



**The influence of cross-cultural training on the different
forms of expatriates' adjustment: a literature review**

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Abstract

This literature review examines the influence of cross-cultural training on expatriates' adjustment. Previous studies, which described this influence, did not focus on the different forms of expatriates' adjustment. Therefore, this study gives an overview on the influence of cross-cultural training programs on each specific form of expatriates' adjustment; work, interaction (relational) and general adjustment. Various relevant articles were selected from multiple scientific databases. Three dimensions of cross-cultural training are being analyzed; cultural, language and practical training. Besides the content of the cross-cultural training, the timing of cross-cultural training programs are being discussed. A distinction between pre-departure and post-arrival cross-cultural training has been made. Overall, the results showed that the influence of cross-cultural training on a specific form of expatriates' adjustment depends on the choice of content and timing of the training programs that are being used and on which form of expatriates' adjustment the company would like to achieve. Cultural and language training have a positive influence on work, interaction (relational) and general adjustment. Additionally, practical training only has a positive influence on work adjustment. The timing of the cross-cultural does not matter as pre-departure and post-arrival cross-cultural training both have a positive influence on each form of expatriates' adjustment. These results will be useful for HR-managers within multicultural organizations because it will allow these managers to be able to make conscious decisions about which form of expatriates' adjustment they would like to achieve. Additionally, the results showed what type of content and timing of cross-cultural training programs would be recommended to achieve this chosen form of expatriates' adjustment.

Key words: expatriates, cross-cultural training, expatriates' adjustment, work adjustment, interaction adjustment, general adjustment

1. Introduction

When the market industry gradually develops towards internationalization, the demand for labor from employees who are capable of managing overseas environmental services will increase (Chen & Chiu, 2018). As a consequence of the globalization of business, there will be an increase in the amount of workers living and working abroad (Turner, 2007). According to Bhatti, Battour, and Ismail (2013), the performance of such workers during international assignments, known as expatriate performance, plays a crucial role in the growth of an organization. “Expatriates” refer to employees who transfer to a foreign country to work under contracts for their organization for a specific time period (Hassan & Diallo, 2013). Expatriates’ success depends on two main factors; how well they adjust in their new work environment and how efficiently they operate in the host country (Tahir & Ertek, 2018). Based on the relevance of expatriate performance, the expatriate development emerged as a crucial issue. Effective HR tools might be essential to achieve the highest extent of expatriates’ success (Sousa, Goncalves, & Santos, 2017).

To be successful in a new work environment it is crucial for expatriates to focus on their adaptation competences, such as being able to deal with new social expectations and a new (work) life within another culture (Sousa, et al., 2017). However, an effective adjustment to a new job, within a foreign culture, can be challenging for many expatriates. Several factors can influence the process of adjustment, such as being able to speak the language of the host country, the cultural distance between the home and host country and expatriates’ cultural flexibility (Sousa, et al., 2017). The term expatriates’ adjustment may be described as “the point at which an expatriate feels comfortable, despite being in a new environment, which allows him/her to be effective in that environment” (Halim, Bakar, & Mohamad, 2014, p. 124). According to Sousa, et al. (2017), the multidimensional sociocultural concept is the basic concept of the adjustment of expatriates. Sociocultural adjustment covers three aspects; work, interaction (relational) and general adjustment. The focus in this research is on the three aspects of the multidimensional sociocultural concept.

One of the most common organizational practice for the development of expats is cross-cultural training (Sousa et al., 2017). Cross-cultural training may refer to an educational process which focuses on intercultural learning. The focus on this specific type of learning helps expatriates to interact effectively with different cultures (Sousa et al., 2017). The main purpose of cross-cultural training is to educate employees of a specific culture to get

efficiently involved with employees from other cultures to help them to deal with a new work environment (Hassan & Diallo, 2013).

Based on the information above, the research question that will be examined, is the following:

What is the influence of cross-cultural training on the different forms of expatriates' adjustment?

The aim of this study is to provide an overview of existing research on the topic of cross-cultural training and the influence on the different forms of expatriates' adjustment. From existing literature, it can be assumed that cross-cultural training has a positive influence on cultural adjustment (Okpara & Kabongo, 2017). However, the existing literature does not make a distinction between different forms of expatriates' adjustment; work, interaction (relational) and general adjustment. As a consequence, there still is uncertainty about the contribution of cross-cultural training on each form of expatriates' adjustment. Hence, the scientific relevance of this research is to give a clear reproduction of the existing literature on the influence of cross-cultural training programs on each specific form of expatriates' adjustment.

The study will be practically relevant in multiple perspectives. Whereas previous studies lack in giving a clear overview of the influence of cross-cultural training programs on each specific form of expatriates' adjustment (Dewald & Self, 2008; Morris & Robie, 2001), this study will provide a clear overview to ensure that HR-managers within multicultural organizations can take into consideration which training programs have an influence on which forms of expatriates' adjustment. Based on this literature review, HR-managers could make deliberate choices about which form of expatriates' adjustment would like to be achieved and how. This is useful for organizations as the success of expatriates depends on how well they adjust (Bhatti, et al., 2013).

2. Method

When searching for articles to answer the research question, PsycInfo and Web of Science were used. In specific, the search terms "Expatriates", "Cross-cultural training" and "Expatriate adjustment" were filled into the databases.

The articles from the databases were filtered on a specific period of publication; from 2010 to 2019, since the purpose of this study is to give a recent review. Moreover, only peer-reviewed articles were used in this literature review, since the articles got an evaluation on their quality by experts before the article is rated appropriate to publish (Jay, 2018). Furthermore, only articles written in English were used to avoid language barriers.

A total of 160 articles were reviewed on their title and abstract; only the articles that focus on the influence of cross-cultural training on (a specific form of) expatriates' adjustment and the articles that described the influence of cross-cultural training on the three aspects of sociocultural adjustment; work, interaction (relational) , and general adjustment were selected. Additionally, the articles which describing the influence of cross-cultural training on expatriates' adjustment in general were used. This resulted in an exclusion of 151 articles, as these articles did not describe the influence of cross-cultural training on a form of expatriates' adjustment. A total of nine articles remained that met all the criteria mentioned above.

Table 1 gives an overview of search terms that were used, the amount of hits per search term, the used filters and the corresponding number of articles which are relevant to answer the research question.

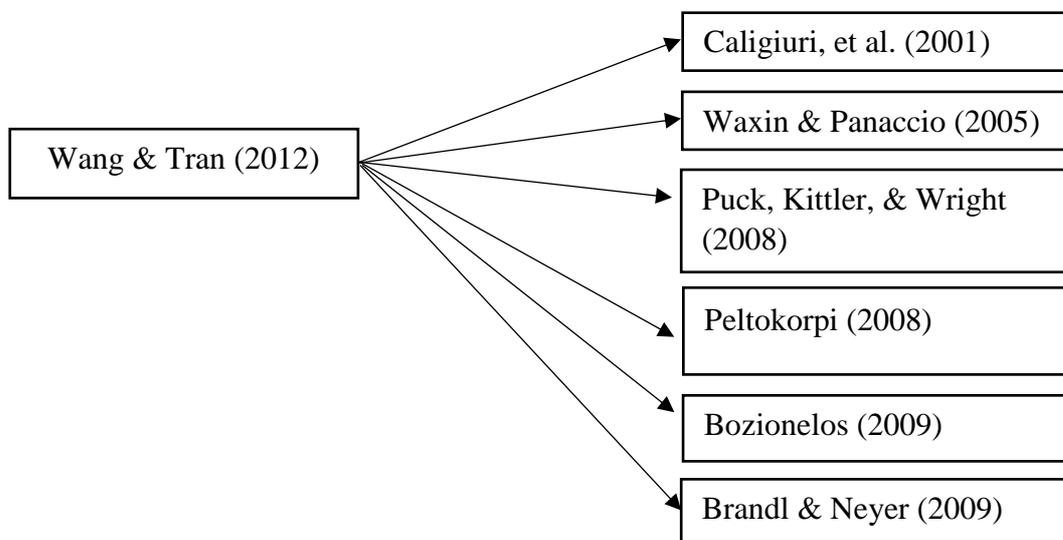
Table 1. *Literature search results.*

	No filter	2010-2019	Peer Review	English	Relevance
“Expatriates” AND “Cross-cultural training”	189	106	94	92	8
“Cross-cultural training” AND “Expatriate adjustment”	113	73	69	68	1
Snowballing					6

Via snowball sampling on the reference list of Wang & Tran (2012) the five articles in Figure 1 were selected. Although, the articles were not part of the articles with a period of publication between 2010 and 2019, the articles met the substantive criteria. The articles were reviewed on their title and abstract; only the studies that focus on cross-cultural training and a form of expatriates' adjustment were selected. Based on these selection criteria, six articles

remained. Two out of the six articles directly described three forms of expatriates' adjustment and the influence of a specific type of cross-cultural training (Puck, Kittler, & Wright, 2008; Waxin & Panaccio, 2005). Furthermore, one out of the six articles described a specific form of expatriates' adjustment which could not be found in the databases with the selected period of publication from 2010 to 2019 (Brandl & Neyer, 2009). The other three out of the six articles were used to get a more specific indication of pre-departure cross-cultural training (Bozionelos, 2009; Caligiuri, Philips, Lazarova, Tarique, & Burgi, 2001; Peltokorpi, 2008).

Figure 1. Chronological Snowball sampling on Wang and Tran (2012)



A total of 15 articles were selected for this literature review. From the dataset, nine articles were selected by the insert of search terms in the databases Web of Science and PsycINFO. The other six articles were selected via the snowballing method. The total selected articles consisted of five quantitative designs, three cross-sectional designs, four qualitative designs and three literature reviews. In Table 2, Appendix 1, all of the selected articles for this literature review are presented.

3. Results

In this section, the concepts “expatriates’ adjustment” and “cross-cultural training” will be elaborated more deeply. In the first paragraph, the three forms of expatriates’ adjustment, work, interaction (relational) and general adjustment, will be clarified in more detail. In the second paragraph, the focus will be on two characteristics of cross-cultural training; content and timing. These dimensions of cross-cultural training will be analyzed from the dataset. In the third paragraph, the influence of cross-cultural training on each form of expatriates’

adjustment will be discussed. The section will end with an analysis which factors have an impact on the influence of cross-cultural training on a form of expatriates' adjustment.

3.1 Expatriate adjustment

Expatriates' adjustment may be seen as a common criterion to evaluate the success of expatriates (Wang & Tran, 2012). This common criterion for expatriates' success may be described as the degree of behavioral adaptability to different aspects in the host country (Wang & Tran, 2012). The process of expatriates' adjustment is the perceived degree of psychological comfort and familiarity that an expatriate has in different cultures (Moon, et al., 2012). The expatriate is aware of cultural norms and knows how to behave appropriately in the host country (Black & Mendenhall, 1990).

All in all, the process is complex and dependent upon many individual and contextual factors (Budworth & DeGama, 2012). This literature review focuses on three main forms of expatriates' adjustment; work, interaction (relational) and general adjustment (Black, 1988). Following this multi-faceted approach of expatriates' adjustment, it seems that some expatriates adjust well to one specific form of adjustment but adjust poorly to another. For instance, expatriates may adapt well to a new work environment within the host country, but experience uncomfortable feelings when interacting with local employees (Puck, et al., 2008).

3.1.1 Work adjustment

From the selected articles of the existing literature, four authors focused on 'work adjustment' (Chen & Chiu, 2018; Okpara & Kabongo, 2011; Puck, et al., 2008; Waxin & Panaccio, 2005). Expatriates would achieve work adjustment when their needs and objectives were satisfied and consistent with the working environment requirement. The expatriates voluntarily match the work restrictions or needs, overcome difficulties at work in the host country and acquire achievement and satisfaction at work for self-fulfillment (Chen & Chiu, 2018). The basic concept of work adjustment is the consistency between individual and environment (Chen & Chiu, 2018). Specifically, the main indicators of work adjustment are; supervision, responsibilities and performances (Okpara & Kabongo, 2011; Waxin & Panaccio, 2005). The article of Chen and Chiu (2018) assumed that job satisfaction, role behavior and job performance are the main indicators of work adjustment.

3.1.2 Interaction (relational) adjustment

Interaction (relational) adjustment is analyzed by seven articles from the dataset (Brandl & Neyer, 2008; Okpara, 2016; Okpara & Kabongo, 2011; Puck, et al., 2008; Wang & Tran, 2012; Waxin & Panaccio, 2005; Wurtz, 2014). Relational adjustment and interaction

adjustment are synonyms for each other. The main focus within interaction (relational) adjustment is on the interaction with members of the host country (Okpara & Kabongo, 2011; Waxin & Panaccio, 2005). Cognitive adjustment works as a prerequisite to develop social interaction with team members of the host country, to feel comfortable and to be able to contribute as a team-player within a team project (Brandl & Neyer, 2009). Therefore, cognitive adjustment may be seen as a part of interaction (relational) adjustment. Cognitive adjustment involves two things; expatriates in a new host country need to learn how to interpret the others' language and express themselves in the language of the host country (Brandl & Neyer, 2009). According to Black and Stephens (1989) there is social interaction between expatriates and employees from the host country in work and non-work situations. Both situations, work and non-work situations, can be related to (relational) adjustment.

3.1.3 general adjustment

General adjustment is the third form of expatriates' adjustment (Okpara, 2016; Okpara & Kabongo, 2011; Puck, et al., 2008; Wang & Tran, 2012; Waxin & Panaccio, 2005; Wurtz, 2014). According to Wang and Tran (2012), general adjustment is the most challenging form for expatriates. The focus within this form of adjustment is on the feeling of overall acceptance of having a new lifestyle within another culture. This new lifestyle includes daily life issues (Wang & Tran, 2012). Mood states and the well-being of the expatriates will be involved in this process of acceptance (Okpara & Kabongo, 2011). Therefore, psychological adjustment is a part of general adjustment. Psychological adjustment may be measured by counting the amount of mental problems which expatriates experience during the acceptance process (Okpara & Kabongo, 2017). General adjustment consists of expatriates' ability to live in a foreign land and become familiar with another culture (Black, 1988).

In Table 3, Appendix 2, the different definitions and forms of expatriates' adjustment can be found. Work, interaction (relational) and general adjustment were proportionately discussed in the dataset. These three forms of expatriates' adjustment have been defined differently by many authors, meaning the interpretations of the forms could differ between the authors from the dataset. Not all authors made the distinction between these three forms of expatriates' adjustment as cross-cultural adjustment is also described in general by a few articles (Budworth & DeGama, 2012; Caligiuri, et al., 2001; Moon, et al., 2012; Peltokorpi, 2008; Tahir & Ertek, 2018). These authors, did not mention one of the three forms of expatriates' adjustment; work, interaction (relational) and general.

3.2 Cross-cultural training

Cross-cultural training effectively helps expatriated employees to adapt themselves to another culture (Chen & Chiu, 2018). In specific, the training reduces culture shocks and helps expatriates to fulfill their work tasks in another country (Chen & Chiu, 2018). This literature review focuses on two characteristics of cross-cultural training; content and timing. When there is focus on content, the training may include cultural, language or practical training (Li, 2018). However, when there is a focus on timing, the training may be given before leaving the home country or after arriving in the host country; pre-departure or post-arrival cross-cultural training (Okpara & Kabongo, 2011).

3.2.1 Cultural training

A total of seven authors described 'cultural training' (Bozionelos, 2009; Brandl & Neyer, 2009; Chen & Chiu, 2018; Okpara & Kabongo, 2011; Okpara & Kabongo, 2017; Puck, et al., 2008; Waxin & Panaccio, 2005). Cultural training includes the history, tradition, politics, economy, society, living conditions and value of the stationed country. Additionally, cultural training aims to have the basic knowledge of the host country as expatriate and the expatriate has to learn to respect the local culture (Li, 2018). According to Brandl and Neyer (2009), cultural training focuses on cultural stereotypes, cultural values, how newcomers need to behave appropriately to survive in another culture and how members of the other culture perceive newcomers. According to Bozionelos (2009), expatriates need to be flexible and open-minded to deal with and tolerate differences between their home and host culture within cultural training. Expatriates who have attended cultural training should be better prepared to adjust and tolerate policies, work arrangements, habits and norms in comparison with expatriates who have not attended cultural training (Bozionelos, 2009). One of the goals of cultural training is to reduce culture shocks (Chen & Chiu, 2018). To try to reduce these culture shocks, expatriates learn to deal with critical cultural incidents and learn to adapt their communication style within the cultural training (Waxin & Panaccio, 2005).

3.2.2 Language training

Seven articles focused on 'language training' (Chen & Chiu, 2018; Tahir & Ertek, 2018; Okpara, 2016; Okpara & Kabongo, 2011; Peltokorpi, 2008; Puck, et al., 2008; Wang & Tran, 2012). Language training consists out of the learning of the local language and the English language. This helps the expatriates to understand the political, economic and market information of the host country (Li, 2018). Language training is a training which should facilitate the ability of expatriates to interact effectively with employees from different cultures. In this way expatriates receive more information about unwritten roles and

behavioral norms (Wang & Tran, 2012). The focus within language training is on the improvement of the local language. The article of Wang and Tran (2012) focused on Vietnamese local language training, while the article of Peltokorpi (2008) focused on Japanese local language training. Local language training could help expatriates to communicate with local people and to enlarge their understanding of the host country (Chen & Chiu, 2018). Besides the focus on local language, the focus can be on improvement of English skills within language training as well. In the research of Chen and Chiu (2018) the language training consists out of English and local (Nigerian) language exercises. Although, English is the official business language of Nigeria, it is a difficult task for expatriates to communicate effectively with local employees. Their inability to speak makes communication difficult. Therefore, language training is an effective tool (Okpara & Kabongo, 2011).

3.2.3 Practical training

From the dataset, three articles described ‘practical training’ (Caligiuri, et al., 2001; Chen & Chiu, 2018; Tahir & Ertek, 2018). The practical training may refer to a training which assist the expatriates and family to integrate in the host country. This training covers the following aspects; making friends, banking, shopping, doing laundry and transportation (Li, 2018). Practical training includes general aspects of the target culture. The article of Caligiuri, et al. (2001) involved several topics within the practical training; housing, shopping, medical facilities, relational/entertainment facilities, social customs, culture shocks and dominant values in the host country. According to the article of Tahir and Ertek (2018), practical training may be given by a mentor, after arriving in the host country. The mentor will give some help with practical local information, for instance about schools, shopping and medical facilities (Tahir & Ertek, 2018).

3.2.4 Pre-departure cross-cultural training and post-arrival cross-cultural training

Several articles from the dataset used the distinction between ‘pre-departure cross-cultural training’ and ‘post-arrival cross-cultural training’ to clarify the two different time periods. Conclusions on the influence of the two different timings on expatriates’ adjustment were drawn (Okpara, 2016; Okpara & Kabongo, 2011; Tahir & Ertek, 2018; Wang & Tran, 2012; Wurtz, 2014). Pre-departure cross-cultural training consists out of a training in which the expatriates undertake activities to enlarge their cultural awareness, appropriate behaviors and skills and a positive orientation towards the new culture before leaving the home country (Wang & Tran, 2012). Additionally, pre-departure cross-cultural training refers to “a cohesive series of events or activities designed to develop cultural self-awareness, culturally appropriate behavioral responses or skills, and a positive orientation toward other cultures”

(Levy, 1995, p.1, as cited in Puck et al., 2008). Furthermore, according to Wang and Tran (2012), the main purpose of the pre-departure training is to train expatriates to become aware of cultural differences. Additionally, the training has to enlarge expatriates' ability to deal with cultural issues (Wang & Tran, 2012). This should speed the learning process of the expatriates. Pre-departure cross-cultural training could be effective, notably to help expatriates construct accurate expectations. Furthermore, the training before leaving the home country could also reduce the anxiety arising from the unknown (Wurtz, 2014).

In addition, the expatriates may undergo post-arrival cross-cultural training in the host country which will minimize problems associated with cultural adjustment. The most essential resource that post-arrival training offers is social support (Wang & Tran, 2012). Post-arrival cross-cultural training benefits from the experience already gained by the expatriates in the host-country (Wurtz, 2014). According to the article of Okpara and Kabongo (2011), some expatriates and their families preferred post-arrival cross-cultural training rather than pre-departure cross-cultural training. According to the article of Tahir and Ertek (2018), the most effective way for expatriates is to start with pre-departure cross-cultural training and to follow through with post-arrival cross-cultural training after that.

Table 3, Appendix 2, gives an overview of the analyzed articles which focus on content and timing of cross-cultural training programs. With focus on content, the distinction between cultural, language and practical training has been analyzed. The three types of cross-cultural training programs have been defined differently by many authors. Furthermore, the articles were categorized on timing of the cross-cultural training programs and a distinction between pre-departure cross-cultural training and post-arrival cross-cultural training has been made. These two timings have been defined in the same way by the authors from the dataset. However, not all authors made a distinction between content and timing of cross-cultural training programs. These authors described cross-cultural training in general (Budworth & DeGama, 2012; Caligiuri, et al., 2001; Moon, et al., 2012; Peltokorpi, 2008; Tahir & Ertek, 2008).

3.3 Influence of cross-cultural training on the different forms of expatriates' adjustment

In this section, the influence of cross-cultural training on each specific form of expatriates' adjustment will be clarified. First, the influence of cross-cultural training on work

adjustment will be explained. Then, the influence of cross-cultural training on relational (interaction) adjustment and general adjustment will be analyzed.

3.3.1 Cross-cultural training and work adjustment

The influence of cross-cultural training on work adjustment is examined by five articles from the dataset (Chen & Chiu, 2018; Okpara & Kabongo, 2011; Puck, et al., 2008; Wang & Tran, 2012; Waxin & Panaccio, 2005). To further apply managerial adjustment measures, Chen and Chiu (2018) described the relevance to understand the different cultural characteristics within the environmental service industry. Therefore, the authors described the influence of cultural, language and practical training on expatriates' work adjustment in the environmental service industry. Expatriates were given a questionnaire survey and based on statistical analyses, the results were summarized. Both timings, pre-departure and post-arrival, were used in this study. A conclusion that can be made according to the results is that the three training dimensions, cultural, language and practical, have a positive influence on work adjustment. The timing of the training programs did not matter as both showed positive effects on work adjustment.

While Chen and Chiu (2018) focused on a specific industry in their study, Okpara and Kabongo (2011) focused on a specific type of organization in their study, the multinational corporation in Nigeria. The article focused on the difficulty of retaining expatriates for the global operations of the multinational corporations in Nigeria. According to the authors, 10-80% of expatriates who work on assignments in the host country, return home prematurely. The main reason for the return is their inability to adapt to the culture of the host country (Okpara & Kabongo, 2011). Therefore, the article of Okpara and Kabongo (2011) focused on the influence of cultural and language training on work adjustment of Western expatriates in Nigeria. The authors made conclusions based on the outcomes of a questionnaire that has been conducted among 226 multinational Western expatriate managers. The research used both timings in their research. The cultural training, given on both times, showed a positive influence on work adjustment. According to the article, without language training it should be more difficult to achieve work adjustment. The timing did not matter as both timings showed a positive influence on work adjustment (Okpara & Kabongo, 2011).

Whereas the research sample within the article of Okpara and Kabongo (2011) consisted out of Western expatriates in Nigeria, the research sample within the article of Waxin and Panaccio (2005) consisted out of French, German, Korean and Scandinavian expatriates in India. The authors examined the influence of pre-departure cultural training on work, interaction (relational) and general adjustment of the expatriated managers. The research

showed that pre-departure cultural training has the least influence on expatriates' work adjustment in comparison with interaction (relational) and general adjustment (Waxin & Panaccio, 2005).

According to Puck, et al. (2008), cross-cultural training helps employees enhance adjustment because it helps them become aware of and get to know the appropriate norms and behaviors of the host country. The article analyzed the effectiveness of pre-departure cross-cultural training on work adjustment. Within the study, the content of the cross-cultural training programs consisted of cultural and language training. The study used data from 339 expatriates from 20 German Multinational Corporations. The results of this research showed an opposite effect in comparison with the other analyzed articles. In contrast to the other articles (Chen & Chiu, 2018; Okpara & Kabongo, 2011; Waxin & Panaccio, 2005), the positive influence of pre-departure cultural and language training on work adjustment is not supported (Puck, et al., 2008).

Most authors from the dataset (Chen & Chiu, 2018; Okpara & Kabongo, 2011; Puck, et al., 2008; Waxin & Panaccio, 2005) combined timing and content of cross-cultural training programs to examine the influence on expatriates' work adjustment in their studies. However, Wang and Tran (2012) focused on language training, pre-departure training and post-arrival training as three different cross-cultural training programs. Data was collected from 114 questionnaires among expatriates and their supervisors in Vietnam. Concluding from the results, all three forms have a positive influence on expatriates' work adjustment. Specifically, post-arrival cross-cultural training has the strongest impact on expatriates' work adjustment in comparison with language and pre-departure training (Wang & Tran, 2012).

3.3.2 Cross-cultural training and interaction (relational) adjustment

In many articles conclusions were made about the influence of cross-cultural training on expatriates' interaction (relational) adjustment (Brandl & Neyer, 2009; Okpara & Kabongo, 2011; Puck, et al., 2008; Wang & Tran, 2012; Waxin & Panaccio, 2005; Wurtz, 2014). Besides the positive influence of cultural and language training on work adjustment, Okpara and Kabongo (2011) found a positive influence of these two training dimensions on interaction (relational) adjustment in Nigeria. Again, the timing of the training programs did not matter. Both showed a positive influence on Nigerian expatriates' interaction (relational) adjustment.

Besides the conclusions which were drawn based on expatriates in Nigeria (Okpara & Kabongo, 2011), Wurtz (2014) has drawn conclusions based on expatriates in China. The author examined influence of pre-departure and post-arrival cultural training on expatriates'

performance. Furthermore, the study examined the influence of both times of cultural training on expatriates' interaction (relational) adjustment in China. Conclusions were made based on a sample of 206 expatriates and it was found that pre-departure and post-arrival cultural training have no impact on interaction adjustment of expatriates in China.

The article of Wang and Tran (2012) examined the influence of pre-departure, post-arrival and language training on interaction (relational) adjustment. From the results, the authors concluded that language training is the most significant for interaction (relational) adjustment in comparison with pre-departure and post-arrival cross-cultural training in Vietnam.

Brandl and Neyer (2009) were the only ones compared with the other authors from the dataset, who described the influence of pre-departure and post-arrival cultural training on expatriates' cognitive adjustment. The authors assumed that cross-cultural training develops the capability of dealing with the unknown rather than providing ready-made concepts of cultures. The focus within this study is on global virtual team members. Concluding from the results, pre-departure and post-arrival cultural training both have a positive influence on cognitive adjustment and therefore on interaction (relational) adjustment.

Not all analyzed studies from the dataset focused on both, pre-departure and post-arrival, training programs and the influence on expatriates' interaction (relational) adjustment. Waxin and Panaccio (2005), for instance only specified their research on 'pre-departure' cultural training and the influence on expatriates' interaction (relational) adjustment. The authors concluded that pre-departure cultural training led to increasing averages of interaction (relational) adjustment. There is found a positive influence of that specific training program on interaction (relational) adjustment of French, German, Korean and Scandinavian managers expatriated to India (Waxin & Panaccio, 2005).

Additionally, Puck, et al. (2008) only focused on 'pre-departure training' in their study. The content of the training programs consisted out of cultural and language training and the research examined the influence of pre-departure cultural and language training programs on expatriates' interaction (relational) adjustment. Concluding from the results, the authors found little, if any, effect of pre-departure cultural and language training on interaction (relational) adjustment of expatriates within German Multinational Corporations.

3.3.3 Cross-cultural training and general adjustment

The influence of cross-cultural training on general adjustment is described in five articles from the dataset (Okpara & Kabongo, 2011; Okpara & Kabongo, 2017; Puck, et al., 2008; Wang & Tran, 2012; Waxin & Panaccio, 2005). The article of Okpara and Kabongo

(2011) also discussed the influence of cultural and language training on general adjustment. Both timings were taken into account. The results showed a positive influence of cultural and language training on general adjustment for both timings in Nigeria (Okpara & Kabongo, 2011).

Besides the focus on Western expatriates in Nigeria (Okpara & Kabongo, 2011), Wang and Tran (2012) also focused on expatriates in Vietnam. Besides the conclusions made of the influence of language, pre-departure and post-arrival training on work and interaction (relational) adjustment, Wang and Tran (2012) focused on the influence of these cross-cultural training programs on expatriates' general adjustment. Concluding from the results, the post-arrival cross-cultural training has a stronger influence on expatriates' general adjustment in comparison with language and pre-departure training in Vietnam (Wang & Tran, 2012).

Waxin and Panaccio (2005) also examined the influence of pre-departure cultural training on general adjustment. The research sample consisted out of French, German, Korean and Scandinavian managers expatriated to India. Concluding from the results, Waxin and Panaccio (2005) confirmed that expatriates who received some kind of pre-departure cultural training report a higher average on general adjustment.

The influence of cultural training on psychological adjustment was discussed by two articles from the dataset (Okpara & Kabongo, 2011; Okpara & Kabongo, 2017). The article of Okpara and Kabongo (2011) focused on both timing periods, while the article of Okpara and Kabongo (2017) only focused on pre-departure cultural training. Concluding from the results, both studies showed a positive influence of cultural training on psychological adjustment. The timing did not matter, both timings showed a positive influence (Okpara & Kabongo, 2011; Okpara & Kabongo, 2017). However, psychological adjustment, and therefore general adjustment, is the one on which pre-departure cultural training has the least influence in comparison with work and interaction (relational) adjustment (Okpara & Kabongo, 2017).

Whereas most authors from the dataset found support for the positive influence of pre-departure cultural and language training on expatriates' general adjustment (Okpara & Kabongo, 2011; Okpara & Kabongo, 2017; Wang & Tran, 2012; Waxin & Panaccio, 2005), Puck, et al. (2008) did not find support for this positive influence. The authors have drawn conclusions based on the influence of pre-departure cultural and language training on German expatriates' general adjustment within Multinational Corporations

Table 3, Appendix 2, gives an overview of the analyzed influences of each specific form of cross-cultural training on expatriates' work, interaction (relational) and general adjustment. Concluding from the analyzed dataset, the influence of cross-cultural training on work, interaction (relational) and general expatriates' adjustment depends on the content and timing of the training. The content consisted out of cultural, language and practical training, while the timing consisted out of pre-departure cross-cultural training and post-arrival cross-cultural training.

3.4 Factors that moderate and mediate the relation between cross-cultural training and the different forms of expatriates' adjustment

Two articles from the dataset described variables which moderated or mediated the influence of cross-cultural training on a specific form of expatriates' adjustment (Caligiuri, et al., 2001; Waxin & Panaccio, 2005). The following moderators were analyzed; *cultural newness of the host country, prior international experience, cultural distance and country of origin*. One mediator from the dataset has been found; *expatriates' expectations prior to the assignment*. The analyzed moderators and mediator can be found in the last column of Table 3 (see Appendix 2).

Cultural newness of the host country

The article of Waxin and Panaccio (2005) analyzed the influence of pre-departure cultural training on work, interaction (relational) and general adjustment. In specific, the influence of pre-departure cultural training on work adjustment is found to be moderated by the cultural newness of the host country. The less familiar the host culture is for expatriates, the more effective the pre-departure cultural training is on expatriates' work adjustment (Waxin & Panaccio, 2005).

Prior international experience

Prior international experience may be described as a first cultural experience in a foreign country (Waxin & Panaccio, 2005). This variable is analyzed as a moderator on the relation of pre-departure cultural training on work and general adjustment (Waxin & Panaccio, 2005). According to these authors, expatriates who have less than two year international experience will experience a more positive effect of pre-departure cultural training on work adjustment and general adjustment in comparison with expatriates who do not have the prior international experience (Waxin & Panaccio, 2005).

Cultural distance

Cultural distance may refer to the extent to which the culture of the country of origin of the expatriates differs from the culture in the host country (Waxin & Panaccio, 2005). Waxin and Panaccio (2005) analyzed the mediating effect of cultural distance on the relation of pre-departure cultural training on work and interaction (relational) adjustment. The authors concluded that cultural distance positively moderates this influence. The larger the cultural distance between country of origin and host country, the more evident the effects of pre-departure cultural training on expatriates' work and interaction (relational) adjustment are (Waxin & Panaccio, 2005).

Country of origin

Waxin and Panaccio (2005) measured the moderating effect of 'country of origin' on the relation of pre-departure cultural training on general adjustment. As shown in the results of the research, the Scandinavian countries, France and Korea showed a positive effect on the influence of pre-departure cultural training on general adjustment.

Expatriates' expectations prior the assignment

Caligiuri, et al. (2001) examined the influence of pre-departure cross-cultural training on cross-cultural adjustment. The expectations prior the assignment of expatriates is analyzed as a mediator on this relation. According to Caligiuri, et al. (2001), expatriates create expectations of the host country prior their leaving of the home country. In situations, in which the expatriates have insufficient or ambiguous information about the host country, expatriates use mental short cuts. Stereotypes are an example of mental short cuts (Caligiuri, et al., 2001). The term 'stereotypes' may be defined as "cognitive structures that contain the perceivers' knowledge, beliefs and expectations about a human group" (Hamilton & Troiler, 1986, p. 133, as cited in Caligiuri, et al., 2001). Caligiuri, et al. (2001) found that the more congruent an individuals' expectation is with individuals' reality once on the job, the better individuals' adjustment will be to the job. The cross-cultural training helps to make the expectations of the expatriates congruent with the reality.

4. Conclusion and discussion

4.1 conclusion

As a consequence of globalization, the number of expatriates has been increased (Turner, 2007). Cross-cultural training might be an effective HR-tool to integrate these expatriates within organizations. The training mitigates or proactively guards against culture shocks or misunderstandings that are often resulting from cross-cultural interactions (Turner,

2007). Although, a lot of research has been done about the influence of cross-cultural training on expatriates' adjustment in the host country, an overview of the influence on the existing different forms of expatriates' adjustment is missing. Therefore, the following research question has been formulated: '*What is the influence of cross-cultural training on the different forms of expatriates' adjustment?*' The study gave an overview of existing literature on the influence of cross-cultural training on the different forms of expatriates' adjustment.

Firstly, the concept of expatriates' adjustment has been investigated. Work, interaction (relational) and general adjustment are being clarified. Although, there is a lack of information about cognitive and psychological adjustment, recent work suggests that cognitive adjustment should be seen as interaction (relational) adjustment and psychological adjustment as general adjustment (Brandl & Neyer, 2009; Okpara & Kabongo, 2011; Okpara & Kabongo, 2017). The three main forms of expatriates' adjustment have been defined differently by many authors. Therefore, it cannot be assured that the authors had the same interpretation of work, interaction (relational) and general adjustment.

Then, cross-cultural training has been explained. The focus in this explanation is on the two characteristics of cross-cultural training; content and timing. The three training dimensions of Li (2018), cultural, language and practical training, were discussed. These dimensions gave an indication of the content of cross-cultural training programs. The three types of cross-cultural training programs have been defined differently by many authors. Therefore, it cannot be assured that the authors had the same interpretation of cultural, language and practical training. Furthermore, the articles were analyzed on timing. The two different timings, pre-departure and post-arrival, have been defined in the same way by many authors. Therefore, it can be assured that the authors had the same interpretation of pre-departure cross-cultural training and post-arrival cross-cultural training.

Finally, the influence of cross-cultural training on a specific form of expatriates' adjustment has been analyzed. Concluding from the results, the influence of cross-cultural training on work, interaction (relational) and general adjustment depends on the content and timing of cross-cultural training programs.

Specifically, cultural, language and practical training have a positive influence on expatriates' work adjustment (Chen & Chiu, 2018; Okpara & Kabongo, 2011; Wang & Tran, 2012; Waxin & Panaccio, 2005). According to most authors, the timing did not matter, as both timings have a positive influence on work adjustment. However, Puck, et al. (2008) did not support the positive influence of pre-departure cultural and language training on expatriates' work adjustment.

Additionally, many authors found support for the positive influence of cultural and language training on interaction (relational) expatriates' adjustment (Brandl & Neyer, 2009; Okpara & Kabongo, 2011; Wang & Tran, 2012; Waxin & Panaccio, 2005). Again, the timing did not matter as both timings have a positive influence on interaction (relational) adjustment. However, little if any support was found for the influence of pre-departure cultural and language training on interaction (relational) adjustment (Puck, et al., 2008). Additionally, the positive influence of pre-departure and post-arrival cultural training on interaction (relational) adjustment is not supported by Wurtz (2014).

The positive influence of cultural and language training on general adjustment is supported (Okpara & Kabongo, 2011; Okpara & Kabongo, 2017; Wang & Tran, 2012; Waxin & Panaccio, 2005). Again, both timings have a positive influence on expatriates' general adjustment. However, the article of Puck, et al. (2008) did not find any support for this positive influence.

4.2 Limitations and suggestions for future research

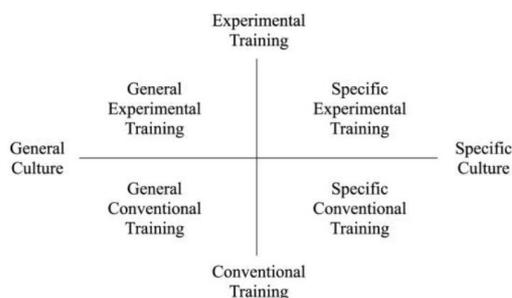
Despite the interesting findings in this literature review, there are a number of limitations that should be acknowledged. First of all, the analyzed dataset only consists out of 15 articles. The articles are only derived from Web of Science and PsycINFO with three specific key words; expatriates, cross-cultural training and expatriate adjustment. Furthermore, most of the articles are dated from 2010. From this year, many articles have focused on different variables which have an influence on expatriates' adjustment, such as the satisfaction that the expatriates experience with the cross-cultural training (Wang & Tran, 2012). As a consequence, the actual results could be positively or negatively influenced. Therefore, it is recommended for future research to focus on multiple different databases and use a wider range of keywords such as: 'cultural adaptation', 'cross-cultural management', 'work adjustment', 'interaction adjustment' and 'general adjustment'. Additionally, it is recommended for future research to include more articles in the dataset and enlarge the time period of publication into a broader range of years.

Furthermore, six out of the 15 articles focused on a specific country/continent; Saudi-Arabian, United Arab Emirates, Africa, Vietnam and two times Nigeria. Therefore, the main focus was on the continents Africa and Asia within this study. This has a negative influence on the generalizability as the results cannot be applied to the other continents; North-America, South-America, Europe and Oceania. It is, therefore, recommended for future research to

include articles from all the continents into the dataset. This will have a positive influence on the generalizability of the results.

The third limitation is that the articles that were used for this research only focused on time and content as an aspect that differentiates cross-cultural training from each other. However, other training characteristics may have influenced the results as well. Examples of these characteristics are; the length of the training, the location, the intensiveness and the quality of the trainer (Wurtz, 2014). Additionally, many studies in this literature review analyzed the characteristic “trainings methods” of cross-cultural training programs. These articles made a distinction between “conventional” and “experimental” training. Within conventional training, the information is provided by an unidirectional way of communication. This training can be found in schools and universities (Gertsen, 1990). Within experimental training, a trainer educates trainees through the use of real-life situations (Gertsen, 1990). Moreover, many studies in this literature review analyzed the characteristic “training orientations”. These articles made a distinction between focus on ‘cultural in general’ and focus on ‘one specific culture’. When focusing on culture in general, the participants will be sensitized to the notion of the culture. When focusing on one specific culture, the objective will be able to make participants more competent in that particular culture (Gertsen, 1990). The two characteristics “training methods” and “training orientations” were combined into a typology of four training methods (Gertsen, 1990). However, this study does not focus on any characteristics other than timing and content of cross-cultural training programs. Therefore, the suggestion for future research is to involve a broader range of training characteristics and should consider involving the typology of Gertsen (1990). This will enlarge the validity of the results. In Figure 2 the typology of four different training methods can be found.

Figure 2. Typology of four training methods (Gertsen, 1990)



Source: Gertsen (1990)

4.3 Theoretical and practical implications

Findings provided in this literature review contribute to the existing literature on the influence of cross-cultural training on expatriates' adjustment. Although many studies supplied an insight into the influence of cross-cultural training on expatriates' adjustment, a minority took the different forms of expatriates' adjustment into account. Therefore, the theoretical implication of this study is to contribute to existing literature in terms of the influence of cross-cultural training on expatriates' adjustment. In line with this, different characteristics of cross-cultural training are described in multiple studies, but this study in particular combined the characteristics content and time and the related influence on a specific form of expatriates' adjustment.

Besides the theoretical implication, this literature review has also got practical implications. First of all, this research could be interesting for HR-managers within multicultural organizations to obtain insight on how cross-cultural training can contribute to an increase in specific forms of expatriates' adjustment. Therefore, this study provided information about the timing and content of cross-cultural training programs. To achieve work adjustment, the cultural, language and practical training are all effective. The time does not matter. Both examined options, before leaving and after arriving, have a positive influence on work adjustment. To achieve interaction (relational) adjustment, cultural and language training have the most effective content. The training could be given before leaving the home country or after arriving in the host country as both times have a positive influence on interaction (relational) adjustment. The highest level of general adjustment could be achieved by facilitating cultural and language training. Again the time, the training is given, does not matter as the study showed a positive influence on general adjustment for both times. To strengthen this practical implication, interviews with two HR-professionals were taken (see Appendix 3).

Based on the interviews it turned out that cross-cultural training has a positive influence on expatriates' adjustment. In specific, the language training has a positive influence on expatriates' interaction (relational) adjustment. The expat guide with practical information contributes to a better work and general adjustment. However, the organization puts the least focus on cultural training for the expatriates. This study shows that cultural training will contribute to a better work, interaction (relational) and general adjustment. Furthermore, the organization only facilitates post-arrival cross-cultural training programs and activities. This study shows that pre-departure cross-cultural training also has a positive influence on all the specific forms of expatriates' adjustment. Therefore, the study is practical

relevant, because it provides information about how organizations can obtain the highest level of specific forms of expatriates' adjustment with facilitating information about timing and content of cross-cultural training programs.

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Appendix 1

Table 2. *Table of results (Alphabetical ordered)*

Author(s) and year of publication	Keywords	Sample characteristics	Main findings	Journal / Impact factor
Bozionelos (2009)	Self-initiated expatriates, mentoring, gender diversity, female-dominated, attitudes, careers, absenteeism/withdrawal, turnover, satisfaction, expatriate success, international HRM	Cross-sectional study which focused on 206 non-Saudi expatriate nurses.	Protégé experience had the most consistent relationship with turnover intentions and job satisfaction, while attendance of cross-cultural training before expatriation was not involved in the relationships	Human Resource Management/ 3.361
Brandl & Neyer (2009)	Cognitive adjustment, cross-cultural training, global virtual teams	Literature review about the influence of cross-cultural training on cognitive adjustment	The type of cross-cultural training can influence cognitive adjustment in global virtual teams	Human Resource Management/ -
Budworth & DeGama (2012)	-	Literature review about factors which are relevant	Particularly cultural intelligence and goal	Human Resource Development

		to expatriate cross-cultural adjustment	orientation contribute to cross-cultural research and practice	Quarterly / -
Caligiuri et al. (2001)	Expatriates, cross-cultural training, met expectations, global assignments, cross-cultural adjustment	Qualitative study consists of 73 interviews under expatriates from five different countries; US (N=65), Canadian (N=4), Italian (N=2), German (N=1), UK (N=1).	Cross-cultural training and the language spoken in the host country affect the accuracy of expatriates' expectations prior the assignment	Human Resource Management / -
Chen & Chiu (2018)	Environmental services industry, cross-cultural training, organizational commitment, work adjustment	Qualitative and Quantitative research design.	Well-designed cross-cultural training could improve employees' organizational commitment and further influence the work adjustment in environmental services industry	Ekoloji / 0.636
Moon, et al. (2012)	-	Quantitative study under Korean expatriates (N=190)	Previous international nonwork, work experience, comprehensiveness and pre-departure cross-cultural	Human Resource Development Quarterly / 2.609

			training were positively related to cultural intelligence (CQ)	
Okpara (2016)	Adjustment, Africa, age, cultural adjustment, expatriates, globalization, job satisfaction, Nigeria, socialization	Qualitative research method with 30 respondents from 30 MNCs listed in the Nigerian Stock Market and Equity Security	Age is an important factor to be considered when sending western expatriates to Nigeria and previous international experience is a positive factor for expatriate adjustment	International Journal of Cross Cultural Management / -
Okpara & Kabongo (2011)	Africa, Nigeria, Expatriates, Cross-cultural training	Cross-sectional design with survey for multinational Western expatriate managers working in Nigeria (N=226)	Different types of cross-cultural training affect expatriates' adjustment	Journal of World Business / 5.019
Okpara & Kabongo (2017)	Expatriates, Nigeria, Cross-cultural training, Expatriate adjustment	Cross-sectional design with 212 surveys for Western expatriate managers working in Nigeria	Expatriates' adjustment could be predicted from different types of CCT. Conventional and specific experimental CCT have positive effect on facets of cross-cultural adjustment	Journal of Management Development / -

Peltokorip (2008)	Cross-cultural adjustment, Japan, job satisfaction, multicultural personality questionnaire, organizational expatriates, self-initiated expatriates	Quantitative design with 110 expatriates	Language proficiency is one of the most important determinants of non-work-related adjustment	The International journal of Human Resource Management / 2.709
Puck, et al. (2008)	Adjustment, Cross-cultural training, expatriates, languages	Quantitative design with 339 expatriates from 20 German Multinationals	Cross-cultural training has little effect on general, interaction and work-setting expatriates adjustment	The International Journal of Human Resource Management/ -
Tahir & Ertek (2018)	MNC's, multinational corporations, CCT, cross-cultural training, expatriates, UAE	Literature review about the impact of Cross-cultural training on the adjustment challenges of Western expatriates in the UAE	Cross-cultural training is important for Western expatriate managers who travel to different and unique cultures like the UAE	Middle East Journal of Management / -
Wang & Tran (2012)	Adjustment, cross-cultural training, job performance, language training	Qualitative study; 114 questionnaires with expatriates and	Post-arrival cross-cultural training has the strongest impact on expatriate general and work adjustment.	Asia Pacific Journal of Human Resources / 1.563

		supervisors	Language training is the most significant for interaction adjustment	
Waxin & Panaccio (2005)	Expatriates, Cross-cultural management, training, country of origin	Quantitative study with sampling from French (N=4), German (N=53), Korean (N=60) and Scandinavian managers (N=57)	The type of cross-cultural training received matters. Cross-cultural training accelerates expatriates' adjustment	Personnel Review / 1.942
Wurtz (2014)	Cross-cultural training, expatriation, performance, social learning theory	Qualitative study with 222 participants who answered a questionnaire	In-country cross-cultural training facilitates professional performance, while there is no impact of pre-departure cross-cultural training on performance.	-/ 2.709

Appendix 2

Table 3. *Overview of different forms of expatriates' adjustment, timing, content of cross-cultural training programs and impacting factors (alphabetical ordered)*

Author(s)	Definition form of expatriates' adjustment	Timing of cross-cultural training	Content of cross-cultural training	Form of expatriates' adjustment	Factors influence the relation
Bozionelos (2009)	-	Pre-departure training	Cultural training	-	-
Brandl & Neyer (2009)	Need for control of the thinking as-usual strategies consist (Brandl & Neyer, 2009)	Pre-departure training + Post-arrival training +	Cultural training + Cultural training +	Cognitive adjustment Cognitive adjustment	-
Budworth & DeGama (2012)	A complex process dependent on many individual and contextual factors (Budworth & DeGama, 2012)	Pre-departure	No specific content described	No specific form described	-
Caligiuri, et al. (2001)	Cross-cultural adjustment can be facilitated if the expatriate has an awareness of norms and behavior that are appropriate in the host country (Black & Mendenhall, 1990)	Pre-departure training	No specific content described	No specific form described	Expatriates' expectations prior the assignment
Chen & Chiu (2018)	Capability and needs of an employee properly matching the working environment (Rui & Wang, 2015).	Pre-departure training + Post- arrival training +	Cultural training + Cultural training +	Work adjustment Work adjustment	-

	Interaction between expatriate and working environment (Szkudlarek & Sumpter, 2015)	Pre-departure training + post-arrival training +	Language training + Language training +	Work adjustment Work adjustment	
	Process of consistency; interaction of expatriate satisfying the working environment and the working environment satisfying the expatriate (Krishan & Kirubamoorthy, in Chen & Chiu, 2018)	pre-departure training + post-arrival training +	Practical training + Practical training +	Work adjustment Work adjustment	
Moon, et al. (2012)	The adaptation process of living and working in different cultures and is the perceived degree of psychological comfort and familiarity that a person has in different cultures (Moon, et al., 2012)	Pre-departure training	No specific content described	No specific form described	-
Okpara (2016)	The comfort levels when dealing or interacting with host country employees at work and in non-	Pre-departure training post-arrival training	Language training	Interaction adjustment General adjustment	-

work situations (Black & Stephens, 1989)

A form of adjustment which deals with the overall adjustment to living in a foreign country and becoming accustomed to its culture (Okpara, 2016)

Okpara & Kabongo (2011)	Supervision, responsibilities and performance (Okpara & Kabongo, 2011)	Pre-departure training +	Cultural training +	Work adjustment	-
		post-arrival training +	Cultural training +	Work adjustment	
		Pre-departure training +	Language training +	Work adjustment	
		Post-arrival training +	Language training +	Work adjustment	
	Interaction with members of the host community (Okpara & Kabongo, 2011)	Pre-departure training +	Cultural training +	Interaction adjustment	
		post-arrival training +	Cultural training +	Interaction adjustment	
		Pre-departure training +	Language training +	Interaction adjustment	
		Post-arrival training +	Language training +	Interaction adjustment	
	Life conditions in the foreign country Focuses on well-being or mood states of expatriates (Okpara &	Pre-departure training +	Cultural training +	General adjustment	
		post-arrival training +	Cultural training +	General adjustment	
		Pre-departure training +	Language training +	General adjustment	
		Post-arrival training +	Language training +	General adjustment	

Kabongo, 2011)

Okpara & Kabongo (2017)	Mental/psychological ability of the expatriates to work in a new work environment (Okpara & Kabongo, 2017)	Pre-departure training +	Cultural training +	Psychological adjustment	-
Peltokorpi (2008)	The degree to which expatriates are psychologically comfortable and familiar with different aspects of a foreign culture (Peltokorpi, 2008)	pre-departure training	Language training	No specific form described	-
Puck, et al. (2008)	The degree of psychological adjustment experienced by the individual within a new society or the degree of psychological comfort and familiarity perceived within a new environment (expatriate adjustment in general) (Puck, et al., 2008)	Pre-departure training - Pre-departure training - Pre-departure training - Pre-departure training -	Cultural training - Language training - Cultural training - Language training -	Work adjustment Work adjustment Interaction adjustment Interaction adjustment General adjustment General adjustment	-
Tahir &	The individuals' ability to	Pre-departure training	Practical training	No specific form	-

Ertek (2018)	function effectively within the differing realms of everyday living, work-related duties and cooperation with the people of the host country (Tahir & Ertek, 2018)	post-arrival training	Language training	described	
Wang & Tran (2012)	Overall acceptance of living in the host culture, including daily life issues (Wang & Tran, 2012)	Pre-departure training + post-arrival training ++	Language training +	Work adjustment Work adjustment Work adjustment	-
	The ability of expatriates to socialize with host-country nationals (Wang & Tran, 2012)	Pre-departure training + Post-arrival training +	Language training ++	Interaction adjustment Interaction adjustment Interaction adjustment	
		Pre-departure training + Post-arrival training ++	Language training +	General adjustment General adjustment General adjustment	
Waxin & Panaccio (2005)	Supervision, responsibilities and performances (Waxin & Panaccio, 2005)	Pre-departure training +	Cultural training +	Work adjustment	Cultural newness of the host country

	Interaction with members of the host community (Waxin & Panaccio, 2005)	Pre-departure training +	Cultural training +	Interaction adjustment	Prior international experience Cultural distance
	Life conditions in the foreign country (Waxin & Panaccio, 2005)	Pre-departure training +	Cultural training +	General adjustment	Country of origin
Wurtz (2014)	-	Pre-departure training o Post-arrival training o	Cultural training o Cultural training o	Interaction adjustment Interaction adjustment General adjustment	-

Appendix 3

Interviews HR-professionals HelloPrint (18 April, 2019)

The interviewees work at HelloPrint, Rotterdam. Both interviewees work in the HR-department, but their functions differ. One of the interviewees is a recruitment and employment branding manager, while the other interviewee is a talent manager within HelloPrint, an online printing office. The recruitment and employment branding manager is responsible for the external aspects of the organization; recruitment, selection, and organizing events to show the external world how HelloPrint specializes itself on those facets. The talent manager is more responsible for the internal aspects of the organization; monitoring the extent of happiness of the employees, salary administration and onboarding of the expatriates. The organization is responsible for the manufacturing of 1000 different print products, including posters, flyers, and business cards. Furthermore, the organization is established in eight different countries and counts 200 employees. The organization is really international oriented as it works with expatriates from different countries, primarily from Spain and Germany.

When answering the question, why the organization works with expatriates, both interviewees answered that expats have a positive influence on the organizational performance. They believe that the expatriates possess expert knowledge which is a rare factor among the Dutch employees. The recruitment and employment branding manager tries to find the expatriates who are most useful within HelloPrint. In this selection process, she gets to deal with many different cultures. Within these different cultures she is confronted with different thoughts about organizational structures, cultures, strategies and norms and values. For instance, expatriates from Spain are only familiar with a formal, hierarchical organization; what the director wants is what the employees need to do, while the German expatriates are more comparable to the Dutch employees; they express their opinion and will show that they are against aspects when they disagree with them. However, the cultural origin of the applicant does not matter, as the unique qualities of the expats are more essential in the selection procedure. HelloPrint uses an onboarding process to make the expatriates familiar with the Dutch culture, norms and values. The onboarding process is organized by the second interviewee; the talent manager. HelloPrint utilizes several activities to let the expatriates integrate within the organization. First, they use an “expat guide”. In this guide, the expatriates can find practical information, such as how to find an accommodation, how to arrange a visa and they will get some information about the highlights of Rotterdam. Furthermore, the guide delivers information about the Dutch norms, values and the social

intercourse. The guide helps the expatriates to become familiar with the behaviors of Dutch employees. Moreover, the organization organizes an introduction week for all the expatriates and Dutch employees. Not only information about the organization will be given, but the expatriates will also become more familiar with Rotterdam. Many team exercises will be done within the week, which will have a positive influence on the relationships between colleagues. Besides the expat guide and introduction week, the organization also delivers Dutch language training programs. These language training programs will have a positive influence on establishment of a social network for the expatriates. In the end, the performance will increase as the communication with Dutch qualified employees will be easier.

Both interviewees believe in the positive influence of the training opportunities and organized activities on expatriates' adjustment. All these learning opportunities and organized activities have a positive influence on work adjustment. The introduction week and language training have a positive influence on expatriates' relational adjustment and the expat guide with practical information has a positive influence on expatriates' general adjustment. HelloPrint only facilitates post-arrival cross-cultural training programs and activities. From the day the expatriates have been hired, they can participate in training programs and activities. Pre-departure cross-cultural activities and training programs do not exist. The interviewees believe that the expatriates have to experience the new culture in real-life instead of experiencing it from their home country.

Overall, the interviewees confirmed the positive influence of cross-cultural training on expatriates' adjustment. The timing of the training has to be post-arrival, as the expatriates need to experience the new culture in real life. Furthermore, they assume that a high extent of expatriates' adjustment has a positive influence on organizational performance. Therefore, it is worthwhile to invest in cross-cultural training programs and activities.

