clear that expatriates with high trust tend to show better adjustment in comparison of those with low trust.



Further gender difference was put to test with respect to adjustment among expatriates. Table no. 4 indicates that almost equal ranks on scores of adjustment were obtained by male and female expatriates.

GENDER	N	Mean Rank	Sum of Ranks
MALE	20	20.05	401.00
FEMALE	20	20.95	419.00

	ADJUSTMENT
Mann-Whitney U	191.00
Asymp. Sig. (2-tailed)	.808

In above table no. 5, U-value between male and female expatriates on adjustment is 191.00 which has not been found significant at any level. It can be said with these results that gender does not play any significant role in adjustment of expatriates. On this basis null hypothesis is accepted.

Further gender difference has been tested in the light of high trust. By observing table no. 6, it can be said that there is difference between ranks of male and female with high trust on levels of adjustment.

GENDER	N	Mean Rank	Sum of Ranks
MALE	10	7.55	75.50
FEMALE	10	13.45	134.50

Table 7: Showing U-value between Male and Female Expatriates with High Trust on Adjustment

	ADJUSTMENT
Mann-Whitney U	20.50
Asymp. Sig. (2-tailed)	.026

U-value between male and female expatriates with high trust on adjustment as shown in table no. 7, is 20.50, which is significant at .05 level. Gender can be accepted as to influence the adjustment among expatriates where high trust remains as a mediating factor. In other words it can be said that when level of trust is high female expatriates tend to show better adjustment in comparison of male expatriates.

This picture changes as level of trust comes down. Table no. 8 and 9 show the changed picture.

Table 8: Showing Descriptive Statistics for Male and Female Low Trust on Adjustment

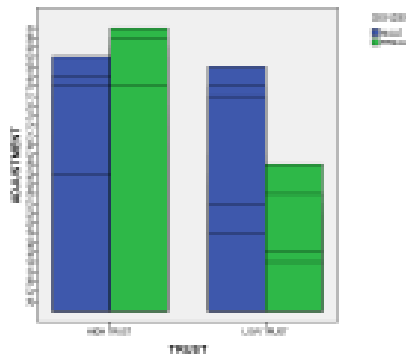
GENDER	N	Mean Rank	Sum of Ranks
MALE	10	13.20	132.00
FEMALE	10	7.80	78.00

Table 9: Showing U-value between Male and Female with Low Trust on Adjustment

	ADJUSTMENT
Mann-Whitney U	23.00
Asymp. Sig. (2-tailed)	.041

By observing table no. 8 male expatriates can be seen with higher rank with respect to adjustment. And U-value demonstrates this difference of rank as a significant difference between male and female expatriates with respect to adjustment. In this way the final hypothesis is proved to be wrong and thus rejected.

This relationship between gender and adjustment mediated by can be understood by having a glance on following graphical representation.



CONCLUSION, LIMITATIONS & IMPLICATIONS

Present study was conducted to find the relationship among trust, gender and adjustment. On the basis of analyzed data it can be said that trust plays a significant role in determination of expatriates' cross-culture adjustment. When employees have to show better adjustment. Low trust can lead to the poor adjustment. This result can be said consistent with the findings of study of Shay S. Tzafrir & Amit B. A. Gur (2007) who found that trust in HR manager is significantly and positively correlated with training, feedback, compensation, promotion and career, which have been considered the attributes of adjustment. In the present study it has been found that as the trust mediate male expatriates' adjustment significantly differ to that of female expatriates. The findings of Haslberger (2010) which concluded that female expatriates have significantly higher levels of adjustment than men are congruent to our findings only in the condition of high trust in HR manager. Because our findings shows that as the level of trust decreases level of adjustment becomes much worse in female expatriates.

References

- Older, N. J. (1987). *Pacific basin managers: A gaijin, not a woman*. *Human Resource Management*, **26**, 169–192.
- Aryee, S., Budhwar, P.S., & Chen, Z.X. (2002). *Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model*. *Journal of Organizational Behavior*, **23** (3), 267-285.
- Austin, E. J., Saklofske, D. H., & Egan, V. (2005). *Personality, well-being and health correlates of trait emotional intelligence*. *Personality and Individual Differences*, **38**, 547–558.
- Bhaskar-Shrinivas, P., Harrison, D. A., Shaffer, M. A., & Luk, D. M. (2005). *Input-based and time-based models of international adjustment: Meta-analytic evidence and theoretical extensions*. *Academy of Management Journal*, **48** (2), 257–281.

- Black, J. S. (1990). *The relationship of personal characteristics with the adjustment of Japanese expatriate managers*. *Management International Review*, 30 (2), 119–134.
- Black, J. S., & Gregersen, H. B. (1991). *Antecedents to cross-cultural adjustment for expatriates in Pacific Rim assignments*. *Human Relations*, 44, 497–515.
- Black, J. S., & Stephens, G. K. (1989). *The influence of the spouse on American expatriate adjustment and intent to stay in Pacific Rim overseas assignments*. *Journal of Management*, 15 (4), 529–544.
- Black, J. S., & Stephens, G. K. (1989). *The influence of the spouse on American expatriate adjustment and intent to stay in Pacific Rim overseas assignments*. *Journal of Management*, 15 (4), 529–544.
- Briton, N. J., & Hall, J. A. (1995). *Gender-based expectancies and observer judgments of smiling*. *Journal of Non-verbal Behavior*, 19, 49–65.
- Caligiuri, P. M., Joshi, A., & Lazarova, M. (1999). *Factors influencing the adjustment of women on global assignments*. *International Journal of Human Resource Management*, 10 (2), 163–179.
- Caligiuri, P. M., Phillips, J., Lazarova, M., Tarique, I., & Burgy, P. (2001). *The theory of met expectations applied to expatriate adjustment: The role of cross-cultural training*. *International Journal of Human Resource Management*, 12 (3), 357–372.
- Cohen, E. (1977). *Expatriate communities*. *Current Sociology*, 24 (5), 133.
- Deane, F., Wilson, C., & Ciarrochi, J. (2001). *Suicidal ideation and help-negation: It's not just hopelessness or prior help*. *Journal of Clinical Psychology*, 57, 901–914.
- Elfenbein, H. A. (2007). *Emotion in organizations*. *Academy of Management Annals*, 1 (1), 315–386.
- Elfenbein, H. A., & Ambady, N. (2002). *On the universality and cultural specificity of emotional recognition: A meta-analysis*. *Psychological Bulletin*, 128, 203–235.
- Fujita, F., Diener, E., & Sandvik, E. (1991). *Gender differences in negative affect and wellbeing: The case for emotional intensity*. *Journal of Personality and Social Psychology*, 61, 427–434.
- Glade, G.A., & Ivery, M. (2003). *The impact of human resource management and work climate on organizational performance*. *Personnel Psychology*, 56 (2), 383-404.
- Gregersen, H.B., & Black, J.S. (1990). *A multifaceted approach to expatriate retention in international assignments*. *Group and Organization Studies*, 15, 461-485.
- Haslberger, A., & Brewster, C. (2009). *Capital gains: Expatriate adjustment and the psychological contract in international careers*. *Human Resources Management*, 48 (3), 379–397.
- Hechanova, R., Beehr, T.A., & Christiansen, N.D. (2003). *Antecedents and consequences of employees' adjustment to overseas assignments: A meta-analytic review*. *Applied Psychology*, 52, 213-236.

- Huang, T.-J., Chi, S.-C., & Lawler, J. J. (2005). *The relationship between expatriates' personality traits and their adjustment to international assignments*. *International Journal of Human Resource Management*, **16 (9)**, 1656–1670.
- Taylor, S., & Napier, N. (1996). *Working in Japan: Lessons from Western expatriates*. *Sloan Management Review*, **37**, 76–84.
- Tung, R. (1998). *A contingency framework of selection and training of expatriates revisited*. *Human Resource Management Review*, **8 (1)**, 23–37.
- Whitener, E.M. (2001). *Do “high commitment” human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling*. *Journal of Management*, **27 (5)**, 515-535.
- Wood, W., Rhodes, N., & Whelan, M. (1989). *Sex differences in positive well-being: A consideration of emotional style and marital status*. *Psychological Bulletin*, **106**, 249–264.
- Wu, P., & Ang, S. H. (2011). *The impact of expatriate supporting practices and cultural intelligence on cross-cultural adjustment and performance of expatriates in Singapore*. *International Journal of Human Resource Management*, **22 (13)**, 2683–2702.
- www.globalhrnews.com/story.asp?sid=1149 (accessed on 20.6.13), “Companies increase number of expats,” **October 27, 2008**.