

Human Resource Management in Global context



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1 Introduction

The global expansion of educational institutions requires a nuanced understanding of workforce dynamics, particularly when venturing into culturally diverse environments. In response to this imperative, University of Wales Trinity is poised to launch a new campus in India, setting the stage for an exploration of critical considerations within the realm of workforce management. As an MBA student specializing in managing people, this report undertakes a comprehensive analysis of the strategic choices surrounding Ethnocentric, Regio centric, and polycentric approaches for managing employees at the new Indian campus. Additionally, the report delves into the intricate factors underpinning the recruitment, training, and settlement of UK expatriate staff in India, with a keen emphasis on safeguarding expatriate success and well-being amidst the complexities of cross-cultural integration.

The decision to establish a presence in India signifies not only an academic expansion but also an engagement with the rich tapestry of Indian culture, societal norms, and professional landscapes. This transformative endeavour calls for a strategic alignment of workforce management strategies that not only uphold global standards but also resonate with the distinctive ethos of the Indian subcontinent. Against this backdrop, our exploration begins with a critical discussion on the ethnocentric, regio-centric, and polycentric paradigms, offering insights into the considerations that must guide the university's approach to managing its diverse employee base. Subsequently, we venture into the realm of recruiting, training, and settling UK expatriate staff in India, recognizing the imperative of nurturing a harmonious and culturally attuned work environment for sustainable success. In doing so, we seek to equip the University of Wales Trinity with a comprehensive framework that amalgamates global best practices with the cultural sensitivities essential for navigating the complexities of the Indian professional landscape.

2. Ethnocentric, Regio-centric, and Polycentric Strategies

Multinational Corporations (MNCs), which engage in international business, employ three corporate management perspectives or mindsets that Prof. Howard Perlmutter established in 1969. These frameworks represent the MNCs' approach to management. The EPG model, also referred to as the profile, consists of three management styles for international human resource management (IHRM): "ethnocentrism, polycentrism, and geocentrism" (Collings, Scullion, and Curran, 2018).

Large multinational corporations have expanded across nations and continents due to globalisation processes in recent decades. Global firms struggle to strike a balance between local autonomy and corporate headquarters authority. Human resource management primarily

focuses on the effective management and administration of individuals within an organisation. There exist four distinct models and strategic approaches within the realm of IHRM.

2.1 Ethnocentric Approach:

The fundamental premise of this model is that the competencies of management and human resource practises are essential to the competitive edge of a company and should therefore not be compromised (Bernadine, 2003). An ethnocentric strategy involves applying home country practices and norms globally. Greek "Ethnocentrism" implies "nation" and "centre." Limited exposure and awareness about other cultures might contribute to a sense of superiority over one's own culture. That is, "the way an individual thinks their own group is greater to others". Ethnocentrism is evaluating others by their culture. Although we may believe we are open-minded, we are all ethnocentric, making it challenging to overcome (Panicker and Sharma, 2021). Overall consensus can be found in the literature emphasizing the point that ethnocentrism denotes to a general attitude among individuals according to which "their particular version of what is and what should be is the best and that all other systems of knowledge and belief are not only different from but inferior to their own" (Wortzel & Wortzel, 1985, p. 412).

2.2 Geo-centric

The company places significant importance on the integration of its business operations with a relationship model that is built on collaboration and mutual reciprocity (Onodugo, 2012). The compensation of staff members is determined by their individual contributions, as well as by global rates and norms. The Geocentric management method, which aims to achieve a global perspective, involves a cooperative relationship between the central office and the subsidiary branches. Senior executives who possess this perspective do not associate superiority with one's nationality. The organisation actively pursues individuals who possess exceptional skills and qualifications, irrespective of their nationality, in order to address organisational challenges on a global scale. Senior executives strive to establish an organisational structure wherein the subsidiary not only upholds its responsibilities as a responsible member of the host nation, but also emerges as a prominent exporter within the global community. This subsidiary's contributions encompass augmenting the availability of foreign currency, fostering the acquisition of novel skills, and facilitating the dissemination of advanced technological expertise (Derghan, 2022).

2.3 Regio centric Approach:

A Regio centric approach considers regional differences within a specific geographic area. In India, this would involve recognizing and adapting to the diverse cultural nuances across regions. Challenges may arise in developing management practices that suit regional variations while maintaining a cohesive organizational culture.

2.4 Polycentric Approach:

The polycentric approach involves adapting to local practices and embracing the host country's culture. For the Indian campus, this approach may enhance local acceptance but could lead to inconsistencies with global standards. Balancing local adaptation with the maintenance of a unified organizational culture is a critical consideration. According to Onodugo (2012), this particular model regards subsidiary as an independent entity possessing a certain degree of decision-making power. The underlying premise is that overseas subsidiaries function within distinct environments and circumstances that are distinct from those of the parent firm. Consequently, it is argued that these subsidiaries should have the autonomy to develop their own human resource management systems that are tailored to their specific needs and circumstances. In this particular model, the selection of management and supporting staff is based on cost-effectiveness and adaptability to local conditions.

3. A discussion for UWTSD

The process of internationalising a firm significantly contributes to the accomplishment of a company's objectives. Business organisations mostly engage in worldwide expansion in order to increase their sales volume and therefore enhance their profitability (Patel and Budhwar,, 2014). Patel and Budhwar(2014) state that multinational enterprises (MNEs) are comprised of components that must be globally dispersed and require some kind of coordination or integration. Considering that MNEs are businesses that must be both local and global at the same time. Differentiation and integration are important aspects of IHRM, and HRM activities and procedures frequently help with them. In that view, integrated IHRM is the subject, investigation, application, and acceptance of all HR operations in both internal and external environments as they influence the procedure of managing HR in businesses across the globe to improve the experience of various stakeholders.

The prioritisation of internationalisation in the formulation of institutional strategies is well recognised in higher education institutions (HEIs). To advance the quality of education and research, widen the scope of these activities, surpass competitors, establish an international

presence, and differentiate revenue streams, institutions are actively pursuing strategies to enhance internationalisation. There is a growing trend of integrating business models into higher education practises. Establishing an international branch of a university is considered a highly dangerous and unexplored method of entering worldwide markets in the field of higher education. Despite its global significance, there exists a dearth of comprehensive knowledge regarding this particular style of internationalisation (Wilkins and Huisman,2012).

For the new campus in India for UWTSD, factors to consider include the potential resistance from the local workforce due to cultural insensitivity, as well as the challenge of aligning with global standards while adapting to the Indian context. Hence, When UWTSD managers from UK placed in charge of its Indian branch, the ethnocentric approach will become inefficient as they may be insensitive to Indian culture, etc. According to Pascale and Sternin(2005), when it comes to the implementation of novel practises, there is a possibility of encountering significant resistance, particularly when these practises originate from a foreign source. This resistance can be attributed to a phenomenon usually referred to as the "not-invented-here" syndrome. Comparable entities have the potential to exchange optimal methodologies by means of a benchmarking procedure. The issue at hand pertains to the fact that strategies that demonstrate exceptional efficacy in a particular context may out to be unsuitable in a different context. Stated differently, the effectiveness of a certain approach in one nation may not be replicated successfully in other contexts (Ansari et al., 2010).

The primary impediment to fostering a harmonious multicultural workplace is the presence of individuals who harbour unfavourable attitudes towards cultures different from their own, coupled with a tendency to perceive their own culture as superior and rational. One prominent group of experts in the subject of conflict is the Aviary Group. According to their analysis, the inclination towards ethnocentrism frequently gives rise to intra-group conflict, which subsequently manifests in exclusionary practises, biased treatment, and antagonistic behaviour within an organisation (Panicker and Sharma,2021). Failure to effectively manage disagreements can lead to decreased performance and productivity. To effectively confront the problem of ethnocentrism and the resulting conflicts in the workplace, it is imperative for managers and employees to engage in a thorough examination of their own cultural prejudices and actively educate themselves on the intricacies of diverse cultures. This can be achieved through fostering open channels of communication.

Critics have criticised cultural categorization studies for being simplistic and limiting in methodology. Ayman (2005, p.1085) found that certain cultural dimensions are effective due

to their ease of communication, validity, and ability to relate individual, organisational, and societal events. In the lack of a better method, scholars employ Hofstede concept to evaluate cultures, which are the most comprehensive empirical research with predictive power (Muratbekova-Touron, 2008). Understanding value and dimension differences is crucial for effective cross-cultural management. Earley and Erez (1997) persuasively demonstrate in their book, *(The Transplanted Executive)*, that culture influences managerial ideas and practises, and cultural values define workplace meaning. Effective managerial practises in one culture (UK) may not function well in others (India). The authors warn global managers against believing that effective management practises are universal. This has further proven by Neelankavil, Mathur and Zhang (2000) saying that culture exists at diverse levels: group, organisation, and nation. Many experts believe organisations exist inside cultural environments. National culture influences management assumptions, organisational structure, and functions (Hofstede, 1980). Each culture has distinct ideas, values, attitudes, and behaviours. Uniqueness trumps organisational values and role-centred management skills. India can be positioned on the individualism-collectivism continuum, occupying a middle ground between the two extremes. The Indian civilization exhibits significant aspects of collectivism, which is also observed in numerous Asian cultures. However, the fundamental cultural orientations of India are deeply influenced by Hinduism, Buddhism, Vedantic and Yogistic Psychology, as well as epic ((Chakraborty, 1991). The occurrence of ethnocentric behaviour is commonly observed in nations characterised by cultural diversity, and India serves as an example of such a nation. Ethnocentrism can contribute to misunderstandings among a diverse workforce due to differences in perception, upbringing, and various rituals and customs, among other factors. The consequences of such misunderstandings can lead to a breakdown in trust and cooperation, resulting in increased employee turnover, absenteeism, and legal disputes, which in turn incur financial expenses. Therefore, bringing only UK recruits to India as well as recruiting just from India are both not viable options for UWTSD.

According to Adler and Bartholomew (1992), a successful international human resource system should include transnational representation. Managers and executives should be transnational, reflecting the global dispersion of production, financing, sales, and profits. Thus, it is recommended to UWTSD that they should not just rely on ethnocentric approach in recruiting and management at its branch in India. However, contributors commonly argue that US/UK -based headquarters policies and practises are greater and that MNCs and their subsidiaries benefit from adopting them. The literature has advanced significantly in recent years, with a huge body of European and non-US centric work. This argument partially holds true for UWTSD in India because establishing a university in a foreign nation involves sharing

information with the subsidiary. India can benefit from having a small management team and a pool of individuals from the UK since they will have access to untapped resources.

However, International HRM is like domestic HRM, but with extra complexity. We believe international HRM is more complicated and challenging. Lazarova (2006) differentiated IHRM from HRM due to the complexity of managing diverse national contexts and three employee groups: home, host, and third country nationals. According to Edwards and Ferner (2002), MNE employment practises result from a combination of factors, including country-of-origin, host country, competitive pressure to integrate international operations, industry type, and dominance. Expanding on this, we can discuss convergence against divergence and “global standardisation versus local adaptability” (Zhu, 2019). Numerous empirical research has examined Chinese MNEs' international HRM practises in developed economies. According to Shen and Edwards (2006), Chinese MNEs in the UK decentralised HRM functions like training, performance assessments, and employee relations, while centralising recruitment, selection, and remuneration. The authors claim that MNEs used an integrated approach to international HRM, incorporating ethnocentrism, polycentrism, and geo-centrism (Zhu, 2019).

Under the ethnocentric approach to leadership, employee relations in international businesses may experience significant disruption. A clear illustration of the kind of challenges that may develop involves an American corporation, which normally opposes trade unions, establishing a subsidiary within Sweden and attempting to circumvent the acknowledgement of trade unions and collaborative managerial decision that are customary in the employment relations system in Swedish. Multinational corporations (MNCs) that choose to adopt a polycentric approach can effectively uphold policies and practises related to employee relations that align with the cultural norms and regulatory frameworks of the host country. However, it is also feasible that organisations implementing a polycentric structure may encounter challenges in maintaining internal consistency throughout their operations. For instance, If a subsidiary of a multinational corporation enters a contract with a trade union pertaining to the safeguarding of employment for its members, it could potentially create a situation of discomfort for the corporate headquarters, particularly if they are contemplating a downsizing or cost reduction initiative. While both regio-centric and geocentric techniques aim to strike a balance between local practises and headquarters preferences, establishing optimal employee interactions has consistently posed a significant obstacle worldwide. Despite being seen as more favourable alternatives by numerous experts, both approaches have not completely resolved the issue.

However, it is seen that multinational corporations (MNCs) in various regions of the globe are progressively embracing a combination of poly-centric and ethno-centric approaches. Drawing on the Social Effect Theory proposed by Maurice et al. (1980), scholars such as Leat (2007)

have emphasized the existence of blended practises within employee relations. These practises involve attitudes towards the acknowledgment of trade unions and the inclusion of employees and their representatives in joint decision-making processes. Notably, these practises are observed to be significantly implemented by striking a balance between the preferences of the home country and the local compulsions. (Bose and Mudgal,2016).

The study from Caligiuri and Stroh (1995) investigated the correlation between the worldwide management techniques employed by multinational firms and the subsequent international human resource practises that ensue. This study analysed four distinct global strategies, namely ethnocentric, Regio centric, polycentric, and geocentric, which differ in terms of their level of global integration and local response. The findings obtained from a sample of international human resources managers from forty-six organisations provided empirical support for the premise that human resource practises, including attracting talent, hiring, and the process of socialisation exhibit variations based on the global strategy pursued by the companies. Specifically, there were notable differences in techniques employed by ethnocentric and geocentric organisations. The study revealed that these techniques exhibited a significant correlation with a composite Multinational Corporation Success Index, which encompassed various economic indicators such as return on capital, sales growth, return on equity, and profit margin. Research has indicated that organisations who adopted ethnocentric tactics exhibited lower levels of success compared to companies employing other techniques. The results of the study indicated that the integration of local responsiveness is crucial for multinational corporations when formulating their worldwide strategies. The findings of this study have led to the formulation of recommendations for worldwide human resource practises.

Comparison of elements in EPG model

Staffing approach	Ethnocentric	Polycentric	Geocentric
Strategic appropriateness	International	Localization	Global Standardization and transnational
Advantages	Overcomes lack of qualified managers in host country Unified culture core competencies	Alleviates cultural myopia Inexpensive to implement	Uses human resources efficiently helps build strong culture and informal management networks
Disadvantages	Produces resentment in host nation Can lead to cultural myopia	Limits career mobility Isolates headquarters from foreign subsidiaries	National immigration policies may limit Implementation Expensive

Research grounded on institutional theory indicates that the contextual factors of a country significantly influence human resource management (HRM) practices, highlighting the existence of country-specific variations (divergences) (Bader, 2021). The efficacy of multinational corporations (MNCs) in transferring best practices to foreign countries is contingent upon the inherent characteristics of these practices. In the process of adopting best practices, UWTSD must take measures to guarantee that the fundamental essence of the practice remains intact, to effectively harness the potential benefits associated with it (Friel and De Villechenon, 2018). The presence of technical, cultural, and political incompatibilities or misfits can lead to diverse approaches in the adaptation of best practices among those who embrace them.

4. Recruitment, Training, and Settlement of UK Staff in India

4.1 Recruitment:

Identifying UK staff with cross-cultural competence, adaptability, and a willingness to integrate into the local culture is essential. Competitive expatriate packages, considering factors like cost of living, housing, and allowances, ought to be planned to draw in and hold on top talent. Sensitivity to cultural differences, particularly in India, is crucial for successful integration (Mukhtarova., Chernov. and Manapova, 2019). The process of selecting the most suitable candidate for a foreign assignment should be guided by comprehensive selection criteria, with

particular emphasis on the criterion of cultural adaptability. Pre-employment training is essential to familiarise employees with the forthcoming obstacles. Additionally, effectively managing repatriation through a career development plan for expatriates and providing employee counselling are key areas of concentration within the field of IHRM. The implementation of an appropriate pay strategy is crucial in maintaining prominent levels of employee morale and fostering motivation among individuals within the organisation to willingly undertake international assignments. Multinational corporations (MNCs) should prioritise the establishment and maintenance of amicable labour relations to mitigate potential conflicts with labour and trade unions inside the host country. Human Resource Management (HRM), when appropriately prioritised, has the potential to serve as a significant driver of competitive advantage for organisations seeking to extend their operations internationally ((Mukhtarova., Chernov. and Manapova, 2019).

4.2 Goal setting

Setting goals is crucial for performance management since it establishes a baseline for effective assessment and appraisal. In performance management, goals must be set and agreed upon because it can be difficult to define success and outcomes.

According to goal-setting theory (Locke & Locke, 1967), goals can motivate and guide employees' behaviour in performance management. Setting goals is essential for expatriates to clarify expectations during international assignments (Martin & Bartol, 2003). Suutari and Tahvanainen (2002) say performance targets improve performance management efficiency. Expatriation goal setting is inconsistently reported (Suutari & Tahvanainen, 2002). Research shows that “hard” (financial figures) and “soft” (leadership) goals matter throughout assignments.

4.3 Feedback

Limited study has been undertaken to explore the precise interpretation of feeding back for expatriates, as it is typically perceived as an integral component of the performance appraisal procedure (Cascio, 2006). Conversely, feedback holds significance since it offers expatriates a chance to enhance their performance (Murphy & Cleveland, 1995). There is also a contention that regular feedback can surpass annual performance reviews and aid expatriates in comprehending their progress towards goal attainment. The provision of feedback varies

throughout organisations, encompassing a spectrum that extends from unilateral, hierarchical communication to collaborative, transparent feedback channels.

4.4 Training:

Cultural training is paramount for expatriate staff to understand and appreciate Indian cultural nuances. Language training facilitates effective communication, and cross-cultural leadership development ensures the ability to manage a diverse team. Preparing UK staff for successful collaboration with local colleagues is crucial for a harmonious work environment.

Performance assessments are frequently utilised as a foundation for determining training and promotion outcomes. When appropriately constructed, performance appraisal systems provide an unbiased method for assessing employees' needs and rewards, making them a crucial tool for effectively managing and nurturing staff (Anguinis, 2013). When examining training pertaining to expatriation, scholarly research consistently emphasises the significance of cross-cultural training in facilitating the accomplishment of expatriates (Bader et al,2021).

4.5 Settlement:

Support for practical aspects of relocation, such as housing, transportation, and healthcare, is critical for the well-being of expatriate staff. Establishing mentorship or buddy systems helps navigate the new cultural and professional landscape. Social integration through community engagement and networking contributes to a sense of belonging, positively impacting expatriate success and well-being.

Martin and Bartol (2003) propose that performance evaluations should consider the unique circumstances encountered by expatriates in foreign assignment. Expatriates encounter explicit disputes which they can face in the host countries, such as the difficulty of establishing effective working relationships with host country nationals (Varma, Pichler, & Budhwar, 2011). Additionally, they require an extended period to adapt to the host country before they start fully operating (Logger & Vinke, 1995). These factors ought to be taken into consideration in the context of Expatriate Performance Management (EPM).

5. Recommendations (Managerial Implications)

5.1 Strategic Blend:

Figure 1 depicts the process by which a university may evaluate various internationalisation strategies for the purpose of expanding its operations abroad. According to Wilkins and Huisman (2012), when organizational distance between home and host nation is minimal and the level of institutional uncertainty in the host country is low, a university could relocate its operations to a branch without significant modifications. In such cases, the university can

adapt existing processes and deliver the same programmes as in the home country. This approach is suitable for American higher education institutions (HEIs) that now possess or are in the process of establishing branch campuses in Western Europe. However, this is not the case for UWTSD branch in India.

The case for the UWTSD can be analysed as having significant differences considering the differences between Europe and South Asia. If there are significant disparities in institutional frameworks, but the level of uncertainty in the host country is low, it may be feasible to build a branch campus. However, the presence of institutional differences can give birth to certain hurdles. It is therefore advisable to undertake a thorough review and make necessary adjustments to the structures and processes to align them with the institutional framework of the host country. Developing countries often exhibit a scenario characterised by low levels of institutional differences, juxtaposed with a correspondingly high degree of uncertainty. This can be attributed to the fact that institutions within these countries are either underdeveloped or undergoing rapid evolution. Risk reduction in this context can be achieved by the establishment of a local partnership. By doing so, a university can enhance its perceived legitimacy. Furthermore, if the risk reduction strategy proves to be effective, it is probable that other universities will replicate it (Girdzijauskaitė and Radzeviciene., 2014). Partnership can be a best approach to UWTSD in its expansion to India.

		Institutional uncertainty in a host country	
		Low	High
Institutional difference in a host country	High	Adapt Moderate risk, complexity, effort Establish international branch campus, but adapt structures and processes to suit institutional context in host country	Avoid High risk, complexity, effort Do not establish international branch campus in this host country – the risks are too high
		Transfer Low risk, complexity, effort Establish international branch campus using the same structures and processes used at the home campus	Hedge Moderate risk, complexity, effort Establish international branch campus but as a joint venture with a local partner or obtain funding and assurances from host country government
	Low		

Figure 1: The relationship between Parent and host country

Undoubtedly, diverse viewpoints provide both merits and drawbacks. The ethnocentric viewpoint offers several advantages, including a streamlined organisational structure, efficient

information flow, and effective internal control processes. Conversely, the advancement of innovations often results in suboptimal strategic planning and less adaptability in addressing rapid market change. The polycentric orientation strategy emphasises a more concentrated approach to entering overseas markets, specifically targeting the local characteristics of each country to enhance sales performance. The rationale behind this phenomenon might be attributed to an enhanced comprehension of the specific markets within a given locality. Furthermore, the polycentric strategy is often associated with increased support from local governments and a higher likelihood of recruiting managers with superior qualifications (Drachal, 2014).

The recommendation to adopt a re-geocentric approach with elements of polycentrism stems from a strategic imperative to balance global standards with local adaptability. A re-geocentric approach acknowledges the cultural nuances within a specific geographic region, in this case, India, while integrating elements of polycentrism allows for the necessary flexibility to respond to diverse local needs. This nuanced blend ensures that the organizational culture remains cohesive across the University's global campuses while also being agile enough to resonate with the cultural diversity inherent in the Indian context. In a recent study conducted by Diab (2022) testing the EPG Model in Multinational Companies: The Case of Mazaya. He proved that the management style at Mazaya headquarters exhibits a combination of approaches, with a greater inclination towards polycentrism in the Dubai office and a mixed but more pronounced leaning towards ethnocentrism at the Turkey office. Various variables have contributed to the divergent outcomes, including variations in regulatory frameworks among countries, differences in operational scale, disparities in profit distribution, variances in talent availability, variations in workforce size, and language barriers. By customising the requirements of each individual office, as previously said, it can be argued that Mazaya headquarters effectively oversees its international operations. In summary, while the identification of the correct orientation is crucial, such as through the utilisation of the EPG model, it is important to note that it may still encompass a combination of orientations.

It is vital to acknowledge that the alignment of diverse activities within an organisation should be maintained throughout various stages, in addition to being in harmony with the organization's culture, marketing strategy, and HR rules and procedures. Furthermore, it is imperative for the company to enhance its strategies to effectively target customers whose purchasing decisions are influenced by values that exhibit random fluctuations. Efficient operation in the market can only be achieved once the organisation has fulfilled certain conditions.

5.2 Advantages of the Strategic Blend:

Cultural Sensitivity: A re-geocentric approach ensures cultural sensitivity by acknowledging and incorporating the unique cultural characteristics prevalent within India's diverse regions. This resonates well with the local workforce, fostering a sense of inclusivity (Derghan,2022).

Global Coherence: By maintaining a re-geocentric base, the university ensures that its global standards and educational philosophies remain consistent across campuses. This coherence is vital for upholding the university's identity and reputation.

Adaptability: Introducing elements of polycentrism allows for adaptability to local needs, whether in curriculum design, administrative practices, or student engagement. This flexibility is critical for success in the Indian higher education landscape.

Employee Engagement: The strategic blend encourages employee engagement by creating a work environment that values both global best practices and local insights. This approach promotes collaboration and fosters a sense of ownership among the employees.

However, to establish strategic blend, it is important to establish a comprehensive Support Programs:

The recommendation to establish comprehensive expatriate support programs underscores the significance of addressing the unique challenges faced by UK staff relocating to India. This involves a multi-faceted approach encompassing cultural, language, and leadership training, as well as practical support for a seamless transition.

5.3 Key Components of Support Programs:

Cross- Cultural Training: Comprehensive cultural training equips expatriate staff with the knowledge and understanding of Indian cultural nuances. This not only aids in effective communication but also facilitates a smoother integration into the local community. However, corporations encounter challenges in the recruitment of suitably competent people for expatriation. The provision of training to expatriates assumes critical importance. The consensus among academic researchers and HR practitioners is that cross-cultural briefings have gained widespread acceptance as effective measures to facilitate the adjustment of expatriate personnel to unfamiliar living and working conditions. Nevertheless, the cross-cultural training offered by the majority of multinational corporations is deemed inadequate, lacking in comprehensiveness, or altogether absent.

(Waxin and Panaccio, 2005). Cross-cultural adjustment can be defined as “the degree of psychological comfort of an individual with several aspects of a new environment” (Waxin and Panaccio, 2005, p.3). Brislin (1979) distinguished three methods to cross-cultural training: affective, behavioural, and cognitive.

Language Proficiency: Language training, focusing on the predominant languages spoken in the region of the new campus, is imperative for effective communication both within the university and in daily life. Proficiency in local languages enhances the expatriate staff's ability to connect with students and colleagues. Organisations incur significant costs from unsuccessful expatriate assignments, including lost productivity, profitability, and human capital. There is evidence to suggest that an expatriate's failure to successfully transition to their new surroundings on a cultural level is a contributing factor in failed foreign assignments.

This study of Freeman and Olson-Buchanan (2013) looks at the relationships between fluency in the language of the host country and three aspects of cultural adjustment (general, interactional, and work-related). An online survey measuring language proficiency in the host country, and cultural adjustment was completed by 61 employees who had spent at least one month abroad on an overseas assignment. The results offered some support for the theories. Language proficiency was found to be a predictor of all three categories of cultural adjustment in multiple regression results.

Cross-Cultural Leadership Development/adjustment: Specialized training in cross-cultural leadership is vital for UK staff to navigate the intricacies of managing a diverse team in the Indian context. This equips them with the skills to lead, motivate, and collaborate across cultural boundaries.

The study of Rao-Nicholson, Carr and Smith(2020) investigates the factors that influence “cross-cultural leadership adjustment” (CLA) and investigates any connections to performance. CLA adaptations are examined using a sample of executives with expatriate work experience at a British multinational organisation in seven countries, including countries from non-European regions, and from two cultural regions: the United Kingdom and Germanic-Europe. This research answered the questions of what kind of adjustment results in improved performance and what factors precede CLA, which results in better work-performance. The findings showed that most foreign leaders adjusted through the exploration mode, in which both they and their subordinates underwent significant behavioural changes. Along with

replication mode, this leadership adjustment method that addressed cultural differences had a positive effect on work performance. CLA was also impacted by other antecedents, such as disparities in language/communication, hierarchy, and decision-making.

Practical Support: Support for practical aspects of relocation, including housing, transportation, and healthcare, addresses the immediate needs of expatriate staff. This ensures a smoother settlement process, minimizing stressors associated with the relocation (Van der Laken et al.,2019).

Mentorship or Buddy System: Establishing a mentorship or buddy system creates a support network within the local and expatriate community. This fosters a sense of camaraderie, providing a go-to resource for navigating challenges and fostering a quicker integration into the new cultural and professional landscape.

Social Integration Programs: Community engagement and networking opportunities are essential for expatriate staff to build social connections beyond the workplace. This contributes to a sense of belonging and overall well-being, both crucial factors for long-term success in the unfamiliar environment ((Van der Laken et al.,2019).

Benefits of Comprehensive Support Programs:

Enhanced Performance: Well-supported expatriate staff are more likely to perform at their best, contributing positively to the academic and administrative functions of the new campus.

Retention of Talent: A robust support system increases the likelihood of retaining UK staff, reducing turnover costs, and ensuring continuity in leadership and expertise.

Positive Organizational Culture: Comprehensive support programs contribute to the creation of a positive organizational culture that values employee well-being and fosters a collaborative and inclusive work environment.

Global Image: A commitment to the well-being and success of expatriate staff enhances the university's global image, positioning it as an employer of choice with a genuine concern for its workforce (Mezias and Scandura, 2005).

The managers at Indian Branch should demonstrate excellent adoption of various best practises, including the implementation of regular meetings and the involvement of workers in the establishment of daily objectives. They prioritise team collaboration, acknowledge and reward employees' contributions, and provide a clear career trajectory that enables upward mobility within the organisation. The presence of managers as prominent personalities within the organisation and their active involvement in day-to-day operations fosters a sense of trust among employees. The individuals adhere to Alshaya's guiding principle, which can be summarised as "Exhibit a modest approach, foster ambitious ideas, and remain authentic to oneself."

6. Conclusion

In conclusion, the success of University of Wales Trinity's new campus in India hinges on a strategic approach to managing employees and expatriate staff. International assignments play a critical role in multinational organisations' efforts to expand their worldwide talent pools, promote knowledge transfer, and improve their international business strategy and opportunities. The recommended Regio centric and polycentric blend, coupled with robust expatriate support programs, will create a dynamic and inclusive academic environment. This strategic approach positions the university to navigate cross-cultural complexities, fostering successful collaboration and ensuring the well-being of the workforce in the Indian context.

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