

IMPACT OF TRAINING AND DEVELOPMENT IN CONTEXT OF IHRM

ANURADHA REDDY
RESEARCH SCHOLAR, KAKATIYA UNIVERSITY
EX. ASST. PROFESSOR
EMIRATES COLLEGE OF MANAGEMENT AND INFORMATION TECHNOLOGY
DUBAI

ABSTRACT

This study aims to study and analyze the training and developmental practices in MNC's (Multi National Corporations) and understand to what extent these trainings are effective in bringing out effective employee adjustment and performance in lieu of return on investment (ROI). Objectives are to study (i) importance of IHRM towards training and development in MNC's (ii) importance and relationship between qualities of international training with that of expats performance, (iii) effectiveness of pre-departure training in expats, (iv) effect of expatriate's personality and social network on culture adjustment and (v) how to measure benefits of training (ROI). Research study is completely based on review and analysis of past literature. Analysis of the review indicates that emphasis is put on the importance of training both in general and training imparted by MNC's to their employees before they are recruited from third countries to join overseas establishment. Importance of pre-departure training is to avoid any failures at host country level. In regards to issues like cost, time and difficulty, research studies are limited. It is viewed that cross-cultural training provided by most multinationals is insufficient, incomplete or simply non-existent. Further ROI evaluation specifies mostly on the descriptive evaluation but does not specify techniques for quantitative evaluation of training and developmental programs even at business impact level. This can be considered as one of the major drawback of the model. In contrast there are many models, techniques, tools etc. to evaluate ROI but to what extent all these models are accurate is not transparent.

KEYWORDS

Culture, expatriate, IHRM, MNC, ROI, training and development.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT (IHRM)

IHRM is the process of procuring, allocating, effectively utilizing human resources in a MNC's (Multi National Corporations), while balancing the combination and differentiation of HR activities in foreign locations. It is worldwide management of people. There is difference in managing people in different countries and in home country (Chris, Paul & Hilary, 2005). The rationale behind IHRM is to enable the multinational enterprise (MNE) to implement the better policies be successful globally. Policy is needed to enable the MNE to be competitive, efficient, locally responsive, flexible and adaptable within the shortest of time periods and capable of transferring knowledge and learning across their globally dispersed units. IHRM can prove to be critical to the success of the MNE's (Multi National Firms) and effective implementation enables companies to survive. There is lack of information regarding the dynamics of the HRM in developing countries. Global managers have now realized that HR strategies vary from country to country. The concern, however, is that for the issues like cost, time and difficulty, the research studies are limited. There are suggestions that there need to be further understanding of the developing models and for understanding the important areas to develop models for analysing the environmental factors impacting the human resources (Pawan & Yaw, 2003). With the Globalization and increasing market competition, global environment is becoming more and more intense especially for international organizations. Under these circumstances, IHRM plays an important role. The HR policies being drafted and implemented show a new trend and identify the linkage of HRM with strategy on national and international level. The framework of the IHRM strategy in MNC's is to link with internal operations, strategic aspects of IHRM by using different theoretical bases etc. Strategic IHRM is regarded as a general approach to the strategic management of human resources in accordance with the intentions of the organization on the future direction it wants to take. It is concerned with long-term people issues and macro-concerns about structure, quality, culture, values, commitment and matching resources to future need. It also integrates human resource considerations with other physical, financial, and technological resources in the setting of goals and solving complex organizational problems. It also emphasizes the implementation of a set of policies and practices that will build employee pool of skills, knowledge, and abilities that are relevant to organizational goals. Thus a larger variety and more complete set of solutions for solving organizational problems are provided and the likelihood that business goals of organization will be attained is increased (Legnick-Hall & Legnick-Hall, 1988).

It is on record that there is a growing interest in IHRM since last 15 years but there is much to be done for better understanding of HRM practices in international concern. The IHRM issues which have been researched are of practical importance. For the majority of corporate clients increasing internalization is equal to major role played by the IHRM. It is suggested by Adlan and Ghadar (1990), organizations need to follow different HRM policies and practices according to relevant stage of international corporate evolution (Chris & Hilary, 1999). IHRM policies and practices constitute the development of general guidelines on how individuals will be managed and specific HR initiatives are undertaken. IHRM policies and practices relevant to the needs of MNEs include those related to planning, staffing, appraising, compensating, training and developing, and labour relations. Generally, MNE have the HR policies that indicate that performance will be rewarded (Huselid, Jackson and Schuler, 1997).

Based on review regarding human resources categorise expatriates in mainly three categories, PCNs (Parent Country Nationals); HCNs (Host Country Nationals); and TCNs (Third Country Nationals). Focusing on different roles of these expatriates by point of departure they are been classified into four general approaches to international staffing. The major role played by expatriates is to transfer the knowledge and technology to their foreign offices. A situation arises when either the qualified people are unavailable or the parent company wish to have hold on key positions in the initial years. In such cases the companies do send the PCNs to fill out the positions. This is mostly used by multinational and international firms. By positioning such people it leads to securing the headquarter control, where the companies can exercise this control by using the PCNs in their foreign establishments. This also enables the MNC's to pass on the culture in to foreign operations. Though it does create some culture problem initially but this is mitigated by various other methods and parent company culture is maintained subject to local laws. Especially MNCs tend to demand administrative and financial control in their foreign operations. There is opportunity for international experience/management development as working in different environments for similar type of portfolio give better exposure. International experience promotes employees with better knowledge and tackles the difficulties in different ways. The same philosophy is used by the corporate clients by transfers of employees to overseas to enable them to learn foreign cultures and environments. In such situations qualified HCNs are available but managers are still transferred to foreign subsidiaries to acquire knowledge and skills (Harzing & Ruysseveldt, 2004).

It is a critical factor to have the quality of expatriates which depends directly on their success. The process of repatriation has four phases which are preparation, physical relocation, transition, and readjustment. In one of the study Stroh (1995) suggested that repatriates look at the overseas assignment if it is for career development. In absence of the career development there is great possibility of higher turnover amongst the expatriates. Lifestyle counselling will also be beneficial to employees. Hammer *et al.* (1998) examined the adjustment of American corporate managers and spouses to their professional and social environments upon their return to the US. They investigated the relationship of background variables (e.g. age, prior national experience), host country variables and re-entry variables of expectations to re-entry satisfaction and re-entry difficulties of 44 returning managers and 33 spouses from two MNCs. Further Hammer *et al.* (1998) found support for the relationship between re-entry expectations and overall re-entry satisfaction for managers and re-entry expectations



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and re-entry satisfaction and re-entry difficulties for spouses. Such ongoing research, along with earlier discussed frameworks in the field such as by both Welch *et al.* (1992) and Black *et al.* (1999) reflect the trends in IHRM to be more systematic, strategic, inclusive, and contextual.

INTERNATIONAL TRAINING AND DEVELOPMENT

In their article Vance and Paik (2002), it is been concluded that since there is standardised procedures for rules and regulations, planning, auditing and performance evaluation amongst the various subsidiaries, expatriate managers are expected to be better aware as compared to local staff of the corporate priorities. The transfer of managers from headquarters will help in creation of information network in line with corporate culture. **The cross cultural training is must as studies have indicated that failures in the overseas subsidiaries are not because of the technical incompetence but because of cross cultural adjustments.** The success of expatriate's assignment depends primarily on ability to adjust as compared to the competency in the management overseas. For a given HCN, expatriates pre departure programme will include proper knowledge of proper behaviour to be emphasized for specific country. HCN learning at the upper management level included advanced technical system operations, subsidiary business level strategy, parent company strategy and parent company corporate culture. The contents of the training will be the experience input from the experienced expatriates of specific foreign operations. This experience input will add more traditional input for training and can make expatriates become prepared for unique demand of assignment (Napier & Peterson, 1991).

Employee training and development activities improve performance. Instead of discussing about the training aspects, the emphasis here is given for the cross culture training as it is directly linked to expatriates. There are two major issues concerning international training i.e imparting training to employees and measurement of the benefit of training (referred to as return on investments). Secondly the **type of international training given is very important in cross-cultural aspects (environments) as it is required to choose between culture specific and culture general training.** There is always need to understand which areas of the culture to be focussed upon and what are the individual requirements of the employees who might have to deal with a situation like this or who is shifting to a different culture for work. The examples quoted in such cases are different aspects of time i.e the time factor as in cultures like USA starting and ending on time are very important but in others like South American countries that may be considered exceptional. Characteristics of the cultures take time for relationship building which may not be case in others. In view of the above, cross-cultural barriers related to time need to be taken care of. Other major point is the language, the English language is being used for most transactions but then usage of English is different in different countries. The pronunciation in India is significantly different from the American way as Indians are brought up in UK English style. It is also important as some of the terms have different meaning in different languages though appears to be simple but are more legal in nature. In case of countries with different language the expatriates must be trained in opening dialogues and discussions with the help of translators (Hun and Jenkins, 1998).

First the question raises **who will be imparted training.** Cross cultural training is important but who should be imparted this training is equally important. Most of the corporate have the policies and procedures for selection of employees for the overseas appointments. Here the discussion is limited to employees with long term posting not short visit. The study conducted by Nick (2006), states that corporations with overseas presence need to have rigorous and pre remove policies for selection procedure for expatriates who should also include the personality and psychometric testing. This avoids corporate to avoid high failure rate in case of expatriates. **Culture has highly persistent influence on behaviour of individuals. Culture provides body of knowledge and techniques. The perception, attitude, motivation, value and learning experiences are shared by culture.** This is the reason that all expatriate employees should be imparted training to adapt to the culture of the place they will be. After getting the process started with selection of qualified and well experienced persons, training they provide to employees and their families thus becomes crucially important. It can be construed that on the basis of the past history and record, all employees short listed for overseas transfers are asked to undertake the pre-move training and cross-cultural briefings can help expatriate staff adapt to living and working in new environments. The study conducted by Waxin (2004), indicate that there is the optimal conditions of effectiveness of cross-cultural training. According to the study, the country of origin had a moderator effect on adjustment and its antecedents. It is also established that employees having varied international experience need less cross-cultural adjustment or training. They are less dependent on cross-cultural training in order to adjust, and that cross-cultural training would be more effective for those with little or no prior international experience.

There is alternate opinion by Salmer (2000), i.e., as cross-cultural training intends to train individuals from one culture to interact effectively with members of another culture and to predispose them to a quick adjustment to their foreign assignments. Expatriates may lack same behavioural pattern which they use in their home country without adjusting to local norms and practices. There are chances of negative consequences may not be disastrous which is not a positive indication. It is also felt that the cross-cultural training provided by most multinationals is insufficient, incomplete or simply non-existent. It is suggested that when the expatriates and their families are send overseas adjustment and integration are very important aspects of the process of managing expatriates.

It is another important question to ask **who should impart the training.** Differences in cultures lead to significant differences in the way people react during the business operations. Motivational needs of managers and executives vary across cultures which necessitates that expatriates will need to understand the basic differences in the employee behaviour. Production facilities of firms may be similar across all the subsidiaries but the employee behaviour in these facilities may not remain the same. There may be large degree of uncertainty which an employee might face while moving to a foreign land and culture can be reduced through organizational support in terms of training. For the employees, a well delivered training can help in managing with the new situations, while for the organization this helps in getting the best of the employee in terms of work output through maintaining the employee morale and motivation. The international trainings should be imparted either by the existing expatriates in that country or the host country professionals as culture and regulations are well known to them. Any detailed trainer will lead you through host country overview, culture and communication and managing the transition. He will, be able to provide the background readings. Consultants and trainers must be able to address the special needs and requirements of the company's problems (Ferraro, 2007).

PRE DEPARTURE CROSS CULTURAL TRAINING

Even though it carries expense, it was intended by majority of the corporate to have pre-departure training for expatriate assignments as it was felt as essential. The expense was also intended to avoid any future estimated loss if the expatriates fail in their assignment. The high costs associated with expatriation reduced the capacity of some of the corporate to provide formal training for expatriation. It was concluded in various studies (Jain, 2010; Nike, 2006; Charles & Paik, 2002) that international training is important, but the cost benefit must be considered. In their studies the participants indicated that the level of pre-departure training provided depended very much on the cost and the benefit obtained from running such programs. In contrast, Tung (1988a) indicated it depends on other factors like the length of stay, capability and capacity of the expatriate and degree of engagement.

Bean (2007) emphasized the importance of training not only in general but training imparted by the MNC's to their employees before they are transferred or recruited from third countries to join the overseas establishment. The importance of pre departure training is to avoid any failures at the host country level. The studies indicate (Bean, 2007) that many companies face a high failure rate of expatriates. These failures may be due to poor job performance or non adjustment due to cultural reasons. It is also fact that the economic globalisations have positive impact and MNCs need expatriates to manage the subsidiaries, as expatriates are more familiar with management techniques and methods used in the MNCs than locals. The expatriate failure may also be due to wrong selection process and the pre-departure training. The referred case study pertains to the pre departure training only. In their study Okpara and Kabongo (2010) have stressed upon that there are chances of difficulty of retaining expatriates for their global operations. **One of the reasons for expatriates' failure has been recorded as the inability of these managers to adapt to the host-country's culture.** The importance of cross-culture training programs provided to employees and their families by MNCs are becoming important for successful international operations.

The views shared by Chew (2004) give adequate evidence that every firm should try to prevent a crisis from occurring. The crisis confronting MNCs include failed assignments due to premature return of expatriates and the loss of their returned expatriates due to poor repatriation. Crisis in expatriate management threatened the firm's capabilities and performance in the host country. There is high attrition rate of repatriates in some corporate specifically for some countries adds to the cost and creates a net negative return on a firm's investment in human resource. In view of the above the company's suitable HR policies and procedures are implemented to encourage more employees to accept foreign transfers. This emphasis is a visible sign that the organization supports

expatriates and attempts to contribute to employee success in the overseas assignment. **The studies show evidence that the expatriates who are unfamiliar with the customs, cultures and work habits of the local people, pre-departure training may be critical to their effectiveness and success in their overseas assignments.**

The survey conducted by Windham International and the National Foreign Trade Council (1999) is alarming as large numbers of international assignments are turned down because of spouse and family issues. Most of these people gave reasons of family adjustment, spousal resistance and spouse's career as the main reasons for declining the international assignments. This is the reason that international training is urgently required and in-depth methods covering a broad range of topics and methods are used to improve the effectiveness of the expatriates in overseas assignments. These international training programs are designed to improve relational skills which are crucial to effective performance in expatriate job assignments. This intensive international training can provide the encouragement and motivation to seek the social network and activities that will make the new stressors more bearable. For the expatriate, international and pre departure training can reduce many of the uncertainties associated with the new role (Chew, 2004).

EXPATRIATE'S PERSONALITY, SOCIAL NETWORK AND CULTURE ADJUSTMENT

There are two types of views regarding the international assignments. Globalization is part of the business strategy of each company. With the increase in globalization, the frequency of international assignments has increased. The records reveal that 80% of the mid and large size companies used to offer the international assignments during 1999 out of which 45% were planning to further increase the number (Black and Gregersen, 1999). However, there was different view by accounting firm i.e KPMG in one of their accounting web journal in 2008 wherein the accounting firms are of the opinion that due to increase in cost by increasing international assignments the companies need to re-examine the issues (KPMG, 2008). However, the accounting firm is of the view that short term assignments are on the increase for undertaking international business. Here the focus is on the issues of personality characteristics of the expatriates persuade the formation of the social ties with host country nationals and other expatriates. **It is fact that by developing friendship with host country nationals the expatriates are able to adjust easily in the foreign environment** (Pieper, 1990).

One significant issue that is important to discuss here is the ratio of females sent for international assignments by the corporate which is less when compared to male expats. The figures may change with country culture but there is definitely a concern that the number of female global assignees is proportionally low in relation to the overall size of the qualified female labour pool. This has been concluded from one of the research from Australia, Canada and United States reports that the number of female expatriates range between 7% and 14%, compared to the 25% to 45% of women in management (Florkowski & Fogel, 1999). The key issue is in what way the personality affects the job performance of expatriates. Studies have been in place but no conclusive evidence has been found till date as job performance may not be a conclusive factor of the personality of the expatriate (Oultz, 2011). There are number of personality traits in each person but for the purpose of grouping psychologists have come up with a list of the five major personality traits as these make up the essence of a person's personality. These traits are Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism. These five traits are labelled as the Big Five Personality (Smith & Bar-Eli, 2007).

Job performance has a direct link with knowledge, skills, abilities, and motivation directed at role prescribed behaviour, such as formal job responsibilities. The ability to perform effectively evidence that individual is aware of the job description and job requirements. Studies related to big five personality traits and job performance did not yield any conclusive evidence. However, there is one study by Ones and Viswesvaran (1999) suggested that conscientiousness was perceived to be the most important personality trait for expatriate job performance. Sinangil and Ones (1998) are of the opinion that dependability (conscientiousness) is a poor predictor of expatriate job performance. The views of Mol et. al. (2005) are of the opinion that there is no support for the relationship between openness to experience and expatriate job performance. According to Buss (1991), the possession of the Big Five personality characteristics lead to universal adaptive mechanisms that allow individuals to adapt with and meet the demands of physical, social and cultural environments. The difference in these traits has been studied with no conclusion as the females expatriates have been found to be quite successful though the percentage of expatriate females is much less (Farlin & Paul, 2008). Further Farlin & Paul (2008) also made comparison of male and female expatriates on the traits like retention, adjustment and supervisor-rated performance wherein no difference was noticed. They observed that males and females are of the same view on their desire to terminate their global assignments and supervisor-rated performance. The same study did suggest that women were less cross-culturally adjusted than men in countries with low female workforce participation and a lower percentage of women managers (Hardill, 2002).

Globally there is difference in work culture for females as regards to the non work and additional work challenges they will have to face while working on international assignments. Additional and non work challenges include family issues like child care that puts more pressure on female expatriates. Female expatriates are also affected by the host country cultural norms towards working with men/women. They have difficulty making friends on global assignments consequently having lower cross-cultural adjustment. In view of these aspects, social interaction and social support are considered as key issue for female expatriates in both work and non-work contexts (Elron & Kark, 2000). In one of the study Albrecht and Adelman (1984) found that social ties help people cope with changes by providing information about unfamiliar situations. Expatriates must simultaneously gather information about living and working in the foreign country. Although these two types of information are distinct, both are important for expatriates. Social interaction with host, home and third-country nationals is an invaluable source of information about culturally acceptable norms and behaviours and reduces uncertainties associated with work and non-work situations (Anderson, 2001). Social support (eg. from family, host national colleagues, compatriots, expatriates from other countries) helps in mobilizing psychological resources and serves to provide feelings of reinforcement, recognition and affirmation that can greatly enhance female expatriates' cross-cultural adjustment. Social support can also buffer against stress that may result while expatriates are adjusting to the new environment and re-establishing their lives throughout the assignment. Extroversion is measured by quantity of social interaction and to character traits such as being gregarious, assertive, active and talkative. Such persons are considered sociable and outgoing with others. Caligiuri (2000) in his study recommended that extrovert counterparts were evaluated higher in terms of work performance.

The comparative personality with females is affected by whether a woman is able to form relationships on the expatriate assignment especially considering the host nationals' cultural norms towards women, her language skills and the availability of possible opportunities for interaction. The factor of family members and host-national colleagues also impact the social relations. Westwood and Leung in 1994 pointed out that there is different opinion regarding women which tend to be more relationship centred and the affiliating personality characteristics are higher in women than in men. Jelinek and Adler (1988) concluded that women tend to have good interpersonal skills and an ability to discuss a large range of topics with business partners, while developing relationships in certain cultures. There is no conclusive evidence how it is related to expatriate adjustment. The general view is that expatriates who are capable of controlling their emotions perform better at interacting with local organizational members or with other host nationals. The human emotional connections can mitigate the negative psychological effects of isolation and loneliness to maintain and enhance self-identity and self-esteem (Viswesvaran 2002). Big five factor of agreeableness also impacts the performance of expatriates. Individuals having agreeableness personality generally have the tendency to get along well with others in interpersonal settings, hence, facilitate effective communication and relationship with host country nationals and other expatriates. Lippa (1995) in his study indicated that sociability, openness, and low levels of adjustment are the factors most linked to "masculinity," while agreeableness and conscientiousness are linked to "femininity". Marusic and Bratko (1998) concluded that sociability was highly associated with "masculinity" and agreeableness with "femininity." Goldberg et al. (1998) reported that men tended to be less agreeable than women, but found no significant differences in the other four factors.

RETURN ON INVESTMENT (ROI) MODEL

ROI on HRD (human resource department) has been a hot issue of discussion by many researchers and practitioners. It is been identified from the literature that in the past there was not much emphasis put on identifying ROI especially when considering training and developmental programs in international organizations. As stated by Wang, Dou & Li (2002, p.208) *It was not until the early 1980s that the term return on investment was used explicitly in training evaluations* *Meanwhile, a wave of interest in ROI was developing in the HRD field. The move may have reflected widespread downsizing in the business world at the time, as*

well as the need for training and HRD justification accordingly. Since then, ROI for HRD programs has evolved from Kirkpatrick's descriptive model to a more quantitative measurement, represented by a simplified accounting equation. This clearly shows that in the past there was not much emphasis on ROI.

Still to date ROI is in infancy stage (as considered by most of the literature review of researchers) and is more of descriptive rather than quantitative. ROI evaluation is considered to be done at four levels such as reaction, learning, application and business impact. But of all these only business impact is relevant to ROI. The four level evaluation models specifies mostly on the descriptive evaluation but does not specify the techniques for quantitative evaluation of training and developmental programs even at the business impact level. This can be considered as one of the major drawback of the model. In contrast there are many such models, techniques, tools etc. to evaluate ROI but to what extent all these models are accurate is not transparent. From the review of past literature it is understood that effective tools and techniques help in identifying ROI and there are many such tools available. Here it is very important to identify the HR benefits and then separate them from other impacts of ROI so as to see that organizations identify exact ROI. Next intangible assets also need to be identified and presented when calculating ROI. Even though measuring ROI is difficult, it is vital for organizational performers (in the sense leaders) to identify the operational and financial foals of the organization and share it with the outcomes. It is the responsibility of the management to identify this aspect as a major as ROI on training and development is crucial as it need to bring effective employee and organizational outputs in terms of performance as well as income and profits.

It is always difficult to measure the effectiveness and efficiency of training to overcome hurdle for human resource and training professionals in the overseas countries in different industries. The aspect of financial performance is a basic expectation of leaders responsible for their share of operational goals of the business unit. The methodology of tracking Return on Investments (ROI) for human capital management was an important aspect of all the corporate. Tools and techniques to measure return on investment (ROI) are available, and the process is considered as reliable and acceptable (Harris, 2007). Organizations making investments especially in international training always try to find out the return on investments. Companies do consider the rewards of such an evaluation. The measurement also needed parameter as international training and development budgets are continuing to grow, training and development are linked to competitive strategies, many programmes have failed to deliver what was expected and interest in the ROI process. ROI is calculated as: **ROI (%) = Benefits – Costs x 100 / Costs** (Phillips, 1996).

This model also recognizes that there should be intangible benefits that will be presented along with the ROI calculation (Phillips, 1996). Human capital is somewhat of a moving target when it comes to applying financial investment and return numbers to training given, learning achieved and performance realized. Tracking modified behaviour and the value of an individual's modification may be the desire of every human resource director responsible for the development of their human resources; however, the reality of this endeavour is quite another matter. According to Brown (2001), **calculating the ROI figure has no constant value, is difficult to summarize, and is an invalid percentage or ratio due to the time value of information** (Harris, 2007). Both Kirkpatrick and Phillips (1996) explained ROI by stating that complete accuracy in ROI calculations is not possible. **The variability of the human factor, timeliness of information, and accuracy of all information always includes error, and thus the confidence level of any calculation related to yield, revenue, asset, or quality management is a guesstimate;** however, it is important to calculate. The framework of Kirkpatrick and Phillips model is based on a series of questions to reach the ultimate ROI calculation.

Further it is understood that different members have different aspects of calculating ROI especially considering international T&D. Some of the members expressed that factors such as resource allocations (for training), determination of wages (for existing and new employees as training involves both categories), post program feedbacks etc. should be considered while investing in on board and off board employees and these aspects should be taken into account while calculating ROI. It is assumed that including such factors will help the organization to more clearly identify ROI on international training and developmental programs. Next another method of calculating ROI is identified to have three major factors such as yield and revenue management, asset management and total quality management. This model is said to calculate quality and productivity for ROI. First monitoring productivity process in done in yield and revenue management (there is no competitive advantage produced here), second managing capacity is done as a part of asset management (here measuring outcomes is difficult as capacity can be controlled) and finally impact on employee outcomes is measured as quality output through total quality management (here the quality is intangible).

CONCLUSIONS

Drawing conclusion on the study is a difficult task as still a large scale study is in process to identify the importance of IHRM practices and policies especially towards pre departure training and development of expatriates and measuring benefits on employee training (ROI). But to some extent it can be concluded from the review study that most emphasis is put on such issues and there are suggestions that there is a need for further understanding of the IHRM developing models. It is also understood from the study that the cross-cultural training provided by most multinationals is insufficient, incomplete or simply non-existent and is suggested that when the expatriates and their families are send overseas adjustment and integration are very important aspects of the process of managing expatriates. Further ROI evaluation specifies mostly on the descriptive evaluation but not on techniques for quantitative evaluation of training and developmental programs. This can be considered as one of the major drawback of the model. In contrast it is also understood that there are many models, techniques, tools etc. to evaluate ROI but to what extent all these models are accurate is not transparent. From the review of past literature it is understood that effective tools and techniques help in identifying ROI and there are many such tools available. Thus there is more emphasis on future studies on evaluating the importance of cross cultural training and effective measures of ROI especially in international assignments.

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