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EXPATRIATES IN ALGERIA:

**AN EXPLORATION OF CROSS-CULTURAL
MANAGEMENT, ADJUSTMENT, AND TRAINING ISSUES
FACED BY WESTERN EXPATRIATES IN ALGERIA**

A thesis submitted for the Degree of Doctorate in "Management des Entreprises"

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THESIS SUMMARY

“People's minds are like parachutes - they only function when they are open “
Sir James Dewar (1842-1923) Scientist

This Research addresses the inadequacy of the literature of International Human Resource Management (IHRM) explaining expatriation in developing countries and, in particular, in Algeria. A key reason for the return of expatriates before the official end of their foreign assignment is the uncertainty and frustration resulting from poor cross-cultural adaptation. The literature provides this general, normative view without much to say about the interpersonal conflict expatriates experience in the workplace abroad caused by cultural differences. Building on these arguments, this research investigates the different types of training that are provided to the western expatriates and their family members whilst on international assignments in Algeria as antecedents to their adjustment and performance in the host country.

This research study advances our understanding about expatriate management, in particular, the nature of cross-cultural management in Algeria involving Western expatriate and Algerian host national manager, the important features of adjustment for expatriates living and working there, and the type of training which will assist them to adjust and to work successfully in this North African environment. Qualitative and quantitative data on each issue was gathered during in-depth interviews in Algeria, using structured interview schedules, with 55 expatriates and 31 host national managers drawn from a cross-section of functional areas and organizations.

The inability of the spouse and/or family to adapt to Algeria is identified as a major reason for expatriate assignments to fail, though the causes have less to do with living away from family and friends, than with Algeria environment. The adjustment of expatriate managers is facilitated by a strong orientation towards career development and hard work, possession of technical professional expertise, and a willingness to engage in a process of continuous 'active learning' with respect to the host national society and culture.

This thesis reviews previous research undertaken in this area and highlights the need for this study and the benefits this study can offer. The novelty about this study is adding to a limited literature in the field of human resource management in my chosen geographical area which is Algeria. Although there are empirical studies that have been done abroad with regards to the issues of expatriates, a limited amount has only covered the North African settings and specially Algeria. Many studies have been conducted on multinationals, but only few have relevance to the North African setting, none of the studies has ever investigated deeply the importance of understanding Islamic culture and the underlying implications to multinational business in Algeria. Literature on HRM in the Maghreb is an

emerging area. At present there is a limited literature specifically focusing on cultural issues within MNCs in the Maghreb. The research will provide a contribution to this emerging literature as well as produce a set of data that could be beneficial to both the academic community and multinational companies operating in the region. The novel about this study is to find out the best model that will be useful for the managing international staff in Western MNC operating in Algeria. A four-part model of management training suitable for Algeria is derived from the study data it consists of a pre-departure briefing, post-arrival cross-cultural training and language training and in how to communicate more effectively in English with non-native speakers. The research contributes to the fields of international human resource management and also has key messages for policy makers.

Key Words: Cross-cultural Management, Adjustment, Expatriates, performance, Cross-Cultural Training, Algeria.

Résumé

Cette études expose les différentes solutions, d'adaptation des expatriés ainsi que leurs proches en Algérie ; afin qu'ils peuvent travailler dans les meilleures conditions. Elle fournira aussi une compréhension des difficultés culturelles essentielles que rencontrent les expatriés opérant dans les grandes sociétés multinationales dans notre pays.

Cette étude de recherche favorise la compréhension de la gestion interculturelle des expatriés qui vivent et travail en Algérie, pour pouvoir déterminer au préalable, le type de formation adéquate afin de les aidés à s'adapter avec succès dans cet environnement d'Afrique du nord. Des données qualitatives et quantitatives sur chaque question ont été recueillies au cours des entrevues en profondeur en Algérie, en utilisant les horaires d'entrevue structurés, avec 55 expatriés et 31 hôtes gestionnaires nationaux établis à partir d'une section des zones et des organisations fonctionnelles.

L'incapacité du conjoint et / ou de la famille à s'adapter en Algérie, est identifié comme une raison majeure pour que les missions effectués par les expatriés passe à l'échec, il faut souligner aussi que l'environnement dans notre pays a plus d'influence, que l'éloignement de la famille et des amis. L'adaptation des cadres expatriés est facilitée par une forte orientation vers le développement de carrière et de travail acharné, ainsi qu'à promouvoir une volonté à s'engager dans un processus d' : «apprentissage actif» continue dans la société nationale d'accueil.

L'intérêt de cette thèse est de pouvoir développer ce qui a était cité auparavant dans la littérature, et a illustré les avantages que cette dernière peut offrir, dans le domaine de gestion des ressources humaines. Bien qu'il existe des études empiriques qui ont été faites à l'étranger en ce qui concerne les questions d'expatriés, une quantité limitée couvrait uniquement l'Afrique du Nord et spécialement l'Algérie ; mais aucune n'a jamais étudié profondément l'importance de la compréhension de la culture islamique et son impact sur les entreprises multinationales.

Ce travail fournira une contribution à cette littérature émergente, en plus d'un ensemble de données qui pourrait être bénéfique à la fois à la communauté universitaire et aux entreprises multinationales opérant dans la région. Le but de cette étude est de trouver le meilleur modèle qui sera utile pour le management des expatriés opérant dans les compagnies multinationales installé en Algérie. Ce modèle à quatre parties servira pour une formation pré-départ, une autre interculturelle à l'arrivée, et a la fin une formation sur la langue.

Mots clés : Gestion interculturelle, Adaptation, expatriés, interculturelle formation, Algérie

ملخص:

مما لا يختلف فيه اثنان، انه في ظل العولمة وزيادة التداخل والعلاقات الدولية والاقتصادية نتيجة تكنولوجيا المعلومات والاتصالات اصبحت مسألة الانفتاح على العالم وممارسة الاعمال الدولية في اكثر من دولة وخارج الحدود الوطنية مسألة في غاية الاهمية كونها تمثل ضرورة فرضتها بيئة التنافس العالمي من مزايا وفرص لا تتوفر في البيئات الوطنية. وقد يتصور البعض ان الموارد البشرية العاملة في الشركات الدولية او التي تحتاج اليها الشركات لدخولها الاسواق الدولية هي ذاتها الموارد البشرية المحلية، والحقيقة غير ذلك، والسبب ببساطة هو ان الشركات الدولية تحتاج الى خصائص بشرية معينة تؤهلها لإدارة عملياتها في الخارج، لان العمل في الخارج له خصوصيته وبيئته المستقلة ومتغيراته التي قد تختلف تماما عن المتغيرات المحلية. وتأسيسا على هذا الواقع فان مسألة اختيار العناصر البشرية المؤهلة وخاصة القيادية منها للعمل في بيئة خارجية تماما، تعتبر مسألة في غاية الاهمية والصعوبة في نفس الوقت لان من يتم اختياره في قائمة المديرين سيتولى مسؤولية التحكم والتصرف بإمكانيات بشرية ومادية كبيرة، واتخاذ القرارات الملائمة بشأن معالجة كافة المشكلات التي تواجهه في بيئة الاعمال الدولية. ومما يزيد الامر تعقيدا ان عمل المديرين سيكون في بيئة مختلفة تماما عن بيئة البلد الام من النواحي القانونية والاجتماعية والاقتصادية والسياسية مما يتطلب توفير مجموعة اضافية من المهارات للمديرين الخارجيين وامكانية تحقيق التوافق بين المصلحة العليا للشركات وبين المصالح الوطنية بالنسبة للبلد المضيف والعاملين المحليين.

منطلقا من اراء و افكار الباحثين السابقين في توضيح النظرة الشمولية لأثر البيئة الجديدة على التأقلم و الاداء الوظيفي للخبراء الاجانب بالجزائر، يرى الباحثين ان السبب الرئيسي لرجوع المبكر للخبراء قبل النهاية الرسمية لأعمالهم الدولية هو عدم اليقين (الشك) و الاحباط الناتج من عدم التأقلم الثقافي. و بناء على هذا فان هذا البحث يهدف الى التحقيق و التحري على مختلف انواع البرامج التدريبية التي تخصص للخبراء الاجانب و افراد عائلاتهم قبل و خلال الاعمال الدولية في الجزائر، و تعتبر هذه التدريبات كعامل مساعد للتأقلم و الاداء الوظيفي في البلد المضيف. وقد تمت الدراسة على عينة مكونة من 55 خبير اجنبي و 31 مدير محلي واستخدمت الباحثة استبانة و مقابلات متعمقة مع الخبراء كمصدر للحصول على البيانات والمعلومات.

نظرا لقلة الأبحاث في ادارة الموارد البشرية العالمية في البلدان النامية و على وجه الخصوص في الجزائر، تسعى هذه الأطروحة بمراجعة الابحاث السابقة التي اجريت في هذا المجال، و تسلط الضوء على الحاجة لهذه الدراسة و الفوائد التي يمكن ان تقدمها هذه الدراسة. الحادثة من هذه الدراسة هو اغناء ادبيات الدراسة المحدودة في مجال ادارة الموارد البشرية في المنطقة الجغرافية المختارة: الجزائر. على الرغم من ان هناك دراسات تجريبية تم القيام بها في مختلف انحاء العالم فيما يتعلق بقضايا الخبراء، الا ان هناك كمية جد محدودة في شمال افريقيا و خاصة الجزائر. في الوقت الحاضر هناك كمية جد محدودة على الادبيات التي تركز بشكل خاص على القضايا الثقافية داخل الشركات المتعددة الجنسيات في المغرب العربي، فان هذا البحث يسعى الى المساهمة في تطوير هذا الجانب و كذلك انتاج مجموعة من البيانات التي يمكن ان تكون مفيدة لكل الاوساط الاكاديمية و الشركات المتعددة الجنسيات.

يسعى هذا البحث الى ايجاد افضل نموذج من شأنه ان يكون مفيدا للخبراء في الشركات المتعددة الجنسية في الجزائر. و قد ادت نتائج الدراسة الى ايجاد نموذج تدريبي مكون من اربعة اجزاء و التي تتمثل في: التدريب قبل المغادرة، التدريب عند الوصول، التدريب اللغوي، و كيفية التواصل بشكل اكثر فعالية باللغة الإنجليزية.

الكلمات المفتاحية: الإدارة عبر الثقافات، التأقلم، الخبراء، الاداء الوظيفي، التدريب الثقافي، الجزائر.

DEDICATION

This Ph.D. is dedicated to the soul of my Dearest father, "**Professor Mohamed Khezzar**" who encouraged me to be the best I can be, to have high expectations and to fight hard for what I believe. He always provided me with best opportunities in life. I feel he is always with me supporting and guiding. I wish he was here to see his dream comes true, and who would have been happy to see me follow in his steps as a researcher.

Most importantly, the biggest dedication goes to *my mother Ouarda Chittibi*, and my sweetest brothers *Ramzi & Adem*. I owe many thanks to my mother who taught me that nothing is impossible if I strongly want it and work for it. I am for life indebted to my mother who also taught me how to dream, how to persevere, and how to keep dreaming big. Her unfailing support made me who I am and her prayers have been protecting me throughout my PhD and my life and without her the PhD would have still been a dream; a big thank you for my mum for her generosity over the past few years and for the years to come.

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Thank you all.
Nedjla Khezzar

Glossary of Terms

Term	Definition
Expatriate	A specially chosen individual who is sent temporarily on international assignments abroad and who is expected to fulfil a specialised organisational function or career enhancement exercise across countries and cultures
Western Expatriates	European & American individual.
Host Country National (HCN)	The local people of the country where the expatriate is assigned to.
Adjustment	The degree of comfort or absence of stress associated with being an expatriate. Is further segregated into three categories; general, interaction and work adjustment. Adjustment can also mean becoming adjusted to the host country's cultural norms and values.
Expatriate task Performance (ETP)	The effectiveness with which expatriates perform activities that contributes to the organization's technical core, either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services.
Host Country	The country where the MNC has a subsidiary in. The MNC in this case will be referred to as the parent company
International assignement	A specialized assignment or task for expatriates in a host country which can function as knowledge transfer, competence development, problem solving or career enhancement exercise for the assigned individual.

Cultural synergy	Is a term coined from work by Nancy Adler of which describes an attempt to bring two or more cultures together to form an organization or environment that is based on combined strengths, concepts and skills. The differences in the world's people are used in such a way that encourages mutual growth by cooperation.
Multinational corporation (MNC)	A business organization that has business activities in various countries abroad.
Mindfulness	Being more open to new information and making more distinctions about a stranger's differences and adding more sub-categories rather than making general assumptions to our present mindset.
Power distance	The extent to which the less powerful person in a society accepts inequality in power and considers it as normal.
Collectivist	Collectivist cultures assume that individuals through birth and possibly later events belong to one or more close 'in-groups,' from which they cannot detach themselves. The in group (whether extended family, clan or organization) protects the interest of its members, but in turn expects their permanent loyalty. A collectivist society is tightly integrated.
Individualist	Individualist cultures assume individuals look primarily after their own interests and the interests of their immediate family (husband, wife, and children). An individualist society is loosely integrated.
Uncertainty avoidance	Refers to how comfortable one is facing ambiguous and risky situations.

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***CHAPTER ONE:
INTRODUCTION***

INTRODUCTION

“How to move the right people to the right place at the right cost”

1.1 INTRODUCTION TO THE STUDY

In a global economy full of multinational firms, International human resource management is a growing topic in the business and management literature. A thorough understanding of the adjustment of expatriates to their new environment is critical not only for selection and preparation of potential expatriates but also for the management of expatriate performance. Managed well, expatriates can be key contributors to organizational success while abroad and even after repatriation. Poor understanding and management of expatriate issues, on the other hand, may lead to underperformance and increased turnover of expatriates and repatriates.

In a world where the importance of international business continues to expand, despite the impact of the global economic crisis that began in 2008 and continues to affect many countries today, it is no surprise that the rise in the number of long-term expatriate assignments continues unabated. The continuing growth of international business and the increasing numbers of people working in countries other than their own has led to a renewed focus on the management of internationally mobile employees. This increase in expatriate assignments brings with it a need to manage these assignments as effectively and efficiently as possible, bearing in mind that expatriates are among the most expensive talent organizations employ; the personal and professional costs of an unsuccessful or unproductive assignment remain high. Mobility levels have increased by 25% over the last decade and we predict a further 50% growth by 2020. (Price water house coopers, 2012). The impact of an international assignment on the expatriate and their family is immense. It is not unexpected, therefore, to find that the amount of expatriate research has grown every year and is now very extensive. This increase in expatriate assignments brings with it a need to manage these assignments as effectively and efficiently as possible.

One of the most common reasons expatriates fail in their foreign assignment is poor cross-cultural adjustment or adaptation (Takeuchi, Yun and Tesluk 2002). Another reason given is family-related problems, i.e. the inability of spouse and children to adapt to the host country's culture, family instability and inadaptability and lack of language skills (Flynn 1995; Takeuchi et al. 2002; Tung 1987). Pomeroy (2006) stressed that 51% of expatriates had problems in performing in the host country (HC) because they lacked the ability to adapt to the various aspects of the host country.

Judging on some of the common reasons for an expatriate's inability to adjust in the host country, there seems to be a common theme that links all these plausible reasons together. Expatriates' inability to adjust in the host country is predominantly caused by sociocultural factors and this inability to adjust is independent from the expatriates' professional work skills. Despite the general understanding that globalization makes the world "smaller", cultural differences and specific host country values and norms remain critical aspects that should not be overlooked by expatriating families.

Previous studies (Black, Gregersen and Mendenhall 1992; Takeuchi 2010; Tung 1981) have shown that the need to improve the ability to predict success of international assignments is vital because of the fact that many global assignments fail. Takeuchi (2010) further reiterates that it still remains a great mystery why some expatriates adjust well to the foreign environment when others fail miserably. These failures go well beyond monetary expense but also create negative impact on future interactions between MNCs and the host countries (Zeira and Banai 1985) and have repercussions for the expatriates' future career progression, self-esteem and prestige among peers (Mendenhall and Oddou 1985). Inability to perform on international assignment can also mean the possibility of damaging the MNC's reputation among its related entities; i.e. local government, suppliers, customers and communities (Black, Gregersen and Mendenhall 1992) and act as psychological barriers for expatriates to take up future assignments and concentrate on the existing ones (Hemmasi, Downes and Varner 2010). The rising number of failed assignments and the difficulty to pinpoint the probable reasons for these failures compound the need to accurately predict expatriate performance in order to minimize premature returns and expatriate failures (Mol, Born and Van de Molen 2005).

Much of the research on expatriate adjustment in the area of business and management is dominated by research in North American and Western European contexts, with relatively limited understanding of the status of expatriate adjustment in the Arab world.

On that note, it is highly crucial that a study on the adjustment of expatriates and their family members in the host country be undertaken to increase the predictive capability of ensuring expatriation success. Therefore, this research endeavors to increase the possibility of ensuring expatriation success by focusing on the Training and support from the expatriate's multiple stakeholders such as the multinational corporations, host country nationals and family members; utilizing their support to manage and minimize the feelings of anxiety and uncertainty that comes from being relocated to a new cultural environment and being mindful of these cultural differences to facilitate intercultural communication and cross-cultural adjustment.

Despite expatriate related research spanning over three decades, it was not until in the late 1980s to the mid-1990s that they had gained momentum partly due to the globalization of businesses where expatriates are deployed for numerous reasons ranging from trouble shooter, knowledge transfer,

structure reproducer and to jumpstart subsidiary operations (Takeuchi 2010). Hays (1974) in his seminal article categorized expatriate selection according to the environment, the task and the individual. The environment is referring to the host country where the MNCs have operations, the task denotes what needs to be done at the specific subsidiary and warrants the expertise of expatriates and lastly, the individual signifies the type of expatriate that is suited to the environment and the task.

The main issues discussed in expatriate related research could be summarized by the meta-analytic reviews by Hechanova, Beehr and Christiansen (2003), Bhaskar-Shrinivas et al. (2005) and Takeuchi (2010). In a meta-analytic review of antecedents and consequences of adjustments of foreign assignments, Hechanova, Beehr and Christiansen (2003) viewed adjustment as a “temporal” or primary outcome on expatriates’ assignments, which in turn are a precursor to the development of distal adjustment related outcomes such as job performance, job satisfaction, commitment, strain and intent to return early. They identified five common predictors of successful adjustment which consist of self-efficacy, family adjustment, interaction with host country nationals (HCNs), interpersonal skills and language skills. Out of these predictors, three factors necessitate the need to interact with the people around the expatriates whilst on assignments. This emphasizes that expatriates, who often regard themselves as just passing through their country of assignments should immerse themselves with the local surroundings in order to gain trust and appreciate what the country has to offer (Boxberger 1997).

Thus, this thesis aims to contribute to the ongoing debate on the overall status of expatriate adjustment and performance. The research aims to provide insights on the adjustment of western expatriate within the Algerian contexts. In addition, this research will also try to assess the influence of the different culture and social factors on the Expatriate adjustment and performance.

This thesis deals with the Western expatriates (i.e. people on international assignments) who have gained relevant work experience in the Arab world. The primary object of the study is to discover the various experiences and especially the cultural clash events of the expatriates while abroad. I will use the term Arab world to refer to the predominant Arabic-Islamic culture and mode of action in Arab countries, particularly in business and working life. The term Arab does not refer to race, religion or nationality; an Arab can be anyone who speaks Arabic as his mother tongue and feels the Arabic cultural heritage to be his own whether he is a Muslim or a Christian. The amount of Muslims in the Arab population is 85-90%. Arab states which are predominately Islamic have several practices and code of conduct that contrast with the west. Examples: Alcohol cannot be consumed anywhere except for specially licensed places. Homosexuality is completely forbidden. Algeria is a politically unstable region, and it has a poor safety standard which will create a fear for expatriate and it will create a feeling of anxiety and uncertainty for western expatriate

1.2 Research Problem

Relocating to a new environment, having to temporarily leave behind loved ones and having to start a new in an alien surrounding are some of the reasons why expatriates and their family members are overtly anxious and sometimes reluctant to take up international assignments (Borstoff, Harris, Field and Giles 1997). The crux of the issues surrounding taking up the expatriate position are the feelings of anxiety and uncertainty, not knowing what to expect in the host country both in work and non-work settings (Black 1988; Osland and Osland 2005). These feelings are not only felt by the novice; even the more experienced expatriates would tend to feel anxious of any new posting simply for the fact that no two cultures are alike and no amount of cultural training could sufficiently prepare expatriates for the real cultural situations. For seasoned expatriates, the pressure to acclimatize to a new surrounding is perhaps greater because there are higher expectations placed on them by the MNCs. In international assignments, expatriates often experience job uncertainty and stress due to the differences in language, cultural values and expectations of appropriate behaviors (Adler 2007). These uncertainties can also transcend to include non-work activities and situations where the relocating expatriate families are exposed to cross-cultural encounters the moment they set foot on foreign grounds (Brown 2008).

This research will examine the challenges facing western expatriates in the North Africa: The Case of Algeria, by investigating the cross cultural management and the Adjustment and training of Expatriates. The research investigates various problems encountered by the European and American expatriates in Algeria and seeks to find out some solutions which help expatriates to adapt easily in the new culture environment. This will improve the experience of transferring expatriates of those multinational companies who are inexperienced or have a narrow knowledge in International assignments.

The critical importance of cultural adaptation or adjustment has been well documented. A number of authors (Briscoe & Schuler, 2004; Deresky, 2006, Brewster, 2008, etc.) have consistently argued that there is a correlation between positive adjustment and expatriate performance. This exercise becomes even more vital for organisations operating in the North Africa, which is a region whose culture and the cultures of the mostly European countries represented are very distant (Hofstede, 1981).

Therefore, this thesis aims to contribute to the ongoing debate by examining the challenges faced by the expatriates and adjustments made to challenges. Expatriate can be defined as an individual who is not citizen of the country of which he or she is assigned to work in. Richardson and McKenna (2002). Referred to expatriates as professionals who are living in an overseas country on a temporary basis, but normally for more than one year. The role of an expatriate is regarded as distinctively significant since the main task is to act up on maintaining the organizational structure and philosophy of multinational corporations while following the rules and regulation of work within the host country.

Living in a new cultural environment, expatriates are bound to face challenges and make adjustments in their lifestyles in order to make their assignment effective (Ward and Rana-Deuba, 2000, Zakaria, 2000)

There are two principal outcomes of this research: to have a better understanding of the difficulties facing expatriates and their families through the whole cycle of an international assignment in Algeria. In other words create a repertoire of cultural issues faced by European expatriates. (This has not been investigated before) and to create a model that will help multinational companies to enable more effective transfer and integration of their expatriate staff.

The research destination is Algeria which has always been described as the gateway between Africa and Europe, and economically it is a key oil and gas supplier that is considered as a major player in today's world economy. It is therefore important to understand the obstacles facing expatriates in Algeria. After consulting the relevant literature, the researcher has found no systematic research that has attempted to explore the adjustment of Western expatriates in a North African country.

1.3 RESEARCH PROBLEM JUSTIFICATION

In light of the above discussion, it is imperative to understand specific challenges that western expatriates face in non-Western countries. Research is undeveloped and the generalization of the currently existing studies cannot be claimed for several reasons. First, current studies from a Western perspective have not attempted to place the findings within a wider social, historical, and institutional context (Benson and Yukongdi, 2006). Therefore, the internationalization of the experiences of western expatriates cannot be claimed without a systematic investigation, given the difference in social, cultural and religious infrastructure between the Maghreb countries and the Western countries. Second, since the majority of research on expatriate adjustment within the Maghreb context has been undertaken by Western scholars, or by Arab scholars educated in Western institutions (Abdel Kader, 1984), the findings and the conclusions can be highly questioned. To explain further, Abdel Kader (1984) considered that defining and understanding the status of Arab environment is not an easy task, even for those who were born and spent all their lives in the Arab world, much less so for outsiders. This further highlights the need for a study conducted by a researcher capable of comprehending the language as well as the specificity of this complex locale. This in turn stresses the importance of this study since the researcher has grown up in the research context and is perfectly familiar with the language. Therefore, being able to understand the cultural complexities and the language of the society examined will provide a competitive edge for this study in terms of having an inclusive understanding of the targeted audience (Abdel Kader, 1984).

This research will then focus on expatriates and their accompanying family members who are assigned to work by their companies in Algeria. Algeria is chosen for numerous reasons, particularly because the country has become one of the preferred FDI destination in the North African region and a steady

increase in the number of expatriates coming to Algeria. And secondly the cultural distance between the west and the East. Thirdly due to the scarcity of robust literature regarding the adjustment of expatriate and family members in this country. However, despite the continuous increase in the FDI inflows, North Africa in particular represents a challenging posting for many foreign managers. Although Algeria is a modern country, it has a very large population of Muslims and Islamic teaching which are apparent in the population daily activities. Example of this is the conservative dressing. Therefore, if an expatriate spouse dresses conservatively when sending and picking up the children to and from school, the immediate local community would respect her more and would go out of their way to make the spouse feel welcome.

1.4 RESEARCH OBJECTIVES

The aim of this study is to provide an understanding of the key cultural issues encountered by Western expatriates in MNCs in the Meghreb with an emphasis on Algeria and to create a model that will assist multinational companies achieving more effective transfer and integration of their expatriate staff. In doing so, the research will attempt to gain a better understanding of current practices in European companies in terms of managing their International workforce in Maghreb.

The objectives of this research are thus twofold, not mutually exclusive, and were achieved through this research. Firstly, given that the theoretical models in the field of expatriate adjustment in the Arab world are limited, the current study will contribute to the development of this area through the testing of a theoretical model in a geography where similar research has not yet been conducted. The research in hand aims to provide insights to the expatriate adjustment within new contexts other than the ones that the majority of theories and empirical research has targeted. Secondly, the practical endeavor of this research is to develop a conceptual model that is applicable within a Maghreb context, namely the Algerian context, so that policymakers can rely on this tool in further transfer of Western expatriates. The aim of the study is to shed light on how the different religious backgrounds within a patriarchal society impact on the adaptation of Western expatriate. Thus, international companies operating in the region will be better able to deal with some of the unique cultural characteristics of the region and have a better understanding of the current multi-dimensional phenomenon.

The choice of Americans and Europeans Expatriates as the two groups of study is justified by the fact that these two groups were the biggest players in Algerian international trade as well as the rest of North Africa countries and the Middle East. Hence, the number of expatriates are increasing rapidly, is proven by figures published in the Algerian daily newspaper “El Watan” on the 12th of November 2011. In 1999, the National Agency for Labour (ANEM) has identified 1,000 foreign workers. They are currently 50,760 of which 40% of Chinese employees in Chinese companies.

More specifically, the objectives of this research can be stated as follows:

Objective 1: Create a repertoire of cultural issues faced by European expatriates.

Objective 2: Establish the degree to which adjustment of European expatriates in MNCs in the Maghreb is affected by the cultural distance between Arab/Islamist and Western European cultures.

Objective 3: Establish and evaluate strategies put in place by MNCs in the Maghreb (particularly Algeria) to support expatriate in-assignment and the degree to which these mechanisms are effective.

Objective 4: Establish whether there is a direct correlation between cultural adaptation and expatriate performance in the case of MNCs operating in the Maghreb.

Objective 5: Formulate recommendations for tackling issues of cross-cultural adjustment at a more strategic level in the Maghreb-based multinationals.

1.5 RESEARCH QUESTIONS

In an attempt to address the study's research gap and to achieve its objectives, this study will attempt to uncover the various factors that fostered as well as and thwarted the adjustment of western expatriate in the Algerian culture. Therefore, the research problem will be attended through research questions. Through these questions the current study will understand the different categories of factors that impact the adjustment and the success of Expatriate. Within each category, the current research will also identify the specific factors and whether they were perceived by the expatriate as obstacles or enablers to the adjustment and performance of expatriate. Based on the ideas from the popular literature , and the researchers' own experience, being an Algerian female national who was educated in the U.K, this study is organised around three key questions. Each one examines an issue which is relevant to cross-cultural management, adjustment and expatriation; but they are posed within the specific context of Algerian's Arabic culture.

The first question is: -

What is the nature of cross-cultural management in Algeria involving Western expatriate and Algerian host national managers?

In other words, when these two groups work together, do they modify their interactions with each other to ensure that the overall effectiveness of their work can be enhanced.

The second question is: -

What are the important features of adjustment for Western expatriate living and working in Algeria?

There is already a rich literature concerning adjustment (Chapter 4). This question is posed to test the applicability of these ideas to the Algerian context.

The third question is: -

What type of training and development will assist Western expatriates to adjust and to work successfully in Algeria?

That is, is there a training model which has a good potential for meeting the training needs of this particular group of expatriate.

Algeria provides a unique place within which to study cross-cultural issues concerning management and particularly expatriation. As there is a relatively large expatriate community it is possible to obtain data from a wide cross-section of expatriates .

Answers to these three research questions have the potential to further understanding about both theory and practice with respect to cross-cultural management by providing insights into how to better manage the expatriate experience to facilitate adjustment, successful performance and even personal growth and development. As well, training strategies, though identified within the Algerian context, might have more extensive applications for assisting expatriates.

1.6 ORGANIZATION OF THE THESIS

The organization of the thesis is as follows.

This thesis is divided into Thirteen chapters, which are organised into three major parts. In this introduction the research is introduced and the three study questions are posed.

Chapters Two, three, four, and five provide a review of the literature. Chapter two introduces the profile of the host country which is Algeria. In chapter three the focus is on defining culture, the national cultures and major characteristics of the Algerian culture.

Chapter four examines the literature on expatriate adjustment and success, and chapter five reviews the key research findings in relation to training and development, with particular reference to the training needs of expatriate. In chapter six the research model and the process of the research, with the Western and Algerian managers respondents are discussed.

In Part two the discussion is extended into the area of the study findings. The material is organised in relation to 'dimensions', each one of which is composed of a number of questions from the research instruments and each chapter discusses the findings of different groupings of dimensions. Material is presented both Qualitatively and Quantitatively.

Part three - Discussion and Conclusions contains the final chapters. Each of the research's three questions are addressed and discussed in relation to the literature. The final chapter concludes the thesis with a summary of the study's major findings and some suggestions for further research.

1.7 SUMMARY

This chapter has provided an introduction to the research problem. First, it introduced the general research background. Second, the research problem and justifications were presented. The resulting research objectives and research questions were provided. This chapter was concluded by a description of the research and an overview of the structure of the thesis.

PART ONE:
Literature Review

CHAPTER TWO

ALGERIA AS A HOST

COUNTRY

RESEARCH CONTEXT: A

PROFILE OF ALGERIA

ALGERIA AS A HOST COUNTRY

RESEARCH CONTEXT: A PROFILE OF ALGERIA

2.1 INTRODUCTION

The North Africa and particularly Algeria provides a fertile ground for multidisciplinary research given the unique industrial landscape of petroleum and chemical business opportunities that governs the region. This has brought about a massive scale of globalization as foreign trade and investments begin to flourish in this part of the world. Underlying the richness of “oil and gas” that appears to propel businesses that take on an international outlook, an increasing number of organizations in this region have begun to reconstruct their strategic profiles in order to create opportunities for long-term competitive advantage. With the influx of and considerable dependence on foreign talents and labor, many of the organizational contexts offer a unique and cross-cultural platform on which many diverse ideas and practices germinate.

The current chapter describes the research context of the study through defining the larger geographical boundaries and the general background of the research destination. This is followed by a discussion on the status of Algerian Human Resource Management. The last part of this chapter closely attends to the Algerian society through deeply dissecting the cultural and the religious components of it, in an attempt to clarify its impact on the Expatriate adjustment and performance.

2.2 Human Resource Management in Algeria:

Human resource management (HRM) in Algeria is not too different from that of many other developing and former socialist countries, but it has its distinctive characteristics when considered in relation to other Middle Eastern countries, especially in the light of the past fifteen years of political turmoil and socio-economic problems. In its endeavor to modernize and to move from a planned to a free market economy Algeria has been facing acute problem at all levels and particularly in managing its human resources (HR). The practice of HRM reflects not only transnational forces, but also context-specific factors; there is considerable diversity in the manner in which cultural factors impact on and shape the nature of HRM in different national contexts (Debrah and Budhwar, 2001:238; Tayeb,1995). As Debrah and Budhwar (2001:249) note, globalization and associated pressures towards deregulation have precipitated changes in labor markets in developing countries towards the casualization of work.

2.2.1 Socio-economic and political Background

Algeria is one of the North African countries that constitute the Magrebian (or Western) group of Arab countries (Algeria, Libya, Mauritania, Morocco and Tunisia). Although geographically Algeria is not in the Middle East, it is politically and economically one of the most important among the Arab Muslim countries. In terms of land size (2,381,740 square Kilometers), it is the second largest country in Africa after the Sudan. Its population was estimate at 32,129,324 of which 65.5 per cent were between the age of fifteen and sixty-four in July 2004 (World Bank 2004). More than 99 per cent of the population are Sunni Muslims and less than 1 per cent are of other religions (mainly Christian and Jewish). Arabic is the national official language while French is widely used.

Economically, Algeria is potentially one of the richest countries in Africa because of its natural resources of arable land in the north and hydrocarbons (crude oil and natural gas) in the South. Other significant resources include iron ore, zinc, phosphates, uranium, lead and mercury. The economy is based on the hydrocarbons sectors which, according to the National Office of Statistics (NOS), account for more than 60 per cent of the national revenues, 30 per cent of gross domestic product (GPD) and more than 95 per cent of exports (NOS 2004). As an influential member of the Organization of the petroleum Exporting Countries (OPEC) Algeria has the seventh –largest reserves of natural gas, the fourteenth in oil reserve, and is the second –largest gas exporter in the world. However, it experienced depressed economic conditions especially over the 1990s.

The social system has been dominated by extended families and communities which protected their members and cared for the elderly and otherwise needy. Strong emphasis is put on the family as the foundation of society. This strong family orientation has its origins in Islam which values the bond of marriage, having children, obeying one's parents and having respectful and caring family relationships. As in all collectivist cultures the welfare of the group is considered most important. Centralized power structure and a kinship ethos based on the extended family engender a form of authoritarian paternalism. The obligation to family and kin is obviously very significant and it has strong effects on employment and employee relations.

2.2.2 Key factors that determine HRM policies and practices

The management of employees in Algeria can best be described as personnel administration rather than human resource management as understood in Western industrial countries. There is no clear evidence of personnel managers' involvement in strategic decision-making or in policy formulation. The formal role of the personnel department does not go beyond the administration of employees' files and record keeping through complicated bureaucratic procedures. There exists a paper processing job, done almost for its own sake. All terms and conditions of employment are regulated, as mentioned

earlier, by government decrees and statutes. Most companies have personnel departments at their headquarters, with separate divisions or services at regional and local levels. The personnel manager reports directly to the general manager of the enterprise. It should be noted here that the main functions of a personnel department and the bureaucracy involved in the process have their origins in the French colonial administrative system.

HRM in Algeria has been a mere administrative process that is heavily influenced by an inherited French bureaucracy. Despite the introduction of participative management programs and the establishment of employee relations based on socialist ideology, the French influence is still prominent. This has obviously reflected the kinds of education and training that the Algerian managers acquire but there are also a number of economic, social, cultural and political factors that affect the recruitment and selection of employees, their rewards and their industrial relations

➤ *Recruitment and selection*

Although most enterprises use the familiar procedures of recruitment and selection such as advertising jobs in newspapers, reviewing applications, holding interviews and testing candidates, many vacancies are filled through friends and relatives. Generally speaking, the process of recruitment and selection in Algeria is merely a bureaucratic and administrative formality and is neither systematic nor objective. There have been many cases of vacancies being filled before they were advertised. It is normal for organizations to receive unsolicited and speculative applications. It is also common practice to hire new employees without necessarily having vacancies. The latter happens when friends and relatives apply for jobs. It is very often difficult to get employment without having contacts with people within the organization. Such contacts as acts of favoritism, nepotism or bribery are summed up in the well-known Algerian concept of the 'Piston'. Application forms and documents which are not followed up through the use of the 'Piston' are often easily lost or ignored. The use of the 'Piston' to get jobs, goods and services easily has given many managers enhanced social prestige and strengthened their positions. Friendship and kinship can take precedence over qualifications and skills as managers feel obliged to support their relatives and friends. In return, the employees who get jobs through the 'Piston' have a predisposition not to disagree with those who hired them.

Applying for jobs is a tiresome and time-consuming task which involves paper gathering and undergoing a bureaucratic vicious circle. For every job vacancy the applicant is required to submit a hand-written letter applying for the job, together with a full dossier which includes original or legally certified copies of qualifications obtained, a birth certificate, a residence certificate, a nationality certificate, a certificate of exemption from national service (for men), a certificate of jurisdiction, four or more photographs, and four or more self-addressed and stamped envelopes. Depending on the type of organization, some of them also ask for the birth certificate and the nationality certificate of both the mother and the father. It takes weeks if not months for many people to get the dossier completed

because of the delays and obfuscation they encounter when acquiring the above certificates, and finally none of them are returned if the application is unsuccessful.

However, if the 'Piston' is in action the required papers would be the minimum and the job would be offered directly. It should be noted that there is a strong emphasis on a formal hand-written letter and on qualifications. The emphasis on a hand-written letter of application does not mean that Algerian employers use graphology in their selection procedure. It is simply a practice that was inherited from the French bureaucracy or just a way of looking for employees who have neat and legible handwriting. It is also used in some instances as a means of reducing the number of applicants because writing letters by hand may deter some from applying. There is also a great emphasis on qualifications and the degree subject plays an important role in the recruitment of managers because it is believed that the knowledge acquired through education should greatly influence the career of the applicant. For managerial jobs a high priority is placed on language skills, especially the ability to write and communicate fluently in French despite the fact that Arabic is the national language.

This is one of the strongest legacies of French influence on Algerian administration and society as a whole, despite nearly four decades of independence. Even the 'Piston' is, according to Clegg (1971:170), a legacy of colonialism in Algeria which also had roots in the country's indigenous culture and social structure. After independence it was necessary to appoint some directors without any technical or managerial qualifications because there was an acute shortage of trained Managers. For example, by the end of 1963 there were only forty directors qualified to run 450 self-managed enterprises (*Revolution African*, No. 56. 22 February 1964, 9) and by the end of 1964, almost a third of the 2,284 self-managed units had no accountants, and most of the existing ones were graduates of a six months accelerated training course.

As for the recruitment of manual and unskilled workers, a number of bureau of employment (similar to UK-style Job Centers) were set up in the 1960s and 1970s throughout the country to help people get jobs. Their main role was to orient and allocate unskilled labor to suitable jobs. In a state-controlled system they were expected to implement government policies relating to employment promotion and allocation. It was expected that through a network of offices throughout the country information on employment and vocational skills could be made available to both employers and job seekers, and therefore it would be possible to establish an effective manpower planning system that controlled the supply and demand of labor. However, they were just bureaucratic centers of corruption and favoritism, providing very little help to job seekers at a time when unemployment was on the increase.

➤ ***Training and development***

The level of training varies from one organization to another even among the state-owned enterprises. There is a tendency to train some and not others and to use training as a reward for employees who may not need it. Selection for training is rarely made on the basis of a training needs analysis or after a performance appraisal. Managerial judgment on who should and should not be on training programs is the norm and in some cases employees who are put on training programs may see them just as

opportunities to ask for promotion after the completion of training. Evaluation of training effectiveness is formal and carried out at the end of programs by setting examinations and tests in order to get a certificate as a proof of completing the course.

Education and training are still heavily influenced by the French system. A large number of French teachers and technical assistants continued to work in Algeria following its independence.

Training is seen as a cost rather than an investment. Budgets for training are very limited and there is a lack of awareness of the importance of continuous training. It is rare for an employee to actively attempt to enhance his/her knowledge and skills after leaving formal education. There is a clear distinction between school education and vocational training. The emphasis on education rather than vocational training has led to an acute shortage of skilled people.

➤ *Rewards and remuneration*

Since 1978 a fixed monthly minimum wage has been guaranteed for all employees by a state decree. The official number of working hours per week is forty-four. The state's national income policy determines the grades and levels of payment in all sectors and the government decides on pay rises in all state-owned enterprises. Most employees are paid on a monthly basis. As well as getting their basic pay, employees get a variety of allowances and bonuses. Under the SME system they used also to get a share of the profits. Today most Algerians also enjoy a relatively comfortable level of public and welfare services which have been provided free of charge since independence. The state welfare system provides for sickness and disability allowances, old age pensions, family allowances and unemployment benefits.

An examination of the levels of income in state-owned enterprises shows clearly that there is a big disparity between managers and workers. The average income of a manager is more than four times that of a worker. In addition to their salaries, managers receive bonuses for responsibility which are up to 70 per cent of their salaries. They also have housing and travelling allowances which are equal to unskilled workers' salaries. Despite the high material incentives given to managers and the privileges they get from their positions, some of them have been involved in corrupt activities. The right to manage meant to some managers a free hand in the funds of their enterprises. Being a *cadre*, however, carries with it many advantages. Cadres have the right to a variety of benefits including handsome budgets for travelling and meals, luxurious company cars (in many cases chauffeur driven), free housing (flats or villas) and extensive holiday entitlements. On the other hand, they are expected to be committed and loyal to their organizations as well as to the government which appoints them. Therefore such managers are trained to have a strong capacity for dealing with the top-down bureaucracy in the organization and at the same time they give less importance to interpersonal communication and to the needs of employees, customers and suppliers.

The recent reforms have also affected the centralized payment systems giving the power to employers to decide on their own remuneration which is very often related to performance. Merit pay and profit-

sharing schemes are less common than in the past because many enterprises have made little or no profits since the 1980s. There has been a move towards linking pay and merit to performance and achievement.

2.3 Conclusion

Until the economic and political reforms of 1988, Algeria's strategy for rapid socio-economic development was based on the ideology of socialism, advocating programs for workers' participation in management, but the historical experiences of colonialism, the War of Liberation and the post-independence conflicts had led to the emergence of different interest groups. Socialism in Algeria was little more than a mythical slogan produced by a stagnant regime in which indecision led to personality-centered disputes between various leadership factions.

It was conceivable; therefore, that workers and managers accepted the 'socialist system of management' only because of its legislative power. By submitting to the will of the predominant legislators, those in managerial positions simply conformed to the inherited and established system of bureaucratic and ideological hegemony. Problems of managing human resources in Algerian enterprises are the outcome of a number of factors including restrictive employment laws, inadequate infrastructure, high population growth, lack of housing, limited training facilities and limited investment. These are the results of contradictory policies that were designed to institutionalize the structure and management of enterprises under autocratic and bureaucratic post-colonial governments. Such contradictory policies, practices and attitudes have their obvious but nevertheless still very influential origins in the cultural, historical and socio-economic developments in the country.

As far as human resource management is concerned, all developing countries are being affected by the growing influence of international human resource management as multinational companies spread further and wider throughout the world. At a time when the world is becoming more and more integrated and developing countries cannot advance without having to rely on the transfer of new technology and knowledge from the developed countries, developing countries cannot completely escape at least some domination by the latter. Algeria is no exception to those developing countries that have decided, despite their internal problems, to modernize their institutions and organizations, and to industrialize their economies as fast as possible. Therefore, regardless of what HRM policies are developed in the future, there are challenges which must be met. For instance, clear and simple employment regulations should be introduced to protect workers and their organizations, taking into consideration the impact of multinationals, the influence of the European Union, and the common needs and interests of the Maghreb countries. What is more important here is that no reasonably enlightened system of HRM can exist without genuine political democracy. There is also a need for competent managers who understand, develop and implement adequate employment policies that are neither copied fully from abroad nor imposed unreservedly by the state.

CHAPTER THREE:
CULTURE AND CROSS
CULTURAL
MANAGEMENT

CULTURE AND CROSS CULTURAL MANAGEMENT

3.1 Introduction

Undertaking “cross cultural” research means to put “culture” in the center of interest. Expatriates can face problems in adapting to the national culture. Problems and challenges may include, but are not restricted to, culture, language, accents, customs, leadership styles, communication, decision making, techniques and technology. Expatriates may experience sufficient difficulties to force them to leave their assignments before completing their tenures due to tensions and misunderstandings created by cultural clashes. The topics of culture and adjustment relating to Western nations have been researched extensively however there has been less research conducted on expatriate adjustment in Middle-Eastern North African nations (MENA), in particular Algeria. Adapting to some cultures is harder than others with challenges in making working relationships with locals (Mendenhall and Oddou, 1985). Factors such as adapting to the duties of the new position, communicating with local staff and adjusting to the general social environment are all critical to the success of an expatriate assignment (Black and Stephens, 1989).

This chapter examines the ways in which culture can be defined and the nature of the concept of culture. The usefulness of equating culture and nation, and the work that has been done on identifying cross-national dimensions as a basis for ‘clustering’ countries is discussed, with particular reference to Western and Arabic Clusters. Attention is given to the concept of organizational culture, which includes a discussion about cultural synergy. As this study is based on the assumption that Western which includes (British, American and Canadian, French and Spanish) and Algerian represent two distinct cultural clusters (Ronen & Shenkar 1985 and Hofstede 1980). The chapter concludes pointing out the most important issues within the Algerian cultural norms.

3.2 The Concept of Culture

3.2.1 Definition of Culture

Many experts in the fields have wracked their brains to come up with what they consider to be the concept of “culture”. Those working in the field of cultural anthropology, alone, for example, have come up with a long list of definitions of the concept, based on their analysis of ethnological, social, psychological and linguistic data. The attempt made by Bodley (1994) to summarize these (Table 1.1)

gives an idea of all the facets of culture that need to be taken into consideration from an anthropological perspective.

Although acknowledging the multiplicity of cultures, the experts consider that the fundamental aspect of culture is that it is something all humans learn in one way or another. It is not something people inherit, but rather a code of attitudes, norms and values, a way of thinking that is learnt with in a social environment. Family, the social environment, school, friends, work-all these help to form this code and determine how people see themselves and the world. The national culture and the particular region which people live is also help to shape a person’s cultural profile. Although culture is reflected in individual behavior, it is a way of thinking shared by individuals in a particular society that makes culture what it is.

Table 1.1 Diverse Definitions of Culture

Topical	Culture consists of everything on a list of topics, or categories, such as social organization, religion, or economy
Historical	Culture is social heritage, or tradition, that is passed on to future generations
Behavioral	Culture is shared, learned human behavior, a way of life
Normative	Culture is ideals, values, or rules for living
Functional	Culture is the way humans solve problems of adapting to the environment or living together
Mental	Culture is a complex of ideas, or learned habits, that inhibit impulses and distinguish people from animals
Structural	Culture consists of patterned and interrelated ideas, symbols, or behaviors
Symbolic	Culture is based on arbitrarily assigned meanings that are shared by a society

Source: Bodley (1994):9.

Culture is a complex concept and has been one of the most heavily debated topics in management (e. g. Hofstede, 1980; Jahoda, 1984; Rohner, 1984; Schein, 1996; Triandis, 1994a, b). The concept of culture originated with the work of anthropologists over 100 years ago (Ajiferuke & Boddewyn 1970; Potter 1989). It has been adopted so widely that Kroeber and Kluckhohn (1952) have been cited as identifying 164 separate usages of the term culture (Potter 1989). Within the past two decades culture has continued to receive considerable attention from researchers and writers on management issues and this is reflected in the literature, where definitions of culture abound. For example, culture has been defined as "... a historically derived system of explicit and implicit designs for living, which tends to be shared by all of specially designated members of a group" (Kluckhohn & Kelly, cited in Homans 1951, p. 98) and as "... that complex whole which includes knowledge, belief, art, morals,

customs and other capabilities and habits acquired by man as a member of society" (Herskovits 1952 in Phatak 1983, p. 17). Culture has also been defined somewhat more simply as "the way of life of a group of people" (Phatak 1983, p. 20) and "the way that different groups of people, who form some form of aggregate, do things differently from other groups, and who may perceive their world differently" (Potter 1989, p. 18).

According to Child (1981a) culture can best be seen as a system of meaning which surrounds conceptually separate social systems for organizing human action. It is a set of normative and preferential conditions for action, not the action itself. Therefore, culture is not an all-encompassing explanatory variable, but rather it can be presumed to influence action in parallel with other non-cultural variables like whether or not the economic system is primarily market-orientated or the level of industrialization (Redding, 1994).

Some common features can be identified across the range of definitions for culture. First of all, culture is collective and shared among individuals; it is never unique to just one person. It is representative of a whole society, or significant groups within a society. People who were socialized within the same culture are likely to display similar responses when interacting with the same environmental stimuli, so that it will be possible to characterize one group as distinct from another based upon their response patterns. A second important feature of culture is that it is a product of learning rather than being hereditary or intuitive. The behaviors which individuals display in virtually every aspect of their daily lives are judged as appropriate or not because people have learned to regard them as such in accordance with prevailing norms of their society (Hofstede, 1993).

While numerous studies have looked at different cultures, there is still no common agreement on how to define and operationalize this concept. The following are a few examples of definitions given by some of the influential scholars in the intercultural field.

Hall (1976, 1981, 1983, 1987) has analyzed cultures by looking at different people's perceptions of various concepts, including time, space and the context of communication.

Kluckhohn and Strodtbeck (1961) developed a comparative model with six cultural orientations : (1) the nature of people; (2) the relationship to nature; (3) The relationship to other people; (4) the modality of human activity (doing and being); (5) the temporal focus of human activity (Future, past, present); and (6) the concept of space (Private/public). Kluckhohn and Strodtbeck stated that, while all varying positions may be present in any culture, each culture will have preferences for certain positions over others.

Schein's (1984) model described different layers of culture. If one imagines three concentric circles or 'an onion', the inside layer consists of subconscious basic assumptions, the middle layer includes values, norms and beliefs, and the outer layer consists of manifestations such as behavior and artifacts.

In the cross-cultural field, the most widely accepted and applied theoretical framework is that of Hofstede (1980). He defines culture as 'the collective programming of the mind which distinguishes one group or category of people from another' (Hofstede, 1980: 21). In his seminal work, Hofstede (1980) identified cultures as nations.

Trompenaars (Hampden-Turner & Trompenaars, 1993) analyzed the reaction of different nationalities to the following dilemmas: universalism vs. particularism, analyzing vs. integrating, individualism vs. communitarianism, inner-directed vs. outer-directed orientation, Time as sequence vs. time as synchronization, achieved status vs. ascribed status and equality vs. hierarchy.

For the purpose of this study culture is defined as

"... the collective programming of the mind which distinguishes one group or category of people from another" (Hofstede 1993, p. 89).

Though individual differences remain salient because "... every person's mental program is partly unique and partly shared with others" (Hofstede 1981, p. 17). This idea of culture as a form of shared mental programming which serves to distinguish one group from another has been supported by both Hofstede (1981,1993) and Hutton (1988). Although, there are those who documented some doubts about the validity and utility of Hofstede five dimensions which are discussed on page, for example, Dorfman and Howell (1985) and Cray & Mallory (1998). However, this study's research design it was anticipated that both the expatriate and the Algerian managers who participated would exhibit attitudes and behaviors representative of a "collective mental programming" which would establish them as having originated from distinctively different cultures. Yet individual managers were expected to exhibit a variety of personal attitudes and opinions.

3.3 The Nature of Culture

Hofstede's conceptualization of culture as mental programming implies that culture cannot be observed directly and its existence can only be inferred from verbal statements and observations of behavior. This explanation is supported by Potter (1989. n. 18) who has suggested that culture "does not exist as anything that can be touched, seen, heard or measured", and is rather like a field of energy such as gravity. It is not visible, but evidence of its existence is evident from its effects which are everywhere. Furthermore, the pattern which culture exhibits tends to be substantially hidden from cultural participants themselves (Potter 1989). Individuals living within their own culture understand its norms so well; they need not refer to them consciously in order to interpret correctly their social environment. It is simply "the way things are. Hofstede's idea that the last thing a fish will discover is water and this will only occur when it is landed in a fisherman's net, suggests an analogy between the

role of water in the environment of a fish and the all-pervasive nature of their own culture in people's lives.

An individual's cultural awareness deeply rooted in his/her subconscious mind (Hutton 1988) and the behaviors appropriate in a particular culture are acquired through a socialization process which begins at birth (Phatak 1983; Potter 1989). Homan's (1951, p. 332) has described the process as follows: -

Society puts its stamp on the individual through the application of social norms from infancy, thus molding the personality of individuals. "The society breeds its own character. Type, its basis personality". In addition, there is a process of organization in a changing environment and technology to meet needs and this process creates the culture that may then be taught to the next generation.

Culture provides individuals with a sense of identity (Adler 1975, Phatak 1983) and some sense of personal place (Adler 1975). It enables ideas to be communicated through the use of a common language (Phatak 1983), and it is a source of security (Webber 1969). Perhaps most importantly, culture allows for the regulation of social interaction by giving people confidence about how their behavior will be received by other in their society (Adler 1975, Phatak 1983). The ability of people to anticipate correctly the responses of others to their actions is an important skill in the daily conduct of activities. When confronted with another culture the correct anticipation of responses to particular behaviors is no longer assured. Therefore, individuals may experience considerable difficulties in accomplishing tasks, even those which they could handle easily in their own society.

Herskovitts (1952 as reported in Phatak 1983) and Hutton (1988), among others, have attempted to provide an understanding of culture by identifying a number of elements or dimensions which contribute to the composition of culture. Hutton's eight elements are 1) language, 2) values and attitudes, 3) education, 4) social organizations such as kinship and status systems, 5) technology, 6) politics, 7) law, and 8) religion. These are pictured as interacting reciprocally with culture, which forms a central focal point. Herskovitts (1952) identified only five dimensions, though he does include language, which he regarded as the most difficult cultural element for people entering a new culture to master because idiomatic interpretations are very problematic for those who attempt to learn a language through study rather than having been born into a society where the language is used commonly. Phatak (1983) added religion as a sixth element on the grounds that in some cultures religion is a central organizational feature and will affect how business is conducted.

An alternative approach to understanding culture, based on how information is structured and shared, has been developed by Boisot and Child (1990), in line with Kroeber and Kluckhohn's (1952) insight that culture has something to do with the way that social groups structure and share information across space and over time. When transactional or communication structures are considered, there is a

positive relation between codification and diffusion. "The more information that can be compressed into codes, the more quickly and widely it can be transmitted" (Boisot & Child 1990, p. 286). The reduction of uncertainty and the achievement of conceptual and perceptual stability which occurs with higher degrees of codification can only be realized by way of corresponding loss of perceptual texture and richness. By examining the extent to which information is codified and comparing this against whether or not the information is then diffused or not diffused it is possible to identify four distinctive transactional structures and models. As the process of codification is a social process and there are cultural differences in society's information-sharing behavior, each model indicates clearly cultural and ideological preferences for the way in which communication is structured.

By focusing on the dynamic process of information-sharing behavior, this conceptualization permits culture to be understood at a higher level of abstraction than the mere identification of elements (Hutton 1988) and dimensions (Herskovits 1952; Phatak 1983) and readily accommodates the impact of societal changes. It appears to have wide applicability as it can be used as the basis for understanding behaviors in any culture. The elements/dimensions approach does not always lend itself to such comparability. For instance, the Western idea of religion as a particular system of spiritual belief, which individuals either accept or reject, may not be defined similarly in other societies. For the Arabs, spiritual beliefs is tied much closer, they view the world through Islam. They approach their religion as an all-embracing, total system containing its own political-legal, economic-technological, and socio-cultural subsystem. Virtually nothing is imagined outside of this Islamic super-system. The depth and breadth of this 'system' is determined by the Koran (Holy Book) (Wright, 1981). Therefore, an examination of society's information-sharing behavior would seem to provide a useful research framework for understanding the nature of culture across societies.

3.3.1 Cultural Change

Perhaps not surprisingly, given the deeply rooted and all pervasive nature of culture, the literature indicates there is a tendency for societies to exhibit "Cultural inertia" and resist changes in values and beliefs (Jabes & Gruere 1987, Phatak; 1983, Webber 1969). However, this does not mean changes do not occur. Phatak (1983) has identified gradual and continuous change as a characteristics of all cultures, although Hofstede (1981, p. 26; 1987) has argued that the process of changing norms is relatively slow, and is governed by "the law of conservation of culture" whereby old values often survive in new setting "... unless the outside influences are particularly violent (as in the case of military conquest or deportation)".

Two concepts of cultural change which summarize the above are Acculturation, which according to Harris & Moran (2^od edition):

“The Concept of acculturation is effectively adjusting and adapting to a specific culture, whether that be a subculture within one's own country or abroad”.

This means that people do not want to forget their own culture, so they acculturate new ideas into their existing culture. Therefore, when operating in a different culture or dealing with people or employees from different cultural backgrounds, these people will develop skills for adjusting and avoiding ethnocentrism. ***Ethnocentrism*** refers to a natural tendency among people to regard their own culture as inherently superior and to downgrade or dismiss other cultural values. According to Chaney & Martin 1990 ethnocentrism is the belief that your own cultural background, including ways of analyzing problems, values, beliefs, language and verbal and non-verbal communication, is correct. In other words, ethno centrists believe that their culture is the central culture and other cultures are incorrect, when they evaluate others they do it through their own self reference criterion because it is what we know. Ethnocentrism is found in all countries among all types of people, yet American managers in particular are frequently accused of having strong ethnocentric attitudes that presume that the American way is the best way.

Ethnocentrism makes it impossible to value and benefit from the broad diversity of the world. With an ethnocentric attitude, managers recognize cultural differences only as a source of problems. The goal for successful cross-cultural managers is ethno-relativism rather than ethnocentrism. Ethno-relativism is the attitude that cultures and subcultures are inherently equal. It recognizes that “our way and their way differ, but neither is inherently better”. A manger with an attitude of ethno-relativism finds creative ways to combine “our way and their way” to achieve the best approach to working together effectively.

3.3.2 Cultural Relativity

Anthropology has made a major contribution to the study and understanding of culture through the notion of "cultural relativity", which assumes that all cultures have equally valid patterns of survival within their environment (Schnapper 1979). The variations in value systems and behavior patterns evident across cultures are historically developed and environmentally similar human patterns. Therefore, no society can lay claim to being superior to any other. All are equally valid responses to the unique environmental challenges people in different parts of the world have had to meet to ensure their survival and sustain social development. The imposition of values from one culture, in an attempt to override the values of another culture, is at variance with the principle of cultural relativism, though

both historically and in the contemporary world it has been justified in relation to economic imperatives and on the basis of political and religious ideologies. However, at the end of the twentieth century the moral imperative for anyone working in a cross-cultural situation, such as expatriate managers, must surely be how to integrate and maximize the contributions of more than one cultural tradition, or how to select the most culturally appropriate course of action, rather than attempting to replace one cultural perspective with another one.

Therefore, in studying cross-cultural interaction it is important to screen out, as much as is humanly possible, the subjective basis - for example prejudices - which tend to perceive a familiar culture in more positive terms than a well less known culture. The cultural relativity principle does not accept the quick labeling of behaviors as 'good' or 'bad', they are simply different. Any additional judgment concerning whether an action is appropriate or inappropriate can only be made once there is a thorough understanding of the circumstances surrounding what is taking place.

3.4 The Classification of Culture

A major problem with the concept of culture concerns how to determine an appropriate basis upon which to classify different cultures and to distinguish clearly one from another. Bochner (1982) has identified some of the different classification schemes for culture, such as drawing distinctions between 'simple' and 'complex' (Freeman & Winch 1957), between "tight" and "loose" (Pelto 1968), or based on the extent to which they differentiated (Witlin & Berry 1975). Comparing culture and country is one of the classification methods used most commonly (Hofstede 1976, 1980, 1991; Jenner 1984; Kelley et al. 1987; Pye 1985; Siroto & Greenwood 1971).

National boundaries are a relatively objective way to represent the legal, political, and social environments within which organizations and people function, and they do provide a clear and cut way of separating one collectivity from another. Hofstede (1983, 1984) regards this 'national cultures approach' to be compatible with the idea of culture as mental programming. Thus, he has written; "The national culture found is a kind of average pattern of belief and values around which individuals in the country vary" (1983, p.78), so even though it is inappropriate to generalize the common elements of a nation to every person living there, the national culture is generally representative.

Various studies have attempted to "cluster" countries on the basis of similar goals (Siroto & Greenwood 1971) or cultural characteristics (Hofstede 1976). Ronen & Shenkar (1985) undertook a Meta - analysis that grouped the countries which had been examined in a number of cross-national pieces of research. They based their analysis on the assumptions that cultures are distinct entities and nations can be operationalized as practical proxies for these entities. Using national units as the basis for defining cultures and allowing for comparisons between them has been argued as being a logical

approach because national boundaries show the legal, political and social environments within which organizations and workers function.

Child (1981b) has argued that national culture is often a more satisfying explanation for differences than either contingencies or socio-economic systems. He cites, as an example, the delegation of managerial decision - making which'... has been found to be encouraged by organizational growth (a contingency), although resistance to delegation appears to be consistently greater in some countries than in others' (Child 1981b, p. 4). Despite the basic similarities there are "... well known differences in approach to organizations and management" (Child 1981b, p. 4), and Child has concluded that "culture appears to mediate the process which stems from contingency and socio-economic system" (Child 1981b, p. 4 & 5). This mediation is particularly apparent in inter personal behaviour and authority relationships (Child 1981b) and is consistent with the four dimensions of cultural differences - power distance, collectivism/individualism, uncertainty avoidance and masculinity/femininity - identified in Hofstede's work across fifty capitalist countries.

Fukuda (1983) has written about culture being a variable which, though not able to explain everything, seems to have a considerable influence on both management philosophy and management process. This of course suggests that national characteristics lead to important practical issues when it comes to the management of people in organizations (Child 1981b), and when people from different national cultures must do business with one another.

Some countries tend towards cultural homogeneity, with all members having essentially the same ethnic identification and culture, whereas other countries contain many different ethnic groups. It may be that no society with complete cultural homogeneity exists, though Japan has been identified as a country which comes close. This in contrast to the United States, which is a country of cultural diversity (Bochner 1982) and many states in Eastern Europe where recent events have demonstrated all too clearly the existence of very different cultures within the same country.

In comparing culture and country it needs to be kept in mind that within national boundaries it may be possible to identify several groupings based on cultural similarities. There are quite a number of countries with distinct - sub - national groupings, for example, Belgium and Canada. Despite this, the subcultures within a nation still share, as Hofstede has noted "... common traits that make their members recognizable to foreigners as belonging to their society" (1981, p. 24). On the other hand, there are other cultural characteristics which clearly span national boundaries and can be referred to as supranational, such as the Islamic states that have a common value system based on religious principles (Child 1981b).

In the case of Algeria, their culture can be defined as supra national, country based and also as consisting of distinctive sub-national groupings. Expatriates working in the North African countries in

general and particularly Algeria come from a large number of countries: Nationals of European countries, particularly France, Italy, England, and US nationals. Also there are other expatriates nationals working in Algeria for example Chinese and Turkish and Gulf countries but we are not going to focus on those nationalities because the cultural distance between Turkish and Gulf countries and the Algerian culture is very close or similar. This research is going to focus on the Nationals of European countries and US national because of the large cultural distance. Socialization of non-Arab expatriates is made even more difficult by differences in values, customs, language and religion. These complications do not however deny the validity of considering a culture to exist inside national boundaries. When the Western expatriates work in Algeria they interact extensively with the Algerian locals as a distinct cultural grouping within the context of the North African Region and their adjustment and effectiveness must be considered in relation to this territorial groupings.

3.4.1 Clustering Countries

This study focuses on the adjustment and behaviors of Western expatriate working in Algeria. This identification of Westerns as a relatively homogeneous group, not only distinct from, but also considerably different from the North African region, is supported by the literature which has attempted to 'group' or 'cluster' countries with similar characteristics. Such a clustering is based on the reasonable assumption that similar work value systems are shared by countries in the same cluster, and understanding this will enable a better forecasting of potential difficulties and a more accurate determination as to whether the problems of certain groups of countries require different kinds of handling (Kraut 1975; Ronen & Kraut 1977).

The literature supports the existence of Western and Arab clusters of countries with quite distinctive cultural norms, personal values, and approaches to daily life (Hofstede 1976, 1980). The greater differences between two cultural groups, the more likely it is they will encounter difficulties when interacting with one another.

Western Cluster

In their meta-analysis of cross-national 'clustering' studies (Ronen & Shenkar (1985) found a tendency for countries to group together geographically. The one obvious exception, found to be common to all of the cluster studies, was the Western or the Anglo-American cluster, which contained countries from around the world. The way Ronen & Shenkar (1985, p. 449-50) characterize this cluster is by referring to Hofstede's research:

Hofstede (1980) found that countries in the Anglo cluster generally have a low to medium score on power distance index, a low to medium score on the uncertainty avoidance index, and high score on the individualism and masculinity indices.

The countries of the Anglo-American cluster most commonly include the United Kingdom, the United States, Canada, Australia, New Zealand and South Africa. These countries all share English as a common language, and language both shapes and reflects experience (Whorl 1967).

Arab Cluster

Hofstede's (1980) cross-national study found a distinct Arabic cluster (Egypt, Iraq, Kuwait, Lebanon, Libya, Saudi Arabia, Algeria), which was characterized by high power distance and uncertainty avoidance. As Hofstede (1991) stated

"Many countries which score high on the Power Distance index score low on the Individualism index. In other words, the two dimensions tend to be negatively correlated: large power distance countries are also likely to be more collectivist, and small power distance countries to be more individualist. "

This is true within the Arab cluster, where individualism was low relative to collectivism and masculinity was rated at a medium level.

Bjerke and Al-Meer's (1993) study on Saudi managers had generated similar findings to Hofstede's. However, one must question the whole idea of a comprehensive Arab cluster in the light of the huge geographical area encompassed and the different economic and political regimes presented in the area. As there are 23 Arab states with a combined population of some 3000 million people the `Arab World' comprises monarchies, republics, socialism and capitalism, oil rich and desert poor countries (Weir, 1996).

Therefore, the Arab World exists, in that there is a common religion and there is a common language. It is possible to identify a unique cultural heritage or a cross national `cluster', which is shared by all the North Africa Region, which are, Algeria, Tunisia, and Morocco. In every one of these North African countries there is a shared cultural heritage of values and beliefs, which is distinct from that of other Arab speaking countries.

3.5 National Culture Differences

Hofstede developed a dimensional approach to cross-cultural comparisons through his pioneering studies into how management is affected by differences between cultural groupings. Probably the most influential study on cross-national differences, to date, has been Hofstede's (1980) examination of work-related values from the questionnaire responses of 116,000 employees in 72 national subsidiaries of the IBM Corporation. Four cross-national dimensions were identified as common across all countries:

- Individualism/Collectivism
- Power Distance;
- Masculinity/Femininity;
- Uncertainty/Avoidance.

Hofstede later developed a fifth dimension to account for value orientations that emerged from research carried out from a Chinese perspective

On each of these dimensions countries with similarities were grouped or 'clustered' together.

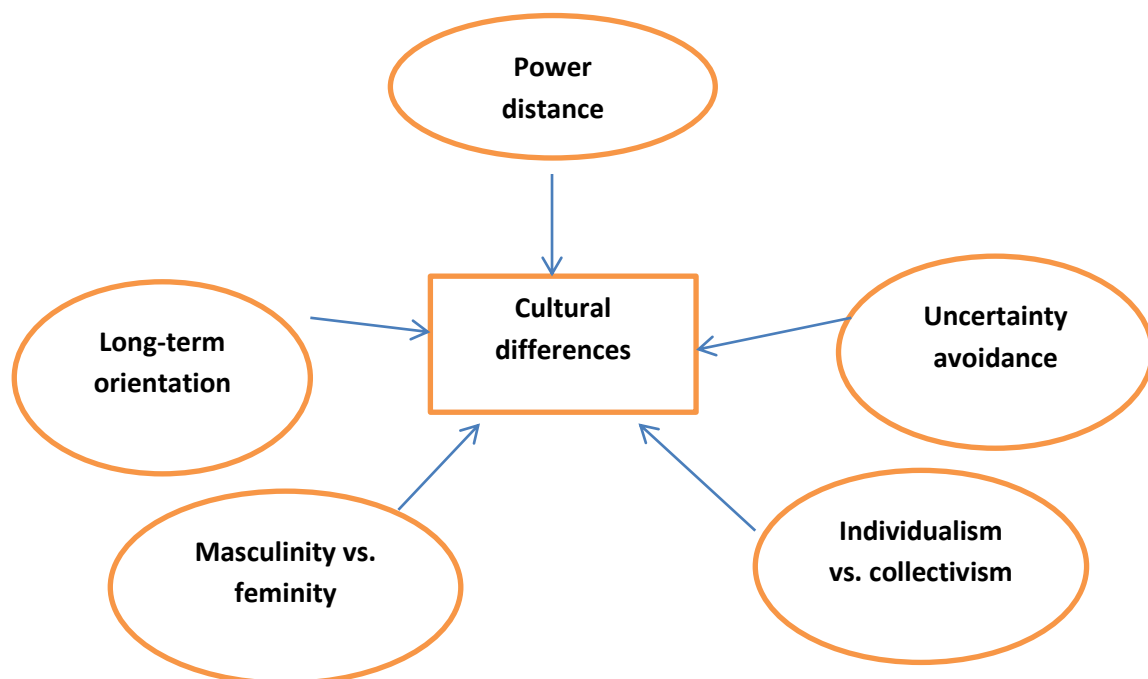


Figure 3.1 Hofstede's 5 cultural dimension model

Individualism / Collectivism

Hofstede (1997) defines the collectivism and individualism cultural dimension as 'the degree to which a society reinforces individual or collective achievement and interpersonal relationships'. The fundamental issue addressed by this dimension is the degree of interdependence a society maintains

among its members. It has to do with whether people's self-image is defined in terms of 'I' or 'we'. A high score on individualism indicates that individuality and individual rights are paramount within the society. In individualistic cultures, individuals tend to form a large number of looser relationships and they are supposed to look after themselves and their direct family only (Hofstede, 2010). On the other hand, a low score on individualism, or a high score on collectivism, indicates that the society has a more collectivist nature with close ties between individuals. In collectivist cultures, the society reinforces extended families and collectives and everyone takes responsibility for fellow members of their group. Markus and Kitayama (1991) examined the culturally different self-construal and proposed two classifications: interdependent-self and independent-self, each of whose attributes differs among cultures. Interdependent-self is represented as the self-construal of people in Asian, African, Latin American, and many southern European cultures, while independent-self is exemplified as the self-construal of those in American culture as well as many western European cultures (Markus & Kitayama, 1991). Triandis (1995) and Hofstede (1997) categorized this cultural dimension of interdependent-self vs. independent-self as analogous to that of collectivism vs. Individualism. Anderson (1988) supports this cultural dimension from a cognitive perspective. He illustrates that Eastern cultures are holistic, relational, and field-dependent, while Western cultures are analytical and field-independent.

In the present research, western expatriate are assigned from countries with individualistic cultures to a country with a high collectivist culture, Algeria. As we can see, the collectivists' cultural characteristics of Algeria may present a major obstacle for western expatriates. The researcher suggests that an awareness of the history, culture, and behavior of Algerian people would reduce expatriates level of frustration, anxiety, and concern.

Power distance

Hofstede (1997) defines power distance as 'the degree of equality, or inequality, between people in the country's society'. Power distance refers to 'the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally' (Hofstede, 1997). High scores on a Power distance index indicate that inequalities of power and wealth have been allowed to grow within the society. These societies are more likely to follow a caste system that does not allow significant upward mobility of its citizens. Low scores on a Power distance index, on the other hand, indicate that the society deemphasizes the differences between citizen's power and wealth. In these societies, equality and opportunity for everyone is stressed.

Uncertainty avoidance

Hofstede (1997) defines uncertainty avoidance as ‘the extent to which the members of a culture feel threatened by uncertain or unknown situations’. Furthermore, uncertainty avoidance index refers to the level of tolerance for uncertainty and ambiguity. High scores on uncertainty avoidance index indicates that the country has a low tolerance for uncertainty and ambiguity and is a rule-oriented society that institutes laws, rules, regulations, and controls in order to reduce the amount of uncertainty. On the other hand, a low score on the uncertainty avoidance index indicates that the country has less concern about ambiguity and uncertainty and has more tolerance for a variety of opinions. A society with weak uncertainty avoidance culture is less rule-oriented and more readily accepts change.

Long-term orientation:

Hofstede (1997) defines Long-term orientation as ‘the degree to which a society embraces, or does not embrace, long-term devotion to traditional, forward thinking values’. High scores on a Long-term orientation index indicate that the country prescribes to the values of long-term commitments and respect for tradition. This is thought to support a strong work ethic where long-term rewards are expected as a result of today’s hard work. In a society with a long-term orientation, businesses may take longer to develop, particularly for an ‘outsider’. Low scores on a Long-term orientation index, on the other hand, indicate that the country does not reinforce the concept of long-term, traditional orientation. In a society with this culture, change can occur more rapidly as long-term traditions and commitments do not become impediments to change.

Masculinity vs. femininity

Hofstede (1997) defines the Masculinity/Femininity cultural dimension as ‘the degree to which a society reinforces, or does not reinforce, the traditional masculine work role model of male achievement, control, and power’. High scores on the Masculinity index indicate that the country experiences a high degree of gender differentiation. Males dominate a significant portion of the society and power structure, with females being controlled by male domination. On the other hand, low scores on the Masculinity index indicate that the country has a low level of differentiation and discrimination between genders. Females are treated equally to males in all aspects of the society. In the present research, western expatriate are assigned to a country with a male-oriented culture, Algeria.

3.6 Organizational Culture

Beyond the idea that individuals are products of their national culture and therefore, their mental programming will influence their behavior within the work organization, there is the idea that organizations have their own internal culture. This culture consists of the intangible values and

beliefs of organization members about relationships and processes, and their notions about appropriate ways of conducting daily activities. The organizations on going activities and its scope are defined by the boundaries of the organization, rather than those of a country. Within these boundaries a common culture is shared; outside of the boundaries it is not. Looking as far back at the Hawthorne studies, research evidence has existed about the impact of work place originated values and norms on people's work behavior. The ideas that organizations have internal culture of their own were a theme prevalent in the popular management literature of the early 80's (Peters & Waterman 1982; Deal & Kennedy 1982; Ouchi 1981).

There is now quite an extensive body of management literature, which focuses on the idea of organizational or corporate culture, and its relationship to organizational productivity and individual performance (Posner et al 1985). The literature often draws on ideas which are also used to explain the nature of national culture. For example the idea of common values.

Our values compromise the things that are most important to us. They are the deep seated, persuasive standards the influence almost every aspect of our lives, our moral judgments, our responses to others, our commitments to personal and organizational goals. Values constitute our personal "bottom line". Organizations too have values. Implications about "what really counts" can be read between the lines of every decision made, every objective formulated (Posner et al 1985, p. 294).

Hofstede (1984) has suggested that in organizations which have an individualistic culture, and therefore values which favor individualisms, there will exist a tendency for the task to be more important than the relationship whereas in collectivistic work organizations the relationship will take precedence over the task. Even though the formal structures and functioning of organizations may be an expression of the wider culture in which they are located, organizations within the same society will still tend to be different from one another (Hofstede 1984; Potter 1989).

3.6.1 Organizational Culture and Change

The organizational culture concept has implications for change processes in organization. It suggests that rather than attempting to change the behavior of specific individuals, the basic unit for change ought to be thought of as groups, and the change process should focus on inter-groups relationships. Rehder et al (1989) have discussed an example of how a non-traditional socio-technical system developed in Japanese manufacturing firms was transferred and adapted to an American service organization. The traditional organization was characterized by structure-based centralization with a comprehensive system of rules and regulations. As plans could not be made for all contingencies, especially in a rapidly changing environment, high degrees of surveillance and control were required. In contrast, the nontraditional organization used centralization which was culture based, a common

mission supported by a set of shared values. This involved a general model of conduct with intense socialization to internalize values and goals. According to Rehder et al (1989) the process of changing traditional organizations into a non-traditional organization was a shift from structure to culture based socializing or perhaps more accurately, re-socializing the organizational members. As explained by Rehder et al (1989):

Socialization is the key to internalizing the values and goals necessary for members to function successfully in a new culture based organization. The challenge is to saturate the organization from top to bottom with a shared vision and core values.

The usefulness of the organizational culture concept has been questioned by Jabes and Gruere (1987). They contend that people working in organizations are part of larger national cultures and that because change is so common in organizations there isn't time for them to develop their own culture. They regard the organizational culture concept as a 'knee-jerk' response to the economic crisis in the 1970s when there was an attempt to understand the essence of countries with successful trading economies most notably Japan. Despite some criticism, the application of the concept of culture to better understand organizational behavior does appear to be generally accepted. It emphasizes the importance of values in determining work behavior and processes. At the same time it must not be forgotten that organizations exist within a larger national culture and there are open systems interacting with, and being influenced by their environment. Therefore national cultures are likely to be instrumental in determining the overall nature of organizational cultures.

3.7 Arab Culture

This research examines the adjustment of Western expatriate in Algeria and the nature of their working relationships with the Algerian host nationals. Therefore, in order to provide a background for the analysis, this section discusses some of the key characteristics of Arab culture in general and the Algerian in particular.

3.7.1 The culture of the Arabs with Particular Reference to Those in the North African

A global definition of the term Arab is:

"... That which regards the Arabic speaking peoples as a nation or group of sister nations in the European sense, united by common territory, language and culture and common aspiration to political independence". (Bernard Lewis, 1981, p. 17).

As it was discussed earlier, there were many definitions to the term Culture each of which may be useful in a given context. In referring to the Arabic speaking countries as a whole, Lewis (1981) states: "All the territories but Arabia itself were won from Arabism and Islam by the great conquests and all have inherited the same great legacy of language, religion and civilization. But the language has many local differences, and so too have religion, culture and social tradition. Long separation and vast distances helped the Arabs, in fusion with different native cultures, to produce vigorous local variants of the common tradition sometimes as in Egypt with an age old sense of local national identity", (P. 19).

Harris & Moran "Managing Cultural Differences" explains that most cultures in the Middle East and North Africa are traditional and Moslem, and caught in the midst of conflict and change. How technology changes a country's environment is difficult to judge over a short period of time. But we must be aware of the needs of other cultural groups and retain cultural values and pride in the ancient culture while, at the same time, introducing appropriate technology. The following culture specific examples from several countries in the North Africa suggest what some of these cultural synergistic challenges are.

From the above quotation arises an important point, which in any culture is not homogeneous, there are variations. The Arabs of the North African have their own variation of the Arab's culture, but there is evidence to show that it is close to the original Arab culture. Quoting Al Maney from his article "Culture traits of Arab: Growing interest for international management".

"Among all groups who, as a result of the Islamic expansion, came to call themselves Arab, the desert Bedouins were the one group that continued to possess a unity and uniformity of cultural patterns; they were the purest of all Arabs. This is due to the fact that their peninsula, being uninviting to alien colonists and difficult to conquer and rule, offered little to foreign invaders and thus remained thoroughly Semitic in language and culture. Equally important is the fact that the peninsula constituted a cultural fountain that replenished the Arabized provinces in the Middle East. The unfailling source of Arab blood, language and customs overflowing the land as bordering on, the desert counteracted the effect of the alien invaders and conquerors of the Middle East. Consequently, such Bedouin ideals as hospitality, generosity, chivalry, bravery, and defiance became prevalent throughout the Middle East and North Africa....."

3.7.2 Culture Discontinuities Arabs vs. West

At this point another definition of culture is useful. According to Strauss (taken from a Dictionary of Social Sciences), "A culture is a set of patterns, of and for behavior, prevalent among a group of human beings at a specified time period and which, from the point of view of the researcher at hand

and of the scale on which it is being carried out, presents, in relation to other such sets, observable and sharp discontinuities". (p. 536)

The term 'set' is used in a quasi-mathematical sense. It is some of the 'discontinuities' between Western and Arab cultures that appear to give rise to problems when trying to transfer certain 'principles' and practices of management from one cultural scene to the other.

Strauss's definition is precise, but in practical application a judgment still has to be made about what is and what is not a sharp discontinuity. For example, religion, language, the use of time and the tribal management system are clearly some discontinuities that demonstrate there is cultural division or distance which can often affect the transferability of management philosophies and practices.

Therefore, it is right to presume that Westerners and Arabs have very different views about what is right and what is wrong, good and evil, logical and illogical, acceptable and unacceptable. They live in two different worlds, each organized in its own manner. Unless one gains a deeper understanding of how these two mindsets differ, one group will end up with an unfavorable impression of the other. It is worthwhile, therefore, to list the main cultural divergences, which go long way towards explaining why each sees certain events in a completely different light.

Lewis (1996) in his book "When Cultures Collide" summarizes the main cultural divergences in the following points;

- The West sees Arab society as one which is in decline, propped up temporarily by oil revenues. The Arabs, by contrast, are very conscious that their civilization once led the world and believe they are capable of doing so again (in moral sense).
- The West generally separates Church and State. Most Islamic countries do not and religion strongly influence social behavior, politics and even business.
- In the West, the individual is the basic unit: with the Arabs it is in the family.
- In the West, status is gained by achievements: in the Arab world by class.
- Westerners like to deal in cold facts: Arabs will not let facts destroy their honor.
- Westerners want to be fair, but just. Arabs want to be just, but flexible.
- The West believes in organizations: Arabs believe in persons.
- Westerners in principle wish to modernize. Arabs strive to find a way of adopting modes of behavior without disrupting the traditions they value.

The three bases for the Algerian culture are: religion, language, and the use of time, each will be discussed separately in the next section.

Islam

"Islam" can be interpreted as meaning submission to the will of God. The Muslims believe that God conveyed his final messages for mankind to the Prophet Mohammed in the Arabic language through Angel Gabriel. They also believe that the word of God is recorded in the Koran and that only they have the true faith.

"Mohammed, who disclaimed power to perform miracles, firmly believe that he was the messenger of God sent forth to confirm previous scriptures. God had revealed his will to the Jews and Christians through chosen Apostles, but they disobeyed God's commandments and divided themselves into schismatic sects. "(Dawood, 1968).

The Sharia is the sacred law of Islam and is largely based on the Koran. It covers virtually every aspect of an Arab's life - religious, private, public, political, social, and economic.

The Koran is the cornerstone of Arab life and its teaching embody the Bedouin concept of society. The Arabs firmly believe in the sanctity of family and tribal relationships, the secluded role for women, strict business and moral codes and the evils of usury. However, the Islamic code is not static and provided the Ulama (the wise man) agree, it can be changed.

This shows that there is a difference between Arab culture and Western culture based on religious beliefs. Many Arab countries are more liberal in their interpretation and application of the Islamic codes. Most Arabs believe in their way of life and some strongly disapprove of the ways of the West.

Language

The second most important factor within the Arab culture is the Arabic language. The Arabic language is difficult for Westerners to learn and because it belongs to another culture, a word for word translation does not necessarily convey the same meaning when it crosses the cultural boundary. A questionnaire, to be used in another academic research, ran into difficulty when an attempt was made to translate into Arabic the various levels of management specified in the English version.

"Second to religion in understanding the Arab people, is knowledge of the language". (Fleming, 1981 p. 33).

The Westerner is confronted with a language in which normally only the long vowels are written. Words are based on consonants which form roots, and a word changes its meaning as the sounds around the consonant are changed. For example, the word for 'book' is Kitab while the word for 'office' is Maktab, that is the common root for these words of related meaning is KTB, which means 'wrote'. Another feature of the language is that it is written from right to left in a style similar to shorthand.

"Arabic is a flowing, poetic language. Gestures, shouting, touching, and emotions are an indispensable part of the communication process. It often seems, and perhaps it is true, that two or more Arabs can communicate nicely with everyone talking at the same time". (Flemming, 1981 p. 34)

The Use of Time

A major difference between the Arab world and that of the West is their understanding and appreciation of the meaning and value of time, though this difference is diminishing rapidly as Arab business modernize their practices.

Punctuality does not come naturally to many Arabs and time is often, to Western eyes, sacrificed to the demands of courtesy. Until recent times the Arabs of the desert did not have need for neither watch nor clock as the approximate prayer times were accurate enough for regulating their daily lives. (Farid, 1980)

There are many other areas of culture where differences can be highlighted, such as the place of women in society, forms of courtesy, codes of honor and sense of pride, to identify but few. In conclusion, most Arab customs relate back to Islam and the Bedouin concept of society.

3.8 Cultural Characteristics of Business in the Arab World

3.8.1 Business Customs and Protocol

Arab businessmen are not all the same, but are differentiated by sub cultural identities, hostilities, attitudes, and rivalries. Nevertheless, there are some common traits among Arabs. An Arab is any individual whose mother tongue is Arabic, considers himself Arab, and. Not all Arabs are Moslems, nor are all Moslems are Arabs. There are Arabs who are Christian and there are Moslems who are Russian, Chinese, Iranian, or American. Besides religion, it is the Arabic language that serves primarily as the basis of Arab culture. Arabs are often considered to be a people of excess, a people of extremities, and people of great emotion. Arabs tend to be warm, hospitable, friendly, and courteous. By tradition, Arabs are expected to extend hospitality for up to three days for a guest. Arabs also seem to have the reputation of being either completely sincere and trustworthy or totally insincere and sly.

The best salespersons in the world are supposed to be either the Jews or the Arabs. They are proud of their culture, their religion, and heritage. The glories of ancient Arab civilization, mathematical and scientific achievement, Arabic language and poetry are often the topics of many conversations among Arabs. They accept the fact that these were the highlights of their past, and are aware of the dignity they have among themselves today. Arabs are known to be very emotional and sentimental. They have

a strong sense of justice get morally outraged by historical events and any individual's behavior that goes against their sense of justice.

Arab society honors, and its concept of shame is foreign to the Western mind. As a result of tribal influences and values. Arab society demands a high degree of conformity which in turn confers a strong authoritarian tone. Honor, social prestige, and a secure place in society are brought about when conformity is achieved. When one fails to conform, this is considered to be damning and leads to a degree of shame. In Arab attitudes, shame has a further dimension it is caused by not only committing an act against the accepted system of values, but having outsiders discover the act. Arabs cannot worry only about their acts, but about how their acts will reflect on their families, clans, tribes, and countries. Social pressure in Arab society is significant. It is public opinion that judges, praises, or condemns the behavior of the individual. (Farid 1980)

Business Tips to the North African

In the Arab world, "wasta" is the actual term used to refer to social networks or connections. Wasta refers to the act and the person who intercedes, and it seeks to achieve what is assumed to be otherwise unachievable without the intervention of the intercessory wasta (Cunningham and Sarayah, 1993). According to Hutchings and Weir (2006), wasta involves social networks of interpersonal connections based on family and kinship ties, and implies the exercise of power and influence through social and political-business networks. External Networking or "wasta" is the recognition that working relations in the Arab world are facilitated by recognizing how to move within relevant power networks. Ahmed (1998) explains wasta as vertical connections and informal important relations. Whiteoak et al. (2006) defined the utility of wasta as "an individual's attitude toward using an advantage for self-promotion to which others do not have access" (pp. 81). The dominance of wasta in the Middle East emphasizes the informality of work relations, and supports the strong family connections (Metcalf, 2006).

Social connections do not only pervade the world of business activities throughout the Arab world (Hutchings and Weir, 2006), but also throughout the Asian countries including China (Hutchings and Weir, 2006), Indonesia (Wright and Crockett-Tellei, 1994), and Malaysia (Mansor, 1994). A large number of studies reported that Chinese business culture is based on strong family networks, "quanxi connections", which are supported by Confucian ethics (Hutchings and Weir, 2006).

Western studies emphasized the role of networks and connections within organizations, connections in the Arab world were defined as people who are politicians, or have substantial wealth, or individuals with influential occupational roles in private and public institutions (Cunningham and Sarayah, 1993). Wasta is usually highly related with the social status of the families. The high social status is usually matched with having influential connections, which are assumed to facilitate the advancement of

individual's careers. In general, the usage of *wasta* fosters the progress of a group of people who have reached their positions through befriending influential people and hinders the improvement of a group who tried to do things according to set regulations (Cunningham and Sarayah, 1994). This state of affairs was confirmed by recent studies including Metcalfe (2006) and Whiteoak et al. (2006) as Metcalfe (2006) provides further evidence on the use of connections to get promotions within the organization. According to this study, which was conducted in several Arab countries including Bahrain, Jordan, and Oman, *wasta* connections were used to establish informal strong relations with influential individuals (Metcalfe, 2006), to facilitate the promotion or the recruitment of the users of *wasta*.

Given the nature of the societies which are founded on the basis of power and patriarchy, politicians use their influence to impact on the process of recruiting women in managerial positions as well as the process of promoting them (Metcalfe, 2006). Consequently, training and development opportunities, as well as promotions and many other aspects of management, end up being based on individual relations and family networks and not on personal qualifications (Metcalfe, 2006). Whiteoak et al. (2006) highlighted the usage of *wasta* in getting recruited as well as promotions in the United Arab Emirates. According to Whiteoak et al. (2006), *wasta* is the process of using help, which might not be available for other candidates competing for the same job or promotion, to move forward and to fulfil their objectives.

Negotiating and bargaining process are also normal and common place in conducting Arab business. Bargaining is an Arab art, and the visiting businessman must be prepared for some old fashioned haggling. Establishing a personal rapport, mutual trust, and respect are essentially the most important factors leading to successful business relationship. The Arab businessman does business with the man, not the company, or the contract. (Al Jafary and Hoolingsworth, 1983)

Decision Making

Decisions are usually not made by correspondence or telephone. A company's personal presence must be a prerequisite for doing business in North Africa. Decision making power usually rests with the top man in the company. The decision maker relies heavily on personal impressions, trust, and rapport. (Al Maney 1981)

Use of Time

RadaanInsh-Allah", a favorite for the traditional Arab, is an extremely difficult concept for Westerners to understand and accept. It simply means "tomorrow if God wills", an expression assuring the fatalistic approach to time. Business travellers who try to force the Arabs to conform to their time will

be frustrated and will end up returning home earlier than anticipated. The flow of life in the Arab world is related to the Arab time concept. Being on time for appointments or keeping appointments is unusual. It is never good to be early for an appointment, in contrast to what the British view as being good. This sense of time is changing among modern Arab business leaders, as they move beyond the culture of their tribal, nomadic past.

Who controls time? A Western belief is that one controls his own time. Arabs believe that their time is controlled, to certain extent, by an outside force namely "Allah". When scheduling time, the Arab will usually use the expression "insha Allah", if Allah wills. This indicates that the power of time is actually in the hands of Allah and therefore, the Arabs become very fatalistic in their view of life. It is interesting to note how little control an Arab individual has over himself, his god controls his time and life. His society controls his actions and behavior. Most Arabs are not clock watchers, nor are they planners of time. One may commit himself to an advance date, and he may forget about it entirely as time comes, and in no way will he feel guilty about it. (Farid, 1980)

Greetings, Business Customs, and Courtesies

The Arabs use elaborate and ritualized forms of greetings and leave-taking. Knowledge of these formalities and protocol are essential for the foreigner businessman visiting Algeria. The foreign business representatives may have a long wait before seeing one's host as the Arab sense of time is much more leisurely. The meetings may not be private, and often in a group setting. Once having met the host, interruptions may be frequent, constant visitors usually arriving, messengers being sent and received. It is very rude to show impatience or to fail to respond to social preliminaries. The visitor will always be offered refreshment as a sign of hospitality, and this offer should always be accepted. Usually, the first business visit and initial transactions of commerce should be approached as a leisurely getting to know each other process.

In regard to Arab generosity, a visitor must take care not to overly praise or admire anything that his host owns, because the host may feel obliged to give it to the admirer. This is a tradition, and one may diplomatically decline the gesture. However, it is wiser to initially take care not to express too much admiration of any object one's host owns. Another important thing to remember for any visitor to Algeria is to never berate or criticize a person publicly. You will make him/her lose face and you will also be looked down upon for doing this.

Some Arab gestures and expressions may be quite confusing to a Westerner. There is much nonverbal communication in the Arab culture. This includes much talking with the hands, and profusion of facial expression. A rising of the eyebrows or a clicking of one's tongue signifies a negative response. A positive response is usually given verbally by a side nod of the head.

3.9 Summary

The concepts of cultural theory have inspired researchers, particularly those relating culture to management, to examine the effect of norms and values of a society on the individual. Parsons, an American sociologist who attempted to integrate all the social science into a science of human action, argued in his ground-breaking work, *the structure of social action* (1937), that the action of the individual is totally integrated into a social system. Individuals passively follow the rules of conduct of the specific society in which they are living. The norms of the society are institutionalized and internalized by the individuals in it through a process of socialization. These norms steer their actions and subordinate individuals to the social order, reducing the uncertainty they experience when interacting.

The concept of culture has been defined as mental programming, which individuals learn from birth through the socialization process and which causes them to respond in particular ways to various circumstances. Culture is deeply rooted and all pervasive, with resistance to social change agents like technology, which tend to push societies towards convergence. In addition, distinctions between countries have been found along four values dimensions - individualism/collectivism, power distance, masculinity/femininity and uncertainty avoidance.

Additional research on the clustering of countries according to their values has found a distinctive Western cluster which differs significantly from the North African countries cluster.

The foregoing material suggests that cultural differences are an important influence on managerial behavior, and that the interactions of western expatriate and the Algerian managers in Algeria, the adjustment and success of Western expatriates and their training needs must be studied with this issue in mind. Defining the Arab culture as a distinct from any other cultural groupings. Thus, this study broadens previous cross-cultural research within the specific area of Algeria. To conclude, this chapter puts the first research questions, "What is the nature of cross cultural management in Algeria involving Western expatriate and Algerian host national managers?" into context. In addition, it introduces four variables outlined in Fig. 6.1 which are managerial beliefs, communication, language skills, and social interaction. Cross-cultural adjustment is a complex process in which a person becomes capable of functioning effectively in a culture other than the one he or she was originally socialized in. As people become immersed in foreign cultures their whole being gets affected.

“Cultural adjustment is considered to be a prerequisite for expatriate success abroad”

The next chapter focuses on the expatriate experience and the factors necessary for the adjustment and success of expatriate.

CHAPTER FOUR

EXPATRIATES:

ADJUSTMENT AND

PERFORMANCE

LITERATURE

EXPATRIATES: ADJUSTMENT AND PERFORMANCE LITERATURE

4.1 INTRODUCTION

In a global economy full of multinational firms, international human resource management (including expatriation, career management, and talent management) is a growing topic in the business and management literature and in universities. A thorough understanding of the adjustment of expatriates to their new environment is critical not only for selection and preparation of potential expatriates but also for the management of expatriate performance. Managed well, expatriates can be key contributors to organizational success while abroad and even after repatriation. Poor understanding and management of expatriate issues, on the other hand, may lead to underperformance and increased turnover of expatriates and repatriates.

In order to advance the research on expatriate adjustment and increase our understanding on expatriate adjustment and cross-cultural training, additional research is needed, particularly from a non-western context like Algeria, because the majority of the research conducted on these issues have been done in the west (Black, 1988; Black, Mendenhall, & Oddou, 1991; Black & Stephens, 1989; Caligiuri, Phillips, Lazarova, Tarique, & Biirgi, 2001; Chew, 2004; Grainger & Nankervis, 2001; Gregersen & Black, 1990; Qi et al., 2005; Selmer, 2002; Tung, 1982; Waxin, 2000).

When expatriates managers return before the official completion of their overseas assignments, the stress and low job satisfaction resulting from culture shock is often blamed (Newman et al., 1978). Many who stay until completion also reportedly struggles with cross-cultural adaptation and operate at decreased capacity (Cavusgil *et al*, 1992). This results in lowered return on investment for the firm, and lowered self-esteem and slower career development for the expatriate (Yavas and Bodur, 1999). Why does this happen? From what is currently written, one of the principal causes seems to be the inability of expatriates managers to deal with cross-cultural adaptation a broad term that includes issues related to differences in culture and language, living conditions, uprooting spouses and families, and working harmoniously with co-workers with different cultural backgrounds (Yavas and Bodur, 1999). This is a Chapter about the adjustment of expatriates and their families to their new environment whilst they are on assignment. The success of any such assignment, from the organizational point of view, from the point of view of work colleagues in that location, from the expatriate's point of view and as far as her or his family is concerned; all are influenced by how well the expatriate adjusts. Concluding remarks indicate how this study will enhance the current state of knowledge about expatriate.

4.2 Definition of an Expatriate

Expatriate managers are crucial members of all major multinational corporations (MNCs). And they are very expensive. To send a manager abroad can typically cost three times what it would cost to keep him or her at home. The expatriate manager's success is vital to their corporation, and to the country in which they work. Their failure, or their underperformance, can be ruinous.

An increasing number of people are spending part of their lives living and working in foreign countries (OECD International Migration Outlook 2007). These people are frequently either traditional transfers, often defined as organizational expatriates (OEs), who are dispatched by their home companies to international posts (Edstrom and Galbraith 1977), or self-initiated expatriates (SIEs), who themselves make the decision to move and work abroad (Inkson, Arthur, Pringle and Barry 1997; Suutari and Brewster 2000; Inkson and Myers 2003; Lee 2005; Myers and Pringle 2005; Vance 2005). The present study focuses on the cross-cultural adjustment of organizational expatriates.

By definition, an expatriate is a temporary migrant who is sent to reside overseas to complete an assignment before returning to his or her home country (Cohen, 1977). Seeing as expatriation is the most expensive staffing strategy utilized by MNCs (Selmer, 2001).

Expatriation, which is when an individual lives and works outside his or her country of citizenship (Carpenter et al., 2001; Inkson et al., 1997; Reuber and Fischer, 1997; Sambharya, 1996; Takeuchi et al., 2005); thus expatriation is a particular type of in-depth exposure to another culture. These assignments are considered valuable for many reasons including knowledge sharing (Makela, 2007; Manev and Stevenson, 2001) and it is believed they can create a competitive advantage for a firm (Carpenter et al., 2000, 2001). Expatriates most commonly go overseas for the purposes of: a) Business, b) Mission - including religious, government and non-profit agencies, c) Teaching and Research, and d) Leisure (Cohen 1977 cited in Gullick 1990).

According to (Brewster *et al*, 2014):

Expatriate is someone who takes a job in a country other than his or her own for a period of time, intending not to stay in that country after that period of time.

Definitions here are clear in theory but blurry in practice. Thus:

- ❖ Many expatriates will be sent by their organization to the job in the foreign country, but many others are self-initiated expatriates who have chosen to move abroad for work or to apply for foreign jobs directly. This research focuses on organizationally assigned expatriates.
- ❖ The period of time will usually be more than six months and certainly long enough that the expatriate who has a family would expect to be accompanied by them. However, some

expatriates stay for less time than that, and some never bring their families to their new country. Other forms of international assignment—such as short-term assignments (less than six months) or project work (Starr & Currie, 2009; Suutari, Riusala, Brewster, & Syrjakari, 2013); commuter assignments (Meyskens, Von Glinow, Werther, & Clarke, 2009); frequent travelling (Westman & Etzion, 2002; Westman, Etzion, & Gattenio, 2008); and even electronically provided international experiences (Mayrhofer, Reichel, & Sparrow, 2012) will all have their own requirements for adjustment, but they are not the focus of this research.

- ❖ The period of time will usually last for around three years, but it will generally be shorter for employees assigned by USA-based companies and longer for assignees from European based companies (Brewster, 1991). They may even last a decade or more for some Japanese expatriates (Delios & Björkman, 2000).
- ❖ The intention not to stay in the country is a defining characteristic of expatriation and one that distinguishes them from immigrants. Yet some expatriates stay on in their new home country, some retire there; and some immigrants move on or return home within a few months. We are focused on expatriates, those who arrive with the intention of moving on in a few years.

In most cases the literature agrees with the following definition of an expatriate (Brewster, 1991): an expatriate is 'an employee ... who is sent on a ... work assignment in a different country from his home country. The assignment ...is of a length which necessitates (if married) moving the expatriate's family (i. e. spouse and children) to the host country; and an employee who ...is compensated under expatriate terms and conditions, e. g. expatriate allowances, leave visits. '

For many decades more and more international enterprises have become involved in the transfer of goods, financial capital and management from their home countries to "overseas" locations (Borrmann 1968; Ivancevich 1969) and this has resulted in a sharp increase in the numbers of expatriates (Hays 1974). Although the exact number of expatriates employed throughout the world is unknown (Brewster 1991), expatriation is no longer confined to American and European companies it is also used extensively by Japanese firms, by companies based in newly industrialized countries such as Hong Kong and Taiwan (Fukuda & Chu 1994), and by smaller firms whose expatriate owner/managers are returning to do business in a country where, they have family or origin tie (Wright & Nasierowski 1994).

Based on the above definitions, this research is defining expatriates as specially chosen individuals that are sent temporarily on international assignments abroad and are expected to fulfill specialized organizational function or career enhancement exercise across countries and cultures. The expatriates participating in this study were all employed on the basis of their professional or technical qualifications or business experience, and the sample did not include people working in unskilled positions.

4.2.1 Expatriate Research Field

The trend towards globalization has gained momentum in the 1980's and the 1990's, with growing inter-firms and international mobility on the part of managers (Chan 1994; Fish & Wood 1993), and with it predictions about an increased demand for cross-culturally skilled individuals who can understand and accept cultures of other than their own and who can function effectively and efficiently in a foreign environment (Adler 1981; Montago 1996; Ravencroft & Clark 1991). Concurrently, there has been a substantial increase in the interest about the topic of expatriation (Hiltrop & Janssens 1990). This has included expatriate administration (Croft 1995), the success and selection of women expatriates (Adler 1984a, 1984), expatriate career development (Fish & Wood 1993) and the training for cross-cultural management (Black, Gregerson & Mendenhall 1992; Hutton 1988; Keys & Wolfe 1988; Wright & Nasierowski 1994). Considerable research interest continues to be directed towards understanding better the reasons for expatriate failure and the nature of expatriate adjustment and success. Each of these major topics is examined in the following sections.

4.2.2 Reasons for Use of Expatriates

The reasons why MNCs appoint expatriates, rather than locals, have been the subject of much speculation and some limit research. Edström and Galbraith (1977) identified three reasons why companies send expatriates on international assignments: (1) to fill positions when there is a skill gap in the location; (2) for management development purposes; and (3) for organizational development.

- *Filling Positions*: This category supposes a one-way flow between headquarters and local operations. Headquarters personnel go to the required country to fill skill gaps, according to a specific need.
- *Management Development*: Any manager can be assigned to a management development posting. Both headquarters personnel and local personnel from other operations may be sent abroad to learn special competencies and/or to learn new management skills in a foreign environment.

- *Organizational development*: Organizational development can be enhanced by managers being sent from either the headquarters or any other operation of the company. Managers are transferred to various locations to foster both individual and organizational development. This includes learning about organizational culture and international management skills, as well as enhancing their adaptability in various locations. An important aim of this transfer is to build a network of managers who can contact one another later in the course of their career in the company.

Evans, Pucik and Barsoux (2002) have classified expatriates according to the duration sent and assignment purpose i.e. knowledge transfer competence development, problem solving or career enhancement. Mirroring the above classification, Armstrong and Murlis (2007) segregate the need for expatriate deployment into three categories; normally for developmental, management function or skills transfer. Basing on the above motives on why an expatriate is sent abroad, one can assume that an expatriate is sent on an assignment with the main objective of fulfilling the motives that are parallel to his/her skills, experience and the duration that the candidate has served in the organization. Therefore, one can further assume that an expatriation is like a cycle; a novice will start with competence development then going up one step further with knowledge transfer while those who are ranked as seniors will go as a problem solver to “fix” things in the newly opened subsidiary or to revive a troubled one. Fulfilling the motives of career enhancement would involve Fulfilling the motives of career enhancement would involve expatriates of all stages as foreign assignment experience would definitely be an added advantage on one’s curriculum vitae.

4.3 Expatriate Failure

The increase in globalization of business has led to more employees being sent on foreign assignments than ever before, with every indication that the use of expatriates will continue to expand in the future (Hawley, 1999; Van der Bank & Rothmann, 2006). It is estimated that 20–40% of all expatriates sent on foreign assignments return home prematurely (Black & Mendenhall, 1989; Kim & Slocum, 2008; Mendenhall, Dunbar, & Oddou, 1987). The definition of “failure” in general refers to assignments where expatriates had to be brought back home prematurely (i.e. earlier than planned) as a result of problems experienced by themselves or their families, or by problems they have created for the organization.

Expatriate failure usually measured as premature return from an international assignment, has taken up a very prominent position in the literature on expatriate management. Even articles dealing with other areas of expatriate management often routinely refer to (high levels of) expatriate failure to frame their arguments. More recently, several articles have attempted to discard the “myth of high expatriate failure rates” (Daniels and Insch, 1998; Forster, 1997; Harzing, 1995; Harzing, 2002; Insch and Daniels, 2002). Even though some contemporary authors still continue to support this myth (see, e.g.

Harvey et al., 2001), there is a growing acceptance that failure rates might never have been as high as originally claimed. However, this should not lead us to conclude that expatriate failure as such is not an important issue to investigate. What is still lacking is a systematic understanding of the concept of expatriate failure. In the current literature, “expatriate failure” is a term encompassing a broad range of themes such as premature return, low performance, adjustment problems etc. Many other terms are also used interchangeably, such as expatriate turnover and transfer (Naumann, 1992) and recall rates (Tung, 1981).

In order to evaluate the established understanding of expatriate failure, we need to look more closely at what we call the international assignment cycle. I present two models that illustrate the possible scenarios for an international assignment. Figure 1 depicts some of the human resource management processes that are involved in a “text-book” international assignment. In other words, Figure 1 is an “ideal” type scenario where the expatriate “life-cycle” is depicted as an unbroken circle, starting with recruitment and selection, hiring, the actual assignment and finally the repatriation phase where the cycle ends. After repatriation the expatriate might continue with his/her old job in the home organization or the cycle may start over again with the employee starting on a new international assignment. This is what most academics and practitioners in the field seem to have in mind when considering international assignments and expatriate failure.

However, many cases do not resemble the ideal international assignment cycle at all. Expatriates may quit their assignment and leave for better job offers outside the organization, they might get transferred to other positions within the organization, and some might get fired because they do not perform according to expectations. Hence, the ideal-type international assignment cycle is disrupted. Figure 2, therefore, illustrates all potential outcomes or scenarios for international assignments that it has identified from the literature a. By mapping out the potential scenarios from international assignments, a range of outcomes or scenarios emerges that is much broader than the currently predominant understanding of expatriate failure.

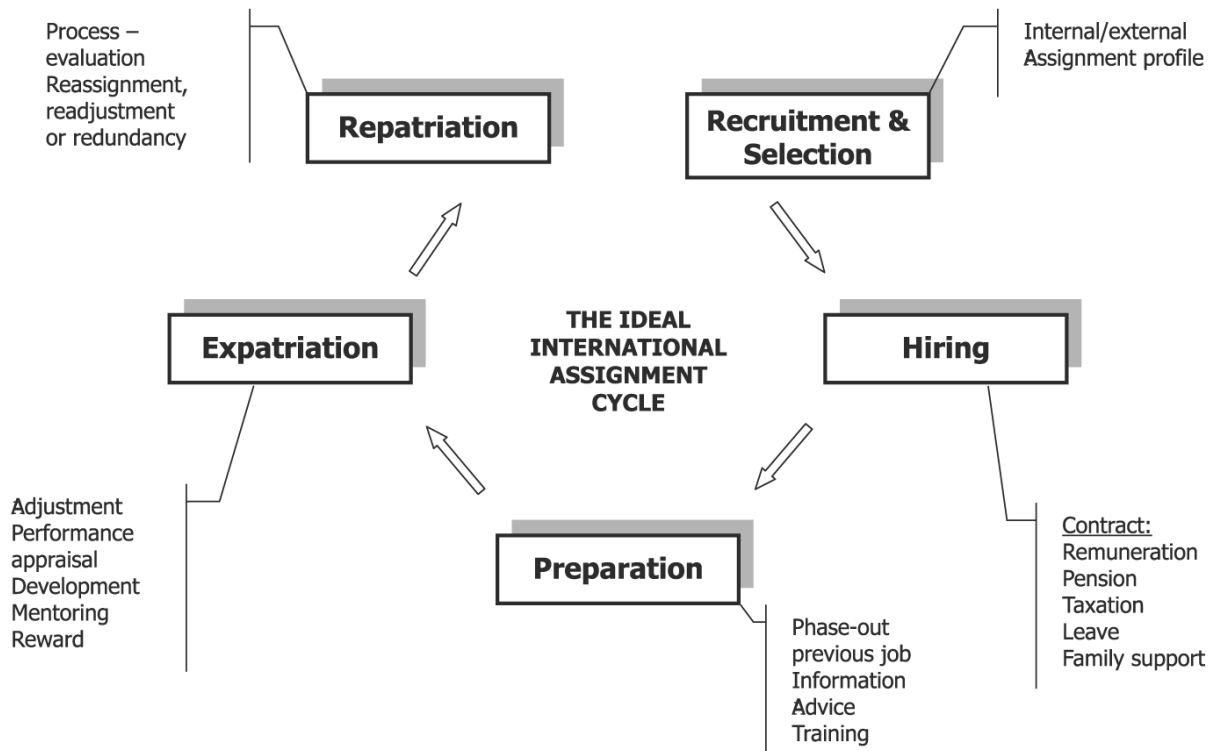


Figure 4.1. The ideal international assignment cycle.

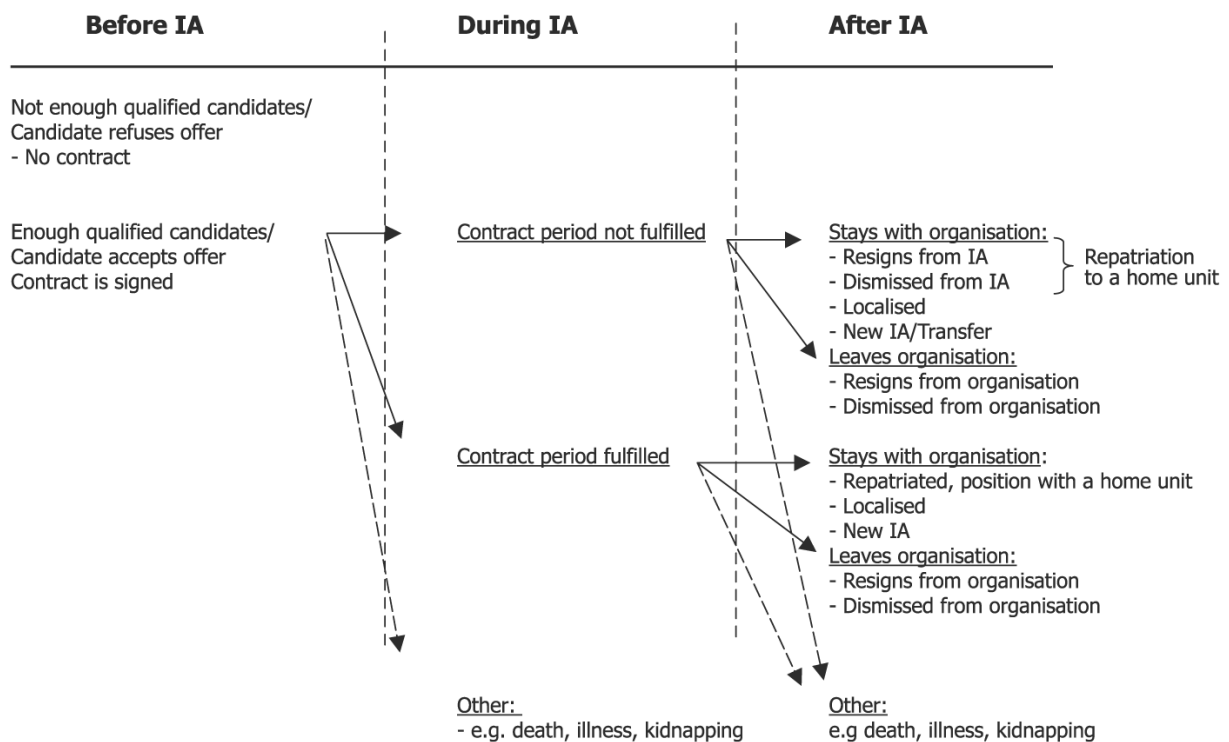


Figure 4.2. Possible outcomes from international assignments

Source: (Harzing and Christensen 2004).

In the context of Figure 1, premature return would be seen as an undesirable outcome. However, as is depicted in Figure 2, this outcome can have many causes and depending on the cause in question, premature return can in fact be a desirable outcome. Most organizations would regard premature return because of the expatriates inability to adjust (or the organizations inability to prepare the expatriate for the IA) as failure, but premature return because of an internal transfer as organizational flexibility i.e. success, and hence distinguish failure from success by the causes of the outcome.

Reasons such as premature returns (Mendenhall and Oddou 1985), inability to function effectively (Tung 1981), returned early due to poor adjustment and job dissatisfaction (Black and Gregersen 1999), cross-cultural adjustment problems (Harzing and Christensen 2004) and low productivity (Fukuda and Chu 1994) have been used to constitute expatriate failure. However, Harzing and Christensen (2004) argue that although many studies have been devoted to the understanding of expatriate failure concept, in reality the problem lies in not having a group of definitions that could be used to describe a failure that may be different for each expatriate depending on other surrounding circumstances. Therefore, a more accurate definition that could truly define what constitutes an expatriate failure is not possible given the ever-changing context of expatriation.

The Oxford dictionary defines a failure as a 'lack of success in doing or achieving something, especially something that you are expected to do' (Oxford Advanced Learner's Dictionary, 2000, p. 451). Based on this definition, an expatriate is considered a failure when there is a lack of success in achieving actions that are required or expected from an expatriate. Going back to the definitions that were given earlier from previous scholars, there are elements of the dictionary definition in how scholars have defined what is considered as a failure. While the expatriate related research field has not been deprived of the various definitions of failure, a systematic understanding of the concept of expatriate failure seems to be lacking (Harzing and Christensen 2004). It can prove difficult to relate this to the main reasons for considering an expatriate as opposed to hiring a local employee; knowledge transfer, competence development, problem solving or career enhancement (Evans, Pucik and Barsoux 2002). For instance, one is expected to transfer his/her knowledge and skills to the other employees in the local subsidiary, but to what extent does one know that the transfer has taken place and whether the knowledge transferred is sufficient and meaningful for to locals? It is not as clear as one would expect which can pose a problem for organizations in determining whether an expatriate has been successful in the assigned responsibilities abroad. Since what is expected of the expatriates is considered subjective, it is very important for organizations to clearly provide sufficient and specific information as to what the organizations require an expatriate to accomplish.

Normally, when an employee is being offered an expatriate position, the organization will come up with written documents that state the nature of the contract, the duration, the responsibilities involved and a remuneration package, however, the organizations and the employee might not be on the same

page regarding their expectations (Harzing and Christensen 2004). Going further, the mismatch in terms of what is expected of an assignment may pose a problem for an organization to ascertain whether an expatriate has succeeded or failed in the assigned role abroad. Therefore, in order to be fair to all parties involved, an expatriate's performance should be reviewed contextually; with the reason for deployment of expatriates seen as something that changes accordingly with reference to the human resource practice of expatriate selection, training and appraisal and compensation (Harzing and Christensen 2004).

Bhaskar-Shrinivas and colleagues in their 2005 study have listed expatriates' failures deemed by organizations hiring them as suggested by previous researchers below. First, is the non performing or under-performing expatriates where the hired expatriates were not up to the expectations of the MNCs (Bhaskar-Shrinivas et al. 2005). Next is premature return when the expatriates returned without completing the full term assigned to them (Harzing 1995). Going further down the list, an expatriate is considered a failure when there is a mismatch between the expatriate and the job requirements. Fourth is lack of integration with the host country i.e. with the environment, locals and the cultural aspects. This simply means that for the three or four years that the expatriates were in the host country, the expatriates were living in an "expatriate bubble" closed off from the day-to-day integration with the host country environment (Bhaskar-Shrinivas et al. 2005). Looking from an economic point of view, MNCs will consider the expatriates as failures if the costs of hiring the expatriates were more than what the company gains in terms of economic return (Groh and Allen 1998). The sixth type of expatriate failure is when the expatriates are experiencing cross-cultural problems where they are unable to perform to their fullest ability. The final type of expatriate failure is when the expatriates contribute to dysfunctional turnover, at least from the company's view. This happens when the company experience loss of human resources when performing expatriates have been "poached" and accepted job offers from competing companies.

It has been suggested that the factors which hinder the performance of those who do manage to complete overseas assignments are the same ones which causes complete failures to occur (Murray & Murray 1986). Those factors are:

➤ ***The Failure of the Expatriate Family to Adjust***

Tung's (1981,1987) research has been very clear in identifying the leading cause of expatriate failure in American multinationals to be the inability of the spouse to adjust to living in an environment physically and culturally different from the home country. The impact of family related pressures upon the expatriate assignment and the continuing failure of many nationals to consider this carefully in their selections process have been criticized extensively in the literature (Borrmann 1968; Hill 1977; Miller 1972; Tung 1981, cited in Harvey 1985). It has been found that not only do work-related problems affect home life, but an expatriate's family situation has an impact on his/her performance

and success on the job (Garin & Cooper 1981; Tung 1982), and there is evidence of a significant link between the adjustment of the spouse and the adjustment of the employee during international transfer (Black 1988; Black & Stephens 1989).

Unlike the employed expatriate, family members do not have the stability of company structures and procedures, or the network of colleagues on whom they can rely for support. It is often the spouse who must deal directly with the foreign culture whilst settling in and ensuring the family's most basic needs are met, yet she/he has often not had the benefit of the orientation and language training provided to the expatriate manager. Moreover, experience has indicated it is the physical factors, such as a limited water supply or frequent electrical blackouts, which are acclimatized to more readily than emotional stress and anxiety due to be separated from family and friends in the home country (Harvey 1985). There is also evidence of a differential impact within the family itself. Children who are three to five years old often experience emotional difficulties, whereas fourteen to sixteen year olds tend to suffer from social frustrations (Gaylord 1979).

➤ *The Impact of Culture Shock*

"The frustration and confusion that result from being bombarded by un-interpretable cues" (Adler 1981, p. 343) when a person is in a different or unfamiliar culture is referred to as "Culture Shock" -a term coined by Oberg (1960) who saw it as an "occupational disease" (Church 1982) and an "occupational hazard" for individuals working overseas (Thiagarajan 1971). In fact, the business studies literature generally regards culture shock to be a psychological problem, though from an anthropological perspective it can be seen as a learning process, descriptive of an individual's adaptation to a new culture and an important aspect of self-development (Adler 1975; Gullick 1990). In line with this second perspective, a more comprehensive definition of culture shock is "... the period of transition and adjustment during which a person who has been relocated experiences some degree of anxiety, confusion, and disruption related to living in the new culture" (Befus 1988, p. 381).

The extensive treatment which culture shock has received in the literature (Adler 1975; Al Maney 1974; Earley 1987; Spradley & Phillips 1972; Thiagarajan 1971) would suggest the phenomenon is widespread. Culture shock most commonly occurs about six months after arrival in a foreign country (Torbiom 1982 cited by Gertsen 1990), though husbands and wives may experience culture shock at different times (Hutton 1988) and it may not be experienced by everyone. The ability to cope with culture shock has been studied by Spradley and Phillips (1972) who used a Cultural Readjustment Rating Questionnaire (CRRQ) with a sample of returned American Peace Corps volunteers, Chinese foreign students in the United States, and a group of US students reporting on inter cultural experience. They found that the difficulties experienced in cultural readjustment often arose from feelings about how people in the new culture were perceived to be violating the norms of their home country.

It was their conclusion that "... the more difficult aspects of readjustment involve "unlearning" the norms and rules acquired during socialisation" (Spradley & Phillips 1972, p526). Acceptance of this idea implies that one of the most important preparations for an individual undertaking overseas work is to acquire a thorough understanding of his/her own culture.

Culture shock may, in fact, serve an important function in the adjustment process for many people. A part of it may be simply recognizing and coming to terms with being a part of a particular socio-cultural system and, as a consequence, being limited by the values and behavioral norms which that society proscribes.

Culture shock, as Hoopes and Althen (1971) and David (1971) have suggested, "may very well be the way in which the individual reconfirms his or her own identity in the face of new linguistic, perceptual, emotional and cultural learning" (Adler 1975, p. 22). Therefore, culture shock may be regarded as an important aspect of cultural learning, self-development and personal growth (Adler 1975).

➤ **The Failure of expatriate to Adjust**

No evidence exists to suggest a link between inadequate professional or technical skills and either the high failure rate or below standard performance of personnel assigned overseas (Conway 1984). In fact, technical expertise "or having a successful track record" has been found to be by far the most important selection criterion used by US multinational companies when deciding on expatriate assignment (Baker & Ivancevich 1971; Miller 1972, 1973; cited in Mendenhall & Oddou 1985). The essence of this perspective is captured in the following quotation: "Managing a company is a scientific art. The executive accomplishing the task in New York can surely perform as adequately in Hong Kong" (Baker & Ivancevich 1971, p. 40).

This implies that professional or technical skills alone will ensure success. Furthermore, a review of overseas experience has revealed it tends to result not in the enhancement of technical skills, but rather the further development of managerial skills such as making decisions under uncertain conditions, seeing situations from a number of perspectives and tolerating ambiguity (Adler 1981). A particularly interesting finding given the high correspondence between these skills and those associated with effective managerial performance (Mintzberg 1973 cited in Adler 1981).

However, based on the early experience of private, governmental and religious organizations working overseas, and awareness began to develop as early as the 1960's concerning the equal importance of human and technical elements for success, and a recognition that personnel were much more likely to be deficient in the human aspects of work performance than in technical skills (Harrison & Hopkins 1967). Ivancevich (1969) found American managers regarded personal attributes to be least as

important as technical competence in securing the respect of host national managers, and Hawes and Kealey (1981) determined that the transfer of skills from expatriates to locals was inhibited by inadequate intercultural interactions. Subsequent research has suggested very strongly the important influence of attitudinal factors, on successful adjustment to living and working in a foreign culture, such as tolerance for ambiguity, willingness to communicate, and degree of ethnocentricity, as well as individual differences in motivation and previous international experience (Black 1988; Black & Stephens 1989; Church 1982; Mendenhall & Oddou 1985).

Despite considerable evidence about their importance to adjustment and satisfactory job performance, it is these motivational and attitudinal factors which are often not considered adequately when selecting individuals to work overseas.

The selection criteria tend to focus instead on a person's technical expertise or successful track record in domestic operations, even though it is known that domestic success does not necessarily translate into overseas success (Tung 1981, 1984; Vassel 1983). As well, national cultures are very much different from one another and just as domestic success, so too it is a mistake to assume that an expatriate manager who can operate efficiently and effectively in one foreign location will do so everywhere (Baliga & Baker 1985). This is a point which is often overlooked or considered inadequately in the literature. There is a tendency to view expatriate adjustment and success as similar across cultures. Even if the general features of expatriation are similar, the attitudes and behaviors required for success will vary in accordance with different cultural surroundings. To date, this issue has not been given enough attention.

Evidence also exists that expatriates do not receive adequate training prior to an overseas posting. The literature cites reasons for this as including a lack of belief in the effectiveness of training programs, the temporary nature of the foreign assignment and insufficient time to conduct adequate acculturation between the job assignment and the assumption of duties (Tung 1981). These issues are addressed in the next chapter.

Conway (1984) has stated that many companies recognize that the qualities which make a domestic employee successful can predict overseas success, with the addition of "cultural empathy and relational skills". Whilst Croft (1995) has advised that for expatriate assignments to succeed, companies need to look at core competencies and language skills, and must carefully evaluate whether the expatriate has the essential interpersonal skills and actually wants to go. These prescriptions, though consistent with general ideas in the literature, are not helpful in explaining the nature of expatriate adjustment or success, and provide only limited guidance to either expatriates or decision makers concerned with expatriate assignments.

Extending the above suggestion, the definition of expatriate failure of this research will mirror the definition put forth by Harzing and Christensen (2004) who suggested the definition of expatriate failure as “the inability of the expatriate or repatriate to perform according to the expectations of the organization” (p.625). In addition, for this research, an expatriate is also considered a failure when he/she is unable to socially integrate with the host country’s environment and is deemed to be cost ineffective. Therefore, based on the above evidence on the importance of minimizing expatriate failures, it is crucial to conduct research on the factors that could enhance expatriates’ success factors; specifically on their adjustments, integration and performance whilst on assignment in the host country. As expatriates’ inability to adjust has remained one of the biggest reasons for their failure (GMAC 2007), this research is going to explore the main variables which a positively influence expatriates and their family members’ adjustments as well as work-related performance in the host country.

The next section will discuss more explanatory models.

4.4 The Successful Adjustment and Performance of Expatriates

➤ Adjustment in general

Any change in a person’s life brings with it a requirement to adjust- whether it is entering university, joining the labor force, or changing jobs, whether it is moving in with a partner, having a child or retiring. Adjustment is the outcome of a learning process that enables the individual to be more effective and content in the new circumstances (Haslberger & Brewster 2009).

This research adopt the term “adjustment” to describe what is happening to expatriates and their families. The concept of expatriate adjustment, as discussed earlier, refers to the ability of expatriate to, modify or alter their attitudes and behaviors to allow them to live and work successfully in a host national culture. Much of the research on expatriates employees over the last decade and a half has followed a conceptualization of expatriate adjustment that distinguishes three facets of adjustment: Interaction, general, and work adjustment (Black ,1988; Black & Stephens, 1989). These three facets of adjustment formed the core around which Black, Mendenhall and Oddou (1991) developed their model of international adjustment. Several authors have pointed out shortcomings in the model (Harrison et al., 2004; Hippler, 2000; Janssens, 1992; G.K. Stahl & Caligiuri, 2005; Suutari & Brewster, 1999; Thomas & Lazarova, 2006). One difficulty with it is that it measures adjustment on a one-dimensional scale of unadjusted to adjusted. In fact, adjustment has the multiple dimensions of behaviors, cognitions and emotions (Y. Y. Kim, 1988a; M. A. Shaffer, Harrison, Gregersen, Black, & Ferzandi, 2006; Colleen Ward, Bochner, & Furnham, 2001) as well as a personal and a shared component. Subjectively, expatriates may regard themselves as adjusted if they experience a satisfactory level of effectiveness in their dealings in their new environment (behavior), are

sufficiently clear about the various aspects of the new culture (cognitions) and feel neither overly stressed nor experience a preponderance of negative emotions. From a general perspective, an expatriate may be regarded as adjusted if the external world, by and large, perceives him or her as adjusted. Different segments of the expatriate's social environment may come to different conclusions: other foreigners may regard the expatriate as adjusted in comparison to themselves or the expatriate community as a whole, while members of the local culture may regard the same individual as still lacking, and the expatriate's family may have yet another take on its member's state of adjustment. To call someone adjusted presumes a criterion against which the expatriate's level of adjustment is measured. The level of behavioral effectiveness, knowledge of the host culture and the degree of emotional well-being expected naturally varies among observers and among expatriates themselves. The expatriate may have to assimilate the new culture, integrate home and host cultures, or may exist in the environmental bubble of an expatriate community (Berry, 1997; Brewster & Pickard, 1994; Colleen Ward et al., 2001)

Adjustment is another word that seems relatively clear but contains hidden complications. Indeed, it has been argued that the construct has been often so ill-defined as to limit its value (Thomas & Lazarova, 2012). Adjustment, adaptation and acculturation are often used interchangeably in the literature (Harrison, Shaffer, & Bhaskar-Shrinivas, 2004) to mean the process and result of change induced in individuals by the move into an unfamiliar cultural environment (Aycan, 1997; Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005; Black & Mendenhall, 1990, 1991; Church, 1982; Evans, Pucik, & Barsoux, 2002; Grove & Torbiörn, 1985; Kim, 1988; Kim & Gudykunst, 1988a; Schütz, 1944; Taft, 1977; Ward, Okura, Kennedy, & Kojima, 1998; Yamazaki & Kayes, 2004). Acculturation implies the wholesale adoption of another culture that, given the limited time that most such individuals spend in any particular country, is unlikely to happen to expatriates. We can make a distinction between adjustments, resulting in minor changes to cope with new situations, and adaptation, which indicates large scale change and major realignment following a serious crisis (Patterson, 1988; 2002). Most expatriates will manage to cope with the changes an international move entails. A minority will suffer a crisis, resulting in more profound realignment or adaptation. We will use adjustment as the standard term.

Adjustment implies adjustment to something. We adopt the psychologists' view that adjustment is about the person–environment (p–e) relationship (Haslberger, Brewster, & Hippler, 2013). Adjustment has both an external (demands) and an internal (needs) element. Adequacy standards for the external requirements are set by the environment (Takeuchi, 2010, has emphasized the importance of a variety of stakeholders), whereas internal adequacy standards are set by the individual, i.e. the expatriate. Of course, these mutual needs and demands are interdependent (Brammer & Abrego, 1981). An individual's attempts to meet an environmental demand can have a bearing on that demand. For example, expatriates who are seen to be serious about learning the local language may find that locals

are more tolerant of their language inadequacies during that process than they were before. Thus the demand might change in response to the efforts of individuals to adjust. So the nature of the p–e relationship is a dynamic, interactional one. The individual (in our case the expatriate), the environment and a concrete situation that requires adjusted behavior are the three constituting elements of any p–e interaction. For expatriates, with the intention to leave the foreign country always in their minds, adjustment will be a process that may never lead to an outcome of ‘full’ or even adequate adjustment. Indeed, arguably, some of their value to their organization would be reduced if they adjusted too much. What expatriates need is a level of adjustment that enables them to live comfortably in their situation and to work effectively in the new environment in which they find themselves while maintaining sufficient distance from it to complete the tasks that the head office expects them to perform. But what is the *environment* in this case? Is it the foreign country in which the expatriates now reside? Or is it the social milieu in which they operate? Some expatriates (typically military personnel, workers in remotely located industries such as oil extraction or workers in certain ‘difficult’ parts of the world) will live in an ‘environmental bubble’ (Cohen, 1977), living and working in a different country but residing in an expatriate compound, spending their working and leisure time with people from home or at least other expatriates and having very little contact with local people or the local environment. They may have to adjust to some local laws and to the weather, but otherwise they will adjust very little. Haslberger, Brewster, & Hippler, 2013).

The definition of adjustment and hence an adjusted expatriate can take many different forms, depending on the aspects one wants to stress (Thomas & Lazarova, 2006). A definition appropriate for our purpose might be as follows:

Adjustment is about the person–environment (p–e) relationship, expatriates shall be called adjusted to a domain if they are effective in dealings in the new environment (in their own eyes and in the eyes of their hosts), perceive themselves as adequately knowledgeable about the local environment and feel neutral or positive emotions overall.

4.4.1 The Relationships between Adjustment and Success

There appears to be close link between adjustment and success, with the former sometimes identified as a prerequisite for the latter:

"Although overseas satisfaction was not a good predictor of re-entry effectiveness or re-entry job satisfaction, adaptation to the overseas situation was a strong predictor. This correlation may indicate that an organization should provide pre departure cross-cultural training to help employees to adapt to overseas conditions. The theory that the more successful a person is at adapting to a foreign culture, the harder it will be to re adapt to the home country was not supported by the present study.

Successful overseas adapters were addressed as more effective, as more satisfied, and as being a better mood at the re-entry than were people who adapted poorly overseas". (Adler 1981, p. 352)

Black & Stephens (1989) have noted there is preliminary research support for a positive relationship between the employee's adjustment and his or her intentions to stay in the overseas assignment, and there is also a positive relationship between adjustment and performance (Earley 1987). Of course, the casual relationship could be interpreted to work in reverse, with the more successful expatriates experiencing higher levels of adjustment because of their success. It might also be argued that adjustment is a necessary, but not a sufficient, condition for expatriate success. Despite these possibilities it is reasonable to interpret the literature as supportive of the idea that the same factors contribute towards both adjustment and success for western managers working abroad.

4.4.2 Models of Expatriate Adjustment and Performance

In recent years a number of models of expatriate adjustment have been developed. These models have more explanatory power than earlier description about the adjustment of expatriate and their spouses and provide greater insights into the factors which need to be considered to facilitate successful adjustment.

Based on their extensive review of the literature, Mendenhall and Oddou (1985) have conceptualized the expatriate adjustment process in relation to four dimensions. Firstly, "the self-oriented dimension", consists of-

A. Reinforcement substitution - replacing pleasurable activities in the home culture with different, but equally satisfying, activities in the host culture,

B. Stress reduction - the ability to deal successfully with day to day demands,

C. Technical competence- having the technical expertise and self-confidence in one's own abilities to accomplish the purpose of an overseas assignment.

Their second dimension focuses on the activities and attributes that enhance the expatriate's ability to interact with host nationals. Included in this others – orientated dimension are

a) Relationship development - the ability to develop long-lasting friendships with host nationals.

b) A willingness and ability to communicate with host nationals.

The third dimension is called 'perceptual', refers to the ability of an expatriate to make correct attributions about the reasons or causes of a host national's behavior. This allows for more accurate prediction and reduces uncertainty in interpersonal relations, as people from different cultures often

misinterpret each other's behavior because of learned cultural difference in their perceptions and evaluations of social behavior. A final dimension of 'cultural toughness' accounts for the idea that some cultures seem to be more difficult to adapt to than others.

Hiltrop and Janssens (1990) divided the factors they found associated with expatriate performance into three broad categories beginning with the personal characteristics of the expatriate manager, including job related technical competence, factors associated with personality and attitude such as stress tolerance and flexibility, and adaptive behaviors in relation to communication skills and cultural empathy. Their second category included the characteristics of the expatriate's family, and finally they identified the nature of subsidiary parent company relations.

Gertsen (1990) who's three dimensions of intercultural competence emphasize the communication process consistent with the idea that "culture, to a great extent, decides with whom we communicate, how we communicate, and what we communicate" (Gertsen 1990, p. 345). The dimensions are: -

a) An effective dimension determined by the impact of attitudes and personality traits on an individual's actual communicative behavior in another culture.

b) A cognitive dimension based on how human beings acquire and use information and knowledge about other cultures, based on the assumption that increased knowledge about another culture will lead to an increased understanding about ways of thinking and behavior in the culture and will likely, though not necessarily, result in more positive attitudes and behaviors.

c) A behavioral, communicative dimension consisting of the ability to adopt appropriate and effective communication behaviors.

These models are useful in directing attention to significant factors that contribute to expatriate adjustment. However, Mendenhall and Oddou's (1985) dimension of 'cultural toughness' is more of an external variable which, though it may affect the other dimensions, is not consistent with the focus on individual attitudes and behaviors. In fact, they identify cultural toughness as a mediating variable which will interact with each of the 'self-oriented', 'other-oriented' and 'perceptual' dimensions. Similarly, the variables of expatriate family adjustment and parent-subsidiary relations identified by Hawes and Kealey (1981) and Hiltrop and Janssens (1990) extend beyond the individual expatriate.

Whilst contextual factors will be important in facilitating or slowing the adjustment process they do not lend themselves to modifications in the same way as those included in the first three dimensions identified by Mendenhall and Oddou and should perhaps be conceptualized as interacting with all of the other dimensions, but being of a different order. Family-related factors have been identified as sufficiently important to warrant being considered in a separate category of their own, though interacting with other dimensions.

Two other points about expatriate adjustment are worth considering. One concerns the argument that two different sets of factors may be at work with respect to expatriate adjustment. One set is related to the problem of ensuring expatriate success, whilst the other concerns the problem of avoiding failure (Hays 1974). For example, successful family adaptations may be crucial in avoiding failure in expatriate assignments, but it may not be as important in ensuring their success.

The second point, raised by Selmer (1993), suggests the concept of adjustment can be reviewed from two different perspectives. The subjective adjustment dimension, arising from the point of view of the expatriate manager, which refers to the degree of comfort, or satisfaction he/she feels in the new work role and the degree to which he/she feels adjusted to the demands in the work environment. As well, there is an objective adjustment dimension, derived from the point of view of the work environment, which reflects the degree to which the expatriate manager can be rated as well adjusted in so far as he/she meets the expectations, wishes and preferences in the work environment (Black 1988; Torbiorn 1982).

4.5 WHY IS ADJUSTMENT IMPORTANT?

According to Brewster and al 2014, International business is now ubiquitous and in many cases is accompanied by expatriation the transfer of people from one country to another. In some ways this is surprising; the growth of electronic means of communication, of Skype and of teleconferencing and videoconferencing, combined with short-term business trips, might have led to the assumption that the use of expatriates would become unnecessary. In fact, despite a small consolidation during the early stages of the economic crisis that began in 2008, there seems to be substantial persistent growth in the numbers of people sent abroad by their organizations. In some industries, such as telecommunications or oil and gas, the volume of international assignments continued to rise unabated throughout the crisis. A recent PricewaterhouseCoopers report (PricewaterhouseCoopers, 2010) predicts a 50% increase in international assignments by 2020. Given that expatriates are among the most expensive people organizations employ, there is pressure to ensure that they are managed cost-effectively. That involves ensuring that they adjust to their new environment as quickly as possible and that the time to proficiency is short. It is for this reason that a substantial segment of the international human resource management (IHRM) literature is devoted to the subject of expatriate adjustment.

4.6 Summary

There is a need to improve understanding about international management because of the increasing internationalization of business throughout the world. The reasons why expatriates fail and the nature of their adjustment and success are among those topics where further research is required. The failure

of expatriate assignments concerns not just outright failure, but also the failure of managers to realize their full work potentials. According to the literature, the most important cause of expatriate assignment breakdowns is the inability of expatriate families to adjust to living overseas and this issue together with culture shock, the impact of technical skills, motivation and attitudinal factors on expatriate adjustment and success have been studied most extensively in terms of the general expatriate experience. However, there is still a gap with respect to understanding these issues within the context of specific societies and cultures.

Just as the concept of a 'manager for all seasons' has been found wanting when trying to turn domestic success into overseas success, the concept of 'an expatriate for all seasons' must be questioned. This study is based on the assumption that to further the understanding about the factors necessary for the adjustment and success of expatriates, research must be culture-specific and identify the elements which are most important within a particular society, and that to do this successfully requires obtaining information not only from expatriates, but from host nationals as well.

This chapter reviews the literature on the expatriate experience and puts in context the second research question "What are the important features of adjustment for Western expatriate managers living and working in Algeria?". It is clear that five variables emerge which are, culture shock, personal adjustment, infrastructure, challenges and expatriate and host national attitudes and experience as shown in Fig. 6.1.

This study, so far, has established that the Arab culture differs significantly from the Western culture. These cultural differences have a substantial influence on the expatriate behavior. Furthermore, the literature suggests that there is still a gap with respect to understanding the context of specific societies and cultures. In addition, the literature highlights that the most important factor of expatriate's failure is the inability of expatriate families to adjust to living overseas, as well as culture shock, technical skills and expatriate adjustment. According to the literature, the expatriate failure, adjustment, success and training requirements are among those subjects where further research is required. Consequently, the next chapter reviews the literature regarding cross-cultural training and the extent to which such training is needed.

CHAPTER FIVE

CROSS-CULTURAL

TRAINING AND

DEVELOPMENT

CROSS-CULTURAL TRAINING AND DEVELOPMENT

5.1 Introduction

Corporations have a hard time recruiting candidates who are qualified for expatriation. The training they provide to employees and their families thus becomes crucially important. It is now widely accepted, by both academic researchers and human resource (HR) practitioners, that pre-move training and cross cultural briefings can help expatriate staff adapt to living and working in new environments (Foster, 2000). However the cross cultural training provided by most multinationals is insufficient, incomplete or simply non-existent (Brewester, 1995; Waxin *et al.*, 1997, Selmer, 2000). Few authors have studied the effects of the different types of cross cultural training on the different facets of expatriate adjustments, This chapter begins by drawing a distinction between training and development, defining cross-cultural training and reviewing the arguments about the need for such training. This is followed by a discussion on whether cross-cultural training for expatriate should be oriented primarily towards adjustments or enhancing managerial performance, and the importance of self-awareness as a training objective. Data on cross-cultural training and the extent to which it has been regarded favorably or otherwise are presented and then followed with a discussion about the impact of cross-cultural training and the usefulness of different training strategies. The chapter concludes by arguing for more research into cross-cultural training, with attention particularly being given to issues of 'culture specific' training designed to meet the needs of expatriate managers working in a specific host national culture.

5.2 International Training and Management Development

Training and development has long been seen as one of the key issues for management. In the light of the vast amount that has been written about training, learning and development and the variety of terms that are used, training aims to improve employees' current work skills and behavior, whereas development aims to increase abilities in relation to some future position or job. this study will examine how the international assignments is a vehicle for both training and development, as reflected in the reasons why international assignments continue to play a strategic role in international business operations. Management development individual gain international experience, which assists in career progression, while the multinational gains through having a pool of experienced international operators on which to draw for future international assignments. In comparison, international training is refers to training for international assignments. There are three broad types of international trainings in MNEs. They are: (1) Preparatory training for expatriates: once a person has been appointed for an international assignment, pre-departure training is normally used to ensure the candidate has adequate

skills and knowledge that are necessary for working abroad effectively. (2) Post-arrival training for expatriates: after an expatriate has gone abroad, further on-site training is often used to familiarize the expatriate with the local working environment and procedures. (3) Training for host-country nationals (HCNs) and third-country nationals (TCNs): Training should be provided to HCNs and TCNs to facilitate understanding of corporate strategy, corporate culture and socialization.

In this study a broad perspective has been adopted. The focus is on cross-cultural training for those who are practicing expatriate already, rather than individuals aspiring to such managerial posts. The term 'training', which is used throughout the discussion rather than the longer phrase of 'training and development', is meant to be broadly defined to include the acquisition and refinement of knowledge, skills, and attitudes, and to encourage personal growth.

5.2.1 Definition of Cross-Cultural Training

Many Cross Cultural Training CCT programs are designed to equip employees with the basics of the host country's history, politics, business norms, education system, demographics, cultural values, communication, and how to function in a foreign country. But, the question relates to whether these CCT programs adequately prepare the expatriates to operate in the foreign environment. Further, the need to develop cross-cultural skills in expatriates is even greater where the gap between cultures is very important (Forster, 2000). Being successful is interpreted, as a combination of good personal adjustment, good interpersonal relations with members of the host culture and the effective completion of required tasks. As this study focuses on Western expatriate working with host nationals in Algeria rather than minorities within their home countries, the definition of cross-cultural training adopted refers only to procedures which are intended to increase a person's ability to adapt and work successfully in foreign environment (Tung 1981 and Portor & Tansky 1999).

5.3 The Need for Cross-Cultural Training

The objective of cross cultural training is to teach members of one culture to interact effectively with member of another culture, and to predispose them to a rapid adjustment to their new positions. (Brislin and Petersen, 1986; Mendenhall and Oddou, 1991).

To some extent all persons, and expatriate managers are no exception, are embedded within their own national culture such that their sense of identity and their behaviors are "culture bound" (Adler 1975,1981 and Smith 1994). From within this "invisible prison" it becomes hard to understand that others, from a different culture, may have view of reality based on different assumptions and will therefore not regard the world in the same way (Thiagarajan, 1971). Since members of the same cultural group share a "subjective culture" of common perceptions about their social environment, cross-cultural situations may result in misunderstandings because participants make faulty attributions

about the reasons for one another's behavior (Triandis 1972). The larger the cultural distance between the country of origin and the host country the larger cultural differences between interacting groups, the more pronounced is the tendency for participants to distinguish between in-group members i.e. family, friends, same-national colleagues and out-group members such as strangers, enemies and foreigners, who receive less favorable treatment (Bochner 1982). Therefore the greater the likelihood of faulty attributions. The problem will be rectified only when an individual comes to fully appreciate the subjective culture of someone from outside of their ethnic group and to make similar behavioral attributions - that is, "isomorphic attributions"

According to a commonly held view, when individuals from diverse cultural backgrounds are given opportunities to interact with one another it will lead to greater understanding and in line with Triandis's (1972) perspective, to an enhanced ability to make correct behavioral attributions. However, the research literature does not support this idea. Cross-cultural experience may actually lead to an increase on negative feelings about a target culture (Steinhalt & Taft 1979) and inter group contact does not necessarily reduce inter-group tension, prejudice, hostility and discriminatory behavior (Amir 1969, 1976; and Brein & David 1971 cited in Bochner 1982).

When expatriate managers return before the official completion of their overseas assignments, the stress and low job-satisfaction resulting from culture shock is often blamed (Newman *et al.*, 1978). Many who stay until completion also reportedly struggle with cross cultural adaptation and operate at decreased capacity (Cavusgil *et al.*, 1992). This results in lowered return on investment for the firm, and lower self-esteem and slower career development for the expatriate (Yavas and Bodur, 1999). Why does this happen? From what is currently written, one of the principle causes seems to be the inability of expatriates managers to deal with cross cultural adaptation a broad term that includes issues related to differences in culuture and language , living conditions, uprooting spouses and families, and working harmoniously with co-workers with different cultural backgrounds (Yavas and Bodur, 1999).

This study of Western Expatriates suggests that while a host of cross-cultural issues are important, none is more important than issues of interpersonal conflict arising from cultural differences. Cross-cultural training has been widely advocated in the literature as a means of facilitating effective cross-cultural interactions (Black & Mendenhall 1990 and Solomon 1994). The main argument for using cross-cultural training is that it allows people a more rapid adjustment to a new culture and thus to be more effective in their new roles (Porter & Tansky 1999).

5.4 The Goals of Cross-Cultural Training

Learning how to learn is often considered to be a main goal of CCT (Bennett, 1986; Brislin & Bhawuk, 1999). CCT cannot prepare expatriates for every possible situation likely to be encountered in the host country. Thus, CCT programs must teach the expatriate to learn how to learn (Brislin &

Bhawuk, 1999). Essentially, the expatriate is taught how to learn and acquire information about another culture, and the trainee will be able to assess new situations and respond accordingly (Bennett, 1986). Another goal of CCT involves enabling the expatriate to make isomorphic attributions and to handle disconfirmed expectations (Brislin & Bhawuk, 1999). Isomorphic attributions are made when expatriates make the same judgments regarding behavior as do host nationals. Often, expatriates make incorrect attributions regarding the intentions and meanings of host national behavior that may result in conflict. Thus, CCT aims to equip the trainee with the knowledge required to make isomorphic attributions regarding host national behavior (Brislin & Bhawuk, 1999). On a different note, Cushner and Brislin (1997) proposed that CCT goals include the following: (a) assisting expatriates in overcoming the difficulties that could potentially undermine their effectiveness while overseas, (b) aiding the individual in developing positive relationships with host nationals, (c) helping expatriates to accomplish work-related tasks, and (d) enabling expatriates to effectively cope with the stressors encountered while on the foreign assignment.

As evident from the above-mentioned examples, many CCT goals have been proposed. However, it is important to recognize that almost all these goals refer in some part to the development of skills necessary for personal adjustment, work adjustment, and interactions with host nationals.

Mendenhall and Oddou (1985) have argued that cross-cultural training, or what they refer to as expatriate acculturation, is a multi-dimensional process rather than a one-dimensional phenomenon. In order to provide expatriates with a comprehensive preparation for living and working abroad they believe training programs should orient expatriates in each of the four dimensions in their model of expatriate adjustment. That is, the self-orientated, other orientated, perceptual and cultural-toughness dimensions.

A good training program ought to provide the participants with approaches which will allow them to continue to develop as individuals and as managers working competently in a cross-cultural situation. One aspect of satisfactory development for expatriate managers must surely be the adjustment of the manager and his/her spouse and family to the overseas situation. Any cross-cultural situation is an interactive mix of individuals, organizational requirements and cultural context. The mix is going to be different depending upon the individuals involved, the nature of their organization, and the characteristics of the cultural milieu.

5.4.1 The Importance of Self-Awareness

Self-awareness includes the ability to recognize and understand your own emotions and how they affect your life and work. People who are in touch with their emotions are better able to guide their own lives. Managers with a high level of self-awareness learn to trust their “gut feelings” and realize that these feelings can provide useful information about difficult decisions. This component also

includes the ability to accurately assess your own strengths and limitations, as well as willingness to accept criticism and advice without getting defensive.

Expatriate need to understand themselves and to be aware of the extent to which they are products of their own culture and are constrained by the "invisible prison" which it imposes on them (Gudykunst et al. 1977; Harris & Harris 1972; Schnapper 1979; Thiagarajan 1971). Hofstede (1981) has made this point in his analogy about the fish only discovering water once it has been removed from it into the fisherman's net. Similar observations have been made about the surprise experienced by Westerners and Orientates when they discover quite substantial differences between their respective cognitive views, and that this can create problems in cross-cultural interactions because for each person there is an "inherent inability to step outside one's own world view and see the possibility of an alternative" (Redding 1980: 131). This implies there is a strong need for expatriate, before they begin to learn about another culture and prepare for overseas work, to have an explicit and rational understanding about their own culture.

Cross-cultural training, and the process of cultural awareness and adjustment, should begin with helping people to understand how their own behavior, attitudes and responses are conditioned by a particular set of cultural values and beliefs. They need to identify and understand the values that are implicit in their own culture as a first step in avoiding cross cultural difficulties (Copeland 1984; Phatak 1983; Spradley & Phillips 1972; Thiagarajan 1971). It has been suggested that:

Once we recognize that we have ways of behaving and thinking that are built into us by our culture and that our solutions to problems may rest on these hidden but pervasive "programs", we are in a much better position to work with people from other cultures, to develop and implement solutions to our similar and shared problems (Lane & Burgoyne 1988: 53).

And also:

" . . . Only other people with different mental programs can help us discover the limitations of our own. Once we have realized we are the blind confronting the elephant, we welcome the exchange with other blind persons (Hofstede 1981: 35).

"Most individuals are relatively unaware of their own values, beliefs, and attitudes" (Adler 1975: 14). Americans are particularly prone to "being shocked by culture" because they view themselves as being culture-free, but for many other expatriates as well the greatest culture shock associated with living and working abroad may be ". . . the encounter with one's own cultural heritage and the degree to which one is a product of it" (Adler 1975: 22). Indeed, one of the most difficult aspects of adjustment may involve the unlearning of norms and rules acquired during socialization (Spradley & Phillips 1972: 526).

One of the barriers to cultural self-awareness may come from the concept of culture itself. It is relatively easy to observe the differences in other cultures and societies and to be conscious of how "they" are different. But, as Lane and Burgoyne (1988) have noted, even though it is important to understand how other cultures are different it should not be allowed to divert the attention of expatriates from how they themselves are different.

5.5 Investment in Cross-Cultural Training

Cross-cultural training (CCT) has been one of the most investigated topics in expatriation research (e.g. Brewster and Pickard 1994; Forster 2000; Suutari and Burch 2001; Caligiuri and Tarique 2006; Selmer 2006; Gupta, Everett and Cathro 2008; Osman-Gani and Rockstuhl 2009; for a review see Littrell, Salas, Hess, Paley and Riedel 2006). This phenomenon is due to many factors, notably the obvious managerial implications of such research, and the interest among numerous stakeholders such as multinational corporations, specialized cross cultural consulting and training companies, and universities.

Despite the expressed concern about cross-cultural training needs (which in the case of expatriates is sometimes specified as pre-departure training) many companies appear to be lukewarm in their commitment to such training. In a study to determine what Japanese practices might be applied to the United Kingdom, it was discovered that the investment in training in Japanese companies was five to six times greater than in many UK companies (Brown & Read 1984 cited in Latham 1988). Tung's (1981) comparative study of US, West European and Japanese firms found that 69 percent of the West European companies and 57 percent of the Japanese companies sponsored formal training programs to prepare their personnel for overseas work. However, the proportion dropped to only 32 percent for American companies, a finding similar to Baker's (1984), whose research on language training and pre-departure orientation programs in American multinationals identified fewer than 25 percent offering pre-departure training, with a majority of the programs being no more than 5 days in length. Similarly, in their comprehensive review of the cross-cultural training literature Black and Mendenhall (1990) found that only 30 percent of western Expatriates who were sent on expatriate assignments of three to five years duration received any cross-cultural training.

This relatively low commitment to pre-departure or cross-cultural training is associated with a widespread belief about the ineffectiveness of such training (Baker & Ivancevich 1971; Mendenhall & Oddou 1985; Tung 1981; Zeira 1975 cited in Black & Mendenhall 1990). Additional reasons include past dissatisfaction with the training program on the part of expatriate trainees, a shortage of time between selection and the move overseas, and the view that because expatriate assignments are relatively short they do not warrant the training expenditure (Baker & Ivancevich 1971; Brislin 1981; Tung 1981; Zeira 1975 cited in Black & Mendenhall 1990). Cross-cultural training has also been

criticized on the grounds of being too general and lacking in proper follow-up to evaluate its effectiveness (Lung 1981; Zeira 1975).

5.6 The Impact of Cross-Cultural Training

In international assignments, expatriates are often exposed to situations in their new environments in which they are uncertain what behaviors are acceptable and what is not (Adler, 2001). Expatriate literature suggests that the reduction of uncertainty is the key to adjustment (Black & Gregersen, 1991; Feldman & Brett, 1983; Gudykunst, 1998; Louis, 1980). Previous research also suggested that cross-cultural training enhances expatriates' intercultural adjustment as they aid in the reduction of uncertainty (Black & Mendenhall, 1990; Deshpande & Viswesvaran, 1992; Earley, 1987).

Many of the key questions concerning the impact of cross-cultural training have been answered positively in Black and Mendenhall's (1990) very thorough review of 29 studies in the empirical research literature on training and development. When the research data were examined in relation to Mendenhall and Oddou's (1985) three skill dimensions of:

- 1) Skills related to the maintenance of self (mental health, psychological wellbeing, stress reduction, feelings of self-confidence);
- 2) Skills related to the fostering of relationships with host nationals; and
- 3) Perceptual skills (cognitive skills that promote a correct perception of the host environment and its social systems), very strong support was found for the effectiveness of training and development in relation to each of these dimensions.

Ten of the 29 studies were concerned with the self-dimension and the relationship between cross-cultural training and increased feelings of well-being and self-confidence. Positive relationships were found in all 10 studies. Despite a possible methodological problem arising from a reliance on self-report measures, which may have inflated the relationship between training and the self-dimension dependent variable, those studies using an experimental design confirmed significant differences in pre- and post- test measures of self-confidence between experimental and control group subjects. The relationship dimension was examined in 19 of the studies, one half of which used control groups.

There was support for the existence of a significant relationship between cross-cultural training and skills related to fostering relationships with host nationals in each of the 19 studies. A positive relationship between cross-cultural training and the development of appropriate perceptions relative to members of another culture was found in all 16 studies concerned with this perceptual dimension. In addition, nine studies examined the relationship between training and adjustment and all nine studies

found a positive relationship between cross-cultural training and adjustment (Black & Mendenhall 1990, p. 199).

Of the studies reviewed, Earley's (1987) study is of particular interest because of its relevance to expatriate assignments in Asia. This piece of research compared a documentary approach against an approach employing sensitivity training and field experience to determine what type of training would be most effective in preparing people for an overseas work assignment in Korea. It was concluded that "in general, managers who received either form of training were better performers and perceived less need to adjust to the new culture than individuals who received no such training" (Earley 1987, p. 695).

In spite of considerable support for the effectiveness of cross-cultural training, the possible limitations of training need to be kept in mind. It may be there are essential qualities or features of managerial competence which are innate or intuitive, with some managers able to gain a "feel for the situation" - cross-cultural or otherwise - much more readily than others. A case in point would be 'vital energy', which is an example given by Pye (1988) who goes on to suggest that just as "breath of experience" does not necessarily ensure successful performance neither does training.

5.7 The Effectiveness of Different Training Methods

5.7.1 Training Strategies

In his research with international managers Ratiu (1983) found that those identified as 'most international' tended not to talk about involvement and learning about whole "cultures", rather they referred to their relationships with individual people. The 'most international' managers tended to learn from their international experience in ways that were intuitive, empirical, relational, and immediate; whilst other managers were inclined to be analytical, conceptual, theoretical and withdrawn. These findings were explained in terms of a general tendency for managers working in cross-cultural situations to respond from either a 'red loop' - that is, an analytical perspective, or more of a 'blue loop'

It seems that macro-level red-looping is appropriate in intercultural and multicultural situations for developing that sense of psychological safety and control without which many people cannot flinction. [Whereas] micro-level blue-looping seems to be appropriate to developing the sense of personal rapport that characterizes social adjustment in an unfamiliar environment (Ratiu 1983: 148).

According to Ratiu the tendency to jump quickly to red-loop conclusions may be countered by "bridges" that help people to maintain a blue-loop strategy in cross-cultural situations. These include such behaviors as keeping "in touch with" feelings, watching and listening very carefully, "tuning in" to the atmosphere or tone of social situations and following the "flow" of people and events, for

example, in crowd situations. Ratiu concluded that". . . training courses that seek to incorporate cultural awareness issues need both red- and blue-loop components" (Ratiu 1983: 149).

As I have mentioned earlier the objectives of cross cultural training is to teach members of one culture to interact effectively with members of another culture. Brislin (1979), a cross-cultural psychologist, identifies three methods of cross cultural training: Cognitive, affective and behavioral. The cognitive method corresponds to a diffusion of information, using conferences or non-participative sessions, on a foreign cultural environment. The affective method aims at provoking individual reactions so the subject can learn to deal with critical cultural incidents. The behavioral method aims at improving participants' capacity to adapt their communication style, and establish positive relationships with members of another culture. Management science researchers have used Brislin's model and have added situational variables (hardness of the culture and hardness of the communication (Tung, 1987); function and role of the manager (Black *et al.*, 1992); planned duration of expatriation (Mendenhall and Oddou, 1986) and individual variables (personal learning objectives (Ronen, 1989); degree of active participation (Black *et al.*,1992). Tung (1981) identifies five different training programs, which she places on a continuum:

- (1) Didactic training
- (2) Culture assimilator
- (3) Language training
- (4) Sensitivity training; and
- (5) Field experience.

She suggests that the training method should be chosen according to the type of assignment and should be contingent to two determinant factors: the degree of similarity between the culture of origin and the host culture (which is a synonym of cultural distance) and the degree of interpersonal interaction between the manger and host country's inhabitants, which would be linked, according to Black *et al* (1992) to the role and function of the manger. In conclusion the different models of cross cultural training and their content are built around three fundamental variables: the cultural distance between the country of origin and the host country, the manger's level of integration with his/her environment and the duration of the expatriation. Gertsen (1990) proposes a typology of training methods encompassing four categories. First, she identifies two kinds of training : conventional training, where the information is transmitted through a unidirectional communication, as is the case in schools and universities, and experimental training, where the trainer get the trainees to participate by simulating real life situation. Then she identifies two possible orientations: either the training focuses on the notion of culture in general and aims at sensitizing participants to the notion of culture, or it focuses on one specific culture and aims at making participants more competent in that particular culture.

According to Gertsen (1990), the combination of these two dimensions reveals four type of training, as represented in figure1.



Source: Gertsen (1990)

Figure 5.1. Gertsen's typology of cross-cultural training methods (1990)

Based on a general review of training strategies, Tung's (1981) continuum of "rigor" for cross-cultural training distinguishes among six methods according to the level of a trainees' affective involvement in the method. At the less rigorous end of the continuum an environmental briefing would consist of basic information about a country's geography, climate, housing, etc.. This could be extended to a cultural orientation by adding information about cultural institutions and value systems in the host country. On the other end of the continuum are field experiences for trainees, organized either in the country of assignment or with mini-cultures in the home country. In between these two extremes training methods range from the use of the culture assimilator - a programmed training method used to present intercultural incidents and identify appropriate interactive responses within a target culture, to language training, and to sensitivity training designed to develop attitudinal flexibility.

Along somewhat similar lines Gudykunst, Hammer and Wiseman (1977) have identified six approaches to cross-cultural training: a) intellectual; b) area simulation; c) self-awareness; d) culture awareness; e) behavioural; and f) interaction. The intellectual approach is based on the transmitting of information through a traditional "university model" which assumes a key factor in functioning overseas is for a person to have a cognitive understanding of a culture's people, customs, institutions and values. The physical environment is emphasized in the area simulation approach which attempts to create a specific environment or situation as similar as possible to that of the host culture. For example, American Peace Corps volunteers bound for Latin America were trained in Puerto Rico. Successful adjustment in another culture as a consequence of understanding one's own self is the assumption underlying the self-awareness approach. A somewhat different perspective underlies the

cultural self-awareness approach which" . . . assumes that in order to effectively function in another culture the trainees must first be aware of themselves as cultural beings" (Gudykunst et al. 1977: 101). In contrast, the culture awareness approach emphasizes the influence of culture on host national's behavior and regards an understanding of cultural systems as necessary before getting to know people as individual personalities. The behavioral approach is based on social learning principles of modeling, simulation and experiential exercises which are designed to teach trainees specific behaviors that are used in the host culture. Finally, the interaction approach emphasizes cross-cultural communication with actual interaction taking place between trainees and host country nationals.

5.7.2 Training Effectiveness

In a comprehensive study, Burke and Day (1986) used data-analysis procedures to empirically integrate the findings of 10 managerial training studies. Seven different training methods were included in the research. Namely: (1) lecture; (2) lecture/group discussions; (3) leader match; (4) sensitivity training; (5) behavioral modeling; (6) lecture/group discussion with role playing or practice; (7) multiple technique. It was concluded that "overall, different methods of managerial training are on average moderately effective in improving learning and job performance" (Burk & Day 1986, p. 243).

Gudykunst, Hammer and Wiseman (1977) have expressed reservations about the effectiveness of using any one approach in isolation to prepare individuals to function in another culture, and Mendenhall and Oddou (1985) have recommended the combining or "integrating" of training programs which have been used in order to cover all of the dimensions of expatriate acculturation and their sub factors. They have also recommended the inclusion of spouses and school-age children in pre-departure training programs.

Schnapper (1979) has recommended a blending of different training areas in an approach which focus quite specifically on the managerial role rather than more general adaptation to a host national culture. Included in this model are the managerial functions of leading, controlling, and planning, intercultural training with attention given to values, perceptions and assumptions, international business training - looking at business practices/functions such as production, marketing, finance across national boundaries, and lastly, language training.

5.8 Developing an Appropriate Training Strategy

A lesson arising from the early days of cross-cultural training in the American Peace Corps concerns the unsuitability of traditional training methods for situations in which individuals require the ability to adapt to or to act in unfamiliar and ambiguous social situations (Henry 1965). Generally, management education has been moving in the direction of using more and more experiential exercise learning materials in managerial training situations. This is based on the premise of "learning by doing", and

incorporates two levels of training; a content level concerned with "what", and process level concerned with "why" (Certo 1976). Earley's (1987) study of cross-cultural training supported the inclusion of both general and specific information in intercultural training. Even though interpersonal training in the form of role playing did not lead to outcomes superior to those found with lectures, it was strongly preferred by the participants.

Whatever training method is selected, consideration needs to be given to the relative effectiveness of the training method being considered for a particular training objective (Carroll, Paine & Ivancevich 1972). For example, the university model of lectures may be a good way to impart basic information, but not nearly as effective or meaningful as experiential learning in helping individuals to improve their skills in interpersonal interactions. (Harrison & Hopkins 1967; Mc Daniel Jr. et al 1988).

Gudykunst et al (1977) have proposed a three stage approach to cross-cultural training, which could be used to combine a variety of training techniques. The first stage is referred to as perspective training and is designed to enhance self-awareness and facilitate a "psychological link" between the trainee's own cultural perspectives - this is, assumptions, values, patterns of thought, learned behaviors, and the perspective of another culture. The second stage focuses explicitly on interaction training. There is an opportunity for trainees to interact with people from the host culture, to improve their cross-cultural communication skills, and to learn about themselves and how they are perceived by host nationals. The third stage is context specific training. This is designed to impart information about a particular culture.

For determining an appropriate depth for cross-cultural training, Mendenhall & Oddou (1986) have suggested taking into account nine different factors. These include the length of stay, type of involvement in the culture, marital status and number of children. They suggest attention needs to be given to the cultural toughness of the country, the degree of interpersonal interaction with host nationals that will be necessary, the hierarchical position of the expatriate and the type of interaction needed with host nationals (government bureaucrats, managers, blue-collar workers, etc). Finally, attention needs to be given to the likelihood of the manager needing cross-cultural skills in his/her future career in the firm.

5.9 Summary

This chapter reviews the literature on cross cultural training and development and puts the third research question, "what type of training and development will assist Western expatriates to adjust and work successfully in Algeria"? Into context. In addition, it has highlighted the organization support and selection criteria variables shown in Fig. 6.1 in that there is a high degree of consensus on general training principles in the cross cultural training literature. Needs to use a mix of techniques and to incorporate experiential material are agreed. However, beyond this there is an absence of research

addressing the issues of exactly what content to include or what training process to implement when addressing the cross-cultural training needs of expatriate in particular overseas countries. Also, very little consideration has been given to the appropriate timing of training.

The bulk of the literature assumes that pre-departure training is a satisfactory approach to the training needs of expatriate, even though the idea has been proposed that cross-cultural training may be more effective if conducted once the trainee has lived and worked in the host culture for a brief period.

Cross-cultural training is often conceptualized rather narrowly as pre-departure training. It may be that there is a need for different training methods to be used at different times during expatriation. Culture-shock has been conceptualized as a process taking place in phases over time, and it may be appropriate to think in terms of a variety of training approaches, each designed to meet the adjustment needs at different points in the expatriate experience. Training of a general nature could be satisfactory for pre-departure, but a more intensive, experiential, and/or 'culture specific' training may be called for after an expatriate has gained some 'real life' experiences in the host national culture.

Finally, there have continued to be, in the literature, calls for additional research into the area of cross-cultural training. A dozen years ago it was asserted that "... research is urgently needed to ascertain the types of training procedures (e. g. culture assimilator, sensitivity training, field experience) that are more appropriate to use depending upon the type of culture, job and person" (Wexley 1984, p. 543). Yet, the call for more research into the area of cross-cultural management continues with a recent statement that this is needed because there is "... an increasing need for international companies to deliver high quality training in different countries across Europe and the world" (Jackson 1996, p. 21). This study endeavors to respond to these concerns by providing additional insight into aspects of cross-cultural training for adjustment and work effectiveness for Western expatriate working in Algeria.

5.10 Summary of Literature Review

This literature review has demonstrated that there are important differences in the concept of culture and defined the Arab culture as distinct from any other cultural groupings. In addition, there is a need to improve understanding about international management, and further research is required to understand the reasons why expatriates fail and the nature of their adjustment and success. However, to do this successfully requires obtaining information not only from expatriates, but from host nationals as well. Furthermore, the literature demonstrates that additional research into the area of cross-cultural training is needed because there is an increasing need for international companies to venture into new countries and cultures. The next chapter will describe the design of the study and the steps followed in conducting this research with a view to the findings of the literature review.

CHAPTER SIX

THE CONCEPTUAL

FRAMEWORK,

METHODS,

PROCEDURES AND THE

CONDUCT OF THE

RESEARCH

THE CONCEPTUAL FRAMEWORK, METHODS, PROCEDURES AND THE CONDUCT OF THE RESEARCH

This chapter provides detailed explanation regarding how this research was conducted. It starts by briefly explaining the different philosophical stances in conducting research, the differences between main research methods then narrowing to the specific research methods that this research has utilized. This chapter explicates the research model, the data collection method, the conception of questionnaires and the analyses used. Where necessary, justifications were given on why a particular method or process was opted for instead of other alternatives. In summary, this chapter describes the series of decision-making choices that have taken place in order for this research to be carried out in the best possible manner. It involves some explanations on the type of research that was carried out, the nature of the data collected and how the data was analyzed.

At the beginning the three research questions are identified and the philosophical and theoretical perspectives underpinning the study are explained. A diagram of the research process is given which identifies the areas in which data were collected in order to answer the study questions. Operational definitions for the major variables are provided and the basis for the subsequent analytical work is outlined.

This chapter is divided into five sections, beginning with a discussion about the nature of the sample and sampling procedures. Section on instrumentation and procedures, and the issue of triangulation follow, with the final section drawing attention to the limitation of the research.

6.1 Purpose of the Research

The actual literature on cross-cultural management, the adjustment of expatriates to their living and working environment, and training and development strategies for expatriate was reviewed in the previous chapters. This determined that, despite a growing body of research on expatriates and the expatriation repatriation process, there has been relatively little research about specific national groups of expatriate in particular countries as in this case western expatriates in Algeria. Still less attention has been given to the views of host nationals (e. g. Algerian nationals) regarding their work with expatriates and their perceptions of the expatriate experience. Therefore, this study sets out to examine the areas of cross-cultural management, working and living adjustment and training and development, with respect to western expatriates working and living in Algeria. Qualitative and Quantitative research data from the Algerian's host national managers as well as the westerner expatriates have

been collected and analyzed in relation to the three major study questions presented in the following sub sections.

➤ **Cross-Cultural Management in Algeria**

Current thinking about expatriate related cross-cultural management is normative, and has much to say about what expatriates and firms must do. For instance, scholars agree that expatriates must reach a cognitive and emotional comfort levels with the values, attitudes and behavioral practices considered the norm in the host culture (Caligiuri, 2000; Tung 1987); and integrate the cultural assumptions of the host-country and adapt to the differences that exist in the physical, psychological, and communication environments (Wright *et al.*, 1996).

Despite the need to deal with a more or less common set of managerial issues, every manager has a wide range of possible strategies from which to choose, and the research literature suggests that national culture is important in determining which behaviors are chosen or emphasized. Even when individual personality differences are taken into account, managers with the same national background tend to exhibit general consistencies in their preferred approach to work. Likewise, even when the national culture is mediated by strong organizational culture, aspects of the "original" national culture will persist and continue to influence managerial practices.

Cross-cultural encounters occur in a variety of circumstances. They can take place between individuals of different cultural background sharing the same national context as, for example, the case of an Afro-Caribbean descended person working within the predominantly Anglo Saxon Mainstream in the United Kingdom. They can also take place when managers from one country travel to another country on a business trip, or when managers live overseas as expatriates working daily with the nationals of their host country. It is the last set of circumstances this study examines, with a focus on Western expatriate working extensively with the Algerian host nationals in Algeria. The specific research question is:

What is the nature of cross-cultural management in Algeria involving westerner expatriates and Algerian host national managers?

➤ **The Adjustment of Expatriates in Algeria**

This section is discussed in relation with the second question

What are the important features of adjustment for western expatriates living and working in Algeria?

The literature identifies expatriates as an important sub-grouping of managers generally. Besides the need to complete successfully their managerial tasks when working overseas, expatriates together with their families, must adjust to living in a foreign environment. A satisfactory adjustment is an

important prerequisite for the success of expatriate assignments. An inability on the part of the expatriate or his/her family to adjust to living overseas often results in the failure of the expatriate assignment, even though there is, of course, no guarantee that an expatriate who is well adjusted will perform successfully. The inability to learn new behaviors and respond appropriately during interpersonal interactions, scholar caution raise the likelihood that expatriates will reject the host culture, develop a divisive, "us versus them" mindset, and return early. Sanchez *et al*, 2000).

Every overseas country will have particular characteristics, which either facilitate or complicate the adjustment of expatriate. In some places there are fundamental problems related to infrastructure, such as an unreliable electricity supply, whereas in others the difficulties may center on a lack of familiar recreation facilities for the expatriate's family. However, common to all expatriates is the potential for psychological discomfort due to missing friends, family, and familiar activities from the home country whilst, being confronted with an unfamiliar language, food, custom and social norms. In the worst cases this can lead to "culture shock" and dysfunctional behaviors.

Expatriates in Algeria experience both the advantages and disadvantages of an emerging country; Algeria is characterized by a high degree of risk related to unstable financial, political and economic conditions. Relationships with local partners are of prime importance to reduce risks and to overcome information asymmetry and uncertainty. But international relationships are deeply influenced by cross-cultural differences, because culture can be a barrier to knowledge transfer and to trust building

There is excellent infrastructure with respect to communications and transportation western consumer goods are readily available. On the other hand, recreational activities on offer are very limited and there can be problems with the children's schooling and/or the employment of spouses. Algeria is an Arabic speaking country and despite being a unique blend of East and West and with a western orientation in comparison to many other countries in the region, the society functions in accordance with strongly established local cultural norms. For western managers a greater or lesser degree of adjustment is required.

➤ **Training and Development for Western Expatriates in Algeria**

This piece of research address the third and final question: -

What type of training and development will assist western expatriate to adjust and to work successfully in Algeria?

The literature has consistently pointed out that the methods used to recruit and train expatriates often do not necessarily guarantee successful overseas assignments. At the same time, changes in the worldwide economy such as the rise of the multinational corporation, the re-structuring of trading relationships and major shifts in economic activity across national boundaries is a dominant theme in

both the academic and popular writing about management. There is, as well, evidence which suggests relationship exists between training and development and enhanced managerial performance.

It can be anticipated that the particular knowledge and skills which expatriate managers need to operate successfully in one overseas work environment will not necessarily be the same as those which would ensure satisfactory managerial outcomes in a different country. Alternatively, it may be that expatriates can develop their analytical and intuitive resources in such a way as to permit a ready transfer between national cultures. Perhaps a combination of generalized skills and country specific knowledge is the key to optimum performance. There is only limited information about the specific training and development needs of expatriate managers in different overseas locations and what strategies have the most potential for addressing these needs. Thus, the westerner expatriate managers in Algeria have particular training and development needs which derive from working in a society where the local culture is predominant and when met will assist them to transfer and to adapt more effectively their own managerial practices to Algerian's work environment.

6.2 Theoretical Framework

According to Saunders et al. (2009), there are two research approaches; a deductive approach and the inductive approach. A deductive approach is when a researcher identifies a theory, develops hypothesis and designs a research strategy to test the hypothesis. An inductive approach on the other hand, starts with data collections and theories are developed or implied from the data analysis (Saunders et al. 2009). Based on the research objectives, the research design is more suited to an inductive approach where there is a need to find a model that help expatriates to adjust and perform successfully. This research project adheres primarily to 'the inductive approach' from whose key idea is that instead of the world being objective and exterior, "human action arises from the sense that people make of different situations rather than as a direct response from external stimuli" (Easterby-Smith et al 1991, p. 24). In other words, "reality" is socially constructed and given meaning by people. Human action has an internal logic of its own which it is necessary to understand in order to make it intelligible (Laing 1967 cited in Gill & Johnson 1991) unlike the subject matter of the natural sciences, which has no comprehension of its own behavior, and requires the imposition of an external logic to explain it. With an inductive stance, theory is the outcome of research. In other words, the process of induction involves drawing generalizable inferences out of observation. To put it crudely, induction entails a process in which:

Observation/findings —————> Theory.

The theoretical framework for this study is informed by the grounded theory framework of Glaser and Strauss (1967) who proposed, as an alternative to the testing of formal theories, the development of

new theory 'grounded' in empirical research data. Grounded theory is one of the most popular designs for qualitative research studies (Birks & Mills, 2011; Liamputtong, 2009). Methods provide a systematic inductive process for collecting and analysing data to build middle-range theories, "grounded" in participant's experiences' often with the aim of assisting professional practice or guiding future research (Liamputtong, 2009; Mills, Bonner & Francis, 2006).

Regardless of paradigmatic differences, grounded theorists base their practice on interconnected features, including theoretical sensitivity, theoretical sampling, constant comparison of data to data, and developing theoretical constructs (Liamputtong, 2009). Researchers come to any study with a number of assumptions but in an inductive research design such as grounded theory, the researcher has no preconceived hypothesis to prove or disprove. Rather, issues of importance to the substantive area of enquiry are identified through theoretical sensitivity. Theoretical sensitivity occurs when the researcher is insightful, open to theoretical leads, and engaged in a systematic process of concurrent data generation and analysis (Ezzy, 2002; Mills et al., 2006).

The particular approach of this study is the constant comparative method, which involves making comparisons during each stage of the analysis (Charmaz, 2006). which examines adjustment and management issues for the westerner expatriates in Algeria across two groups of respondents and a number of different 'cases', each one of which is subject to the common variable of existing within the context of Algerian's Arabic culture.

6.2.1 The Level of Analysis

The level of analysis refers to "... the level of social reality to which theoretical explanations refer" (Neuman 1994, p. 103). For social research there is generally considered to be a continuum with micro-level analysis at one end, for example, individual process and macro-level analysis at the end, for example, structural aspects of society (Neuman, 1994). The foremost concern of this study is with the relationships individuals have with their environment and how they interact with one another. The study questions address issues at the micro-level within a specific cultural context. Any implications which this research may have for relations generally between expatriates and host nationals in other countries should also be seen in relation to individual processes rather than system-level variables.

6.2.2 The Units of Analysis

The unit of analysis is the expatriate and the accompanying family members who have been assigned to Algeria in fulfillment of a foreign assignment. Two groups of respondents were selected on the basis of their nationality, employment status and geographic location. One group contains Western expatriates employed in managerial positions in Algeria. The other group is composed of local

Algerian s' managers working in Algeria where interaction with western expatriates is a regular on-the-job occurrence. Thus, all of the individual managers interviewed in this study have had the common experience of living in the Algeria and working in a western and Algerian cross cultural employment situation.

In order to capture a more holistic picture of the adjustment process and the training required and received by the expatriates and their family members, this research includes responses from the expatriate's spouse in order to have a more comprehensive understanding from the lens of those that normally surrounds the expatriates. The respondents in the two groups were chosen with a view to achieving a high degree of cultural homogeneity within each group. The expatriate group consists of individuals whose primary socialization and current nationality derive from the United Kingdom, the United States, Canada, France, Portugal, Italy and Spain. As discussed earlier these countries constitute a cluster within which there is a high degree of similarity in social values. Everyone in the host national group is of Algerian ethnic origin. In this study data were collected from 55 Westerners and these were supplemented with information from 31 Algerian managers.

6.2.3 The Nature of the Research

This research is designed to develop an in depth understanding about Western expatriate managers, who live and work within the Algerian's cultural context. The primary methodological problem has been how "... to generate data which gives an authentic insight into people's experiences" (Silverman 1993, p. 91). The challenge has been to 'tap into' the experiences of western expatriate and host national managers in Algeria to further our understanding about issues such as the adjustment of expatriate managers, how they can work effectively in specific cross-cultural situations and their training and development needs.

As the research methodology adopted for this study derives from the inductive approach, it draws primarily upon qualitative research methods. The tradition of qualitative research that will be used in this thesis is Naturalism which seeks to understand social reality in its own terms; 'as it really is'; provides rich descriptions of people and interaction in natural settings. Gubrium and Holstein (1997).

The researcher starts the inductive process with systematic observations of the empirical world and then constructs explanations and develops theories consistent with the observations. The goal is to build interpretations, rather than to test hypotheses. It has been suggested that, in the social sciences, such an approach to the construction of theories is more likely to fit the data and to have a better chance of generating useful and creditable ideas than the deductive approach (Gill & Johnson 1991). This is because the latter imposes an external frame of reference upon the behavior of phoneme and

emphasizes measurement, objectivity, causality, generalization and replication rather than social meaning (Bryman 1989; Bell 2003).

Quantitative methods tend to be somewhat inflexible and artificial. They can lead to important subjective and inter subjective data being relatively ignored (Thomas & Tymon 1982), and are "... not very effective in understanding process or the significance that people attach to actions " (Easterby-Smith et al 1991, p. 32). This severely limits the researcher's ability to understand the nuances of human interaction in the social world. In addition, positivism is not so helpful in generating new theoretical ideas, as the focus is on testing theoretical constructs already developed. These considerations were taken into account when a phenomenological oriented approach was chosen for this piece of research.

A model of the research process, outlined schematically later in this chapter, shows that key variables and theoretical constructs from the literature and the researcher's own experiences were used to develop the research questions and to provide a structural logic to the overall data collection and analysis. These formed the organizing principles for the initial data analysis, though as ideas were developed from the empirical data the original groupings underwent significant modification. Within this explicit framework, most of the data were however derived from the subjective ideas and opinions of western and Algerian's host national managers, as they reflected upon their own experiences and the knowledge gained from their work in Algeria. Thus, although this study is essentially inductive in orientation, quantitative data sources were incorporated into the research design to strengthen the study's internal validity.

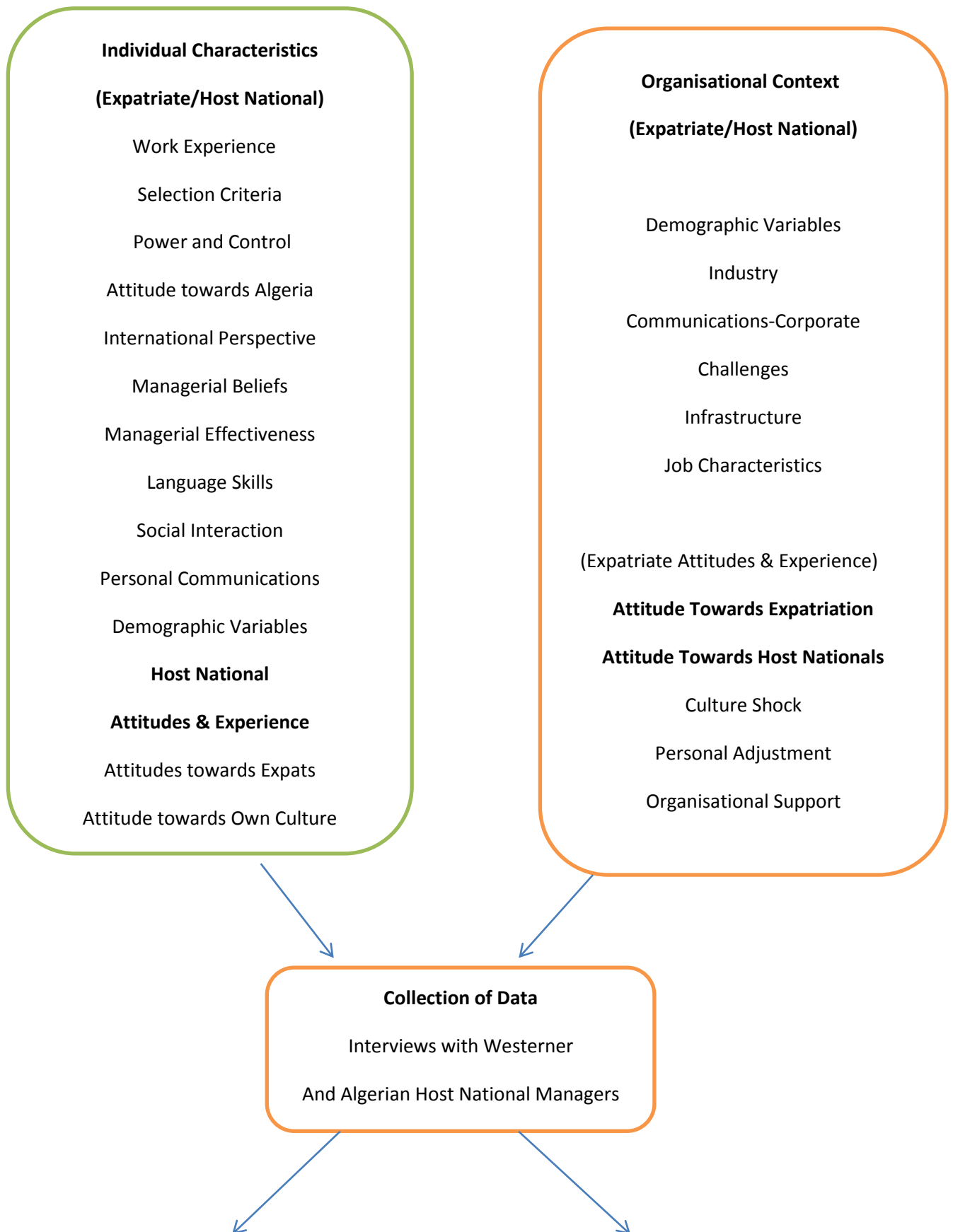
The overall design of this study reflects the researcher's belief that it is useful to adopt a mixed approach, not confined exclusively to either inductive or positivism, when conducting field research. This is in line with the idea that: "Increasingly, authors and researchers who work in organizations and with managers argue that one should attempt to mix methods to some extent, because this provides more perspectives on the phenomena being investigated" (Easterby-Smith et al. 1991, p. 31). The advantage of this, as noted by Johnson and Onwuegbuzie (2004), is the potential to produce "superior research" (p. 14). Therefore, previously ritualized philosophizing is left to "the province of philosophers" (Morgan, 2007, p. 68) and the approaches and assumptions of the present research are aimed at achieving the best and most workable results (Johnson & Onwuegbuzie, 2004) for organizations who use expatriate assignments and help reduce the gap between research and practice. The quantitative data is mostly used in Chapter 7 to calculate measures of central tendency and conduct no parametric statistical tests.

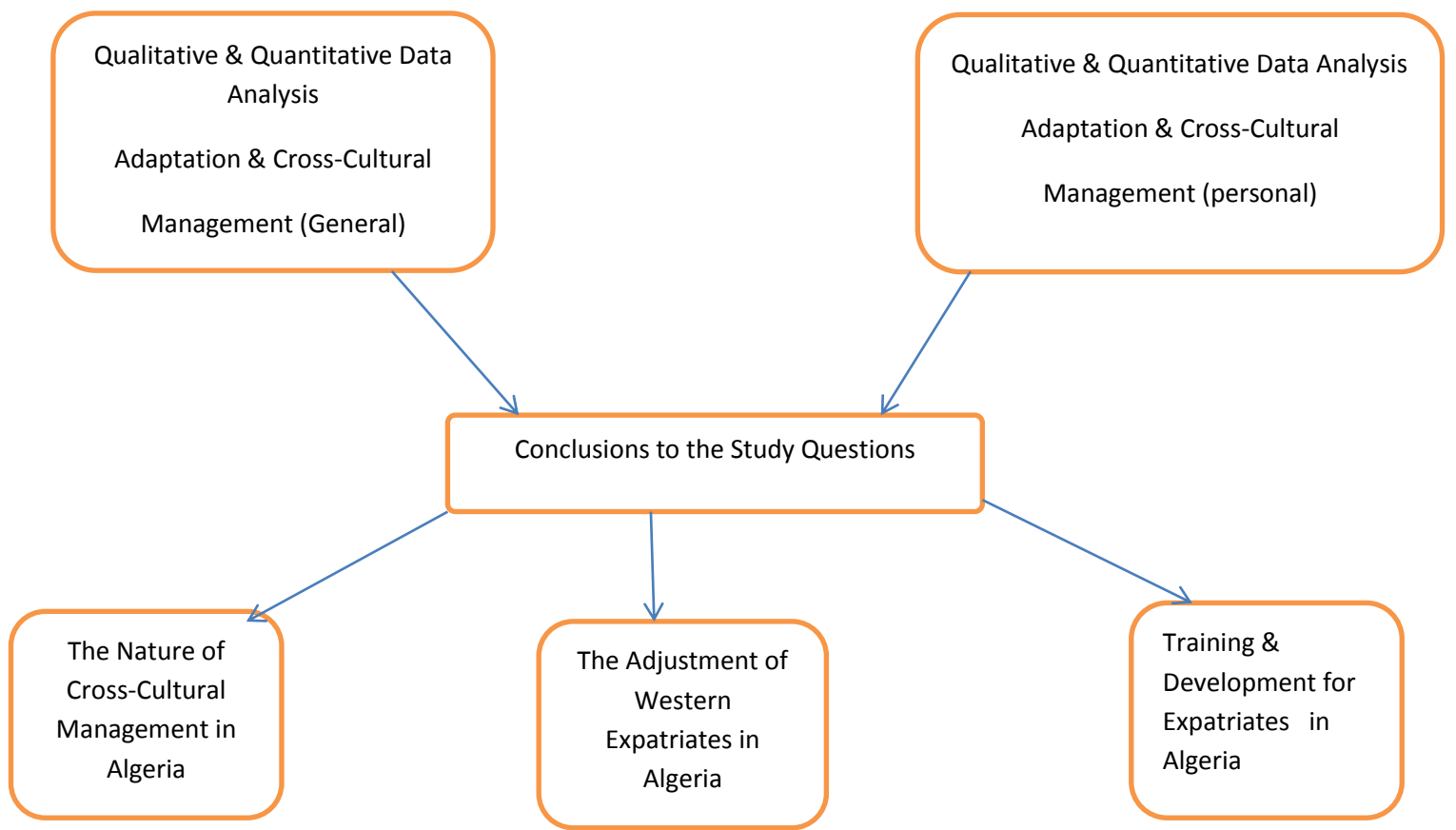
6.3 The Research Process

This research is a field work study. A model showing the nature of the research process is presented diagrammatically on the following page. The model's upper portion outlines the variable and the issues specifically addressed in the interviews in order to capture raw data, both quantitatively and qualitatively, for further analysis. In the central section a distinction is made between the analysis of data generated primarily from personal experience and the more cognitive data about general cross-cultural management. The data analysis from both perspectives feeds into the conclusions concerning the three research questions. When considering the model, it is important to keep in mind that the arrows do not represent relationships between variables. Rather they identify the flow of ideas, derived in the first instance from the literature and the researcher's experience, into the design of the research interviews, then from the interviews into the areas for data analysis, and finally from the analysis through to the study's conclusion.

Figure 6.1 A Model of the Research Process to Study Aspects of Adjustment and Cross-Cultural Management for Western Expatriate in Algeria

Concepts/Variables from Literature & Researcher's Personal Experience





6.3.1 Operational Definitions (Indicators)

In order to provide a measure of a concept, it is necessary to have an indicator or indicators that will stand for the concept. An operational definition defines a concept by studying how it will be observed" (Denzin 1989, p. 14). The process of operationalization is based on the development of specific research procedures resulting in empirical observations or measures which, in turn, represent abstract concepts in the real world (Babbie 1992; Bryman 1989). In other words, these are variables or attributes on which people, organization, etc will exhibit variability (Bryman 1989).

Operational definitions for the major concepts relevant to this piece of research are outlined as follows: -

Culture - The shared mental programming of a group of people. Within the same culture individuals share psychological phenomena such as values, attitudes and beliefs, and their normal behavior will fall inside the same parameters. These will always differ, to some extent, from other groups of people who also have a shared mental programming. Western culture is defined solely in relation to an individual's country of origin, which would be a country where English is an official language and spoken extensively. For inclusion in the Algerian culture individuals would have grown up in Algeria or any of the other cities and speak Arabic as their mother tongue.

Manager: - A person who is employed in a post defined as managerial by the employer. **Management:** -The work-related behaviors of anyone who is defined by their employer as a manager.

Skills: -The developed capacities of managers to perform tasks required in carrying out any part of their job.

Knowledge: - The facts, information and tacit understandings which managers can identify as influences on their work-related behaviors.

Education and Training: - Any formal training activities or learning opportunities, either inside or outside their employing organization, to assist managers with either their adjustment in an overseas posting on their capacity to do their work more efficiently.

Managerial Characteristics-: The attributes posed by managers which can be categorized either quantitatively or qualitatively.

Western Expatriates: - Expatriates from the United Kingdom, the United States, Canada, France, Italy and Spain, which previous research has identified as having attributes which distinguish them from other national 'clusters'.

Host National Managers: - Algerian managers which previous research has identified as having attributes which distinguish them from other national 'clusters' and also characterizing a culture shared generally with the rest of the North African region and other parts of the Arab world.

6.4 The Sampling Design and Sampling Procedures

One of the most fundamental phases in research design is deciding on the number of participants to include. Sample selection refers to whether the group that is being studied is representative of the population of individuals or situations that is being studied (Cramer, 1998). To be able to draw generalizations, this study will attend to the largest number of Expatriates managers in a wide variety of sectors.

6.4.1 The Nature of Sampling

Sampling is the process of choosing the research units of the target population which are to be included in the study (Sarantakos 1993, p. 125). Quantitative research, which is based on the positivist paradigm, requires that the properties of the external world be measured through objective methods rather than inferred subjectively (Easterby-Smith et al. 1991), an important principle of this type of research concerns the representativeness of the sample. To enhance the degree of confidence in generalizing a study's conclusion to the population, it is necessary for a sample to be chosen in a way which accurately reflects the characteristics or properties of the population it represents (Sarantakos 1993) and to be sufficient size (Easterby-Smith et al. 1991). Normally, the sampling will be based on probability theory and include the random selection of cases from the population.

In comparison, qualitative research uses non probability sampling. No claim is made about the representativeness of the sample, rather the stress is on "theoretical sampling", that is, the study is geared to including essential and typical units, or these which are seen to be theoretically important (Sarantakos 1993). Such sample "... tends to be 'purposive' rather than random" (Kuzel 1992; Morse 1989 cited in Miles & Huberman 1994, p. 27). According to this:

.....generalization is based on the typical case studied, which is thought to be representative of a species; what qualitative research claims is that such findings can be interpreted beyond the cases studied and are examples of an "exemplar generalization", or "analytic generalization" (Mueller 1979, p. 13; Wahl et al, 1982, p. 206; cited in Sarantakos 1993, p. 27

This means that generalization from qualitative studies tend to be "analytic" rather than from "sample to population".

A recent study concerned with the research methods used for empirical studies in the Middle East by Janine (2006) highlighted the difficulties associated with conducting field studies in that region. According to Janine (2006), difficulties in the Middle East were mainly related to lack of reliable data and statistics, which paralyzed the ability to define sample sizes. This study also emphasized the challenges related to locating interviewees and data in the absence of reliable directories, accurate addresses, restrictive opening hours, and the cancellation of appointments. In addition to that two major methodological problems arise which is the population of western expatriate managers could only be roughly determined from official statistics, whilst the population of the Algerian's managers could not even be estimated to this extent. Several research method books including Berg (2004) and Bernard (2000) highlight the extreme paucity of data and statistics in the Middle East and highlight the need for snowballing as a data collection technique given the difficulty in determining the population size of the targeted subjects.

Since data collection techniques vary across countries and rely greatly on adjusting to the local context (Geringer et al., 2002), the absence of data about the size of the population number of expatriates managers and the host national managers in Algeria necessitated the usage of a flexible sampling strategy. A first attempt to secure appropriate sample used a strategy recommended by Wright et al (1988) and began by identifying from the most up to date edition of The British Directory published by the British Chamber of Commerce and the British Trade Commission, the addresses and the Chief executives of the Chamber's corporate members in Algeria. In July 2010, 100 letters addressed to the chief executive, outlining the nature of the research and inviting companies to participate, were posted. Ten positive pro-forma reply slips were received. There was about an equal number of apologies, with respondents stressing work pressures as a reason for not participating. The rest of the companies did not reply.

Hence, snowballing strategy was used as suggested by several previous studies (Bernard, 2000; Berg, 2004; Geringer et al.2002; Milliman and Von Glinow, 1998; Teagarden et al., 1995). The usage of this technique was also advised by other researchers who informed the researcher on the difficulties in obtaining a pure random sample. According to Geringer et al. 2002, random sampling is almost impossible in research contexts where personal connections and relationships are necessary to collect data. Therefore, a non-probability sampling was used and the researcher was highly dependent on the word-of-mouth of referrals and with regards to access, the research mainly depended on the networks of the researcher, her parents and family members. Similar strategies depending on the network of the researcher's contacts have been widely used in cross-cultural studies (Geringer et al.2002). Moreover, the researcher wide knowledge regarding the local norms in Algeria was considered as suggested by Geringer et al. (2002) as a valuable attribute to the process of data collection design and execution process. Without resorting to the network and contacts, researching the expatriate managers might have not been possible as described by Geringer et al. (2002). In specific, the researcher started

contacting personal acquaintances and then onwards the research mainly depended on the snowballing strategy, which was opted since over 90% of the research conducted uses a snowballing strategy (Berg, 2004; Bernard, 2000).

For this research the snowball sampling began with a friend of one of the pilot study respondents. This man, who is employed by a major Algerian bank in a senior position, agreed to be interviewed. At the end of the interview he was requested to provide additional interview contacts. Subsequently two more interviews were arranged with local managers employed by the same bank. From there the complete sample was generated through a network based on personal contacts.

In most cases potential study participants would be contacted first by the person who had already participated in the study. Once the willingness of the potential respondent to be interviewed had been confirmed the researcher made initial contact either through a letter with a follow-up telephone call, or by a telephone call from the first instance. This provided an opportunity to clarify the academic nature of the study, to ensure that the potential respondent met the sample criteria, and to confirm the confidentiality of the data obtained from individual respondents. A suitable time and venue for the interviews would also be agreed. One or two days prior to the planned interview, a telephone call would be made to confirm the appointment. Some interviews had to be re-scheduled, though there were only a couple of times when prior arrangements failed to materialize. For example, one respondent agreed to complete an interview on a working day between two major public holidays, forgetting his own plans to take leave. This respondent was interviewed later, and no potential respondent was ever lost because of such a situation.

Upon completion of their interview, each respondent was requested to provide a referral to another manager who could contribute to the research. The wish to obtain data from individuals with a variety of backgrounds, working experiences and organizational affiliations was stressed. In some cases referrals were made to colleagues in the same organization, though in most cases the referrals allowed the researcher to access people working in different organizations.

There is of course some potential for bias when a sample is derived through snowball sampling. Respondents may be inclined to recommend others who are similar to themselves. For this piece of research, a conscious attempt was made to ensure maximum variation in the cases included in the sample. In the end, the sample was varied across organizations, business sectors and there was a mix of occupational groupings, educational backgrounds, and years of work experience. The expatriate managers came from a cross section of Western countries. If any bias exists it has to come from the inclusion in the sample of relatively well educated respondents. However, the higher educational level facilitated conducting the interviews in English as it did not present a problem for the host nationals who are non-native English language speakers, and managers who have a university education are more likely to be sympathetic toward and willing to participate in managerial research.

In this study snowball sampling was very successful in contacting and locating suitable respondents and gaining their cooperation. Although personal recommendations and contact are by no means new to Algeria, they do seem to be particularly important within Algerian's business culture. The researcher was left with a strong impression that many of the respondents agreed to participate in this research primarily because it had been recommended to them personally by a close friend or colleague, and that it would have been impossible to gain their cooperation through more formal sampling methods.

6.5 Instrumentation.

6.5.1 The Use of Interviews.

Interviews, questionnaires and structured interviews are self-report measurements which form one broad class of strategies for researching culture. The second being behavioral observations (Triandis 1980). An interview is purposeful discussion between two or more people (Khan and Cannell 1957). The use of interview can help researchers to gather valid and reliable data that are relevant to our research questions and objectives. Interviews may be highly formalized and structured, using standardized questions for each research respondent, or they may be informal and unstructured conversations. In between there are intermediate positions. One typology that is commonly used is thus related to the level of formality and structure, whereby interviews may be categorized as one of:

- **Structured interviews:** use questionnaires based on a predetermined and standardized or identical set of questions and they refer to them as interviewer-administered questionnaires. Structure interviews are used to collect quantifiable data they are also referred to as "Quantitative research interviews".

by comparison, semi-structured and in-depth (unstructured) interviews are 'non-standardised'. These are often referred to as "Qualitative research interview" (king 2004).

- In **Semi-structured interviews** the researcher will have a list of themes and questions to be covered, although these may vary from interview to interview. This means that you may omit some questions in particular interviews, given a specific organizational context that is encountered in relation to the research topic.
- **Unstructured interviews** are informal. You would use these to explore in depth a general area in which you are interested. There is no predetermined list of questions to work through in this situation, although you need to have a clear idea about the aspect or aspects that you want to explore. The interviewee is given the opportunity to talk freely about events, behavior and beliefs in relation to the topic area, so that this type of interaction is sometimes called

'non-directive'. It has been labeled as an informant interview since it is the interviewee's perceptions that guide the conduct of the interview.

This study relied upon an interview schedule which contained both open and closed-ended questions, as explained in the following sections. There are two major potential sources of error in relying on a questionnaire/interview approach to collecting data (Denzin 1989). The first concerns the interviewer, who is recognized as a fundamental source of bias. In this study, the data collection was in the hands of one researcher alone and if any bias existed it was at least consistent across all of the different data gathering stages. The second difficulty has to do with 'instrument decay'- that is, the fatigue which can result from participating in a lengthy interview. It was anticipated that by asking respondents to complete some sections of the interview schedule prior to their interview and in the process alerting them as to which questions would form the basis of the face to face interview, the interview could be shortened. In practice, the study participants favored responding to the questions during the interviews. Despite being lengthy, on average two hours "instrumental decay" did not prove to be a problem in conducting the interviews. This may very well have been because the cross-cultural management issues discussed in this study was directly relevant to the respondents' past and present experiences and therefore their own interest in the topic overcome any tendency towards boredom.

6.5.1.1 Interview Schedules.

A separate interview schedule was developed for the expatriate and host national samples. The interview schedule for expatriate respondents is reproduced in Appendix A, and the one for the host national respondents is reproduced in Appendix B. To ensure consistency between individual respondents and to enhance reliability the interview schedules were used as a guide for the conduct of each interview (Silverman 1993). Questions were introduced in the same order, by the interviewer, in each interview. The interview schedules contain questions, which can be classified in two categories (Turner & Martin 1984). There are questions designed to draw 'open ended' responses, and questions with Likert-type scales that require answers in relation to fixed choice categories. Thus, both qualitative and quantitative data were collected from all study participants.

6.5.1.2 Qualitative pilot studies

The two interview schedules were developed in line with the key features of the research model and reflect ideas synthesized from an extensive review of the literature on culture, the adjustment, training and development of expatriates. To determine the appropriateness of the format and ensure that questions would be understood clearly by study participants, a series of pilot studies was completed. Pilot studies are often used to check if there are any problems with research instruments such as the

clarity of the questions and the adequacy of the response categories to questions in the structural sections. To facilitate the process of creating the interview guide, a qualitative pilot study was executed as an exploratory query. The researcher conducted unstructured open-ended interviews with four British expatriates and four Algerian host nationals from different industries. These interviews were very useful to generate a basic understanding of the experiences of Western expatriate managers in Algeria and to elicit the research constructs that were context-specific. Only then was the author able to create an interview guide. All of the respondents were known personally to the researcher. The expatriates included two senior executives, one retired senior manager and one employed in training and development. The host national respondents were made up of two working in the computer software industry, one heading a social agency and a lawyer all of whom had had the experience of working with expatriates. All interviews were tape recorded and transcribed to allow a detailed review of their contents. When compared to field notes, such procedures "... offer a highly reliable record..." (Silverman 1993, P. 10.11).

The pilot study was used to determine if the interviewees could accurately understand each question, if the mix of open and closed ended questions would produce useful data, and to pinpoint any problems in conducting the interviews. Each pilot interview participant was requested to comment frankly on any problems they found with the nature of the questions, the format of the interview schedule or with the conduct of the interview. Respondents were forthcoming with their views, which, together with the insights gained by the researcher, led to the modification of both the expatriate and the host national interview schedules. Although this involved only a little change in the general format of the schedules, many changes were made to the wording of questions to make them less 'academic'. As well, some questions were added and others deleted.

6.5.1.3 Conducting all interviews in English

Administering the questionnaire interview in its original English version would have severely limited the sample population to include only those who are fluent in English. Since the Arabic and the French languages are the official languages of the Algerian republic, a large fraction of the Algerian people are fluent in these languages. Hence, excluding this fraction would have radically altered the results and jeopardized the generalization of the findings. Therefore, to avoid sampling errors and to have a sample population representative of the whole population, the questionnaire was administered only to respondents who are fluent in English.

Interviews in the main study lasted anywhere from one and a quarter hours to over three hours in length. The interviews with expatriate managers tended to be longer because more questions were asked with them and they were mother tongue speaker of English or professional speaking of English and therefore answered at greater length than the host nationals. In every case the respondent was

asked whether they would like to complete the closed ended questions independently before the second meeting. All respondents declined, explaining they would prefer to record their responses during the interview.

According to Korten (1974, p. 34) when research is based on cross-cultural comparisons it is normally "... desirable to have each cultural group speaking their own language". In this study the interviews were conducted mostly in English, even though this was not the mother tongue of the host nationals. However, this strategy does have an advantage. When both groups communicate in a Western language it may be assumed a bias in favor of the Western language culture, therefore differences coming through despite the language filter, could seem to be related to the culture (Korten 1974).

6.5.1.4 Role of the Researcher

The data collection took place at the work where the actual behaviors under study occurred. It relied upon the willingness and ability of respondents to recall and articulate their experience and to offer opinions. Therefore, the researcher had to assume responsibility for ensuring that all of the relevant objective information was supplied and that the interview felt, in adequate depth, the nature of the expatriate experience and the managerial work being studied.

Wright et al (1988) have pointed out that researchers are all products of a culture and they approach their own research with their own - culturally - derived set of values, beliefs and assumptions and consequently the researcher must be alert to the potential for cultural bias in the collection and interpretation of data. On the other hand, Hofstede (1987, p. 10) in commenting on the ability of foreigners to modify management theory to fit better host cultures stated: "... maybe the outsider is sometimes in a better position to make culture relevant observations than the insider who is fully embedded in a culture and has difficulty abstracting from it". The researcher in this case has had the benefit of being an Algerian national who had the benefit of living and being educated in England. The researcher's previous experience had a number of advantages. It helped to create a positive atmosphere and to establish the researcher's credibility as someone who knew about and was interested in expatriates. In addition, being an Algerian proved useful for conducting the interviews as there are subtle differences in the structure and pace of English among host nationals compared those whose English is their mother tongue. This meant that there was no need to interrupt the interview's flow to gain clarification and helped to build rapport with the host national respondent.

6.6 Triangulation

Due to time resource constraints, but primarily because of the difficulty of gaining access to expatriate managers at work, the managerial behaviors of interest in this study could not be observed directly. Rather, respondents answered questions about their perceptions and interpretations of past events. Such self-reports can be biased because respondents are unable or unwilling to remember, or to describe accurately, what they have experienced (Kidder 1981). Consequently, extra effort had to be made to confirm that the study data were indeed an accurate reflection of the "real world" of Western expatriate managers in Algeria. This was accomplished through the use of aspects of methodological triangulation. Triangulation is the use of two or more independent sources of data or data collection methods within one study in order to help ensure that the data are telling you what you think they are telling you. Triangulation involves combining methodologies or using multiple methods, to study and analyse the same phenomenon (Denzin 1989), and it permits the units under study to be captured in more complete, holistic and contextual way. According to Easterby-Smith et al (1991, p. 31) those who conduct research in organizations and with managers "... argue that one should attempt to mix methods to some extent, because it provides more perspectives on the phenomenon being investigated". Indeed, methodological triangulation supports the idea that qualitative and quantitative methods can be seen as complementary within the same research design (Webb et al 1966 cited in Jick 1979, p. 602).

6.6.1 TYPES OF TRIANGULATION

Denzin (1970) extended the idea of triangulation beyond its conventional association with research methods and designs. He distinguished four forms of triangulation:

1. *Data triangulation*, which entails gathering data through several sampling strategies, so that slices of data at different times and social situations, as well as on a variety of people, are gathered.
2. *Investigator triangulation*, which refers to the use of more than one researcher in the field to gather and interpret data.
3. *Theoretical triangulation*, which refers to the use of more than one theoretical position in interpreting data.
4. *Methodological triangulation*, which refers to the use of more than one method for gathering data.

The fourth of these, as the preceding discussion implies, is the most common of the meanings of the term. Denzin drew a distinction between *within-method* and *between-method* triangulation.

6.6.1.1 "Between-Method" Triangulation

"Between-Method" triangulation is the combining of two or more research strategies to illustrate the same class of phenomena (Denzin 1989). In the present study both Western expatriate and Algerian host national managers were interviewed using a questionnaire which combined closed and open ended questions. This permitted both quantitative and qualitative data to be collected during the course of each semi-structured interview. Responses to the closed-ended questions were then used as the basis for quantitative data analysis, whilst the open-ended questions generated information suitable for a qualitative analysis.

Denzin (1989) suggest that the usual practice is to stress one dominant method in a piece of research with any other methods used to provide supplementary information. For this research the emphasis has been primarily on qualitative analysis, with the quantitative data being used to provide additional insights about specific issues. For example, to develop numeric comparisons about the beliefs of expatriate and host national managers concerning ideas which previous research has indicated are common features of the expatriate experience.

6.6.1.2 "Within-Method" Triangulation

"Within-Method" triangulation involves the selection of one method and the employment of multiple strategies within that method to examine data (Denzin 1989). In qualitative research this can involve the use of "multiple comparison groups" which provide a check on internal consistency or reliability (Jick 1979), and is essentially triangulation "by data sources" (Denzin 1979, p. 237). In this study interviews were conducted with both expatriate and host national managers. As there is no evidence that the perceptions of host country nationals have been considered in any previous research on expatriate managers (Brewster 1991), their inclusion can be regarded as an important methodological initiative consistent with the principles of triangulation in social sciences research.

Major aspect of this research is concerned with understanding managerial processes and experiences, and their significance to individual respondents. The interview methodology permitted the research to discover more about the actual work of expatriates and to probe issues in more depth than would have been possible using a survey approach. It was especially important for tapping the subjective dimensions of the expatriate's work, as during the interview particular attention was given to understanding managerial process and experiences, and their significance to individual respondents. Data collected from the interviews with Algerian host nationals included their perception of the adjustment and experiences of expatriate managers and their assessment of the training and development needs of expatriate managers. These insights were then put against those of the expatriate managers themselves to compare the two perspectives. This is a particularly important check on the interpretation of reality because individual and cultural differences exist in the way in which situations are defined (Spradley & Phillips 1972) or as explained by Glaser and Strauss (1967,

p. 67) "... different people in different positions may offer as the facts very different information about the same subject ...".

6.7 Procedures

6.7.1 Conduct of the Interviews

All interviews took place at the respondent's work place, either in their office or in an interview or conference room. Respondents were asked if they wished to have a copy of the interview schedule for their own reference during the interview. A majority chose this option, though there was a wide variation in the extent to which individual respondents read the questions on the schedule as the interviews progressed. The host national respondents tended most frequently to use opportunities to read, and presumably to double check the meaning of questions that were being presented to them orally. In particular, being able to refer to the interview schedule was helpful in securing answers to the closed ended questions. Respondents could easily look at the interview schedule in front of them to make sure they understood clearly how each fixed choice category was defined. This procedure also saved time because the researcher did not need to repeat constantly the response categories; only the question itself had to be said verbally. The minority of respondents who indicated they did not want to look at a copy of the questionnaire during the interviews were still given a sheet outlining the response categories for the closed ended questions. The strategy of combining oral and written forms of communication appears to be particularly useful with host national (non-native speakers of English). The host national managers who participated in this research had received extensive schooling in English and in most cases, brought to their jobs a number of years of managerial experience where they frequently communicated in English. There are regarded as functionally bilingual in Arabic, their mother tongue, and in English. Nevertheless, it was that some English-language terms and concepts, when presented orally, were not readily familiar to every host national manager. Consequently, the combining of verbal and written forms enhanced the level of question comprehension in this study.

6.8 Data Analysis

In this study, the analysis of the data collected during the interviews was an on-going process that was launched by the first interview and was the adjacent procedure throughout the qualitative data collection stage. It was not an isolated stage of the research but rather a continuous process that went in parallel with the data collection stage and stopped only at the end of the research (Cassell and Symon, 2005). Data analysis of the interviews was elemental in discovering the various aspects that impact the status of expatriate in management in Algeria, and therefore was a source of inspiration to modify the flow and the wording of the interview guide. Qualitative data analysis, in line with the strategies described Miles and Huberman (1994), was conducted in three stages. The first stage included (1) reducing or simplifying raw data and converting it into codes and the second stage

included (2) presenting the data in a structured congregation of information. The last stage (3) was about drawing conclusions and verifying the meaning of everything.

6.8.1 The Nature of Qualitative and Quantitative Data

Researchers usually distinguish between qualitative and quantitative studies, regardless of the specific methodologies that exist within each approach. Cassell and Symon (2005) suggest that qualitative research tries to innovate and add insights to the community. The argument for the qualitative methods is that these strategies are preferred when the research problem is exploratory and intuitive in nature, and the research is concerned with social process rather than social structure (Ghauri, 1994). Quantitative methodologies, on the other hand, tend to be more appropriate when connections between different constructs need to be made (Strauss and Corbin, 1990) and when a model already exists (Cassell and Symon. 2005). This piece of research is primarily qualitative in nature, but in keeping with the practice of many studies (Tesch 1990), both qualitative and quantitative data have been collected and are used in the analysis. These different data forms complement each other and provide mutual verification of ideas. Each approach has the potential to generate theory when they are brought to bear on the same subject.

6.8.2 Interview Data Analysis.

As was mentioned in section 6.2, this research is informed by grounded theory framework. According to Bryman 1988, grounded theory is a means of generating theory which is embedded in data. Concepts emerging from the data are combined with existing ones in an interactive process leading to higher levels of abstraction. It is an alternative to the testing of formal theories and it can be "... developed in any substantive area of human experience" (Spradley 1972, p. 12). In order to develop grounded theory Glaser and Strauss (1967) propose an inductive approach based on the constant comparative method. Out of the raw data, underlying uniformities and diversities are brought to the fore and then given meaning in terms of abstract concepts. The researcher found the process of data analysis i. e. comparing patterns/themes that are found in the data to the literature review was the most challenging stage of this research. At this point the researcher found Easterby-Smith, Thorpe and Lowe (1991) seven stages of qualitative data analysis useful, along with Marshall's (1995) twenty criteria for assessing qualitative research.

First Stage

As was discussed earlier in this chapter, this study relied upon interview schedules (appendix A& B) for data collection, after each interview the researcher re-read and listened to the data transcripts and noting the general attitude, the level of confidence and any other useful comments about the respondents. Keeping in mind Marshall's third criteria, which is "the research guard against value judgments in data collection and in analysis".

Second Stage

During this stage, the researcher grounded the ideas and thoughts with Marshall's 0', 5', and 6a' criteria in mind. According to Marshall, there should be lots of evidence from raw data to demonstrate the connection between the presented findings and the real world. As well as, the study should answer the research questions and generates further questions and the relationship between this study and the literature is precise. Therefore, the researcher was trying to make sense of all the data gathered by evaluating it alongside previous literature and research. At this stage, the researcher kept an open mind about all the data gathered and kept asking of there were any differences or any new ideas or questions arise. Consequently, the concepts started to emerge. For example, social interaction, handling conflict, culture shock and personal adjustment. These concepts which the respondents mentioned are now recurred themes (Fig. 6.1).

Third Stage

When these themes were established, Nvivo was used to develop categories and create a memo in order to record the researcher remarks, explanations, and reflections. However, the researcher found the software was not as user friendly as anticipated and on numerous occasions it was simpler just to go back to the study interviews script manually and use the index card method to categorize these dimensions. This might be due to the time limit the researcher had to be accustomed to such a complex software package. Therefore, not much of the Nvivo analysis appears in the thesis.

This research also made use of the SPSS (Statistical Package for the Social Sciences), which is a statistical analysis and data management system widely used in the social sciences, to analyze quantitative data. It allows for the generation of tabulated reports, charts and plots of distributions and trends, descriptive statistics, complex statistical analyses. An SPSS database was created for the numerical data collected from the respondents' questionnaires and SPSS procedures were used to describe, compare and test the data.

Fourth Stage

By now the study is tied up into the big picture. (Marshall,1990). At this stage the framework and the patterns from the themes becoming clearer the linking of all the dimensions to a more holistic theory began. In order to organize these for further analysis the data derived from each question were combined into nineteen 'dimensions' which represent a common theme or pattern. These are:

- | | | |
|---|---|--------------|
| 1. Respondents' Characteristics | 2. Work Experience | |
| 3. Job Characteristics | 4. Personal Managerial Effectiveness | |
| 5. Managerial Beliefs | 6. Managerial Behaviors | |
| 7. Managerial Skills | 8. Decision Making | |
| 9. Social Interaction | 10. Cultural Synergy | |
| 11. Handling Conflict | 12. Perspectives on Algerian Management | |
| 13. Perspectives on Expatriate Management | 14. Culture Shock | |
| 15. Personal Adjustment | 16. Expatriate Adjustment | |
| 17. Family Adjustment | 18. Selection Criteria | 19. Training |

The analysis is divided so that Chapter 7 covers dimensions 1 to 5, Chapter 8 discuss dimensions 6 to 13 and dimensions 14 to 17 are discussed in Chapter 9, while Chapter 10 dealt with the last two dimensions of 'Selection and training'.

The data from each one of the questions in the expatriate and host national interview schedules contributed to the development of a particular dimension. Appendix D illustrates a sample of how the questions from the interviews scheduled were organized into the dimensions discussed in Chapter 8. In turn, the dimensions were combined so as to address logically the three research questions, which are discussed in a separate chapter in this thesis. Chapter 8 focuses on cross cultural management in Algeria, Chapter 9 examines the adjustment of Western expatriate managers and in Chapter 10 recruitment and training are investigated.

Chapter 8, 9 and 10 are based on the full transcripts that were undertaken from the interview schedules of both the expatriates and host nationals. Appendix C is a sample of a full interview transcript with a host national respondent. Furthermore, as was mentioned earlier, the nature of this research is the recollection of the respondent's interpretations and precipitations of events which dominated the descriptive style of writing in the above mentioned chapters. As the data collection process generated extensive qualitative and quantitative data a process of data reduction was used.

The researcher used an active style of writing which means the usage of examples and quotes where possible. These are representative of and typical of the views of the respondents whether they are host nationals or expatriates. Since, as was mentioned earlier, that all host nationals were Algerian managers with similar background and expatriates are all from the Western cluster this style of writing for Chapters 8, 9 & 10 captured the perceptions and gave an insight into the nineteen dimensions from both expatriates and host nationals context. At this stage the first draft of the analysis chapters emerged.

Fifth Stage

Keeping Marshall's (1995) criteria's in mind and with re-evaluating the first draft and linking the data with previous literature and keep going back and forth between these two the final draft was produced.

6.9 Summary

This research was informed by grounded theory framework because the participants' of this study understanding and interpretation of their world is the most important issue addressed. The social process under investigation is embedded in peoples' experience and cannot be understood apart from them.

Three questions were posed in relation to a research model incorporating key variables from the relevant literature and the researcher's experience. The first question focuses on understanding the nature of cross-cultural management in Algeria involving westerners and local host national managers. The second question seeks to determine what are the important features of adjustment for Westerner expatriate managers living and working in Algeria, whilst the third question is concerned with what type of training and development will assist this particular group of expatriate to adjust successfully to Algerian's lifestyle and working environment.

A series of face to face interviews, using semi-structured questionnaires, was concluded with a snowball sample of Western expatriate managers and Algerian's managers working in Algeria. The sampling design and instrumentation were developed so as to obtain as varied a group of respondents as possible and to capture both qualitative and quantitative data. Every consideration was given to meeting the principle of sound research practice, whilst making every reasonable effort to carry out the research in a way consistent with Algerian's social norms.

Although primarily qualitative, this study also uses quantitative analysis to assist in the process of answering the study questions. The data have been further refined into "dimensions", which

incorporate the study questions and are used as the basis for examining each of the three research questions. The next chapter analyses the first five of the dimensions in detail.

PART TWO

THE EMPIRICAL

FINDINGS

CHAPTER SEVEN

THE RESPONDENTS'

CHARACTERISTICS

THE RESPONDENTS' CHARACTERISTICS

This chapter places the respondents, both expatriates and host nationals in context in terms of their key characteristics together with an explanation of how they have met the study criteria whilst guarding against any significant systematic bias.

7.1 Characteristics of the Sample

This section of the thesis examines the dimension of Respondents' Characteristics, which contains data on key demographic variables, to ensure that the respondents interviewed have met the study criteria and that neither one of the samples contains any significant systematic bias.

Employment in a Managerial Post

All respondents were asked a filter question (Sarantakos 1993) to confirm that their positions are formally designed as managerial, and all the respondents gave positive affirmation. However, major decisions are shared by all of the company's national and expatriate staff, and this expatriate's work experiences in Algeria have been sufficiently managerial in scope to include his interview in the analysis.

Host nationals were also asked a filter question about whether they work with expatriate managers within their organization. This was followed by a contingency question (Sarantakos, 1993) concerning the nationalities of their expatriate colleagues.

60% of the host nationals indicated they work with French, Italians and Portuguese expatriates, 43% with British and 37% with Americans. Their roles include those of subordinates, peer and superior; several interact at a board members level. Besides being engaged in direct supervisory relationships, host nationals meet with expatriates on committees and panels, and in teams and working groups. Their work can involve collaboration, consultation, seeking or giving information or advice, and analysis or service request.

Contacts with Western expatriates outside of their own organization are identified by 84% of the host nationals with a nationality breakdown of British (69%), Americans (54%) and 39% for the rest. Frequently this involves work with professionals such as consultants, auditors and bankers. Other contacts include clients, professionals in the same field, and communication with other companies. Information exchange, seeking advice, meeting legal requirements, negotiating deals and purchase transactions are all cited as reasons for this extra - outside - organizational interaction.

Nationality and Gender of Expatriate Respondents:

Expatriates were asked to identify the country of their birth. This information is tabulated in Table 7.1.

Table 7.1 Nationality of Expatriate Respondents

Country	Frequency <i>f</i>	Percent %
FRENCE	9	16,4
ITALY	8	14,5
USA	5	9,1
Portugal	13	23,6
UK	6	10,9
Germany	6	10,9
Switzerland	2	3,6
Sweden	1	1,8
Canada	5	9,1
Total	55	100,0

Table 7.2 : Respondents' Gender

GENDER OF EXPATRIATE	Frequency <i>f</i>	Percent %
Male	46	83,6
Female	9	16,4
Total	55	100,0

Overall, 55 western expatriates responses were received from both interviews and on-line survey. The findings will be presented with different sections for response from expatriates and Host National Managers in order to show the different sources of responses gathered. For the expatriates 'data, Table 7.2 highlight 83.6 % were male and 16.4 % were Female. Nearly 71 % of the expatriates were form one of the European countries with the highest percentage from Portugal 23.6 %. And the rest of the Expatriate in this sample are from UK (10.9 %) and USA and Canada 18.2%. (These data set out in Table 7.1)

These respondents are native speakers of English or have full professional proficiency of English and have spent their entire careers employed in different countries. All of these respondents have a background with sufficient Western characteristics for them to be included appropriately within the expatriate sample of this study.

Host Nationals' Birth place:

All host national respondents are Algerian, as indicated in Table 7.3, over 68% of them were born in Algiers and just 32% were born in other part of Algeria

Table 7.3 Birth places of Host National Respondents

Province of Birth	<i>f</i>	%
Algiers	21	67,7
Oran	8	25,8
Others provinces	2	6,5
Total	31	100,0

The genders of the host National were all male. This was done intentionally by the researcher, because it is beyond the scope of this research to discuss the Algerian female manageress' and the psychological and cultural issues in employing and working with female gender.

Respondents' Age, Marital Status and Highest Level of Education

The two groups of respondents exhibit both similarities and differences with respect to the variables of age, and highest level of education, in general though, the expatriate respondents exhibit greater diversity as a group than do the host nationals. Respondents' ages are shown in Table 7.4.

Table 7.4: Age Category: All Respondents

Age Category	Expatriates		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
Under 25	1	1,8	-	-
25-34	18	32,7	1	3,2
35-44	19	34,5	17	54,8
45-54	17	30,9	13	41,9
Total	55	100,0	31	100

The average age for both groups is '35 - 44' years of age. This accounts for 34.5% of the expatriates and 54.8% of the host nationals. Both groups are almost equally represented in the '45 - 54' age category where 30.9% of the expatriates and 41.9% of the host nationals can be found. Only a very small percentage of 3.2% of the host nationals are between '25 - 34' whereas of the expatriates (32.7%) are less than 35 years of age, with one expatriate aged under 25 years. Nevertheless, both groups of respondents are relatively young. This is quite consistent with Algerian's youthful age structure. The data on expatriates could also reflect a general tendency for younger managers to either seek or be recruited for, positions overseas.

As shown in Table 7.5 being married is the norm for both groups of respondents, though the expatriates exhibit more diversity in relation to marital status. Whilst 48.4 per cent of the host nationals are married and 38.7 per cent are single, only 40.0 per cent of the expatriates are married; another 10.9 per cent live with a partner. Just over 38 per cent of the expatriate respondents are single, 9.1 per cent are either separated or divorced and one person is widowed (1.8 per cent).

Table 7.5 Marital Status: All Respondents

Marital Status	Expatriates		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
Married	22	40,0	15	48,4
Single	21	38,2	12	38,7
Separated	5	9,1	3	9,7
Living with partner	6	10,9	-	-
Widowed	1	1,8	1	3,2
Total	55	100,0	31	100

From Table 7.6 it can be seen that the managers participating in this research are a well-educated group. Nearly 80 percent have at least a degree. Amongst the host nationals 22.6 percent have a degree, and nearly 52% have a Master's degree. Educational levels for expatriates are also high with 20% having degrees and 49% having a Master's and seven persons (12.7%) are educated to the doctoral level.

Table 7.6 Highest Level of Education: All Respondents

Highest Level of Education	Expatriates		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
Doctorate	7	12,7	2	6,5
Master's	27	49,1	16	51,6
Degree	11	20,0	7	22,6
Sub-Degree Qualification	3	5,5	3	9,7
Professional qualification	7	12,7	3	9,7
Total	55	100,0	31	100

The way in which the sample has been located has no doubt influenced the high levels of education. It is likely to reflect the trend towards hiring well-educated expatriates and the tendency for host nationals working with expatriates to be relatively well educated themselves.

To conclude this section, the data from the 'Respondents Characteristics' dimension, which have been presented confirm that the respondents meet the study criteria with respect to their work as managers and their background as Westerners or Algerian nationals and that the demographic variables do not suggest any systematic bias between the two study samples. Data on highest level of education indicates that there are no substantial differences between expatriates and host nationals. This will lead us to the following dimension of 'Work Experience'.

7.2 Work Experience

The dimension of 'Work Experience' is examined in this section. The amount of Algerian work experience, particularly for the expatriate sample, is a key consideration in determining the amount of confidence which can be given to the ideas they have put forward. According to these data both relative new-comers and longer term expatriates are represented in the sample; host nationals clearly have considerable Algerian work experience. It is reasonable to conclude that this study's respondents are in a position to "know what they are talking about".

7.2.1 Algeria Work Experience

Table 7.7 indicates that both groups of respondents have considerable work experience. All of the host nationals have spent all of their career in ALGERIA, but the expatriate manager's ranges from a minimum of a year to a maximum of 13 years, though approximately 40% of them have worked in Algeria between four and six years.

Table 7.7 Algeria Work Experience: ALL Respondents

Numbers of years of work experience	Expatriates		Host Nationals	
	f	%	f	%
Less than 4 Years	7	12,7	-	-
4-6 Years	22	40,0	8	25,8
6-8 Years	14	25,5	8	25,8
8-10 Years	7	12,7	5	16,1
10-12 Years	4	7,3	4	12,9
More than 12 Years	1	1,8	6	19,4
Total	55	100,0	31	100

In comparison there is not even one Algerian respondent with less than 4 years of work experience.

And approximately 50% of Algerian host nationals have between four and eight years of work experience.

7.3 Job Characteristics

In this section the questions contained in the dimension labeled 'Job Characteristics' are investigated. These concern job location, job attachment, the nationality of the immediate superior and an indication by the expatriate of the extent to which their job acceptance in Algeria was a personal choice.

7.3.1 Job Location: Geographic

Table 7.8 indicates that, among the expatriate sample there are 1 respondent who indicate they spend less than half of their time in Algiers and 90% of expatriates who indicate they spend all their time in Algiers. Approximately 40 percent of local group indicate they spend some time in Algeria.

Table 7.8 Work Location(s): All Respondents

Working Time	Expatriate Work location : ALGIERS		Host National work location:Algiers	
	f	%	f	%
ALL (100%)	26	47,3	6	19,4
Majority (75%)	26	47,3	10	32,3
One half (50%)	2	3,6	14	45,2
Miniority (Less than 50%)	1	1,8	1	3,2
None (0%)	-	-	-	-
Total	55	100,0		

7.3.2 Job Location: Organizational

Respondents were asked whether their jobs were attached to a particular department or division within organization. This question was applicable to 55(100 %) of the expatriates and 30 (96.8%) of the host nationals. These data, which are displayed in Table 7.7, indicate that this study's snowball sampling strategy successfully identified respondents who work in a wide variety of organizational units, thus reducing the possibility the study's findings are biased because a few functional areas have been over-represented.

Table 7.9 Department/Division of Job Attachment: All Respondents.

The participants were managers employed by MNCs from different industries including (a) financial services, insurance, and banking; (b) health care and hospitals; (c) education; (d) Petroleum and (e) manufacturing (Table 7.9).

Department	EXPATRIATES		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
Pharmaceutical	6	10,9	1	3,2
Flight Operations	6	10,9	1	3,2
Research & Development	6	10,9	1	3,2
Wholesale Trade	4	7,3	5	16,1
Mining & Quarrying	5	9,1	3	9,7
Food products, Beverages, & Tobacco	4	7,3	3	9,7
Chemicals & Chemicals Products	3	5,5	2	6,5
Petroleum	7	12,7	7	22,6
Transport	3	5,5	2	6,5
Finance	4	7,3	2	6,5
Health & Social service	2	3,6	1	3,2
Construction	3	5,5	1	3,2
Machinery & equipment			1	3,2
Total				
	55	100,0	30	96,8
Missing 99,00	-	-	1	3,2
Total	-	-	31	100,0

7.3.3 Working in Algeria: Personal Choice

Expatriates were asked to indicate the extent to which the acceptance of their present job in Algeria was a personal choice. These findings are given in Table 7.10. Obviously, the majority of the expatriate respondents are working in Algeria because this is what they have chosen. This suggests

that their ideas and opinions are not derived from their personal dissatisfaction with the experience of expatriation in Algeria, but rather these represent a balanced and well thought out perspective on the issues addressed in this study.

Table 7.10 Job Acceptance –A Personal Choice Expatriates.

Extent of personal choice		Expatriates	
		<i>f</i>	%
	To a very great extent	32	58,2
	To a great extent	15	27,3
	To a moderate extent	2	3,6
	To a little extent	2	3,6
	Total	51	92,7
Missing	99,00	4	7,3
Total		55	100,0

7.3.4 Job Characteristics: Conclusion

The data outlined in this section, once again, support the conclusion that the composition of the study samples is not systematically biased in relation to either particular areas within employing organizations or particular department or division. Also, it can be concluded that the responses of the expatriates are not generally biased due to personal dissatisfaction with their Algeria based job.

7.4 Management Effectiveness

This section contains data on the dimension 'Personal Managerial Effectiveness'. Both groups of respondents were asked to reflect upon their work in Algeria and to indicate how often they believed they were able to achieve their objectives. These self-assessments of effectiveness are presented in the table below.

Table 7.11 How Often do Work Related Actions Result in the Achievement of their Objectives? All Respondents.

Extent of Own Effectiveness

	EXPATRIATES		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
Very often (>80-100%)	16	29,1	9	29,0
Often (>60-80%)	27	49,1	16	51,6
About half (>40-60%)	4	7,3	5	16,1
Not often (>20-40%)	5	9,1	-	-
Total	52	94,5	30	96,8
Missing 999,00	3	5,5	1	3,2
Total	55	100,0	31	100

Generally, the self-assessments are quite positive. Expatriates have a mean of 1.96, compared to a mean 1.87 for the host nationals. There is no significant difference between the two samples.

7.5 Managerial Beliefs

A final area of comparison between the two groups of respondents concerns their beliefs about a number of issues relevant to cross cultural management. The data in Table 7.12, confirm there are significant differences between expatriates and host nationals on two questions. Host nationals subscribe more heavily to the ideas of technological determinism. They perceive a greater convergence towards Western management systems because of technological development than do expatriates which is in line with the findings of this research. On the other hand, the expatriates place more emphasis on the role of culture in determining approaches to management. Therefore, the two groups of respondents display fundamental differences in their perspectives on cross-cultural management. This provides additional confidence in concluding that the data in this study have been generated by two distinct groups of respondents with different perspectives who although all employed as managers in Algeria based organizations, do not share the same basic beliefs.

Table 7.12 Extent of Managerial Beliefs: All Respondents

Statement of Belief	Expatriates			Host Nationals		
	N	X	SD	N	X	SD
"Because a certain practice works well in one country it does not necessarily mean it will achieve the same results if transplanted elsewhere" (Waters 1991,p. 25)	55	1.67	0.67	31	2.06	0.63
"Management style is determined by the technology or the general state of development of a particular society and will, as the society develops, tend towards the prevalent in developed Western Countries"*	55	1.87	0.70	31	2.29	0.64
"The particular culture of a society is a dominant factor in managerial style and management will retain it's own unique cultural identity even as the society develops"*	55	2.8	0.78	31	2.68	1.05
"In western societies individuals control their behavior in response to guilt, whereas in the East individuals control their behavior in response to shame".	55	1.70	0.60	31	1.80	0.60
"There will develop an international corps of `World Citizens' who will be managers without countries, and who will relate only to their companies'"	55	3.42	1.23	31	3.74	1.09
A potential consequences of Multicultural work force is the	55	4.11	0.98	31	3.58	1.09

creation of 'cultural synergy', which is a unifying organizational culture, based on the best of all members 'national' cultures.		
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Scores are derived from a 5 Likert point scale: '1' indicates agreement to a very great extent (80% - 100%).

* The test is significant at $\alpha = 0.05$ according to the Mann - Whitney U test.

The perspectives of expatriates and host nationals about the nature of cross-cultural management in Algeria, and aspects of the adjustment, success, and training needs of expatriate managers are discussed in the remaining chapters of Part two. In this discussion the different perspectives of each group, which are suggested by the data in Table 7.12, become much more evident, as do those areas where there exists considerable agreement.

7.6 Summary

Although primarily qualitative, this study also uses quantitative analysis to assist in the process of answering the study questions. The qualitative analysis has been undertaken with the use of the N-Vivo software package, whilst the quantitative analysis has used SPSS software to calculate measures of central tendency and conduct non-parametric statistical tests. The data have been further refined into 'dimensions', which incorporate the study questions and are used as the basis for examining each of the three research questions.

The second section of this chapter presents data in support that all of the study respondents are employed in managerial posts with Western and local host national groups clearly distinguished from each other on the basis of nationality. The data on work experience for expatriates are wide ranging and it is evident this study has captured the ideas of those with greater and lesser work experience in Algeria. Finally, there are significant differences in some of the general beliefs of the two groups about cross-cultural management.

Expatriates tend to place more emphasis on the role of culture in determining approaches to management, whereas host nationals are inclined to favor the role of technology in their approach.

CHAPTER EIGHT

CROSS-CULTURAL

MANAGEMENT IN ALGERIA

CROSS-CULTURAL MANAGEMENT IN ALGERIA

Findings about the nature of cross-cultural management in Algeria are presented in this chapter. These data are contained in the dimensions of: -

- **Managerial Behavior**
- **Managerial Skills**
- **Decision Making**
- **Handling Conflict**
- **Cultural Synergy**
- **Social Interaction**
- **Perspectives on Algerian Management.**

Additional data, collected from host nationals who answered the questions contained in the dimension of 'Perspectives on Expatriate Management' are included. This chapter is organized according to the significant themes in the data, rather than by dimensions.

8.1 The Nature of the Algerian Management

The questions designed to distinguish between Western and Algerian approaches to management in Algerian companies' generated data which is more narrowly focused than had been intended. This is because there is a tendency for host nationals to regard Algerian management in term of managerial behaviors in small Algeria run enterprises, whilst distinctive Algerian behaviors are not seen to exist to the same extent in larger companies where structures and systems are more Western-oriented.

Algerian managers in Algerian companies are seen as skillful in making effective decisions based on their personal analysis of situations without much reliance on facts and figures. Their conservative approach emphasizes building relationship, and behaving in a courteous manner so as to encourage harmony. From the perspective of host nationals the personal concern shown in situations of traditional Algerian management is to be admired for being more human than Western management, though the close personal relationships which develop between people are seen to have certain

negative consequences. The word 'favoritism' is used frequently to refer to the unfairness which can occur when too much emphasis is placed on such relationships. Employees may be judged according to the nature of their relationship with power-holders rather than on their ability and performance.

8.2 Characteristics of Cross-Cultural Management in ALGERIA

Important differences can be seen to exist in the managerial behavior of expatriates and host nationals, however, it should be noted that within both groups there are respondents who perceive the existence of only minor differences. Some expatriates find the Algerian managers to be quite similar to Western managers, and have observed local managers behaving both similar to and different from one another. This leads them to conclude that their behavior is personality based rather than being derived from a shared cultural heritage. At the same time the data provide evidence that surface behaviors only mask more fundamental culturally derived beliefs, as indicated by the following comment:

"I've seen ...local managers that obviously have gone to the West or to the States for business training or education exhibit habits from that training. And yet, at the same time, the more they come back into the Algerian society the more they lost things - or in some cases are embarrassed by them ... they're going to fall back on the traditional ways - inside - while on the outside perhaps exhibiting Western business practices".

(Portuguese, 35 - 44, 2.5 years in Algeria, construction)

As well, expatriates believe that, with behaviors such as approaches to decision making, differences exist between managers from Algiers and those from other part of Algeria. A minority of host nationals also perceived limited behavioral differences between expatriates and host nationals. They mention the tendency for everyone in Algeria to work hard to achieve common goals and refer to "a lot of similarities", "some differences" and behavior being "different on some occasion - not every time". The differences are seen to be consequent upon dissimilar company systems and the requirements these impose on managers. Host nationals identify differences in their own behavior in response to characteristics such as age, experience and personality, rather than simply the fact that the person with whom they are working is an expatriate. However, they do tend to draw a clear distinction between the behaviors and expectations of different groups of Western expatriates, as illustrated in the following quotes:

Like the Englishman and the American there is also a difference. For an American, straight forward approach is much more appreciated by them. While Englishmen, you need to put your words in a more polite way".

(Host national, 35 - 44; 8 years work experience, Project finance manager at PW Power systems.)

"... it depends what is your nationality. I can see Canadians, Germany, and Swiss - they are frank. I mean, I call them a little bit more open - in a sense. British are - slightly - not as open. More close to the Arabs I think. I mean, Arabs are not as open as Westerners, but I think British are in the middle between Westerners and Arabs."

8.3 Cross-Cultural Management in Algeria

➤ Host National Perspective

Some host nationals perceive discrimination at the macro-level, in that many of Algerian larger companies the top positions have been dominated traditionally by expatriates, resulting in some perceived disadvantage to locals. A minority of the host nationals find no particular difficulty in working with expatriates and any problems are attributed to individual rather than cultural differences. For example, one respondent thinks that "*... the problem is no different from what we encounter with the locals most of the time*" (host nationals, 35 - 44, 11 years work experience, Banking).

However, for most host nationals cultural differences is seen to contribute to the problems encountered in working with expatriates. Typical comments include the following: "I think the problem is a gap between the expatriate and the locals" (host nationals, 35 - 44, 15 years' experience, Oil & energy, "... culture plays a very important role" (host nationals, 35 -44, 10 years' experience, Business Administration) and "... when you want to really work with them closer ... there are still cultural differences" (host nationals, 25 - 34, 7 years' experience, Banking). Host nationals believe they have different values from expatriates. For example, one host national says: "I hold certain values that I've been educated all along since I was a child. And I believe those values may not be the same as those values of the expatriates" (host nationals, 35 - 44, 13 years' experience, Personnel).

➤ Expatriate Perspective

A handful of expatriates report 'very few' or 'remarkably few' problems in their managerial work in Algeria. One set of problems concern's Algerian's macroeconomic environment, linguists and cultural differences constitute a second set of problems. Expatriates express frustration at their own limited abilities in Arabic language and how difficult they find it to ensure that what they have said in English is being interpreted correctly. A general lack of feedback is noted as contributing to the problem of whether or not ideas are being understood. The language issue extends beyond formal communications, it isolates individuals from informal networks and potentially useful sources of information. Even when English is used in the work place expatriates may find it disappears almost completely in certain social situations. Communication barriers can make it such more difficult to get to the core of a matter and to establish any satisfactory degree of trust with host nationals.

8.4 Social Contact

Consistent with the idea that the locals attach considerable importance to personal relationships, host nationals raise a number of points about informal, social contacts which develop between colleagues in the work place and carry over into activities after work hours. They are aware of how their contacts may be used to both develop and enhance working relationships, to exchange information and informally resolve work-related problems. As well they believe expatriates need to mix with the local community to gain a better understanding about Algerian culture and to build up the skills they'll require to work in Algeria. However, the problems in initiating such cross-cultural contacts are not underestimated. Different lifestyles, language barriers, and the family obligations of locals are mentioned as specific problems. One manager reports "Although we try to encourage the expats to mix with the locals definitely that is not easy. Because, as I say, the language problems and also the cultural. But, anyway, if you try to mix more definitely their relationship will be improved" (host national, 45 - 54, 20 years work experience, Administration). This study examined social contact between expatriates and host nationals outside their work place. This data is displayed in Table 8.1.

Table 8.1 Participation in Social Activities: All Respondents

Participants	Extent of Participation	Host			
		EXPATRIATES		Nationals	
		<i>f</i>	%	<i>f</i>	%
EXPATRIATES	To a very great extent	14	25,5	-	-
	To a great extent	26	47,3	1	3,2
	To a moderate extent	12	21,8	5	16,1
	To a little extent	2	3,6	13	41,9
	To a very little extent	1	1,8	12	38,7
Total		55	100,0	31	100
		<i>f</i>	%	<i>f</i>	%
Host Nationals	To a very great extent	-	-	9	29
	To a great extent	-	-	17	58,4
	To a moderate extent	21	38,2	3	9,7
	To a little extent	26	47,3	1	3,2
	To a very little extent	8	14,5	1	3,2
Total		55	100,0	31	100

After work socializing appears to reflect different cultural norms. Expatriates are more inclined to spend time drinking and chatting. The feelings of many host nationals towards socializing with expatriates are encapsulated in the quotation:

I mean if you were educated overseas and came back, I think it would be easier to mix with them. But, for a local like I am ...It's okay to work with them in the work areas as a colleague ...but that's it. It's really not easy to ... to become really good friends... really become friends after office hours.

(Host national, 25 - 34, 4.5 years' experience, Banking).

The problem of limited social contact may not only restrict the opportunities for expatriates and host nationals to get to know one another better, but there may be 'political' implications as well. Informal social communication can relate back to work. One respondent explains that even if an expatriate and a local have the same level of authority within an a company, the expatriate will probably be perceived as being more powerful when a company has expatriates in senior posts "*because you know having a drink after work and they talk - and pass a few words on to your boss. And then there will be some influence - you know and the local people will not because they do not have that kind of contact*".

(Host national, 35 - 44; 2.5 years' work experience, Hydrocarbons sector).

8.5 Skills Required by Expatriate Managers in Algeria

The interview data reveal differing perceptions about the extent to which expatriates need to develop new or different skills, abilities and attitudes when working in Algeria compared to what might have been necessary in the past. One perspective on this issue is illustrated by the following quotation:

I don't buy into this business of you'd better change your style to Algeria, I think Algeria has really developed in the last decade...but it has internationalized and people are much more aware and receptive to different management styles".

(Canadian, 35 - 44, 5 years Algeria work experience, Petroleum).

In contrast with the foregoing idea, another expatriate states: "*I alluded earlier to the fact that this is probably the closest that I had seen to the U. K. But having said that ...it is a different society after all, and things do not necessarily run perhaps as one would be used to back home*". (British, 35 - 44, 2.5 years' experience, Finance). Despite these differing views, the majority of this study's respondents do identify factors which they believe will assist expatriate managers to function successfully in cross-cultural work situations in Algeria. These include interpersonal skills, technical/professional skills, cultural sensitivity, adaptability, and above all a cosmopolitan and positive attitude. When managerial skills are specifically considered, there is a general consensus amongst expatriates that the skills required by a manager employed in the UK or the USA is the same, or certainly similar, to the ones needed in Algeria. Those are based on the same need to interact effectively with people and to treat them with respect. However, many respondents qualify their responses in some way. They believe that the same skills are "used in a different way - need to be patient for different reasons", the balance between interpersonal and task related skills is different, and the skills expatriates use in Algeria are used at a lower level than in their own country because people who are working within their own

culture have a "shared understanding". The "pace of work is different" in Algeria and "a certain cultural sensitivity is needed" even though the skills applied may be much the same.

8.6 Decision Making

A substantial minority of expatriate managers believe that the decision making practices in their current job in Algeria are similar to what they have experienced previously in their home countries. One respondent sees decision making as a function of personality and "... by and large, the decision making process is pretty much the same" (expatriate, 45-54, American, 6 years working in Algeria), whilst the opinion of another is that there is "no substantial difference" (British, 5 years of Algerian experience). Even when these opinions are taken into consideration, the data reveal that in Algeria's cross-cultural environment there do exist differences in decision making behaviors. For example, one expatriate respondent sees the decision making process as more top-down than in the United Kingdom, whilst another one refers to the existence of an organizational culture of "pleasing the boss". An Swiss manager contrasts the flexible approach he had experienced previously with a more structured approach in Algeria where lines of reporting are emphasized and concludes "... so that I really had a lot to get used to when we first arrived here" (expatriate, 35-44, 4 years Algeria experience, Financial Services). A particular strong view concerning the way in which hierarchy impacts on decision making is expressed as follows: "... arguing with the boss is regarded as a crime whether or not you are right or wrong or whether it is relevant, it is absolutely not to be done and certainly not done in public" (expatriate, 35-44, 1.5 years in Algeria, Management). This perspective is challenged by another manager whose approach is to "Basically praise in public, criticize in private, not that different than I would have done in the United States" (expatriate, 25-34 American, 1.5 years' experience in Algeria, Health and social service).

Managers who were working in companies which have short history, or were just becoming established believe they have more flexibility, more autonomy and more freedom in making their own decisions than in their previous jobs. They see Algeria as an entrepreneurial place where there is less reliance on precedent.

Expatriates perceive that when decision making involves only Westerners there are a high degree of "openness" and more interaction than in expatriate/host national decision making groups. In their home countries many expatriate managers engaged in a more participative approach to decision making than is the norm in Algeria and some of them find this to be frustrating. For example, a manager in the Finance and Insurance field draws the following analogy's "I find getting decisions from local staff to be akin to pulling teeth ..." (35-44, 4 years' experience in Algeria), whilst a management consultant suggests "...sometimes you feel like you're speaking in an echo chamber, there is no response out here..." (American, 25-34, 8 years Algerian experience). Although these strongly

expressed opinions are not typical of the majority of the expatriate respondents, there is a general view that Algerian people are more conservative and less inclined to make their opinions known than are Westerners. However, there is a view that participation of host nationals depends upon the nature of the decision and for relatively minor decisions the degree of participation may not differ substantially from that of Westerners. However, when the decisions are important there will be input only up to a point and then the final decision will rest with the senior manager. Indeed, the managerial role seems to be defined somewhat differently by host nationals than it is by expatriates. It is suggested that within a Western context a manager normally presents a problem and invites analysis and opinions from staff, whereas in Algeria, management spells out both the problem and the analysis, before inviting comments. Therefore, staff will already have some insight into management's perspective on an issue and can develop their responses accordingly.

8.7 Communication.

The importance of effective communication for successful cross cultural management in Algeria is a theme common to a number of dimensions in this study. The interview data reveal the markedly different approaches of Western expatriates and local host nationals to the issue of communication, the strategies which they use to facilitate more effective communication.

8.7.1 Different Approaches to Communication.

There is a general agreement amongst all respondents about the tendency for Westerners managers to communicate in a more open and straight forward manner than is generally the case with local managers. The expatriate will "put everything on the table; if they don't like anything - they will tell you" (host national, 35 - 44, 11 years' experience, banking). They are also inclined to expect views to be frankly expressed by their colleagues and subordinates. These more direct forms of communication are welcomed by some host nationals. For example: *"... I can express my view more straight forwardly. I can show the justification behind my view directly and not be too afraid that they will be annoyed. I always have the feeling that it's not a problem if I show my knowledge and if even I tell them - 'oh, from my experience it is like that and they will accept. (Host national, 25-35 years, 6 years work experience, Machinery and equipment)*

However, the interview data suggests that expatriates can be excessively confrontational in the Algerian context and not sufficiently sensitive to the feelings of host nationals. Expatriates' style of communication can be too direct. In the words of one respondent:

They tend to have many opinions. Too many opinions... They won't hesitate when there is something which is not clear. They will speak out. Local will not speak out. If they have anything there are not

sure, not certain they try to hide it, to cover up their ignorance or to cover up their weakness. For foreigners especially Americans - they will ask questions usually you would not think of.

(Host national, 25 -34, 9 years work experience, Research and Development)

The ability to understand what host nationals are trying to communicate is referred to by one expatriate respondent as "reading between the lines", and is regarded as being particularly important skill to develop. This means that to obtain an adequate awareness of problems expatriate managers need to be sensitive to "little tiny hints" about what is really going on and "... you have to sense those implications and understand how to work with those" (American, 45 - 54, 3 years Algerian work experience, Chief Medical officer at Boston Bio-pharma).

In particular, subtle expressions of agreement or disagreement can be subject to misinterpretation. This point is indicated in the following excerpts from the interviews:

"You know - what they say means different things, as well -I mean, when someone says `yes, I will go do it' - that does not necessarily mean they will. It might mean `I have a real problem with what you're asking me to do, but I'm not going to say anything and you'll work it out in 2 weeks' time when you do not have it". (British, 25 - 34, 3 years Algerian experience, Management and Marketing).

"... learning that perhaps they (i. e. the locals) are not necessarily going to say `no' when they mean `no'. Trying to understand those communication skills. (Canadian, 25 - 34, 1 year Algeria experience, Finance).

Consequently, even when direct verbal communication takes place an expatriate may not find it easy to interpret the complete message which a local is presenting.

8.7.2 Strategies for Effective Communication

In Algeria communication problems appear to be disturbing. Therefore, when managers convey instructions or decisions, particularly to peers or subordinates, there may be misunderstanding because the clarification process of confirming or questioning either does not occur or is extremely limited. Both groups of respondents are aware of this issue; however expatriates see it as more of a political managerial problem because they cannot use the informal communication channels available to local managers. Expatriates refer to their concern to make sure people actually know what is required, rather than merely assuming they have been understood. According to one respondent: "The important thing is to get feedback. One can deliver a message, but then you've got to have some mechanism to force feedback to you to identify what message has actually been received" (Canadian, 35 - 44,10 years Algerian experience, finance). According to another expatriate respondent: "You know one thing I'll do now that I would not have done before is I'll always confirm things several times. When I was in the U. S this wasn't necessary - to repeat things two and three times, but it really is here" (American, 25 - 34, 5 years Algerian experience, Petroleum). Another experience expatriate manager explains the need for enhanced awareness of how ideas are being received

I tend to be more concerned looking for subtle signals of acceptance that would not be apparent to somebody who had just arrived ...it is the way things are answered, its follow-up action that's taken and so on and certainly I have to be attuned to these hidden signals. '

(British, 35 -44, 7 years Algeria experience, Chemical and chemical products).

In addition, expatriate respondents talk about going beyond verbal confirmation to check on work directly to ensure ideas are being translated into actions in a satisfactory manner. They believe it is important to put expectations directly and firmly and as much as possible, to ensure there is little opportunity for ambiguity. This might be done by explaining the nature of an approach used in their home country, and then actively encouraging host nationals to provide feedback on its suitability for Algeria or what modification are necessary.

In addition to actively seeking feedback, modifying interpersonal style through "heightened interpersonal diplomacy" and introducing an "element of subtlety in the way you approach things", expatriates suggest the need to build bridges to allow opinions to be channeled to managers in 'safe ways'. Employees can then communicate in a more indirect less threatening way and "... it saves everybody's face if you can do things through a channel", because no one person gets embarrassed about it. (French, 35 - 44; 5 years Algerian experience, Wholesale trade). For example, by developing structures like a staff association through which ideas can be routed, no individual is singled out. Managers can use similar entities, for example, "the Board" or the 'Executive Committee' to communicate ideas to host national staff.

Local nationals express a high degree of awareness about how their communication strategies change when they are working with expatriates and give some specific advice about how communication can be more effective. They warn it is very necessary for expatriates to be perceived to be sincere with their body language matching their speech. This point is illustrated by the following interview quote in which an expatriate emphasizes that effective communication concerns not just the content, but also the way something is presented-:

"There's a whole lot more communication that you have to do with your face and your body - here - because you are limited by language. And so I find that I'm very careful in the way I say things to project a friendlier way of saying it. You never know how it's coming across. And you hear somebody who speaks English quite well and who local - they'll say something that's on a delicate note, but it will come out very hard. And you have to assume that what others hear from you comes across the same. And you have to be very careful about that". (Canadian, 25 -34, less than 1 year experience working in Algeria, Marketing).

The need for expatriates to accommodate staff with weaker English language skills is essential. This is seen in terms of tolerance and "... give time to listen and to respect the local people, even though they are their subordinates". (Host national, 35-44, 8 years work experience, Finance). Host national respondents indicate that when dealing with local managers it is very important to show more respect for their rank and status than is normally the case with expatriate managers. Differences of opinion

must be dealt with very skillfully. Respect must always be shown and a humble attitude adopted, and local managers should never be challenged directly.

8.8 Social Interactions.

8.8.1 Interpersonal Skills and Building Relationships

Expatriate respondents make frequent reference to their need for effective interpersonal or "people skills" and note that, though these are important in any job, they are even more critical when one is working in a different culture. Because the locals are less open in expressing their views and their feelings expatriates cannot expect local people to just come to them. They need to make an extra effort to talk to people, to be "friendly and non-discriminating", to break down barriers and establish good interpersonal relationships. Direct references are made to the need to exercise "diplomacy" and "interpersonal sensitivity". In their interviews expatriates emphasize the issue of building up trust with host nationals, some of whom may have previously experienced racism or discriminatory attitudes. One manager describes this point as follows:

"One thing which was much, much more important was gaining people's trust. Because when I came in I was an outsider in every respect of the word. In terms of how I looked, how I talked and background. Many of them had not really worked for a foreigner before. So I thought it was really critical to gain their trust as quickly as possible."

(Spanish, 44 - 54, 7 years Algerian experience, food products, beverages, and tobacco).

Expatriate respondents feel it takes longer to develop good working relationship in Algeria than in Western Countries. This can impact on how expatriates behave. Host national respondents have a somewhat different perspective. They perceive expatriates as being more open in establishing relationships because their focus is on competence and they tend to be less concerned about an individual's background, or connections with influential people. As Algerian is a relatively small place local people's relationships are often based on 'shared history', such as having attended the same school. Otherwise mutual trust between locals may develop at an even slower pace than with locals and expatriates. This is explained by a local as follows: -

"... you really don't know well, maybe he (i. e. another local) knows someone that you are not aware of and if he takes it seriously then you may get in trouble. But with expatriate people normally we also talk about each other's background but we know we will not be taking it too seriously."

(Host national, 35 -44, 10 years work experience, Education)

As for the working style, host nationals describe the expatriates as being more straight forward than locals and not always very sensitive of the feelings of others, as explained by one respondent:- "if you

have a problem with the locals - they will probably handle it in a more tactful manner or diplomatic manner that makes you feel not so bad". (Host national, 35 - 44, 11 years' experience, banking).

Host nationals perceive their fellow locals as less aggressive and outspoken and sometimes experience -problems with more `demanding' manner of expatriates. Consistent with the data examined in section 8.7, they refer to the tendency for expatriates to raise more questions, so lengthening the decision making. Expatriates are seen to approach problems differently with less emphasis on the human element. They are seen to be less diplomatic than the locals, particularly when they are put into a situation where they have full authority.

On the other hand, host nationals frequently make positive remarks about expatriates being "open" or "open minded" and they mention that they tend to welcome alternative opinions and to emphasize fairness. Expatriates are seen to be somewhat `bold' in being prepared to speak up, to move forward to take responsibility, and to be less fearful of making mistakes than host nationals. Giving praise and acknowledging work well done are considered to be strong points. Host nationals find expatriates tend to give recognition more readily than locals.

When it comes to defining `work' and `personal' roles the data in this study suggests a line of distinction between `work' and `personal' relationships more clearly drawn in Algeria than in Western countries. Therefore, trusting work relationships will not necessarily lead to more extensive personal relationships or the sharing of more personal information. As described by one host national: -

"If I talk with the expatriates "well how are you today"? How was your week-end? They will appreciate it, but if you talk to a local manager and ask them how was your weekend? They will say "well, no big deal, what's wrong? "Why are you asking"?"

(Host nationals, 35 - 44, 10 years' experience, Petroleum)

Similarly, an expatriate respondent makes the point that people tend to be very private in Algeria.

"They (locals) tend not to talk to you about their family life or -I mean in France - you know - you hear about people's divorces and so on, it just doesn't happen here" (French, 25 - 34, 5 years' experience, Banking).

Both groups of respondents were asked about teamwork. In other words, did they need to work closely with other people to accomplish their goals or could they accomplish their work goals by working independently. These data are displayed in Table 8.2. Over two thirds of the expatriates and just under one-third of the host nationals indicate that teamwork is a normal part of their job. This implies their jobs involve extensive contact with their work colleagues on a regular basis.

Table 8.2 Teamwork Required in Present Job: All Respondents

Extent of teamwork	Expatriates		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
To a very great extent	15	27,3	9	29,0
To a great extent	25	45,5	10	32,3
To a moderate extent	12	21,8	6	19,4
To a little extent	1	1,8	4	12,9
To a very little extent	2	3,6	2	6,5
Total	55	100,0	31	100

Expatriates perceive the process of participative management or teamwork as being constrained in Algeria. They believe group discussions are less likely to generate a flow of ideas and to lead to debate, and it is much more difficult to use techniques such as brainstorming. On the other hand, host nationals regard the increased involvement of subordinates in decision making, which expatriate managers are often inclined to promote, as suitable for the 'younger generation' in Algeria, many of whom have been educated in Western approaches to management.

8.8.2 Leadership

In this section the different beliefs of expatriates and host national managers about several ideas related to management were identified, and differences are evident again in their attitudes towards leadership. Host national subordinates generally feel comfortable in following their managers' directives, and in giving them the high degree of respect which they regard as their due. However, expatriates are more likely to favor a leadership style in which managers discharge their responsibilities by engaging in frequent consultation and creating opportunities to delegate powers to subordinates. This contrast is captured in the following quote: "... They're (host nationals) more vertical ...I think expatriate managers are more into these 'group bug-type' decisions and the Algerian managers are more...here's the decision, just do it... comfortable directing people ... you do this ... and think Americans are much more involved in, let's have a meeting, get the sandwiches and maybe we'll make a decision (25-34, American).

Respondents suggest that leadership styles which incorporate a very high degree of flexibility are not suitable because local staff will not be clear about what needs to be done. Therefore, managers in Algeria are expected to assume a strong leadership role and this can be somewhat disconcerting for expatriates who are used to a more collegial and participative approach. The study data do suggest that, with experience, expatriate managers in Algeria may themselves develop more authoritative and less participative leadership styles. On this point one respondent said: "*I think some expat managers, particularly after they've been here for a while do tend to adopt more local ways ... this Algerian*

characteristics ... of the boss making the decision and giving the order ...I certainly have seen expat managers who have moved in that direction" (American, 45-54, 10years Algerian experience, Petroleum).

Despite some modifications in their behavior most expatriates clearly favor an anticipatively-orientated style of leadership and some work actively to make this approach successful. For example, one expatriate respondent talks about how soliciting opinions is really a long-term process of confidence building.

"But the first stage is to make people feel confident that their opinions are being valued. That perhaps they are not being put into positions of responsibility that they feel uncomfortable with ...that is, at the end of the day - it is my decision and not theirs. And once (this happens) they tend to open out a bit more in group situations, ... which is the way I like to work ... with a group of managers kicking around an issue (British, 33-44, 5 years Algerian experience).

Other expatriates explain that in order to encourage host nationals to express their ideas it is important to assure them, as with any group of employees, that they have something worthwhile to contribute. But more importantly it is necessary to convey the idea that they are not over stepping the boundaries of their positions by doing so and that, in any event, the final decision and the consequences produced will rest with the expatriate manager alone. Finally, one other issue related to leadership emerges from the data. Expatriates who assume senior management posts are expected to demonstrate their "leadership credentials" very early on in their assignment. Accordingly to one respondent "... I don't know if this is peculiar to Algeria but because of the pace of the place, the staff here expect you to hit the ground running" and to come in and immediately make a difference... to jump in and make a difference on day one" (British, 35-44, 2.5 years Algerian experience).

8.8.3 Attitude

Data derived in response to a cross section of questions in this study suggest that expatriate managers in Algeria must drop certain negative attitudes and be prepared to develop positive ones in relation to a 'willingness to learn' about the new society where they are living and working. Those attitudes which are seen to be negative or 'prejudiced' focus on two issues. The first concerns notions about racial or national superiority, whilst the second has to do with technical or professional excellence. The following extracts from the interviews provide evidence about the considerable importance which expatriates attach to these points: -

"I think one of the big problems that I've noticed ...is a lot of expatriates when they come here see themselves as being... the answer to all problems; they're brought here because they are superior ... there are some brilliant people here, and people simply make the assumption that...because somebody is from the Algeria then they are not as clever or not as capable ..."

(German, 35 - 44, 4years Algeria experience, Machinery and equipment)

"... too often people come out here from America, from Europe and they think that there's only one way of doing it and their way is best. It may be true. But, most often it's not, and most often it's not the way things are done here. "

(American, 45 - 54, 10 years Algeria experience, Petroleum)

From the point of host nationals, because expatriates have traditionally occupied more senior management positions in Algeria, this higher status has, in some cases, resulted in a degree of arrogance. As one respondent explains: -

"I think generally speaking there could be this attitude of arrogance, but it is a matter of degree. Some exercise it to perhaps an unacceptable extent and others are very - sort of - careful about it, and especially perhaps for people who have stayed here longer - they would try to - sort of - mellow down a bit when they mix -more with the local community.

(Host national, 35 - 44; 20 years' work experience, Research and development)

As Algeria has become more developed and the nationalization program has taken place there is a growing national sentiment and "...that... superiority the superior tone, or undertone, - that expatriate managers will find perhaps less and less - sort of people accepting that" (host nationals, 25 years work experience, Management & Marketing). In addition, host nationals express feelings of resentment towards expatriate managers who refer constantly to how things are done in their home country. According to one respondent:

"I think that if they believe they are the best... especially the new expat managers when they come in they will also comment like we don't do that in the State's, but that is the worst thing you can do, `cos they have to understand the local culture, the local way of doing things - it doesn't mean that the local way is best - but still you can't change people overnight. " (Host national, 20 years works experience, banking).

Another host national suggests: "They (i. e. expatriates) may be over-confident and believe that if it works in Scotland then why will it not work here?" (35-44, 10 years' experience).

The need to take into account the local situation is also stressed by another host national who says: "... there's no advantage being local... what works in the local market is...the ability to adapt to local situations rather than what works in their country, it's not relevant" (35-44, 10 years work experience).

➤ **Learning Attitude**

Expatriate respondent stress the importance of a `learning attitude' for managers newly arrived in Algeria. They recommend an approach which is based on observing how local people interact, talking to people and listening carefully to what they have to say. It is best for new arrivals to be cautious "... rather than jumping in both feet trying to make decisions before you really know what's going on" (British, 25 - 34, less 1 year Algeria experience, Communication), though one should not be overly anxious about a lack of familiarity with all of the customs: - "... you can be forgiven for certain things, and not have it held against you" (Canadian, 25 - 34, less than 1 year Algeria experience, Marketing).

Even managers who have held senior posts in their home country have a lot to learn. As- one respondent explains: -

"... just get quiet for a moment and have a look and see what's happening - you'll see some interaction between people within your own company and outside that is different to what you've experienced before and you must learn how that works if you want to be as successful as you were ..."

(British, 25 - 34, 2 years Algeria experience, Communication)

Throughout the expatriate interview the belief that expatriates must examine their competence in light of new circumstances and to not automatically assume that what has worked well elsewhere can be applied in Algeria comes across again and again. The following extracts from the interviews illustrate this point: -

`You could not come in here and say - "I have been successful in Britain, or I've been successful in the U. S.A. as a manger -I know how to manage". As Westernized as Algeria is, it is a considerably different culture ... so I think you have to come here with a very open attitude about things, and you have to be very willing to learn from the situation.

(American, 45 - 54, 10 years Algeria experience, Mining and Quarrying)

"... The ones (means expatriates) that succeed seem to be the ones that are able to realize that although Algeria on the face of things, looks very similar to the environment they have just come from, it isn't the same environment ...Algeria is completely different. The ones that realize that and adapt to that seem to be very successful.

(British, 25 - 34, 3 years Algeria experience, Communication).

Attitudes which incorporate a `willingness to learn' element are also identified and supported by host nationals, who regard it as important for expatriates working in Algeria to be mentally prepared to learn something new and different because, in the words of one, "Although Algeria is a westernized city, but still we have our own Algerian culture" (host national, 35 - 44, 9.5 years work experience, banking). Host nationals affirm how important it is for expatriates not only to gain some understanding about Algerian culture, the nature of Western/Arabic differences, and the constant changes which are characteristics of Algeria's business environment, but also to demonstrate an "interest" and a "sensitivity" towards the culture, to "appreciate local values" and "respect the local differences". One manager says: "... some expatriates feel that they are just coming over her... as experts ... and so they seem to have this, sort of – though unspoken - sort of sense of superiority that they are coming to offer us something" (host national, 45 - 54, 20 years work experience, Research). He goes on to remind expatriates that it is a two way process of learning as well as teaching and they can take some of what they have learned in Algeria back to their home countries.

8.9 Cultural Synergy

8.9.1 Experiencing Cultural Synergy

Adler (1983) identifies cultural synergy as a unifying organizational culture which derives from the blending of the best of employee's national culture in a multi-cultural work setting. Although the concept of cultural synergy was not always familiar, and required further explanation in some of the interviews, the responses from expatriates and host nationals are very similar, with a two-third to one third split in favor of those who have experienced cultural synergy. These data are presented in Table 8.3.

Table 8.3 Cultural Synergy Experienced: All Respondents

Cultural Synergy	EXPATRIATES		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
YES	39	70,9	20	64,5
NO	16	29,1	11	35,5
Total	55	100,0	31	100

Respondents' points out the increased likelihood of cultural synergy occurring when a common goal is being pursued and the individuals interacting with one another are at the same level in the organization. One host national suggests it is possible for cultural synergy to work only if a limited number of cultures are involved. An interesting perspective on cultural synergy is provided by an expatriate manager whose company holds an annual computerized business simulation competition. Year after year it is the multinational team which generates the highest aggregate profit and wins the game. In explaining this phenomenon the respondent has this to say:

"I am a great believer that if you had a homogenous group of British managers who are not working together as a team and a mixed group of multi-cultural managers who are not working well together as a team, then the British group will come out better at the end of the day. But if you have two that are operating well as a team then the multicultural team will come out on top. The synergy being the vision and the creativeness of the Westerner combined with focus and compromising of the locals"
(35-44, 10 years Algeria experience).

8.9.2 The Absence of Cultural Synergy

When attributions are made why cultural synergy does not exist in their work place, expatriates tend to relate this to a degree of non-acceptance of foreigners by local staff. Expatriates attribute exclusion to attitudes of host nationals, rather than their own attitudes, and to the prevailing norms of the work situation. Expatriates identify the organizational culture as having an important bearing on the way in

which people work together. The lack of cultural synergy in one case is seen to be because of the overriding control of the company's host national owner.

Host nationals relate the lack of cultural synergy to three distinct factors. In the experience of one host national manager the work situation does not produce cultural synergy simply his work group is controlled by expatriates whose norms determine the way in which work is accomplished. Another host national perspective has to do with the way in which differences in terms and conditions of employment may work against cultural synergy.

8.10 Handling Conflict

In considering the nature of conflict in Algeria it should be noted that there are features about the Algerian's business environment which influence how conflict is regarded and handled. In Algeria senior staff often has a greater power than would be the case in Western countries. It is possible for them to take much more decisive actions, for example, to terminate someone's employment. Mechanisms such as committees, written proposals, formal evaluations, may not be used to the same extent as in Western countries and actions, particularly in traditionally operated business, can often be based on the word of one senior manager. Employees have fewer protective mechanisms and there are not as many formal channels as might be found elsewhere, for example, there are no trade unions of any sorts. Our recent research of expatriates suggests that while a host of cross-cultural issues are important, none is more important than issues of interpersonal conflict arising from cultural differences. The general notions in the literature about the impact of cross-cultural adaptation fail to reflect this reality.

➤ Attitudes towards Conflict

When the researcher asked expatriates managers about the most challenging aspect of their experiences while on foreign assignments, all recount the difficulty with interpersonal conflict situations they encountered in the workplace as a result of cross cultural issues. Although expatriates believe that the issues giving rise to conflict in Algeria are essentially similar to those in Western countries, their significance may not be comparable. The same issues can be weighted differently. Human resources director states: "For example, the issue of "A" getting more pay than " B" is a far greater issue here than it would be in the U. K.

They seem to take it as a personal affront if two clerks are standing next to each other, and one is getting paid more than the other". (American, 35-44, 10 years Algeria experience). Similarly, another respondent explains: "... the value system is a bit different here in Algeria, the title, relative pay, that's a big issue in Algeria. Everybody knows how much others are paid. The community is much smaller

here. These things are taken much more personally here because more people know about it" (American, 25-34, 5 years Algeria experience). There is also a view that there is a greater degree of sensitivity about what constitutes conflict: "... a lot of things ... that we would see in Algeria as conflict, would not be defined as such in the U.S.A. It would simply be disagreement..." (American 45-54, 10 years Algeria experience).

From the study data comes evidence that conflict is often seen in an unfavorable light in Algeria. As explained by a host national: -

"I don't think I like conflict. I mean, that is one area of Western management I totally disagree to - [the Western approach - conflict will generate good ideas and enhance the organization] -I don't agree to that. I think conflict will hurt relationships, and conflict may not promote innovation among Algeria culture because it ... will just shut up some of the people's mouths, they will keep quiet for a long time (45-54, 25 years working experience).

He goes on to explain that whenever there is open conflict and open disagreement it creates a losing situation and if somebody loses then he/she will always feel badly about it. Expatriate managers, as well, perceive local management as being uncomfortable with overt conflict. One manager suggests that "... in Algeria conflict is more likely to be low key so as you as a manager have to be able to pick out the conflict". (34-44, Canadian, 10 years Algeria experience). In the words of another respondent: "... Most of the conflict, honestly, that I have seen in Algeria has occurred between Westerners or between very Western local people -I very rarely see visible overt conflict among local people". (American, 45-54, 7 years Algeria experience).

The tendency for people to be quiet about disagreement and to "sit on things" rather than -bring them into the open, causes conflict to drag on: "And then either something drastic happens or it shows in different ways - like someone just won't do things..." (British, 25- 34, 3 years Algeria experience). The former point is taken up by another manager who believes that because conflict is not an issue that local management feels very comfortable with, even relatively minor disagreements may be avoided, allowing the issue to escalate, so that overt conflict arises simply because issues have not been addressed at an earlier stage.

The tendency for conflict to develop, whilst the expatriate manager is not aware of the problem, is identified by another expatriate manager as follows:

"... because I am sitting on top wanting an answer on something ... and I'm not aware of what the conflict is or why there is conflict but perhaps its face issue between two managers, that one manager does not want to be seen to be taking directions from another manager. Those sorts of issues that I wouldn't necessarily be aware of. All I know is that something is not happening. (German, 35-44, 5 years Algeria experience)

Besides the non-completion of work, other behaviors identified as indicative of conflict are those of sabotage or the quiet undermining of the organization's work, and the withholding of necessary information. Employees may also resolve conflict by simply leaving the organization.

➤ *Anticipating Conflict*

The need to anticipate conflict and to resolve controversial issues privately, as much as possible, is illustrated by the experience of a senior manager in a corporate body which has no responsibility for monitoring fairly complex commercial transactions in Algeria. He describes the process of securing agreement on a highly contentious policy issue: -

"... One of the things you need to do here much more than anywhere else is to achieve consensus before you go public - so you have to spend an enormous amount of time behind closed doors - so before we even issue our paper we knew what everybody thought - so we went round and talked to all the key players, you've got to identify every key person, you've got to speak to them one to one, you've got to solicit their view ... the only way to avoid a conflict situation is actually to go around and find out everybody's real bottom line, come up with some kind of proposal that takes into account all of those things that you figure you can sell them and then put that out as the paper and then all the posturing and the grandstanding begins, but that's kind of irrelevant 'cos you, know where they stand and you also know you've taken the wind out of their sails before you've come out with the document because you've already factored in their position in that is a way of doing business that doesn't happen in the west, but it happens here, so I think the pre-consultation, the need for establishing people's real bottom line is an absolute critical difference".

(SWISS, 35-44, 6 years Algeria experience).

The need to anticipate potential disagreement and determine how these might be resolved is also important at the interpersonal level, where it is necessary to take into account the status of the people concerned. In addition, the issue needs to be pursued in a private forum. This is illustrated by the following experience:

"I found with ...local managers - if you make the mistake of taking something they've done wrong or haven't done well and putting it in front of them – forcing them to look at it - they get very angry - so you can fail completely, but you won't get fired...but if you make one of the more senior managers face his mistake in front of anybody else then that's pretty fast way of ending your job".

(British, 25-33, 3 years Algeria experience)

➤ *Resolving Conflict*

A wide range of strategies for resolving conflict are revealed in the data. Some managers are very clear about their approach they prefer to take, but many adopt a pragmatic "whatever works" attitude. Respondents tend to stress the importance of striving to reach a compromise. The need to try to avoid direct conflict, if at all possible, is emphasized by many respondents, particularly in line with the point about how important it is considered to maintain harmonious relationships. It is not regarded as

appropriate to acknowledge directly the existence of conflict as might be done in Western countries. So, for example, statements such as "We're not working well together at the moment or do you have a problem with what I'm doing?" which might form the basis for a dialogue elsewhere would not necessarily receive a positive response in Algeria.

Host nationals, in particular, emphasize that there is a constant need to search for compromise in attempting to resolve conflict. No matter what specific approach is used they regard it as important to be on the lookout for common ground.

One expatriate expresses this point, and second manager talks about trying to communicate as flexibly as possible whilst always working to promote a harmonious atmosphere. Respondents refer to attempts to minimize differences, even when these are inevitable. Both host nationals and expatriates refer to situations where they have felt it to be necessary to refer a matter to a more senior level for resolution. A general manager tends to be regarded as final.

8.11 Summary

Expatriates and host nationals both characterize Algeria as a hard working society whose people are strongly committed to family relationships. Variables such as age, experience and personality are regarded as important influences on managerial behaviors, though the impact of culture is evident throughout the data with cross-cultural differences identified as being potentially problematic.

Host nationals specific advice for expatriate managers includes the need to be extra sensitive to communication issues, to develop multiple feedback means; to communicate using highly integrated verbal and non-verbal hints.

Communicating more effectively in English is seen to be important for expatriates. This includes modifying pace, vocabulary, and colloquial expressions. Given the social distance between the two groups and the differences in their communication styles, expatriates are seen to need to emphasize their strong points for example to be friendly and open to suggestions, whilst toning down the more straight forward and perhaps somewhat threading aspect of their interpersonal style. At the same time, it seems that expatriates need to be aware of the boundaries set between work and personal life.

The attitude which expatriates adopt is likely to prove important to their success in Algeria. Negative attitudes related to national or technological superiority must be avoided in favor of 'learning attitudes' characterized by openness and inquiry and a willingness to listen to and learn from host nationals. Cultural competency needs to be developed with sensitivity to Algeria' recent history and expatriates must work hard to understand the nature of the Algerian society.

Finally, there are several points related to cultural synergy. Cultural synergy is seen to be largely absent from Algerian organizations simply because work is done according to the expatriate way. It is agreed that host nationals tend to feel uncomfortable with overt conflict and expatriates must come attuned to picking up on low level expressions of conflict. It is suggested that they also need to anticipate conflict situations and be prepared to resolve conflicts through compromise.

In conclusion this chapter dealt with the first question which is "what is the nature of cross-cultural management in Algeria involving western expatriate managers and Algeria host national managers"? And it gave a good basis to the idea of the need of expatriate adjustment in Algeria, which will be addressed in the next chapter.

CHAPTER NINE
EXPATRIATE
ADJUSTMENT IN
ALGERIA

EXPATRIATE ADJUSTMENT IN ALGERIA

This chapter presents findings derived from questions about the adjustment of Western managers in Algeria. The questions, answered by both expatriate and host nationals respondents, were grouped into five dimensions of 'Perspectives on Algeria Management', 'culture shock', 'Personal Adjustment' and 'Expatriate adjustment', and 'Perspectives on Expatriate Management' the dimension 'Family Adjustment', was developed from data collected only from expatriate managers.

9.1 Attitudes towards Algeria

Respondents were questioned about what they particularly liked and disliked about working in Algeria. Positive factors are generally agreed by all, with expatriates somewhat more critical than host nationals concerning the negative features.

9.1.1 Algerian's Economic Growth and Development

Expatriates refer frequently to the opportunities offered by the Algerian's rapid development as an important commercial center in the Maghreb generally and the North African region specifically. They mention the chances to learn and broaden their work experience, to participate and contribute. Such ideas are typically reflected in these statements by expatriates: "... an environment where - if you want - just about anything can happen"(Spanish, 25 - 34, 3 years Algeria experience, Food products, beverage, and tobacco). "... This feeling that I am making a difference, a contribution" (British, 25 - 34, 5 years' experience, Education), "... you get to do more than you would if you were in London" (Canadian, 25- 34, less than 1 year in Algeria, Financial Service). "People give you much more of a chance than anywhere else I've ever come across ...(British, 25 - 34,1 year experience, Chemicals and chemicals products).

Host nationals perceive Algeria as a good place for people to develop their career and have a strong belief that there are plenty of opportunities for those who work hard. The following comments are characteristic of the host national perceptive: "... you have chances, you have a lot of chances" (35 - 44, 19 years work experience, Administration), "As long as you are the person for the job and you work at it... you get it" (35 - 44,12 years work experience, Retail), and "it really is not hard for you to be somebody -I mean if you have the capability" (35 - 44,11 years work experience, Banking).

9.1.2 ALGERIAN's Infrastructure

The convenience of doing business both within ALGERIA and in the region is mentioned. According to one respondent: "... whatever you want you can get it - it's very easy to get things" (American, 25 - 34, 1/2 years Algeria experience, marketing). Host nationals echo similar points. They mention work incentives arising from salary differentials, good communications and up to date facilities and equipment. The well educated work force is not identified specifically, though host nationals do mention the education opportunities the Algerian people have.

9.1.3 Benefits

Various benefits associated with employment in Algeria are identified by Expatriate respondents. Expatriates tend to refer to "the money as being one of the things they like best. Additionally, expatriates talk about enjoying a more pleasurable lifestyle than in their home country, making specific mention of travel and entertainment opportunities and affordable domestic help.

9.1.4 Interpersonal Relationships

A number of expatriates find their host national colleagues are great people to work with and identify their relationships with people, both within and outside their own organization, as a rewarding feature of life in Algeria. One manager refers to having worked in Algeria for a long time and as a result is now in position to use his contracts and relationships to facilitate his work. A young manager comments:

"It's a small environment so you can end up getting to know everybody in particular industries very quickly `cos it's the same people moving around ... so you can get to know a group of people very quickly and ...if you make the right contacts things can come very easy, whereas in the U. K. that was much harder because of geographical distances or just the unwritten rules of business interaction where you didn't do things like that. "

(British 25 - 34, 3 year Algeria experience, Chemicals and Chemicals products).

On the other hand, expatriates refer to "lack of trust", "lack of rapport" and the frustration of "being in the dark all the time" when explaining what they dislike about working with host nationals. As an Swedish Expatriate manager comments:

"I can tell you that if I would have to give you one word, that best describe living in Algeria, it would be the word Frustration. Nothing is well organized, going smoothly; the professionalism is missing on every level. I hear all the time from my husband and other expats working here, that it's a constant fight to change attitudes towards work ethics, everybody seems to be content with mediocrity. There are a lot of people originally from Algeria, that moves back from Europe for example, after years abroad, and they have difficulties to understand the mentality here as well. I don't know what it is really, Algerians have a great sense of humor and are very friendly, but it's like nobody wants to make an effort, like they have given up somehow. Everything is anyway depending on what god wants, so why bother, it seems. Everybody complains about money and rightly so, but when you offer them

overtime to make extra money, they anyway say that they prefer to stay home; this is what I hear all the time from expats working here. Or like it has happened to my husband several times, he promotes somebody and after a couple of weeks the person starts to ask for weeks off and shorter days, "now that he's a boss", so the responsibilities of being a manager are not understood at all. It seems to me that work is not much valued here, maybe more amongst women though, but they have not at all the same possibilities as men and it's a pity that they are hold back, because I think women's input is something this country needs."

Comparisons are made with their home countries and with other expatriates postings when highlighting some of the difficulties they experience in relating to local people. Several excerpts from the interviews illustrate these points: -

"coming from Canada, an immigrant country which absorbs people and integrates them into the society, it is very difficult to come to terms with living here when you realize you will always be an outsider here, always be a foreigner, no matter how long you live or even if you speak Arabic or not, and this is hard for a Canadian to understand, You know you can't blend in!" (Canadian 35 - 44, 2.5 years Algeria experience, Banking).

The points reinforce the ideas presented previously, about the nature of interpersonal relationship in Algeria and the difficulties expatriates can experience in relation to them. Despite these problems, some expatriates do come to terms with interpersonal differences they encounter in Algeria as indicated in the following explanation:

"... I've grown more accustomed to the people over time and their way of doing things. I can't say I particularly like it - not sure I particularly dislike it though. I always thought people were ruder and more abrupt here, but that's okay. I guess it's just a very focused environment and for me right now it's easy to say that's the focus that suits me ..."

(American, 25-34, 6years Algeria experience, Management Consultant)

9.2 Culture Shock

The 'culture shock' dimension examines the perceptions of the study respondents about the extent to which culture shock is experienced by the expatriate managers in Algeria and how it is handled. The quantitative questions presented in Table 9.1 reveal a significant difference in the general attitudes of expatriate and host nationals managers towards the idea of culture shock as an occupational hazard. This difference in perception was evident again in the responses to the open-ended questions, such as question number 88 (Appendix BI) "Can you describe any culture shock concerning Western expatriates that you have observed within your work place in Algeria? " and question 89, "What do you think might be useful to Western expatriates coping with such culture shock? ", with host nationals, perhaps because of their limited experience, having fewer ideas to relate and examples to cite on the subject of culture shock.

Table 9.1 The Extent to which Culture Shock is Perceived as an Occupational Hazard for Individuals on Overseas Assignments: All Respondents

Extent of Culture Shock	EXPATRIATES		Host Nationals	
	f	%	f	%
To a very great extent	16	29,1	3	9,7
To a great extent	26	47,3	6	19,4
To a moderate extent	7	12,7	8	25,8
To a little extent	3	5,5	13	41,9
To a very little extent	3	5,5	1	3,2
Total	55	100,0	31	100

This test is significant at $X=0.05$ according to the Mann-Whitney U test.

According to one experienced expatriate "... I've known lots and lots of people over the last 30 years and virtually every one of them has gone through - you know - some form, mild or not so mild, of culture shock" (American, 45 - 54, 10 years Algerian experience, Petroleum). This view is not wholly shared by other respondents. Even though expatriates tend to regard culture shock as more of an occupational hazard for individuals on overseas assignment than do host nationals, when referring specifically to Algeria a general feeling exist that culture shock is too strong term. For the expatriate experience in Algeria, it seems that the impact of cultural differences might better be described as 'cultural awareness' or 'great interest or amazement'. These attitudes cluster around two key factors - the toughness of expatriate assignment and the nature of the expatriate experience.

9.2.1 Toughness of the Expatriate Assignment in Algeria

Both groups of respondents regard Algeria as a whole as an easier place to complete an expatriate assignment than many other places in the North Africa. As one expatriate explains "I have not encountered any culture shock and I think it relates to the fact of coming from Saudi Arabia to here. When I got here there was nothing that was a shock". (American, 45 - 54, 3 years Algeria experience, Information Technology). Respondents believe Algeria western features cushion the impact of culture shock. Host nationals have a sense of Algeria as a westernized place, where organizational structures and procedures are based on Western molds and local staffs are experienced in working with expatriates. This view is shared to some extent by expatriates, one of whom characterizes Algeria as "... an Arabic city with a Western system ..." (British 34 - 44, 2.5 years Algeria experience, Flight Operation). This is the theme which was also identified in the earlier examination of cross-cultural management in Chapter 8.

9.2.2 The Nature of the Expatriate Experience

Some respondents are dismissive towards the whole notion of culture shock in Algeria. However, there is some recognition that severe cultural shock can sometimes occur: "...Most of the time people

adapt. But every now and again you get somebody who - you -know - who after a few weeks has had enough and they simply want to go home. They can't handle it any more" (British, 35 - 44, 5 years Algeria experience, Petroleum). A job assignment in Algeria may also prove to be more difficult for expatriates who do not have previous overseas experience. Despite some opposition towards the term 'culture shock' expatriates do identify instances of surprise, or perhaps misunderstanding, they have experienced because of cultural differences. Within the work place, these have to do primarily with working relationships, and aspects of communication. Outside of the work place, expatriates on visible aspects of daily life, the physical constraints of the environment, aspects of public behavior and differences in beliefs.

➤ ***Relationships within the Workplace***

Expatriate respondents mention a number of issues, which require a bit of adjustment, having to do with the nature of their relationships with local colleagues and how their colleagues perceive them. One person refers to his experience of having been brought into the organization as an expert and finding it stressful to be cast in the role of being a top performer upon whom high expectations are placed. Another talk about the difficulty of adjusting to a working environment where individuals are very scared or fearful of their superiors. Knowing whom to trust or turn to upon arriving on the job was considered to be a problem by one respondent who describes this feeling in relation to being surrounded by so many local colleagues all at once.

➤ ***Communication within the Workplace***

Expatriate respondents appear to be very aware of differences in communication approaches and they see this as kind of culture shock. There is a feeling that sometimes it is difficult to obtain necessary information, with locals being secretive and reluctant to pass things on. This is also identified in relation to difficulties in obtaining direct answers to questions. An example of that is illustrated in the following quote:

"One of my responsibilities was promoting some of these Swiss based products in Algeria so I had a standard presentation that ...I'd done many times before and I had the impression that it was very well received and after the presentation I'd be meeting with some very senior managers around the place and I thought I'd obtained a commitment from them to doing certain things - but, of course, you go back very pleased with yourself - mission accomplished - but what you don't realize if you've never worked in this environment before is that the local people will never tell you they don't like it and they'll never tell you the products stink even, they'll never tell you they have no interest whatsoever, so it takes a pretty high amount of cultural adjustment to read between the lines and never take anything of face value ..." (Finish, 35 -44, 6 years Algerian experience, Marketing)

9.2.3 Handling Culture Shock in the Workplace

When expatriate respondents identify differences that might be regarded as a kind of culture shock, they emphasize the importance of not developing a dislike for the work situation and becoming stuck into a negative frame of mind. One expatriate manager describes this in terms of: "Actually appreciating the differences, rather than seeing them on hostile basis" (British, 35 - 44,4 years Algerian experience, Human Resources). Similarly, another expatriate talk about coping through development of a detached attitude together with a degree of flexibility: "By and large I stepped back and watched, mostly I accepted and adapted" (Canadian, 35 - 44, 5 years Algeria experience, Construction). Finally, a number of respondents refer to their own determination to "stick it out" and not to allow the situation to get the better of them.

Reference is made to the need to establish a close relationship with a local person who is prepared to tell the expatriate honestly what is happening. In other words, to interpret the behaviors of local people and explain local norms. How such a relationship might work is described as follows: "... What they felt was important for me - stuff like that –a mentor in many ways" (American, 25-34, 3 years Algeria experience).

The data reveal a variety of coping strategies used by expatriates. One expatriate who feels he encountered problems with his local superior for expressing his opinion in a frank manner at a staff meeting describes how his behavior has changed: "... basically I shut up and I really only speak now in small meetings and even then I try not to" (Portugal, 35 - 44,1.5 years Algeria experience, Food Product). Another expatriate tells about the need to use outside parties to ensure his own interests were protected when a project he had initiated was unilaterally taken out of his control and given to a more senior host national colleague for execution. Another approach which is described as being effective in dealing with cultural differences is to bring the issue into the open for discussion.

9.3 Awareness of Culture

Among other things, expatriates were asked to consider the extent to which people are aware of their own culture, if they themselves had ever felt estranged from their own cultural background, and if their overseas experience had made them more internationally minded. These ideas give a general sense of how open this group of managers has been to learning about themselves and others, and some additional insights into the nature of the expatriate adjustment in Algeria.

9.3.1 Awareness of Own Culture

Very substantial agreement exists concerning the idea that one is not really aware of one's own culture until one is outside of it. Expatriates find it tends to put things into perspective. The place one thought was the center of the world isn't so after all its strengths and weaknesses become more apparent. In

some cases, missing familiar things results in a heightened sense of appreciation for what has been left behind, and a stronger awareness of who one is as a person.

A much greater awareness of oneself is seen to be an important consequence of living and working overseas. Expatriates talk about questioning their own attitudes and behaviors. A typical statement being: - "when you see other people do things differently then you reflect on why I do things the way I do..." (Canadian, 34 - 45, 2.5 years Algerian experience, banking).

Some speak about expatriation being an intense experience which has caused them to question who they are, what they want out of life and what's important to them. For instance: -

"There is a friend of mine who says that Algeria is the shiniest mirror he's ever seen and that it really reflects ...it does give you a view of who you are and what you want in a way that very few places do..."

(Netherlands, 35 - 44, 1.5 years Algeria experience, Health and social service)

For some, the "Algerian experience" is multi-cultural rather than just cross-cultural. One expatriate has found himself the only English man working in U. S. head quartered multinational with many American expatriates, as well as local people, an experience characterized as "quite interesting".

9.3.2 Internationally Minded

A small number of expatriates suggest that working in Algeria has not made them more internationally minded because they had developed such a perspective previously. However, most expatriates acknowledge, without reservations, the impact which living and working in Algeria has had on them. Put briefly by one: "... this was a great eye-opener for me" (Swiss, 4 years Algeria experience). Amongst the most important opportunities Algeria, as an international business center, provides is the gain of an awareness of a wide range of business cultures.

With reference to becoming more internationally minded, expatriates often indicate how much they have learned and continue to learn through their daily experiences. Characteristics of this attitude are these words of a British expatriate: "with Algeria-I don't think I'll ever stop learning - something new always seems to crop up". In their comments, respondents convey a sense of excitement at having broadened their horizons and suggest they plan to continue to learn and to develop themselves as people.

This self-awareness is not always identified in relation to feeling positive about being more internationally-minded. Some expatriates credit the expatriate experience with forcing them to recognize their own boundaries. So, for example, extensive exposure to Algeria's way of life can lead to less tolerance for certain characteristics of the society, with someone suggesting a tendency towards

being "less internationally-minded", in the sense that there is a heightened awareness of not being in tune with local values and developing an even greater appreciation of Western culture. This point of view is evident in the following interview: -

"... It is important to learn about a culture, but one doesn't have to like it. I see people arriving in Algeria fresh who are really eager and they want to be Algerian's - they rush out and learn the language, eat everything that the locals eat, do everything that the locals do and I feel like saying to them - "look you're not -you're never going to be - this isn't actually your country. I think that with this experience behind me I don't feel the same urgency to adapt. I think actually you adapt better by recognizing your limitations in adapting". (Denmark, 35-44, 6 years Algeria experience, Transport).

In commenting on whether or not they had become more internationally minded the expatriate respondents referred to observing, listening, reading, travelling, engaging in new professional and social contacts, exploring different ways of doing business, and reflecting frequently about what was happening in their life.

9.3.3 Nationality Issue and Estrangement

By and large, nationality is not identified as a significant issue in itself. The more fundamental points seem to be that, first of all, expatriates will by definition be perceived differently regardless of their particular national origin, as explained in the following comment: "So, I would say that whether it's British or whatever - if you're a white face or a dark face or whatever - you're always on the edge of the society. Local people never really bring you in" (British 35-44, 2 years Algeria experience). Secondly, expatriates may benefit from what seems to be general "openness". This is evident in the sentiments expressed in the following quotation:

"... One of the things that I find very rewarding about Algeria is that you actually tend to be accepted for what you can bring to the party, rather than for what your culture, background, race, color or belief is and that's something that for me is one of Algeria's real strength ..."(France, 35-44,6 years Algeria experience).

For some expatriates estrangement from their own countries or cultures is not an issue because they return at least annually, entertains visitors from home and tends to socialize with own-country nationals in Algeria. There are also those who regard home to be wherever they are located currently, without a strong feeling of affinity for the country of their birth nationality. Those who regard estrangement as an issue interpret it in somewhat different ways. In some cases it has to do with shifting their main focus of interest away from their home country to their present life in Algeria. On a personal level it is often difficult to continue to relate to former peers or classmates, and the material rewards of expatriates' life can become a barrier. A week in the Fareast at Christmas can seem incredibly erotic to home country friends who are struggling to meet mortgage and car payments. Expatriates recognize that their attitude and behavior may change as a result of living abroad.

A number of expatriates describe either embarrassment or disgust at the behavior of some of their compatriots as in this quote: "... I have met a lot of slimy Canadians here in Algeria... a lot of them think they are just so good in whatever respect and people should be...bowing to them. They get very very arrogant" (Canadian, less than 1 year Algeria work experience). One expatriate expressed distaste for those who come from the "old boy" public school culture, the street culture, the street culture 'jobs' - friendly, but not particularly well educated - and the "... people who haven't learned a word of Arabic after living here for 10 years. There are lots of people here who are like that. I find them pretty awful" (British, 25-34, 2 years Algeria experience, Chemicals and chemicals products). Whilst another British expatriate says he tries not to mix socially with expatriates who are critical about Algeria or put them down in anyway.

9.3.4 Expectations about Algeria

Expatriates express many different views concerning what they expected would be like to live and work in Algeria. For many moving to the area was a "great adventure" and they arrived wanting to explore and discover. For others there were few preconceived ideas and it just seemed like a reasonable alternative: "I had been to Algeria on holiday. I liked the climate. And it was more exciting than South-walk in South London" (British, 35-44, 5 years Algeria experience). Many recalls being very naive about what they would face, some finding it more challenging than expected, others encountering fewer difficulties than they had feared.

Once again, the problem of the separation between expatriates and locals which was identified previously in the material presented in Chapter 8 is evident in this data on expatriates' expectations about Algeria. According to one: "... I've been disappointed that I've been unable to really get to know more Algerian people and understand ...how they live their lives" (American, 5 years Algeria experience, Mining and quarrying). Just how difficult establishing social relationships can prove to be is illustrated by the experience of one person:

"I thought because I have lived in Algeria and I do know about Algeria and all those sorts of things and because I spoke some Arabic and obviously was making an effort - that I'd have a sort of wider margin of acceptance ... generally I'm sort of disappointed about how difficult it is to integrate...But you know I feel very ashamed, two years I've been here and I haven't really made one local friend...I've lived abroad before - I've never had that situation so I find that a bit sad. " (British, 35-44, 2 years Algeria experience).

Despite the mix of those who expected it to be easy to adjust and those who expected it to be even more difficult, there is no evidence that this group of expatriates have been unable to bring their expectations into line with the "real situation" in Algeria. Some refer to being happier than when they first arrived and others acknowledge their expectations are now more realistic. Typical of their general attitudes is this respondent's comments: "I would say that I am beginning to understand more and more

the culture, and the more you understand it, the more you enjoy it" (Americans, 35-44, less than 1 year Algeria experience, Petroleum)

9.3.5 Managers in ALGERIA

Although expatriates really qualify their insights into what they have learned about management with the suggestion that they've not necessarily unique to Algeria, there are several learning points which they regard as crucial. The absolute importance of building good personal relationships and treating others with respect is strongly emphasized. The following interview extracts demonstrate the depth of feeling on these points, and reinforces the very similar ideas which were raised in the examination of cross cultural management issues in Chapter 8.

"You have to be more sensitive here to other people's faults,...for the most part Arabs get very defensive if they feel that you have a problem with their work or their behavior" (Canadian, 25-34, less than 1 year Algeria experience).

"I think the one thing it's taught me is... that if you do have a problem with somebody, you've got to deal with that problem right at that point in time. But you've got to do it discreetly. You've got to do it behind closed doors. Regardless of what you're doing. Even if you're firing him".

(American, 45-54, 8 years Algeria experience)

"I have learned that there are different ways to do things basically, there are different ways to accomplish the same goal within the same time period and may be using some cases a more gently approach, you don't have to tear somebody apart - is what I have learned - to get results ..."

(British, 25-34, 3.5 years Algeria experience, Chemicals and chemicals products)

Expatriates refer to being more sensitive about the impact of their actions on others, even to the point of being less direct in their questioning of colleagues and subordinates. The importance of building rapport with others is stressed and respondents refer to having learned to be much more aware of the importance of personal relationships.

Once again, aspects of communication are identified as important. Expatriates stress the need to think ahead before presenting ideas and to spend more time in preparation than would be necessary in their home countries. The need to double check and to re confirm is also stressed, with one respondent suggesting it is necessary to have some way to force feedback so as to identify if the correct message has actually been received. The general lack of feedback applies as well to giving professional advice: "... in some instances, they more or less tell you - yes, I have heard your advice but I know better." (British, 45-54, 6 years Algerian experience). There is considered to be a need to ask a lot more questions and to never assume or take anything for granted.

A larger number of respondents refer to the personal growth and development which has occurred because of their Algeria experience. A broadened perspective, increased tolerance and patience,

enhanced personal flexibility and self-confidence are all mentioned. Coping strategies which have been learned include the need to pace oneself carefully because of the extra psychic and physical energy which are demanded in a cross cultural situation in a foreign country, and the need to arrange for deliberate "downtime" to recharge one's batteries. Additional learning points mentioned by individuals include the need to appear to be decisive, such that an expatriate manager should be cautious when it comes to expressing concerns or personal worries. Another person believes that there are times when people hide behind cultural differences to justify their own misunderstanding. In other words, people's behavior is a product of much more than culture and expatriate managers to think beyond cultural explanations in understanding the characteristics of their work environment.

9.4 Expatriate Adjustment

This section examines the perceptions of all respondents about what factors assist Western Managers to adjust to working and living in Algeria. Expatriates reflected on their own experience whilst host nationals commented on the adaptation of westerners generally. Table 9.2 presents the data on adaptation to work and Table 9.3 the data on adaptation to living in Algeria.

Table 9.2 Adaptation of Western Expatriate Managers to Working in Algeria: All Respondents

Extent of adaptation	Expatriates		Host nationals	
	<i>f</i>	%	<i>f</i>	%
To a very great extent	25	45,5	4	12,9
To a great extent	23	41,8	21	67,7
To a moderate extent	7	12,7	6	19,4
Total	55	100	31	100

Table 9.3 Adaptation of Western Expatriate Managers to Living in Algeria: All Respondents

Extent of adaptation	Expatriates		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
To a very great extent	23	41,8	4	12,9
To a great extent	23	41,8	10	32,3
To a moderate extent	7	12,7	13	41,9
To a little extent	1	1,8	4	12,9
To a very little extent	1	1,8	-	-

The expatriate managers in this study report positively on the extent to which they have adapted to work in Algeria. The perception of host nationals' managers about the extent of expatriate managers' adjustment to work in Algeria is also positive, however, there is a significant difference between the two groups. This discrepancy may relate to the nature of the question. The expatriates were responding to their own personal feelings, they were not being asked to assess generally. On the other hand, host nationals were being asked to make a general assessment. Adaptation to living in Algeria is perceived less favorably than adaptation to working, and once again there is a significant difference between the expatriate and host nationals.

9.4.1 Adaptation to Working in Algeria

This section classifies and discusses the ideas of all respondents about the factors which assist expatriate managers in adjusting to their work in Algeria. A number of host nationals' managers misinterpret this question and, instead of responding with ideas about what factors actually exist, they answered in terms of what factors would or could be useful. The handling of such situations during the interviews is discussed in Chapter 6.

Expatriates identify three factors relevant to their adjustment to working in Algeria. The first factor was the supportive working relationships, which may be with either expatriates or host nationals. Organization culture is considered the second factor as it can provide a Western "buffer" between individual managers and the host national society. Thirdly, the opportunity for improved material benefits in the form of pay perquisites is seen to facilitate adjustment. These issues are discussed in the next section.

In general, host national managers make less of a distinction between work-related and non-work related aspects of adaptation than do expatriates. They believe Algeria has a Western-orientation, which is reflected not only in the country's characteristics but also within specific organizations and in a work force who have a long experience of working together with foreigners and communicating in English. Company support to expatriate is mentioned, most notably in the form of "expatriate" employment packages.

➤ *Work Colleagues*

The importance of supportive colleagues is emphasized though the source is not confined to one group only. Sometimes a specific person has been particularly helpful, in other cases it has been a group of people. One respondent refers to a good relationship with the boss and another mentions good support

form subordinates such as secretaries. The need to have colleagues who can be trusted and with whom one feels comfortable is highlighted by several respondents.

➤ ***Company Culture***

Some expatriates perceive their company and its culture as a buffer between them and the rest of Algerian's society: "You are not working totally in Algerian culture" (American, 45-54,3 years Algerian experience). The extent to which company culture, as a reflection of a familiar national culture, can facilitate adjustment is illustrated by this comment: "... my culture shock was greater when I worked for a Swiss bank,...being English speaking Canadian, felt much more comfortable in a British organization than in a non-British organization" (Canadian, less than 1 year working in Algeria). Another point bearing on the organizational environment has to do with the medium of communication. The quite use of English in business in Algeria is seen as being helpful to the adaptation of Westerner expatriates.

➤ ***Terms and Conditions of Employment***

The advantages of earning high salaries and being entitled to generous benefits packages are factors mentioned by several expatriate managers. They imply that, whatever difficulties expatriate managers may face, the material payoff is sufficiently above what they would normally receive in their home country to make it all worthwhile.

➤ ***A Westernized Environment***

The Algerian's cosmopolitan nature, its sophisticated infrastructure and large expatriate community are seen by host national managers to be important factors in adjustment, and features which distinguish Algeria from other overseas locations. The perceived extent of Algeria's westernization prompted one respondent to suggest that expatriate managers don't encounter major difficulties, while another suggested expatriates do not need any assistance in adjusting to Algeria. These ideas are consistent with material discussed in Chapter 8.

Host nationals believe most large companies in Algeria have a Westernized company's culture. Not only are Western values imported but expatriates are likely to encounter many colleagues from Western countries in their work. Of course, the use of English in the work place is considered to be a key feature in assisting adjustment. One host national suggest: "... expatriates can feel they don't need to make any changes when working in Algeria because they can speak their own language.

Algeria is regarded as receptive to expatriates because local people have a long tradition of working with them as colleagues. A host national manager also feels there has been considerable Western culture taken on board by Algerians who have been educated overseas. However, it was mentioned that the degree of acceptance accorded to expatriate managers does vary between organizations. Greater acceptance can be expected if their arrival is perceived as being an added value to the organization and not seen to block the career advancement of local managers.

➤ ***Personal Attitudes and Understanding Local Culture***

Besides identifying what factors contribute to the adjustment of expatriate managers to working in Algeria, host nationals have views about how expatriates can facilitate their own adjustment. In terms of attitudes, host nationals consider it unwise for expatriates to form opinions about Algeria prior to their arrival, and suggest that expatriates must consciously shift their thinking away from their home country so as not to give any impression of home country superiority. The tendency to act superior is regarded very negatively by host nationals, although one did see it as quite normal. An appropriate attitude is described by a host national as one based on "... the basic philosophy of trust ... if they can't communicate trust it doesn't work" (35-44, 10 years' experience, management).

Understanding local culture appears to be a critical point. It was raised by a cross-section of host national respondents who feel that expatriates must "understand", "appreciate" and be "sensitive to the local/Arabic and Muslim culture". This is illustrated with the following two comments: "... the understanding of the local culture is the sort of factor which will assist them in adjusting to work in Algeria, certainly you have to have an understanding of how the people conduct business in this environment" (host national, 45-54, 4 years' experience, Banking). "More listening to the local people and trying to understand more about our culture because maybe there is some advantage ... They have to learn how to use those advantages and adapt to an existing environment" (25-34, 9 years' experience, Finance).

9.4.2 Adaptation to Living in Algeria

This section classifies and discusses the ideas of all respondents about the factors which assist in the adjustment of expatriate managers to living in Algeria. Similar to the discussion about work, expatriate managers use their own experience as the basis for commenting upon the more general situation. Host national managers tend to distinguish less clearly between 'work adjustment' and 'non-work adjustment' and once again, there is a tendency to answer in terms of 'would' or 'could' rather than identify 'what is'. Expatriates consider a wide variety of non-family relationships to be important.

Respondents speak about how the existence of a community of expatriates to give advice, and the opportunity to socialize and share with people who have already been through the experience of coming to terms with Algeria have proven to be helpful. The category of friends as being most important varies considerably between respondents. Some find it useful to make contact with friends from home who have moved to Algeria, one respondent mentions the importance of socializing with home country nationals of the same age. Another mentions the importance of knowing some locals.

Given the emphasis expatriates place on their social networks in helping them to adjust, it is interesting to note the comment of an American expatriate manager in explaining his strategy for continuing to live successfully in Algeria, "... and I have been quite selfish aligning myself with people who have been in Algeria a long time, not mixing too much with people who have just arrived." (American, 25 - 34, 5 years Algeria experience, Petroleum). This suggests that even though people who are new arrivals find it helpful to establish social links with those already settled, there may be some resistance from the latter group to 'go out of their way' to help new comers. This is May partly relate to the relatively high turnover of expatriate managers, who may be transferred in on time limited contracts of 2-5 years.

Host nationals think that being open minded, curious, and taking the initiative to know more about Algeria are important in facilitating adjustment. There is some suggestion that having a sense of curiosity is linked closely with being open-minded, tolerant and ready to accept living in Algeria. Different examples are given such as attending sports and cultural activities "... to know this is the way we live and this is what we believe, this is where our culture comes from..." (Host nationals, 35 - 44, 10 years' experience, Banking).

Host nationals also recognize the importance of social support from the family. One respondent says there is a need for expatriate managers to have their families with them "... because it will help them to really focus and concentrate their efforts in the work instead of just missing their families all the time and having emotional ups and downs which will influence their work" (host nationals, 35 - 44, 14 years work experience, Education).

The second most important factor which exists in the adjustment of expatriate managers to living in Algeria is the increase in the material advantages which the expatriates' contract and lifestyle offer. A bigger pay cheque is perceived by some as having a positive impact on their ability to adapt. Housing is a very valuable commodity in Algeria and a number of respondents refer to it as: "quite", just ten minutes from work. An expatriate employment package can provide many advantages. One expatriate manager describes it in this way:

"In this particular job there is all kinds of stuff I never had before... money, car, free accommodation, clubs, domestic help, free school fees, all kinds of stuff that I didn't have before and I won't have after

Leave. My wife hates housework so this is wonderful as far as she is concerned” (British, 45 - 54, 6 years Algeria experience, Chemicals and chemicals products).

9.4.3 The Failure of Expatriate Managers in Algeria

Both groups of respondents were asked whether they personally know of any cases where Algeria based expatriate managers had found it necessary to leave Algeria before completing their work contracts or work assignments, and if so, what circumstances had made this necessary. Just slightly under 60% (23 respondents) of the expatriates, and about 64% (20 respondents) of the host nationals had the necessary knowledge to answer this question. The data analysis reveals three factors: company related contingencies, the failure of an individual manager to adjust, and the failure of the family to adjust to Algeria. The last point will be discussed in Section "Family Adjustment".

➤ *Company-related Contingencies*

There are a number of straight forward reasons why expatriate assignments are cut short. These include the decision of a company to restructure internally or to reorient the focus of their activities, thereby removing the reason why a particular expatriate has been recruited into an Algeria based position. Sometimes companies recall expatriates because of an urgent need arise in the company's home base or because there is a promotion opportunity elsewhere. It is also possible for a job assignment to be cut short prematurely for reasons having nothing to do with its being located in Algeria. There may be a mismatch between the requirements of the job and the job-holder's skills. It may be that there are problems affecting the organization more generally, the under taking of an "impossible mission", or in house personnel changes may prompt an expatriate to request being posted back home.

➤ *Personal Adjustment Effectiveness*

The failure of expatriate managers to adjust is attributed to several different kinds of factors. The straightest forward are those related to the physical characteristics of Algeria such as the high humidity, constant heat and other features of living in a big city. In some cases expatriates, who have never lived abroad before, find themselves not suited mentally or emotionally to living overseas, a fact they don't know only once they are in such situation. The second group of factors has to do with Algeria's work environment. Difficulties include the inability to cope with the stress of a new job and a failure to adjust quickly enough to their work requirements, as well as the patterns of working hours and how, for some managers, these can have a very negative impact on their personal life style. As explained by one respondent:

"... One guy who left a year ago. Very bright guy. But just you know this just wasn't the place for him and he's back in Texas and he lives in a huge house and is two hours away from his family and is in seventh heaven" (American, 25-34, 3 years Algeria experience, Petroleum).

A thirds group of factors is related directly to the ability of expatriates to cope with the demands of Algeria's cross cultural work environment. These demands may be demonstrated in various ways. They can arise from the need to balance many factors in everyday management that are not fully comprehended, or the need to adjust to the local management style - for example, having a host national boss. It may be that it is the extent of the cultural differences which undermine expatriate performance. In describing a situation where an expatriate manager was dismissed because of poor performance a host national respondent states:

"... they just cannot produce because culture is different... we had to ask them to leave...They didn't do the right thing" (35-44, 10 years' experience, finance).

In another situation where an Expatriate was not able to alter his style to suit the local business culture and ultimately had to leave, there was conflict with other managers. According to the expatriate manager who relates this case, he personally found the lifestyle to be fine "... but it drove the locals insane" (Spanish, 25-34, 3 years Algeria experience, food products).

Respondents stress the need for expatriate managers to communicate effectively and identify an "inability to communicate" as the source of many problems. This is seen to be related to interpersonal dynamics, rather than specific language ability. One respondent explains what happens "... they just can't seem to develop a repartee, an understanding between themselves and whoever they are talking to" (British, 35-44, 5 years Algeria experience). A 'lack of fit' between the individual and the demands of the situation is also identified. There is a need for 'diplomacy' and to behave with a certain degree of respect.

The failure of expatriates to manage successfully is also attributed, by the expatriate respondents, to their inability to master the "politics" of working in Algeria's organization. A failure to be "politically sharp" which could lead, for example to expatriates being "out maneuvered by their local managers". One respondent identifies this in terms of "company politics" where the expatriate is blamed for something going wrong and subsequently removed. His statement about the extent of this problem is as follows: "It happens every year. I mean, I've been with my [organization] for many, many years and you see this happening always" (American, 45-54, 5 years Algeria experience).

9.5 Family Adjustment

This section explores expatriates family adjustment in Algeria. Approximately two thirds (66.7%) of the expatriate respondents have a family. Family adjustment to Algeria is reported to be relatively high with a full three quarters (76%) having adjusted to a "great extent". A majority of the expatriates in

this study acknowledge the 'great' or very 'very great extent' to which family adjustment has had an impact on their own work performance. These data are presented in Tables 9.4 and 9.5.

Table 9.4 Extent of Family Adjustment to Living in Algeria: Expatriates

Extent of Adjustment	f	%
To a very great extent	22	40,0
To a great extent	6	10,9
To a moderate extent	3	5,5
To a very little extent	1	1,8
Not applicable	23	41,8
Total	55	100,0

Table 9.5 the Impact of Family Adjustment on Work Performance: Expatriates

Extent of Adjustment	f	%
To a very great extent	12	21,8
To a great extent	14	25,5
To a moderate extent	6	10,9
To a little extent	3	5,5
To a very little extent	3	5,5
Not applicable	17	30,9
Total	55	100,0

Expatriate and host national respondents are highly consistent in identifying problems related to the adjustment of spouses and family members as the most frequent reason for expatriate assignments to fail in Algeria. Stated frankly by one expatriate respondent: "Once the family situation starts to crumble, it's good-bye". Family issues are perceived to be far more important in causing assignments to deteriorate to the point of breakdown than factors associated directly with work. The following extract clarifies this issue: -

"I remember there is a guy - and his family just couldn't take it and the wife and children packed up and left, so he had to just follow suit. He himself was quite prepared to stay on. But because of family pressure he just had to give up and go". (Host national, 35 - 44, 12years work experience, Banking).

The reasons for the difficulties to adjust vary, though the unhappiness of wives with life in Algeria often mentioned: - "... the wives don't like it here." "In some cases this may be because the wife had given up a career to accompany their husbands overseas, only to discover the language and cultural barriers prevent them from finding suitable employment. Additionally, expatriate positions in Algeria can include responsibilities in the whole of Algeria or other parts of the North Africa, forcing

managers to spend a considerable amount of time travelling. Limitations imposed by the physical environment: "... living in apartments, not houses" and "... there wasn't any grass for the children to play on" can be stressful. There can also be problems with ensuring suitable schooling, particularly in the case of children who have special learning needs.

9.6 Summary

Both expatriates and host nationals are conscious of the opportunities arising from Algeria's dynamic economic growth and all respondents believe this operates to their favor. Modern communication and transportation and the availability of a skilled labor force are viewed similarly. Also respondents affirm that financial reward is one of the features they like most about working in Algeria. There is some ambiguity about interpersonal relationships. On the one hand, expatriates express good feeling about their colleagues, on the other hand they point out their feelings of frustration and unhappiness associated with certain facts of their relationship with host nationals. The latter group only refers to interpersonal relationships in very personal terms. For example, a poor relationship with their boss.

Surely, expatriates regard culture shock as being more of an occupational hazard than do host nationals, although they regard the term culture shock as probably being too strong in characterizing what occurs when expatriates are confronted with Algeria's cultural differences. Algeria is seen to be relatively Westernized and possessing a sophisticated infrastructure and these lessen the potential for culture shock. The nature of working relationships and patterns of communication are identified as areas where cultural differences exist. The coping strategies of expatriates at work include changing individual behavior in line with local norms and behaviors, by either being more cautious or more direct. When it comes to cultural differences experienced outside of the work place, an open-minded and practical approach is suggested as a way of easing the culture differences in order to live in Algeria. Throughout the discussion there is a strong sense that handling some cultural differences is simply a part of living overseas and, certainly in Algeria, it is reasonable to expect that expatriates can develop suitable coping strategies.

Adaptation to Algeria is perceived, by expatriates and host national managers, to be generally satisfactory. There is a belief that adaptation to work occurs to a greater extent than adaptation to living, a view held more strongly by host nationals than by expatriates. The latter group stresses the central importance of work and identifies real satisfaction derived from employment, supportive work colleagues and the company culture as important factors in adapting to work. Host nationals emphasize the Westernized character of Algeria environment, the Westernized organizational culture of many companies and a work force well adapted to working with foreign managers. When adaptation to living in Algeria is considered, both the expatriates and host nationals believe the existence of appropriate social support, and the generally good employment and living conditions of

expatriates facilitate the adjustment to living in Algeria. However, the unsuccessful adaptation of families to life in Algeria is identified by all respondents as a major factor affecting the premature termination of the expatriate contract.

To conclude, this chapter discussed the several factors which influence the expatriate experience. Although these factors are not regarded as being too strong compared to other expatriation experience, nevertheless they show that some training and selection methods are needed to improve the expatriate experience in Algeria. The next Chapter will investigate the selection and training process.

CHAPTER TEN

SELECTION AND TRAINING

SELECTION AND TRAINING

Data collected from expatriates and host nationals concerning selection and training issues are introduced in this chapter. It provides information about the experiences of expatriates in being selected and the mechanisms used in the process, and their ideas about what important criteria should be used when selecting managers to work in Algeria. The extent to which companies regard overseas experience as important is explored. Also the ideas of both groups of respondents about training for expatriate managers and their families. The purpose of training is examined. Finally, the chapter ends with a discussion about pre-departure training.

10.1 Selection Mechanism

Expatriates were asked to identify which mechanism their organizations use to select managers for an overseas assignment. Many were unable to respond because either they did not have the necessary information or it did not apply to their particular circumstances. The data, from 21 respondents, presented in Table 10.1 represent the top five choices from a list of 10 possibilities.

Table 10.1 Mechanisms Used to Select Managers for Overseas Assignments: Expatriates

Selection Mechanism	<i>f</i>	Rank Order
One to one personal interview	19	1
References	15	2
'Word of mouth' (i.e. personal contact)	14	3
Executive search ('head hunters')	13	4
Advertisement	9	5

The selection mechanisms are standard ones, with a clear emphasis on the face to face personal interview. These rather limited data do imply an interesting point about the Importance of personal suitability. Advertisements generate applications which can be screened for formal qualifications and experience, whereas the other mechanisms more readily lend themselves to assessing characteristics

such as personality and social skills. In particular, the emphasis given to 'word of mouth' would seem to support this point as it implies someone giving an informal, but frank and confidential, assessment about the suitability of an applicant for an expatriate assignment.

10.2 Reason for Selection

Expatriates were questioned about why they had been selected to come to Algeria and the nature of the selection process. It was not possible to notice any particular themes from these data as the responses varied extensively. Past work record, relevant professional qualifications, previous experience in or out of the region having a good working relationship are all mentioned. As well as being contacted by a recruitment agency (executive search), being recommended by 'word of mouth' and even in one instance being in a position to self-select onto the short list of potential candidates. In several cases, respondents had come to Algeria mainly to upgrade their present job.

10.3 Standard Selection Criteria

Respondents were requested to indicate the extent to which the factors of 'Needed Expertise', 'Adaptability', 'Maturity' and 'Emotional Stability' should be taken into account when expatriate managers are selected to work in Algeria. These data are presented in Table 10.2.

Table 10.2 Criteria to Select an Expatriate Manager for Algeria: All Respondents

Criteria:				
To what Extent Taken Into account	Expatriates		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
Needed Expertise				
To a very great extent	19	34,5	13	41,9
To a great extent	30	54,5	14	45,2
To a moderate extent	4	7,3	2	6,5
To a little extent	1	1,8	1	3,2
To a very little extent	1	1,8	1	3,2
Total	55	100,0	31	100
Criteria:				
To what Extent Taken Into account	Expatriates		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
Adaptability				

To a very great extent	27	49,1	14	45,2
To a great extent	22	40,0	13	41,9
To a moderate extent	5	9,1	4	12,2
To a little extent	1	1,8	-	-
To a very little extent	-	-	-	-
Total	55	100,0	31	100

Criteria:

To what Extent Taken Into account	Expatriates		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
Maturity				
To a very great extent	14	25,5	15	48,4
To a great extent	27	49,1	10	32,3
To a moderate extent	11	20,0	6	19,4
To a little extent	2	3,6	-	-
To a very little extent	1	1,8	-	-
Total	55	100,0	31	100

Criteria:

To what Extent Taken Into account	Expatriates		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
Emotional Stability				
To a very great extent	26	47,3	12	38,7
To a great extent	21	38,2	14	45,2
To a moderate extent	15	9,1	3	9,7
To a little extent	1	1,8	1	3,2
To a very little extent	2	3,6	1	3,2
Total	55	100,0	31	100

* The test is significant at $\alpha=0.05$ according to the Mann-Whitney U test.

The criteria of 'Adaptability' and 'Emotional Maturity' tend to be ranked highly, by both respondents. Expatriates in particular place considerable emphasis on the ability to adapt. "Needed expertise" is also considered to be important. In line with opinions expressed elsewhere in the interviews, host nationals tend to believe quite strongly that the holding of jobs by expatriates needs to be justified in terms of bringing to Algeria expertise not otherwise available. There is substantial agreement with this point of view from expatriates, though their overall emotional reaction may be less intense.

As it is clear from the table there are no significant differences between both respondents. Both agree on the criteria of "needed expertise" and "maturity". There might be some differences around the adaptability criteria as it was mentioned earlier, this is due to host nationals belief that Algeria is

westernized to some extent that no major adaptation problems exist. On the other hand expatriates place a considerable emphasis on the ability to adapt factor.

10.4 Key Selection Criteria

The literature indicates an emphasis continues to be placed on a successful home country performance when managers are recruited for overseas posts, despite no strong evidence to support a link with success an expatriate manager. This issue was explored with host nationals, who have a range of opinions. About a third regards the idea of basing an overseas posting on domestic performance to be "reasonable", a "good idea", or "the only possible criterion". Such a historical perspective is seen to be relatively objective, especially when compared with trying to determine a person's adaptability, which is referred to by one respondent as simply an "educated guess". A much smaller group of host nationals suggest it depends very much on the nature of the overseas assignment. For example, for specific technical positions which are internal to organization it might be appropriate, but for jobs such as marketing, home country performance may be of limited relevance.

Most host nationals accept the domestic performance is only one factor to be considered along with a number of other factors. They suggest it would be "risky" and "not totally wise", and even "wrong" to focus on only one criterion. One host national expresses it this way:

"... if you are sending him to a quite different country in terms of culture, language, way of operation, then I think this could be quite dangerous. Rather the emphasis should be placed on the manager's adaptability, flexibility, and also his exposure and experience in these overseas countries and cultures". (45-54, 15years work experience, management).

Additional criteria to be considered are discussed in another section of this chapter, however the following statement captures the essence of what many host nationals had to say on this point: "For people to work overseas they must - apart from being good technically and professionally - they must have the character of being able to adapt to a new environment and to understand the other people". (35-44, 10 years work experience).

10.5 Key Selection Criteria for Algeria

The selection criteria that the study respondents would use to select Western expatriate for a managerial position in Algeria can be grouped into three general categories. By far the most important criterion is considered to be an individual's personal attributes, including good interpersonal skills. Previous international working experience, preferably in the North Africa region is the next most important criterion with suitable technical skills/professional qualifications regarded just a little less highly.

10.5.1 Personal Attributes

Expatriates and host nationals are consistent in what they regard as essential characteristics for expatriates in Algeria. Frequently used terms include: 'flexibility', 'adaptability', 'open-minded', 'tolerance' and 'strong people skills'. This is usually presented in terms of working cross-culturally as one host national respondent puts it: "... the aptitude and attitude to work with people of different backgrounds" (host nationals, 35 - 44, 20 years' experience, education). Motivation is also considered to be a critical factor. This relates to being committed to working overseas and having genuine interest in the learning opportunities provided by an assignment in Algeria beyond merely reaping the material rewards of an overseas job. Host nationals suggest it may be necessary to screen for racial prejudice, and expatriates emphasize the need to ensure the existence of a strong personal work ethic.

10.5.2 Technical/Professional Skills.

Expatriates in particular mention the need for appropriate qualifications and the need to match individuals skills with job requirements. One expatriate indicates that technical qualifications should be given priority over personal attributes and a host national takes the view that the only justification for bringing expatriates into Algeria is because they have a particular expertise which is not locally available and must be imported. However, the following quote provides quite different perspectives: -

"You can get by with limited technical skills if you have excellent interpersonal skills. You cannot get by if you have excellent technical skills and terrible interpersonal skills, so I would say interpersonal skills is probably the number one criteria. "

(American, 25, less than 1 year Algeria experience, Petroleum).

Even when not stated directly, it is certainly implied that superior social skills and a 'good' personality are likely to have a greater positive impact on an expatriate manager's success than simply technical expertise.

10.5.3 Overseas Experience

Working and living experience abroad is mentioned by both expatriates and host nationals as something to be considered before employing an expatriate manager in Algeria. There is a preference for North Africa, rather than European experience, but there is general recognition that individuals with some international experience stand a better chance to adjust and work successfully. As with the qualification criteria, respondents expressed considerable flexibility about these criteria:

"... I think that an individual's potential is as important as what they have done in the past ...I think a smart individual can confront a whole series of situations and adapt to them and learn very quickly.

And if they haven't done them before sometimes you get interested in them and you deal with them much more energetically and, in the end, handle them better than somebody that's done it a hundred times. (Switzerland, 45 - 54, 8years Algeria experience, Research & Development).

10.6 Expatriation: Company Support

This section examines the answers of expatriates to questions about the extent to which their companies support expatriation as an important aspect of their career development and what pre-departure training was made available to expatriates when they took up their jobs in Algeria. Table 10.3 and 10.4 display these data, which are somewhat limited because of the number of expatriates who were not able to respond to the questions. About one half of the expatriates respondents in this study work in companies where overseas experience is seen to be important to at least 'a moderate extent'. The active career planning support that companies provide is relatively limited with less than a third of the respondents rating this at better than or equal to 'a moderate extent', and no one indicating it take place to 'a very great extent'.

Table 10.3 Extent to Which Company Regards Overseas Experience as an Important Component of an Expatriate Manager's Career Development: Expatriates

Degree of Extent	<i>f</i>	%
To a very great extent	5	9,1
To a great extent	18	32,7
To a moderate extent	13	23,6
To a little extent	4	7,3
To a very little extent	4	7,3
Do not know	4	7,3
Not applicable	7	12,7
Total	55	100,0

Table 10.4 Extent to Which Company Engages in Active Career Planning: Expatriates

Degree of Extent	<i>f</i>	%
To a great extent	11	20,0
To a moderate extent	4	7,3
To a little extent	3	5,5
To a very little extent	12	21,8
Do not know	6	10,9
Not applicable	19	34,5
Total	55	100,0

10.7 The need for Training

There is strong support in favor of training. Expatriates use of words and phrases such as 'useful', 'very important', and 'absolutely vital', and several mention the importance of including spouses and families in any training initiatives. Whilst acknowledging the greater need of individuals without previous overseas experience, the assumption that pre departure training helps all potential expatriates to shape appropriate expectations about life in Algeria is supported. Host nationals describe training "essential", 'necessary', and 'very important', with the mention that previous overseas experience has a direct bearing on individual training needs.

Only a small minority of respondents indicates there is no need for training and it does not have a role in assisting Western expatriate managers to adjust and work successfully in Algeria. One expatriate suggests that a day of pre-departure training "wouldn't hurt", another believes there is a little need for cross-cultural training these days, one thinks that if companies select well then cross-cultural training is not important. Whilst another suggest that Algeria is "not a hard place". This view is echoed by a few host nationals, one of whom believes only a 'moderate' need for training exists because Algeria is 'just another city'.

10.8 Supports for Different Areas of Training

Respondents were asked to determine the importance they would give to four training areas if they were designing a training program for Westerner expatriate with no previous work experience in Algeria. Table 10.5 presents the data. In general cross cultural management is seen to be the most important, whereas general management is the least important area. This is presumably because only experience managers are chosen for expatriate assignments, making general training unnecessary. The importance of cross-cultural training is rated as 'Great' or "Very Great" by around 75 percent of the expatriates compared to over 93 percent of the host nationals. This discrepancy may be a product of the fact that the expatriates in this study are well adjusted in Algeria and in most cases they have not had any formal training. There are also those expatriates who have worked in less developed places, facing greater cultural barriers than in Algeria. Host nationals rate international business training and managerial training as more important than expatriates, though this may be because they distinguish less precisely between managerial, cross-cultural international business training than the expatriates.

Table 10.5 Importance of Different Training Areas: All respondents

Training	Extent of Importance	Expatriates		Host National	
		<i>f</i>	%	<i>f</i>	%
Managerial Training (General Management Functions)	To a very great extent	2	3,6	3	9,7
	To a great extent	18	32,7	9	29,0
	To a moderate extent	22	40,0	7	22,6
	To a little extent	6	10,9	12	38,7
	To a very little extent	7	12,7	-	-
	Total		55	100,0	31

Training	Extent of Importance	Expatriates		Host National	
		<i>f</i>	%	<i>f</i>	%
Cross Cultural Training	To a very great extent	25	45,5	10	32,3
	To a great extent	20	36,4	19	61,3
	To a moderate extent	7	12,7	2	6,5
	To a little extent	2	3,6	-	-
	To a very little extent	1	1,8	-	-
	Total		55	100,0	31

Training	Extent of Importance	Expatriates		Host National	
		<i>f</i>	%	<i>f</i>	%
International Business Training	To a very great extent	12	21,8	11	35,5
	To a great extent	20	36,4	12	38,7
	To a moderate extent	9	16,4	7	22,6
	To a little extent	9	16,4	1	3,2
	To a very little extent	5	9,1	-	-
	Total		55	100,0	31

Training	Extent of Importance	Expatriates		Host National	
		<i>f</i>	%	<i>f</i>	%
Language Training	To a very great extent	11	20	5	16,1
	To a great extent	6	10,9	7	22,6
	To a moderate extent	19	34,5	5	16,1
	To a little extent	12	21,8	13	41,9
	To a very little extent	7	12,7	1	3,2
	Total		55	100,0	31

Over 40% of both respondents rate the importance of language training to be 'little' or 'very little'. Despite a 28% concentration of responses in the top two categories of 'Great' or 'Very Great', this is an area where respondents express conflicting reactions. Language training is described as 'very

helpful', yet upon closer examination a somewhat more complex picture emerges. Language skills are recognized as being particularly useful for day to day conversations about practical matters such as - shopping, giving instructions to taxi drivers. However, expatriates emphasize that, unless a person has studied Arabic for a long term, it is only the rare individual who will attain a level of fluency sufficient for business purposes.

10.9 The Timing of Cross-Cultural Training

Respondents were asked about whether cross-cultural training ought to take place prior to the posting abroad or if it had greater potential to be effective if it was conducted after the manager had worked in the different culture for a brief period of time. Table 10.6 indicates that expatriates support, the need for cross-cultural training after arriving in the host culture.

Table 10.6 Support for Cross-Cultural Training after Overseas Posting: All Respondents

Extent of Agreement	Expatriates		Host Nationals	
	<i>f</i>	%	<i>f</i>	%
To a very great extent	19	34,5	6	19,4
To a great extent	18	32,7	9	29,0
To a moderate extent	16	29,1	9	29,0
To a little extent	1	1,8	6	19,4
To a very little extent	1	1,8	1	3,2
Total	55	100	31	100,0

There seem to be a need for pre departure practical briefing, together with some prescriptive advice about the basic 'do's' and 'don'ts'. Nevertheless, both expatriates and host nationals generally consider it inappropriate to offer in depth training to expatriates prior to their overseas posting because without any exposure to their new environment or "hands on experience" with local people, ideas cannot be put into a proper perspective and may even be resisted. As this respondent explain: -

After a few months of experience of the place ... some in depth cross-cultural training 'cos then you've had some experience and you've got a lot more questions- you can relate to it more effectively. And that should take place in Algeria rather than in an environment where you can't really understand what's going to happen to you.

(American, 35 - 44, 6 years Algeria work experience, Petroleum).

Another expatriate illustration: -

"isn't quite as effective (pre departure training) because there'll be some resistance in those people to believe what you're telling them and you'll be saying this, this and this will happen to you and they'll go 'nah' can't possibly be like that' - so there'll resistance ..."

(British, 25 - 34, 3 years Algeria experience, communications)

This approach is described as being "just like doing an MBA program" (host national, 35 - 44, 20 years' experience, education), where trainees are often assumed to have, as a framework for their studies, relevant work experience. Besides a lack of experience, a number of other reasons are given to support a differential approach to training. It is suggested that expatriates, particularly if it is their first work assignment overseas, may underestimate the cultural differences to be faced and will therefore be dismissive of cross-cultural training prior to arrival. The practical demands of moving, including a need for a great deal of basic information, are often pressing just before departure, leaving little energy for other activities. Some expatriate respondents also point out that the characteristics of Algeria's particular culture are not explained easily and, when people do not have first-hand experience, negative thoughts may be developed or reinforced and can "lead to more difficulty than enlightenment" (British, 35 - 44, 4 years Algeria experience, Airline).

10.10 Pre Departure Training

Only three expatriate managers reported to having any pre departure training and in only one case was training made available to the family. One expatriate working for an American firm reports being briefed prior to his arrival. A briefing plus a discussion and sensitivity training were received by another manager. Whilst the pre-departure training of a third person consisted of a briefing plus discussion and an opportunity to meet with managers who had undertaken the same assignment previously. Even when taking into account that over one half of the respondents in this study did not enter their posts through the normal method of transfer directly from their home country, the general lack of alteration to any kind of pre departure training apparent. The issue of pre departure training is explored in the next section.

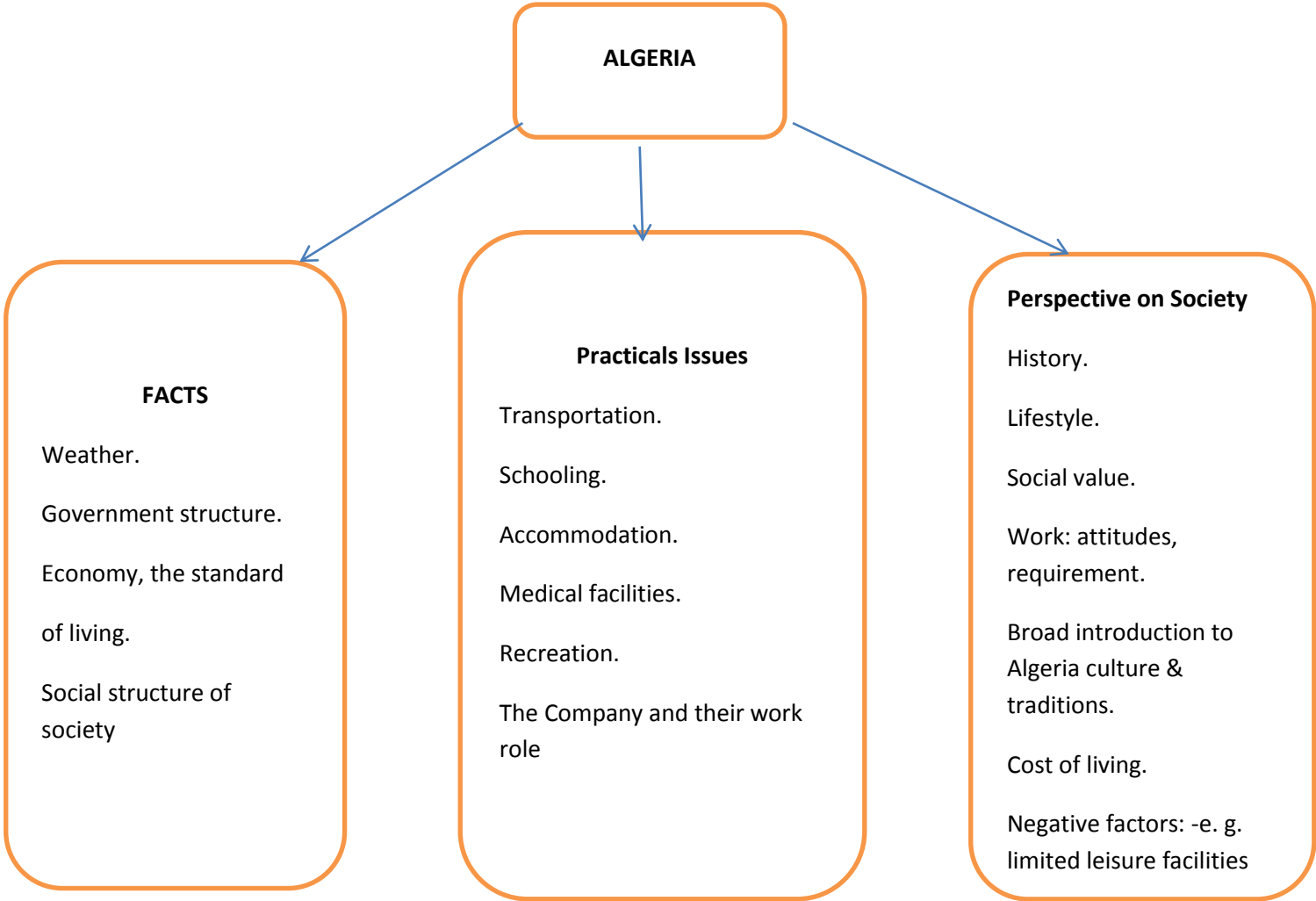
10.10.1 Approaches to Pre-Departure Training

Respondents suggest a variety of pre-departure training strategies. From host nationals interviews come several suggestions about arranging pre departure meetings with either expatriate who have had Algeria experience. These 'buddy meetings' would give people an opportunity to pick up some key points, from managers who had experienced expatriation in Algeria. A day or a week of pre-departure training is dismissed by one host national human resources manager as "not very effective". He characterizes such things as learning how to use few Arabic phrases as being "for tourist", and not suitable for managers who have to interact with host nationals on a daily basis. Instead a comprehensive more involved experience is favored. In other words, he emphasizes the need for a level of learning or training which extends beyond merely providing information.

10.10.2 The Content of Pre-Departure Training

The pre departure training favored by many respondents, takes the form of a factual briefing about Algeria, supplemented with specific advice designed to avoid embarrassment during initial contacts with host nationals. The following figure outlines the major briefing issues arising from the study interviews.

Figure 10.1 Pre-Departure Briefing



With the exception of several respondents who regard pre departure training as a procedure to 'screen out' inappropriate candidates, most respondents see it as preparation for the practical aspects of life in Algeria, and an opportunity to help people develop realistic expectations concerning their new work assignment. There is only limited support for teaching Arabic. The often short preparation time and

the need to start work very soon after arrival tend to limit what can be included in any pre departure program.

Some specific issues are identified as important for expatriates right from the beginning so as to avoid embarrassment and/or giving offence. These include basics, such as having a ready supply of business cards to exchange when meeting new people, to more serious matters having to do with attitudes and behaviors. Status is very important in Algeria. Expatriates will be expected to be conscious of the status of senior host nationals' colleagues and business contacts. Their behavior varies considerably from the more relaxed approach often taken in the Western world. For example, conversations with sexual overtones or jokes which according to a Westerner are amusing are highly inappropriate and locals from Algeria find them to be very offensive.

10.11 Summary

Host nationals regard expatriates as sources of expertise and knowledge; consequently they believe this should be emphasized in the selection criteria. Both host nationals and expatriates rate adaptability and emotional maturities relatively important criteria. Domestic performance is seen to be a necessary, but not sufficient criterion, for an overseas posting. Individuals with strong "people skills" who are adaptable and, if possible, with overseas experience in the Middle East or the North Africa region are preferred.

Expatriates place more emphasis on Arabic language skills than do host nationals. A majority of the respondents support training for expatriate managers. In addition, some mention the importance of including the expatriate family in any training strategy. Cross cultural training is perceived to be the area of greatest need, though in-depth training is favored only after an expatriate has lived and worked in Algeria for at least a brief period. Otherwise, the impact of training will be undermined by the state of persons moving and his/her need to focus on the practical issues of moving abroad. Finally, respondents make a clear distinction between factual pre departure briefing and in depth training.

This chapter concludes Part II of the thesis which addressed the three research questions. Part III will discuss the findings and conclude the thesis with suggestions for further research.

PART THREE

DISCUSSION AND

CONCLUSION

CHAPTER ELEVEN

CROSS-CULTURAL

MANAGEMENT IN

ALGERIA

CROSS-CULTURAL MANAGEMENT IN ALGERIA

Algeria has a unique way of combining local and Western cultures and in many ways, is one of the most Westernized place in the North Africa region. In the light of this it is reasonable to expect that the managerial behaviors which Western expatriate managers have used in their own countries will be equally as effective in Algeria. However, the first issue explored in this study, namely cross-cultural management involving Western expatriate managers and local Algerian host national managers, has determined that particular problems of misunderstandings and miscommunication do rise.

The study has also uncovered strategies which expatriate and host national managers can use to modify their interactions so as to improve these problems and enhance the overall effectiveness of their work. In this chapter the major findings in relation to these cross cultural management issues will be discussed, and related to previous work in this field.

11.1 The Impact of Culture

Child (1981a) explains the convergence theory that managerial philosophies and behaviors will resemble those of countries which have the same structure. In contrast, the divergence theory argues that even though societies may converge on a macro-level with respect to technological development and organizational systems and structures, micro level management practices will continue to diverge in line with the cultural beliefs of different societies. This study has found that the convergence theory is accepted to a greater extent by expatriates than by host nationals, and that some respondents from both groups point out that there are other variables such as work experience and age that effect management practices in Algeria.

The research data support the conclusion that management behaviors in Algeria are influenced extensively by culture and that the imperatives of technological development do not override the cultural norms and values which influence how managers engage in their managerial activities, as illustrated by this quote "I've seen ...local managers that obviously have gone to the West or to the States for business training or education, exhibit habits from that training. And yet, at the same time, the more they come back into the Algeria society the more they lost thing - or in some cases are embarrassed by them...they're going to fall back on the traditional ways - inside - while on the outside perhaps exhibiting Western business practices".

As well, the data from this study support the "Cultural inertia" proposition (Phatak 1983), which suggests that societies resist changes in values and beliefs as was explained in chapter 3 section 3.2.1. This piece of research confirms that the key characteristics of the Algerian's culture, as outlined in Chapter 3, are an integral part of the late twentieth century Algerian culture, despite the experience of rapid industrialization and a sustained Western influence in the form of French rule. The continued maintenance of a strong sense of ethnic pride and integrity under a superficial of Westernization is in line with about Algeria society reported previously in the literature. This is illustrated by this host national quotation: "I hold certain values that I've been educated all along since I was a child and believe those values may not be the same as those values of the expatriates".

The host national managers who participated in this study regard themselves as relatively Westernized. They speak English and in some cases they have been have educated in Western Countries. In relation to their parent's generation they are no doubt "Westernized". Even though, there is an existence of a major `cultural divide' between host nationals and expatriates. This general finding is a particularly strong one given the host nationals sample used in this research. Had the respondents been drawn from a more `local' host national group, for example, those who spoke no English, then this finding about cultural differences between expatriate and host nationals would likely have been even more pronounced.

As was discussed on Chapter 3, section 3.2, an important part of the daily activities is the ability of people to anticipate correctly the response of others to their actions (Adler 1975, Phatak 1983). This study found that expatriates encounter, in Algeria, approaches to management that tend to be more structured and less participative than what they have experienced previously in their home countries. Expatriate managers find team building and team work, so fundamental of cross-functional decision making, present a particular challenge because it is difficult to generate an atmosphere which facilitates the operation of a group of equals. Host nationals naturally defer to the most senior person in the group. As one expatriate explains that the decision making process is top-down in comparison to England, while another explains the existence of an organizational culture of "pleasing the boss".

In accordance to Chapter 8, section 8.6, host nationals feel uncomfortable with open conflict and attempt to maintain harmonious relationships at all times, unlike the Western expatriates who are more inclined to believe it is good thing to "get everything out in the open" for resolution. This research data has found that the issues which give rise to conflict may be similar to those in West, but the issues themselves can have a different significance in Algeria. For example, status is particularly important to local managers and expatriates may find that this have more impact on managerial behaviors than they would have had in their home countries. As well, the actual existence of conflict may not be displayed as openly in Algeria as in Western societies and it may become manifest in different ways, such as through non-completion of work, with holiday information or even leaving the organization

rather than in direct verbal disagreement. This research provide support for the idea that before such conflicts reach a public forum, managers need to consult extensively with all involved, so that each one understands what is being proposed and their individual positions can be prepared. "No surprises in public" is a brief way of expressing the essence of this approach. The preference, by host nationals, to avoid conflict and for clearly defined superior/subordinate social roles which this study has identified can be understood as being consistent with the local culture concept, which is a basic characteristic of the Algerian society.

11.2 Cultural Competency

Referring to Chapter 3, section 3.6.4 particularly to Lewis (1996) summary to the main cultural differences and having established the existence of important cultural differences between expatriates and host nationals in Algeria, this research went to examine whether there are ways in which expatriates can improve their cultural competency, that is, their ability as individuals from one culture to work successfully within the environment of another culture.

This study has found that, for expatriate managers in Algeria, professional knowledge, skills and abilities are necessary but without good interpersonal skills they are not sufficient for success. Although expatriates are regarded as contributors of expertise, their ultimate success is depended upon how host nationals perceive their personal attitudes, and how they interact with host nationals. This is a crucial feature of cross-cultural management in Algeria. As has been suggested earlier in Chapter 8, any hint of arrogance, superiority, or lack of respect for the local culture is not acceptable and will quickly undermine working relationships. Evidence from this research suggests that the local people are not enthusiastic and they are unlikely to confront directly any foreigner whose attitude they find offensive. Instead, as has been mentioned before, their displeasure will be made known through, for example, non-completion of tasks or the withholding of information.

This study has also identified the importance for expatriates of a positive "learning attitude" as a way for them to enhance their cultural competency and to manage more successfully in Algeria's cross cultural environment. By observing, listening and being 'open' to learning about their new environment and the impact of their own attitudes and behaviors on host nationals, expatriates gain a better understanding of how to manage successfully. In addition, such a 'learning attitude' helps to convey respect for the local culture which, according to the respondents in this research is a critical foundation upon which to build satisfactory relationships with host nationals.

The cultural relativity concept which was discussed in Chapter 3, section 3.2.2, maintains that all cultures have behavior patterns which are valid within their environment (Adler 1975, Schnapper 1979, Thiagarajan 1971) and no one approach to accomplishing tasks is necessarily better or worse

than any other, rather each is suitable within a particular cultural context, "every culture has its own unique system for dealing with the question of being" Adler's (1975, p. 20). Therefore, a 'learning attitude' assists expatriates to come to terms with the behavior patterns of host nationals. As this study has confirmed, for even though Algeria's host nationals subscribe strongly to Western values and they have been open to Western influences through technological transfer and education, they often prefer to work in a manner which is consistent with their cultural values. To take an obvious example, an expatriate manager may believe it is best for disagreements to be identified and confronted directly; however this is not an approach with which host nationals in Algeria would generally feel comfortable and, if pursued, might prove counter-productive. From a cultural relativity perspective one strategy is no better or worse than another, each is suitable within a particular cultural context but expatriate needs to learn which one is most appropriate in the host national environment within which he is operating. At the same time, this research has found it to be appropriate for expatriate to temper their curiosity to learn with a degree of sensitivity towards local sensibilities. There are areas, related to family for example, which many host nationals may feel comfortable sharing with expatriates only after knowing them for a long period of time, though perhaps not even then.

As has been discussed earlier, Algeria host nationals perceive themselves to be more culturally competent than Western expatriates. In other words, they believe they are quite Westernized even if they do not feel entirely comfortable with all Western values or culture. However, this research reveals that despite Algeria's Westernized facade the society adheres strongly to Algeria values and culture, and therefore the burden is very much on expatriates to learn about host national culture and to adapt to it, and to develop their cultural competency rather than being critical of host nationals for not being more "Westernized".

11.3 Social Interaction of Expatriate Managers

Chapter 8, section 8.4 discussed one of the key features of cross-cultural management in Algeria which this study identifies, and one which can seriously undermine managerial effectiveness is the high degree of social interaction or in this study case is the social isolation which expatriate managers' experience in relation to the host national society. The limited social interaction between expatriates and host nationals is particularly evident outside the work place where social activities are seldom shared, but is also a feature of working relationships. Despite a cosmopolitan facade, Algeria is still quite a traditional society. Family ties are particularly strong and the patterns of socializing identified in this study indicate the host national and expatriate communities have only limited social interaction as one host national explains "I was educated overseas and came back, I thought it would be easier to mix with them (expatriate). But, for me it's okay to work with them and be work colleagues ...but that's it. It's really not easy to become really good friends after office hours". Therefore, individual

expatriate managers often find there are limited opportunities for them to establish regular close contacts with their host national colleagues.

Several features about Algeria co-operate to the expatriates' isolation. There is linguistic and cultural barriers, which are quite profound and, in particular, there is the family oriented nature of Algeria society. This study has found that host nationals often choose to spend what free time is available to them with their close relatives, and these family circles tend to be quite closed. In most cases they are certainly closed to expatriates. Indeed, host nationals in Algeria feel most comfortable when their social contacts are maintained within an 'inner circle' of family and long established friendships.

11.4 Cultural Synergy

Cultural synergy refers to the benefits derived from blending numerous culturally specific approaches to create "a unifying organizational culture based on the best of all members' national cultures" (Adler 1983, p 30). This concept regards cultural heterogeneity as a resource for the organization to use and a source of mutually beneficial co-operation (Adler 1983; Maruyama 1984). Thus, an organization which has within it individuals whose values have been shaped by a variety of national cultures can, by effectively melding them together, achieve increased productivity and dynamism.

Hofstede (1981) has written about his belief that once people become aware of the cultural limitations of their own ideas they will appreciate the extent to which they will find it helpful to work with those who have had a different cultural conditioning. In his words:

Only, other people with different mental programs can help us discover the limitations of our own. Once we have realized we are the blind confronting the elephant, we welcome the exchange with other blind person. (Hofstede 1981, p. 35)

Therefore, cultural synergy may be regarded as an extension of the idea that the learning which can occur through cross-cultural contact is a potentially important source of personal growth.

Algeria is noted for its success at blending East and West and in many ways may be seen as a model of 'cultural synergy'. In this micro-level study, when asked directly about whether they have experienced cultural synergy about two thirds of the respondents declare they have done so. However, there is little evidence in the data of this study that Adler's (1983) concept of cultural synergy as a unifying or organizational culture derived from member's national cultures, is a common feature of managerial work in Algeria. Status differences related to different terms of employment, a host national preference for hierarchically structured relationship and the social distance between expatriates and host nationals combine to undermine the creation of an atmosphere in which cultural management in Algeria at the organizational level, is a mere accommodating of Western and Algeria perspectives rather than blending of their significant features.

The existence of a common, clearly defined goal to which employees are committed will be important for cultural synergy to develop. In addition, it may be necessary to have a greater heterogeneity within the work organization. A group which consists of one or two senior expatriate managers and half dozen local managers does not generate the right conditions for synergy. Behaviors are conditioned by traditional understandings about the roles of superiors and subordinates, which feel comfortable to the participants. If cultural synergy is to work successfully the participants must believe there is value to be derived from engaging in a cross-cultural dialogue. These conditions do not seem to exist in Algeria at the present time. Despite recognizing the advantages of mixing Western and Arabic perspectives in Algeria, there is a sense that Western ideas have been imposed as a part of the development and industrialization system, and host nationals tend to perceive themselves as Westernized in any case, so they may see little value in trying to learn anything more from expatriate colleagues.

This study has found an absence of cultural synergy in cross-cultural in Algeria. The study data also suggest that the conditions necessary for cultural synergy to occur may not exist at the present time. However, this does not mean that Western expatriates and host nationals cannot work together effectively, particularly if expatriates develop attitudes and behaviors, and enhance their skills in line with the cultural norms of Algeria's Arabic society.

11.5 Summary

This chapter discussed the areas which this piece of research has identified as having an impact on the nature of cross-cultural management in Algeria, and which may either undermine or enhance good working relationships between expatriates and host nationals. These include the extent of influence of the Algerian culture and the nature of social relationships. Expatriate preference, are compared against those of host nationals, in terms of their interpersonal interactions and how their various social roles tend to be defined. A final point notes that concept of cultural synergy does not seem to either exist, or to be applicable to the cross-cultural situation in Algeria.

The norms and values of Algeria society are despite Western influence, still very much consistent with those identified as characteristics of the Algerian culture. Data generated by this research suggest that expatriate managers will enhance their chances of working successfully with host nationals when they project an image which is the opposite of foreigners who have displayed arrogant, even racist, attitudes and behaviors in the past.

Cultural differences clearly exist, but these need not overwhelm the building of cross cultural relationships. It appears that, for expatriates, a "learning attitude" of being interested, but not intrusive, is helpful in gaining cultural competency. This means taking advantage of every opportunity to

observe, to listen and to be open to learning about alternative ways to accomplish tasks or interact with others. A satisfactory level of cultural competency appears to derive from the cultivation of social skills appropriate to the host national environment.

In line with the- cultural norms of the Algeria society, host nationals prefer to resolve important matters in a private setting. Meeting are suitable for conveying information and conforming previously agreed actions, but are unlikely to be used successfully to make important decisions or to resolve conflicts in Algeria.

Host nationals tend to keep family matters out of the workplace, but they regard it as appropriate, to a greater extent than expatriates, to take into account personal relationships when interpreting organizational rules. Role obligations may be fulfilled differently by expatriates and host nationals.

As was mentioned in Chapter 3, the literature support the existence of western and Arab clusters of countries with quite distinctive cultural norms, personal values and approaches to daily life (Hofstede 1980).

The data from this study is in support of the existence of two distinct clusters. The analysis has not found any differences in the responses in regard of their background or nationalities within the expatriate sample and the same is true within the host national sample. As it is recommended in Chapter 13, a more longitudinal study may have a greater potential for capturing the different nationalities or backgrounds within the cross cultural process which have been examined in this study.

To conclude, although Algeria appears to be one of the easier places in the North Africa to live and work, yet there are some aspects of the local culture and interpersonal relationship that need some time and knowledge to adjust to. The next chapter will discuss the issues of adjustment, performance and training needed by the expatriate to work and live successfully in Algeria.

CHAPTER TWELVE

ADJUSTMENT,

PERFORMANCE AND

TRAINING

ADJUSTMENT, PERFORMANCE AND TRAINING

This chapter discusses the second and third questions.

The second one is: -

"What are the important features of adjustment for Western expatriate managers living and working in Algeria?"

The third question is: -

"What type of training and development will assist Western expatriates to adjust and to work successfully in Algeria?"

12.1 Expatriate Failure

The conclusion of the literature review in chapter 4, suggests two facts. First of all, expatriate's family situation affects his/her performance and success in the job (Garin & Cooper 1981, Tung 1982). Secondly, the inability of the spouse to adapt to the host national country is a key course of expatriate failure (Tung 1981, 1987). Both are supported by this study, as stated clearly by one respondent: "Once the family situation starts to crumble, it's good-bye". However, Harvey's (1985) conclusion that the separation and the anxiety generated by living away from family and friend is a cause of expatriate failure is not supported to a similar extent. Possibly because Algeria's sophisticated transportation and communication links with the rest of the world enable families to maintain regular contact.

The literature identifies clearly the importance of family adjustment in contributing to the success or failure of expatriate assignments. Expatriate failure has been linked to the inability of the spouse to adjust to an overseas environment (Tung, 1981, 1987). An expatriate's family situation has been found to impact on his/her performance and success on the job (Garin & Cooper 1981; Tung 1982). In addition, Hays (1974) has made the point that family adjustment may be crucial in avoiding failure in expatriate assignments, but it may be less important in ensuring success, and Gaylord (1979) has identified the possibility of a different impact within the family itself.

The data from this study lend support to the importance of family adjustment as a contributing factor to the overall adjustment of expatriate managers in Algeria. However, what seems far more significant is the reported relationship between the family's failure to adjust and early termination of the expatriate assignment, as reported by one host national respondent: "I remember there is a guy and his family who just couldn't take it and the wife and children packed up and left, so he had to just follow suit. He himself was quite prepared to stay on. But because of family pressure he just had to give up

and go". This lends support to Hay's (1974) point about the differential impact of family adjustment on avoiding failure as opposed to ensuring success. In this study there is also evidence which supports the idea that each overseas posting may particular challenges for different expatriate families. In the case of Algeria this means the adjustment to a new way of behaving and a new social environment.

The tendency for host nationals to readily attribute expatriate failure to problems experienced by the family is worth noting. Rarely are difficulties in the work situation identified. This suggests there may have developed a generally held "acceptable" explanation for expatriate failure in Algeria. In other words, expatriate failure is not a consequence of problems within organizations or in relationship with host nationals, rather the difficulties are caused by spouse and families who despite all the perks of their expatriate packages fail to adjust successfully to life in Algeria. This was expressed in Chapter 9, section 9.5, in such responses as: "the wives don't like it here"..."because of family pressure he just had to give up and go" ..."there wasn't grass for the children to play on".

As mentioned earlier in Chapter 4, Conway (1984) reported that there is no link between professional and technical skills and the failure of an expatriate, this view is confirmed in this research. The adjustment difficulties identified have to do with characteristics of Algeria's environment or with the 'human element' of cross cultural work assignment. It may be that traditionally 'technical expertise' was the most important selection criteria of expatriates (Mendenhall & Oddou 1985) so it screens out managers with relatively weaker professional/technical skills and stronger interpersonal skills. From this study and in line with Harrison & Hopkins (1967) it appears that work performance deficiencies are more likely to be associated with human aspects of the job rather than 'technical skills' or the nature of structures and processes within work organizations.

12.2 'Cultural Toughness' of Algeria.

In chapter 4 (4.3.2), 'Cultural toughness' issue was discussed with reference to Mendenhall & Oddou's (1985), which suggests the idea that some cultures seem to be more difficult to adapt to than others. For expatriates particularly if they have worked previously in other parts of the North Africa, Algeria is regarded as a relatively easy place to live and work at least initially. From this research it appears that for many expatriates the 'cultural toughness' aspects do not surface only as time goes by. Difficulties in accomplishing tasks and establishing satisfactory interpersonal relationships may become more apparent with time. Although organizational structures may appear initially to be very similar to those in the west, the actual decision making process can prove to be very different. Local colleagues are friendly and co-operative in the work place, but over time expatriates can find themselves without any local friends and an increasing sense of living in an alien society. The nature of Algeria's physical and, social environment can present expatriates with a form of "cultural

toughness" whilst relatively mild when compared to some other places in the Middle East and North Africa.

Host nationals readily acknowledge the same features of Algeria's environment as problematic and are sympathetic to the idea that these may have a greater impact on expatriates than on local people. The work place is viewed as an environment which facilitates the adjustment of Western managers because of the structures and the `culture' of many organizations are Western-oriented, local people have a long tradition of working with foreigners and the English language is extensively used. In addition, host nationals regard the benefits of `expatriate packages' with generous salaries, housing, schooling and travel benefits as providing a substantial `cushion' for expatriates and their families.

Algeria may be regarded as being one of the easier places to adjust to in the North Africa, however, the nature of the factors contributing to its `cultural toughness' may be somewhat different from what has traditionally been identified in the literature on expatriate adjustment. On the other hand, the particular cultural norms of its Arabic and Muslim society give rise to different adjustment problems.

12.3 Culture Shock.

Expatriates and host nationals differ significantly in their belief about the extent to which culture shock is an occupational hazard, with expatriates inclined to support the idea and host national to reject it. Despite these differing perceptions, if the traditional definitions of culture shock, which refers to `frustration and confusion', `occupational disease' and `occupational hazard' (Adler 1981; Church 1982) are used, this study provides little evidence that it is a problem in Algeria. Algeria's western expatriates experience is more accurately described by Befus's (1988) definition of culture shock as cross cultural adaptation. Befus's definition implies a broad, somewhat positive perspective on expatriate adjustment. However, this point of view is not supported by the management literature, where the term "culture shock" still tends to focus narrowly on maladjustment. In fact, Oberg's original definition confined culture shock to the second stage of a four stage adjustment process that include 1) Honeymoon - characterized by enthusiasm for the new cultural surroundings and friendly, but superficial relations with locals, 2) crisis - cultural shock - feelings of loss, rejection, anxiety or anger arising from differences in language, values etc, 3) recovery – crisis resolution as the expatriate learn the language and the culture of the country, 4) adjustment - the expatriate accepts and even appreciates cultural differences, though periodic episodes of anxiety may still occur (Gertsen 1990). A similar five stage model of expatriate adjustment conceptualizes the transitional experience as a movement from a state of low self and cultural awareness to a state of high self and cultural awareness, with culture shock as a stage of `disintegration', characterized by confusion and disorientation (Adler 1975). Current usage tends to be consistent with Stone (1993) who, in his study of Australian expatriates, refers to "adjustment and culture shock" as a major problem in expatriate administration.

The expatriates in Algeria, within their workplace, appear to develop greater sensitivity to cultural issues and to learn how to enhance their effectiveness by using different approaches to communication, but this does not seem to follow the distinctive pattern Oberg's four stage adjustment process (Gersten 1990), where stage two 'culture shock' is a period of crisis.

The process of adjustment outside of the workplace appears to be more intense. Expatriates tend to experience cultural differences on a regular basis especially, the problem of the separation between expatriates and locals which were identified previously in Chapter 8 and 9. One British expatriate reported how disappointed he is that he had been unable to know Algerian people and their way of life and living. Another British respondent illustrated the difficulty of establishing social relationships with the locals saying: -

"I thought because I have lived in Algeria and I do know about Algeria and all those sorts of things and because I spoke some Arabic and obviously was making an effort - that I'd have a sort of wider margin of acceptance ... generally I'm sort of disappointed about how difficult it is to integrate...But you know I feel very ashamed, two years I've been here and I haven't really made one local friend...I've lived abroad before - I've never had that situation so I find that a bit sad. "

12.4 Individual Adjustment

As was discussed earlier in Chapter 4, attitudinal factors have been found to influence successful adjustment to living and working in a foreign culture (Black 1988; Black & Stephens 1989; Church 1982; Mendenhall & Oddou 1985). As well, in several of the models of expatriate adjustment and performance there is at least one aspect which focuses on the individual expatriate. Hiltrop and Janssens(1990) refer to this terms of the personal characteristics of the expatriate. In the Mendenhall & Oddou (1985) model the idea is incorporated in the 'self-orientated' dimension. The data in this study suggest a number of important factors having to do with attitudinal factors and individual adjustment.

The adaptation of expatriate managers to living and working in Algeria is facilitated by Western-orientated internal structure and processes of many organizations, and the use of English for both written and oral communication, as is suggested by one host national " ...expatriates can feel they don't need to make any changes when working in Algeria because they can speak their own language". Furthermore, the material benefits derived from high salaries and employment perks mean that, for many, there is the chance to enjoy lifestyle which is more luxurious than what would normally be available to them in their home country as one expatriate describes it frankly in this way:

"In this particular job there is all kinds of stuff I never had before... money, car, free accommodation, clubs, domestic help, free school fees, all kinds of stuff that I didn't have before and I won't have after I leave. My wife hates housework so this is wonderful as far as she is concerned".

An additional point identified in this research concerns personal growth and development of self-discovery, which has to do with the willingness of expatriates to learn from their experience. This is a process of continuous learning, rather than a one-time only learning phase. It includes an enhanced awareness by expatriates of their home country culture, including both its strength and limitations. This greater self-awareness develops as individuals learn to appreciate that the same phenomena may be interpreted very differently in different societies and that there are a wide variety of approaches to solving any particular problem. Such a broadened perspective may extend beyond the host national culture to include other national groups represented in Algeria's international orientated business environment. At the same time, a part of this process of self-awareness may involve defining more clearly personal values and beliefs to determine if some of them are incompatible with those of Algeria society. The growth experience for expatriates can include setting personal boundaries, as well as expanding horizons.

This study reveals that an important aspect of adapting to Algeria appears to be the individual manager's natural curiosity about the place. It involves being open-minded and curious, and constantly prepared to learn through listening, observation and direct questioning. It appears to have a somewhat important relationship with Mendenhall & Oddou's 'perceptual' dimension, which has to do with expatriates learning to make correct attributions about host national behaviors, though this study suggests it is a characteristic more vital to the attitude of expatriates.

Other factors which appear to be important have to do with greater personal self-awareness concerning the need to be sensitive to how one's action are affecting others, the importance of building rapport and a variety of factors concerned with communication. This latter point tends to support the emphasis which Gersten (1990) places on communication processes in his model of inter cultural competence

12.5 A Model of Expatriate Adjustment in ALGERIA

When the individuals' factors which this research has uncovered as most critical for the adjustment of Western expatriate managers in Algeria are consolidated, several dimensions emerge. Each of these identified an area which is important to the adjustment process. These are generally consistent with dimensions previously identified in the literature, though specific features may be conceptualized so as to account for the unique features of expatriation in Algeria.

12.5.1 Professional/Technical Expertise

Expatriates must have a clearly identifiable area of expertise related to their education or previous work experience. Besides facilitating the successful accomplishment of work through personal ability and self-confidence as outlined in Mendenhall and Oddou (1985) 'technical competence' idea, it is critically important in helping expatriates to establish their creditability with host nationals in Algeria.

This is in line with Black (1988) and Torbiorn (1982) view that there is both a subjective and objective adjustment dimension and the latter one pertains to the degree to which the expatriate manager is able to meet the expectations and wishes in the work environment. As this study has indicated host nationals view expatriates in the light of being 'expertise' in their field therefore they expect them to provide an element of 'added value' to justify their employment in Algeria.

12.5.2 Self Development

This dimension involves reflection, a willingness to 'learn', which is attitudinal as much as it is behavioral, and the development of coping strategies. Reflection refers to the willingness of expatriates to better understand their own behaviors with respect to the host culture and the extent to which they are able to come to terms with their own 'cultural limitation'. This process involves thinking through experience for example, how a person communicates with host nationals. It is a process of self-discovery, leading to a greater awareness of one's own strengths and weaknesses. The nature of this process may be even more intense in Algeria than in some other overseas countries because its business community is quite international, and therefore expatriates may find their cross-cultural contacts extend well beyond those with host nationals. It may also include determining which aspects of the host national lifestyle to adopt and which to reject, and coming to terms with having the status of a foreigner whose integration with the local community will always be severely restricted.

12.5.3 Family Adjustment

The literature identifies clearly the importance of family adjustment in contributing to the success or failure of expatriate assignments. Expatriate failure has been linked to the inability of the spouse to adjust to an overseas assignment (Tung 1981,1987), an expatriate's family situation has been found to impact on his/her performance and success on the job (Garin & Cooper 191) and evidence exists of a significant link between spousal adjustment and that of the employee during international transfer (Black 1988, Black & Stephens 1989). In addition, Hays (1974) has made the point that family adjustment may be crucial in avoiding failure in expatriate assignments, but it may be less important in ensuing success, and Gaylord (1979) has identified the possibility of a different impact within the family itself.

Therefore, in line with this previous research no model of expatriate adjustment is complete without attention being paid to the importance of family adjustment. In Algeria it appears to have a high potential to contribute to expatriate failure. Whilst expatriate success is likely to be affected positively by a good adjustment on the part of the spouse and family, this does not appear to be absolutely necessary for success to occur.

12.6 Selection

In this study the key selection criteria for recruiting expatriates to work in Algeria are identified as technical/professional skills, personal attributes and international experience, which is discussed in detail in Chapter 10, section 10.4. With respect to technical/professional skills, expatriates are expected to have something to offer which is not available locally. Interestingly, this study has found support for the view that social/interpersonal skills are probably more important to success than technical skills as an American respondent expressed his view in the following quote: "You can get by with limited technical skills if you have excellent interpersonal skills. You cannot get by if you have excellent technical skills and terrible interpersonal skills, so I would say interpersonal skills are probably the number one criteria". It seems likely that professional expertise helps to establish initial credibility, but an expatriate manager's long term success will depend much more on his/her ability to communicate and interact effectively with host nationals.

Personal attributes which are particularly important for expatriates coming to Algeria include a strong work ethic, no tendency towards racial prejudice, and an open minded, flexible and adaptable attitude. It is considered important for expatriates to have some interest in the learning opportunities arising from an overseas assignment. In other words, expatriates who express a genuine interest in the nature of Algeria society are considered to be much better potential employees than those who are motivated to work abroad only because of financial or career development possibilities. This ties in with the point about viewing favorably previous international experience, but if this lacking then evidence of having travelled abroad would be considered important as an indication of a person's interest in things outside of their home country.

12.7 A Model of Management Training for Algeria

Adler (1983) has argued in favor of training over selection to ensure appropriate international management skills, and training has received considerable support as a means to enhance effective cross-cultural interactions. Harris & Moran 1979, Mendenhall & Oddou 1986, Tung 1981 cited in Black & Mendenhall 1990). Despite the uncertainty of a few respondents, this study found there is agreement about the usefulness of training to assist expatriates to cope more adequately with an overseas assignment. In particular, the areas of cross-cultural and language are identified as worthy of attention.

There is no evidence in this research which suggests that there are particular features of Algeria's living and working environment that need to be taken into account in the designing of a suitable training program for expatriates. Based on these ideas, a 'culture specific' training model suitable for

Western expatriate managers posted to Algeria has been developed. It is presented in Figure 12.1 and discussed in the next subsections. The purpose of this model is to outline a training program for expatriates who will, in line with the ideas about intercultural training presented in chapter 6, facilitate their good personal adjustment and good interpersonal relations with members of the host culture, and the effective completion of required tasks. The model consists of three primary components: a pre departure briefing and during the first six months of arrival, cross cultural training and two kind of language training. The appropriateness of combining different approaches to training is consistent with ideas outlined in the literature (Gudkunst, Hammer and Wiseman 1977; Mendenhall & Oddou 1985).

The training model developed from this research allows for the incorporation of Raliu's 'red loop' or analytical perspective and his 'blue loop' or intuitive orientation. The former is emphasized in the pre-departure briefing, whilst the latter comes when the in depth cross-cultural training takes place. The comprehensiveness of the model is apparent when it is considered in terms of Tung's (1981) continuum of 'rigor'. The model's components range from less rigorous (briefing) to a moderate degree of rigor (language training) to more rigorous (cross-cultural training in the host national country). When compared to Gudykunst, Hammer and Wiseman's (1977) six approaches to cross-cultural training, four are incorporated in this training model. These are the intellectual, cultural self-awareness, cultural awareness, and the interaction approaches. In this training model the last approach is facilitated by the 'real world' experiences of expatriates when they engage in cross cultural communication with host nationals.

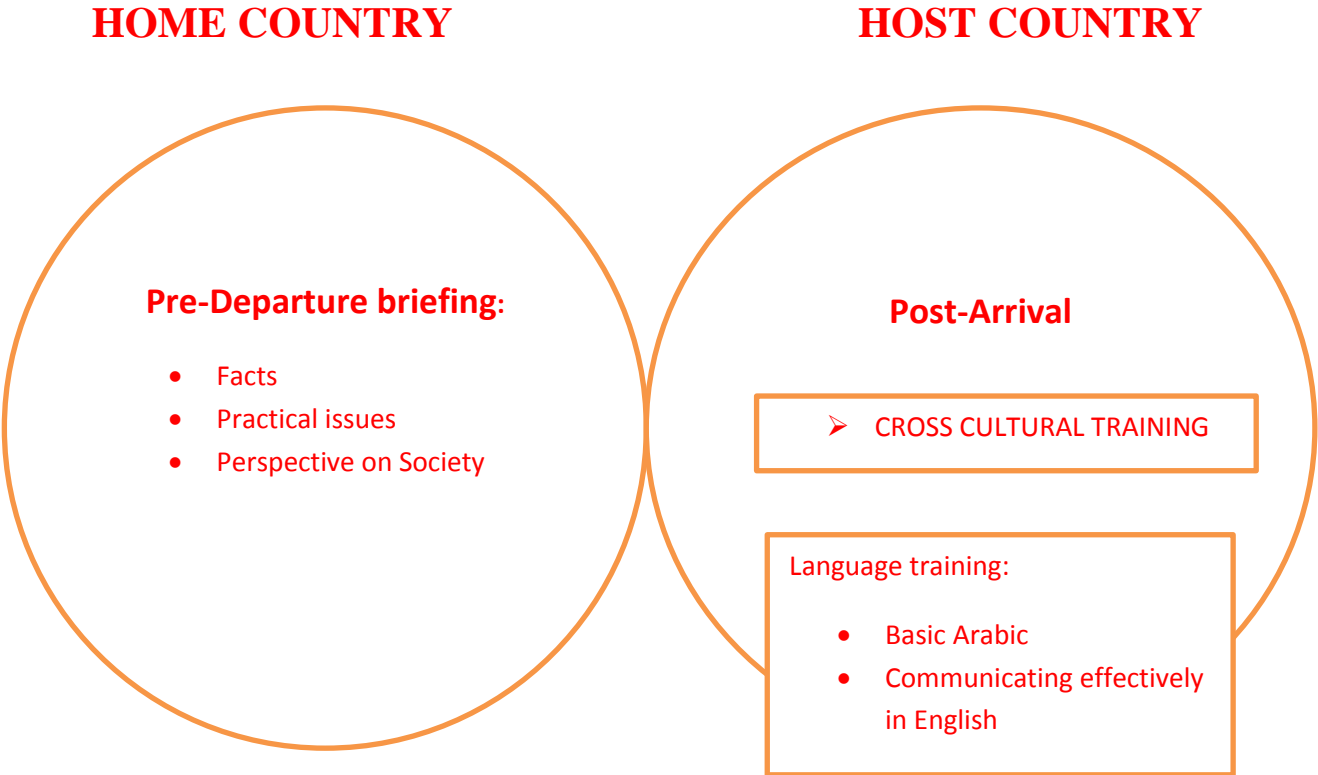
12.7.1 Pre-Departure Briefing

Prior to their arrival in Algeria expatriates and their families can benefit from an extensive briefing. This would include basic facts related to weather, geography, and information on practical issues such as immigration, education and health services and some additional material on the nature of Algeria society.

Ideally, the briefing should be both verbal and written, and conducted by someone who is knowledgeable about Algeria. This is a time to help managers and their families to prepare psychologically for their overseas posting and also to encourage a sense of excitement about the potential learning opportunities which will result. It also provides a chance to answer questions and rectify misunderstandings. Beyond very basic information, it is not suggested that extensive materials about Algeria culture or social norms be included in the briefing. This study has shown that it is not an appropriate time for a great deal of attention to be given to cross-cultural issues prior to expatriates leaving their home country. Without any practical experience to draw upon, many of the ideas may be either misinterpreted or simply rejected outright. It also runs the risk of generating unwarranted stereotypes, such that a newly arrived expatriate will attempt to interpret all host national behaviors within a

narrowly defined 'us' and 'them' framework, which may undermine rather than enhance, cross cultural effectiveness.

Figure 12.1 Model of Training for Expatriates in ALGERIA



12.7.2 Cross Cultural Training

The second component of the training model consists of in depth cross cultural training provided on either a group or an individual basis by a professional trainer, beginning about six weeks after the expatriate has begun work. If applicable, this should include the spouse and school-age children as

recommended by Mendenhall & Oddou (1985). According to the findings of this study, it is more likely that the cross-cultural training will be effective if it is conducted once the employees have lived and worked in the host culture for a brief period of time. These sessions would be used to assist expatriates to process their experiences. This training is expected to be more reflective than experiential, with participants thinking about their experiences and how to apply in sights gained about themselves and the host culture to future behaviors. There might also be times when under the guidance of a skilled trainer, activities such as role-plays are used to help participants clarify their attitudes and modify their behaviors. Of course, the focus should not only be on the host national culture. There should be opportunities for participants to gain a better understanding of themselves and their own culture (Gudykunst et al 1977, Harris & Harris 1972).

The literature identifies clearly the first step in the process of cultural awareness and adjustment as the need to identify and understand the values implicit in one's own culture (Copeland 1985; Spradley & Phillips 1972).

12.7.3 Language

This study has found that expatriates in Algeria need to have two approaches to language training. Firstly, soon after arrival a course of basic Arabic for expatriates and their family should be provided, in order to provide individuals with sufficient language skills to handle daily transactions. Secondly, instruction in communicating in English as a second language should be provided. This study has identified this as an area with a great deal of potential for assisting expatriates to communicate more effectively. It would be designed to assist expatriates to better appreciate some of the difficulties locals experience in using oral English, and to help expatriates to modify their speech patterns, vocabulary and idiomatic expressions to better communicate within the local Algeria context.

12.8 Summary

This study has found that expatriate failures in Algeria are most likely to be attributable to the inability of the family to adjust, and deficiencies in expatriates 'people skills' rather than their professional/technical expertise. Algeria does not show a high degree of 'cultural toughness' in the traditional sense in which it has been defined in the literature. Likewise, this research did not find evidence that Western managers experience culture shock. Their experiences appear to be more closely linked to a gradual and less intense process of cross-cultural adaptation.

This study has found that professional/technical skills appear to be particularly important for expatriates in establishing initial credibility with host national, however over the long term interpersonal skills seem to be even more important for success.

The data from this study have been used to develop a training model, with four key elements, to assist Western expatriates to adjust to living and working in Algeria successfully. The first element consists of a comprehensive pre departure briefing to provide facts and information about practical issues and perspective on Algeria's society. Once the expatriate and his family (if applicable) have settled into their new environment, then language training in basic Arabic and in using English more effectively with non-native speakers is undertaken. About six weeks after arrival cross cultural training begins.

This research has determined that this training model provides an effective answer to the question of what type of training will assist Western expatriate managers to adjust and to work successfully in Algeria.

CHAPTER THIRTEEN

CONCLUSION AND SUGGESTIONS FOR FURTHER RESEARCH

CONCLUSION AND SUGGESTIONS FOR FURTHER RESEARCH

This final chapter summarizes this study's major findings in relation to each of the three research questions; of course the findings are not mutually exclusive. As well, suggestions for further research are provided.

13.1 Cross Cultural Management in Algeria

The major findings concerning the nature of cross cultural management in Algeria involving Western expatriate managers and Algerian host national managers, which was discussed in Chapter 11, are as follows: -

- Despite convergence with respect for Western technology and business practices within large companies in Algeria, micro level management practices continue to retain a cultural specificity with the norms and values of traditional Algerian culture.
- The increased "Westernization" of host national managers in Algeria does not necessarily mean a reduction in the cultural differences between expatriates and host nationals.
- Algeria has a historical role of blending East and West, and expatriates continue to be welcomed particularly because of the professional and technical knowledge and skills they bring with them from their own countries.
- Algeria's host nationals much prefer to discuss key issues and problems on a one to one basis in private, rather than in a public forum such as a meeting.
- Host nationals tend to feel more comfortable when a meeting is used to circulate information or to confirm ideas where substantial agreement has been determined prior to the meeting. When a meeting operates as an open forum to describe issues, or to question and to challenge, host nationals are likely to feel less comfortable participating openly in such activities than are expatriates.
- Host nationals are inclined to draw a clear distinction between their personal/family life and their role in the workplace.

- In making decisions expatriates are less likely to see it as appropriate to take into account friendship or the existence of a long-standing personal relationship when making work-related decisions and are more inclined to make decisions in accordance with formally established rules and regulations.
- There is little evidence that cultural synergy exists in Algerian companies. Rather there is an accommodating of both Algerian and Western perspectives, not a blending of their significant features.
- Algeria appears to be one of the easiest places in the North Africa to live and work, though the "cultural toughness" of the society can become more apparent in the longer term.

13.2 Adjustment

The important features of adjustment for Western expatriate managers living and working in Algeria are: -

- The success of expatriate managers in Algeria will be facilitated by the adoption of a "learning attitude" concerning the local culture, together with an open minded acceptance of the cultural relativity principle that all cultures exhibit behavior patterns which are valid within their own environment. As in all other overseas locations, the responsibility rests very much with the expatriates to develop a satisfactory degree of cultural competency. Host nationals in Algeria already perceive themselves to be relatively competent when it comes to working with foreigners.
- In time with the family culture nature of Algeria society there is relatively little social contact between expatriates and host nationals outside of the workplace. Consequently, expatriates confine themselves being somewhat isolated from the host national society at a personal level.
- The inability of the spouse and/or family to adapt to Algeria is identified as a major reason for expatriate assignments to fail.
- The causes of family failure appears to have less to do with the separation anxiety generated by living away from family and friends, than they have to do with the demanding nature of many expatriate jobs and Algeria's environment.
- Family failure appears to be a more acceptable explanation for the failure of expatriate assignments than either problems within organizations or problems experienced by expatriates in their working relationship with host nationals.
- Cultural shock is not identified as a problem in Algeria. However, expatriates may find that some of the cultural differences they experience on a regular basis are on-going sources of irritation.

A Model of Expatriate Adjustment in Algeria

- 1) Professional/Technical Expertise - Possession of professional and/or technical expertise readily identifiable by host nationals.
- 2) Self Development -A willingness to engage in a continuous process of learning within the context of the host national culture.
- 3) Family Adjustment - Spouse and family adjustment as to avoid expatriate failure and enhance the chances for a successful personal adjustment.

13.3 Training and Selection

Chapter 12 discussed the type of training and development that will assist Western Expatriates to adjust and to work successfully in Algeria and found that: -

- Key selection criteria for recruiting Western expatriates to work in Algeria are professional/technical expertise, personal attributes - particularly a willingness to learn and adaptability, previous international experience, and communication skills. Furthermore, chapter 12 introduced A **Model of Management Training for Algeria** which emphasizes these three points:

- 1) Pre-Departure Briefing: A briefing that includes facts, information about practical issues of settling in, and some basic ideas about the history, politics and socio-economic characteristics of Algeria.
- 2) Cross-Cultural Training -A reflective exercise, in the form of sessions about six weeks apart for the first six months, for expatriates, their spouses and school age children which would assist them to process their experiences and better understand themselves in relation to the host national culture.
- 3) Language - Basic survival Arabic and instruction in communicating more effectively in English with people who are using English as a second language.

13.4 Suggestions for Further Research

To generate the data upon which this study's conclusions are based it was necessary to rely on the ability of respondents to recall past experiences and on their willingness to share their opinions. Such a research strategy is subject to the well-known shortcomings related to memory loss or distortion, the 'filtering' of past events in light of more recent ones and the tendency for respondents to be inclined to present answers which they believe the researchers will find acceptable. It is also subject to shortcomings because it is attempting to understand the nature of processes not just discrete events. Based on the experience of this study three recommendations are put forward for further research.

- ❖ A more comprehensive understanding of the questions addressed in this research would be facilitated by the direct observation of the work related interactions between expatriates and host national managers.
- ❖ Longitudinal studies have far greater potential for capturing the key elements of the cross cultural processes which have been examined in this study.
- ❖ The model of cross cultural training for expatriate managers needs to be tested in a study where there is an experimental and control group. The logistical and ethical considerations which would need to be taken into account are considerable, however such a study in determining whether the model's potential can be fulfilled.

These ideas are not definitive by any means. They are simply indicative of some of the possibilities that, when considered alongside this study's major findings, have the potential to further understand about expatriation and cross cultural management. For as transportation and communication links become ever more sophisticated, and the globalization of business continues to affect countries around the world these issues will continue to be important well into the twenty first century.

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APPENDICES

Consent Form

Title of the Project

**EXPATRIATES IN ALGERIA:
AN EXPLORATION OF CROSS CULTURAL MANAGEMENT, ADJUSTMENT, AND TRAINING ISSUES FACED BY
WESTERN EXPATRIATES IN ALGERIA**

Potential Benefits of the Project

This project aims to promote the understanding of expatriate managers in the full cycle of human resource management aspects, such as recruitment/selection, spouse and family concerns, personal and organizational dimensions. Findings of this research will broaden the scope of understanding of expatriates' issues and its following implications for future international business activities and closer cross-cultural understanding between nations. The cross-cultural aspect of this study based on European and American expatriate in Algeria and the Algerian host national managers, the two culturally very different nations, will also greatly enhance our understanding on similarities and dissimilarities between individual expatriates, business organizations and international communities.

Guidelines

1. The free consent of participants must be obtained before research is undertaken. The investigator is responsible for providing the subject at his or her level of comprehension with information about the purpose, methods, demands, risks, inconveniences and discomforts associated with the study. If necessary, the services of an interpreter or other third party should be used. A description of the potential benefits for the individual and society should also be included.
2. Consent should be obtained in writing unless there is a good reason to the contrary. If consent is not obtained in writing, the reason for not so doing and the circumstances under which it will be obtained should be noted on the application form.
3. The consent form must make it clear that the participant is free at any time to withdraw consent to further participation without prejudice in any way. In such cases, the record of that subject is to be destroyed, unless otherwise agreed by the subject.
4. The investigator must offer to answer any questions the participant has concerning the research.
5. The disclosure/consent form must provide the name and telephone number of a contact person.
6. A copy of the disclosure/consent form must be provided for the subject to take home.
7. Signed agreement to take part is suggested in the following terms.

I have read the information above and any questions I have asked have been answered to my satisfaction. I agree to participate in this activity, realizing that I may withdraw at any time without prejudice. I agree that research data gathered for the study may be published provided my name or other identifying information is not used.

_____	01/02/2014
Participant/Authorized Representative	Date
_____	01/02/2014
Investigator – Nedjla Khezzar	Date

Appendix A: Expatriate Interview Schedule

Participant Code Number:

I am a research student from Larbi Ben M'Hidi University of Oum El Bouaghi . I am writing my Doctorate thesis about expatriate management, in particular, the nature of cross-cultural management in Algeria involving Western expatriate and Algerian host national managers, the important features of adjustment for expatriates living and working there, and the type of training which will assist them to adjust and to work successfully in this North African environment. My purpose is to provide an understanding of the key cultural issues encountered by European expatriates in multinational companies in North Africa. The contents and results of this interview and survey will only be used anonymously for statistical and analytical reasons. Your valuable time in answering these important questions would be greatly appreciated. Your participation and frankness are sincerely appreciated. Thank you very much. Please send the completed Survey to: nedjla.khezzar@gmail.com

Section I: Background (A)

Before discussing your work, I would like to ask you several general questions about your background.

1. What is the approximate length of your full-time work experience?
2. How long have you worked in Algeria?
3. Where have you worked besides Algeria?
4. for what period(s) of time?
5. What is your current nationality?
6. What was your nationality at birth?
7. Did you grow up in [Country of birth Nationality?]

1: YES 2: NO

8. Did you ever live overseas before the age of 20?

1: YES 2: NO

Section II: Managerial Work

I would now like to ask you, in some detail, about your present job.

9. What is the job title of your current position?

10. Is your position formally designated as a managerial post?

1: YES 2: NO

Behavior

11. In your work how do you go about making decisions?

12. Are the ways in which you make decisions in your current job in Algeria different from those you experienced while working in your [HOME COUNTRY?]

1: YES 2: NO

13. If Yes. What are the differences?

14. Can you identify ways in which you have modified your managerial behavior since you began work in Algeria?

1: YES 2: NO

15. If Yes. Could you describe how your behavior has changed?

Skills

16. What skills have helped you to function successfully at your present job in Algeria?

17. Are these skills same ones that you would require if you were working in a similar job in [HOME COUNTRY]?

18. Can you identify any new skills that you have developed because of your job in Algeria? (If so please describe them)

19. Can you identify any skills that you have enhanced because of your job in Algeria? (If so please describe them)

20. Generally, what skills and abilities do you expect managers need when working in Algeria?

21. How do you think that such skills and abilities can be developed most effectively?

22. Can you identify any management practices from your [HOME COUNTRY?] that you would like to see adopted more extensively in Algeria?

23. Can you identify any management practices from your [HOME COUNTRY] that you believe cannot be adopted successfully in Algeria?

Attitudes

24. There is a saying that: "The last thing a fish will discover is water and this is discovered only when landed in a fisherman's net" (Hofstede, 81).

This suggests that we are not aware of our own culture unless we find ourselves outside of it. What is your opinion?

25. What effect has being [NATIONALITY] had on your work as a manager in Algeria?

26. Before you began working in Algeria what did you expect it would be like to work here?

27. In what ways have your expectations changed?

28. In the time you have been working in Algeria, have you ever felt estranged from your own national background?

29. Could you explain more fully?

30. What have you learned from working as a manager in Algeria?
31. What problems have you encountered in your work as an expatriate in Algeria?
32. What do you admire most about Algerian society?
33. What do you admire least about Algerian society?
34. What do you admire most about Algerian management?
35. What do you admire least about Algerian management?
36. Since beginning work in Algeria do you think that you have become a more internationally minded person?
37. If yes in what ways?
38. What key learning experience has assisted you in becoming more internationally minded?
39. What things do you particularly like about working in Algeria?
40. What things do you particularly dislike about working in Algeria?

Conflict Resolution

41. Recall the most recent conflict situation you have been involved in at work and describe the nature of the situation and how you handled it?

42. If a similar conflict situation had arisen in [HOME COUNTRY] how would you have handled it?

43. Do conflict situations arise because of different issues in Algeria than in your country?

Communication

The following questions concerns verbal communication, (i. e. speaking with or listening to others) either with individuals or in meetings or on the telephone.

44. Out of your total work time, how often would you spend time speaking with or listening to others

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

45. Approximately how often does the speaking with or listening to others take place with people who are employed in your organization?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

46. Approximately how often does the speaking with or listening to others taking place with people who are employed OUTSIDE of your organization?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

47. If you think about speaking with or listening to people employed WITHIN your organization during a normal working day what proportion of your time would you spend in discussion with: -

- Algerian's managers only
- Western expatriate managers only
- Other expatriate only (e. g. Turkish)
- ALGERIAN and Western expatriates at the same time
- Local support staff
- Expatriate support staff
- Both local and expatriate support staff at the same time

48. If you think about speaking with or listening to people employed OUTSIDE of your organization, during a normal working day what proportion of your time would you spend in discussions with: -

- Algerian's managers only
- Western expatriate managers only
- Other expatriate only (e. g. Turkish)
- ALGERIAN and Western expatriates at the same time
- Local support staff
- Expatriate support staff
- Both local and expatriate support staff at the same time

Section III: Managerial Effectiveness

49. Reflecting upon your work in Algeria, how often do you believe that your actions are effective?
That is, you are able to achieve your objectives?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

50. Reflecting upon your observations of other expatriate managers who work for your company in Algeria, how often do you believe that their actions are effective?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

51. Reflecting upon your observations of expatriate managers who work for other organizations in Algeria, how often do you believe that their actions are effective?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)

99 Not applicable/Do not know/Missing data

52. Please describe a recent situation where you believe that you were particularly effective.

53. What factors contributed to your success?

54. Please describe a recent situation where you believe that you were particularly ineffective.

55. What factors contributed to your lack of success?

56. Section IV: Nature of the Work Situation

In this section I would like to ask you some general questions about your company and also obtain some more information about your job.

Organization

57. What is your company's national identification? (i. e. where is the company's headquarters).

1 American

6 Germany

2 Canadian

7 Portuguese

3 British

8 Algerian

4 Italian

9 French

5 Spanish

10 Other (Specify)

58. is your company a subsidiary?

1: YES

2: NO

(If no, proceed to question 63)

59. To what extent are structures and systems in your company in ALGERIA similar to those in [COMPANY'S HOME COUNTRY?]

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

60. To what extent are there policies in your company which favor one nationality over another?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

61. To what extent are there communication problems (i. e. problems transmitting information) between the parent company in [COMPANY'S HOME COUNTRY] and your company in Algeria?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

62. To what extent are there communication problems (i. e. problems transmitting information) between organized units within your company?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

63. To what extent are there interpersonal communication problems in your company?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

64. To what extent do you find that there are problems with infrastructure (e. g. poor telephone lines) that impede your efforts to achieve work goals in Algeria?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

65. Could you please provide more information about the problems that you encounter?

66. To what extent does your company regard overseas experience to be an important component of a manager's career development?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

67. To what extent does your company engage in advice career planning with managers who undertake overseas assignments?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

68. in selecting managers for overseas assignments which of the following mechanisms are used by your company

- 1 Advertisement
- 2 Head Hunters
- 3 Application forms
- 4 Intelligence tests
- 5 Psychometric tests

- 6 Language aptitude tests
- 7 References
- 8 Personal interviews (one to one)
- 9 Interview panel
- 10 "Word of mouth"
- 99 Not applicable/Do not know/Missing data

69. Why do you think that your company selected you to come here?

70. If it was your responsibility to select a manager for a job in ALGERIA. What criteria would you use?

In your opinion, when your company selects managers for an overseas assignment to what extent should the following factors taken into account?

71. Needed expertise

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

Personal suitability with respect to:

72. Adaptability

- 1 To a very little extent (0-20%)

- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

73. Maturity

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

74. Emotional stability

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

75. To what extent are you responsible for the hiring of your subordinates?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)

- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

76. To what extent are you responsible for the completion of formal performance appraisals on your subordinates?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

77. To what extent are you responsible for disciplinary matters (i. e. actions taken because of misconduct) with respect to your subordinates

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

78. To what extent do you have the power to dismiss your subordinates from their posts?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)

5 To a very great extent (>80%-100%)

99 Not applicable/Do not know/Missing data

Job Nature

Please indicate how much of your normal work assignment comes from the following sources-:

79. Overseas Headquarters

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

80. Immediate Superior

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

81. Other organizational superiors

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

82. Subordinates

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

83. When at work, what proportion of the time do you have lunch exclusively with other expatriates?

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

84. When at work, what proportion of the time do you have lunch with mixed groups of expatriates and locals.

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

85. When at work, what proportion of the time do you have lunch exclusively with the locals?

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

In the interpersonal contacts which you have with non-expatriates during a normal working day to what extent do the non-expatriates belong to the following categories:

86. Superior

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

87. Peers

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

88. Subordinates

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

89. Contacts outside of own organization

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

90. How many people report to you directly?

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

Please indicate what proportion of your work week you normally spend in the following locations?

91. ALGERIA

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

92. ORAN

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

93. Others-specify

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

94. Is your job attached to a particular department or division (e. g. marketing, public relations?)

1: YES 2: NO

95. If yes. Which department or division?

96. Do you have one immediate superior to whom you are responsible?

1: YES 2: NO

97. To which of the following groups does your immediate superior belong?

1. Western Expatriate

2. ALGERIS

3. ALGERIA

4 .Other please specify which nationality)

98. in a normal working week how many days do you work?

Section V: Personal Experience

This section focuses on your experiences in adjusting to a new working and living environment.

Culture Shock

99. Can you describe any cultural shock that you have experienced within your workplace in Algeria?

100. How did you deal with it?

101. Can you describe any cultural shock that you have experienced outside of your workplace?

102. How did you deal with it?

103. To what extent do you agree with the idea that cultural shock is almost an occupational hazard for individuals on overseas assignments?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

Adjustment

104. To what extent do you feel that you have adapted to working in Algeria?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

105. To what extent do you feel that you have adapted to living in Algeria?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

106. Can you identify factors which have assisted you in adjusting to living in Algeria?

107. Can you identify factors which have assisted you in adjusting to your work in Algeria?

108. Do you personally know of any cases where expatriate managers have had to cut short a job assignment in Algeria?

109. If yes, can you describe what happened briefly please?

110. While working in Algeria have you experienced any work situations where other people did not respond to your actions as you had anticipated that they would?

111. If yes, please describe the situation?

112. What follow-up action did you take?

113. What did you learn from the experience?

114. What would you do if you were confronted by the same situation again?

Section VI: Cross-Cultural Management

These next questions ask you to give your ideas about features of cross-cultural management.

115. People can have very different perceptions about an event or a situation that they observed or experienced. Do you recall any situations when this happened while working in Algeria?

1: YES 2: NO

116. If yes, can you tell me more about it?

To what extent do you think that the following factors determine whether or not an expatriate will be successful working in Algeria?

	1. To a very little extent (0-20%)	2. To a little extent (>20%-40%)	3. To a moderate extent (>40%-60%)	4. To a great extent (>60%-80%)	5. To very great extent (>80%-100%)	99. Not applicable Do not know. Missing data.
117. General managerial skills						
118. Technical skills						
119. Organisational ability						
120. Belief in mission						
121. Financial reward						
122. Relational abilities						
123. Ability to deal with local nationals						
124. Cultural empathy						
125. An adaptive and supportive						

family						
126. language ability						

127. To what extent have the expectations of local managers about how expatriate managers should have been compatible with your own patterns of behavior?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

128. To what extent have you modified your behavior patterns because of those expectations?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

129. In your experience have you found that expatriate and Algerians managers behave similar to or different from one another?

130. (If similar) Can you describe what happened the similarities?

131. If different can you describe the differences?

132. Can you describe what happens when you undertake a decision making exercise that involves a local member of staff?

133. How would the decision making exercise differ if it involved only an expatriate member of staff?

134. Can you identify consistent patterns of behavior with either local or expatriate members of staff?

135. (If yes) Can you describe the patterns of behavior in more detail?

136. To what extent does your job require team work?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

137. To what extent do you employ an interpreter in your work?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

138. In what situations?

139. Is the interpreter employed as full time employee by your organization?

140. To what extent are you satisfied with the arrangements of interpretation?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

141. To what extent do you agree with the following statements?

"Because a certain practice works well in one country it does not necessarily mean it will achieve the same results if transplanted elsewhere" (Waters, 91, p25)

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

142. Management style is determined by the technology or the general state of development of a particular society and will, as the society develop, tend towards that current in developed western countries.

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

143. The particular culture of a society is a dominant factor in managerial style and management will retain its own unique cultured identity even as the society develops.

1. to a very little extent (0-20%)

2. To a little extent (>20%-40%)

3. To a moderate extent (>40%-60%)

4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

144. In Western societies individuals control their behavior in response to guilt whereas in the East individuals control their behavior in response to shame?

1. to a very little extent (0-20%)

2. To a little extent (>20%-40%)

3. To a moderate extent (>40%-60%)

4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

145. There will develop an international corps of 'World Citizens' who will be managers without countries and who will relate only to their companies.

1. to a very little extent (0-20%)

2. To a little extent (>20%-40%)

3. To a moderate extent (>40%-60%)

4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

146. A potential consequence of multi-cultural work-forces is the creation of 'Cultural Synergy' which is unifying organizational culture based on the best of all members national cultures.

1. to a very little extent (0-20%)

2. To a little extent (>20%-40%)

3. To a moderate extent (>40%-60%)

4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

147. Have you ever experienced 'Cultural Synergy' in your work place?

1: YES 2: NO

148. (If yes) Could you please describe the circumstances in detail?

149. (If no) Why do you think that there was no 'Cultural Synergy'?

Section VII: Training

If you were designing a training programme for someone from your own country, without any previous work in Algeria to what extent would the following training areas be important.

	To very little extent 1.	To a little extent 2.	To a moderate extent 3.	To a great extent 4.	To very great extent 5.	Not duplicate Do not know 99.
150. Managerial						

training (General managerial functions)						
151. Cross-cultural training (Interpersonal interaction)						
152. international business training (Business practices across national boundaries)						
153. Language training						

Please indicate the extent to which you agree with the following statements-:

The purpose of Cross-cultural training for Algeria should be to:

	To very little extent 1.	To a little extent 2.	To a moderate extent 3.	To a great extent 4.	To very great extent 5.	Not duplicate Do not know 99.
154. Help you to interact more effectively with your Algerian subordinates						
155. Help you to interact more effectively with your local peers						
156. Help you to interact effectively with your local superiors						
157. Help you to interact more effectively with Algerian Business people outside of your organization						
158. Help you to interact more effectively with Local people outside of your organization						

159. When cross-cultural training is provided to managers, it often takes place prior to their posting abroad. However, it has been suggested that cross cultural training may be more effective if it is conducted after a manager has lived and worked in the host culture for a brief period of time.

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

160. Were you recruited for your present job from within your company?

- 1: YES 2: NO

161. (If yes) can you describe the selection process?

162. To what extent was the acceptance of your job in Algeria a personal choice?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

163. Did you attend a formal pre-departure training programme prior to coming to Algeria?

- 1: YES 2: NO

164. How did your company prepare you for your move to Algeria?

165. What is your assessment of this preparation?

166. (If applicable) Did your company prepare your family for their move to Algeria?

167. If yes. Was your family included in the pre-departure training programme?

168. (If applicable) which of the following methods were used?

- 1. Briefing only
- 2. Briefing and group discussion
- 3. Briefing, group discussion and role play exercises
- 4. Sensitivity training
- 5. Role play exercise
- 6. Case studies
- 7. Social interaction with managers previously on overseas assignment and/or their family
- 8. Others

169. What is your opinion about the need for pre-departure training programmes?

170. What orientation training did you receive when you arrived to take up your present job in Algeria?

Section VIII: Non-Work Environment

In living overseas there are often non-work related factors which are important. This section asks you about some of these factors.

Family

171. Are you living in Algeria with your family?

1: YES 2: NO

172. If yes. To what extent has your family adjusted to living in Algeria?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

173. Are all members of your family equally well adjusted to living in Algeria?

1: YES 2: NO

174. Could you say some more about that?

175. To what extent has your family's level of adjustment to living in Algeria affected your work performance?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

Leisure Time

176. To what extent do you practice in social activities with expatriates in Algeria?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

177. To what extent do you participate in social activities with local people?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

178. To what extent do you participate in social activities with any of your local Algerian work colleagues?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

179. During the past seven days have you spent any leisure time with local work colleagues, for example dining out/ sports activities?

180. Would you say this is typical?

1: YES 2: NO

Section LX: Future

In this section I would like you to think about the future.

181. Can you identify what major challenges your organization is currently facing?

182. Do you anticipate any change in these challenges in the next 3 to 5 years period?

183. What are the major changes which are likely to affect your organization over the next 10 years?

184. What do you think are the major challenges for expatriate managers in Algeria over the next 10 years?

185. How can these challenges best be met?

186. How much longer do you expect your current posting to last?

187. When you leave this post do you expect to return to the [Home Country]?

1: YES 2: NO

188. How do you feel about returning?

Section X: Background

Please tick the correct box.

189. My age category is:

- 1. Under 25
- 2. 25 to 34
- 3. 35 to 44
- 4. 45 to 54
- 5. 55 or over

190. My current marital status is:

- 1. Single
- 2. Married
- 3. Separated or divorced
- 4. Widowed

191. The highest level of education which you have completed is :

- 1 Secondary School
- 2 Sub-degree qualification (e. g. higher diploma)
- 3 Professional qualification
- 4 Degree (BA or equivalent)
- 5 Degree & Professional Qualification

6 Master's Degree

7 Doctorate

8 Others

192. Your mother tongue is?

193. Do you know any other language other than your mother tongue?

1: YES 2: NO

194. If yes. What other languages are you familiar with?

Languages:

	To very little extent 1.	To a little extent 2.	To a moderate extent 3.	To a great extent 4.	To very great extent 5.	Not duplicate ;Do not know 99.
195. Able to understand what is spoken.						
196. Able to speak						
197. Able to read						
198. Able to write						

Section XI: Conclusion

199. Company name:

APPENDIX B:

Host Nationals Interview Schedule

Participant Code Number:

I am a research student from Larbi Ben M'Hidi University of Oum El Bouaghi . I am writing my Doctorate thesis about expatriate management, in particular, the nature of cross-cultural management in Algeria involving Western expatriate and Algerian host national managers, the important features of adjustment for expatriates living and working there, and the type of training which will assist them to adjust and to work successfully in this North African environment. My purpose is to provide an understanding of the key cultural issues encountered by European expatriates in multinational companies in North Africa. The contents and results of this Survey will only be used anonymously for statistical and analytical reasons. Your valuable time in answering these important questions would be greatly appreciated. Your participation and frankness are sincerely appreciated. Thank you very much.

Please send the completed Survey to: nedjla.khezzar@gmail.com

Section I: Background (A)

Before discussing your work I would like to ask you several general questions about your background.

1. What is the approximate length of your full-time work experience?
2. How long have you worked in Algeria?
3. Where have you worked besides Algeria?
4. for what period(s) of time?
5. Did you ever live overseas before the age of 20?

1: YES 2: NO

Section II: Managerial Work

I would now like to ask you, in some detail, about your present job.

6. What is the job title of your current position?

7. Is your position formally designated as a managerial post?

1: YES 2: NO

Behavior

8. In your work how do you go about making decisions?

9. Do you work with expatriate managers within your organization?

1: YES 2: NO

10. If Yes. What nationalities are the expatriates?

11. Can you describe the nature of your work-related contacts with expatriates within your organization?

12. Can you identify ways in which you modify your managerial behavior when you are working with expatriates?

13. [If Yes] could you describe how your behaviour changes?

14. Do you have work-related contacts with expatriates outside of your organisation?

1: YES 2: NO

15. What nationalities are the expatriates?

16. Can you describe the nature of your work-related contacts with expatriates outside of your organisation?

Skills

17. What skills have helped you to function successfully at your present job in Algeria?

18. Can you identify any new skills that you have developed because you need to work with expatriates? (If so please describe them)

19. Can you identify any skills that you have enhanced because you need to work with expatriates? (If so please describe them)

20. Generally, what skills and abilities do you expect managers need when working in Algeria?

21. How do you think that such skills and abilities can be developed most effectively?

22. Can you identify any aspects of the way that expatriate managers manage that you believe are particularly useful in accomplishing work successfully in Algeria?

23. Could you provide a more detailed description?

24. Can you identify any aspects of the way that expatriate managers manage that you believe are not useful in accomplishing work successfully in Algeria?

Attitudes

25. Hofstede (81), a Dutch researcher and writer, has concluded that people's own ideas are culturally limited. What do you think?

26. Can you illustrate what you have just said with examples from your work experience in Algeria?

27. What have you learned from working with expatriates in Algeria?

28. What problems have you encountered in your work with expatriate manager in Algeria?

29. What do you admire most about Algerian culture?

30. What do you admire least about Algerian society?

31. What do you admire most about Algerian management?

32. What do you admire least about Algerian management?

33. What do you admire most about the way that expatriate managers manage?

34. What do you admire least about the way that expatriate managers manage?

35. What things do you particularly like about working in Algeria?

36. What things do you particularly dislike about working in Algeria?

Conflict Resolution

37. Recall the most recent conflict situation you have been involved in at work and describe the nature of the situation and how you handled it?

Communication

The following questions concerns verbal communication, (i. e. speaking with or listening to others) either with individuals or in meetings or on the telephone.

38. Out of your total work time, how often would you spend time speaking with or listening to others?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

39. Approximately how often does the speaking with or listening to others take place with people who are employed IN your organisation?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

40. Approximately how often does the speaking with or listening to others taking place with people who are employed OUTSIDE of your organisation?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)

5 Very often (>80%-100%)

99 Not applicable/Do not know/Missing data

41. If you think about speaking with or listening to people employed WITHIN your organisation during a normal working day what proportion of your time would you spend in discussion with: -

- Algerians managers only
- Western expatriate managers only
- Other expatriate only (e. g. Egyptians)
- Algerians and Western expatriates at the same time
- Local support staff
- Expatriate support staff
- Both local and expatriate support staff at the same time

42. If you think about speaking with or listening to people employed OUTSIDE of your organisation, during a normal working day what proportion of your time would you spend in discussions with: -

- Algerians managers only
- Western expatriate managers only
- Other expatriate only (e. g. Egyptians)
- Algerians and Western expatriates at the same time
- Local support staff
- Expatriate support staff
- Both local and expatriate support staff at the same time

Section III: Managerial Effectiveness

43. Reflecting upon your work in Algeria how often do you believe that your actions are effective? That is, you are able to achieve your objectives.

1 Seldom (0-20%)

- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

44. Reflecting upon your observations of other expatriate managers who work for your company in Algeria, how often do you believe that their actions are effective?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

45. Reflecting upon your observations of expatriate managers who work for other organisations in Algeria, how often do you believe that their actions are effective?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

46. Please describe a recent situation where you believe that you were particularly effective.

47. What factors contributed to your success?

48. Please describe a recent situation where you believe that you were particularly ineffective.

49. What factors contributed to your lack of success?

Section IV: Nature of the Work Situation

In this section I would like to ask you some general questions about your company and also obtain some more information about your job.

Organisation

50. What is your company's national identification? (i. e. where is the company's headquarters).

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> 1 American | <input type="checkbox"/> 6 Germany |
| <input type="checkbox"/> 2 Canadian | <input type="checkbox"/> 7 Portuguese |
| <input type="checkbox"/> 3 British | <input type="checkbox"/> 8 Algerian |
| <input type="checkbox"/> 4 Italian | <input type="checkbox"/> 9 French |
| <input type="checkbox"/> 5 Spanish | <input type="checkbox"/> 10 Other (Specify) |

51. is your company a subsidiary?

- 1: YES 2: NO (If no, proceed to question 63)

52. To what extent are structures and systems in your company in ALGERIA similar to those in [COMPANY'S HOME COUNTRY?]

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

53. To what extent are there policies in your company which favor one nationality over another?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

54. To what extent are there communication problems (i. e. problems transmitting information) between the parent company in [COMPANY'S HOME COUNTRY] and your company in Algeria?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

55. To what extent are there communication problems (i. e. problems transmitting information) between organized units within your company?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

56. To what extent are there interpersonal communication problems in your company?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

57. To what extent do you find that there are problems with infrastructure (e. g. poor telephone lines) that impede your efforts to achieve work goals in Algeria?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

58. Could you please provide more information about the problems that you encounter? (If any)

59. In many companies it is standard practice to select expatriate managers for an overseas assignment based primarily on their domestic performance. What is your opinion of such a selection criterion?

60. What criteria would you use to select an expatriate for a managerial position in Algeria?

In your opinion, when your company selects managers for an assignment in Algeria to what extent should the following factors taken into account?

61. Needed expertise

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

Personal suitability with respect to:

62. Adaptability

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

63. Maturity

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

64. Emotional stability

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

65. To what extent are you responsible for the hiring of your subordinates?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

66. To what extent are you responsible for the completion of formal performance appraisals on your subordinates?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

67. To what extent are you responsible for disciplinary matters (i. e. actions taken because of misconduct) with respect to your subordinates

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

68. To what extent do you have the power to dismiss your subordinates from their posts?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

Job Nature

Please indicate how much of your normal work assignment comes from the following sources-:

69. Overseas Headquarters

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

70. Immediate Superior

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

71. Other organizational superiors

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

72. Subordinates

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

73. When at work, what proportion of the time do you have lunch exclusively with other locals?

- | | |
|--|--|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

74. When at work, what proportion of the time do you have lunch with mixed groups of expatriates and locals.

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

75. When at work, what proportion of the time do you have lunch exclusively with expatriates?

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

In the interpersonal contacts which you have with non-expatriates during a normal working day to what extent do the non-expatriates belong to the following categories:

76. Superior

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

77. Peers

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

78. Subordinates

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

79. Contacts outside of own organization

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

Please indicate what proportion of your work week you normally spend in the following locations?

80. ALGERIA

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

81. ORAN

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

82. Others-specify

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

83. Is your job attached to a particular department or division (e. g. marketing, public relations?)

1: YES 2: NO

84. If yes. Which department or division?

85. Do you have one immediate superior to whom you are responsible?

1: YES 2: NO

86. To which of the following groups does your immediate superior belong?

- 1. Western Expatriate
- 2. ALGERIS
- 3. ALGERIA
- 4 .Other please specify which nationality)

87. in a normal working week how many days do you work?

Section V: Perception of Expatriate

This section focuses on your perception of what expatriates experiences in adjusting to a new working and living environment

Culture Shock

88. Can you describe any culture shock concerning western expatriates that you have observed within your workplace in Algeria?

89. What do you think might be useful to western expatriates coping with such culture shock?

90. To what extent do you agree with the idea that cultural shock is almost an occupational hazard for individuals on overseas assignments?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)

- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

Adjustment

91. To what extent do you feel that western expatriates generally adapted to working in Algeria?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

92. To what extent do you feel that western expatriates in general adapted to living in Algeria?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

93. Can you identify factors that you believe assist expatriate managers in adjusting to living in Algeria?

94. Can you identify factors that you believe assist expatriate managers in adjusting to your work in Algeria?

95. Do you personally know of any cases where expatriate managers have had to cut short a job assignment in Algeria?

96. If yes. Can describe what happened briefly please

Section VI: Cross-Cultural Management

These next questions ask you to give your ideas about features of cross-cultural management.

To what extent do you think that the following factors determine whether or not an expatriate manager will be successful working in Algeria?

	1. To a very little extent (0-20%)	2. To a little extent (>20%-40%)	3. To a moderate extent (>40%-60%)	4. To a great extent (>60%-80%)	5. To very great extent (>80%-100%)	99. Not applicable Do not know. Missing data.
97. General managerial skills						
98. Technical skills						
99. Organisational ability						
100. Belief in mission						
101. Financial reward						
102. Relational						

abilities						
103. Ability to deal with local nationals						
104. Cultural empathy						
105. An adaptive and supportive family						
106. language ability						

107. In your experience have you found that expatriate and local managers behave similar to or different from one another?

108. If similar can you describe the similarities?

109. If different can you describe the differences?

110. Can you describe what happens when you undertake a decision-making exercise that involves western expatriate members of staff?

111. Can you identify consistent patterns of behaviour with either local or expatriate members of staff?

112. (If yes) can you describe the patterns of behaviour in more detail?

113. To what extent does your job require team work?

1. to a very little extent (0-20%)

- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

114. To what extent do you agree with the following statements? "Because a certain practice works well in one country it does not necessarily mean it will achieve the same results if transplanted elsewhere" (Waters, 91, p25)

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

115. Management style is determined by the technology or the general state of development of a particular society and will, as the society develop, tend towards that current in developed western countries.

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

116. The particular culture of a society is a dominant factor in managerial style and management will retain its own unique cultured identity even as the society develops.

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

117. In Western societies individuals control their behaviour in response to guilt whereas in the East individuals control their behaviour in response to shame

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

118. There will develop an international corps of 'World Citizens' who will be managers without countries and who will relate only to their companies.

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

119. A potential consequence of multi-cultural work-forces is the creation of 'Cultural Synergy' which is unifying organizational culture based on the best of all members national cultures.

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

120. Have you ever experienced 'Cultural Synergy' in your work place?

- 1: YES 2: NO

121. (If yes) Could you please describe the circumstances in detail?

122. (If no) Why do you think that there was no 'Cultural Synergy'?

Section VII: Training

If you were designing a training programme for a western expatriate, without any previous work in Algeria to what extent would the following training areas be important.

	To very little extent 1.	To a little extent 2.	To a moderate extent 3.	To a great extent 4.	To very great extent 5.	Not duplicate Do not know 99.
123. Managerial training (General managerial functions)						

124. Cross-cultural training (Interpersonal interaction)						
125. international business training (Business practices across national boundaries)						
126. Language training						

Please indicate the extent to which you agree with the following statements:-

The purpose of Cross-cultural training for western expatriate managers working in Algeria should be to:

	To very little extent 1.	To a little extent 2.	To a moderate extent 3.	To a great extent 4.	To very great extent 5.	Not duplicate Do not know 99.
127. Help you to interact more effectively with your Algerian subordinates						
128. Help you to interact more effectively with your local peers						
129. Help you to interact effectively with your local superiors						
130. Help you to interact more effectively with Algerian Business people outside of your organization						

131. Help you to interact more effectively with Local people outside of your organization						
---	--	--	--	--	--	--

132. When cross-cultural training is provided to managers, it often takes place prior to their posting abroad. However, it has been suggested that cross-cultural training may be more effective if it is conducted after a manager has lived and worked in the host culture for a brief period of time.

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

133. What is your opinion about the need for pre-departure training programmes for expatriate managers?

134. What would you like to see included in a pre-departure training programme for expatriate managers coming to work in Algeria?

Section VIII: Non-Work Environment

Non-work related factors can have a bearing on the work situation. This section asks you about some of those factors.

Leisure Time

135. To what extent do you practice in social activities with expatriates in Algeria?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

136. To what extent do you participate in social activities with local people?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

137. To what extent do you participate in social activities with any of your local Algerian work colleagues?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

138. During the past seven days have you spent any leisure time with local work colleagues, for example dining out/ sports activities?

139. Would you say this is typical?

1: YES

2: NO

Section IX: Future

In this section I would like you to think about the future.

140. Can you identify what major challenges your organisation is currently facing?

141. Do you anticipate any change in these challenges in the next 3 to 5 years period?

142. What are the major changes which are likely to affect your organisation over the next 10 years?

143. What do you think are the major challenges for expatriate managers in Algeria over the next 10 years?

144. How can these challenges best be met?

Section X: Background

Please tick the correct box.

145. My gender is:

1: Male

2: Female

146. My age category is:

1. Under 25

2. 25 to 34

3. 35 to 44

4. 45 to 54

5. 55 or over

147. My current marital status is:

1. Single

2. Married

3. Separated or divorced

4. Widowed

148. The highest level of education which you have completed is:

1 Secondary School

2 Sub-degree qualification (e. g. higher diploma)

3 Professional qualifications

4 Degree (BA or equivalent)

5 Degree & Professional Qualification

6 Master's Degree

7 Doctorate

8 Others

149. Do you know any other language other than your mother tongue?

1: YES 2: NO

150. If yes. What other languages are you familiar with?

Languages:

	To very little extent 1.	To a little extent 2.	To a moderate extent 3.	To a great extent 4.	To very great extent 5.	Not duplicate ;Do not know 99.
151. Able to understand what is spoken.						
152. Able to speak						
153. Able to read						
154. Able to write						

Section XI: Conclusion

155. Company name:

Appendix C:

An Interview with Expatriate Respondents

Participant Code Number: FM:25

I am a research student from Larbi Ben M'Hidi University of Oum El Bouaghi. I am writing my Doctorate thesis about expatriate management, in particular, the nature of cross-cultural management in Algeria involving Western expatriate and Algerian host national managers, the important features of adjustment for expatriates living and working there, and the type of training which will assist them to adjust and to work successfully in this North African environment. My purpose is to provide an understanding of the key cultural issues encountered by European expatriates in multinational companies in North Africa. The contents and results of this interview and survey will only be used anonymously for statistical and analytical reasons. Your valuable time in answering these important questions would be greatly appreciated. Your participation and frankness are sincerely appreciated. Thank you very much. Please send the completed Survey to: nedjla.khezzar@gmail.com

Section I: Background (A)

Before discussing your work, I would like to ask you several general questions about your background.

1. What is the approximate length of your full-time work experience? **2 years**
2. How long have you worked in Algeria? **12 month**
3. Where have you worked besides Algeria? **France Italy China**
4. for what period(s) of time? **1 year for france and China 6 month italy**
5. What is your current nationality? **French**
6. What was your nationality at birth? **French**
7. Did you grow up in [Country of birth Nationality?]
1: YES 2: NO **1**
8. Did you ever live overseas before the age of 20?
1: YES **1** 2: NO

Section II: Managerial Work

I would now like to ask you, in some detail, about your present job.

9. What is the job title of your current position? **Head of Sales**

10. Is your position formally designated as a managerial post?

1: YES 2: NO

Behavior

11. In your work how do you go about making decisions?

**Answer: Examine the problem; turn it around many times to understand how to deal with it.
Follow my feeling!**

12. Are the ways in which you make decisions in your current job in Algeria different from those you experienced while working in your [HOME COUNTRY?]

1: YES 2: NO

13. If Yes. What are the differences?

Answer: The company is a lot more flexible about new processes: "Try, if it fails nevermind try something else."

14. Can you identify ways in which you have modified your managerial behavior since you began work in Algeria?

1: YES 2: NO

15. If Yes. Could you describe how your behavior has changed?

Answer: A lot more natural than before.

Skills

16. What skills have helped you to function successfully at your present job in Algeria?

Answer: Leading and spending time with my teams.

17. Are these skills same ones that you would require if you were working in a similar job in [HOME COUNTRY]? **NO**

18. Can you identify any new skills that you have developed because of your job in Algeria? (If so please describe them)

Answer: Training people

19. Can you identify any skills that you have enhanced because of your job in Algeria? (If so please describe them)

Answer: Patience (if it is a skill)

20. Generally, what skills and abilities do you expect managers need when working in Algeria?

Answer: Patience and calm 😊 Lead by example and respect every one. Relations are a lot more valued than in Europe

21. How do you think that such skills and abilities can be developed most effectively? **No idea sorry**

22. Can you identify any management practices from your [HOME COUNTRY?] that you would like to see adopted more extensively in Algeria?

Answer: The taste for good and nicely finished work. Go beyond you objective.

23. Can you identify any management practices from your [HOME COUNTRY] that you believe cannot be adopted successfully in Algeria?

Answer: None, everything is possible here. If you have time of course

Attitudes

24. There is a saying that: "The last thing a fish will discover is water and this is discovered only when landed in a fisherman's net" (Hofstede, 81).

This suggests that we are not aware of our own culture unless we find ourselves outside of it. What is your opinion? **True!**

25. What effect has being [NATIONALITY] had on your work as a manager in Algeria?

Answer: Being French helps a lot (language). I was afraid that because of the Algerian War people would think negatively about me but not the case! Only issue is about the religion.

26. Before you began working in Algeria what did you expect it would be like to work here? **I had no ideas!**

27. In what ways have your expectations changed? **Had no expectations.**

28. In the time you have been working in Algeria, have you ever felt estranged from your own national background? **Yes about religion, and all that's behind.**

29. Could you explain more fully?

Answer: About the fact that the people I work with are convinced that Islam is the only "true" religion. Blablabla. They are not open minded. I am not religious myself but the presence of religion is too strong to be "sane".

30. What have you learned from working as a manager in Algeria?

Answer: Spend time with your teams; value them they are the ones that reaches your objectives

31. What problems have you encountered in your work as an expatriate in Algeria? **Answer: No bars, (or not much). The food.**

32. What do you admire most about Algerian society? **Answer: Socially very easy to get along with. Curious and smart.**

33. What do you admire least about Algerian society? **Answer: Education. This is the problem here. I see to many children out in the streets not doing anything. The presence of religion as well that can be badly understood if you lack of education. This can lead to FULL and COMPLETE ignorance.**

34. What do you admire most about Algerian management? **Answer: Nothing in particular**

35. What do you admire least about Algerian management? **Not Sure**

36. Since beginning work in Algeria do you think that you have become a more internationally minded person? **yes**

37. If yes in what ways? **I have a better understanding of the oriental culture**

38. What key learning experience has assisted you in becoming more internationally minded? **Answer: No idea! I guess it's the interactions that I have every day with the people around me.**

39. What things do you particularly like about working in Algeria? **Answer: Nothing much actually haha! Just enjoying my new responsibilities and the people that I work with**

40. What things do you particularly dislike about working in Algeria? **Answer: Work is fine even if professionalism could be a lot more improved. (The average age in my company is 25)**

Conflict Resolution

41. Recall the most recent conflict situation you have been involved in at work and describe the nature of the situation and how you handled it? **Answer: One of my employees insulted a fellow worker (girl) with harsh vocabulary and hatred. I could feel the hate against women that this man had, like a lot of other man's here in Algiers. I could not accept than one my colleagues especially a woman could be insulted this way in front of me. He got fired.**

42. If a similar conflict situation had arisen in [HOME COUNTRY] how would you have handled it? **The same.**

43. Do conflict situations arise because of different issues in Algeria than in your country? **I guess that the level of violence of the words that he used could not be reached in a company back in Europe. Especially for the reasons he insulted her.**

Communication

The following questions concerns verbal communication, (i. e. speaking with or listening to others) either with individuals or in meetings or on the telephone.

44. Out of your total work time, how often would you spend time speaking with or listening to others

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%) Often
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

45. Approximately how often does the speaking with or listening to others take place with people who are employed in your organization?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

46. Approximately how often does the speaking with or listening to others taking place with people who are employed OUTSIDE of your organization?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)

3 About one-half of the time (>40%-60%)

4 Often (>60%-80%)

5 Very often (>80%-100%)

99 Not applicable/Do not know/Missing data

47. If you think about speaking with or listening to people employed WITHIN your organization during a normal working day what proportion of your time would you spend in discussion with: -

- Algerian's managers only 30%
- Western expatriate managers only 40%
- Other expatriate only (e. g. Turkish) 0-5%
- ALGERIAN and Western expatriates at the same time
- Local support staff
- Expatriate support staff
- Both local and expatriate support staff at the same time 30%

48. If you think about speaking with or listening to people employed OUTSIDE of your organization, during a normal working day what proportion of your time would you spend in discussions with: -

- Algerian's managers only
- Western expatriate managers only
- Other expatriate only (e. g. Turkish)
- ALGERIAN and Western expatriates at the same time
- Local support staff
- Expatriate support staff
- Both local and expatriate support staff at the same time 100%

Section III: Managerial Effectiveness

49. Reflecting upon your work in Algeria, how often do you believe that your actions are effective? That is, you are able to achieve your objectives?

1 Seldom (0-20%)

- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

50. Reflecting upon your observations of other expatriate managers who work for your company in Algeria, how often do you believe that their actions are effective?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

51. Reflecting upon your observations of expatriate managers who work for other organizations in Algeria, how often do you believe that their actions are effective?

- 1 Seldom (0-20%)
- 2 Not often (>20-40%)
- 3 About one-half of the time (>40%-60%)
- 4 Often (>60%-80%)
- 5 Very often (>80%-100%)
- 99 Not applicable/Do not know/Missing data

52. Please describe a recent situation where you believe that you were particularly effective.

53. What factors contributed to your success? **Micro management**

54. Please describe a recent situation where you believe that you were particularly ineffective.

Answer: Last week! I was not effective in anything... My teams are getting more independent... I laid back.

55. What factors contributed to your lack of success? **Lack of motivation. I was not motivated to create processes.**

56. Section IV: Nature of the Work Situation

In this section I would like to ask you some general questions about your company and also obtain some more information about your job.

Organization

57. What is your company's national identification? (i. e. where is the company's headquarters).

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> 1 American | <input checked="" type="checkbox"/> 6 Germany |
| <input type="checkbox"/> 2 Canadian | <input type="checkbox"/> 7 Portuguese |
| <input type="checkbox"/> 3 British | <input type="checkbox"/> 8 Algerian |
| <input type="checkbox"/> 4 Italian | <input type="checkbox"/> 9 French |
| <input type="checkbox"/> 5 Spanish | <input type="checkbox"/> 10 Other (Specify) |

58. is your company a subsidiary?

- 1: YES 2: NO

(If no, proceed to question 63)

59. To what extent are structures and systems in your company in ALGERIA similar to those in [COMPANY'S HOME COUNTRY?]

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

60. To what extent are there policies in your company which favor one nationality over another?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

61. To what extent are there communication problems (i. e. problems transmitting information) between the parent company in [COMPANY'S HOME COUNTRY] and your company in Algeria?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

62. To what extent are there communication problems (i. e. problems transmitting information) between organized units within your company?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

63. To what extent are there interpersonal communication problems in your company?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

64. To what extent do you find that there are problems with infrastructure (e. g. poor telephone lines) that impede your efforts to achieve work goals in Algeria?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

65. Could you please provide more information about the problems that you encounter? **ALGERIA TELECOM!!!!!!!!!!!!!!!!!!!!**

66. To what extent does your company regard overseas experience to be an important component of a manager's career development?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

67. To what extent does your company engage in advice career planning with managers who undertake overseas assignments?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

68. in selecting managers for overseas assignments which of the following mechanisms are used by your company

- 1 Advertisement
- 2 Head Hunters
- 3 Application forms
- 4 Intelligence tests
- 5 Psychometric tests
- 6 Language aptitude tests
- 7 References
- 8 Personal interviews (one to one)
- 9 Interview panel
- 10 "Word of mouth"
- 99 Not applicable/Do not know/Missing data

69. Why do you think that your company selected you to come here? **I am young but travelled a lot. Open minded and raised in a multicultural family.**

70. If it was your responsibility to select a manager for a job in ALGERIA. What criteria would you use? **Well organized and open minded**

In your opinion, when your company selects managers for an overseas assignment to what extent should the following factors taken into account?

71. Needed expertise

1 To a very little extent (0-20%)

2 To a little extent (>20-40%)

3 To a moderate extent (>40%-60%) Working in Algeria has nothing to do with working in Europe

4 To a great extent (>60%-80%)

5 To a very great extent (>80%-100%)

99 Not applicable/Do not know/Missing data

Personal suitability with respect to:

72. Adaptability

1 To a very little extent (0-20%)

2 To a little extent (>20-40%)

3 To a moderate extent (>40%-60%)

4 To a great extent (>60%-80%)

5 To a very great extent (>80%-100%)

99 Not applicable/Do not know/Missing data

73. Maturity

1 To a very little extent (0-20%)

2 To a little extent (>20-40%)

3 To a moderate extent (>40%-60%)

4 To a great extent (>60%-80%)

5 To a very great extent (>80%-100%)

99 Not applicable/Do not know/Missing data

74. Emotional stability

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

75. To what extent are you responsible for the hiring of your subordinates?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

76. To what extent are you responsible for the completion of formal performance appraisals on your subordinates?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

77. To what extent are you responsible for disciplinary matters (i. e. actions taken because of misconduct) with respect to your subordinates

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

78. To what extent do you have the power to dismiss your subordinates from their posts?

- 1 To a very little extent (0-20%)
- 2 To a little extent (>20-40%)
- 3 To a moderate extent (>40%-60%)
- 4 To a great extent (>60%-80%)
- 5 To a very great extent (>80%-100%)
- 99 Not applicable/Do not know/Missing data

Job Nature

Please indicate how much of your normal work assignment comes from the following sources-:

79. Overseas Headquarters

- 1 None (0%)
- 2 Minority (<50%)
- 3 Approximately one half (50%)
- 4 Majority (>50%)
- 5 All (100%)
- 99 Not applicable Do not know Missing Data

80. Immediate Superior

- 1 None (0%)
- 4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

81. Other organizational superiors

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

82. Subordinates

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

83. When at work, what proportion of the time do you have lunch exclusively with other expatriates?

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

84. When at work, what proportion of the time do you have lunch with mixed groups of expatriates and locals.

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

85. When at work, what proportion of the time do you have lunch exclusively with the locals?

1 None (0%)

4 Majority (>50%)

2 Minority (<50%)

5 All (100%)

3 Approximately one half (50%)

99 Not applicable Do not know Missing Data

In the interpersonal contacts which you have with non-expatriates during a normal working day to what extent do the non-expatriates belong to the following categories:

86. Superior

- | | |
|---|--|
| <input checked="" type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input checked="" type="checkbox"/> 99 Not applicable Do not know Missing Data |

87. Peers

- | | |
|---|--|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input checked="" type="checkbox"/> 99 Not applicable Do not know Missing Data |

88. Subordinates

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input checked="" type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

89. Contacts outside of own organization

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input checked="" type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

90. How many people report to you directly?

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input checked="" type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

Please indicate what proportion of your work week you normally spend in the following locations?

91. ALGERIA

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input checked="" type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

92. ORAN

- | | |
|---|---|
| <input checked="" type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

93. Others-specify

- | | |
|---|---|
| <input type="checkbox"/> 1 None (0%) | <input type="checkbox"/> 4 Majority (>50%) |
| <input type="checkbox"/> 2 Minority (<50%) | <input checked="" type="checkbox"/> 5 All (100%) |
| <input type="checkbox"/> 3 Approximately one half (50%) | <input type="checkbox"/> 99 Not applicable Do not know Missing Data |

94. Is your job attached to a particular department or division (e. g. marketing, public relations?)

- 1: YES 2: NO

95. If yes. Which department or division? I work for sales

96. Do you have one immediate superior to whom you are responsible? Yes

- 1: YES 2: NO

97. To which of the following groups does your immediate superior belong?

- 1. Western Expatriate
- 2. ALGERIS
- 3. ALGERIA
- 4 .Other please specify which nationality)

98. in a normal working week how many days do you work? 5

Section V: Personal Experience

This section focuses on your experiences in adjusting to a new working and living environment.

Culture Shock

99. Can you describe any cultural shock that you have experienced within your workplace in Algeria?

Praying at the workplace

100. How did you deal with it? **It's fine for me! We bought some carpets and dedicated a room for it.**

101. Can you describe any cultural shock that you have experienced outside of your workplace? **Too many!**

102. How did you deal with it? **Great! I like being here, even if some issues like the way women are treated here is just unacceptable.**

103. To what extent do you agree with the idea that cultural shock is almost an occupational hazard for individuals on overseas assignments?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

Adjustment

104. To what extent do you feel that you have adapted to working in Algeria?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

105. To what extent do you feel that you have adapted to living in Algeria?

1. to a very little extent (0-20%)

2. To a little extent (>20%-40%)

3. To a moderate extent (>40%-60%)

4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

106. Can you identify factors which have assisted you in adjusting to living in Algeria?

107. Can you identify factors which have assisted you in adjusting to your work in Algeria? **Open mindedness**

108. Do you personally know of any cases where expatriate managers have had to cut short a job assignment in Algeria? **Yes**

109. If yes, can you describe what happened briefly please?

Answer: It was too much for them. The local team had no experience of working western way. No professionalism (you are late! "allah ghalleb") that can be a killer for well-structured persons.

110. While working in Algeria have you experienced any work situations where other people did not respond to your actions as you had anticipated that they would? **Of course**

111. If yes, please describe the situation? **Too many**

112. What follow-up action did you take? **More management. More checking and more control.**

113. What did you learn from the experience? **No use for yelling and punishing. People are just not used to this kind of work.**

114. What would you do if you were confronted by the same situation again? **The same**

Section VI: Cross-Cultural Management

These next questions ask you to give your ideas about features of cross-cultural management.

115. People can have very different perceptions about an event or a situation that they observed or experienced. Do you recall any situations when this happened while working in Algeria?

1: YES 2: NO

116. If yes, can you tell me more about it?

Answer: Yes, of course. Let's take the example of the insults regarding women. I was one of the few that were shocked from this event. They told me that its usual here... And not to pay too much attention to it. But this is a negative example. For a positive one, people here help others more easily without asking anything in return. I think that this is more common here than in Europe.

To what extent do you think that the following factors determine whether or not an expatriate will be successful working in Algeria?

	1. To a very little extent (0-20%)	2. To a little extent (>20%-40%)	3. To a moderate extent (>40%-60%)	4. To a great extent (>60%-80%)	5. To very great extent (>80%-100%)	99. Not applicable Do not know. Missing data.
117. General managerial skills				x		
118. Technical skills				x		
119. Organisational ability					x	
120. Belief in mission					x	
121. Financial reward				x		
122. Relational abilities					x	
123. Ability to deal with local nationals					x	
124. Cultural empathy					x	
125. An adaptive and supportive			x			

family						
126. language ability		X (if you speak French)				

127. To what extent have the expectations of local managers about how expatriate managers should have been compatible with your own patterns of behavior?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

128. To what extent have you modified your behavior patterns because of those expectations?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

129. In your experience have you found that expatriate and Algerians managers behave similar to or different from one another? **No, they behave the same. But it's not a matter of nationality.**

130. (If similar) Can you describe what happened the similarities?

131. If different can you describe the differences? **No real leading. It's a bossy relationship with the troops.**

132. Can you describe what happens when you undertake a decision making exercise that involves a local member of staff? **In my company they enjoy new stuff and welcome projects! But when they don't agree they usually let me know...**

133. How would the decision making exercise differ if it involved only an expatriate member of staff?

The expatriate would accept the decision more easily

134. Can you identify consistent patterns of behavior with either local or expatriate members of staff? **Local must be driven a lot more in order that they achieve their objectives**

135. (If yes) Can you describe the patterns of behavior in more detail?

136. To what extent does your job require team work?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

137. To what extent do you employ an interpreter in your work?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

138. In what situations?

139. Is the interpreter employed as full time employee by your organization?

140. To what extent are you satisfied with the arrangements of interpretation?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

141. To what extent do you agree with the following statements?

"Because a certain practice works well in one country it does not necessarily mean it will achieve the same results if transplanted elsewhere" (Waters, 91, p25)

1. to a very little extent (0-20%)

2. To a little extent (>20%-40%)

3. To a moderate extent (>40%-60%)

4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

142. Management style is determined by the technology or the general state of development of a particular society and will, as the society develop, tend towards that current in developed western countries.

1. to a very little extent (0-20%)

2. To a little extent (>20%-40%)

3. To a moderate extent (>40%-60%)

4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

143. The particular culture of a society is a dominant factor in managerial style and management will retain its own unique cultured identity even as the society develops.

1. to a very little extent (0-20%)

2. To a little extent (>20%-40%)

3. To a moderate extent (>40%-60%)

4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

144. In Western societies individuals control their behavior in response to guilt whereas in the East individuals control their behavior in response to shame?

1. to a very little extent (0-20%)

2. To a little extent (>20%-40%)

3. To a moderate extent (>40%-60%)

4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

145. There will develop an international corps of 'World Citizens' who will be managers without countries and who will relate only to their companies.

1. to a very little extent (0-20%)

2. To a little extent (>20%-40%)

3. To a moderate extent (>40%-60%)

4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

146. A potential consequence of multi-cultural work-forces is the creation of 'Cultural Synergy' which is unifying organizational culture based on the best of all members national cultures.

1. to a very little extent (0-20%)

2. To a little extent (>20%-40%)

3. To a moderate extent (>40%-60%)

4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

147. Have you ever experienced 'Cultural Synergy' in your work place?

1: YES 2: NO

148. (If yes) Could you please describe the circumstances in detail? **Answer: We combine our strength to compensate our weaknesses. I am a hard worker and I am well organized whereas my team has the "craziness" to accomplish hard task without losing faith! ☺ Combine the two and sky is the limit!**

149. (If no) Why do you think that there was no 'Cultural Synergy'?

Section VII: Training

If you were designing a training program for someone from your own country, without any previous work in Algeria to what extent would the following training areas be important.

	To very little extent 1.	To a little extent 2.	To a moderate extent 3.	To a great extent 4.	To very great extent 5.	Not duplicate Do not know 99.
150. Managerial training (General managerial functions)					x	
151. Cross-cultural training (Interpersonal interaction)					x	
152. international business training (Business practices across national boundaries)				x		
153. Language training			x			

Please indicate the extent to which you agree with the following statements:-

The purpose of Cross-cultural training for Algeria should be to:

	To very little extent 1.	To a little extent 2.	To a moderate extent 3.	To a great extent 4.	To very great extent 5.	Not duplicate Do not know 99.
154. Help you to interact more effectively with your Algerian subordinates					x	
155. Help you to interact more effectively with your local peers				x		
156. Help you to interact effectively with your local superiors			x			
157. Help you to interact more effectively with Algerian Business people outside of your organization				x		
158. Help you to interact more effectively with Local people outside of your organization				x		

159. When cross-cultural training is provided to managers, it often takes place prior to their posting abroad. However, it has been suggested that cross cultural training may be more effective if it is conducted after a manager has lived and worked in the host culture for a brief period of time.

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

160. Were you recruited for your present job from within your company?

1: YES 2: NO

161. (If yes) can you describe the selection process?

162. To what extent was the acceptance of your job in Algeria a personal choice?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

163. Did you attend a formal pre-departure training program prior to coming to Algeria?

1: YES 2: NO

164. How did your company prepare you for your move to Algeria? **I was not prepared at all!**

165. What is your assessment of this preparation? **NA**

166. (If applicable) Did your company prepare your family for their move to Algeria? **NO**

167. If yes. Was your family included in the pre-departure training program? **NO**

168. (If applicable) which of the following methods were used?

- 1. Briefing only
- 2. Briefing and group discussion
- 3. Briefing, group discussion and role play exercises
- 4. Sensitivity training
- 5. Role play exercise
- 6. Case studies
- 7. Social interaction with managers previously on overseas assignment and/or their family

8. Others

169. What is your opinion about the need for pre-departure training programmes? **Answer: It depends of the people you send... If you send a Israeli lesbian (worst exemple case ever, sorry about that) you should warn her about some things obvioulsy... But if the person has already experience abroad and fits to the country it's fine.**

170. What orientation training did you receive when you arrived to take up your present job in Algeria? **None**

Section VIII: Non-Work Environment

In living overseas there are often non-work related factors which are important. This section asks you about some of these factors.

Family

171. Are you living in Algeria with your family?

1: YES 2: NO

172. If yes. To what extent has your family adjusted to living in Algeria?

1. to a very little extent (0-20%)

2. To a little extent (>20%-40%)

3. To a moderate extent (>40%-60%)

4. To a great extent (>60%-80%)

5. To a very great extent (>80%-100%)

99. Not applicable/Do not know/Missing data

173. Are all members of your family equally well adjusted to living in Algeria?

1: YES 2: NO

174. Could you say some more about that?

175. To what extent has your family's level of adjustment to living in Algeria affected your work performance?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

Leisure Time

176. To what extent do you practice in social activities with expatriates in Algeria?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

177. To what extent do you participate in social activities with local people?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

178. To what extent do you participate in social activities with any of your local Algerian work colleagues?

- 1. to a very little extent (0-20%)
- 2. To a little extent (>20%-40%)
- 3. To a moderate extent (>40%-60%)
- 4. To a great extent (>60%-80%)
- 5. To a very great extent (>80%-100%)
- 99. Not applicable/Do not know/Missing data

179. During the past seven days have you spent any leisure time with local work colleagues, for example dining out/ sports activities? **Answer: Of course, I play football with my local colleagues and go out for dinner with the expats... A bit "colonial" I agree but the my local colleagues don't go out at night**

180. Would you say this is typical?

- 1: YES 2: NO

Section LX: Future

In this section I would like you to think about the future.

181. Can you identify what major challenges your organization is currently facing? **Formation and structural problem such as delivering**

182. Do you anticipate any change in these challenges in the next 3 to 5 years period? **I hope so! More structure in everything beginning by the canals of distribution**

183. What are the major changes which are likely to affect your organization over the next 10 years? **People using more internets in Algeria**

184. What do you think are the major challenges for expatriate managers in Algeria over the next 10 years? **NA**

185. How can these challenges best be met? **NA**

186. How much longer do you expect your current posting to last? **Less than a year**

187. When you leave this post do you expect to return to the [Home Country]?

1: YES 2: NO

188. How do you feel about returning? Glad 😊

Section X: Background

Please tick the correct box.

189. My age category is:

- 1. Under 25
- 2. 25 to 34
- 3. 35 to 44
- 4. 45 to 54
- 5. 55 or over

190. My current marital status is:

- 1. Single
- 2. Married
- 3. Separated or divorced
- 4. Widowed

191. The highest level of education which you have completed is :

- 1 Secondary School
- 2 Sub-degree qualification (e. g. higher diploma)
- 3 Professional qualification
- 4 Degree (BA or equivalent)
- 5 Degree & Professional Qualification

6 Master's Degree

7 Doctorate

8 Others

192. Your mother tongue is? French and Italian

193. Do you know any other language other than your mother tongue?

1: YES 2: NO

194. If yes. What other languages are you familiar with? **English Spanish Chinese and bit Arabic now**

Section XI: Conclusion

199. Company name: **Rocket Internet / AIG**

Interview Time :

Begin : 6 pm

End : 8 Pm

APPENDIX D

A SAMPLE OF QUESTIONS FROM THE INTERVIEW SCHEDULES ORGANISED INTO DIMENSIONS

DIMENSIONS DISCUSSED IN CHAPTER 8

MANAGERIAL BEHAVIOUR

Question Number Expat/HN	Question
14/12	Can you identify ways in which you have modified your managerial behaviour since you began work in Algeria? Can you identify ways in which you modify your managerial behaviour when you are working with expatriates?
15/13	[If yes] Could you describe how your behaviour has changed? [If yes] Could you describe how your behaviour has changed?
22/	Can you identify any management practices from your [HOME COUNTRY] that you would like to see adopted more extensively in Algeria?
-/23	Can you identify any management practices from your [Home country] that you believe cannot be adopted successfully in Algeria?
-/24	Can you identify any aspects of the way that expatriate managers manage that you believe are not useful in accomplishing work successfully in Algeria
109/-	While working in Algeria have you encountered work situations where other people did not respond to your actions as you had anticipated that they would?
110	(If yes) Please describe the situation.
111	What follow up action did you take?
113	What would you do if you were confronted by the same situation again?
128/101	In your experiences have you found that expatriate and Algerian managers behave similar to or different from one another.
129/108	If similar can you describe the similarities?
130/109	If different can you describe the differences?
133/111	Can you identify consistent patterns of behaviour with either local or expatriate members of staff?
134/112	If yes. Can you describe the patterns of behaviour in more detail?
114/-	People can have very different perceptions about an event or a situation that they observed or experienced. Do you recall any situations when this happened while working in Algeria?
115/-	If yes. Can you tell more about it?
126/-	To what extent have the expectations of local managers

	about how expatriate managers should have been compatible with your own patterns of behaviour?
121	To what extent have you modified your behaviour patterns because of those expectations?

Managerial Skills

16/17	What skills have helped you to function successfully at your present job in Algeria?
17/-	Are these skills the same ones that you would require if you were working in a similar job in [home country]
18/18	Can you identify any new skills that you have developed because of your job in Algeria?
19/19	Can you identify any skills that you have enhanced because of your job in Algeria? /you need to work with expatriates?
20/20	Generally what skills and abilities do you expect managers need when working in Algeria?
21/21	How do you think that such skills and abilities can be developed most effectively?

Decision Making

11/8	In your work how do you go about making decisions?
12/-	Are the ways in which you make decisions in your current job in Algeria different from those you experienced while working in your [hone country]?
13/-	If yes. What are the differences?
131/110	Can you describe what happens when you undertake a decision making exercise that involves a local member of staff? /western expatriate member of staff?
132/-	How would the decision making exercise differ if it involved only an expatriate member of staff?
135/113	To what extent does your job require team work.

Handling Conflict

41/37	Recall the most recent conflict situation you have been involved in at work and describe the nature and situation and how you handled it?
42/-	If a similar conflict situation had risen in [home country] how would you have handled it?
43/-	Do conflict situations arise because of different

	issues in Algeria than in your country?
--	---

Cultural Synergy

146/121	Have you ever experienced "cultural synergy" in your place?
147/121	(If yes) Could you please describe the circumstances in detail?
148/122	(If no) Why do you think that there was no "cultural synergy"?

Social Interaction

87/75	When at work, what proportion of the time do you have lunch exclusively with the expatriates.
84/75	When at work, what proportion of the time do you have lunch exclusively with the expatriates/locals.
83/74	When at work, what proportion of the time do you have lunch with mixed groups of expatriates and locals?

Perspective on Algerian Management

-/25	Hofstede 81, concluded that people's own ideas are culturally limited. What do you think?
-/26	Can you illustrate what you have just said with examples from your work experience in Algeria?
31/28	What problems have you encountered in your work as an expatriate manager in Algeria? /with expatriate managers in Algeria
32/29	What do you admire most about Algerian culture.
33/30	What do you admire least about Algerian society?
34/31	What do you admire most about Algerian management?
35/32	What do you admire least about Algerian management?

Perspectives on Expatriate Management (Host Nationals)

/9	Do you work with expatriate managers within your organisation?
-/10	If yes. What nationalities are the expatriates?
-/11	Can you describe the nature of your work - related contacts with expatriates within your organisation?
/14	Do you have work related contacts with expatriates outside of your organisation?
/15	What nationalities are the expatriates?
/16	Can you describe the nature of your work related contacts with expatriates outside of your organisation?
/27	What have you learned from working with expatriates in Algeria?
/28	What problems have you encountered in your work with expatriate managers in Algeria?
/33	What do you admire most about the way that expatriate managers manage?
/34	What do you admire least about the way that expatriate managers manage?