



KAUNAS UNIVERSITY OF TECHNOLOGY
SCHOOL OF ECONOMICS AND BUSINESS

**Links between Host Organizational Culture and Expatriate
Adjustment**

Master's Final Degree Project

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Kaunas, 2019



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Declaration of Academic Integrity

I confirm that the final project of mine, Denisse Anabel Torres Jimenez on the topic „Links Between Host Organizational Culture and Expatriate Adjustment “ is written completely by myself; all the provided data and research results are correct and have been obtained honestly. None of the parts of this thesis have been plagiarized from any printed, Internet-based or otherwise recorded sources. All direct and indirect quotations from external resources are indicated in the list of references. No monetary funds (unless required by Law) have been paid to anyone for any contribution to this project.

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SUMMARY

Increased globalization, has grown the need of organizations and companies to manage overseas operations or hire foreigners. For companies is sometimes problematic to find the people with certain specializations, that comes with specific skills. Sometimes if people from the same countries have them, they are much demanded and also very difficult to catch, or if they catch them, with very high salaries. In order of a good skilled person entering to a company a lot of process must be done, such as capacitation of the new company. Therefore companies employ expatriates. If they do not adjust, organizations have high costs of new employees' selection, adaptation and development. There are many studies on expatriates' adjustment. However, organizational culture was explored just episodically in scientific literature. Therefore, the problem of theses was formulated as what is the links between host organizational culture and expatriate adjustment. The aim of this thesis is to highlight links between host organizational culture and expatriate adjustment To reach the aim following tasks were formulated:

1. To highlight the factors describing expatriates' adjustment in host organization.
 2. To present theoretical model of links between host organizational culture and expatriate adjustment
 3. To conduct empirical study of links between host organizational culture and expatriate adjustment
- Theoretical scientific literature analysis and survey were used to answer to formulated questions. Ninety-eight expatriates participated in the study from different countries. The empirical study revealed statistical correlation between clan organizational culture and expatriates' job and general adjustment.

Denisse Anabel Torres Jiménez. Priimančios organizacijos kultūros ir ekspatriantų adaptacijos sąsajos. Magistro baigiamasis projektas / vadovas prof. dr. Vilmantė Kumpikaitė-Valiūnienė; Kauno technologijos universitetas, Ekonomikos ir verslo fakultetas.

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SANTRAUKA

Globalizacija skatina darbuotojų mobilumą. Organizacijos neretai susiduria su reikiamos kvalifikacijos darbuotojų trūkumu savoje šalyje. Todėl organizacijaoms vis dažniau tenka įdarbinti ekspatriantus. Statistika rodo, kad nemaža dalis sunkiai adaptuojasi ir palieka organizacijas, nes nesiadaptuoja. Dėl šios priežasties organizacijos patiria didelius įdarbinimo ir naujų darbuotojų adaptacijos ir apmokymo kaštus. Nors mokslinėje literatūroje ekspatriantų adaptacijai skiriamas didelis dėmesys, vis tik priimančios organizacijos kultūros sąsajos su ekspatriantų adaptacija yra tirtos tik epizodiškai. Tad šiame darbe mokslinė problema formuluojama klausimu: kokios sąsajos egzistuoja tarp ekspatriantų adaptacijos ir priimančios organizacijos kultūros?

Darbo tikslas: Atskleisti priimančios organizacijos kultūros ir ekspatriantų adaptacijos sąsajas.

Siekiant pasiekti darbo tikslą suformuluoti trys uždaviniai:

1. Remiantis mokslinės literatūros analize, atskleisti faktorius, apibūdinančius ekspatriantų adaptaciją priimančioje organizacijoje.
2. Sudaryti teorinį priimančios organizacijos kultūros ir ekspatriantų adaptacijos tyrimo modelį.
3. Empiriškai ištirti priimančios organizacijos kultūros ir ekspatriantų adaptacijos sąsajas.

Tiksui pasiekti buvo atlikta mokslinės literatūros analizė bei kiekybinis tyrimas. Tyrime dalyvavo 98 ekspatriantai iš įvairių pasaulio valstybių.

Tyrimo rezultatai atskleidė statistiškai reikšmingą tiesinį tyšį tarp klanų kultūros priimančioje organizacijoje ir ekspatriantų adaptacijos organizacijoje ir šalyje.

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INTRODUCTION

Globalization is part of our lives in every aspect. Actually, everything that surround us in our live is connected worldwide. Companies, nowadays, have clients, supplier's employers and employees. This companies, in order to success, try to keep up with the development, and need to have connections of employees, suppliers and clients all over the world The objective of mostly all companies is to go global. That is why companies need multicultural teams in order to internationalize.

One of the characteristics of globalization is the immediate connection that it brings between countries and cultures. The interaction that globalization contribute in the business sectors has created the phenomenon of expatriates. The needs of companies has changed throughout the years and because of this changes people with different demographic background are needed in international companies (Sousa et al.2017). This work flows are valued in the companies because they help companies to reach the objectives and expand.

Increased globalization, has grown the need of organizations and companies to manage overseas operations or hire people not native from their countries (Feitosa, 2014). In order to reach the objectives of the companies, they hire expatriates, but they need to adjust to have their best potential. (Malek, 2009); they need to learn and adjust to the way of living and interacting. The process that expats go through is called cultural adjustment, in order to analyze the level of it, studies must be done; in order to understand it.

International companies and organizations employ a small but an important number of expatriate staff because of various factors such as improvement, specialization or different perspectives (Wiseman, 2017) that cannot be found in the home country. Sometimes, for a specific role, recruiters prefer to employ expats because of their specialization (Bank, 2006, Machado, & Carballo, 2008).

For companies is sometimes problematic to find the people with certain specializations, that comes with specific skills. Sometimes if people from the same countries have them, they are much demanded and also very difficult to catch, or if they catch them, with very high salaries. In order of a good skilled person entering to a company a lot of process must be done, such as capacitation of the new company. So that is why some companies had changed their strategy by attracting people with the same characteristics and specializations but from other countries such as expat (Hechanova et al. 2013).

In order to potentialize or get the best of teams that want to go international. Studies had shown that expats in higher positions are the best (Wiseman, 2017). The reason of it, is the cultural background that

comes with them giving a wider perspective and better ideas. The change in market dynamics has also made recruiters look out for employees who have an international perspective (Feitosa, 2014).

An expat is going to work on his area of expertise, but, with the big difference: a new environment that is challenging: regulations, routines, practices, etc. (Wiseman, 2017). This differences could cause delays or even conflicts in simple tasks as shopping in a supermarket (Konanahall, 2012). When expatriates have a negative experience towards this type of challenges, negative emotions get transformed into stress that in a long period, will have a result a poor participation in the performance of the expat in his or her place of work (Machado, & Carballo, 2008) (Malek, 2009).

Cultural distance between the home and the host nation also determines the support required. The host country the farthest, the different set of rules and regulations that will affect the adjustment to work (Konanahall, 2012).

In all the cases, the cross cultural adjustment, helped or influenced by the organizational environment becomes an important variable. Organizations must determine the most important factors to make the correct decisions in the in relation to expats (Machado, & Carballo, 2008). A better understanding of these topics will provide the correct strategies to assure the adjustment of the expatriate.

Host organizations play important role for expatriates' adjustment. In addition, organizational culture is important for employees' satisfaction and commitment in organizations. However, it is lack of studies analyzing organizational culture influence for expatriate's adjustment in host country (Hechanova et al. 2013).

Although going for expats is a great strategy, and the strategy that they propose is magnificent, but, companies need to take into account the costs and the process of a person working in a foreign country. This cost are related basically with emigration, but also the help that the company provides for their adaptation (Feitosa, 2014).

The success of adjustment does not rest entirely in the expatriates 'ability of adaptation, but, mainly in the support and assistance that the expat receive during and prior assignment (Konanahall, 2012). Organization factors like: expatriate selection, job design, and training, social and environmental support influence in various aspects of adjustment (Malek, 2009).

Host organizations play important role for expatriates' adjustment. In addition, organizational culture is important for employees' satisfaction and commitment in organizations.

The fundamental problem of the thesis: What is the link between organizational culture and expatriates' adjustment in host country?

The aim of this thesis is to highlight the link between host organization culture's and expatriates' adjustment.

Tasks:

1. To highlight the factors describing expatriates' adjustment in host organization.

2. To present theoretical model of link between host organization culture's and expatriates' adjustment.
3. To conduct empirical study of link between host organization culture's and expatriates' adjustment.

1. HOST ORGANIZATIONAL CULTURE'S IMPORTANCE FOR EXPATRIATES ADJUSTMENT

When companies are in the process of internationalization, people with the best skills are required to get the job done. As is known the biggest corporations have their companies all around the world nonspecifically in their home country. In order to get the best quality of the job people is going abroad to work and also hiring expats (Malek, 2009). In order for this companies to work, Human Resources departments need to create and determine a correct strategy to help companies develop. Hiring an expat is not easy, the challenges goes in the strategy of adjustment, because of the diverse cultural environment, the training the employing and the retaining of them need to be well established.

Sometimes the expatriate's process doesn't have the expected results that end up in in failed international missions (Sousa et al. 2017). That is why finding a correct and effective adjustment strategies is the most important duty, Expatriates management is influenced by cross cultural adaptation. The adaptation to all the changes that comes with expatriation is a challenge (Sousa et al. 2017).

The most important advantage of hiring expats is the growing pool of management talents. Acquisition top management favor to internationalization of the company and creation of unquotable chances for talented people (Malek, 2009). Cultural diversity in an organization is an umbrella for different opportunities that companies can take an advantage. Adopting the perspective from an expatriate can help see from a different perspective (Machado, & Carballo, 2008). For an expatriate, the success will be to best satisfaction, but for the organization the different perspective and correct work of them is. (Thomas Hipler, 2017) Is important to mention that for the expatriate, work success has to be combined with the adaptation of the private life and different social factors. Multinational corporations have very unique needs and strategies when they manage their international employee populations (Machado, & Carballo, 2008). There is totally a different strategy to offer their global employees to what is provided to their domestic based employees (Wiseman, 2017).

The relation between the expat and the organization must be summarized in a word: commitment (Malek, 2009). If the company is looking for an employee that hits the objective the company, it must be a fundamental pillar the development and help for the adjustment. If an expat is not well adjusted, the performance is going to be weak and can affect the web that surround it (Hipler, 2017).

In order to understand different perspectives in a multicultural environment is important to understand that in different countries, the perspective of attitude to work, attitude to family, attitude to older people, as well as the role of men and women in the society and business (Wiseman, 2017). The adjustment can be facilitated in several factors taking into account all the process that the expatriate goes through. The

process is divided into 2. Prior, in and post (Sousa et al. 2017). Prior the mission organizational support is needed in order to make the relocation easier as well as the training in order to reduce the cultural shock that the expatriate can feel the moment of arrival. During the mission, social network mentoring and the continuous organizational support is needed.

The influence of the labor sector is not the only one that is need to be take into consideration (Sousa et al. 2017). The cultural distance between the home and host country will also affect the process of adaptation of the expatriate. The personality of the expatriate is other non-work variable that is needed to be analyzed. The flexibility for changes is very important and the facility for networking and personality traits. If the expatriate is part of a family the relocation and adaptation the expatriate will be conditions also by the adaptation go the family and spouse (Sousa et al. 2017).

The impact of group norms and values and informal activities on the organizational environment is very strong. A set of basic assumptions adopted by a group when overcoming problems of adaptation to the environment and internally integrating is the base for a good environment. In concordance with this set of beliefs, values and behavioral norms among the members of a company that influence how they think and behave (Machado, & Carballo, 2008). Understanding the impact of culture on behavior of customers, employees and business partners, when doing international business is critical.

Well-adjusted persons behave in a manner judged as acceptable, and being confident in how to behave (Wiseman, 2017). In contrast, people that does not experience clarity in how to behave will feel uncomfortable. A person frame reference the behavior by supporting or opposing any given action. Each person's internal standards variates in the applicability and clarity over time until discovering the appropriate behavior. Individuals generally stablish their standards (Hipler, 2017).

The willingness to perform goes hand by hand with motivation and good attitude. The company needs to give the correct conditions and coordination of the actions (Feitosa, 2014), for the expat to fill the organizations goal (Hipler, 2017) and the adjustment. Human resource departments need to stablish strategic actions to retain and adapt their expats: such as organizational recruitment and selection procedure (Feitosa, 2014), on the one hand, providing cultural training and development opportunities to expatriates. In terms of recruitment, HR practices must adapt to this expatriate population, not only to avoid excluding it, but also to attract it. For the company the objective is not to miss out on this highly skilled labor (Machado, & Carballo, 2008). The second priority is to encourage them to stay with the company by facilitating their integration and cultural adaptation (Malek, 2009). However, HR management should understand the motivating factors in order to implement appropriate development and retention solutions (Wiseman, 2017)

The development of a relevant HR is essential. Of course, whatever happens, it's a win-win for expatriates themselves, achieving a good adjustment and for the company who have the best candidate having an advantage in global competition. Studies mentions that employees that like their jobs are absent less (Grant-Vallone, 2001). *“Employees reported higher levels of work interfering with their personal life than personal life interfering with their job. Work personal life conflict was related to employee's depression and anxiety (Grant-Vallone, 2001)”*

Taking into consideration the factors can help the organization distinguish the best strategy of support that need to be applied. Every expatriate is a different case so the best practices can be standardized but every cases is different (Sousa et al. 2017). Sometimes companies have develop more or less the capacity and strategies to have the correct impact in the adjustment of the expatriates. The effective performance is the most determining factor in the performance of the expatriate in the company. Because of this it is important to effectively identify which practices are the correct to have the correct outcomes. If the strategy applied to the expatriate is no the correct one the expatriate process can fall into a fail mission and affect the company as well as to the expatriate. (Hechanova et al. 2013)

The adjustment of expatriates a key element for success of organization because it connects with job satisfaction and their performance increasing the competitive advantages that their background experience brings it with. (Sousa et al. 2017)

A lot of practices has been applied by different organizations in order to help in the process of expatriation taking into account mentoring family support among others this practices are a facilitator for employees to align with the differences of the host countries because it will decrease the problems that will come along with the change (Sousa et al. 2017).

Studies have shown that a previous capacitation and training about multicultural education and cross cultural organization has become a flexible attitude towards changes that will help pith the interaction with the different cultures (Hechanova et al. 2013).

1.1. Importance of expatriates' adjustment

International assignments remain a crucial aspect of multinational corporation is the global strategy nowadays (Campos, et al. 2015). Curriculum vitae are evolving also and one of the main requisite to be considered a very high interesting candidate is and international assignment background (Hechanova et al. 2013). But why? International background not only brings the candidate knowledge about the business but the knowledge of how to deal with new goals and new experiences. But the successful international adjustment of an expatriate is very difficult to reach (Barner-Rasmussen, 2014).

Many expatriate mention that failed international assignment is due to the lack of cross-cultural adjustment, family related problems and the inability of family to adaptation. Because of the current problems faced by failed expatriates, it is of high importance to have the knowledge how to predict the situations and improve the reactions toward situations in international assignment (Hechanova et al. 2013). But until now studies hasn't show with clarity why some expiates adjusts more than other. Or some of them fail. This failure as mentioned before does not only have impact in the expatriate but in the image of the company and the career progression.

The author Malek, 2006 stablish that the problem of the analysis of expatriate is that is centered in the expatriate but not of their surroundings, such as the family, the host nationals and the organizational environment (Liu et al. 2005).

Relocating to a new environment leaving behind loved people and family and the necessity of align to a new surrounding is not easy at all (Hechanova et al. 2013). The reason why expatriates have anxiety is the overlaying situation that can be facing to a new reality.

The pressure to feel normal in a new surrounding is big not only for him but for the expectation of the expatriate in the company. The solution established by studies to reduce the anxiety and uncertainty is coined to improve the communication and adjustment to the new culture

1.2. Organizational culture's impact on expatriate

Expatriated accept a job and with that the organization support system. But nobody pay attention the pluses, spouses and family arrive to an uncertainty world as well where they don't have and established space to develop the cotidianity (Hechanova et al. 2013). In order to the expatriate to adjust and perform in the level he or she should in the company, the family support is the first thing to take into consideration. Organization way of seeing employees as individuals without family and friend will miss concept the correct way of seeing them (Hechanova et al. 2013). Human resources department should be aware of the changes. Family concerns are critical to understand the path that are flowing and how the situation is affecting the family as a whole.

The support that comes from the organization can have a huge impact in the wellbeing of the expatriate because is huge the pressure that expertise feel to perform well plus the anxiety levels of uncertainty toward certain things (Barner-Rasmussen, 2014). The extremely pressure of well performing and the anxiety of not knowing how to act in certain situation can be unsupportable.

That is why the relation in organization and expatriate is critical (Hechanova et al. 2013). The more the company is involved in the life of the employee life will intensify the support felt by expatriate. If the organization do not provide with the correct support the adjustment of the expertise is going to be very hard. It is important to make understand human resources departments that expatriates need to build a new life from zero in the new country facing hundreds of new experience every day (Hechanova et al. 2013).

Studies have shown that the organization support, organizational values and their contribution will directly affect the wellbeing of the expatriate. The positive relationship between the Human Resources and the expatriate increase the task performance and confidence in the intention of complete that assignment. Everything is based on reciprocity (Hechanova et al. 2013). The confidence will grow when there is the genuinely concern about the wellbeing and socio emotional feeling (Liu et al. 2005). Previous studies have shown that it will lead to the desire to remaining in the company for the expected time and as the same time the will of quality off performance and favorable actions (Campos, et al. 2015).

Expatriated are less exposed to have in stress problems when they are more motivated and socially adapt to the cultural differences in the country (Barner-Rasmussen, 2014). It is important to mention that the support is not only based on the company but from the subordinates and colleagues at work and the local community in the daily interactions outside of the work (Campos, et al. 2015). The fit in desire in

expatriate is something that manage lives in expatriates. And they first attempt to the try is the leering of new behaviors by watching others. The social contact and exchanges can also be linked to success. Expatriates will be more connected with ensuring social consternation and effective communication.

Organizational support during the assignment includes the help in logistical and social areas. Logistical topic include migration issues such as visas, work permits etc. the support will reduce time and facilitate the adjustment and set in. (Konanahall, 2012) The help will be from the Human Resources department but from all the coworkers, superiors working in the process (Machado, & Carballo, 2008). This kind of support in particularly necessary and social support will be a big help in order to help in adjustment challenges. Organizations are engaged with the changes of the business environment. Culture shock be prevented with the correct help (Wiseman, 2017).

In the process of adjustment, it is not enough to focus on the changes in the workplace but the whole environment that surround it. The culture, the people and the language barriers can be difficult. That is why the expat need to go through a process of training to understand what is the concrete situation of the new environment. The cultural training can help minimize the cultural shock and the stress that comes with it.

Having a systematic way to measure expatriate success is increasing in importance three most common criteria to evaluate expatriate success in the completion of the freeing assignment the cross-cultural adjustment and the correct performance on the foreign assignment (Hechanova et al. 2013).

Performance and completion of the assignment are correlated to the work adjustment and the cross-cultural adjustment other day to day expatriate adjustment. The cross-cultural adjustment though is the most important one that will determine the success in the other two levels of adjustment (Campos, et al. 2015).

Talking the psychological adjustment is about the wellbeing and the socio cultural adjustment and about the specific skills and the ability to negotiate with the host cultures this competence also is about the management of everyday situations in the host country (Barner-Rasmussen, 2014).

Bad adjusted expatriates terminate their cross-cultural assignments. If the organization doesn't support the usually don't feel motivated to give the correct effort not the impression to the organization. That will lead to failed international assignment (Hechanova et al. 2013). A model to describe cross-cultural adjustment to an international assignment include what indolence the cultural adjustment (Campos, et al. 2015).

In and overall model here we can see (see Figure 1) the relationship and the variables that led into the final outcome of the result of good performance (Hechanova et al. 2013). These situational variables can affect the adjustment the company support and the ability of communication.

Black stablish that some people with certain personality are more able to adjust than other, the people are friendly and social, the social interactions are very important that affect the quantity and the quality of social interactions it is important to note that it will help to open to the nationals(Hechanova et al. 2013). People with loss personal openness will have more proven the moment of international.

Researchers established that expatriation failure not depend on the expatriate but by a failed company management practices, which can be changes and well applied the company need to be careful in the selection the premature training and the support hat is offered in the process of adjustment not only of the expatriate but of the family (Barner-Rasmussen, 2014).

In Figure 1 is clearly define de relation between the organizational culture and the impact on the expatriate

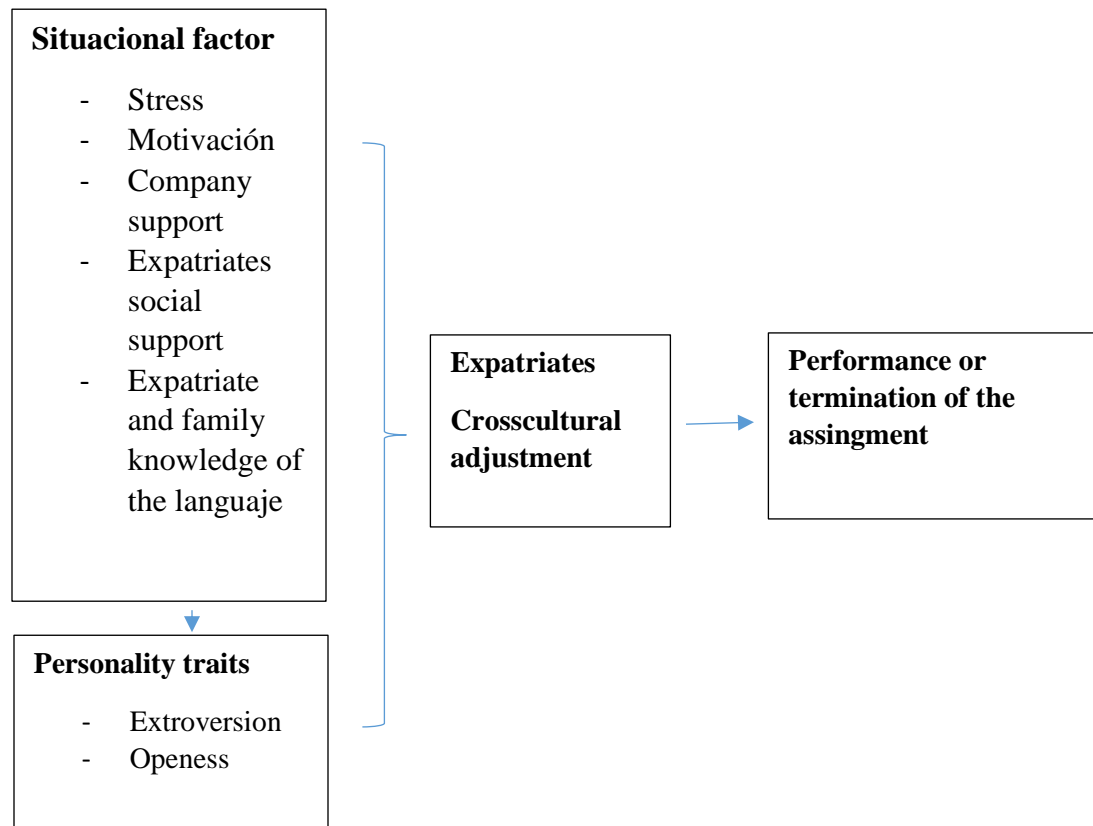


Fig 1. Organizational culture’s impact on expatriate (Campos, 2015)

Company assisted one of the most important ad powerful predictor. With the help of the company the culture shock can be minimized and help them cope with the stress associated with the change (Campos, et al. 2015). The social support can reduce stress and provide different groups through which support in emotional problems raise the confident that can successful manage the cross cultural transition.

Expatriates support by other expatriates will have impact on the outcome of the global assignment (Hechanova et al. 2013). This interactions can help on the process and feeling of fitted in and have more information of the host organization with perception of other expatriates. The cross cultural adjustment

is influenced also by the stress experienced in the international assignment. The situation give high level of uncertainty and is particularly relevant to understand expatriate adjustment (Barner-Rasmussen, 2014).

It is important to mention that not all expatriates experience the same level of anxiety. Each expatriate is a different story each one need different situations (Liu et al. 2005). Cross cultural adjustment is related to the ability of relating to the host culture environment and personal traits are related to the level of adjustment and the stress of level equally distributed (Liu et al. 2005). Organizational support is the assistance that if provided for expatriates that have financial, family related.

The research in the increasing globalization and business and management. The relocation and movement of expatriates in the world as well. Job engagement is directly related with the business and its performance (Campos, et al. 2015).

The engagement give a positive way of seeing the situation because the support is felt by the expatriates for a problem solving mindset. The resources to reach the previous objectives need to be established by the Human Resources department in which action to strength phycology, social and physical resources (Hechanova et al. 2013). Team buildings in the work place also help in the process of adjustment. Engaged expatriate by this activities will feel more conformable an with bigger international with locals- Also this will create happiness and enthusiasm that make great feeling in the work place (Liu et al. 2005).

Engaged individuals are describe to be fully present as will a more connected and less nervous. Engagement is not only emotional outcomes it shows a good climate and people are more helpful among themselves. Also in the case of expatriates in the perfect ice breaking for expatriate to fill part of the group.

Job engagement also is connected to the task that the expatriate need to fulfil. When the roles are really clear the uncertainty dismiss as well as the risk of failure. Tasks enables expatriates to care the performance outcomes. They will know what to do and what it is expected for the job (Hechanova et al. 2013).

2. THEORETICAL SOLUTION OF LINKS BETWEEN HOST ORGANIZATIONAL CULTURE AND EXPATRIATE ADJUSTMENT

2.1. Theoretical analysis of expatriates' adjustment

The theoretical analysis of the present work focuses on the relations and link between the organizational culture and the expats adjustment. The analysis moves from the definitions of expats, as well as the definition of adjustment, to end in the factors that influence in the adjustment to later try to categorize the type's organizational culture and a brief review of the main theories that can be used to explain such phenomenon. After this, the Chapter focuses on theoretical approaches that consider the factors affecting the adjustment of and expat. The utilized approaches permit to consider the impact of several factors.

The development of new concepts and globalization human resource management had increased the amount of processes and strategies. As the object of study is focused in expatriates; there had been a lot of studies conducted in order to retain this specialized workers in companies that will help the internationalization of them. In order to conduct a correct investigation of the topic definitions must be established in order to understand the linkage.

Because of the growing of expatriate phenomenon is growing around the world. Lots of studies had been applied in order to understand the effectiveness of the practices and the reasons of fail of expatriation. It is important to mention that most of the failure are attributed to cultural fit but also of the lack of strategies of the organization (Sousa et al. 2017).

Expatriation adjustment involves the movement of a person between two cities or countries. Mostly all of the studies of expatriation adjustment are more focused in a new cultural environment but not exclusively at work environment (Black, Gregersen, Mendenhall, 1992).

2.1.1. Meaning of expatriates

Expatriate definition can be varying in the pass of the years. But can be summarized in the move from original country to another for working reasons. (Sousa et al. 2017) an expatriate or expat as is named. Is the person that moved temporarily to another city because of work purposes, (Duarte, 2016) the expatriation is the voluntarily movement of work abroad. This also includes the professionals that are assigned task abroad.

The objective of the present chapter is to focus in the terms of expatriates and its classification. For the present work we are going to categorize them between self-initiated expats and assigned expats. Expatriates are can be classified into 2: those who are delegated by a company and the others taking the initiative themselves to find luck (Wiseman, 2017).

Assigned expatriates are the employees that are assigned or asked to work abroad in some internationalization process or in a project of the company of his or her home country. This changes and challenge can be accepted by some conditions. In order to accept the option to work abroad the salary

must be better (Malek, 2009) as well as having a bonuses for working abroad and additional money to cover differences in inflation, taxation and exchange levels.

Sending employees abroad can have various benefits for the company and for their personal life. The offer to work abroad is a new experience and a new adventure not just for the expat but for the family that join to the adventure (Konanahall, 2012, Malek, 2009). Because of the importance of the task that the expat needs to perform in the new country the offices abroad of the company need to take into account the process of moving and adaptation. The HR need to take into account the cultural process and its strategy because from there the whole process of well adjustment of the employee and his performance will depend. With the correct support and adaptation the companies can really provide the right level of cultural support and training, (Feitosa, 2014, Wiseman, 2017) resulting in the success of the expatriate.

AE are send to foreign branches to exploit their abilities in order to achieve specific projects and plans. The company look for people open minded to explore across borders and complete the task that was assigned to. Assigned expatriates exists because main reasons of the companies (Duarte, 2016). The expertise might have knowledge and background in a high technical technological or managerial knowledge. (Hechanova et al. 2013) AL's companies used assigned expatriate as investment to create important skills in the people that can be later transferred to the other teams for looking for good practices (Duarte, 2016).

The time for the assigned expatriate can be determined by a contract. Normally assigned expatriate are expected to repatriate in order to return to the normal duties after some time (Duarte, 2016). Assigned expatriation normally comes hand by hand with a lot of benefits. But, the biggest win is for the company that can take advantage of the tacit knowledge. In case in which the company need the expatriate because of his or her back group in order to stablish better practice of work, the company need to focus entirely in the adjustment of the expatriate plus of the family if it is applicable (Duarte, 2016).

Assigned expatriation can also have some difficulties if it is not managed the correct way. The cost and the training that the assigned expatriate plus migration is and investment that the company makes but is something go wrong and the result is failure expatriation will result loss of money to the companies(Duarte,2016). Assigned expatriate don't change the company but the life of the expatriate. Sometime the work load as well as the task that needed to be made are same but in a different environment.

On the other had we have self-initiated expatriates that are the individuals that decided to seek job outside the border of his home country. The reason of self-initiated expertise can be various. The movement of this type of expatriates is uncertain, they move before having a job and they have nothing guarantied (Duarte, 2016). The planning process that self-incited expertise sometimes is difficult.

To clarify the definition of Self-initiated expatriates is:

Self-Initiate expatriates are people that want to success abroad that sometimes have the professional experience that will like to work in a different country (Feitosa, 2014).

This expat, in order to succeed, need to have strength and certain conditions such as, education, or foreign language. Mostly self-incited expacts are very qualified and experienced (Machado, & Carballo, 2008; Wiseman, 2017; Feitosa, 2014).

Expatriates plan to leave their home country, depending on individual circumstances (Machado, & Carballo, 2008). The motivation for (Hechanova et al. 2013) mobility can be adventure and the desire to experience other cultures or the career development. Expacts are looking to have and harmonious career and balance with their social and family. People that accept the challenge to work abroad give the human resources competitive options to reach good goals (Malek, 2009).

Self-expatriate look first for the country and later for the job giving in this cases higher level of uncertainty and chance of failure (Duarte, 2016). Self-initiated expatriates chose the destination and the knowledge about customs and the reason to go to the host country (Duarte, 2016). Bur on the other way assigned expatriates don have to choose they are send to the country where they are needed.

Although the experience and good effort that expacts can put into success, studies have shown that SIEs that can become a real problem the moment of finding a job or their integration. Some of the problems that can be faced are related with migration issues, immigration policies (visas and work permits), recognition of titles and work experience, barriers related to language but also terrible cases of, discrimination and stereotypes (Wiseman, 2017).

This self-expatriates can sometimes have more potential problems than assigned expatriates. (Hechanova et al. 2013) the other difference between the two types of expatriate is that self-expatriate will put more effort to adjust due to the factor that there sometimes no other work to go back to (Duarte, 2016).

By a result of the analysis of both types of expatriates we can conclude that self-incited are easier work adjusting than assigned-expatriates but self-expatriates are more general adjusted that assigned expatriates because of the knowledge of the country (Duarte, 2016).

Recently in the past years the studies toward self-initiated and assigned expatriate has been made. The main reason that connect the 2 options is the pursue of individual goals. But the difference of adjusting is different (Duarte, 2016).

The number of expatriate increase globally. Self-incited expatriate relocate them from their home countries without the support of any organization (Hechanova et al. 2013). Although the process of adaptation in a new country is difficult people prefer to face the process of adaptation in order to work and have a better life abroad.

It is Important to mention that SIE are still under studies, not much studies had been focused in the people that decide to work by themselves abroad (Liu et al. 2005).

Sometimes for self-initiated expatriates is difficult to find and organization to work in because they are neither strongly commitment or identified or adapted to the new country and because of that companies don't prefer to bet in the process because they are not sure if the process is going to be successful (Barner-Rasmussen, 2014). In the Table 1 characteristics of both types of expatriates are explained.

Table 1 Difference between AI and SIE (Doherty et al. 2013)

DIMENSION	AE	SIE
Initiation	Employing organization	Own decision
Goals	Company goals	Self-goals
Funding	Organization	Self
Focus	Career	Experience
Intended Duration	Contract	Reached goals
Contract	Contract from home organization	Host country company contract
Occupation	Senior and manager positions	Lower bad payed

Sometime people tend to misunderstand the term of assigned expatriates, self-initiated expatriates and migrants (Barner-Rasmussen, 2014). Assigned expatriates as mention before are individuals who are send with the sponsorship of a certain company to work in subsidiaries of the same in another country and SIE are individual that by their own means decide to have international work experience without any sponsor but with more risk of failure. The problem is that the difference between migrants and SIE is not clearly define.

Migration term can be analyzed as the movement from one country to another, the difference between the both terms with rest in the reasons why this movement is happening, the conditions (Campos, et al.2015), level of studies and duration of stay in the host country. It is important to mention that in the length of a stay a SIE can become a migrant after receiving the migration documents that allows the person to live for an undetermined period of life in the host country (Liu et al. 2005).

Migrants in difference with SIE move in order to look for beater quality of living a possibilities and not for the experience (Hechanova et al. 2013). Migrants also look literally for a new permanent home while expatriates look for a temporary residence in order to get the experience but having in mind that it is for a period (Barner-Rasmussen, 2014). Continue with the analysis migrants normally are people with low economic resources that have to end to the solution of going to another country to work because the chance in their home compliers are 0 while SIE despite having all the opportunities and the economic capacity to work in their own country are looking for new job experiences abroad (Hechanova et al. 2013).

2.1.2. Expatriate adjustment

Adjustment is the process in which the environment of a person changes and the person need to adapt to it. This adjustment has different variables or needs. Each individual need to fulfill different needs and in order to fulfill that need the expatriate needs to find the availability of this resource in the new environment (Hipler, 2017).

Adjustment is connected to the degree of physiological contort toward external experiences as normal (Duarte, 2016). The adaptation has difference variable in the case of expatriates. The physiological and social adjustment. In the physiological refer to the bell being of the mood that a persona have towards the new environment. Socio cultural is more focus to the interaction to the other people of the host countries (Duarte, 2016).

One of the main practices offered by organizations is the cross cultural training, but studies shown that this practices has almost or not influence in the adjustment of the expatriate. But from the other side trainings connected to job related and task definitions have great influence in the adjustment process. So training in general is ones of the best practices that can be applied for expatriates and their adjustment (Sousa et al. 2017).

The support that the expatriate receives the moment of moving is very important. Expatriate suffer most of the culture shock the fists days of arrival that with the correct support of the organization can be reduced (Sousa et al., 2017). On the other side social support from coworkers and logistical reduce uncertainty associated with the assignment.

Family support also is very important in the development of expatriation strategies by the organization it is not just important the adjustment and development of the expatriate but their family (Sousa et al. 2017).

In the international experience working expatriates are often exposed to situations in the environment that are unknown as some attitudes are acceptable or not. The relationship that expatriates have with other people and their network is a way of international and instrument a help of emotional support. This type of support have several functions and lead with help with uncertain situations.

People does not adjust immediately in living and working in a foreign country, there is a series of stages in the process of adjustment (Liu et al. 2005). The U curve describes the curse of adjustment, first, people tend to start the process of adaptation in a good attitude later when the relation with the foreign country starts the wellbeing declines (Hechanova et al. 2013). A time of stability goes later and later a process of increasing of wellbeing (Barner-Rasmussen, 2014) and adjustment.

Expatriation experience is a complete challenge it will generate uncertainty, reduction of control and high levels of stress. The factors that can cause stress are related to the work transition, and to the general international assignment. Language is a crucial instrument which expatriates (Hechanova et al. 2013). Languages skill is essential for the understanding to the local worlds and the local employees. Language is the easiest way to increase adjustment and a key separator between in and out groups (Hechanova et al. 2013).

Certain actions in the host country can be totally different on what is known until now. This can shock the expatriate (Hechanova et al. 2013). The relationship that the expatriate built are crucial this relationship is based through exchange of relationships.

Attempts to understand the factors that contribute to the success of an international assignment has to be taken into consideration. Past studies have shown that (Hechanova et al. 2013) expatriates effectiveness have tended to rely in stress management and identify what causes the stressors and explain the state goes to adapt to new cultures.

Also studies had shown that social interactions are the base of the cross-cultural adjustment of an expatriate. The assumption also of social supportive networks facilitate the adjustment by providing and reducing uncertainty (Liu et al. 2005).

Feedback in the sense of getting to know the behaviors reduce uncertainty by increasing the expatriate knowledge of what and how he should act in order to know the outcome. Uncertainty is reduced because expatriated will learn the appropriate behaviors through observation (Barner-Rasmussen, 2014).

It is interesting how researches have targeted expatriate relationship from different perspective and the social interaction that they have with host country nationals (Barner-Rasmussen, 2014). When expatriate enter to a foreign countries culture is different. Social media help them reduce stress and unrestraint by having information online Social network are critical to expatriate in order to connect also with other expatriates by having information about different topic. Expatriates needs to be part of expatriate community that can become later part important for their social intern tin and adaptation (Barner-Rasmussen, 2014). Expatriate indeed are part of social networks during the international assignments that can have effective success in the terms in adjustment and later in performance (Barner-Rasmussen, 2014).

Transitions adjustment are also important the adaptation in a comfortable way in a new culture. The managing assistance in the findings of the food the correct and conformable housing will help with the adaptation issues (Campos, et al. 2015). The help in personal also social relations is also part important by helping in the creation of positive interpersonal relations by meeting personal and emotional needs The effectiveness if interpersonal harmony will reflect in the productivity at work.

Social support networks in the first steps of acculturation are important they help in the cross cultural adaptation and the acceptance of some situation and giving the opportunity to the expatriate to express the emotions and the unthreading the reason if the stressful situations (Barner-Rasmussen, 2014).

This social support create ties and help to overcoming situations this will also help creating relations with home as host people.. Organizational support can be helpful but inviting ad taking the individual as part of the training to spaces with different social group's different activities (Hechanova et al. 2013).

Other important skills that need to be developed in the conflict a resolution intercultural skills in this stations is important to manage correctly process that the expatriate will face in the culture. Anticipation to difficult social problems and analyst dally situation win help identify process and giving potation solutions to it (Hechanova et al. 2013). Effective adaptation will show what to do in the case of

something. This will give the expatriate the capacity if recognized cultural different attitude toward as a situation given practice to a cult situation.

The scientific studies had oriented toward international resources management to put more attention in the processes that can have the needed outcomes in international companies (Sarkiunaite, I., & Rocke, 2015). In order to avoid various difficulties in the process of expatriation is important to analyze their mistakes and try to find best solutions

It's important to take into consideration also different factors established by the author like the reason of hiring an expatriate, or the reason and motivation for it and the expatriation process that comes within the impact of knowledge (Sarkiunaite, I., & Rocke, 2015).

According to Ayoun and Causin the reason for employing expatriates is very important. The canons can be focused in the technical competence, management skills and control. The lack of specialist o some international companies is also a reason to take into consideration. Sometimes for companies is much better to take into account foreigner to cover that vacant than the processes and time for training a local (Sarkiunaite, I., & Rocke, 2015). The international experience offered to foreigners is something important that is taken into consideration also. The introduction of foreigner in a new companies bring new air to the team with the objective of involute positive changes. In the reason of control in order of new ideas to develop more efficient process between the subsidiaries.

It is very difficult sometime to encourage employees to accept international assignments. But the main motivations is the international experience that I can bring plus salary and other benefits that can come with it.

The process of expatriation is not easy at all. Companies need to provide the support and economic inclusive the stages that are followed by the implementation has a big amount of success in the expatriation process and the goals. Taking into account the necessities and the main aspect of the case of the expatriate is important (Sarkiunaite, I., & Rocke, 2015).

The process that the expatriate is going to be analyzed next. Selection and training so one of the first steps to analyze the recruitment of an expatriate. The process, in comparison of haring a local is totally different. The selection is very though because the candidate need to be suitable. (Sarkiunaite, I., & Rocke, 2015) The authors stablishes that is important to analyze the marital status of the candidate because of the further process of expatriation. This is a common strategy applied by the companies because most all the success of adjustment depends on the family opinion.

Before starting the process of training is important to take into consideration the level of knowledge experience and other factors that can affect in the training of the expatriate, a correct strategy in the stage of training will significantly reduce the uncertainty of the repatriate and decrease the possibility of failure (Sarkiunaite, I., & Rocke, 2015). It is important to create standardized training processes this training objective moreover the training of new task for the daily works are to make the feels safe abroad and life in the foreign country. Effective training can encouraged end empower the expatriate (Duarte, 2016).

In the case he foreigner has family it is important to note the family members during the international assignment and train them if the case is needed (Sarkiunaite, I., & Rocke, 2015). Paying attention the family members will the avoid problems that in the future can affect in some way or other the international assignment.

Cultural shock need a correct strategy structured by the human resources management in order to reduce in the process of adjustment it need to include topic of personal circumstances, as day to day situations to create and help with situations. Also need to include problem solution training in order to develop this skill and also helping in the process of social relations.

2.1.3. Types of expatriates adjustment

Adjustment has been conceptualized in 2 ways. First in the degree if psychological adjustment experienced by the individual and the comfort and familiarity in the new environment (Campos, et al. 2015). The second more objective data is leveled in the rating of performance if the individual the company that it is working for. But some scholars mention that the measure is not accurate because factors such as individual effectiveness need to be calculated as well. (Barner-Rasmussen, 2014) Some other author explained that the measurement of adjustment need to be taken into consideration psychologic and performance but in the overall turnover the level of productivity of the individual on the workplace (Hechanova et al. 2013).

Black 1991 establish that the adjustment can be divided into 3 categories that includes the whole cotidianity environment that the expatriate is faced to. The general internment, the work situation and the interaction with host national. The reason for divide the adjustment into these 3 facets is related to empirical studies (Liu et al. 2005).

Adjustment to the job that refers to the foreign operation and tasks. Efforts is needed to adjust because the corporate culture differed with the one experiences in home. Adjustment of international on the other hand is very difficult. Facing international with national that have different perceptions beliefs and values to emerge from is a factor that impact both sides. Difference cultures are different rules to guide and function. As a result of this conflict and misunderstandings can be caused in the entering to the foreign culture and the host national's. This adjustment in the one that will determine at the end if the process of expatriation was successful or not (Hechanova et al. 2013).

In the social groups individuals show different kinds of group behaviors in comparison to other groups. The classification will be determined by the interest that will determine of the group. There is always a significant functional and psychological barriers and social interaction that result of the difference of knowing or not knowing the languages (Campos, et al.2015). Language similarities and dissimilarities provide the conception or distance of a group. The expatriate that knows language will be more able to understand the surrounding, speak and communicate easier in the simple situations.

Cole and Nesbeth 2014, established a series strategy of intervention to create support applied to international work contact to improve the quality and performance of the expatriate in work. (Sousa et al. 2017) People with less multicultural skills can reduce the risk of unsuccessful international missions.

Cultural shock is describe to the exposure to a new a different culture and cognitive orientation where behavioral adjustment need to be activated in order of recognition. Sometime culture shock can be stressful but there are some strategies in order to minimize the shock form incorporate the changes into the continuity (Hechanova et al. 2013). Also Culture shock can be described as the difference between the culture of the expat an the new environment that as result can cause stress and confusion, sometimes leaded but result of anxiety, of painful situations that affects the person mental and emotionally (Wiseman, 2017). Adapting to a new environment is not easy. It takes time and the ability to accept the change. In extreme cases the culture shock can cause or lead to situations of expatriate failure that means just go back home (Malek, 2009). Personal life interferes in their work (Grant-Vallone, 2001).

One of the most difficult is the long culture shock that the expatriate can experience. This situation can directly affect the relationship with the company. (Sarkiunaite, I., & Rocke, 2015) By the decrease of motivation. This difficulties emerge because of different reasons that can be prevented, sometimes it can be because of the ineffective largamente in the process that he expatriation need to follow and the training that can create uncertainty and later stress to the employee.

Culture shock is a phenomenon that occurs during the adjustment process; it can happen in different stages during the adjustment process. It refers to the disorientating and anxiety experienced in the transition. The shock of adjusting to culture customs, language and norms usually incudes symptoms such as anxiety, irritability and discomfort. There are states in the overseas experience that reflects adjustment in the new environment; to begin the encounter to different culture, the activities, for example, and the daily living that has been previously taken into granted become problematic(Hechanova et al. 2013). The pick of the culture shock begin with the stage when the person has already a lot of amount of negative situation that cause stress The last step in the period of recovery where the expatriate begins it understand that the attitude and the response needed towards different situation. I this stage the expatriate knows and accepts the host culture (Barner-Rasmussen, 2014). The symptoms of culture shock are quite similar in all of the studies with stress and un-satisfaction of the environment.

The skills that most of the expatriates need to develop is the learning to approach untie correct way. This perspective emphasis the acquisition of culture appropriate skills and behaviors to the host nationals and experiences (Hechanova et al. 2013). The skill leaving approaches the importance in relationships and friendships in the host country for learning the skills of the new culture. Cross cultural problems also arise because have difficulty in negotiation with daily social encounters. The attitude and self-concept, the expectation and perceptions give favorable attitudes towards wellbeing. There are techniques that can be applied in order to reduce the shock and create cross-cultural training plus intercultural communication (Barner-Rasmussen, 2014).

People around the world are facing probe daily with cross-cultural communication making it one of the biggest problems for interpersonal stress (Liu et al.2005). Companies nowadays need to face daily duties with multicultural environment that can cause unfamiliar way of reacting- The reason where cultural shock happens can be nailed in different factors. When the difference between one country and another is bag the stress and difficulty in the communication can be greater (Hechanova et al. 2013)...

People that nowadays live in a globalized world and need to face it daily need to develop new communicative skill in order to react and determine which is the correct of acting towards each situation (Campos, et al. 2015). For people that are not familiarized to all foreign culture environment it can be very difficult to effectively dealing with culture shock situations.

It is important also to mention that cultural hock can happen in different situations the correct strategies that human resources need to apply is the way in which to improve the intercultural adaptation and communication as well as the effective ways of immediately problem oven when a situation like that is faced (Hechanova et al. 2013).

The culture shock an become a problem when the expatriates don't know how to correctly act to a big number of different situation an cause and overload of stress and reduce the motivation of intercultural communication stopping the intercultural adaptation and adjustment with the possibility of causing a filed expatriation (Barner-Rasmussen, 2014).

First, in order to reduce the cultural shock the expatriate need to be exposed to various situations in which they will learn how to act by the method wad of observation. This will help to reduce the non-correct behavioral inadequacies and effectiveness the moment that the situation presents (Hechanova et al. 2013). By this the expatriate will learn new attitudes and behavioral transformation will star to appear. Cultural shock stress respond to certain different conditions that with overload will cause role stress and identity loss (Liu et al. 2005).

There are some studies that have helped with the study of the culture shock the stages in which the expatriate adjustment process goes through are:

- “1. *The honey moon and tourist phase*
2. *The crises of cultural shock phase*
3. *The adjustment reorientation and gradual recovery phase*
4. *The acculturation phase*” (Barner-Rasmussen, 2014).

These phases are important to mention that are sequential it is difficult to determine and expat period of time that this phases are established in each (Hechanova et al. 2013) expatriate because it will variate depending on the following factors:

1. Personality (Hechanova et al. 2013)
 - 1. Openness to change
 - Personality
 - Motivation
 - Communicational skills
2. Cultural envaronen (Hechanova et al. 2013)
 - Difference between home and host country

- Ethnocentric country
- Language Barriers

3. Organizational environment (Hechanova et al. 2013)

- Multicultural environment
- Support of adaptation
- Role definition
- Trainings

Continuing in the analysis of the phases the honeymoon phase consist in the experience where the people have expectations and goodwill of the new country the experience similar to the one tourist feels when they arrive to an we country in order to visit (Barner-Rasmussen, 2014). Of course in this period there can be some anxiety or stress in some of the coindiatity situations but overall is a good phase (Hechanova et al. 2013).

Second in the crises phase is where an overwhelming situations stocks in the expatriate with the accumulation of bad experience that is causing a lot of stress. The honeymoon is over and reality shock (Campos, et al. 2015). The problem with the surrounding begin and problems with cotidianity such as food start. This will cause to the expatriate impatience and tension (Liu et al. 2005). If the expatriate move with the family the most affected in this period are the children and the spouse that have the feeling of isolation and the urines of returning home. And on the other side the expatriate the feeling of loneliness in the work with not all the confidence of exposing the feeling of that overwhelms (Barner-Rasmussen, 2014).

The adjustment reorientation phase can be desired at the period where expatriate had already learned how to act towards different situations in a new cultural environment but the expertise doesn't feel yet adjusted. This period is where the expatriate's and the family already know what is acceptable in the new culture. This period is the most important one because here is where it can be determined if the assignment is going to be successful or if the expatriate will return leaving a failed assignment (Hechanova et al. 2013).

In this phases the problem have not need nor the unconformable situation of the expatriate of uncertainty end but at least the empirical knowledge of the company is already learned. It is important to mention that is not in this period where the expatriate will need more support but in the second stage where the overwhelmed situation appears and more support from the company is needed in order to avoid a failed situation.

The adaptation and acculturation stage is the last stage where the expatriate is already having the feeling of home, where the expatriates already feel the success of resolving problem and getting along in the new culture. The host country is already adapted also to him. In this stage it can be really determine if the expatriations was successful. A complete acculturation is impossible but the wellbeing of the person is in process of reach the goal (Hechanova et al. 2013).

Abused f cultural shock can be caused by different situation the base of cultural shock is the exposure to different situations. That can cause stress to the foreigner. This stress can be shown by nervous reactions and susceptibility of diseases.

Cognitive fatigue, the change need to have the full attention of the expatriate with and overland of information that can cause the fatigue of mind. Second the role shock lack is part of the shock in the new country. If the expatriate is AI the changes in the way of management will shock the expatriate because it will be like starting from scratches. This is also connected to now social network in which the expatriates is going to be unable to have the same relations as well as an new social position and the missing of their home social relations(Hechanova et al. 013). Personal shock also is in the sense I knew continuity changes. The missing if personal contacts occurs similar to grief. The self-esteem is reduced and lack of feelings of wellbeing are presented. This can also include reactions of TOC such as excessive attitudes such as drinking eating or sleeping (Liu et al. 2005).

In this period of managing cultural shock should be importer to the human resources department in the way of helping the expatriate and the family immerse in the society and group relations. This will help in the emotional conform and will help in the development of new attitudes and perceptions (Barner-Rasmussen, 2014).

Human resources need to apply the strategy following 3 step:

1. Cause diagnosis (Barner-Rasmussen, 2014).
2. Reaction Diagnosis (Barner-Rasmussen, 2014).
3. Intercultural adjustment. (Barner-Rasmussen, 2014), (Hechanova et al. 2013).

The social learning approach will combine the cognitive a behavioral strategies for the cross cultural training and effectiveness (Barner-Rasmussen, 2014). This management will help in the awareness of the experience this will help by stabilize the individual adjustment and cultural learning.

It is important also the pre departure preparation in this the individuals needs to be prepared to accept the cultural shock and adaptation to acculturate effectively. This is all about training showing the culture as it is and giving all the resources to show how to act toward little but important situations of the daily life. The more information that the expatriate learn the less negative reactions he will have (Hechanova et al. 2013).

The training also need to be focused in the bay of sharing it the expatriates techniques to bar stress in a correct and effective way developing accurate expectation will be part of this process of training. The process if success goes by the head with cross-cultural trading, the development of news skills and the performance of effect in the new culture. The cross-cultural training also help to the individual learn and develop new skills,

Also is important to mention that are very ethnocentric in most of the cases and sad in both ways that their culture is superior to the other one cause and power divarication and conflict (Liu et al. 2005).

Physiological preparation toward uncomfortable situations it is also important especial with situation of rejection happens in the host culture.

The most important period of adjustment is the one upon the arrival when there is not a comfort zone and where everything is different the expat need to adjust to work as well as interacting with the new environment. Black (1991) revealed three types of adjustment in host organization and country:

- Work Adjustment
 - Job security
 - Opportunity for thought and action
 - Recognition of good performance
 - Personal goal and development
 - Job training
 - Better supervision
 - Clarity in duties and job description
 - Top management support
- Integration Adjustment
 - Team
 - Two way communication
 - Personal needs
- General Adjustment
 - Increased enthusiasm
 - Security
 - Comfort

Black 1991 established that in expatriate adjustment here are 3 faces or facets: adjustment to work, adjustment with natives and the general adjustment. But studies have found that some external influences can affect 3 facets sometimes it can just affect one of it.

People have the need to reduce uncertainty in order to adjust. People in order to feel calm need to have certain level of control. (Black, Gregersen, Mendenhall, 1992) The author establish that there are 2 types of control the one focused in predictive control and behavioral control (Black, Gregersen, Mendenhall, 1992). The first one focused in how the environment expect the expat to act and the second the recognition of the environment to detect what so good or wrong. Behavioral environment look for control his behavior in order to maintain the same order of the environment (Black, Gregersen, Mendenhall, 1992). The author (Black, Gregersen, Mendenhall, 1992) establish that in order to retain control can be stated in situations as follows.

1. Individual establish routine bases in good or bad and the end outcome that is wanted
2. When the expat confront a new situation next time that the routine brings him to the same situation he or she will have the control of it and know how to act.
3. Prediction is the base of control

4. So the factors that help reduce uncertainty are the most important for the adjustment process.

Prediction in the expat will be with or without previous information of the new environment.

Some variables that need to be studied goes through attitudes, values and needs (Black, Gregersen, Mendenhall, 1992). The second category are the job variable such as all the tasks and responsibility on the new job and the thirty the organizational variables that are the policies and procedures and the last variable is non work variables general environment (Black, Gregersen, Mendenhall, 1992).

When an expatriate is near the departure try to predict and modify their expectations of the new job, new environment, social environment etc. Some theorists have determined that in order to have a correct adjustment accurate predictions must be done (Black, Gregersen, Mendenhall, 1992). The most illusion the expectation the more difficult the adjustment can be. In order to prevent the uncomfortable situation information previous departure is basic.

In the job variables, it is important to determine that in order to have control the more information the merrier. That means that the connection prior arrival between the new tasks and procedure the better for adjustment (Black, Gregersen, Mendenhall, 1992).

Organizational practices such as information, training and formation can help for an accurate predictions (Black, Gregersen, Mendenhall, 1992). People learn by trying what is considered good or bad. In order to succeed in the adjustment process, the individual self-confidence of helplessness the sooner they adjust to the new environment (Black, Gregersen, Mendenhall, 1992). The bigger the differences between the two countries the more difficult the adjustment will be (Black, Gregersen, Mendenhall, 1992).

Job variables that can affect the uncertainty in the expat can be classified by 3 different variables that are: "role clarity, role discretion and role conflict" (Black, Gregersen, Mendenhall, 1992). Role clarity focus what is expected from the employee to do in the company this goes in order to clearly know what are the responsibilities and tasks that should be done in the new assignment. Role discretion focus on apply the previous experience to solve or confront ne new situations in a new company (Black, Gregersen, Mendenhall, 1992).

Role conflict goes towards the expectancy of the expat in the new job Organizational variables pre departure training can help in the control and pre expectancies of the expat this can helping the prediction in the 3 areas (Black, Gregersen, Mendenhall, 1992). Non work variables affect in the overall behavioral control and the form of attitude towards all the environment and in the in-house routines (Black, Gregersen, Mendenhall, 1992).

The most important outcome are performance and turnover. Is based in commitment and the reason of the commitment. The commitment one side from the organization helping in the process of adjustment, meaning giving all the information prior departure to create correct expectation and help in the previous mentioned variables of from the other side the commitment from the expat to give in change all the effort to act and fulfill all the requisites from part of the enterprise. Thru turn over at the end is the evidence of staying in the company and retention of the expatriate.

2.1.4. Factors describing expatriates' adjustment in a host organization

As the level of internationalization of the company increase the need of managers in and of foreign countries increases (Hechanova et al. 2013). Because of that it is important to understand the adjustment process. For companies trying to compete, managing the effective adjustment process for expatriates will bring competitive advantage of knowledge towards other companies.

Successful expatriation bring uncountable number of potential benefits including the transfer of managerial and technical knowledge. If employees are not carefully chosen, the failed assignment can be high (Hechanova et al. 2013). Expatriated confront numerous obstacles in the overseas work and the foreign society in which they reside.

Adjustment and performance are other factor that need to be analyzed. The adjustment and path of adjustment that an expatriate need to go through is the fact that the wellbeing is directly connected with the quality of job and performance delivered by the expatriate in the company (Barner-Rasmussen, 2014) (Barner-Rasmussen, 2014). The company, when hiring and expat expect the best results of them not only because of the qualities but the effort is putting toward his or her adaptation (Hechanova et al. 2013).

Job performance can be defined as he of behaviors that are relevant to effective outcomes in the company (Campos, et al. 2015), connecting the term with expatriate and its adjustment in the expatriates' job performance reflect in the behaviors that are relevant to the organizational goals.

Cross-cultural adjustment and job performance is not too much studied. A positive relationship between the expatriate with the environment will be a direct cause of performance. The relationship is direct. (Hechanova et al. 2013). Well-adjusted expatriate plus the family will have greater outcomes. Spouse adjustment and expatriate adjusted is other factor that directly cause either of the two outcome success or failed (Barner-Rasmussen, 2014). The inability of a spouse to adjust will influence in the performance and adjustment of the husband.

To capture a more holistic picture if the adjustment process, the support perceived by expatriates and their spouses includes responses from the party's experiences (Liu et al. 2005). The approached towards the study of adjustment and the connection with assignment and self-initiated expatriates have been wide different. (Barner-Rasmussen, 2014) Some of them take into consideration factors such as spouse and other don't (Liu et al. 2005).

This two main reasons are directly influencing the performance of the expatriate in the new work context. The motives for expatriate can be broad, the level of motivation can directly affect in the success of the assignment goal (Duarte, 2016). There are push and pull factors that can influence. Push factor are the factors of the person such as financial, carrier and the pull factor are connected to external situations such as the new culture and new city. The author stablishes that the career anchor mostly is the most important factor that influence in the decision (Duarte, 2016).

Personal motivations are stronger in SIE and AE have higher carrier motivations. But the most important is the motivation and the open mindfulness of the experience of living abroad as well as the desire to explore (Duarte, 2016).

Job performance is impacted by adjustment. The expatriate faces challenges t anew culture, a new work and changes in the family dynamics as demands of it. The organization new to understand the demands and stress that it causes and provide them with more resources.

2.2. Theoretical analysis of organizational culture

Organizational culture is also connected to the leadership behaviors and influence in the enhance of leader effectiveness. Leadership attitudes and expected outcomes are expected the moment of arrival and will affect the effectiveness and satisfaction of the job. Leadership behaviors sometimes need to be adjusted to the stations of a new coming expatriate to the organization, the degree of leadership will influence also in the behavior adjustment.

Expatriates shows need to feel the organizational goals in the cross-cultural context. This can be sometimes difficult because of the difference between one culture and another. It is vital for the expatriate to start learning what are the procedures that the company is following as well as the role he is going to be working on. For this a correct leadership will help the employs reach tis expectations (Hechanova et al. 2013).

It is important to clearly know the leadership willingness to adjust the behaviors to working in a new ad different cultural environment (Barner-Rasmussen, 2014). Sometimes in this type of case there can be discrepancies in the way power is understood in both of the situations.

By determining what are the changes that need to be done by both sidedness the effectiveness and correct outcomes will end in a smooth way of working (Hechanova et al. 2013). It is important to mentions that the leadership should be open to change in order to be effective. The situations will help validate the situational leadership and understand the dynamics of leadership behaviors in the cross-cultural contacts.

Leadership behavior is concerned in how leaders behave in the inclusion of a nice expatriate in the company and what actions are taken to help in the process of adaptation not only for the expatriate but for all the team that the leader is managing. The changes can be in the following situations (Barner-Rasmussen, 2014).

1. Task oriented (Barner-Rasmussen, 2014).
2. Relation oriented (Barner-Rasmussen, 2014).
3. Change oriented (Barner-Rasmussen, 2014).

Task oriented behaviors are the ones of the changes that help with the satisfaction of the week and accomplishment of the task (Campos, et al.2015). This categories include how is the help given in order to organize and plan the activities of the daily work and the assigning of task and help n clarifying the work goals. This is also connected to the monitoring of the efficiency ad detection of problems that the expatriate is having towards the activities that it is responsible of (Liu et al. 2005).

Relations oriented is in order to base how the expatriate is adapting to the new team and how the team feel toward a new comer with different background This I also connected to the trust and cooperation and commitment (Hechanova et al. 2013).

Change oriented behavior is how the team and the expatriate is adapting to the change that has been made. It is important in this stage to analyse if the changes that has been done are working or not (Hechanova et al. 2013). In this stage also the managerial sector need to observe the external environment is affecting the expatriate that is affecting in the work process in this the team manager need to have a direct relations with the with the human resources management in order to help with the process of cultural shock that can be affective in the productivity of the expatriate in the company (Barner-Rasmussen, 2014).

In the change oriented behavior the management need to articulate new innovative thinking toward some problems that can be presented trying to improve the core competences and facilitating the effort that the expertise is giving to and the change (Campos, et al. 2015).

Communication is the base of a good managerial skill. The communication between the superiors and the expatriate will create another level of bonding and empowerment (Barner-Rasmussen, 2014). With this the expatriate will have a sincere feedback and the management will have a feedback too in order to implement the needed changes and celebrating the process and the progress that the person is making (Hechanova et al. 2013).

The changes should not be just made this changes need to be strategically monitored in order to see if the management and leaderships is effective or not:

“1) Clarifying their subordinates’ work tasks and improve efficiency; 2) providing support and encouragement; and 3) adapting to the external environment and implement changes (Yukl, 2013). Findings from survey research, however, are generally weak and inconsistent (Judge, Piccolo & I lies, 2004; Yukl, 2013). For example, some researchers found that high task-oriented and high relations-oriented behaviors are associated with the highest subordinate satisfaction and performance (see, e.g., Fleishman & Simmons, 1970; Keeler & Andrews, 1963; Misumi & Tasaki, 1965; Yukl, 1971); however, a number of exceptions to the relationship have also been found as different subordinates have different preferences for and attitudes toward leadership behaviors (Kerr et al., 1974).”

The most successful in general adjustment is relation with the characteristic of the person in level of extroversion, and personal satisfaction that can reduce the barriers of communication and the openness of new experiences (Sarkiunaite, I., & Rocke, 2015).

There are costs related with work and family for employees as well as for the organizations. The conflict is related with personal demand or negative experiences that can lead to negative organizational commitment and job satisfaction (Grant-Vallone, 2001). Negative effects of work can be more influential in expats and can lead to expat failure (Grant-Vallone, 2001).

The cost of failing are for the both the organizations and the individuals, cost for the organizations for an individual returning home is very high taking into account the investment of adaptation, introductory

courses and even help in the development of migrations issues. As studies have shown that at least 20% left their jobs (Grant-Vallone, 2001). For individuals the failures and cost is more philological including the loss of self-esteem and depression.

Why employees fail in their international assignments? Predictor's failures include not correct procedures, no training and support while abroad; but the most important reason is the problems adjustment (Grant-Vallone, 2001). In order to avoid such circumstances, it is essential for the employers to provide the correct training to the expatriates (Wiseman, 2017). The knowledge from training can contribute to be there performance in the adjustment.

Social support will provide individual's better information's to help them with routine situations. Support is related with expatriate adjustment satisfaction and retention (Grant-Vallone, 2001). Organizational level of support had help develop strategies to care about their well-being (Grant-Vallone, 2001).

Employees that feel that the organization is supportive are more committed to the cause and to person better in the organization. (Grant-Vallone, 2001) The biggest problem of expatriations is the difficulties in adjustment. The biggest problem for adjustment is the cultural shock (Sarkiunaite, I., & Rocke, 2015). Björkman, Holopainen, 2005 p.34 established that the most important and the most difficult problems that an expat faces are:

- “1. Physiological problems – stress*
- 2. Various activity related problems with work because of the difference methods of working*
- 3. Unsuccessful adjustment that ends in a bad performance from the expat in the company*
- 4. Communications and different symbols of it to communicate with locals.*
- 5. Family support”*

This problems are connected maybe because of the lack of motivation from the expat but also because of the lack of organizational culture strategy in the expatriation process, like lack of attention of the employer (Sarkiunaite, I., & Rocke, 2015).

The process of receiving an expatriate in a company carries a lot of extra expenses. The strategy of adjustment that need to be carried for a successful adaptation or adjustment is highly expensive (Sarkiunaite, I., & Rocke, 2015). This costs are for example in the cost of training, salaries or compensations programs for him and from the family members. On the other side taking into consideration that there are a lot of cases of expatriate failure that will end in the cost of repatriation. In order to reduce the expenses because of failure companies need to take in to consideration the strategy imposed to the new expats coming to the company

Sarkiunaite, I., & Rocke, 2015 p. 10 establish that

“the main factors that determine the success of the international assignment are the following: (1) individual factors, the most important being: strong personal traits, developed the necessary skills,

international experience, positive evaluation of current job, new assignment and the company itself, family situation; (2) organizational factors, the noteworthy of which are: effective training, intelligent executives of international human resources, integrated, consistent, and flexible international human resource management program, mentor programs, thought-out program of repatriation and other; (3) environmental factors, such as, relocation to a country with similar culture and economy, linguistic similarity, reduced constraints on authority and other factors that are close to the expatriate's home environment and existing international experience".

2.2.1. Meaning of organizational culture

Organizational culture can be define as the group of beliefs, procedures, attitudes that surrounds a group of employees in a company. This patterns and procedures and way things are done in a company in order to solve, develop or flow a task (Wiseman, 2017). The people need to have shared assumptions that are considered valid to have the needed outcome. This values and procedures therefore, are taught to the new members inured to fit in the process.

The organization culture help the organization to “directs the performance of organizations” (Wiseman, 2017). The type of organizational culture will determine the performance and the outcomes of a company to meet the goals.

Organizational cultures is the pattern of shared values and beliefs that helps to understand how the company works, the norms and the pillars and provide them with a set of rules “of how to act” (Grant-Vallone,2001). There are a lot of studies trying to understand the organizational environment. There had been important authors like Hofstede and Trompenaars that had tried to identify and create a structure in order to understand the organizational culture.

The organization is surrounded by people who have different ways and perspective of different topics that soon or later will influence in the tasks in the work place. The individual acts based in behavioral norms that go accord into the pillars of the organization, social group etc.

Machado, & Carballo, 2008 consider that the collective actions in organizations is organizational culture. In accord, culture, then is the cumulate process of knowledge providing the human how to act and the process of adaptation in the environment and the way to act towards different imposed task? Also is important to mention that in a team the organizational culture plays an important role in order to understand the different symbol codes used.

An organization have people with difference characteristics and way of acting (Barner-Rasmussen, 2014). When an expatriate arrives to a new company need to adapt to all the environment that surrounds him. In the teams' are already stablished certain ways of acting, behaving and smooth processes that are followed. Culture in organizational culture is the cumulative knowledge and acculturation process and the use of it to know his smooth correct way of acting in the work place (Barner-Rasmussen, 2014). The collective way of actions or known as the organizational culture.

Organizational support have the most important influence in well-being or conflict (Grant-Vallone, 2001). The strategies stablished by the human resources need to help expatriates adapt or learn the

communicational skills and the new work environment in a short time in order to keep up with the company (Sarkiunaite, I., & Rocke, 2015).

A correct organizational culture can led to a correct adjustment but if not a failure adjustment that ends in a lost for the company and quitting of the expat (Grant-Vallone, 2001). Organizational culture need to underline their corporate culture and pillars that will influence in the commitment cohesion, strategy, implementation, performance, among others (Grant-Vallone, 2001). To maintain competitive advantage and try to have the best specialist to reach the goals of the company, the organizational culture need to go hand by hand with the jobs satisfaction.

Organizational culture can affect the employees but the organizations too. Human Resources management and all the higher levels of management need to recognize that the organization culture have layers, that will impact in the employee related such as performance, adjustment, implementation and success (Lund, 2003).

Nevertheless, the organizational culture is linked with the commitment of the workers. The objective of a company and most Human Resources Management is that employees feel commitment to contribute *to the cause* (Wiseman, 2017). *The linkage between it can determine also the success of the company* “Committed employees have been found to exhibit innovation, work satisfaction, high performance and less turnover (Shahid & Azhar, 2013). This implies that HEIs with a culture that employees can identify with and highly committed staff are strategically positioned for high performance and high achievement” (Wiseman, 2017) Employees think that a good organizational culture is determine when they are heard, as well as their needs and desires Organizational culture is affected by elements such as the history of the organization, its purpose, methodology, size, location, leadership and its structures.

2.2.2. Typologies of organizational culture

In order to understand and categorize this collective behaviors several ways of classifications has been established called typologies of organizational culture. There are different types of classifications made by different experts such as Trompenaars and Hofstede.

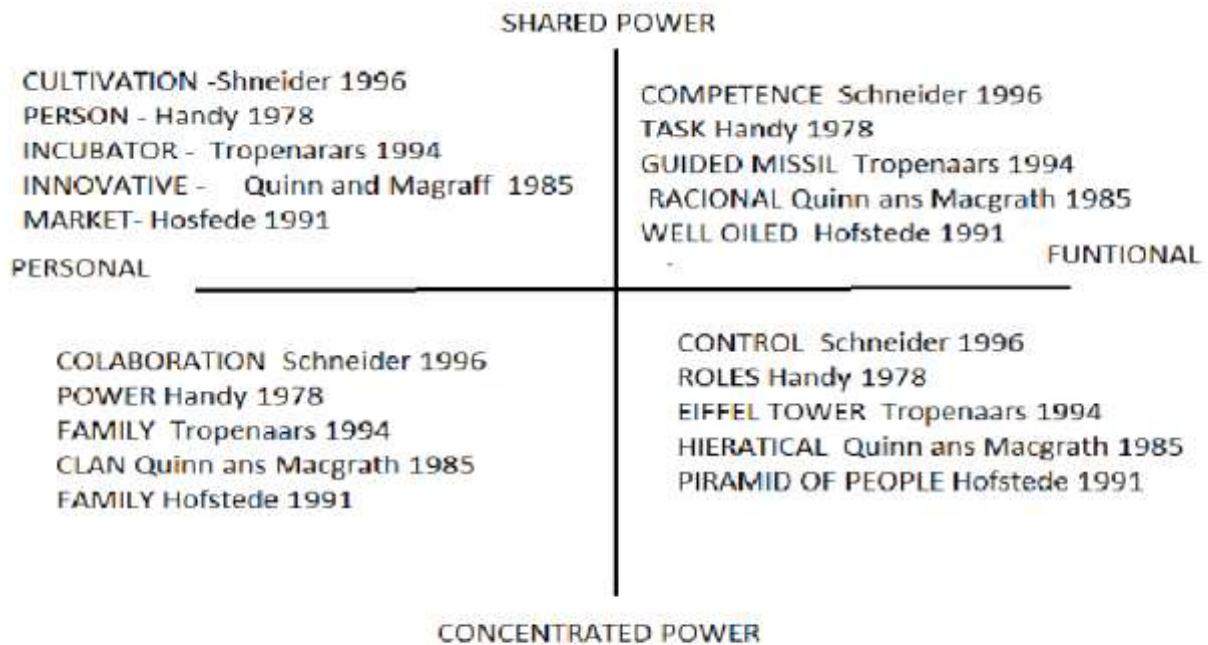


Fig. 2 Cultural Typologies (Machado, & Carballo, 2008)

In Figure 2 above is clearly defined the 4 quadrants that are going to be explained as follows.

Each culture type is characterized but a particular set characteristics, the type of leadership, and the types of values that creates the bond for the members of the organizational culture and what strategy is used (Lund, 2003).. The culture types are a way of conducting the dominant characteristics also by classifying it it's possible to determine the main characteristic of an organization.

This two variables are the factors in common to group the typologies: Nature of Human Relations and the Power excursive in the organization. In the first variable we have 2 sub-groups the first one from the perspective of the Human Relations as objective, rational and functional and the other perspective going more in a subjective sense of emotional and personal values.

The second variable focus on the exercise of power, in one side how power is the presume to reach the goal for a job and for the individual with a concentrated power in an individual, and on the other side how power is distributed equality taking into account internal and external factors. Analyzing the present chart. There are 4 quadrants that overlap the 2 variables: the persona and the power.

In the first quadrant the relation between power and persons nature. 2 quadrant shows the overlap of the concentrated power and the human relations in the role jobs in the organization. In the 3th quadrant human relation and the functional power and how is shaped in an organization that leads to a task leader work way. The 4th quadrant relates the human power and shared power as much in the organization that lead to an incubator on innovation organizational culture.

The present structure help us understand the importance of the concentration and diffusion of power and how it is exercised taking into account the human being itself. Taking into account the two main variables is easy to know the final result or the type of organizational culture that and enterprise will have.

In order to clearly define the characteristics of the typologies explained but each one of the authors the Table 2 is created in order to determine the similarities and difference between the different statements.

Table 2. Organizational Culture typologies and characteristics

Author year	Types of organizational culture			
Handy, 1978	Person	Task	Roles	Power
Characteristics	- Collection of individuals who happen to be working for the same organization.	- Address specific problems - progress projects	- Rules. - person's position	- few individuals - quick decision-making
Shneider, 1996	Cultivation	Competence	Collaboration	Control
Characteristics	- Purpose - Faith - Dedication	- Efficiency - Expertise	- Affiliation - Synergy - Trust	- Stability - Standardization
Trompenaars, 1994	Family	Incubator	Eiffel Tower	Guided Missile
Characteristics	- parent figures - being loved - Intuitive, holistic, lateral	- shared creative process - Process-oriented - process of creating - new realities	- mechanical system of interactions - superior roles who are distant - Logical, analytic - Procedures	- Specific task - contribute to the - targeted goal - problem solving
Quinn and Magraff, 1985	Clan	Innovative	Rational	Hieratical
Characteristics	- parent - high level of trust	- creative process - uncertainty	-process - integration	- stability - standardization
Hofstede, 1991	Family	Market	Well Oiled	Pyramid of People
Characteristics	- Large power distance - Weak uncertainty	- Aggressive - Competitive	- Process - Stability	- Strong uncertainty avoidance - Bureaucracy
Harrison and Stoke 1990	Support Culture	Achievement	Role	Power
Characteristics	- Stability - Feelings	- Goal researcher - Competitive	- Stability	- Controlled process
Cameron and Freeman, 1991	Clan	Adhocracy	Market	Hierarchy
Characteristics	- Collaborative - Team Builder - Communication	- Creative - Innovator - Vision	- Competing -Hard Driver -Producer	- Controlling - Coordinator - Monitor

Table 2 shows the proposal of different author's classification of the types of organizational culture. The following analysis will help understand the organizational culture and how different authors conceptualized it and have tried to categorize the typology or organizations culture in companies. This

categorization has been made in order to determine the cultural characteristic of each typology and determine how this one can have positive or negative outcomes in different situations (Hechanova et al. 2013).

Different studies has been made by different authors about typologies and as the table shows there are a lot of similarities in the categorization and parameters they stablish. We are going to take into considerations the typologies that had been established by Handy (1978), Quinn and McGrath (1985), Schneider (1996), Trompenaars (1994), and Hofstede (1991) among others to determine and clearly determine the characteristics of the typologies.

With the correct knowledge of the typology of the organizational culture is easier to determine the correct way of acting managerial and human resources sector to help in the process of adjusting to have the best of the expatriate in the company. In order to categorize and determine the main characteristic of an organizational culture it is important to delimitate the organizational environment (Hechanova et al. 2013)

Handy typology determine that there are 4 organizational culture power culture, role culture, task culture, and person culture. Power culture is found in small companies and has a one power source the process are not bureaucratic because of the size of the company (Barner-Rasmussen, 2014). The decisions made in the company's like this are bases on the decisions and desires of the power holder the problem in this type of companies is the instability of process because there are not stablished process The companies like this are result oriented and the teamwork glue is just based on the power that is there.

Role culture is more bureaucratic. It is characterized by the divisor of departments everything is based on sectors and department Everything is ruled even the communication and the resolution of problems companies like this are more impersonal and changes are difficult and in a slow pace. The good outcome of this is the predictability and clarified roles.

Task culture is base in the projects. The power is the one that helps more in the development of the project the teamwork is emphasized but the competition is bigger. This situations are common in sectors of markets (Hechanova et al. 2013). Takes are difficult to determine because of the dynamic way of working this type of organizations are the early bird of new and innovative companies.

Quinn and McGrath's Cultural Typology determine the typology differentiating by "conflict between stability and change and between internal and external environments."

The clan culture is based on norms it work like a family where each one has a different job and a meaning to be there. This companies have a very high level go glue where the communication is high (Barner-Rasmussen, 2014). The innovation typology is characterized by change and instability because of the flexibility of the roles is dynamic (Liu et al. 2005). Motivation is based on the participation and share among the individuals.

Hierarchy is based on bureaucracy that have stability the treatment is formal and accepted like that as well as rules and regulations (Liu et al. 2005). the type of company is traditional and avoid risk that can affect the process in the organization. Rationality is based on the achievement that each member of the

company can reach the motivation is the company that everyone need to show off in order to maintain the job and reach the goals that are meet.

“In each of the four characteristics presented by Quinn and McGrath (1985), there exists a relationship between means and ends. A culture that manifests group-oriented characteristics is based on values of cohesion and morality to reach the objectives of this culture type: the ongoing development of its staff. Culture based on the characteristics of innovation employs values of flexibility and adaptation as the means to reach goals oriented toward growth and change and interaction with the external environment. In contrast, culture based on characteristics involving hierarchy uses information management and communications with the goal of maintaining stability and control. However, the characterization that emphasizes the rational aspect focuses on planning tools and the establishment of goals to attain greater productivity and profits.”

Schneider typologies are based in 2 vectors that reflect the level of relationships and the other the opportunities. Control culture is similar to military's while the motivating so the need of power (Liu et al. 2005). Every day is a competition this typology effect predictability caution and is conservative. Collaboration culture is more similar to a family this ones are more characterize of small service providers and family business (Hechanova et al. 2013). This ones are based on the success of more effective collaborations.

Competence are and environment of technology and innovation is the human need to search for excellence and be better than other they combine rationality and possibility to be better every day. Cultivations on the other side have the flue in faith they are motivated in the personal growth that can be reached. This companies are accustomed to dealing it change and control of it.

Trompenaars typology on their other side analyzed from the point of view of (a) egalitarian-hierarchical and (b) orientations with respect to people versus tasks. Familiar are close but at the same time power is pyramidal way. Eiffel tower is characterized by bureaucracy and the division of task the role characteristic care cleared defined. Guided missile culture give more weight to strategic objectives and organization (Barner-Rasmussen, 2014). So based on procedure's Incubates culture is based on the self-fulfillment of the team (Hechanova et al. 2013). Everyone's is looked and an equal

Geert Hofstede take into consideration several characteristic in order to determine the typologies.

1. Power distance, the author measure the amount of power that people in the company accepts and it's accustomed.
2. Uncertainty avoidance
3. Degree of individualism and collectivism
4. Feminine and masculine characteristics
5. Adaptation

Based on this vectors mentioned, Hofstede classify culture organization in the following

1 Family where the relations are organic, creating a sense of modify where you can find a type of parent figure and the glue is the respect among others.

2. Eiffel tower is based on a process of interactions everything is vertical and runs smooth but with power strong the process based work is the best way of problem solution.

3. Guided Missile is based on technology have goal between the team is practical and cross disciplinary administrator is based on objectives

4 Incubators creative proves they are creators of new idea but the jobs unstable for the lack of defined rules

In order to determine the levels and the different typologies that the utmost present it is important to make a comparison in order to understand what are the strong points and the pain points of their statement. Trompenaars and Schneider take a lot into account the personality and also in Handy's proposition. In the case of Hardy's he takes more into account the roles and how they are applied in the process of work.

On the other side McGrath proposal doesn't take much into consideration the personality or the power but more convenient way to express it into power and flexibility where it can be combined the way the information is processed as well as the personality. Also in the analysis of the same author Quinn and McGrath make emphasis in the professional goals that it can be taken into consideration the motivation of a person and glue to a company.

Handy also takes into account the control and analyses what is the power source. Trompenaars typologies also take more into consideration hierarchy versus egalitarian dimension (Campos, et al. 2015). Beside provided typologies of Machado and Carballo (2008), Quinn and Magraff (1985) give very popular classification of organizational culture, which will be highlighted here:

- Hierarchical culture, where attributes of orders rules and regulations with a pyramidal way but with stability predictability dominate.
- Clan culture, which could be described as sense of family or team work with values such as loyalty and interpersonal connections in order to develop human resources and commitment
- Innovative culture, where creativity and adaptability are valued the most. This organizational culture represent innovation and flexibility, and risk.
- Rational culture, where Market Competitiveness and goal achievement production and competition are the main pillars of this organizational culture.

2.3. Theoretical model of expatriate adjustment and organizational culture

The relationship between adjustment and the organizational culture typologies is present (Wiseman, 2017). This means that different types of organizational culture will determine the level of commitment of the employee, as well as the level of adjustment. Studies have revealed that employees develop a sense of belonging depending on the care and support that they receive (Wiseman, 2017).

The performance of an expatriate depends on how things work in an organization (Wiseman, 2017) the way and procedures that the company follows as well as the relation between the environments will determine and influence in the outcomes. Job satisfaction can be defined is a direct relation between what the company wants towards what the employees offer in order to solve or reach a specific goal.

Organizational culture need to focus in organizational commitment. Give the employees a good organizational culture and environment, they will support the organization. (Machado, & Carballo, 2008). That is why organizational culture is the most important strategy. Nowadays organizational culture has become more important (Machado, & Carballo, 2008). Organizational culture gives every employee the character and how to deal with those factors that can affect it. (Bank, 2006) Job satisfaction variates depending on the corporate cultural typology (Lund, 2003). Job satisfaction was positively related with clan and adhocracy and negatively with market and hierarchy cultures.

High levels of uncertainty led to a lower levels of adjustment (Stroh, 2005). There are several variables towards the expatriation process such as job satisfaction, role, management, assurance of the work the new cultural environment, are predictors of expatriates adjustment (Stroh, 2005).

In the present work the objective is to connect and to understand the link between the organizational cultures with expatriate adjustment. Every organization set a different responses and pillars that conduct and identify the essence of the enterprise. In order to reach these thesis aim, theoretical model is structured, including Quinn and Magraff (1985) organizational culture typology and Black's (1991) adjustment model was proposed.

Organizational cultures that are guided by fraternal relationships, good mentors and respect of the individuals will led to a bigger level of adjustment (Lund, 2003) and long term commitment and job satisfaction. But of the other side the companies or organization that emphasizes in order and control may not help on the process of achieve the adjustment of an expat or loyally nor satisfaction (Lund, 2003). This means that the typologies that create a bigger type of adjustment are in the clan and adhocracy where thing work more spontaneously and flexible (Lund, 2003).

According to Black 1991. The adjustment is based of 3 main factors that are general, work and interaction. Going for the general as the comfort in the host country for example adapted to the food climate etc. The work adjustment is focused in the comfort the de different way of working from the home and the host country. And last the interaction adjustment that is related to the difference in values of communication and the characteristic of the local's vs home (Sousa et al.2017).

Other authors had identified types of adjustment such as socio cultural, psychological, Sociocultural goes for the social skills that influence that attitude and the comfort of the individual in the new environment.

This also s related with the social skills and behaviors. The philological adjustment (Sousa et al. 2017) is more focused on the attitudes of the expatriate which corresponded to the wellbeing and satisfaction in the process of change. In different aspects of life.

Qualified collaboration are chosen by the organization depend on the process of selection and recruitment the adjustment strategies are a key factor for the success of it (Sousa et al. 2017). The better way to help the expatriate is to provide them with the most important information of the destination, other strategy that has thrown good result is the training with the language that will help in the result in business.

Expatriates face new norms, attitudes and behaviors (Machado, & Carballo, 2008). The process of integration in a new surrounding taking into account their cultural background and costumes and feeling comfortable with it can be considered as success. Expatriate success on an international assignment is measured long their performance and in satisfaction in the company (Konanahall, 2012). Social absorption in the perception of being accepted only the host population (Machado, & Carballo, 2008).

The adjustment process is a new experience with new environment and surroundings, they also tend to perform their best. But when they experience a cultural shock, will give an impact on the employee's performance (Machado, & Carballo, 2008). Organizational culture cannot affect just expats but the whole organization (Grant-Vallone, 2001). The interest of analyzing this topics is to understand how organizational culture and its characteristics can influence in the correct adjustment in of expats in a company.

The process that the expatriate goes through by learning the different ad new skills that are needed for the job are important. In order to avoid burnout and overload of information the expatriate needs to follow a process of knowledge practice to create the correct learning in the reasonable amount of time. (Hechanova et al. 2013) by following a correct process the expatriate will have the chance to learn the process correctly. The multination and the ability of adjust can be measured in the performance and confidence of the expatriate in the work place (Campos, et al. 2015).

Motivation is the social resources that is needed to mobilize the correct outcome of the people. Trust is connected to the good will to give all to get better in the assignment. Research indicate that relationships with high trust are willing to engage in social exchange in general (Hechanova et al. 2013). When Indi dual learn to trust in the system they are making more commitment and expect general forms of reciprocity. Tis forms if exchange is based in reciprocal favors or nations in returns. This create obligations that motivate in the way of helping (Liu et al. 2005).

International work can be characterized to be more difficult to share and in the work place in comparison of the trust and share in the domestic workplaces (Barner-Rasmussen, 2014). To reach the trust organizations need to create a safe space in order to give the capacity to the expatriate to feel the option of sharing in an easier way. So in order to expect the level of high trust the company need to affect in the work place the felicities the increase the trust and with it the adjustment and good performance (Hechanova et al. 2013).

People should help those who have help the, and people should are helped give the best in order to give the correct results (Barner-Rasmussen, 2014). Showing strong support will receive strong willingness of better performance.

Job engagement is one of the main outcomes that company look not only in expatriates but in all the employers in the company. As we have mention before reciprocity is one of the main relationships that can relate job engagement and adjustment (Hechanova et al. 2013). In order to create job engagement there are different strategies that have effect on adjustment.

Based on theoretical analysis and presented information, theoretical model of host organizational culture and expatriates' adjustment linkage is presented in Figure 3.

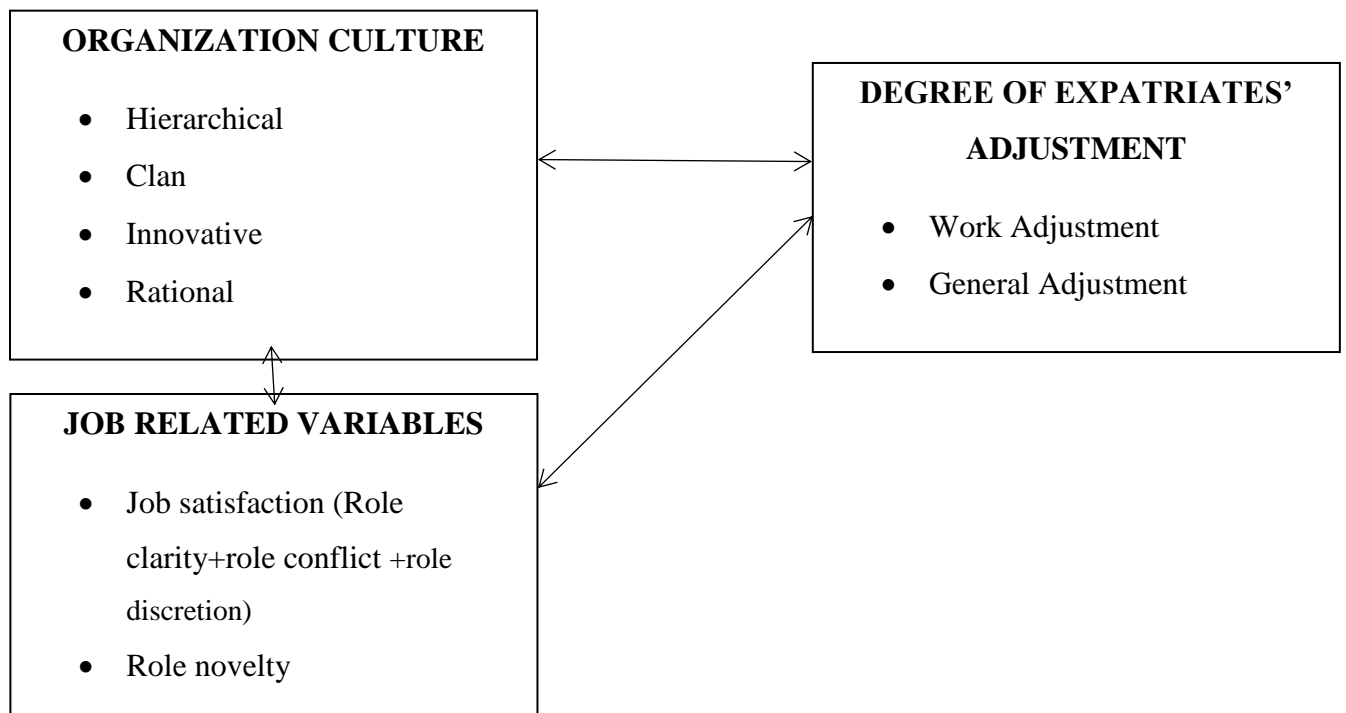


Fig. 3 Theoretical model of host organizational culture and expatriates' adjustment linkage

3. METHODOLOGY OF LINKS BETWEEN HOST ORGANIZATIONAL CULTURE AND EXPATRIATE ADJUSTMENT

3.1. Method

The aim of research: To explore links between host organizational culture and expatriate adjustment.

It is done based on theoretical model presented in Figure 5. Quantitative study will be used to reach the aim. The qualitative research is used to simplify and manage data. This study is well applied in order to get perspective of the problem in analysis. The qualitative studies will help in describing the characteristics of the problems that is the objective of the present studies. This type of characteristics need to be described to get the answers of the linkage, the variety of their information is essential because is all about the behaviors needs and desire of the expatriates. It's important to mentions that the results that will determine the linkage between the two part of the studies. It's important to mention that in order to analyze the studies the information need to be standardized.

A number of expatriates reached 52.8 million in 2017 in the world (Finaccord, 2018). However, there is no clear statistics about expatriates' numbers in different countries. A questionnaire was applied to reach the aim of the research. First part of questions are going to be focused to determine the dominate characteristics of the culture types, in the alternatives the characteristic of each typology will be included. This questions will help in to determine the type of culture and the strength of it.

The organization variables are focused to determine the level of adjustment of the work the questionnaires' is going to be based on statements.

3.2. Instrument of the study

In order to determine the typology of the organizational culture we are going to use the questionnaire presented by the organizational culture assessment instrument (OCAI) in order to determine the typology of the enterprise. The next dimensions are going to take into consideration:

1. Dominant characteristic (OCAI, 2012) where the expat need to determine which is more accurate to the organizational: Clan, Innovative, Rational, and Hierarquical.

2. Type of leadership (OCAI, 2012)

3. Management of Employees (OCAI, 2012): is it vertical or horizontal?

4. Organizational glue (OCAI, 2012): what is the force of commitment?

5. Strategic Emphases (OCAI, 2012): what is the main goal of the organization?

6. Criteria of success (OCAI, 2012): what is considered success?

Based on Black's (1991) expatriates' adjustment model, questions for expatriates' adjustment will be formulated. Anticipatory adjustment are considered the ones before arrival this means getting attention to the expectations of the new culture, job and the whole experience. So in this case, with much more information will help the level of adjustment considering the low uncertainty. A predeparture training is also another variable that will decrease the levels and lead for a better adjustment (Stroh, 2005). In

anticipatory adjustment it is important to take into account the state of mind of the expat. This means that a positive remove to the assignment will determine the adjustment (Stroh, 2005). Another variable is that the organizations facility to adapt to new cultures. This means that an organizations should do an extensively correct research in order to determine if the criteria selection will adapt to the offered position.

Job related variables basically are concede with how clears the role clarity and role specifications. This uncertainty when the information is clear. It is important to mention that from one side the job variable is divided between the clarity of the job and on the other side the clarity in the role objectives (Stroh, 2005).

The most important variable for the present study is the variable of organization culture. This one is based in the support offered from the organization to the expatriate and the support received by the coworkers (Stroh, 2005).

Even the study object is focused to the organization culture, there are no work factors that can bring certain level of uncertainty and lead to a low level of adjustment. This factors can be cultural toughness among others (Stroh, 2005)

The first part of the questionnaire is going to be based on statements in order to determine the typology of the organization and in the second part, the questionnaire is going to be developed for the expat to determine the level of the variables that affect the adjustment .The questions regarding this topic are going to be measured by 5 point Likert scale, where 5 is strongly agree, 1 strongly disagree. Structure of questionnaire is presented in Table 3.

With the present questionnaire in the first part of the structure is able to determine the typology of the company. And later in the second part of the structure by the measure from 1 to 5 also is determining the level of adjustment and how the characteristics of the company effect on it.

The questionnaire is going to show values of the enterprises in general, and later how some norms or structures can affect an outsider understand the procedures and reduces the uncertainty creating a sense of stability. Also, by the questionnaire will reflect the level if warmth values that are taught to the employees and how the openness will help in the level of socialization on the organization.

Table 3 Structure of questionnaire

Group of questions	Numbers in survey	Source
Demographic	1, 2, 3	
Organizational culture	4, 5, 6, 7, 8, 9	
Clan	4.1, 5.1, 6.1, 7.1,8.1, 9.1	OCAI
Innovative	4.2, 5.2, 6.2, 7.2, 8.2, 9.2	OCAI
Rational	4.3, 4.3, 5.3, 6.3, 7.3, 8.3, 9.3	OCAI
Hierarchical	4.4 5.4, 6.4, 7.4, 8.4, 9.4	OCAI
General adjustment	10, 11, 12, 13	
Job Satisfaction	10.1, 10.2, 10.3, 10.4, 10.5, 10.6	Black,1991
Role Novelty	11.1, 11.2, 11.3, 11.4, 11.5, 11.6	Black,1991
Work Adjustment	12.1, 12.2, 12.3, 12.4, 12.5	Black,1991
General adjustment	13.1, 13.2, 13.3, 13.4, 13.5, 13.6	Black,1991
Demographic	14.1, 14.2, 15, 16, 17, 18, 19, 20, 21, 22	

3.3. Sample of respondents

A number of respondents is calculated based on Sample survey size calculator from Survey Monkey (2019). It should be received 385 filled questionnaires, taking population size of 52.8 million, (Finacord, 2018) with confidence level of 95 percent and margin of error of 5 percent. Prepared questionnaire will be distributed in internet for expatriates’ using “snow-ball” method and asking them to share a questionnaire with other expatriates. If expatriates will not want to participate in the study, a sample of 196 expatriates will be explored, and these results will be reliable with confidence level of 95 percent and margin of error of 7 percent.

This type of study help reach the specifically target to be studied. The snowballing as mention is a method used to reach the study subject but their acquaintances as creating a domino effect. That means that by their own people of their social group the questionnaire will reach more and more people creating in that way the effect of snowball. This type of studies is perfectly used to the group of expats that needed to be reached. This type of the study will help and allow the researched to have a correct number of samples.

It’s important to mentions that not changes had been made in both of the questionnaires that taken into account for the study in order to maintain the method of measurement that is already validated as useful.

Empirical study has been collected from expatriates around the world using the online survey in the system porta of surveymonekey.com. I the present study as instrument we have used social media especially in expatriate groups which show a lot of support. The link was posted in different groups of expatriates around Europe and more specific of different expatriate groups such as Latinos in Kaunas.

Another way of sharing was by contacts around the world. Another instrument that was used to gather the information was www.internations.org contact page for expatriate_in which messages were sent to contact expatriate to answer.

The expatriates that were contacted were not discriminated between SIE and AE. The questionnaire was created in language English and translated to Spanish if needed by direct contact for people in Latin America.

4. RESULTS OF LINKS BETWEEN HOST ORGANIZATIONAL CULTURE AND EXPATRIATE ADJUSTMENT

4.1. Results and their analysis

In order to have representative sample, and to have a large amount of with a less margin of error and more deep analysis, the sample of the survey has been promoted very much. The Questionnaire was shared since 20 of March of 2019 and the analysis has been made to 176 number of people. Of the 176 respondents 98 expatriates completed the questionnaire in whole. Resulting in 98 questionnaires valid for making the analysis. It is less than was planned. However, results are reliable with confidence level of 95 percent and margin error of 9 percent.

Table 4. Information about age

Descriptive Statistics				
	Minimum	Maximum	Mean	Std. Deviation
How old are you?	19	71	34,40	10,059

As is shown table 4 the minimum age of the participants on the questionnaire has a mean of 34 years and the order is 71 and the young 19. The mean show that the age of the expatriates in relatively young. As studies have shown expatriates go abroad in the first ages of careers in order to develop certain skills that will help them grow professionally in the future.

First in the present Cross tabulation (see table 5) it can be identified that 52% are male and 48% are women so the expatriate's gender between women and man are even. Also it is reflected that the percentage of under bachelor degree is less than 1 percent and the 80.6% is above Master and bachelor degree demonstrating that the respondents are mostly high skilled expatriates.

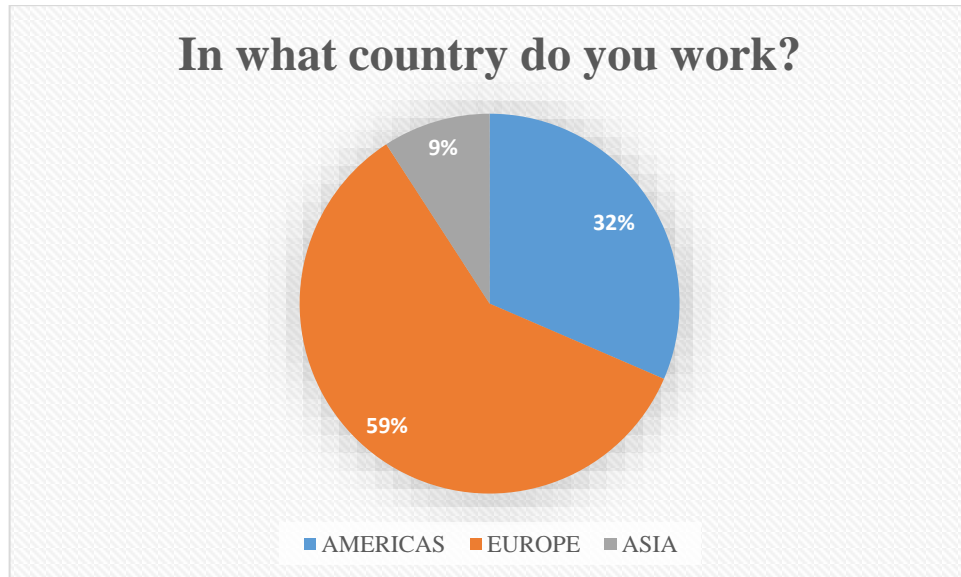
Table 5. Cross tabulation between gender and education

What is your gender? * What is your education? Cross tabulation							
			What is your education?				Total
			Other (please specify)	Below high school degree	High school degree	Higher (BA or MA)	
What is your gender?	Female	Count	4	0	3	40	47
		% within What is your gender?	8.5%	0.0%	6.4%	85.1%	100.0%
		% within What is your education?	50.0%	0.0%	30.0%	50.6%	48.0%
		% of Total	4.1%	0.0%	3.1%	40.8%	48.0%
	Male	Count	4	1	7	39	51
		% within What is your gender?	7.8%	2.0%	13.7%	76.5%	100.0%
		% within What is your education?	50.0%	100.0%	70.0%	49.4%	52.0%
		% of Total	4.1%	1.0%	7.1%	39.8%	52.0%
Total		Count	8	1	10	79	98
		% within What is your gender?	8.2%	1.0%	10.2%	80.6%	100.0%
		% within What is your education?	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	8.2%	1.0%	10.2%	80.6%	100.0%

29% are working recently for the companies less than 6 months which is the higher value in the results (see Table 6). The remaining amount of the expatriates are evenly distributed between the other options going for a second big group expatriate working from 1 or 2 year in the companies.

Table 6. Cross tabulation amount of time in the company and age

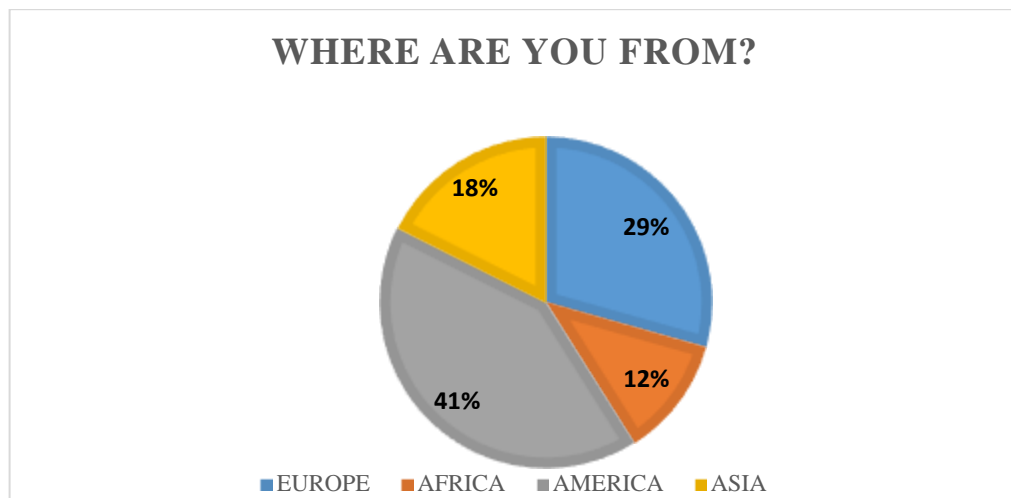
14.2 work for the current company? * What is your gender? Cross tabulation					
			What is your gender?		Total
			Female	Male	
14.2 work for the current company?	up to 6 months	Count	15	14	29
		% within 14.2 work for the current company?	51.7%	48.3%	100.0%
		% within What is your gender?	31.9%	27.5%	29.6%
		% of Total	15.3%	14.3%	29.6%
	6-11 months	Count	5	10	15
		% within 14.2 work for the current company?	33.3%	66.7%	100.0%
		% within What is your gender?	10.6%	19.6%	15.3%
		% of Total	5.1%	10.2%	15.3%
	1-2 years	Count	11	11	22
		% within 14.2 work for the current company?	50.0%	50.0%	100.0%
		% within What is your gender?	23.4%	21.6%	22.4%
		% of Total	11.2%	11.2%	22.4%
	3-5 years	Count	10	8	18
		% within 14.2 work for the current company?	55.6%	44.4%	100.0%
		% within What is your gender?	21.3%	15.7%	18.4%
		% of Total	10.2%	8.2%	18.4%
	more than 5 years	Count	6	8	14
		% within 14.2 work for the current company?	42.9%	57.1%	100.0%
		% within What is your gender?	12.8%	15.7%	14.3%
		% of Total	6.1%	8.2%	14.3%
Total		Count	47	51	98
		% within 14.2 work for the current company?	48.0%	52.0%	100.0%
		% within What is your gender?	100.0%	100.0%	100.0%
		% of Total	48.0%	52.0%	100.0%



1 Fig. 4 Distribution by regions

From the respondents that answer to the questionnaire mostly all worked in Europe with a 59%, (see figure 4) because the questionnaire was distribute into big large groups of expatriates in Lithuania this number increased as well as for expatriates working in Latin America. The results has thrown that expatriates are distributed evenly in most of the countries with a high percentage in the following countries. From this results we can identify that none of the respondents work in Africa or Australia. The man countries distribution is as following:

- Canada 7.1%
- Germany 7.1%
- Italy 3%
- Japan 3%
- UK 8%
- USA 7%



2 Fig 5. Distribution by regions

In figure 5 it can be seen that the majority of expatriates are from the Americas in general followed by a big percentage of expatriates that are from Europe. The results had shown that in the case of America the majority of expatriates that leave their country are mostly developing countries such as Ecuador, Venezuela, with a less percentage of expatriate from countries like Brazil, USA, or Chile. In the case of European expatriates, countries with less economic stability have more expatriates looking for better opportunities such as Turkey, Hungary or the Czech Republic.

Table 7 Crosstabulation between motives and gender

By whose initiative did you move abroad? * What is your gender? Cross tabulation						
			What is your gender?		Total	
			Female	Male		
By whose initiative did you move abroad?	Other (please specify)	Count	1	2	3	
		% of Total	1.0%	2.0%	3.1%	
	Your own	Count	32	33	65	
		% of Total	32.7%	33.7%	66.3%	
	You were sent by organization from your home country	Count	3	8	11	
		% of Total	3.1%	8.2%	11.2%	
	Family/ friends	Count	11	8	19	
		% of Total	11.2%	8.2%	19.4%	
	Total		Count	47	51	98
			% of Total	48.0%	52.0%	100.0%

The present figure (7) clearly help us identify the SIEs and the AIs, the percentage of the population that answered the questionnaire are 11.2% of AIs showing that their where sent by the home companies and an 88.8% of expatriates that had move abroad because of other reasons or by their own decision. This information ratifies the statement that expatriates population is growing, and the openness and willingness of working abroad too. Also the chart shows that the biggest initiative is by their own decision.

Table 8. Number of employees in host companies

			Total
Please tick the appropriate number of employees in your current company	2-9 people	Count	5
		% of Total	5,1%
	10-50 people	Count	13
		% of Total	13,3%
	51-100 people	Count	16
		% of Total	16,3%
	101-250 people	Count	5
		% of Total	5,1%
	251-500 people	Count	18
		% of Total	18,4%
	501-1000 people	Count	9
		% of Total	9,2%
	over 1000 people	Count	32
		% of Total	32,7%
		% of Total	100,0%

Table 8 clearly detected that the majority of the expatriates work in companies that are considered big, Mostly expatriates are needed in companies that are ready, to internationalize. Also, international companies tend to hire expatriates because they already know the process and have the experience dealing with this cases and knowing the correct strategies to help the expatriate adjust to work.

The information that show this table is very interesting. The distribution of people in this evenly distributed. The sector that mostly need expatriates are sectors such as services, public sector and finance (See table 9).

Table 9. Work sectors and expatriates

			Total
What is a sector of the organization do you work for?	Other (please specify)	Count	18
		% of Total	18,4%
	Industry	% of Total	13,3%
		Trade	Count
	% of Total		5,1%
	Finance sector	Count	16
		% of Total	16,3%
	Informatics	Count	4
		% of Total	4,1%
	Logistics services	Count	5
		% of Total	5,1%
	Energy	Count	7
		% of Total	7,1%
	Agriculture	Count	2
		% of Total	2,0%
	Services	Count	16
		% of Total	16,3%
	Public sector	Count	12
		% of Total	12,2%

As the definition of the expatriate is that one of the motivations that move to the expatriate to live abroad is the experience and the personal career objectives that that could bring. The information that shows this table can confirm that the assignment abroad is directly connected to the experience that that will bring to the career in the expatriates life (see Table 10).

Table 10. Careers objectives

	Minimum	Maximum	Mean	Std. Deviation
10.5. My international assignment has specific personal career objectives	1,00	5,00	3,4400	1,05715

Table 11. Typologies of organizational culture characteristics selected by expatriates

	Minimum	Maximum	Mean	Std. Deviation
CLAN	1,17	4,67	3,4838	,73116
INNOVATIVE	1,00	5,00	3,0036	,80733
RATIONAL	1,00	4,67	3,3055	,70960
HIERARCHICAL	1,00	5,00	3,5922	,79030

Evaluation of host organizational cultures is presented in Table 11. Typologies of organizational culture characteristics selected by expatriates to show how expatriates can relate with characteristics of the different typologies or organizational cultures. The most chosen typology of organizational culture where expatriates work are in clan (3.48) and in the hierarchical (3.59) typologies of culture. It is known that this type of companies are the ones that have already procedures or levels call as stable. This companies of typologies of organizational culture are international and big companies.

Table 12. Levels of Job adjustment and general adjustment

	Minimum	Maximum	Mean	Std. Deviation
Job Adjustment	1,00	5,00	3,8942	,80043
general Adjustment	1,80	5,00	3,9300	,79462

Level of Job adjustment and general adjustment also had shown that statistically the level or job adjustment as well as the general adjustment are very connected to each other. The level in both cases is similar so we can conclude that this two types of adjustments goes hand by hand (see table 12).

In order to answer to the main our research question correlation analysis was conducted to find the links between organizational culture and expatriate adjustment (see table 13). The results revealed statistical significant linkage between clan and innovative organizational culture and adjustment. Direct linear dependence was found between clan culture and job adjustment ($r=0.353$, $p=0.01$) and clan culture and general adjustment ($r=0.212$, $p=0.01$). Innovative culture positively correlates with job adjustment ($r=0.179$, $p=0.05$). Even found correlations are not strong but they are statistical significant. These results could be explained that clan (family) organizational culture have a positive impact on job and general adjustment.

In addition, correlation between organizational culture and employees' satisfaction was conducted. Results highlighted that clan and innovative organizational culture positively correlate with employees job satisfaction ($r=0.355$, and $r=0.344$, $p=0.01$) and role novelty ($r=0.155$ and $r=0.159$, $p=0.05$) (see Table 14).

Table 13. Correlation between organizational culture, job adjustment and general adjustment

Correlations								
			CLAN	INNOVATIVE	RATIONAL	HIERARCHICAL	Job Adjustment	General Adjustment
Kendall's tau_b	CLAN	Correlation Coefficient	1,000	,480**	,108	,085	,353**	,212**
		Sig. (2-tailed)	.	,000	,131	,232	,000	,004
	INNOVATIVE	Correlation Coefficient	,480**	1,000	,370**	,003	,179*	,008
		Sig. (2-tailed)	,000	.	,000	,970	,015	,914
	RATIONAL	Correlation Coefficient	,108	,370**	1,000	,054	,005	-,118
		Sig. (2-tailed)	,131	,000	.	,448	,944	,107
	HIERARCHICAL	Correlation Coefficient	,085	,003	,054	1,000	,121	,132
		Sig. (2-tailed)	,232	,970	,448	.	,104	,071
	Job Adjustment	Correlation Coefficient	,353**	,179*	,005	,121	1,000	,597**
		Sig. (2-tailed)	,000	,015	,944	,104	.	,000
	general Adjustment	Correlation Coefficient	,212**	,008	-,118	,132	,597**	1,000
		Sig. (2-tailed)	,004	,914	,107	,071	,000	.

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 14. Correlation between Job satisfaction, role novelty and typologies of organizational culture.

		Job satisfaction	Role novelty
Kendall's tau_b	CLAN	Correlation Coefficient	,355**
		Sig. (2-tailed)	,000
	INNOVATIVE	Correlation Coefficient	,344**
		Sig. (2-tailed)	,000
	RATIONAL	Correlation Coefficient	,103
		Sig. (2-tailed)	,157
	HIERARCHICAL	Correlation Coefficient	,097
		Sig. (2-tailed)	,184

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 15. Correlation between level of adjustment to organization and separate statements of organizational culture

		Adjustment to organization	
Spearman correlation	4.1. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves	Correlation Coefficient	,244*
		Sig. (2-tailed)	0,014
	4.2. The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	Correlation Coefficient	0,143
		Sig. (2-tailed)	0,159
	4.3. The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	Correlation Coefficient	-0,059
		Sig. (2-tailed)	0,561
	4.4. The organization is a very controlled and structured place. Formal procedures generally govern what people do.	Correlation Coefficient	0,179
		Sig. (2-tailed)	0,074
	5.1. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	Correlation Coefficient	,342**
		Sig. (2-tailed)	0,000
	5.2. The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.	Correlation Coefficient	,215*
		Sig. (2-tailed)	0,032
		N	100
	5.3. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	Correlation Coefficient	-0,038
		Sig. (2-tailed)	0,706
		N	100
	5.4. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	Correlation Coefficient	,220*
		Sig. (2-tailed)	0,028
		N	100
	6.1. The management style in the organization is characterized by teamwork, consensus, and participation.	Correlation Coefficient	0,184
		Sig. (2-tailed)	0,067
		N	100
	6.2. The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	Correlation Coefficient	0,053
		Sig. (2-tailed)	0,600
N		100	
6.3. The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.	Correlation Coefficient	0,021	
	Sig. (2-tailed)	0,836	
	N	100	
6.4. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships	Correlation Coefficient	,266**	
	Sig. (2-tailed)	0,008	
			Adjustment to organization

Spearmen correlation	7.1. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	Correlation Coefficient	,299**
		Sig. (2-tailed)	0,003
	7.2. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	Correlation Coefficient	0,100
		Sig. (2-tailed)	0,320
	7.3. The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	Correlation Coefficient	0,079
		Sig. (2-tailed)	0,435
	7.4. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	Correlation Coefficient	0,157
		Sig. (2-tailed)	0,118
	8.1. The organization emphasizes human development. High trust, openness, and participation persist.	Correlation Coefficient	,326**
		Sig. (2-tailed)	0,001
	8.2. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	Correlation Coefficient	,207*
		Sig. (2-tailed)	0,040
	8.3. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	Correlation Coefficient	0,041
		Sig. (2-tailed)	0,687
	8.4. The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	Correlation Coefficient	,203*
		Sig. (2-tailed)	0,043
	9.1. The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	Correlation Coefficient	,378**
		Sig. (2-tailed)	0,000
	9.2. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	Correlation Coefficient	0,131
		Sig. (2-tailed)	0,198
	9.3. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	Correlation Coefficient	0,080
		Sig. (2-tailed)	0,434
	9.4. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	Correlation Coefficient	0,108
		Sig. (2-tailed)	0,283
**. Correlation is significant at the 0.01 level (2-tailed).			
*. Correlation is significant at the 0.05 level (2-tailed).			

Confirming the information presented in Table 14, the results revealed statistical significant linkage between clan and innovative organizational culture and adjustment (see Table 15). For more details about statements representing different typologies, see in Figure 3. Statistical significant correlation

was found between all statements presenting clan organizational culture beside one: 6.1. The management style in the organization is characterized by teamwork, consensus, and participation. However, it should be noted that several positive links were found between hierarchical organizational culture and adjustment to organization: 5.4. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency, 6.4. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships and 8.4. The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important. These statements demonstrate security and stability and reveals those factors' importance for employees' adjustment in organization.

Moreover, positive relation was found between statements 5.2. The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking and 8.2. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued, which characterize innovative organizational culture and adjustment to organization. This demonstrates innovation and new challenges are also very important for expatriates' adjustment. It means that they value not just "family relation" as in clan culture but different challenges, connected with innovations as well.

Finally, Table 16 demonstrates correlations between separate statements' representing adjustment and total adjustment to organization and general adjustment. It should be noted that no statistically significant linear relation was found between role novelty statements' and general adjustment and organizational adjustment. It could be because majority of respondents were self-initiated expatriates and a part of them did not have work experience in home country before. Therefore, this construct could be eliminated from future studies exploring adjustment of self-initiated expatriates.

In addition, positive correlation was found between job adjustment and general adjustment. The connection between the general adjustment and the job adjustment is important. Results demonstrate that there are higher level of adjustment when the responsibilities are clear as well and the role definition. The respondents also has shown that the move has been successful also, and that they feel also adjusted to company as well as to the country. Mostly of the respondents feel adjusted to the companies and will like to continue working for them.

Table 16. Correlation of general adjustment and job adjustment

		13.6. I feel adjusted to this country	12.4 I feel adjusted to my organization
10.1. My job responsibilities are clearly defined	Correlation Coefficient	,211*	,346**
	Sig. (2-tailed)	0,036	0,000
10.2. I am given considerably freedom to make job related decisions	Correlation Coefficient	,340**	,243*
	Sig. (2-tailed)	0,001	0,015
10.3. It was not difficult to figure out my work role	Correlation Coefficient	,224*	,231*
	Sig. (2-tailed)	0,026	0,021
10.4. I am given the freedom to define my work role	Correlation Coefficient	,254*	,218*
	Sig. (2-tailed)	0,011	0,030
10.5. My international assignment has specific personal career objectives	Correlation Coefficient	0,123	,373**
	Sig. (2-tailed)	0,225	0,000
11.1. My job duties are the same as in my home country	Correlation Coefficient	-0,055	0,097
	Sig. (2-tailed)	0,588	0,336
11.2. I have more responsibilities that in my home country job	Correlation Coefficient	-0,065	-0,040
	Sig. (2-tailed)	0,524	0,690
12.1. The work in this organization so far has been successful	Correlation Coefficient	,483**	,566**
	Sig. (2-tailed)	0,000	0,000
12.2. I am adjusting quite well to the work	Correlation Coefficient	,502**	,623**
	Sig. (2-tailed)	0,000	0,000
12.3. I would like to stay longer in this organization	Correlation Coefficient	,475**	,631**
	Sig. (2-tailed)	0,000	0,000

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4.1 Discussion

Nowadays companies create more necessities of workforce that come from other counties. The Human Resources business is growing and developing in different areas. This expatriates that are already working for this companies are needed the because of the experience. But not only the companies win but also the expatriate; the level, the knowledge and the experience that the expatriate gains every day is unmeasurable. With the results gathered with the questionnaire it is important to emphasize how the Human resources department have great influence on the adjustment of the expatriate. The world is

developing faster and after that is why human resources department and managers need to constantly work on their skills to develop the best plans when hiring an expatriate. If the adjustment is not well managed it can end in a failed management with losses on both sides.

The objective of the present research project was to show the link between organizational culture and adjustment and how a typology of organizational culture will influence in the level of adjustment of the expatriate to a company. The level of adjustment of and expatriate in a company affect directly in the performance and the outcome and contribution of the expatriate to the company, so that is why it is so important to detect the level of adjustment that the expatriate can have in the company so the performance won't be affected. Adjustment is directly connected with the satisfaction of the work and non-work. This overall will reflect in the level of engagement and the productivity in their organization. That is why Human resources play the most important to in order to plan guide and help with the best practices in the process.

With this research project the knowledge of scholars about typologies or organizational culture was put in relation with the level of adjustment proposed by (Black et al., 1991). The novelty of the study is high because the relation between this two variable was calculated and shown as positive.

The results of the questionnaire distributed to expatriates was a success. The results obtained by the respondents helped to answer to the aim and complete the research. Unfortunately one of the limitations of the present research was the openness of expatriates to answer to the questionnaire. Moreover, the amount of respondents were enough. 98 questionnaires were valid for making the analysis. It is less than was planned. However, results are reliable with confidence level of 95 percent and margin error of 9 percent.

As limitations of this study, several points could be described. Firstly, a sample is not very representative as just included 98 of respondents from different countries. There are no equal distribution between different regions and countries. In addition, some respondents already spent quite long time living and working abroad, therefore their adjustment issues come from their memory already after several years.

It could be useful to compare results of expatriates', who spent short and long period abroad in future. However, a present sample did not let to make comparison analysis according to time spent abroad or working for the company, among different regions and between different sizes of companies, and between different industries.

The result has shown that the sex of the respondents was even with a balance result determining that there is none discrimination or trend in that selection. The respondents ages was in a media of 37 years taking into account that the age is compatible with the statement provided in the theory, mentioning that mostly all of the expatriates decide to go abroad to gain experience in younger ages.

Demographically talking, the results had shown that there are more expatriates that leave their country looking of new horizons from countries in developing status. The trend is that expatriate goes from a less developed country to a more developed one. Also is very important to mention that the majority of the respondents have a high level of education so that means that they are high skilled expatriates.

The respondents had shown that the level of studies that they have is high so they are looking to develop much more technical skills, social skills and others the moment they accept the challenge to live abroad. The questionnaire also had shown that they are more cases of Self-initiated expatriates than assigned expatriates. This data confirms that a lot of people worldwide is trying to get more experience by trying to learn and work abroad.

The results of the present questionnaire had shown first that there is a clear statistical correlation between the typology of the organizational culture and the level of adjustment of the expatriate in a company. The organizational cultures typologies of a company that influence and have more relation with the level of adjustment are clan and innovative.

It is important also to mention that the results also had thrown that mostly expatriates decide to start this journey alone. Assigned expatriates tend more to travel with family than self-initiated expatriates that decide to travel by their own. This result can be related to the instability that will represent the move. As mentioned in the theory, uncertainty is one of the most difficult challenges the expatriate goes through in the adjustment process.

Bigger companies have already experience in the process of having and expatriate in the company. The results had shown that expatriates are working in bigger companies rather than small ones. Bigger companies have established procedures in order to start the strategy of adjustment with the expatriate that is why the trend is that expatriates are working in this international companies rather than small ones. Bigger companies have bigger challenges and need more specialized people in order to reach the objectives, that is why, sometime they bet to hire expatriates. Respondents work in sectors that need to have multicultural teams. The companies that have more expatriates working are finance and services. Bigger companies have better levels of stability and job clarity for the expatriate to understand the correct roles and responsibilities that is why the result also had shown that if the expatriate know the clear role and responsibility will be easier to develop a level of adjustment.

The majority of the respondents have classified their company into 2 types of organizational culture: clan and hierarchical. This was predicted before because companies that have already a big level of stability have already develop al level of organization and processes which gives more certainty to the expatriate as well as clearly defined roles. There is more level of expatriates working in this type of organizations.

It is important to mention that the job satisfaction, role novelty and the typology of organizational culture have a significant correlations. The results showed that the organizational cultures Clan and Innovative have more statistical relation with the job satisfaction and the role novelty. The result had also shown that expatriate need to feel safe in the job environment, that is why expatriates that are part of the clan typology of organizational culture are more adapted to the company and have a better level of adjustment. Also the reason of this high correlation is that when they fell a direct connection such as a family they will feel more adjusted and have bigger level of confidence.

5. CONCLUSIONS AND RECOMENDATIONS

1. Based on scientific literature analysis, the main factors, describing expatriates' adjustment in host organization were highlighted. International assignments remain a crucial aspect of multinational corporation is the global strategy. Host organizations play important role for expatriates' adjustment. In addition, organizational culture is important for employees' satisfaction and commitment in organizations. The adjustment of expatriates is the key element for success in the organization because it connects with job satisfaction and their performance. Many expatriate mentioned that failed international assignment is due to the lack of cross-cultural adjustment, family related problems and the inability of family to adaptation. That is why the relation of organization and expatriate is critical. The more the company is involved in the life of the employee life the more support is going to be felt by expatriate. If the organization do not provide with the correct support the adjustment of the expertise is going to be very hard.
2. Expatriates who are engaged give more effort to pursuit the work goals and are emotionally connected to the job and with the teams. Successful expatriation bring uncountable number of potential benefits including the transfer of managerial and technical knowledge.
3. The relationship between adjustment and the organizational culture typologies is present. This means that different types of organizational culture determine the level of commitment of the employee, as well as the level of adjustment. In the present work the objective was to determine the linkage between the organizational cultures with expatriate adjustment. Theoretical model was structured, including and connecting Quinn and Magraff (1985) organizational culture typology and Black's (1991) adjustment model.
4. The results demonstrated that there is statistical correlation between clan organizational culture and expatriates' job and general adjustment. It means when the human resources department help the expatriate with the daily life at first will end influencing also in the general adjustment outside work resulting in a better level of adjustment and success of the assignment.
5. The results have shown that the clan culture has statistical significant positive correlation with expatriates adjustment so it can be concluded that expatriates feel more adjusted when they have norms but with an environment of a type of family where each one has a different job and a meaning to be there.

Recommendations:

- In the conducted questionnaire a great majority has revealed that the typology of organizational culture Clan is one that conducts better strategies that help in the adaptation of an expatriate. That means that expatriates need to feel listened and confident. Companies ought to follow this principles in order to retain the expatriates that are needed by the company to have the outcome that is needed.
- The results had shown that other typology of organizational culture that was helping in the process of adaptation is Innovation that means that expatriates also have the need to face challenges in order to develop skills that help them grow. The difference in this organizational culture concept culture is that is not characterized by stability which is one of the characteristics that the expat needs. Therefore, the ideal recommendation is to give challenging tasks for expatriates with stability at same time.
- It can be recommended that the companies should pay more attention on the strategies applied for organizational culture in order to help in the process of adjustment. The consequences of a failed expatriation damage the company and the expatriate.

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