Cultural aspects in international management: Western expatriate approach in the Central and Eastern Europe and its effect

TABLE OF CONTENTS

CHAPTER ONE

2.0 LITERATURE REVIEW

2.1 Introduction

Having to manage a business enterprise in a foreign country has always been a challenge and a firm that decides to move its operations abroad might experience challenges it did not expect. The management of the company has to strategize and work overtime to ensure success. International management consists of international trade, international marketing and international finance. It focuses on the decision making in planning, organizing, leading and controlling effectively in a multicultural region. For a company to be successful in its international operations, it has to employ cross-cultural skills in carrying out its operations abroad (McFarlin and Sweeney, 2006). The business world is not static and global business practices change rapidly. The increased globalization of the world has added further to the challenges faced by international businesses. Cross-cultural skills alone are not enough to ensure success abroad. Cross cultural skills have to be enjoined with strategy to ensure the company succeeds internationally. These, coupled with effective structures that facilitate efficient value addition activities in the management of foreign markets, will ensure company success (Phatak, Bhagat and Kashlak, 2004). Companies are always excited at the prospect of having their operations abroad but unknown to them are the challenges that lie ahead. Cultural differences affect cross boarder business more than any other kind of business. Therefore, it has to be approached with caution and strategy. International markets are complex, diverse and need to be well coordinated. For a company to survive abroad it has to adapt to the culture of the host country. Before embarking on an international territory, a company has to do an environmental analysis and scrutinize the cultural environments. This analysis should be done on the potential clients, competitors, regulators, contractors and the workforce of the prospective host country. Manager must understand their culture and their differences to other cultures. They also need to be aware of the diverse cultures, values, beliefs, convictions and assumptions in regard to organizations. The objective of environmental analysis should be to achieve a fit with the local culture. A multinational company has to exhibit a cultural co existence (Tallman and Yip, 2003). This cultural co existence has to be entrenched into the MNC's human resource, marketing, production, finance, research and development. In an MNC, decisions are usually made in the headquarters and all the key managerial positions in the foreign entity are usually held by the nationals of the original company. The decision makers need to incorporate host country nationals into the top management team and this should be based on ability, skills and performance. People from different cultures come with different expectations and understanding this diverse cultures and expectations is what differentiates a successful multinational company from unsuccessful one (Westney and Zaheer, 2003). Managers should be at the forefront of cross cultural interaction to help champion the company's agenda. Environmental and cultural differences affect how goals and projects are prioritized.

The business environment in Europe has changed extensively over the past years and this has been attributed to the increased integration of the European societies and the collapse of communism in Central and Eastern Europe (CEE). Globalization has also contributed to the pace at which business interaction across Europe has grown (Rozkwitalska and Gdanska, 2009). The formation of the European Union also created opportunities in cross border trade. Companies in Europe have increasingly engaged in cross boarder businesses (Fatehi, 2008). These companies have had to adapt to the foreign markets in dealing with the locals and employees of the different cultures. MNCs normally use personnel from their mother country to run their overseas operations. This ensures the company does not lose control of its operations and it also helps in the transfer of technical knowhow to the foreign subsidiaries. Inadequate language skills and diverse cultural norms usually create contractual problems with the locals (Primecz, Romani and Sackmann, 2011). The expatriates also have to adapt to the climate and make arrangements for working permits and accommodation. If the expatriate has a family then they have to look at schooling, healthcare and work arrangements for their spouse. There are also other cultural patterns of relation like individualism, collectivism and hierarchialism, which make it difficult for expatriate to adapt (Morschett, Schramm-Clein and Zentes, 2009).

2.2 Research questions

Given the above discussion on the nature of international operations, questions have been formulated to direct the research study. The research questions for this research study are;

What are the cultural aspects in international management?

What are the approaches used by expatriates in Central and Eastern Europe?

What are the effects of the approaches used by the expatriates in Central and Eastern Europe?

Does the presence of expatriates affect the management practices of Central and Eastern Europe?

What can be done to increase the rate of expatriate success in Central and Eastern Europe?

What factors are considered when selecting expatriate personnel for Central and Eastern Europe?

2.3 Expatriate Failure

Globalization has created business opportunities abroad and many multinational corporations are setting up subsidiaries in foreign countries. This usually involves sending personnel or expatriates to these subsidiaries. The aim of sending their staff abroad is to develop competencies that are in line with the company's human resource plan. Sending expatriates abroad also give MNCs a better way of controlling and coordinating their overseas operations. Expatriate failure has been witnessed in the form of premature return because of failed assignments (Tarique and Caligiuri, 2004). A failed assignment overseas is more costly then a local one. Expatriate failure does not only mean premature return but also an underperformance in an overseas posting. It depicts the company's failure to manage its human resource abroad. Expatriates who stay on their postings and fail to do their jobs well are more damaging to the company than those who return before their contract ends. When an expatriate returns home, the consequences are dire because they have to re start their lives and rebuild an already damaged career. One cause of expatriate failure has been family stress. Most expatriates have their work outlined for them in the new posting and always work for long hours. As a result, their spouses spend a lot of time on their own, being in a foreign country, they also undergo culture shock, and this can spill over to the expatriate and affect their work. This could lead to marital problems. Expatriate marriages fail because of overseas postings. Family stress could lead to early termination of an expatriate. Another factor that affects expatriates is culture. The cultural difference between the overseas posting and the expatriate's country plays a major role in the failure or success of the posting. The difference in work ethics, religion affects the quality of work that the manager does (McManus and Russell, 2007). Managing in a culturally diverse environment needs a lot of patience, strategy and cross cultural skills. The inability to adjust could lead to a premature return. Most of the personnel taken overseas are normally middle level managers who are used to average work. When they are posted abroad, the work load multiplies and they are seen as the company's representatives in those countries. The increased responsibility and social status is sometimes difficult to handle and the expatriates get overwhelmed. As a result, some expatriates ignore their responsibilities (Harrison, Newman and Roth, 2006).

Due to the increased work load that their new job postings come with, expatriates tend to work for long hours to achieve the company's goals and objectives. They are at the same time trying to adapt to the cultural differences, which increase their work load. This combination could lead to high stress levels which can cause a physical break down. These factors have led to the high rate of expatriate failure that has been witnessed in Central and Eastern Europe. However, (Selmer and Leung, 2002) state that the rate of expatriate failure is not as high as it is purported. The concept of expatriate failure should be given a systematic understanding. They agree that expatriate failure exists but not at the rate it is depicted. Some expatriates also leave their overseas postings for better jobs that have been offered to them outside their organization. This is also a cause for expatriate failure. By and large, expatriate assignments in Central and Eastern Europe tend to fail because MNC's do not have policies and procedures in place and a way to make to make their overseas staff adhere to them (Harrison and Shaffer, 2005). The process of selection is usually not clear and lack in training, development and performance evaluation of the selected personnel. To reverse these scenario multinational corporations need to have a systematic way of selecting staff to be posted overseas. Expatriate failure is not entirely as a result of the expatriate but sometimes the company also contributes by not having the right selection process or pre departure training. The selected staff should also undergo pre departure training to ensure that they are conversant with the culture of the country of posting. Pre departure training can include culture, language, work ethics, and the religion of the country of posting. The company could have an already expatriated family share their experience with one that is yet to be expatriated in an attempt to reduce culture shock (Harry, 2007). The selected team must b able to anticipate uncertainties and get ways of dealing with them without destroying the company's image. MNCs should also consider the significance of an expatriate's personal life during the selection period because most of them move with their spouses to their overseas postings. Though advances have been made in respect to preparing expatriates for their overseas assignments, (McNutly and Tharenou, 2004) state that there is still no agreement on the factors that control the rate of expatriate success.

2.4 Cultural and management characteristics of Central and Eastern Europe

Culture can be defined as peoples' laws, customs, morals and beliefs. There are varied management systems across Europe though there also exists some similarities in the management systems. The expansion of companies into new territories has seen manager work in areas of cultures different from theirs (Daft, 2007). The mass entrance of multinational corporations into the CEE has been catalyzed by the events that took place in Europe in the last five decades of the 20th century. Events like the fall of the Berlin wall and collapse of the Soviet Union. The region shifted from planned to market economies. This changed the political and social dynamics of the region. The formation of the EU also brought with it opportunities for MNCs to expand into new territories. The MNCs were also attracted by the cheap labour in the CEE region at the time (Francesco and Gold, 2005). The companies that opened shop in the CEE region experience the shortage of good managers. Competition from emerging markets like China, India and Brazil has forced Western European countries to move some of their operations to the CEE region. European countries are categorized into groups and each group has a similarity in management practices. There are also differences in management practices between these groups (Hill, 2005). During the communist era, the CEE region the management practices did not focus on cost efficiency, quality or managerial competencies of the employees. Hiring of managers depended on their relationship with the communist party. Market economy was unheard of in this region. The style of management was authoritative and the system lacked ambition and motivation. Those who became too ambitious were seen as a threat to the communist party and were thwarted. The region embraced the concept of market economies after the collapse of the communist party (Jandt, 2007). There have since been advancements in management practices albeit at a slower pace. The region adopted market reforms and privatization. Decision making has also been decentralized and ambitious individuals and companies are no longer seen as a threat to the state. There has also been an improvement in the management systems from rigid and authoritarian management practices to more democratic and decentralized decision making.

Though there is still a lag in the kind of business practices as compared to their Western European counterparts, the progress is immense (Brewster, 2004). The growth in the CEE region after the collapse of communism, made them attractive for multinational corporations who were looking to expand their operations in areas where they could get cheap labour. When the MNCs moved to the CEE region in the post communism years, there was lack of skilled labour force. There are major differences in between the Western European states and their CEE counterparts in culture, social structure, history, political development and economic resources. The lack in skills has however been eliminated by the young and vibrant generation in the CEE region. The younger generation has taken up education and is almost at pur with their western peers academically. The CEE has not quite caught up with the west but the region has made significant progress (House, 2004). The CEE region countries can now compete with the world's more advanced economies. Multinational corporations that do business in the CEE region sometimes find it difficult to get qualified local personnel because of lack of skills and effective language skills. Lack in language skills has really proved to be a problem because most of the CEE countries are not English speaking (Brewster, 2006).

Even with their attraction for investments, the workforce in the CEE region feel left out and discriminated against especially when it come to compensation packages. They feel that foreign managers are given hefty compensation packages while sometimes they do the same job or even work more than their western counterparts (Karoliny, 2005). The expatriates too need to be trained before they get to their overseas postings because the managerial and social cultures of the CEE differ considerably with those of the Western European region. The expatriates should also be made aware of the difference in culture and that they could face challenges in working and interacting with the local people. The management differences and work ethics are also challenges that the expatriates need to prepare to face. This does not imply that the CEE region is hostile or inhospitable but the expatriates should be ready for any challenges. With the entry of MNCs into the CEE region there have been gains on managerial skills and practices and improved business practices that adhere to international standards (Keating and Thompson, 2004). The rate at which MNCs has transferred management practices to CEE region is limited because decision and control still remains with the parent company. The Western European MNCs with subsidiaries in the CEE region need to do more to help in the elevation of the management practices in the region because as per now their effect on the management style of the CEE region is not clear (Kuobek and Vatchkova, 2004).

2.5 Expatriate selection and training programs

Expatriate training is done with the objective of reducing the rates of expatriate failure. Expatriate postings call for adaptation to multiple environments. Lack of expatriate training has been seen as the major cause for expatriate failure. With globalization and business expansion to new territories, training of expatriates has become necessary to increase the success rate of offshore postings. The causes of expatriate failures that need to be addressed in expatriate selection and training are; the managers inability to adjust, family stress, difficulty in coping with increased responsibility abroad, technical incompetence and environmental adjustment (Myloni, Harzing and Mirza, 2004). Culture and differences in language between the Western Europe expatriates and the CEE region natives creates the need for expatriate training to prepare the expatriates for their new jobs abroad. The expatriates need to make sense of the new country. The rate at which expatriates have failed in their overseas appointments has made it necessary to train them and let them aware of what awaits them overseas. Multinational corporations are undertaking to train their overseas employees before deployment because expatriate failures not only reflect failure on their employees but also on the company's human resource management practices. Expatriates become more effective when they are trained before deployment. The most significant element of expatriate training is cross cultural training (Suutari and Burch, 2004). It readies the expatriate for the life and work in the foreign country. It not only comprises of training on the job to be done but also on the life and cultural adjustments. Cross cultural training is important because relocating to a new country is much more challenging than dealing with a new posting. When an expatriate is trained before deployment, they get more prepared for the deployment, get more knowledgeable about the host country and its culture, understands the host country's cultural practices, gets motivated to move to the offshore posting, the employees stress levels are reduced and the settling process is eased thereby reducing the chances of expatriate failure (Selmer, 2005). MNCs have also adopted thorough selection processes for their international positions. Employees are first selected for management positions for prospective overseas positions. They are then sent for short term international assignment in order to gain experience and to see how they cope. The candidates who perform well in their temporary are given the actual opportunity to be expatriates when the opportunity becomes available. The management of expatriates has become a major part of international human resource management. Thorough selection of managers needs to be done to ensure that only the best are sent abroad. This is because they represent the company and a failure on their part would mean the company has failed in its international human resource management practices. The Western European multinational corporations sending their employees to the CEE region also need to look at other factors like government regulations and business practices (Cullen, 2004). Those selected for overseas positions need to posses additional skills. They should be conversant with the company's corporate culture and the host country's business practices. MNCs should conduct standardized test and interviews to determine the personal characteristics of candidates basing the selection on experience and technical qualifications. The employees' motivation to work overseas should also be looked at to avoid taking employees who are not willing to work abroad (Francesco and Gold, 2005).

To increase the rate of expatriate success, multinational corporations have adopted measures to make it easy for their employees to take on their offshore assignments. Preliminary visits have been organized where the prospective expatriates and their spouses are sent abroad to acclimatize them with the environment and culture they will be living in (Harrison, Newman and Roth, 2006). The prospective expatriates are also encouraged to learn the language of the CEE country that they will be moving to. Most of the countries in the CEE region are yet to adopt English as a national language and therefore learning their language will make it easy for the expatriates and their families to communicate effectively (Tarique and Caligiuri, 2004). Practical managerial support should also be provided for the expatriates on how they are expected to use their skills in the host CEE country.

2.6 Recommendations

Globalization has been a major catalyst for international business operations. MNCs send expatriate to their international subsidiaries to help coordinate and control their overseas operations. The CEE region has attracted MNCs in the last few decades. The mass movement to the CE region has been necessitated by the collapse of the communist party which saw the region move from planned to market economies. Expatriates need to be trained before their offshore postings to avoid failure. Expatriate failure is not only seen as failure in the part of the employees but also as a failure in the international human resource management of the company. Companies should focus on cross cultural training for their expatriated employees to prevent failure. Expatriate failure should not only be seen as an undoing in the part of the employees because sometimes there are factors such as political and government regulation which could lead to failure and which the MNC ignore. The expatriated employees also need to be given support and prepared for their overseas assignments. MNCs should adopt an expatriate recruitment criterion to avoid the pitfalls associated with offshore posting of unprepared, unmotivated and inexperienced employees. Part of the training done for the prospective expatriates should be on the host country language to make it easy for the expatriates to interact with the locals.

2.7 Summary

The increased globalization of the world has increased the rate at which companies engage international businesses. Cross cultural skills have to be enjoined with strategy to ensure the company succeeds internationally. Prior to entering an international territory, a company has to do an environmental analysis and scrutinize the cultural environments. This analysis should be done on the potential clients, competitors, regulators, contractors and the workforce of the prospective host country. Manager must understand their culture and their differences to other cultures. The multinational corporation also needs to be aware of the diverse cultures, values, beliefs, convictions and assumptions in regard to organizations. The objective of carrying out an environmental analysis should be to achieve a fit with the local culture. Besides a multinational company needs to exhibit a cultural co existence. This cultural co existence has to be entrenched into the MNC's human resource, marketing, production, finance, research and development. Managers should be at the forefront of cross cultural interaction to help champion the company's agenda. Environmental and cultural differences affect how goals and projects are prioritized. MNCs normally use personnel from their mother country to run their overseas operations. This ensures the company does not lose control of its operations and it also helps in the transfer of technical knowhow to the foreign subsidiaries. Inadequate language skills and diverse cultural norms usually create contractual problems with the locals. The expatriates also have to adapt to the climate and make arrangements for working permits and accommodation. If the expatriate has a family then they have to look at schooling, healthcare and work arrangements for their spouse. There are also other cultural patterns of relation like individualism, collectivism and hierarchialism which make it difficult for expatriate to adapt. A failed assignment overseas is more costly then a local one. Expatriate failure does not only mean premature return but also an underperformance in an overseas posting. It depicts the company's failure to manage its human resource abroad. Expatriates who stay on their postings and fail to do their jobs well are more damaging to the company than those who return before their contract ends. When an expatriate returns home, the consequences are dire because they have to re start their lives and rebuild an already damaged career. Multinational corporations that do business in the CEE region sometimes find it difficult to get qualified local personnel because of lack of skills and effective language skills. Lack in language skills has really proved to be a problem because most of the CEE countries are not English speaking. Expatriate training is done with the objective of reducing the rates of expatriate failure. This is because expatriate postings call for adaptation to multiple environments.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Background

This study aims to examine cultural aspects in international management: a case of Western expatriate approach in the Central and Eastern Europe and its effect. In order to achieve the purpose of the research the study sought to answer a number of questions, which include the following. What are the cultural aspects in international management? What are the approaches used by expatriates in Central and Eastern Europe? What are the effects of the approaches used by the expatriates in Central and Eastern Europe? Does the presence of expatriates affect the management practices of Central and Eastern Europe? What can be done to increase the rate of expatriate success in Central and Eastern Europe? What factors are considered when selecting expatriate personnel for Central and Eastern Europe? The literature reviewed in this research leave a certain gap, which can only be filled by primary data. Therefore, the chapter of methodology highlights methods and techniques used in the research to address the research problem as well as to provide answers to research question. This chapter addresses subjects that were critical in collecting and analyzing both primary and secondary data. The subjects discussed in this chapter of methodology include data collection method, data analysis, research design, sampling technique, research ethics, research accuracy, primary data, secondary data and questionnaire.

3.2 Research Design

The research design to be used in this study is qualitative design. The reason for the choice of the research design is the fact that the research aims to interview a few managers on cultural aspects in international management (Churchill and Iacobucci, 2005). Therefore the study aims to collect nominal data as opposed to numerical data in quantitative research approach. Quality of any given research is depended on the research designed employed in the research, which make understanding of research design quite fundamental. Understanding research design is fundamental in the sense that it will inform the researcher's thinking when putting up appropriate foundations of a project design (McNeill and Chapman, 2005). Whereas qualitative research is inductive, quantitative research is deductive. In quantitative research, data used is normally in statistical or mathematical form. This implies that in quantitative research, there has to be data collection, followed by data analysis and interpretation. Statistical methods are employed in any research where quantitative research design has been used because data collected is numerical and cannot be easily understood without performing statistical analysis. On the other hand qualitative research in not based on numerical data but is instead based among other things texts, pictures and images. In quantitative research design appropriate instruments that allows collection of quantitative data has to be employed such as closed ended questionnaires among others. In qualitative research there are a number of methods that can be used to collect data. The methods of data collection in qualitative research include interviews, observations and focus groups. Qualitative research design is used to collect qualitative data which can then be analyzed qualitatively without necessarily having to perform statistical test.

3.3 Types of data and Data Sources

Data provides the basis upon which a researcher can draw a conclusion in a research. It is therefore, very important that proper procedure is followed in data collection. This research uses both secondary and primary data since each set of data plays a very significant role in a research.

3.3.1 Secondary Data

According to McBurney and White (2009 secondary data is the information from other published works. In their explanation, it is further recommended for researchers to select only relevant and credible sources to provide the secondary data. Thus, the researcher selected books, journals, reports, newspapers and periodicals that had credible sources but relevant to the study topic, questions and objectives. This type of data was considered in the study since it would help the researcher develop the foundation for gauging the reliability and validity of primary data (McNeill and Chapman, 2005). On this note, it provided the basis for the researcher to reason and reach at the findings as detailed in the next chapter. By comparing it with primary data, secondary data did not consume much time. This enabled the researcher to remain with much time for the ore tedious aspects of the study. In order to effectively examine cultural aspects in international management using Western expatriate approach in the Central and Eastern Europe and its effect, the use of secondary data derived from previous study is very instrumental. The basis upon, which this study is laid was the information gathered from past research. The research problem, research questions and research objectives were formulated based on the secondary information.

3.3.2 Primary Data

Primary data will play a very significant role in this study especially the role of filling the gap left by the secondary data. The research question and research objectives can only be answered and achieved using primary data (McNeill and Chapman, 2005). Analyzing cultural aspects in international management using a case of Western expatriate approach in the Central and Eastern Europe and its effect, requires firsthand information derived from managers and different stakeholders that are well conversant with cultural aspects in international management. Many scholars agree that secondary data alone cannot give adequate answers to the study questions and objectives. A lot of information about cultural aspects in international management using a case of Western expatriate approach in the Central and Eastern Europe and its effect cannot be obtain in the secondary data, making it significant to conduct a primary research in a bid to gather primary data. Scholars such as McNeill and Chapman (2005) talk of various methods to primary data collection like unpublished manuscripts, observations, field works, questionnaires and interviews among others. However, this study employed only two: interview and questionnaire. According to Myers (2009), the two options chosen for this study are fit for qualitative studies. Although collection of primary data was cumbersome due to its cost and time consumption, the researcher employed time saving and cost reduction approaches. In this research interview is the most appropriate method of data collection that will be used in this research to address the research problem in order to address in details the subject of cultural aspects in international management using a case of Western expatriate approach in the Central and Eastern Europe and its effect.

3.4 Data Collection Method

The method of data collection method that is used in this research is semi structured interview. There are different methods of data collection methods that can be used in surveys such as questionnaire, interview and observation among many others.

3.4.1 Interview

Interview is used in this study to gather information about cultural aspects in international management using a case of Western expatriate approach in the Central and Eastern Europe and its effect (Churchill and Iacobucci, 2005). The research design used in this study is qualitative research design, which follows that interview is the most appropriate data collection to use in collecting information from potential respondents. Interview as a process allows the interaction between the researcher and the respondents, which is quite essential in the sense that the researcher can obtain further details on the reason behind the opinions and beliefs of the respondents. Interview as a method of data collection also have another advantage not present in any other method since it allows the researcher to step behind thus examining the procedure of comprehending related participants to some degree. A total of ten managers of various entities will be interviewed by the researcher in order to obtain relevant information on cultural aspects in international management using a case of Western expatriate approach in the Central and Eastern Europe and its effect.

3.4.2 Questionnaire

Questionnaire, especially closed ended questionnaire is data collection method that is used mainly in quantitative research design. Questionnaire is the most common form of primary data collection. These are a list of questions, which can either be open ended, or close ended for which the respondent is expected to give answers. Questionnaires can be self administered or interviewer administered. When they are self administered, they are sent to the respondents by mail or email. When they are interviewer administered, the questions are asked by the interviewer and the respondents answer openly (Churchill and Iacobucci, 2005). A questionnaire can be done in different forms. It can be conducted through the telephone, mail, electronic mail and fax or even in a live public area. If telephone questioning is used geographical barriers between the interviewer and the respondent does not hinder the collection of information. Time and costs are saved as the data collector will not have to travel to get the information needed. On the other hand the use of a telephone makes it harder for the data collector to see the respondent's reaction and expression (McNeill and Chapman, 2005). The most challenging part in a questionnaire is its construction and the interpretation of the results thereof. The researcher has to develop a questionnaire that indicate that he understands the content and the format that the questions should take. The questions in a questionnaire can either be open ended or close ended. It is argued by several scholars that a combined approach where both qualitative and quantitative research designs are used in a study, there is more success than using either of the approaches.

3.5 Sampling Method

The sampling technique to use in this research is purposive non-probability sampling technique. There are different sampling methods used in the sampling procedure namely probability sampling method and non-probability sampling method. In probability sampling method all elements in question of a given sample population have the same chance of being elements in the sample. Example of probability sampling technique includes simple random sampling, cluster sampling, stratified sampling, systematic random sampling and multi-stage sampling (Churchill and Iacobucci, 2005). On the other hand, non-probability sampling is where elements or respondents to participate in a research are chosen based on the convenience of the researcher. In this type of sampling, the researcher also has the right to use his judgment in identifying potential respondents that would provide the needed information to make the research a success. In this type of research method the elements of respondents that show little or no interest in the study gets ignored. There are several sampling techniques under non-probability sampling. They include purposive sampling, self selection, snowball sampling, convenience sampling and quota sampling (McNeill and Chapman, 2005). Purposive sampling technique is the most suitable sampling technique that is used in the research. The research would use the technique to identify respondents individually to participate in the research. However, care must be taken to ensure that the participants identified to participate in the research represent the entire population under investigation.

3.6 Data Analysis

Data analysis is very important section of any given research. Primary data gathered in this research is analyzed accordingly (Churchill and Iacobucci, 2005). Primary data in a research, whether qualitative data or quantitative data needs proper analysis. In a research where quantitative approach has been used data is analyzed statistical. The approach is used in case the research questions are complex that cannot be addressed by quantitative approach. In this study however, qualitative data was the primary target where opinion of managers of various entities would gathered and analyzed accordingly. The opinion of the respondents would be recorded in interview transcripts. Once data has been collected, qualitative analysis of the interview transcripts would ensue so as to provide answer to the research questions formulated in the study.

3.7 Data Accuracy

Accuracy of data collected is very important in a research since it determines the validity and reliability of the research (McNeill and Chapman, 2005). Therefore, it is quite paramount to ensure that the outcome of evaluation of soundness, dependability, significance and universality used in the methodology. In the first place, care need to be taken in the process of identifying the methods and technique to use in a research since the type and application of the methods and techniques used in the study will determine the accuracy as well as validity and reliability of the research. The researcher was committed to ensure accuracy of the research by making sure that the data gathered and used in the study are dependable. Besides, soundness of a study depends on how the inferences may be duplicated and contrasted. Under this, similar processes are used by other analysts to duplicate the inferences. In order to denote universality, a small sample outcome from the samples used must be capable of representing the entire population. Research validity and reliability will be ensured by ensuring that data collected is accurate and analyzed accordingly (McNeill and Chapman, 2005). Research reliability and validity will be ensured through the use of appropriate methods and techniques in collecting as well as data analysis (Churchill and Iacobucci, 2005). Lastly, the researcher will adhere to research ethics where the rights of all stakeholders will be upheld.

3.8 Research Ethics

Examining cultural aspects in international management using a case of Western expatriate approach in the Central and Eastern Europe and its effect, require adherence to research ethics, which are simply norms that guide the researcher in ensuring that the rights of all stakeholders are respected (McNeill and Chapman, 2005). The respondents have a right to know the significance of the research and it is the duty of the researcher to satisfactorily explain to the respondents the significance of the research. The research upheld honesty during the research as well as upholding the dignity and respecting the rights of all stakeholders (Churchill and Iacobucci, 2005). Permission was sought from firms where respondents were derived before seeking consent of the respondents to participate in the research. The respondents were assured that their personal information would not be reveal to any third party. The respondents were also informed that they have the right to opt out of the research at any stage of the research without any ado.

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