Cross-cultural adjustment of inpatriates
- Indian inpatriates in Sandvik

BINIAM GEBREMICHAEL HABTEAB and STEVE ASARE ODURO

Second Cycle
Abstract

<table>
<thead>
<tr>
<th>Title</th>
<th>Cross-cultural Adjustment of Inpatriates. - Indian Inpatriates in Sandvik</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authors</td>
<td>BINIAM GEBRE MICHAEL HABTEAB and STEVE ASARE ODURO</td>
</tr>
<tr>
<td>Supervisor</td>
<td>Ehsanul Huda Chowdhury</td>
</tr>
<tr>
<td>Examiner</td>
<td>Maria Fregidou-Malama</td>
</tr>
<tr>
<td>Course</td>
<td>Masters in Business Administration</td>
</tr>
<tr>
<td>Keywords</td>
<td>Inpatriate, Cultural distance, Cross-cultural adjustment</td>
</tr>
<tr>
<td>Purpose</td>
<td>The purpose of this study is to investigate the influence of cultural distance in cross-cultural adjustment of inpatriates. Furthermore, it investigates the role of organizational and social support in cross-cultural adjustment.</td>
</tr>
<tr>
<td>Method</td>
<td>In order to achieve the purpose of this study a qualitative method of data gathering was chosen. A case study was conducted in Sandvik Sweden in Gävle, and personal interviews were done with the Indian inpatriates and other representatives involved in international assignment.</td>
</tr>
<tr>
<td>Findings</td>
<td>The cultural distance between Sweden and Indian directly affect the concept of teamwork in Sandvik-Sweden and Sanvik-India. To understand the cultural background and motive of inpatriates is important in designing organizational support that facilitates anticipatory and in-country adjustment processes. The existence of a recognized socializing way at headquarter eases to interact and develop interpersonal relationship, which facilitate the adjustment process of inpatriates through referral made from known sources.</td>
</tr>
<tr>
<td>Implication and suggestion for the future</td>
<td>This study can assist multinational companies that are interested in the Cross-cultural adjustment process of inpatriates. We suggest for additional investigations in different organizational setup about the same subject matter to compare new results with the current findings. Future researchers can also investigate the impact of repatriation of inpatriates’ in cross-cultural adjustment.</td>
</tr>
</tbody>
</table>
Acknowledgement

This master thesis is the result of month’s hard work and dedication. We would like to use this opportunity to extend our gratitude for those who contributed in realizing the final master thesis.

First of all, we would like to thank our tutor Maria Fregidou-Malama for her unwavering support and counsel in developing and writing this thesis. Your guidance had a significant contribution in expanding our horizon of knowledge about the subject matter.

We also like to thank our contact person, Mr. Michael Lövblad, at Sandvik machining solutions in Sandviken—Sweden for sharing his insights and help in linking us with the target group. We highly appreciate the time and effort you devoted to the success of our master’s thesis.

Moreover, we would like to appreciate the willingness and dedication of all our interviewees. Above all, your input was important in making our thesis possible. And, we also like to thank you for the extra mile you have gone in assisting with additional interviews.

The last but not the least, our heartfelt appreciation goes to our friends and family for their constructive input and support throughout the project.

Gävle August, 2014

__________________________________________  ______________________________________
Biniam Gebremichael Habteab                        Steve Asare Oduro
Table of Contents

1 Introduction........................................................................................................................................1
  1.1 Background .................................................................................................................................1
  1.2 Problem Discussion ....................................................................................................................2
  1.3 Purpose ........................................................................................................................................4
  1.4 Research questions ....................................................................................................................4
  1.5 Delimitations ..............................................................................................................................5
  1.6 Thesis Outline ............................................................................................................................5

2 Theoretical framework ....................................................................................................................6
  2.1 Background ................................................................................................................................6
  2.2 Cross Cultural adjustment .........................................................................................................6
  2.3 Motives of inpatriation process .................................................................................................7
    2.3.1 Corporate motives ................................................................................................................7
    2.3.2 Motives of inpatriates ...........................................................................................................8
  2.4 Expectation of inpatriates ..........................................................................................................9
  2.5 Cultural distance .........................................................................................................................10
    2.5.1 Organizational Culture .......................................................................................................10
    2.5.2 Cultural framework ..............................................................................................................11
    I. Trompenaar’s cultural framework ............................................................................................12
    II. Hofstede’s Cultural framework ...............................................................................................14
    III. Key issues in cross cultural adaptation ....................................................................................15
  2.6 Organizational role in the success of inpatriates .......................................................................21
    2.6.1 The selecting process of inpatriates ....................................................................................21
    2.6.2 Cross-cultural training .........................................................................................................22
    2.6.3 Support socialization ..........................................................................................................23
  2.7 Social support ............................................................................................................................23
  2.8 Research Model .........................................................................................................................24

3 Methodology ....................................................................................................................................27
  3.1 Research strategy ......................................................................................................................27
    3.1.2 Inductive versus deductive approach ..................................................................................28
    3.2.2 Case study ..........................................................................................................................28
  3.2 Method of selection of Respondents ..........................................................................................29
6 Conclusion .............................................................................................................. 63
  6.1 Discussions ........................................................................................................ 63
  6.2 DISCUSSION OF RESEARCH QUESTIONS .................................................. 63
    6.2.1 The influence of cultural distance................................................................. 63
    6.2.2 Organizational role in cross-cultural adjustment of inpatriates ................. 64
    6.1.3 Social supports contribution to cross-cultural adjustment of inpatriates ... 65
  6.2 limitations ........................................................................................................... 65
  6.3 Implication ......................................................................................................... 66
References

Appendices

Appendix 1  Interview questions for Sandvik managers involved in international assignments
Appendix 2  Interview questions for Indian interviewees
Appendix 3  Interview questions for Social club coordinators
List of figures
Figure 1-1 Summary of introduction and thesis outline .............................................................. 5
Figure 2-1 Power distance comparisons of India and Sweden .................................................. 15
Figure 2-2 Uncertainty avoidance comparisons of India and Sweden .................................. 16
Figure 2-3 Individualism comparisons of India and Sweden .................................................. 17
Figure 2-4 Masculinity comparisons of India and Sweden ...................................................... 18
Figure 2-5 Neutral culture comparisons of India and Sweden .............................................. 20
Figure 2-6 Specific oriented culture comparisons of India and Sweden ............................... 21
Figure 2-7 Theoretical framework of cross-cultural adjustment process of inpatriates ............ 26
Figure 3-1 Summary of methodological choices ..................................................................... 34

List of tables
Table 2-1 summarizes the seven national cultural dimensions discussed by Trompenaars ..... 13
Table 2-2 Compare power distance in Sweden and India at work place ............................... 16
Table 2-3 Comparison of uncertainty avoidance in Sweden and India at work place ................ 17
Table 2-4 Comparison of individualism versus collectivism in Sweden and India at work place .............................................................. 18
Table 2-5 Comparison of masculinity versus femininity in Sweden and India at work place .......... 19
Table 2-6 Comparison of time orientations in Sweden and India at work place ...................... 19
Table 3-0-1 Summary of interviewees ..................................................................................... 28
Table 4-1 summarizes the motives and expectation of Indian inpatriates before departing for Sweden .............................................................. 37
Table 4-2 summarizes the experience of Indian inpatriates in Sandvik-Sweden..................... 41
Table 4-3 Summarizes Sandvik‘s motives and role in cross-cultural adjustment of inpatriates .......... 45
1 Introduction

This chapter introduces the reader to the general concepts of international assignments and specifically about inpatriates. First the background information about the study is discussed. Then, then problem discussion is presented and ends up by concluding into the purpose of the study. Finally, in order to make it easier for the reader to follow, a structure of the work is illustrated with a model.

The human Resource task has become multifaceted under the influence of global, national and internal pressures (Brewster et al., 2005). Multinational Enterprises have been forced to develop a multicultural workforce as one of main competing activities to become successful in the global market (Harvey et al., 1999). The development of culturally competent human resources has become a strategic imperative for multinational corporations (Earley and Mosakowski, 2004). In view of this, international assignments are challenged in the current global business environment, due to that; it has become an increasingly important area for researchers and also international human resource practitioners in general (Lee and Sukoco, 2008).

1.1 Background
Multinational Companies had been dependent on expatriates to develop a global state of mind for many years (Harvey et al., 2011). Multinational companies send expatriates abroad on international assignments to guarantee that foreign subsidiary operations remain competitive (Farh et al., 2010). They contribute in transferring skills and organizational practices from headquarter to the subsidiary (Minbaeva and Michailova, 2004). At the same time, the knowledge acquired by expatriates in their international assignment is crucial for the success of multinational companies to manage their global operation in global market competition (Hyder & Lövblad, 2007). As the result, this had made expatriates to have a key role in managing subsidiaries and international business of the MNCs for many years.

One of the expected behaviors of expatriates is to open up for multicultural diversity in order to interact and build connections with colleagues who are from different cultural backgrounds (Chen et al., 2011). Similarly, expatriates need to have a high degree of cultural awareness and skill to become familiar with the behavior and norms of the population of the host country (Qin and Baruch, 2010). That includes cultural intelligence and cultural adjustment, which will lead to effective interaction with people from different cultural backgrounds (Ang and Van Dyne, 2008).
Earley and Ang (2003), suggested that cultural intelligence explains the ability of individuals to understand and make behavioral adjustments that are necessary in order to perform effectively in culturally diverse situations. This has attributed to the fact that if expatriates are not able to adjust to their new environment they can be subject to failure. Therefore, reducing the failure rate of expatriation and making it more successful is vital for global business operations (Qin and Baruch, 2010).

In recent years, the rapid economic growth in the highly populated emerging and transition economies like India and China draws an increasing attention of multinational companies from developing countries (Hoskisson et al., 2000; Harvey et al., 2010). This new trend of expanding into emerging markets made it difficult for the adjustment of expatriates and their family owing to the high cultural distance between the home and the host country (Harvey et al., 1999).

1.2 Problem Discussion
Emerging markets provide an opportunity for multinational companies from developed countries to expand into new markets. In addition, entering into emerging market gives an additional advantage in product development, reduction in the cost of raw materials, and human capital investment (Garten, 1998). The increasing demand for products or service in emerging markets presents a unique set of problems for western MNCs accustomed to marketing their products in developed countries (Harvey, 1997). One of the main challenges is to find competent expatriate managers, due to the cultural difference between the emerging and sending countries (Harvey et al., 1999). This challenge further makes it difficult to control and coordinate subsidiaries in emerging markets, transfer organizational practices and develop competent top level managers, while lacking the contextual and social knowledge about the host countries (Harvey, 1997).

Multinational organizations send their most talented employees on international assignments to implement organizational culture change, knowledge transfer and control systems overseas (Crocitto et al., 2005). Li and Scullion (2006), compared the overall benefit of those expatriates and the organizations from the international assignment, which further reflects expatriates are somehow more beneficial from the individual career perspective and in building social capital than in building organizational capital. To signify this Hyder and Lövblad (2007), reflected the fact that 30% to 40% of expatriates leave their companies within two years of repatriation compared to 5-10% of non-expatriate employees, without transferring the knowledge they
acquired during their international assignment. Hence, such high turnover has a direct implication on the development of managerial competency in the MNC and global leadership development.

One complementary source of qualified global managers is through inpatriation. Inpatriation is the process of identifying and transferring an employee recruited at subsidiary as local staff to headquarter of MNCs on a short or long term basis (Harvey, 1993b). This type of transfer is believed to provide different advantages to MNCs. According to Harvey and Buckley (1997), inpatriate managers can give an input in developing strategy and managing subsidiaries that are difficult for expatriate managers to go through cross cultural adjustment. Moreover, developing a global work team, at headquarter gives an advantage of competing in the global market place effectively, particularly in emerging markets like India and China (Kamoche, 1996).

Inpatriates coming from emerging countries can only start to benefit multinational companies in developed countries after going through a successful adjustment (Harvey et al., 2010). This implies that the need for inpatriates to build social capital and get acceptance at the headquarter is mandatory to be part of the global team. It is suggested by Bhawak and Brishia (1992, P.146), that “to be effective in another culture, managers must be interested in other cultures, be sensitive enough to notice cultural differences, and then also be willing to modify their behavior as an indication of respect for the people of another culture”. At the same time, human resource management of the respective multinational companies is responsible for development and implement of strategies that help in the adjustment process of inpatriates during the transition period (Harvey et al., 2010).

Despite the growing importance of inpatriates in international business, research in this area is still limited. Previous studies in the field of international assignments have mainly focused on cross-cultural adjustment of expatriates and little is known about inpatriates from the same countries-of-origin deal with international transfer to headquarter. This research gap and the resulting lack of understanding demands more research, since the transfer of foreign nationals with the same cultural backgrounds to the headquarters of MNC’s intensifies the relevance of cultural diversity in corporate staffing.
For the purpose of this study, a case study of Indians that work in Sandvik-Sweden is undertaken. Indians have given much weight in this study because India has become one of the largest economy in the world. To evidence this, India categorized under emerging countries following its substantial economic growth, trade liberalization process and construction of institutional infrastructure that facilitate market transactions (Rahman and Bhattacharyya, 2003). Also, the country has capitalized on its large educated English-speaking population to become a major exporter of information and technology services, software workers and business outsourcing services (CIA, 2014).

Sandvik is a Swedish company listed on the Stockholm Stock Exchange and it has operational units in 130 countries with the head quarter in Sweden. And, 77% of the employees, which are around 37,000, are from different parts of the globe working in those subsidiaries (Sandvik, 2014). The information gathered from the management of Sadvik and the coordinators of Sandvik international club shows that it's also customary to transfer employees from subsidiary to Sandvik-Sweden in a temporary base ranging from three to five years. According to them, the second highest number of inpatriates comes from India, and they constitute about 20% of members of inpatriates in a Sandvik international club in Sweden.

1.3 Purpose
As a result of the cross-cultural adjustment challenges of expatriates in emerging markets and high turnover rate of repatriates, MNCs are forced to use inpatriates as an option. On the other hand, the factors that contribute to the success of inpatriates in term of cross-cultural adjustment to HQ requires an observation. Therefore, the work contributes to the research gap by studying Indian inpatriates in Sweden. The purpose of this study is to investigate the influence of cultural distance on cross-cultural adjustment of inpatriates. Further investigation on the role of orgainazational and social support on cross cultural adjustment is also a part of the study.

1.4 Research questions
R1) What is the influence of cultural distance on inpatriates?

R2) How do organizational and social factors contribute to cross-cultural adjustment of inpatriates?
1.5 Delimitations
For the purpose of this study delimitation was needed. The cross-cultural adjustment of inpatriates differs depending on the cultural distance between the sending and receiving country. In this regard, the case study delimited on factors that help Indian inpatriates in Sandvik-Sweden in their cross-cultural adjustment. Moreover, the study is delimited to factors commonly used when investigating inpatriates, cultural distance and cross-cultural adjustment. Thus, there might be other factors that contribute to cross-cultural adjustment of inpatriates that was not considered in the investigation.

1.6 Thesis Outline
The introduction part has three sections; the background, discussion of the problem, purpose, research questions and delimitation of the study is presented. It is followed by a theoretical framework section that addresses the presentation of the theories. Thirdly, the methodology section presents the research process. Following that data presentation is treated under the empirical finding section. The empirical finding is further analyzed using the developed theory in the analysis section. Finally, the presentation of the findings, implications and limitations and recommendations are discussed under the conclusions and implications sections.

Figure 1-1 shows the outline of the study
2 Theoretical framework

This chapter aims to give a theoretical base within the subject matter. First, information and factors that contribute to the cross-cultural adjustment of inpatriates are discussed. And specifically a theoretical analysis of the cultural distance between India and Sweden is presented. At the end of the chapter the theoretical framework of the study is outlined.

2.1 Background

The high failure rate of expatriates in emerging markets forced multinational companies to develop an alternative through inpatriation. Inpatriate managers from emerging countries are useful in the development of strategies and management of subsidiaries that expatriates face difficulty in cross cultural adjustment (Harvey and Buckley, 1997). Thus, inpatriate managers play the boundary spanning role to effectively link the headquarters and foreign subsidiaries (Harvey et al., 2000).

According to Black et al. (1991), there are two main categories of adjustment that are anticipatory and in-country adjustment. The first one is experienced prior to the international assignee’s departure from the home country and the latter one is after arriving to perform the overseas assignment. For the purpose of inpatriates cross-cultural adjustment the two categories are used in this study. Moreover, five variables that are specific for inpatriates are used to explain the cross cultural adjustment process. Those are the motives of inpatriates and Multinational companies (MNCs), expectation of inpatriates, cultural distance, organizational role and social support.

2.2 Cross Cultural adjustment

Cross-cultural adjustment is the process of adapting the working and macro-environment of the host country. It can be further explained as the degree of psychological comfort and familiarity an international assignee has with the host culture (Black et al., 1991). The adjustment process of international assignee’s starts at home before departure to the new overseas assignment and it is called anticipatory adjustment. On the hand, after arriving in the host country they go under another adjustment called in-country adjustment. It is argued that a good anticipatory adjustment has a positive effect on the in-country adjustment. The proposed model for international assignments enlightens three dimensions of in-country adjustment, namely, adjustment to work,
adjusting to interacting with host nationals, and adjustment to the general non-work environment (Black et al., 1991).

2.3 Motives of inpatriation process
To understand the international assignment process, it is necessary to investigate the reason for MNCs and employees to arrange and accept an overseas assignment respectively (Hyder and Lövblad, 2007). International assignments may be a management decision, but the process itself has an impact on the employee’s career development and plans for the future. Motives might also directly affect international assignee’s willingness to work and adjust in a different culture (Hyder and Lövblad, 2007). As a reflection of this, the motives of inpatriation both from the organization and individual point of view are presented as follows:

2.3.1 Corporate motives
Inpatriates bring additional value to the decision making process of the global management team, by developing contextualized strategies for emerging economies and provide social knowledge to effectively manage in these culturally and economically distant countries (Harvey, 1997; Harvey et al., 1999; Reich, 2007; Harvey et al., 2010). According to Tolbert (1988), social knowledge is one's ability to understand and predict others' general patterns of behavior in specific national cultural environments and within multicultural management teams in the workplace. Social knowledge enables MNCs to have an understanding of the political/economic distinctions of particular countries and individual and group dimensions that are presented in their subsidiaries (Harvey, 1997). As the result, inpatriates provide tacit knowledge about their respective local market that can be used in adapting strategies for specific environment of each emerging market (Garten, 1998).

Staffing of inpatriates accelerates the creation of successful multicultural management teams and globalization within an organization (Harvey 2000b). By socializing inpatriates into the headquarters corporate culture, the MNC establishes an informal and subtle control mechanism towards its subsidiaries (Harvey et al., 1999). Similarly, inpatriates could also provide mentoring for high potential managers from host-country nationals to ensure a succession plan when new inpatriate managers move into the core of the home-country organization (Harvey 1997). This strategy creates a renewable competitive differential of staffing with inpatriate staffs in the Head Quarter of an organization (Harvey et al., 2011).
Inpatriates as boundary Spanners believe to have the understanding of both corporate culture and local knowledge of the host county, contact and network from both ends (Garten, 1997). This enables them to link headquarter to subsidiary and enhance inter-organizational relationship. In view of this, inpatriates fill the gap as a critical strategic communication point for host country managers to direct and ensure clarity of the global mission (Harvey, 1997).

Overall, inpatriation is the internalizing of organizational ability to manage the global dimensions of business using social knowledge that adds value to the global decision making process (Harvey et al., 1999; Harvey et al., 2010).

2.3.2 Motives of inpatriates
The motivation to engage in international assignments varies among individuals and depends on personal circumstances. The international assignees motive falls under the domain of a positive outcome that includes: skill acquisition, personal development, long-term career advancement and financial prosperity. Other factors like quality of life, work life balance and family stability in the host country assist in the decision-making process of an international career (Crowley-Henry, 2007).

Inpatriation is motivated by developmental purposes in terms of providing inpatriates with corporate socialization and firm-specific training to prepare them for future management tasks within the organization (Harvey et al., 2000a). The motive also contains issues of knowledge transfer, but concentrates on diffusion from the firm to the individual. These arguments tie in with a recent interest in a knowledge-based perspective on the coordination and exchange of a MNC's differentiated network of globally dispersed units (Bartlett and Ghoshal, 1998; Harvey et al., 2010). The motive of acquiring this knowledge for individual employees contributes to their career development in the long run (Harvey et al., 1999).

The major concern of individual inpatriates on career advancement, compensation and adventure as opposed to the company’s willingness to transfer the home corporate culture and meeting project objectives as its business expands in the global market. Specifically, inpatriates from emerging economies accept an overseas assignment out of an appreciation of the developmental economy’s stable condition and high standard of living which includes educational standard and professional opportunities (Harvey et al., 2010).
Overall, the core motive for using inpatriates is the two-dimensional transfer of knowledge between headquarter and the MNCs subsidiaries. The successful accomplishment of the mission reflects the essence of inpatriation success (Reich, 2006). At the same time, motives of inpatriates make up the base for their expectation about headquarters work and the general environment (Hyder and Lövblad, 2007). Hence, to ensure the success of inpatriation process, by reconciling the motives of both the organization and individuals, is important for multinational organizations in facilitating social knowledge transfer to head office.

2.4 Expectation of inpatriates
The expectation one experience before international relocation has an effect on the individual's willingness, adjustment and ultimately their acceptance of a new position (Black et al., 1991). A thorough understanding of inpatriate expectations is important information to estimate the level of adjustment problems inpatriates face in their international relocation. The source of expectation that is unique for international assignments, particularly for inpatriates are the adjustment to organization culture at headquarters and the micro-environment of the respective country. Thus, the cultural distance of inpatriates home culture and that of the culture of the headquarter organization can have a direct influence on the inpatriates expectation (Harvey et al., 2000b).

Prior experience and information will help inpatriates in identifying potential problems and solutions to sense making issues once they relocate to the domestic home of the organization (Harvey et al., 2000b). Past experience is the foundation for future expectations of inpatriates and provides the psychological opportunity to successfully adjust to the domestic environment (Harvey, 1997). At the same time, inpatriates with first hand information about the new position at headquarter and the host country builds a positive motivation for relocation (Harvey et al., 2000b). Thus, prior experience and information characterize the expectation of inpatriates before departure about the cultural difference between the host and home country.

Inpatriates can interpret and stimulate based on their perceived beliefs when events and activities that are either unexpected or different happened in the new environment (Mandler, 1984; Weick, 1995; Harvey et al., 2000b). In line of this, the selection and assessment of inpatriates should take into consideration and determine the expectations of inpatriates and family members prior to relocation.
Overall, cultural distance has a direct influence on the inpatriate’s expectations, so that, it is vital to take into consideration the cultural distance of the inpatriate’s home culture and that of the culture at headquarters (Harvey et al., 2000b).

2.5 Cultural distance
Cultural distance is an aspect in determining different contexts of similarities and differences between countries (Harvey et al., 2010). In view of business, a high cultural distance between two countries makes the need for social knowledge critical for managing in the host country (Harvey et al., 1999). At the same time, the more culturally distant the inpatient, home culture as regards to that of the host country, the more difficulty the employee will face in adjusting to the host country’s culture (Harvey and Novicevic, 1999). Thus, understanding the cultural distance between home and host countries is important for MNCs, in acquiring the social knowledge and selecting as well assisting in the adjustment process of inpatient managers from various countries.

Inpatriate managers’ adjustment takes place from the external / macro environment and internal/ organizational environment point of view (Harvey et al., 2010). Organizational culture distinguish organizations whiles holding their national environment constant, national culture on the other hand, distinguish nations whiles holding organizational context constant or at least as constant as possible (Hofstede, 2001). Hofstede's study indicates that organizational culture and national culture are complimentary (Diaz et al., 2009). Hofstede et al. (2010), state that national culture dimensions prove to be useful for the understanding of the organizational culture.

2.5.1 Organizational Culture
From the viewpoint of inpatriates, organizational culture can have a direct impact in the adjustment process to the micro environment, both at the initial stage and during their stay in the organization. So, inpatriates benchmark the cultural norms related to conducting business in the home country of the global organization in their adjustment process (Harvey et al., 2010).

Organization culture is generally categorized into three groups:

(1) Role cultures: working environment where acceptable behaviors are determined based on set rules and process-oriented culture.
(2) Task culture: Strong sense of the organization's mission is prescribed and teamwork is a fundamental culture of work.

(3) Power culture: The organizational culture is based on the hierarchical distribution of power which controls the activities of the work environment (Harvey et al., 2010).

On the other hand, inpatriates are from a different cultural background and cultural distance can be quite high, there is the need to include the national culture of each group of inpatriates and that of the parent company so as to be able to understand the differences and what may possibly occur within the organization.

2.5.2 Cultural framework

The concept of cultural distance has been analyzed using different cultural frameworks (Hofstede, 1980 and MOW International Research Team, 1986; Trompenaars, 1993 and Gannon 1994; Harvey and Novicevic, 2000). When addressing national culture issues, Hofstede is the most cited scholar. The country score provided by Hofstede has been widely adopted in studies on national culture to show the impacts on management practices in terms of strategy (Schneider and DeMeyer, 1991). Moreover, many scholars have agreed in identifying the work of Hofstede (1980), as the main contribution to understanding national business cultures (Smith, 1992; Harrison et al., 1994; Burgess, 1995; Newman and Nollen, 1996; Winch et al., 1997; Trompenaars and Hampden-Turner, 1998), and the validity of Hofstede’s dimensions has been further confirmed by different studies, such as that of van Oudenhoven (2001).

Harvey et al. (2009), have used Trompenaars cultural framework in their study about inpatriates adjustment, as it helps to identify how different cultures try to solve universal problems facing mankind. In accordance with this, the authors of this work decided to use Trompenaar cultural framework as a supplement to Hofstede to understand how the Indian inpatriates try to solve the problems they may face at headquarter in Sweden. Selected key cultural dimensions from Hofstede and Trompenaar to explain the cultural distance between Sweden and India for the purpose of this study are presented separately.
I. Trompenaar’s cultural framework

Universalism versus Particularism
According to Trompenaars and Hampden-Turner (2012), Universalism versus Particularism refers to whether one should react on the basis of a general norm or reacting on the basis of someone’s particular relation to you. In summary, the comparative difference is that, one society accepts formal rules first before relationship whiles the latter concentrate on more personal relationship before rules.

Individualism versus Collectivism
Individualism emphasizes the extent of self-interest as opposed to collective or shared interest associated with any act. In general, the comparing difference is either we act solely as a person or in a group will prove how individual or collective are in a society (Trompenaars and Hampden-Turner, 2012).

Specificity versus diffuseness
This deals with the range of obligations involved in a society's way of interaction in their personal and professional lives. This means, in specific cultures, personal and professional aspects of our way of interactions must be kept distinct, whereas in the diffuse cultures, professional and personal life overlaps in any interaction especially in the work place (Trompenaars and Hampden-Turner, 2012).

Affective versus neutral cultures
People from the culture of affectively neutral do not show their feelings, but keeps and control them as possible. Whiles members of the culture, that are high on affectivity shows their feelings openly by laughing, grimacing, smiling, gesturing and scowling. This explains how societies of a nation express feelings contrasting to the others that do not express feelings and emotions (Trompenaars and Hampden-Turner, 2012).

An achievement versus ascription
Some societies accord status to most people on the basis of their achievement for the society whiles others ascribe it to them on the basis of certain qualities. In a society where the culture of ascription is practiced status is based who the person is, mostly titles matters a lot. In achievement oriented culture's wealth is evaluated mostly on the basis of peoples’ actions and performances and status is derived from what they have accomplished. Overall, status gained
through the basis of hard work as opposed to status generation through the basis of who the person is in the society (Trompenaars and Hampden-Turner, 2012).

**Inner versus outer directed**
According to Trompenaars and Hampden-Turner (2012), societies have different views about how nature can be controlled. Some societies believe they can control their environment others believe they are controlled by it. Societies with inner directed oriented culture impose their will to control nature. On the contrary, outer directed cultures, believe they must along nature with laws, directions and forces. In summary, these dimensions talk about the relationship societies have with their environment, and the associated believe as regards to how their life’s are shaped with or without their environment (Trompenaars and Hampden-Turner, 2012).

**Synchronous versus Sequential (Time Orientation)**
According to Trompenaars and Hampden-Turner (2012), in sequential cultures, people tend to know the structure of time as being sequential and assign different importance to past, present and future. On the other hand, in synchronic time culture, people see the past and future as interconnect or coordinating, so they tend to work on several projects at once. In general, it explains how time is viewed and managed with respect to how people accomplish tasks either in a sequence or they perform several tasks all together.

Table 2-1 summarizes the seven national cultural dimensions discussed by Trompenaars

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Universalism versus Particularism;</td>
<td>If we consider rules in the relationship more important.</td>
</tr>
<tr>
<td>2. Individualism versus Collectivism;</td>
<td>If we act mostly as individual or as groups.</td>
</tr>
<tr>
<td>3. Specific versus Diffuse;</td>
<td>To what extent we are involved with the lives of other people.</td>
</tr>
<tr>
<td>4. Neutral versus Affective;</td>
<td>If we are free to express our emotions or if we are restrained.</td>
</tr>
<tr>
<td>5. Achievement versus Ascription;</td>
<td>If we achieve status through accomplishment or if it is a part of our situation in life, like gender, age, social class</td>
</tr>
<tr>
<td>6. Sequential versus Synchronic;</td>
<td>If we prefer to do tasks in a sequence or several tasks at once.</td>
</tr>
<tr>
<td>7. Internal versus External Control;</td>
<td>If we think we can control the environment or if the environments control us.</td>
</tr>
</tbody>
</table>

Source: (Trompenaars, 1996; Harvey et al., 2010)
II. Hofstede’s Cultural framework

Power distance
According to Hofstede et al. (2010), power distance indicates the extent to which a society expects and accepts inequalities. Countries which have a high score of power distance have broad differences between individuals in terms of power, wealth, and status. They have institutions characterized by formal hierarchies. In general, this explains how societies perceive the differences associated with high or low power distance and the relationship it poses.

Uncertainty avoidance
Hofstede et al. (2010), explain uncertainty avoidance as the extent to which the members of a particular culture feel threatened by unknown situations. The dimension relates to the way countries and their various institutions establish formal rules and fixed way of operation as a means of enhancing security and of avoiding ambiguity. In summary, it explains how countries associated as being strong or weak in uncertainty respond to unfamiliar situations.

Individualism versus Collectivism
According to Hofstede et al. (2010), this dimension relates to the extent in which people in a different culture wish to act either as individual or as a group. In the individualistic societies the understanding is, one should do what is best for own self-interest. Whereas, in a collective society, people form strong and interrelated groups in order to protect one another. In summary, individualistic society like to work alone and aim personal achievement, while people from collective countries like to work in groups and seek for group recognition.

Masculinity versus Femininity
According to Hofstede et al. (2010), masculine societies value assertiveness and materialism and promote competition, decisiveness, reward and also strong leadership. The masculine society usually gives value to ego goals such as career advancement. On the contrary, the feminine dominated societies embrace cooperation, security, good working relationships and avoiding conflicts. The manager in a feminine culture is expected to give more emphasis on the quality of work and the well being of workers. The main goal in a feminine society is to create balance and consensus. In summary, in masculine society competition is promoted, whereas in feminine society cooperation is the expected behavior.
III. Key issues in cross cultural adaptation

For the purpose of this study, seven (7) cultural dimensions are selected and presented comparing the cultural distance between Sweden and India. Those factors were found vital in cross-cultural adjustment of Indian inpatriates in Sweden. The seven areas are power distance, uncertainty avoidance, masculinity versus femininity, individualism versus collectivism, neutrality versus affectivity, time and specific versus diffuse. These seven issues together can give a representative picture about the Indian and the Swedish culture and the challenges that might occur when the different cultures cooperate in an organization. The authors chose to use Hofstede’s cultural dimension because it is the main contributor in understanding national business cultures (Trompenaars and Hampden-Turner, 1998). Only two cultural dimensions of Hampden-Turner and Trompenaars are used to analyze the challenges of the Indian Inpatriates at organizational level because, most of these scales begin in previous research and the authors themselves have cast off some of them as vague and ambiguous for an empirical study (Hampden-Turner and Trompenaars, 1993).

**Power distance**

Figure 2-1 Power distance comparisons of India and Sweden

![Power Distance Chart](image)

Source: Authors own construction developed from Hofstede et al. (2010)

Figure 2-1 illustrates the power distance in Sweden and India. Sweden with the score 31 reflects a low power distance, whereas, India with the score of 77 represent the high power distance in India.
Table 2-2 Compare power distance in Sweden and India at work place

<table>
<thead>
<tr>
<th></th>
<th>Sweden</th>
<th>India</th>
<th>A problem that may occur at work in Sweden</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low power distance</td>
<td></td>
<td>High Power Distance</td>
<td>Indian workers may always rely on their managers for the execution of office related duties.</td>
</tr>
<tr>
<td>1) Organizational structure or hierarchy means inequality of roles, established for convenience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2) Decentralization is popular</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3) Subordinates expect to be consulted</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1) Hierarchy in organizations reflects the existing inequality between the higher - ups and lower-downs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2) Centralization is popular</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3) Subordinates expect to be told what to do</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Authors own construction developed from (Hofstede et al., 2010).

Uncertainty avoidance

Figure 2-2 Uncertainty avoidance comparisons of India and Sweden

![Uncertainty Avoidance Graph](image)

Source: Authors own construction developed from Hofstede et al. (2010)

Figure 2-2 demonstrates the level of Uncertainty in Sweden and India. Sweden with the score 29 reflects a low uncertainty, whereas, India with the score of 40 represent the higher uncertainty avoidance in India.
Table 2-3 Comparison of uncertainty avoidance in Sweden and India at work place

<table>
<thead>
<tr>
<th></th>
<th>Sweden</th>
<th>India</th>
<th>A problem that may occur at work in Sweden</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lower</strong></td>
<td></td>
<td>Higher</td>
<td></td>
</tr>
<tr>
<td>1. Top managers involved in strategy</td>
<td></td>
<td>1. Top managers involved in operations</td>
<td></td>
</tr>
<tr>
<td>2. There should be only rules that are strictly necessary</td>
<td></td>
<td>2. Rules protect against uncertainty</td>
<td></td>
</tr>
<tr>
<td>3. Only hard work when needed</td>
<td></td>
<td>3. Emotional need to be a busy and inner urge to work hard</td>
<td></td>
</tr>
<tr>
<td>4. Take an unfamiliar risk</td>
<td></td>
<td>4. Avoid unfamiliar risk</td>
<td></td>
</tr>
</tbody>
</table>

Source: Authors own construction developed from (Hofstede et al., 2010).

**Individualism versus collectivism**

Figure 2-3 Individualism comparisons of India and Sweden

Figure 2-3 displays the level of individualism in Sweden and India. Sweden with the score 48 reflects more of individualism, whereas, India with the score of 71 represent less individualism.
Table 2-4 Comparison of individualism versus collectivism in Sweden and India at work place

<table>
<thead>
<tr>
<th>Sweden</th>
<th>India</th>
<th>A problem that may occur at work in Sweden</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individualist Society</td>
<td>Collective Society</td>
<td></td>
</tr>
<tr>
<td>1. Hiring and promotion</td>
<td>1) Hiring and promotion decisions take</td>
<td>Indian workers may feel comfortable in a group work.</td>
</tr>
<tr>
<td>decisions are based on</td>
<td>employees in group into consideration</td>
<td></td>
</tr>
<tr>
<td>skills</td>
<td>2) Like to work in groups</td>
<td></td>
</tr>
<tr>
<td>2. Like to work alone</td>
<td>3) Inequality among individuals</td>
<td></td>
</tr>
<tr>
<td>3. Equality among individuals</td>
<td>4) People are born into extended</td>
<td></td>
</tr>
<tr>
<td>4. Everyone grows up to take</td>
<td>families or in groups that continue to</td>
<td></td>
</tr>
<tr>
<td>care of him/herself and</td>
<td>protect them in exchange of loyalty</td>
<td></td>
</tr>
<tr>
<td>his/her immediate (nuclear)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>family</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Authors own construction developed from (Hofstede et al., 2010).

Masculinity versus femininity
Figure 2-4 Masculinity comparisons of India and Sweden

![Musculinity Graph](image)

Source: Authors own construction developed from Hofstede et al. (2010)

Figure 2-4 illustrates the level of masculinity in Sweden and India. Sweden with the score 5 is a feminine society, whereas, India with the score of 56 is a masculine society.
Table 2-5 Comparison of masculinity versus femininity in Sweden and India at work place

<table>
<thead>
<tr>
<th></th>
<th>Sweden</th>
<th>India</th>
<th>A problem that may occur at work in Sweden</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feminine</td>
<td>1. Solution of conflict through problem solving, compromise or dialogue</td>
<td>Masculine 1. Solution of conflict through the strongest win</td>
<td>Indian workers may prefer competition instead of cooperation.</td>
</tr>
<tr>
<td></td>
<td>2. Work in order to live</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. The rewards are relied on equality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Masculine</td>
<td>1. Solution of conflict through the strongest win</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Live in order to work</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Rewards rely on equity</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Authors own construction developed from (Hofstede et al., 2010).

**Time Orientation**

Sweden has a sequential time culture, which means time is seen as something fixed in nature and always likes to be treated as a tangible asset. These groups of people concentrate on one issue at a time and they are mostly happy in short term relationship (Trompenaars and Hampden-Turner, 2012).

On the other hand India has got its own interpretations and meanings of time; they are seen as a society of polychromic or synchronous in nature. They tolerate several things which usually occur concurrently and stress in people (Trompenaars and Hampden-Turner, 2012).

Table 2-6 Comparison of time orientations in Sweden and India at work place

<table>
<thead>
<tr>
<th></th>
<th>Sweden</th>
<th>India</th>
<th>A problem may occur at work place in Sweden</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sequential</td>
<td></td>
<td>Synchronic</td>
<td>These differences in time orientation may affect the cooperation at work place.</td>
</tr>
<tr>
<td>1. Does one activity at a time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Deadlines are very vital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Attached strong preference to the following initial plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Time is measurable and sizeable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Synchronic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Does more than one activity at a time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Deadlines are guidelines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Strong preference is attached to where relationship leads</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. They usually consider time as flexible and intangible</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Authors own construction developed from Trompeenar (1996)
**Neutrality and Affectivity**

Cultures which are neutral do not show up feelings and emotions, but keep them carefully. On the other hand cultures which are high on affectivity do not hide their feelings, but rather show it up. They will laugh, smile, gesturing, grimacing, scowling and among others.

According to Trompenaars and Hampden-Turner (2012), India scores 46% in the category of people who will not show emotions openly, especially when they are upset at work places. On the other hand, Sweden scores 51% on the percentage of people who will not show emotions openly at work places (Trompeenar, 1996). This difference might cause managerial problems in an organization, since Indians relatively show up feelings and upset at work places than Swedes.

Figure 2-5 Neutral culture comparisons of India and Sweden

![Neutral Culture Comparison](image)

*Source: authors own construction developed from Trompeenar (1996)*

Figure 2-5 above shows the percentage of respondents in Sweden and India that does not openly show up emotions at work places.

**Specific versus Diffuse**

According to Trompenaars and Hampden-Turner (2012), Sweden has a specific culture, and this has been evidenced by scoring 91% of the respondents that will not help their supervisors or managers in executing a task that do not form part of their job description. Also, Indian scored 66% of the workers who will not help the manager out of official activities. In comparison with Sweden, Indians tend to help their manager beyond the organizational practices. Thus, India has a diffuse culture, comparing to Sweden.
Figure 2-6 Specific oriented culture comparisons of India and Sweden

![Bar Chart]

**Source:** Authors own construction developed from Trompeenar (1996)

Figure 2-6 shows the extent to which people in Sweden are specific to an issue comparing to India.

### 2.6 Organizational role in the success of inpatriates

Organizational role in the success of inpatriates involves the support by supervisors, colleagues and the human resources segment of MNCs (Varma et al., 2006). Support from the organization basically accounts for logistical and financial assistance for the international assignees and their families (MacDonald and Arthur, 2005), which help the international assignee to integrate into the work and home country environment.

The organizational role in the cross-cultural adjustment process ranges from selection to assisting inpatriates to socialize. The arrangement of cross-cultural and language training, before and after departure of inpatriates to headquarters, help in setting expectation and adjust with the environment (Harvey, 2010).

#### 2.6.1 The selecting process of inpatriates

The selection process is the first step in the success of cross cultural adjustment of inpatriates (Harvey, 1997).

The selection process must not be limited to the previous job performance, but on other criteria too (Moeller and Harvey, 2011). In particular, inpatriates’ home country culture plays a significant part in determining the difficulty of adjusting to headquarters culture as well as the
general culture of the home country organization (Harvey, 1997). There is a need to assess previous international experience, particularly the extent of familiarity with western civilization of each candidate (Harvey and Buckley, 1997). In addition to these, a local support group of individuals from the inpatriate’s home culture plays an important role in the success (or failure) of the assignment (Harvey, 1985; Caligiuri et al., 2001; Mendenhall and Oddou, 1985). In general, assessing the individual behavioral and cognitive flexibility is important in the selection process (Harvey and Buckley, 1997).

The other important issue in the success of inpatriates is the ability of the inpatriate's family to adjust to the new culture (Harvey, 1985; Caligiuri et al., 2001; Mendenhall and Oddou, 1985). This is due to the spread out effect from the family to the inpatriate can directly affect the inpatriate’s adjustment and affect his/her performance (Reiche, 2008). The cross-cultural adjustment of the whole family is vital for the success for inpatriation.

The issue of dual career family is one of the challenges in the adjustment process of inpatriates. The spouses of inpatriates have forgone their job to accompany their family. This has a direct effect on the loss of potential income of the spouse. But also the unemployed spouse may become uncomfortable and experience stress, which may lead to family conflict that can spill over to the work environment (Harvey and Buckely, 1997).

The main focus of inpatriates in the cross cultural adjustment for children is school, safety and the need for cultural and social support mechanism. Specially, countries like India, where children of tender age get attached with extended family needs more support (Harvey and Buckely, 1997). Hence, understanding the family issue and providing assistance, facilitates the cross-cultural adjustment of inpatriates.

**2.6.2 Cross-cultural training**

According to Reiche et al. (2011), prior and ongoing cross-cultural training helps the inpatriate to prepare in adapting the new working environment. For instance packages like realistic job preview that assist the inpatriate to visit the business unit and have a general idea about the working and general environment prior to its formal transfer. In addition, ongoing customized cross-cultural trainings specific with cultural background of the inpatriate play an important role in creating awareness and cross-cultural adjustment.
Language trainings can facilitate the engagement of inpatriates and family by smoothing the integration process. People who can speak the local language will be able to adapt to the local culture and perform better on the inpatriate job assignment (Kyle, 2013). Also Mol et al. (2005), found that local language ability was predictive of job performance. By developing local language training and flexibility training for each group, the advantage of inpatriation (different inputs from different groups) that contribute to the global decision making can be maintained (Harvey and Buckley, 1997).

2.6.3 Support socialization
Organizational socialization is a process that an individual taught and learns how to behave and interact by setting aside the undesired perspectives and attitudes in the given culture (Van Maanen and Schein, 1979). The successful socialization of inpatriates benefits both the individual and organization by enhancing the performance and development motives respectively. Thus, a proactive participation by human resource managers is needed to facilitate the process of socialization of inpatriates in to headquarter Milieu (Harvey et al., 2010).

2.7 Social support
The need for socialization of inpatriates arises from the lack of an understanding of the organizational and/or national culture in respect of the novel environment (Harvey, 2010). Morrison defined socialization as an active period where organizations facilitate the integration of the new transferred inpatriats and at the same time the inpatriates put an effort to build social capital in the host country (Harvey et al., 2000). Social support involves activities and emotional support from the environment, including colleagues, children, spouse and friends (Varma et al., 2006). Thus, socialization is not a state or end point to be achieved, but rather the process that helps inpatriates to acclimate to the national as well the corporate business culture of the headquarters (Harvey, 2010; Harvey et al., 2000).

Inherent to India’s collectivist culture, Indian inpatriates are likely to receive social support from extended family, friends, and the community in their day to day live in India. Whereas, Sweden is an individualistic society and less support is available in the environment (Hofstede et al., 2010). Some of the main social activities that help Indian inpatriates in Sweden are coffee breaks and the social club.
An important part of every day at work is the coffee break, called *fika* in Swedish. The fika break is an opportunity for employees and managers to meet on common ground and talk informally about their work and private lives. Often colleagues will take turns offering home-baked snacks at *fika* time (Business Sweden, 2014).

The social club group is a voluntary and informal organization that is established by individuals of the same interest. Such a group can be formed by new and/or stagnant friends’ or colleagues’ group. The members are local, small in number and snowballed through existing social networks, friendship and an invitation. In general some formalities can develop to maintain the interest of the founders (Onlinelibrary, 2014).

Members are the stakeholders of the social club and play different roles as volunteers. This helps to maintain the social club group autonomy from the host organization. At the same time, the host organization can benefit from the integrated membership group with a wider perspective. They can come with progressive ideas that can help with the objective of the organization. In some instances, the member might be reserved in expressing their ideas, if the environment is influenced by individuals and miss its objective (Onlinelibrary, 2014). Thus, both the host organization and coordinators of social clubs have to play their role in creating a conducive environment for everyone and utilize the benefit of the social club as linking pin between management and inpatriates.

### 2.8 Research Model

Black et al. (1991), developed a basic theoretical framework for expatriate adjustment. This was used as a base to develop the proposed theoretical framework for this study. It is composed of three variables, namely anticipatory adjustment, cultural distance and in-country adjustment.

The first variable in figure 2-7, anticipatory adjustment shown in a box is connected with a forward arrow that goes to in-country adjustment. This symbolizes the suggestion made by Black et al. (1991), a good anticipatory adjustment has a positive effect on the in-country adjustment. The anticipatory adjustment comes into two folds namely the motive and expectation, which are identified using a bracket. Motives of inpatriates make up the base for their expectation about headquarters work and the general environment. At the same time, organizational role in selection inpatriates and in facilitating and providing pre-departure cross-cultural training make
up the base for their expectation about headquarters work and the general environment. And finally, the backward arrow from cultural distance to expectation represents the expectation of inpatriates about the culture of the general environment and headquarters owing to the cultural distance.

The second variable is the cultural distance, which explains the national cultural distance of inpatriates and that of the parent company. It helps to explain the differences that may possibly occur within the organization using Hofstede and Trompenaar’s cultural frameworks. The arrow from the cultural distance to the cross cultural adjustment explains the process of in-country adjustment.

The third variable, in-country adjustment, consists of organizational culture, organizational role and social support are shown under the separate bracket. Organizational role provides a direct support through ongoing cross-cultural training that facilitates in cross cultural adjustment. The other arrow from organizational role to that of the social support helps in explaining how organizational support eases the process of socialization of inpatriates into headquarters. Then after, the direct role of social support to cross cultural adjustment process is indicated. Finally, the arrow that goes from organizational culture in the cross-cultural adjustment process reflects the role of organizational culture in making possible the cross-cultural adjustment of inpatriates.
Figure 2-7 Theoretical framework of cross-cultural adjustment process of inpatriates

**Key:**
- ➔ = illustrates the relationship the variables have with each other
- ➔ = illustrates the factors that constitute to anticipatory and in-country adjustment respectively
- = each of the main variables of the proposed framework are mentioned in such a box
- = each of those variables that constitute to the main variables is stated in this box
- = the line in the cultural distance box is used to split Hofstede’s and Trompenaar’s cultural frameworks used for this study.
3 Methodology

This chapter explains the methodological framework of this work and motivates the choices made to conduct the study. It discusses the research strategy, the selection process of interviewees, data collection and analysis method. It is concluded with a discussion about the validity and reliability of the study. At the end of the chapter the summary of the methodology is outlined.

3.1 Research strategy

A researcher in social science has to face a number of choices and alternatives in different situations, and must make decisions about what strategic choices to make in order to achieve the objectives of the study. There is no right way to go, but some strategies are better than others when it comes to tackle certain research issues (Denscombe, 2000).

Saunders et al. (2009, pp600), define research strategy as “the general plan of how the researcher will go about answering the research questions”.

On a similar note, research, strategy, according to Remenyi et al. (2003), provides the overall direction of the research, including the process by which the research is conducted.

This study is based on a case study about Indian inpatriates focusing on the concept of cross cultural adjustment in Sandvik Sweden. A qualitative research methodology has been applied since the cultural differences need interpreting the context for easy understanding. This qualitative research is based on descriptions of events and human behavior and a field study in a holistic perspective. Golafashani (2003), asserts that qualitative research uses a naturalistic approach that seeks to understand phenomena in context-specific settings, such as real the world setting in which the researcher does not attempt to manipulate the phenomenon of interest and only tries to unveil the ultimate truth.

The field study was carried out by conducting interviews with the Indian inpatriates to Sandvik Sweden. An additional interview with managers of the company was conducted to analyze their perspectives concerning Indian inpatriates and their adjustment to the parent company. This made it possible for us to get a deeper understanding about the Indian culture and we could carefully examine the differences between the Swedish and the Indian culture. The interview was face to face.
Table 3.1 Summary of interviewees

<table>
<thead>
<tr>
<th>No.</th>
<th>Category of informant</th>
<th>No. of interviewees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Indian Inpatriates</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Managers at Sandvik</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Social Club coordinators</td>
<td>2</td>
</tr>
</tbody>
</table>

3.1.2 Inductive versus deductive approach

Inductive approach is related to qualitative research method and deductive to quantitative research method (Bryman & Bell, 2005). When a researcher tries to make a sense of a given condition without predetermined expectation, then an inductive approach is applied (Patton, 2002). On the other hand, deductive research begins by exploring the theory and ends up with a result (Bryman & Bell, 2005). Despite of this, there are researchers who propose the application of both deductive and inductive approaches during different stages of a study (Ritchie and Lewis, 2003).

The authors of this thesis applied a combination of deductive and inductive approach. The purpose was to allow interviewees to share their experience about the subject matter without any interference. However, the theory was developed before the empirical research and this makes it obvious that the study was conducted under the influence of the theory. Hence, it can be stated that both inductive and deductive approaches were applied to reach into the findings of this research.

3.2.2 Case study

Yin (2003), defines case study as an “empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident” (P.13). Dul and Hak (2008) define case study as “a study in which (a) one case (single case study) or a small number of cases (comparative case study) in their real life context is selected and (b) results obtained in this case are analyzed in a qualitative manner” (P.45). The research strategy selected for the purpose of this study was a case study because the study was looking at a few specific research subjects that were studied in a real life context.
Eriksson and Wiedersheim-Paul (2006), argue that a case study is useful in order to receive deeper knowledge of a narrow and particular problem. This gives a sense of concentration on the research instead of looking at many cases at once. The purpose with the case study is to clarify the general by looking at the specific and study the subject in detail and discover issues on a deeper level, which is not possible in a survey study (Denscombe, 2000). Based on this, a case study was found appropriate to investigate the cross cultural adjustment of Indian inpatriates at Sandvik in Sweden.

3.2 Method of selection of Respondents

The method used for selecting the respondents for the interviews was purposive. According to Bernard, (2002) in a purposive selection of respondents, the researcher decides what needs to be known and sets out to find people who can and are willing to assist or provide the information by virtue of knowledge or experience. The frame for making the selection for this study was inpatriates from India working in Sandvik-Sweden, human resource managers and other department heads that work with the Indians and social club coordinators.

Sandvik was chosen based on the international status of the company and it was close to the authors of this study who conducted the research in Sweden. The interviewed people were identified through referrals from the various directors and managers of Sandvik Sweden. The initial contact was arranged by Maria Malama-Fredigou Dr., tutor and examiner of the authors of this thesis.

3.3 Data collection sources

Bryman and Bell (2005), differentiate two different data collection methods, primary and secondary data. Primary data are considered as data that is specifically collected for the aim of this relevant study. Secondary data have been collected for another purpose by other researchers, but can be used to find out new findings. The rationale of how to collect data should primarily be dependent upon what best suits the purpose of the research (Eriksson & Wiedersheim-Paul, 2006). Since the aim of the study is to investigate the cross cultural adjustment of Indian inpatriates, there was the need to use primary and secondary types of data to have a good knowledge about the study.
Face to face interview was used for the primary data collection for our study. According to Ekholm et al. (2002), the interview situation is a communication process where the interviewer and the interviewee are affecting each other. Saunders et al. (2009), states that there are three types of interviews, unstructured, structured and semi-structured. In the semi-structured interview there is a prearranged list of questions, although the interviewer can omit or vary the order of questioning depending on the respondents’ responses (Saunders et al., 2009:320-321). In this case study the face-to-face semi-structured interview format was used (See Appendix 1,2 and 3).

Secondary data were collected through literature about international business and management, articles and previous studies about cross culture, internet and specific information from the Sandvik home page.

3.4 Pre-testing
To ensure that the interview questions were good enough the researchers did a pretest before the final questions were sent out. The interview questions were therefore pre-tested to enable modifications to be made to suit the objective. This is according to Bryman and Bell (2005) positive to ensure the questions are good and the whole process with the questionnaire worked out. To do a pretest before sending out the final version is a way to improve the reliability (Neuman, 2003). This can be done for example through the teachers before the final version is sent out (Neuman, 2003). In this case, the questionnaire was sent to the supervisor to look at the questions. After the researchers made the interview questions, it was tested.

3.5 Collection of Data from Interviwees
To get a good picture about the cross cultural adjustment of the Indian inpatraites in Sandvik Sweden, ten (10) semi structured interviews were conducted face to face both by meeting them physically and using electronic source, Skype. An e-mail sent to the interviewees a day prior to the interview, which was on request by the interviewees. The intention was that the respondents will have the opportunity to prepare adequately before the exact interview day. This could cause answers to be planned and less spontaneous. The fact that the respondents got to look over the interview questions beforehand also helped to ensure that their full informed consent was obtained (Fisher, 2007, pp. 64- 65).
The interview was conducted at a convenient place requested by the interviewees to ensure their privacy and convenience. The interviews were semi-structured, which opened up the possibility to broaden questions with new perspectives and ask additional, non-prepared questions when supporting answers emerged. Pre-prepared questions were raised and discussed, at the time; the interviewees were free to speak about topics in the area of cross culture that they found to be of a certain interest to them. Saunders et al. (2009), suggest that in semi-structured interviews the interviewer can omit a question depending on the respondent's response. This should help in eliminating bias and increase the reliability of the study. An effort was made to reduce negative effects by being aware of the specific situation that an interview might cause.

With the permission of the respondents the interviews were taped and transcribed to make sure that quotations are presented in a right form. We were also able to contact informants on certain key issues, which were unclear or require complementary information. This also gives the informants the opportunity to correct data that was confusing or incorrect. Fisher asserts that it is important to ask permission to record the interviews (Fisher, 2007, p. 69) and otherwise inform the interviewees about the study since this helps clarifying what they are agreeing to participate. Overall, we made sure that we had covered the key parts of our study.

### 3.6 Presentation and analyzing the data

The data presentation is done in four parts. The first part presents the background of Sandvik Sweden. The recorded data from the interviews were transcribed and presented in three parts. This was done to show the perspective of management of Sandvik involves in international assignments, coordinator of the social club and the Indian inpatriates in the process of cross-cultural adjustment. Further analyzed through coding and categorized.

The first part covers the information gathered from the Indian inpatriates and presented in four categories, namely motives, expectation, organization culture and the macro - environment. Then data collected about Indian inpatriates from the managers of Sadvik is presented separately under organizational perspective. This information encompasses motive of the organization in bringing in inpatriates and organizational assistance in cross-cultural adjustment. In the final part, the data collected from the coordinators of inpatriates social club (Sandvik international club) about the role of a social club in the cross cultural adjustment of the Indian inpatriates is presented.
Data analysis is the most complicated part of a case study (Yin, 2003). There are three types of qualitative analysis processes, summarizing, categorizing and structuring data using narrative. Summarizing involves condescension of data. This means that the investigator codes the information and writes only the summary of themes that he/she thinks important. Based on this, the data are analyzed in two parts, specifically, anticipatory adjustment and in-country adjustment.

In the first part, the motive of the inpatriates and how it affects the expectation of inpatriates is analyzed using the cultural dimensions. In addition, the impact of prior information and prior experience on anticipatory adjustment is analyzed using the cultural dimensions and other theories of inpatriates. And finally the organization’s role in the anticipatory adjustment is analyzed.

The second part of the analysis has three parts. The first part uses team work in Sandvik-Sweden and Sandvik-India as a yardstick to look for the influence of the cultural distance and its contribution to cross-cultural adjustment of the Indian inpatriates. Then the role of social club and adjustment to macro environment is analyzed separately.

### 3.7 Validity and reliability

Yin (2009), explained reliability in research work as a measure of consistency that assure the finding of the study can be verified by another researcher who follow the same prerequisite and procedure. On the other hand, validity is created when the research study measures exactly what is intended to measure, i.e. what is actually focused to be investigated is examined. In order to achieve validity and reliability of this study, data obtained were recorded; quotations were used, to ensure participant language in verbatim, the triangulation data collection method was also employed in the study. Moreover, according to McMillan and Schumache (2006), qualitative researchers use the combination of strategies to increase the validity of a research, these are prolonged field work, multiple method strategies, participant language, mechanically recorded.

To ensure reliability and validity researchers should use multiple sources in the process of extracting data (Yin, 2009). In view of this, primary data and secondary data were collected from different sources. Primary data about cross-cultural adjustment of inpatriates was collected from human resource of Sandvik, Sandvik international club and the Indian inpatriates in
Sandvik-Sweden. In addition, secondary data were also obtained through screening earlier studies, Sandvik website and other official sites that provide information about Sweden and India.

The data for this study was collected using face to face interviews on a prolonged fieldwork interview for about one month. Many critics state that a qualitative method is more vulnerable than the quantitative strategy. The reason for this is that, the interviews are not often controlled and data collection methods most differ from one interviewee to another (Yin, 2009). To ensure reliability and validity of the personal interviews each interview was to some extent controlled as regards to the subject matter of the investigation. Again to avoid respondents from misunderstanding, interview questions were emailed beforehand. This ensured authors to be well prepared to avoid misunderstanding.

Factors such as knowledge and previous experiences of the researcher can also influence the reliability and validity of a personal interview (Yin, 2003). Yin (1993), also opines that, since attitudes, values and earlier impressions can influence the researcher to unconsciously draw conclusions or interpretations. To avoid this, the authors of this research both participated in the personal interviews made to the various respondents. This was done by one author asking questions whiles the other one took notes and preparing following up question. Moreover, the responses were recorded and the authors made a discussion after every interview to avoid a bias in presenting the data. Lee, Compte and Goetz (1982), assert that to achieve validity and reliability test of a case study, the use of multiple researchers who continually communicate about methodological decisions should be opted.
Figure 3-1 above, illustrates the methodological framework of the study. The research strategy explains the whole path of the methodology. A case study is used specifically for the investigation. Both inductive and deductive strategies are applied to for the study. The method of the selection of the respondents also illustrates the way and manner the respondents were selected purposely for the study. Pre-testing on the other hand explains how the data were tested in order for the authors to finally deliver to their respondents. Under the data collection method of the study, semi structured interview was also used. Again data were analyzed in a qualitative manner. Lastly validity and reliability were also tested.
4 Empirical Finding

The following chapter presents the collected empirical data. To give a view to the reader the background of Sandvik-Sweden is presented first. Then the data collected from the Indian inpatriates, the international mobility officer Sandvik and the co-coordinators of the Sandvik international club is presented respectively.

4.1 Sandvik-Sweden
Sweden is a dynamic economy with a high standard of living across the country (CIA, 2014). The World Economic Forum (2013), ranks Sweden the sixth most competitive country in the world. Sweden is an export-oriented country that has a large trade surplus and exports a range of goods (Business Sweden, 2014). Swedes have the highest proficiency in English as a second language in the world, which eases the communication with the rest of the world (English proficiency test, 2014). Sandvik is a global engineering group established more than 150 years ago by Göran Fredrik Göransson in Sweden (Sandvik, 2014).

4.2 Indians Inpatriates perspective
The experience of the Indian inpatriates is presented in two parts. In the first part there pre-departure state of affairs and then their experience after arriving in Sweden is presented respectively.

4.2.1 Before departing for Sweden

I. Motive

The main motive for Indian inpatriates to relocate to headquarter is related to career advancement and a positive image about Sweden.

The Indian inpatriates have an understanding of the exposure to headquarter adds value in career advancement. They believe international experience and knowledge acquired by working at head office level, give them a competitive advantage in building capacity and relationships at headquarter level. The Indian inpatriates also consider the role of global position at headquarter, as an opportunity to learn the parent companies organizational and general environmental culture. On the other hand, they deem the possibility of extending experience from the subsidiary unit to headquarter enhances the career advancement. In general, the Indian inpatriates believe
that working at headquarter have a positive effect on their future career, both by learning and sharing their experience.

The other motivational factor for Indian inpatriates is looking for better work and life balance. On the contrary, the Indian inpatriates believe to have ample time for themselves and the nuclear family in Sweden. One Indian inpatriate has expressed this in a following manner:

“I came from one of the biggest city in India and things seem to be congested. I want to have time with the family and take a good care of myself”

In India, most of the time people are busy at work and during leisure time, they spend it with so many people that include friends and extended family. Among the other interesting issues that attract the inpatriates to Sweden is the care for children, well developed system and less congested environment can be cited. To sum up, the Indian inpatriates mainly prefer to work at the headquarters in Sweden to add value in their career development at the same time enjoy better work and life balance.

II. Expectations

The expectation of the interviewees has two segments. The first one is the expectation in respect of work environment and the other one is about the general environment.

Most of the interviewees have worked for Sandvik for more than ten years. At the same time, they have been part of the global team before their transfer to Sweden. They expected the work environment to be similar to where they worked previously. In spite of this, they were skeptical about how their experience will be welcomed at headquarter. Moreover, they were expecting some differences in terms of organizational culture. In general, much difference was not expected since the Indian Inpatriates have worked under the same parent company.

The expectation about the general environment was positive. The Indian inpatriates believe that Sweden is a well structured country. This is based on their prior direct and/or indirect information about Sweden. The interviewees had a chance to visit Sweden in relation to short term orientation or perform other assignments. The other source of information about Sweden was from Indian colleagues in Sweden, repatriated Indians and Swedish expats in India. The other issue in respect to the general environment is communication. They come with anxiety in
how they can learn the Swedish language in a short time and cope in Sweden. Overall, the Indian inpatriates have the enthusiasm to come to Sweden due to flexible lifetime.

In view of the positive expectation about the transfer to Sweden, the Indian inpatriates were able to convince their spouses to accompany them. The spouses were forced to leave their jobs and parents and other family members.

Overall, one of the Indian interviewees put the expectation as:

“I developed a green picture about Sweden from what everybody was telling me”.

According to the Indian interviewee, the color green is part of the Indian flag and, it has a meaning of fertility and faith.

Table 4-1 summarizes the motives and expectation of Indian inpatriates before departing for Sweden

<table>
<thead>
<tr>
<th>Indian Inpatriates</th>
<th>Headquarter</th>
<th>General Environment</th>
<th>Precedent</th>
</tr>
</thead>
</table>
| Motive             | ● Career advancement | ● Better work and life balance | ● Share their experience and learn organizational culture  
|                    |             |                     | ● Learning the general environmental culture |
| Expectation        | ● The same organizational culture like India-Sandvik  
|                    | ● Doubtful about their reception by the staffs of headquarter | ● Time for family and private activity  
|                    |             | ● Communication difficulty due to language barrier | ● Rich experience of working as part of a global team in Sandvik-India  
|                    |             |                     | ● Prior visit to Sweden |
|                    |             |                     | ● Information from experienced Indian and other colleagues |
|                    |             |                     | ● Pre-departure briefing provided by Sandvik Sweden |

4.2.2 The Sweden experience

I. The Organization culture in Sweden

The general work environment in Sweden is relaxed when related to India. The hierarchy in India is well structured and seniority comes first. Unlike Sweden, in India there is a way of addressing seniors and also a way to communicate them. In India the expectations are high more
priority is given to work than private life. There are so many equally qualified personnel looking for a better position in India, and this makes the competition keen. The differences in terms of organization culture between India and Sweden are presented as follows:

- **Team work**

  Organizational team work in India is different from Sweden. In India, team work depends solely on the manager due to the organizational hierarchy. Managers spend their time building a team and keeping them together. This is because of intense competition and managers do not want to lose of- trend.

  One of the Indian interviewees said, that the teamwork in Sweden is formed not centering the supervisor, but the individuals in the team. Everybody in the team is expected to have a strong opinion about the subject of discussion, and they say what they feel. The outcome of the team is based on consensus of the members, this is done by spending time on agreeing to the final decision and it is based on give and take.

  Overall the team in India is built on competition among individuals within the group, and they believe competition will bring better results in short time. On the other hand, in Sweden, individuals cooperate and aspire to achieve the best agreed results.

- **Decision Making**

  The Indian inpatriates have observed a difference in the decision making process between Sweden headquarter and Indian subsidiary. In India decisions are made by individuals, which makes it highly centralized. In case of failed decisions the person at specific position is held responsible. And the person who failed for a couple of times has to be out, owing to the high competition among colleges to replace the decision maker. This puts a pressure on decision makers and in some instances their focus is in avoiding personal risk in the decision making process.

  In contrast, for Indian inpatriates the decision making process in Sweden is a different experience. The decision making process in Sweden takes a longer time as it involves more employees to reach a consensus. As one of the Indian interviewee highlighted:
“The management in Sandvik-Sweden considers the values employees bring on board but they need time and enough discussion before arriving at a decision”.

According to the interviewees, ensuring everybody’s view on what to be done before taking a decision has an advantage. First, the inputs from the staff help in making a better decision. At the same time, the staff and the management develop the same interest in successful implementation of the decision. Also, it minimizes the blame on individuals and gives another chance for discussion to fix a failed decision. Overall, Indian inpatriates in Sandvik-Sweden adjusted themselves to the organizational decision making culture.

➢ Rules and regulations

The general Sandvik rules and regulations in Sweden are the same as Indian subsidiary. The difference is in the application of the rules. In Sweden, the monitoring system is flexible as an example; they mentioned the application of flexi time in Sweden for working hours. This is because the individual is responsible for the execution of his/her duties without much interference.

The specific rules and regulations between headquarter and subsidiary differ due to their different environmental setting. One of the Indian inpatriates from finance highlighted that the rules and regulation in Sweden are detailed and clear. This affect the way he does finance work in Sandvik-Sweden comparing to his experience in Sandvik-India. Thus, the rules and regulations of Sandvik is affected by the environment where the subsidiary functions both in terms of application and consistency.

➢ Time management

The time management is seen differently by the interviewees in terms of Sweden and India. The interviewees mentioned, the high level of rush and stress to complete several assignments because of the competition in India. On the other hand, they highlighted that in Sweden one task at a time is the standard and there is no need to run or attend to different assignments. The focus is to submit the work before the deadline. Moreover, another interviewee also stated that,

“Sweden work and life balance are maintained and flexible working hours is applied”.
In general, the inpatriates underline that both countries have different perception about time management.

- **Fika**

The Indian inpatriates mentioned the coffee break at work, Fika, in Sandvik-Sweden that take place twice a day creates a good opportunity to socialize. They explained the importance of Fika from different dimensions. In India there is no such culture and employees socialize by going around during working hours. But in Sweden, colleagues don’t go to others desk and socialize to avoid disturbance during working hours. For Indian inpatriates the culture of Fika is a good occasion to discuss and understand the emotions of their colleagues. The interviewees indicated that it's difficult to know the emotions of the local staffs in Sweden from their facial expression or other physical signs. On the contrary, in India it is easier to understand the emotion of a college by observing the physical signs. According to the inpatriates, the culture of fika enhances the interpersonal relationship and enables employees to share their emotions, day to day challenges and previous experience that help in lessening stress on individual employees.
Table 4-2 summarizes the experience of Indian inpatriates in Sandvik-Sweden

<table>
<thead>
<tr>
<th>The Sweden Experience</th>
<th>India-Sandvik</th>
<th>Sweden-Sandvik</th>
<th>Adjustment to Sweden</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Culture</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team formation</td>
<td>• Team work</td>
<td>• Team work</td>
<td>• Team work</td>
</tr>
<tr>
<td></td>
<td>• Centering the Manager</td>
<td>• Center Employees's</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Managers keep the team together</td>
<td>• The role of manager's is to facilitate</td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>• Competition</td>
<td>• Cooperation</td>
<td>• Cooperate</td>
</tr>
<tr>
<td>Decision Making</td>
<td>• Centralized</td>
<td>• Consensus in the team</td>
<td>• Express their opinion freely</td>
</tr>
<tr>
<td></td>
<td>• Takes shorter time</td>
<td>• Takes longer time</td>
<td>• Focus to solve problems</td>
</tr>
<tr>
<td></td>
<td>• High personal risk</td>
<td>• Less personal risk</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Stressful</td>
<td>• Relatively relaxed</td>
<td></td>
</tr>
<tr>
<td>Rules and regulations</td>
<td>• Similar</td>
<td>• Similar</td>
<td>• Execution of duty without much interference</td>
</tr>
<tr>
<td></td>
<td>• Rigid</td>
<td>• Flexible</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Less clear and detailed general rules and regulations</td>
<td>• More clear and detailed general rules &amp; regulations</td>
<td></td>
</tr>
<tr>
<td>Priority</td>
<td>• Work</td>
<td>• Family responsibility</td>
<td>• Family</td>
</tr>
<tr>
<td>Time</td>
<td>• Rush and stress</td>
<td>• Complete each task</td>
<td>• Meet deadline</td>
</tr>
<tr>
<td>Communication with team members (Socialization)</td>
<td>• Special way of addressing seniors</td>
<td>• Address all staffs without difference</td>
<td>• Avoid disturbance during working hour</td>
</tr>
<tr>
<td></td>
<td>• By going to the desk (office)</td>
<td>• Fika (Coffee Break)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Meet with a limited number of staff and develop interpersonal relationship</td>
<td>• Meet with all the staff and develop interpersonal relationship</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Share emotions and experience with few staff</td>
<td>• Share emotions, day to day challenges and previous experience with different staffs at a time.</td>
<td></td>
</tr>
<tr>
<td><strong>Macro-Environment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Language</td>
<td>• English as business language</td>
<td>• Swedish as official language</td>
<td>• Language Training</td>
</tr>
<tr>
<td></td>
<td>• English used as a second language</td>
<td></td>
<td>• The interest of coping with children</td>
</tr>
<tr>
<td>Family</td>
<td>• Time for extended family</td>
<td>• Focus on Nuclear family</td>
<td>• Time for nuclear family</td>
</tr>
<tr>
<td></td>
<td>• Spouses employed</td>
<td>• The spouses are non-employed</td>
<td>• Spouse's only look after the family</td>
</tr>
<tr>
<td></td>
<td>• Extended family and spouses look after the family</td>
<td>• Spouses look after the family</td>
<td></td>
</tr>
</tbody>
</table>
II. **Social club and Indian inpatriates**

The Indian Inpatriates became aware and joined the social club after getting advice from their fellow Indian colleagues, who were in Sandvik-Sweden prior to their arrival. They indicated the importance of a social club in terms of cultural adjustment and building social capital. The social club created the platform to socialize and understand the cultures of inpatriates from different countries and the challenges they face in adjusting to headquarters. This enables the Indian inpatriates to identify the cultural differences from their perspective, learn from different real life experience and get acquainted with the culture in a short time. In general, the social club helps the Indian inpatriates in the adjustment process to the organizational and macro environment culture.

III. **Macro environment**

- **Language**

The Indian inpatriates highlighted the importance of knowing the Swedish language in socialization and cross-cultural adjustment. In line with this, Sandvik-Sweden facilitates the inpatriate and his/her family to take part in language training. Besides, most people in Sweden speak English as their second language and it helps to socialize without difficulty. According to the Indian inpatriates, in Sweden taking part in different activities is a usual trend and it has helped a lot in improving the language skill and to know how things are done in Sweden. In addition, the experience sharing with family and specifically the interests to cope with children helps a lot in improving the Swedish language in a short time. Overall, the inpatriates mentioned the importance of knowing and improving the Swedish language as a medium of communication at headquarter and with other people in the general environment.

- **Family**

The Indian inpatriates and family were welcomed by Sandvik on their arrival in Sweden. They had an orientation to several places both in the organization and Sweden in general. The Indian inpatriates and family also had two days cross cultural training. One interviewee said, in India he was taking things for granted about his family and he had no focus on them, but it’s totally different now in Sweden, because they can visit several places of convenient and share quality
time with the family. Another interviewee also said he was able to observe that in Sweden priority is given to the nuclear family, so it is good to be with the family in Sweden.

The other issue raised by the Indian inpatriates was the challenge of finding jobs for their wives. However, all the interviewees agreed that the unemployment of their spouses has not created a problem in the family. Unlike Sweden, in India when the wives’ are at work, there are the parents or a member of the extended family who gives hands in assisting the family in handling children and other activities. Besides, in India more household work waits for the Indian wives coming from their occupation. According to the interviewees comparing to India, in Sweden the spouse’s main focus is taking care of the family. And, the spouses have time to engage in several activities including social clubs for inpatriate spouses. Overall, the Indian inpatriates witnessed that the spouses are less stressed in Sweden and they give a positive support in the adjustment process.

4.3 Organizational perspective

4.3.1 Motive
The purpose of Sandvik to transfer employees from their subsidiaries in India to Sweden is in relation to exposing employees to work culture of headquarters, understand the local tacit knowledge in India, retaining talent, seeking skilled manpower and create an interpersonal relationship between employees that help in solving organizational problems.

As per our interviewees, the company seeks to expand the existing operation in India, so it’s good enough to transfer employees temporarily to Sweden to expose them to the working culture at headquarters. They believe this will help the company to have a common set of principles towards working in Sandvik.

The interviewees also expressed that mobility helps in identifying talent and in career development of employees. They believe that when workers are transferred from the subsidiaries to the headquarters it has a positive impact in the career development of the employee, and can also be a motivating factor in attracting and retaining workers, which in the long run helps in succession planning.

Sandvik helps inpatriates to build relationships with local staffs and other workforce from different countries. The company deems that relationships enable inpatriates’ to share ideas and
local tacit knowledge of their respective countries. This in turn is utilized to obtain different insights to solve organizational problems.

Overall, the company brings in inpatriates to expose them to corporate culture and learn from their experience.

4.3.2 HR assistance in Cross cultural adjustment
The human resource in Sandvik helps inpatriates from India in diverse ways. They have a structured policy that takes care of inpatriates and expatriates across the world. These policies in terms of international transfer of inpatriates start from their home country. The Subsidiary offices as well the Head quarter is responsible in making sure that every detail preparation the inpatriates need to do before they leave the home country is being provided. In view of this, Sandvik Sweden has a global and local policy for inpatriates and expatriates. According to the global mobility specialist of Sandvik, the policies were developed to address the difficulties inpatriates might face at the head quarter and at the subsidiary before their departure.

The interviewees highlighted that the policy instituted by the human resource of Sandvik, in respect of cross-cultural adjustment of inpatriates before and after their arrival to headquarter (Sweden), contains the following important issues. The company organizes a trip to Sweden for the inpatriate and family, before they accept the offer in order to help them make an informed decision. It also provides transfer assistance and briefing about the work and general environment before their departure to Sweden. There is a welcome package for both inpatriates and family, which contains the basic information about the host country and two days cross-cultural training.

Furthermore, the company offers language lessons for the inpatriate and family and additional packages like global health care support (health insurance).
Table 4-3 Summarizes Sandvik’s motives and role in cross-cultural adjustment of inpatriates

<table>
<thead>
<tr>
<th>Sandvik in bringing in inpatriates</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Motive</strong></td>
</tr>
<tr>
<td>• Share common set of principles in all units of Sandvik</td>
</tr>
<tr>
<td>• As a motivation scheme for employees and as a succession plan for the company</td>
</tr>
<tr>
<td>• To acquire social-knowledge by building relationships</td>
</tr>
<tr>
<td><strong>HR assistance in cross-cultural adjustment of inpatriates</strong></td>
</tr>
<tr>
<td>• Adopted a policy</td>
</tr>
<tr>
<td>• Pre-departure training</td>
</tr>
<tr>
<td>• In-country cross cultural training</td>
</tr>
<tr>
<td>• Language training</td>
</tr>
</tbody>
</table>

### 4.4 Social Club

In the interview with former and current coordinates of the Sandvik international club in Sweden, the purpose, source of finance and the relation to human resource was discussed.

The Sandvik international club in Sweden is an independent association founded by willing inpatriates. The purpose is to meet each other and create social network, share and learn from each other’s experience and help spouses to adjust. It further aspires to become an extended arm of Sandvik’s human resource in supporting newcomers during orientation and localization. The social club finance comes from contributions made by members and human resource of Sandvik-Sweden. The club membership due that is collected from inpatriates is mainly set on seeking commitment from members. On the other hand, the human resource supports the club by giving money and venue for their activities. Besides that, they also assist the club in various ways, for instance, it made a direct effort for the club to be considered as part of the registered social clubs in Sweden. In general, the club gets direct and indirect support from the Human resource of Sandvik.

The social club is successful in terms of achieving experience sharing and networking formation. For new inpatriates meeting people of the same caliber gives relief from the start. The social club creates an opportunity to meet people with the same experience at some point in time, and make it possible to get advice from fellow inpatriates when needed. The club also helps for the spouse to quickly adjust, especially for those who don’t have an official work. In the process, the club helps inpatriates in creating networks and contributes in the process of adopting the cultural traits.
The Social club has developed a regular way of communicating with the members and human resource of Sandvik. The language used in the social club is English and this helps members who cannot speak Swedish to participate. The club has its own newspaper that reflects the weekly, monthly and yearly activities. Among the activities, inviting pensioned human resources staffs and other top management members to share their experience about the head office’s culture can be mentioned. Also, the club has a general meeting with human resource twice a year. Overall, the Sandvik international club continuously updates its members and human resource about ongoing activities and feedback respectively.

➢ **Social club as a catalizer between HR and inpatriates**

The social club facilitates the sharing of experience between inpatriates about the Swedish value and helps in narrowing the cultural difference. This assists newcomers to have a smooth introduction about Swedish culture. Moreover, it allows for newcomers to get one-to-one mentoring. And to acquire a holistic view of the culture by getting the perspectives of different inpatriates (they will get an answer from every member of the club with different experience). This social group helps them to filter in the Swedish society. In general, the social club creates a helpful environment for inpatriates to get advice before contacting human resource.

One of the objectives for the establishment of the social club is to work with human resource and assist in developing inpatriate policy. And it further provides feedback to human resource that helps in revising the prevailing policy. The social club plays a vital role in providing an input for the development of inpatriate policy in an organized form.

In addition, the spouses are part of the get together of the Sandvik social club. Furthermore, the club has a sub-social group for spouses. It facilitates for the spouses to socialize and share their experience that help in the adjustment process. The interviewees highlighted that the adjustment of the family is vital for the contribution of inpatriates to Sandvik. Overall, the social club assists the HR indirectly by helping the family to adjust to the general environment of Sweden.
5 Analyses

This chapter presents the analysis by bringing in the empirical findings and theory together to come up with an understanding of the study and discover the factors in cross-cultural adjustment of Indian inpatriates in Sweden. In the first part, factors that contribute to anticipatory adjustment of the Indian inpatriates is analyzed. Then in-country adjustment is analyzed, focusing on identifying factors contributing to the adjustment process of the Indian inpatriates after arriving in Sweden.

5.1 Anticipatory Adjustment

The adjustment process of international assignee’s that starts at home before departure to the new overseas assignment refers to anticipatory adjustment (Black et al., 1991). In this part anticipatory adjustment is discussed from two perspectives, motive and expectation of inpatriates. In addition, organizational role in anticipatory adjustment is discussed separately.

5.1.1. Motive

Hyder and Lövblad (2007), suggested that international assignees motive influence their adjustment to the new environment. At the same time, the motivation to engage in international assignments varies from individual to individual (Crowley-Henry, 2007). Despite of this, Indian inpatriates consider working at headquarters in Sweden as an opportunity to learn and enjoy the parent company’s organizational and general environmental culture respectively. Thus, the Indian inpatriates main motives were found to be career development and higher standard of living.

In a high power distance nation like India, privileges and status symbols for managers are both expected and popular (Hofstede et al., 2010). The Indian inpatriates have seen international experience and knowledge acquired by working at headquarters in Sweden as a good opportunity in career advancement. On the other note Hofstede et al. (2010), categorize India as a collective society where hiring and promotion decisions consider employees' in the group. However, the results obtained from the interview show that Indians in their work environment were often driven by self-interests due to the high competition to get a chance to climb the organizational ladder. This implies that the motive for higher position is higher than maintaining group interest. Thus, contrary to Hofstede’s category Indians strive individually in an organization set-up expecting to get a higher position.
MNCs use inpatriates to obtain social knowledge of various countries that adds value to the global decision making process (Harvey et al., 2010). On the other hand, the process of acquiring international experience and ultimately achieving career advancement for inpatriates requires learning from others experience. In view of this, the interviewees explained the process of creating relationship as the result of interaction is the key to share experiences. According to Hofstede et al. (2010), India belongs to a collective society where the relationship of employer-employee is perceived in moral terms, like a family link. Hence, the Indians view close relationship as a way of exchanging information and experience so as to enable them achieve their motive.

According to Harvey et al. (2010), inpatriates from emerging economies accept an overseas assignment out of an appreciation of the developmental economy’s stable condition and high standard of living. The Indian inpatriates main focus in terms of quality of life is better care for children and having time with the family and for themselves. Indians are a masculine society where competition among employees and stress on equity is a norm (Hofstede et al., 2010). According to the Indian interviewees, the high competition in India forced them to put a lot of effort at work and spend their spare time in the office. Hence, the inpatriates decision to come to Sweden emanates from the motive of reducing the level of stress and get time for the family by work in a less competitive environment.

In addition, in India the nuclear family hardly spends time together. Even the little leisure time is exhausted by extended family in a congested environment. Countries like India with a culture of collectivism, people are born into extended families or other in groups which continue to protect them in exchange for loyalty (Hofstede et al., 2010). In the same manner, the interviewees highlighted lack of time and proper situation for personal activity. Thus, the inpatriates decision to come to Sweden stems from finding time for themselves and the nuclear family.

Hyder and Lovblad (2007), suggested that motives of international assignees make up the base of expectation about work and general environment and influences their adjustment. The Indian inpatriates motive in coming to Sweden stems from the competition in India to secure their job and get a higher position by gaining international experience. Indians as a collective society view close relationship as a means of sharing experience in order to achieve their motive. Also, the Indian inpatriates come to Sweden to find time for their family by working in a less competitive environment.
environment, which favor to leave office after working hours. At the same time, Sandvik expects to gain from the social knowledge of Indian inpatriates. Thus, the cross-cultural adjustment of inpatriates can be facilitated by identifying their motive from the beginning and making them aware about the company’s motive, which make it possible in setting reasonable expectations. Table 5-1 below shows how the motive of Indian inpatriates impacts their expectation using the cultural dimensions of Hofstede.

Table 5-1 The impact of motive on expectation of Indian inpatriates

<table>
<thead>
<tr>
<th>Motivating factor in Sandvik India</th>
<th>Cultural dimensions of India</th>
<th>The motive of Indian inpatriate</th>
<th>Expectation in Sweden</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competition</td>
<td>Career Advancement</td>
<td>Work life Balance</td>
<td>Career Advancement</td>
</tr>
<tr>
<td>To get higher Position and to maintain current position</td>
<td>High power distance</td>
<td>To gain values that facilitate privileges and status</td>
<td>Acquire International experience and knowledge</td>
</tr>
<tr>
<td></td>
<td>Masculine</td>
<td>Cut the burden of spending much time at work</td>
<td></td>
</tr>
<tr>
<td>Close relationship to exchanging information and experience</td>
<td>Collective Society</td>
<td>Family like relationship with employer</td>
<td>To build relationship with headquarter staffs</td>
</tr>
<tr>
<td>Less private time</td>
<td>Collective Society</td>
<td>Move away from the congested environment</td>
<td>Time for nuclear family</td>
</tr>
</tbody>
</table>

5.1.2. Expectation
The expectation one experience before international relocation has an effect on the individual's adjustment to the new environment (Black et al., 1991). Besides Harvey et al. (2000b), suggested that prior experience and information help inpatriates in identifying potential problems and solutions to sense making issues once they relocate to the domestic country of the organization. Unlike the individualistic society of Sweden, Indians is a collective society and identity is based
on a social network to which one belongs (Hofstede et al., 2010). To understand how the cultural distance was perceived by Indian inpatriates, the expectation is analyzed from two aspects, prior experience and pre-departure information about the work and the general environment. Furthermore, organizational contribution in developing realistic inpatriates expectation, which help in the adjustment process is discussed separately.

➢ **Prior Experience**

The Indian interviewees have more than ten years work experience in global team at Sandvik-India prior to their transfer to Sweden. Inpatriates go from subsidiary to head office with limited knowledge about the organizational culture of the headquarter. This fact creates anxious on inpatriates how they will be accepted by the staffs at headquarter (Harvey and Buckely, 1997). Thus, despite the idea of working for the same company, the prior experience helps inpatriates to expect difficulty owing to the cultural distance between Sweden and India.

Most of the interviewees had a chance to visit Sweden in relation to short term orientation and/or to perform other assignments. Besides, Sandvik has a provision for inpatraites and their spouse to visit the headquarter and Sweden before accepting the offer. One of the important issues in the success of inpatriates is the ability of the inpatriate's family to adjust to the new culture (Harvey, 1985; Caligiuri et al., 2001; Mendenhall and Oddou, 1985). Reiche et al. (2011), also suggests that packages like realistic job preview that assist the inpatriate to visit the business unit and have a general idea about the working and general environment prior to its formal transfer is important. This practice allows the inpatriates and spouses have a common understanding about the new environment and develop their expectation based on prior experience.

In general, prior experience of the Indian inpatriates working in the global team helped the inpatriates to be aware and expect cultural differences. At the same time, prior experience of the inpatriate and spouse assist in having common expectation about the new environment. Hence, the prior experience helps Indian inpatriates to take familiar risks and to develop expectation about the work and the general environment.

➢ **Prior information**

Inpatriates with first hand information about the new position at headquarter and the host country build a positive motivation for relocation (Harvey et al., 2000b). In view of this, the main source
of prior information for the Indian inpatriates was found to be Indian colleagues with previous experience in Sandvik-Sweden and pre-departure training provided by Sandvik.

One of the notions that Sandvik has in transferring workers from the subsidiaries to the headquarters is related to attracting and retaining workers, which in the long run helps in succession planning. According to Harvey (1997), inpatriates could provide mentoring for high potential managers from host-country nationals to ensure a succession plan when new inpatriates managers move into the core of the home-country organization. In line with this, the Indian inpatriates witnessed that they got detailed information about the headquarter from experienced fellow Indian colleagues prior to their departure. Hence, Inpatriates with reliable information can benefit MNCs by passing the information to potential inpatriates.

Moreover, in a collective society like India, it is an expected behavior to provide protection for others (Hofstede et al., 2010). In the same manner the Indian interviewees got voluntary information from Indian colleagues working at Sandvik-Sweden. The experienced Indian inpatriates had undergone through the same situation and it is an expected behavior to provide information for fellow Indian. This has facilitated for the Indian inpatriates to gather information about the cultural difference they might face in working at headquarters. Thus, the Indian inpatriates prefer to get information from fellow Indian colleagues because it helps to get reliable information and understand the real life experience of inpatriate from the same country.

Sandvik has a policy about inpatriation, which gives responsibility to the subsidiary as well head office, that stress for detail preparation of inpatriates before they leave the home country. In particular, prior cross-cultural training helps the inpatriate to prepare as well adapt the new working environment (Reich et al., 2011). The Indian inpatriates have undergone through pre-departure training and this helped them to develop an expectation about the new environment. For instance the interviewees highlighted the level of anxiety before departure in how they can learn the Swedish language in a short time and cope in Sweden. As a consequence, the prior cross-cultural training helps inpatriates to be aware about the new environment and prepare for the challenges and opportunities of the new environment.

The other important issue in the success of inpatriates is the ability of the inpatriate's family to adjust to the new culture (Harvey, 1985; Caligiuri et al., 2001; Mendenhall and Oddou, 1985).
Specially, the issue of dual career family is one of the challenges in the adjustment process of inpatriates (Harvey and Buckely, 1997). Harvey et al. (2000b), suggest that inpatriates with the right information about the host country build a positive motivation for relocating. In this regard, the Indian inpatriates were able to convince their spouses to leave their jobs and parents and other family members to accompany them to the new environment. Thus, it can be observed that prior information enables inpatriates to know and understand about the new environment and make major decisions that affect their respective families.

Overall, the collective culture of India facilitate for the inpatriates to get prior information from fellow experienced Indians. The inpatriates get prior information from Indian colleagues with previous experience and the organization. Prior information assists inpatriates to know about the situation, as well make decisions and preparations that help in the in-country adjustment process. To make sure that the inpatriates get the right information at the right time and through proper channel is important in helping them to have reasonable expectations about the new environment.

➢ Organization role in anticipatory adjustment

According to Harvey et al. (2010), the cultural distance makes more difficult for inpatriates coming from emerging countries and they can only start to benefit multinational companies in developed countries after going through a successful cross-cultural adjustment. Thus the organization's role is mandatory in assisting inpatriates to have the right expectation about working and living in a culturally distant country.

All the interviewees had prior experience and this shows that Sadvik Sweden gives priority for international experience in the selection process of inpatriates. Harvey and Buckley (1997), suggest that in selecting process of inpatriates the need to assess previous international experience, particularly the exposure to western civilization of each candidate is vital. The motive of all Indian inpatriates to work at headquarters falls under the domain of career advancement and work and life balance. Thus, organizations need to develop tailored screening and selection criteria that take into consideration the cultural background, motives of inpatriates and the level of exposure to head office work and the general environment.
According to Hofstede et al. (2010), people in a collective society like India are born into extended family or other groups. This made it vital to make the Indian inpatriates aware of the situation in Sweden as individualistic society. In this regard, Sandvik has a provision for a prior visit of the inpatriate and family as well provides pre-departure information. The pre-departure information helps the inpatriates to know and prepare adequately towards the new environment develop common expectation. Therefore, it is mandatory for the organization to facilitate a visit and provide reliable information to develop an expectation based on familiarity.

Hofstede et al. (2010), categorize India as a collective society that it is a norm for members in a group to receive protection from others in exchange for loyalty. In view of this, the inpatriates prefer to get information from fellow Indian inpatriates in Sandvik-Sweden. In the same way, Indian inpatriates in Sandvik-Sweden are voluntary to provide information. Cultural distance has a direct influence on the inpatriate’s expectation, so that, it is vital to take into consideration the cultural distance of the inpatriate’s home culture and that of the culture at headquarters (Harvey et al., 2000b). In this regard, the information passed from an Indian inpatriates will be regarded as trustworthy and easily understandable due to the same cultural background. Therefore, the organization should provide training and work in collaboration with the Indian inpatriates in Sandvik Sweden, to pass the information that helps in the cross-cultural adjustment of the Indian inpatriates.

Overall, Sandvik-Sweden’s decision to intentionally plan and bring in inpatriates from India help in transferring information from the experienced to the new ones. In line with this, organizations can play a role in shaping the expectation of inpatriates by selecting suitable personnel, arrange a visit to headquarter with spouse and provide predeparture assistance and cross-cultural training. As it is shown in the table 5-2 organizational role in developing succession plan, selecting the right person, provision for visit and pre-departure training facilitate anticipatory adjustment.
Table 5-2 Organization’s role in anticipatory adjustment

<table>
<thead>
<tr>
<th>Organizational Role</th>
<th>Motive</th>
<th>Awareness</th>
<th>Cultural dimension India Collective Society</th>
<th>Anticipatory Adjustment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection</td>
<td>Identify motives of inpatriates</td>
<td>Exposure to head office or international experience</td>
<td></td>
<td>Realize reasonable expectation</td>
</tr>
<tr>
<td>Arrang a prior visit to headquarter</td>
<td>For inpatriates and family</td>
<td>Adequate information about the environment</td>
<td>The need to be flexible to live without the support of extended family</td>
<td>Expectation based on experience</td>
</tr>
<tr>
<td>Pre-departure training</td>
<td></td>
<td></td>
<td>Share information in exchange for loyalty</td>
<td>Awareness about the opportunity and challenges</td>
</tr>
<tr>
<td>Succession plan</td>
<td>Learn from real-life experience of Indian inpatriates in Sweden</td>
<td></td>
<td>Identify the cultural distance between India and Sweden</td>
<td></td>
</tr>
</tbody>
</table>

5.2 In- Country Adjustment

In-country adjustment is the process of adjustment that takes place after international assignees arrive in the host country (Black et al., 1991). In this part in-country adjustment is discussed in three parts. In the first part the cultural distance between Sweden and India is analyzed using team work in Sweden and India in the same organization. Then the roles of social club in the adjustment process are analyzed. And finally, the analyses of the adjustment process of the inpatriates to the micro-environment presented.

5.2.1 The role of Organizational culture

In Sandvik-India managers spend their time building teams and keeping them together. Where as in Sandvik-Sweden teams are formed centering individuals in the team. The term hierarchy has a different sense in the teamwork that take place in India and Sweden. Hofstede et al. (2010) identified India as a high power distance country where the hierarchy in India is well structured. That implies subordinates expect to be told by supervisors. On the other hand, in low power
distance countries like Sweden hierarchy in organizations means an inequality of roles and subordinates expect to be consulted. As the result of the cultural distance between Sweden and India the team formation practice is different in the components of Sandvik in those countries.

According to the interviewees, Indian managers also spend time intending to form the best team. This is to deal with the intense competition among manager in India. India is a masculine country where competition among colleagues and performance is a norm (Hofstede et al., 2010). On the contrary, in Sweden the role of a manager is to facilitate among team members to deliver the best agreed result. In the same manner, the main issue for the managers is to achieve by cooperating with other managers. According to Hofsed et al. (2010), Sweden is a feminine country where stress is given on equality, team spirit, and quality of work life. As a consequence of this, the motivation factor for the managers in Sandvik-India is different comparing to Sandvik-Sweden due to the cultural distance between the two countries.

According to the interviewees, ensuring everybody’s view on what to be done before taking a decision is a common practice in Sweden. This makes the decision making process to take more time. In India decisions rely on one individual and take shorter time. In high power distance countries like India power is centralized and a decision is made by the manager. This has its own advantage in utilizing real time opportunities. In a low power distance countries like Sweden power is decentralized and the decision is made by agreement (Hofsted et al., 2010). As a result, the decision making process that influences the outcome of a team is different in Sandvik-Sweden from Sandvik-India because of the cultural distance between Sweden and India.

According to Hofsed et al. (2010), Indias score is higher than Sweden in terms of uncertainty avoidance. And it implies that fear of ambiguous situations and of unfamiliar risks is higher in India. In view of this, the Indian managers’ main focus on making decision is to avoid personal risk by eliminating ambiguous conditions. Whereas, in Sweden every team member is responsible for the given task, this made the managers in Sweden to have less personal risk. Consensus in the team is the base for making decisions and collective responsibility is taken for it. Sweden with low uncertainty avoidance, comfortable in ambiguous situations and with unfamiliar risks is a norm (Hofstede et al., 2010). So, in Sweden managers facilitate for team members to assess all possible ideas and take opportunities in ambiguous situations. Thus, the
cultural distance between Sweden and India affect the level of risk individuals take in decision making in the components of Sandvik.

In Sweden the application of organization rules and regulations is flexible and allowed the inpatriates to imagine and act out of the usual way of doing business. Sweden with low uncertainty avoidance tolerance of deviant and innovative ideas and behavior is a norm (Hofstede et al., 2010). On the contrary, in India the application of organization rules and regulations is rigid. According to Hofsede et al. (2010), India with high uncertainty avoidance suppression of deviant ideas and behaviors is the standard. The difference in the application of organizational rules and regulations limits innovation in Sandvik-India. Thus, the cultural distance between Sweden and India can affect the level of innovation in subsidiaries of Sandvik.

The Indian inpatriates highlighted the high level of rush and stress to complete with a number of assignments in Sandvik-India. Indians with a culture of synchronic time frame prefer to perform more than one activity at a time and believe deadline as a guideline (Trompenaars and Hampden-Turner, 2012). On the contrary, in Sandvik-Sweden assignments have to be done as per the schedule. Swedes with a culture of sequential time orientation, perform activities one at a time and meeting deadline is vital (Trompenaars and Hampden-Turner, 2012). The concept of time management in Sandvik-Sweden is considered as measured in terms of completing a task. Unlike, Sweden in Sandvik-India the concept of time management is considered as flexible to attend priority among the given tasks. Thus, the cultural distance between Sweden and India influence the time orientation to complete a task in the components of Sandvik.

In general, the concept of teamwork in Sandvik-Sweden is different from Sandvik-India in terms of formation, motivation and decision making process. Furthermore, personal risk in making decisions, tolerance for new ideas and time management are other factors that show the difference in a way teams cooperate in Sweden and India. At Sandvik-India the team depends on the manager, whereas, in Sandvik-Sweden the team depends on the cooperation of individuals. Thus, team work as an organizational culture of Sandvik, in its subsidiaries and head office, has a different essence due to the influence of cultural distance between Sweden and India.
IV. Cooperation of Indians in a team work at Sandvik-Sweden

Power culture explains an organizational structure formed based on the hierarchical distribution of power to control the activities of work environment (Harvey et al., 2010). In Sandvik-India activities of a team work are controlled by managers and the team members work as per the instruction of the manager and have no role in the decision making process. According to Harvey (2010), task culture represents one of the organizational cultures that teamwork is a fundamental culture of work. In view of this, the organizational culture of the Sandvik-Sweden is based on teamwork and individuals are expected to work independently and decisions are made based on give and take. Thus, the Indians are expected to adjust themselves to the new Sandvik-Sweden by working independently as well cooperate and make decisions as a team.

People from an individualistic culture like to work alone. Opposite to this, people from the collective culture like to work in groups (Hofstede et al., 2010). Team Managers in India work independently and the subordinates in the team are dependent on the manager's decision. At the same time, there is high competition among individuals in India to maintain their position and climb the ladder in organizational structure. This character of the Indian work environment makes the team to work individually and collectively. In one hand, the managers and team members work individually competing with other colleagues. On the other hand, managers have more freedom in decision making while subordinates adhere to it. Team members individual role in the decision making process is limited this made them to have a collective thinking of fulfilling the managers will. Indian managers that get to the position through promotion have more experience both in making decisions and depending on it. Thus, Indian inpatriates with managerial experience can work independently as well depending on others.

In relation to the above issue, India as a country with high power distance subordinates expect to be told what to do and managers expected to give orders (Hofstede et al., 2010). The Indian inpatriates mentioned that the main issue in Sandvik-Sweden in making a decision is to take time to discuss and reach consensus. The slow decision making has also its own disadvantage in utilizing real time opportunity. That is a new experience because in India subordinates is not expected to disagree with the decision of managers and managers do not expect to compromise as well. Indian inpatriates with previous managerial experience are accustomed to making decisions and before holding managerial role implementing decisions are the norm. Team work
in Sweden facilitates for the Indian inpatriates to exchanging ideas being in different roles and contributes to decision. Thus, team work in Sweden facilitates for the Indian Inpatriates to share ideas irrespective of their role and this helped to consider issues from different perspectives and adjust to the new environment.

The cultural distance between India and Sweden made their organization culture to be based on power and task respectively. The teamwork that is motivated by achievement and cooperation help the Indian Inpatriates by sharing and learning ideas. According to Harvey et al. (2010), organizational culture can have a direct impact in the adjustment process to the micro environment, both at the initial stage and during their stay in the organization. Team work creates a good opportunity for inpatriates to practice the new culture practically in a small group and ultimately adjust to the micro environment.

In general, team work at head office helped the Indian inpatriates to adjust to the organizational culture by giving them freedom to work independently at the same time cooperating with others. Team work in Sweden has also allowed the Indian inpatriates to share and learn with Swedes and other nationals that enable them achieve in their career development prospect. Moreover, the organization culture helps to understand and adjust to the microenvironment. Thus, the teamwork in Sweden as organizational culture helps inpatriates to identify the cultural distance and adjust to the head office culture and the micro - environment.

V. Fika
Organizational socialization is a process that an individual taught and learns how to behave and interact by setting aside the undesired perspectives and attitudes in the given culture (Van Maanen and Schein, 1979). In this regard, fika plays its role in cross-cultural adjustment of inpatriates through developing interpersonal relationship with colleagues. The contribution of fika in cross-cultural adjustment of Indian inpatriates is discussed as follows:

1) In India employees socialize by going to others desk during working hours and this is not encouraged by management. But in Sweden, colleagues don’t go to others desk and socialize to avoid disturbance during working hours. According to Trompenaars and Hampden-Turner (2012), Sweden has a specific culture that segregates out task relationship with their subordinates and set it apart from other dealerships. At the same time, in comparison to
Indians, Swedish people don’t show emotions openly at work place (Trompenaars and Hampden-Turner, 2012). For Indian inpatriates the culture of Fika is a good occasion to discuss and understand the emotions of their Swedish colleagues and other inpatriates. This helps the inpatriates to learn how to interact with Swedes and other inpatriates from different countries.

2) According to Hofstede et al. (2010), Indians with a masculine culture stress on competition and performance. The interviewees also mentioned that there is no formal socializing time during office hours in India. On the other hand, in Sweden it customary to have a break twice a day and relax by having time with colleagues. This helps the Indian inpatriates to feel comfortable in leaving their desk and to understand that in Sweden hard work is performed when needed. Thus, the time spend with colleagues during fika helps in creating an interpersonal relationship and exchange experience that can help specifically in the adjustment process to the organization as well as the macro-environment.

3) The Indian inpatriates point out that in India there is a way of addressing seniors and also a way to communicate in and out of the office. According to Hofstede et al. (2010), in high power distance countries like India privileges and status symbols for managers is a norm. Whereas, Sweden is low power distance country, both expected and status symbols are not popular. For the Indian inpatriates fika created a favorable environment to break the power distance by socializing with staff members across the office in Sweden. The quick adjustment in terms of power distance also helps in freely expressing ideas in the official meetings.

In general, the culture of fika defined how colleagues can socialize in the office and this created a comfortable feeling for the Indian interviewees to leave their desk. This allowed the inpatriates to have an interaction and develop interpersonal relationship with other colleagues across the organization. This platform plays an important role in sharing experience between colleagues and enables the inpatriates to adjust to the organization and the general environment. Table 5-3 below compares the organizational culture in Sandvik-Sweden and Sandvik-India and reflects the impact of organizational culture in the adjustment process of the inpatriates.
Table 5-3 Role of organizational culture in the adjustment of Indian inpatriates

<table>
<thead>
<tr>
<th>Cultural dimension</th>
<th>Team work</th>
<th>Indian Inpatriates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sandvik-India</td>
<td>Sandvik-Sweden</td>
</tr>
<tr>
<td>Power distance</td>
<td>Managers control the work activity</td>
<td>Managers facilitate the work activity</td>
</tr>
<tr>
<td>Uncertainty avoidance</td>
<td>Managers responsible for failed decisions</td>
<td>Collective responsibility is taken on decisions</td>
</tr>
<tr>
<td></td>
<td>Rigid application of rules and regulations</td>
<td>Flexible application of rules and regulations</td>
</tr>
<tr>
<td>Individualistic</td>
<td>Managers are less dependent</td>
<td>Employees work alone and discuss as a team</td>
</tr>
<tr>
<td>Masculine</td>
<td>Competition among managers</td>
<td>Consensus between managers is a norm</td>
</tr>
<tr>
<td>Time orientation</td>
<td>Flexible to attend priority</td>
<td>Measurable in terms of completing a task</td>
</tr>
<tr>
<td>Specific</td>
<td>No allocated time for socialization in the office.</td>
<td>Separate time for work and socialization</td>
</tr>
<tr>
<td>Neutral</td>
<td>Easy to identify the emotions of colleagues</td>
<td>Difficult to detect emotions of colleagues</td>
</tr>
</tbody>
</table>

5.2.2 The role of social club

A local support group of individuals from the inpatriate’s home culture plays an important role in the success (or failure) of the assignment (Harvey, 1985; Caligiuri et al., 2001; Mendenhall and Oddou, 1985). As an evidence of this, the Indian Inpatriates joined the social club after getting advice from their fellow Indian colleagues. Inherent to the collective culture of India, the inpatriates are likely to receive social support from friends in their day to day life (Hofstede et al., 2010). This shows that the main issue about social support is a referral made from known sources.

Indians as part of a collective society identify themselves in their social network and it's a norm to get protection from their social group (Hofstede et al., 2010). The Indian inpatriates highlighted that the social club creates an opportunity to meet people with the same experience at
some point in time. This makes it possible to form relationships and get advice from fellow inpatriates. In view of this, the social club facilitates inpatriates to know and get acquainted about the new environment. Thus the social club creates an environment where real life experience is shared and contributes to the smooth adjustment of work and the general environment.

The club also helps for the spouse to quickly adjust, especially for those who don’t have an official work. Unlike India, Sweden is an individualistic country where support and protection from extended family is not a norm. In this situation, social club creates and environment where the family of inpatriates can socialize. This helps them to adjust to the new environment by exchange experience.

On the whole, the existence of social club made it easier for the Indian inpatriates and their spouses to get social support. At the same time, the company provides support to social club to gain from the efficient way of handling inpatriate related issues concerning cross-cultural adjustment.

5.2.3 Adjustment to Macro environment

Most people in Sweden speak English as their second language (English proficiency test, 2014), this helps the Indian inpatriates to socialize both at the workplace and in the external environment. However, the Indian inpatriates highlighted the importance of knowing the Swedish language in socialization and cross-cultural adjustment. People who can speak the local language should be better able to adapt to the local culture and perform better on the inpatriate job assignment (Kyle, 2013). Taking this into consideration Sandvik-Sweden facilitates language training for inpatriates and family. In addition, the experience sharing with family and specifically the interests to cope with children helps in improving the Swedish language in a short time. The organizational and social support enables inpatriates to communicate and understand with the locals and know how things are done in Sweden.

Sandvik Sweden provides cross cultural training and other packages for the family that helps in-country adjustment. Family issue is important in cross-cultural adjustment of inpatriates since problems in the family can spill over to the work environment (Harvey and Buckely, 1997). On the other hand, the inpatriates highlighted the importance of finding time to spend with the
family, which was part of their expectation before departure from India. Therefore, cross cultural training and prior expectation play important role in-country adjustment.

The Indian interviewees highlighted that in Sandvik-India less priority is given to family issues owing to competition at work place. In relation to this, Indians as part of a collective society get help from the extended families, to look after the nuclear family for exchange of loyalty is the norm. On the contrary, Sweden is an individualistic country where everyone grows up to look after oneself and immediate (nuclear) family (Hofstede et al., 2010). In view of this, the inpatriates also stated that in Sandvik-Sweden it is an acceptable behavior to give priority to issues related to nuclear family. The Swedish culture is reflected in the organization set up and facilitates inpatriates to adjust by taking care of the nuclear family in the absence of the extended families.

Simultaneously, the other issue raised by the Indian inpatriates was the challenge of finding jobs for their wives. According to the interviewees, in this situation the spouse finds time to look after the family and the children. This has helped in Sweden, where they cannot get the help from extended family members. Countries like India, where children of tender age get attached with extended family needs more support (Harvey and Buckely, 1997). Therefore, understanding the family situation in India helps in providing pre departure training that assist in-country adjustment.

Overall, in coming to Sweden the Indian families miss the support from the extended family. In this respect, the individualistic culture of Sweden allows inpatriates to give priority to family issues. In addition, the difficulty of finding a job for the spouse made it possible to put their focus on the family. Moreover, organization's role in providing cross-cultural training and other prior information is important in the cross-cultural adjustment to inpatriate family.

To put it in a nutshell, both the role of organization and social support contribute to in-country adjustment of inpatriates. The organizational role in providing cross-cultural training and facilitate the process of socialization for inpatriates help in-country adjustment. At the same time, the social support from colleagues and family at the initial stage assist in cross-cultural adjustment.
6 Conclusion

In this chapter the analysis is summarized to meet and answer the purpose and research questions of this thesis respectively. Furthermore, managerial implications and limitations are mentioned.

6.1 Discussions

This study contributes to the growing literature about inpatriates coming from emerging countries to work in MNC’s of developed countries. The purpose of this study is to investigate the influence of cultural distance in cross-cultural adjustment of inpatriates. It further investigates the role of organizational and social support in cross-cultural adjustment of inpatriates. In this research, we have compiled existing theories that contribute to the cross cultural adjustment of inpatriates. The cross-cultural adjustment of inpatriates was analyzed using a case study of Indian inpatriates in Sandvik Sweden. India was found suitable for the study because of the current economic development and the increasing attractiveness of multinationals developed countries (CIA, 2014). Pertinent to this, data was collected from the Indian inpatriates, managers of Sandvik-Sweden and coordinators of the Sandvik international club. After presenting the empirical results and conducting the analysis the following conclusion is drawn.

6.2 DISCUSSION OF RESEARCH QUESTIONS

6.2.1 The influence of cultural distance

The concept of teamwork in Sandvik Sweden and India was used to analyze at the cultural distance between India and Sweden. The a manager in Sandvik-India is the one who looks after the team and makes decisions because of power distance in India. This made the manager to spend more time controlling the team and take a high level of personal risk in making decisions. On the contrary, manager in Sweden is expected to facilitate and decisions are made by consensus. Collective responsibility is taken on decisions and managers take low personal risk. Thus, the use of Indian inpatriates in Sandvik-Sweden prove that the influence of cultural distance, make individuals working for the same company to follow different decision making process and assume different levels of risk.

The task culture in Sandvik-Sweden allowed inpatriates to work independently and cooperate as a team. At the same time from the viewpoint of inpatriates, organizational culture can have a
direct impact in the adjustment process to the micro environment, both at the initial stage and during their stay in the organization (Harvey et al., 2010). The study also found that the high competition in India owing to their masculine culture made the Indians to focus on self interest at work place and it has a positive effect in adapting the individualistic work culture of Sweden. On the other hand, Indians are from collective society and cooperating in a group is a norm (Hofstede et al., 2010). Hence, task culture of Sandvik-Sweden helps Indian inpatriates to identify the cultural distance and adjust to the head office culture and the micro – environment accordingly.

Overall, the cultural distance between Sweden and India has a direct influence on the organizational culture at headquarters and its subsidiary respectively. At the same time, the headquarter culture enables inpatriates to identify the cultural distance and adjust to the new environment.

6.2.2 Organizational role in cross-cultural adjustment of inpatriates

The motive of inpatriates enables organization to provide appropriate support that helps in anticipatory adjusting. Moreover, Cultural distance has a direct influence on the inpatriate’s expectations, so that, it is vital to take into consideration the cultural distance of the inpatriate’s home culture and that of the culture at headquarters (Harvey et al., 2000b). In the study it was observed that Indians consider international experience and knowledge as a main motive to secure their job. At the same time Indians avoid unfamiliar risk and get advice from Indian colleges in Sweden. The succession plan of Sandvik facilitate for the inpatriates to get advice from experienced Indian colleagues. The organization has also provided a prior visit to the new environment to familiarize them with the new environment. Thus, Organizations role is vital in shaping the expectation of inpatriates by selecting suitable personnel and providing tailored pre-departure assistance and cross-cultural training specific to the cultural background of each inpatriate.

Sandvik-Sweden provides language and tailored cross-cultural training that help inpatriates and their family in-country adjustment process. The succession plan of Sandvik also plays an important role in creating a mentor group from India that assist inpatriates and their family to familiarize with the new environment. At the same time a proactive participation by human
resource managers are needed to facilitate the process of socialization inpatriates in to headquarter social environment (Harvey et al., 2010). In view of this, the culture of Fika creates a favorable environment for inpatriates to interact and familiarize with colleagues. This also helps to develop interpersonal relationship that enables the inpatriates to learn by sharing experiences and adjust to the new environment. Moreover, the company supports Sandvik international club of inpatriates to facilitate the socialization process in an efficient manner. The study found that the direct and indirect role of Sandvik facilitate for the familiarization of the Indian inpatriate and family.

Overall, the study finds that organizational role is vital in anticipatory and in-country adjustment. More importantly understanding the motive and the cultural background of inpatriate is crucial in designing organizational support.

6.1.3 Social supports contribution to cross-cultural adjustment of inpatriates

The need for socialization of inpatriates arises from the lack of an understanding of the organizational and /or national culture in respect of the novel environment (Harvey, 2010). The social support provided by colleagues and fellow citizens that work in Sadvik Sweden helps Indian inpatriates to learn from others experience and identify the challenges and opportunities of the new environment. Indian are from collective culture and identify themselves in a social network. Pertinent to this, they identified the culture of fika, coffee break, in Sweden as a means of corporate socializing and building interpersonal relationship that help in the adjustment process. Similarly, the social club of inpatriates at Sandvik-Sweden helps inpatriates and spouses during orientation and localization. The paper identified that social support mainly assist inpatriates in-country adjustment and the existence of a known socializing way ease the adjustment process of inpatriates.

6.2 limitations

Yin (2009) and Saunders et al. (2009), argue that there is no research strategy that is better than the other, since each strategy has its own limitations. The research strategy for the investigation was a single case study on Indian inpatriates, therefore the data is not sufficient to represent the whole inpatriates in Sweden. Moreover, only qualitative data from semi-structured interviews was used for the study. So, it is not guaranteed that the same study could produce the same
findings if conducted by another investigator; this is because the study was conducted in a particular place and time. Therefore, additional methods of data generation could help in enriching the data collected by assisting in providing a broader spectrum and different perspectives.

This study focuses on a single organization, so additional investigations in a different organization about the same subject matter might produce data that can be compared to current findings. It is also recommended that future researchers use a mixed strategy of data gathering, since the study only opted for semi-structured interviews. Furthermore, the study concentrated on Indian inpatriate adjustment, the model used in this research can be tested in other international MNCs in Sweden or other developed countries dealing with Indians. Future researchers can also investigate the impact of repatriation of inpatriates in cross-cultural adjustment.

6.3 Implication
Practicing managerial functions effectively is challenging, especially when dealing with workers from diverse background and culture. Therefore, the current study can assist multinational companies that are interested in bringing workers from the subsidiary to the headquarters for their mutual benefits. International human resource, in particular, can benefit from the current study by assessing the motive, expectation and cultural background of the inpatriate. This can help in designing proper policies tailored to inpatriates in general and for each group from specific country’s. The strategy can help in enhancing the proper adjustment in the headquarter and while at the same time cooperation among workers can be fulfilled.

This study is a contribution to the existing theories of cross-cultural adjustment of inpatriates. It has used Black et al. (1991), model to investigate the cross-cultural adjustment of inpatriates. This helped in the investigation of the antecedent theories by using a case study of Indians. Furthermore, in order to reach the objectives of the study, the antecedent of the theoretical perspectives of the inpatriate adjustment was further used and modified.

The study practically accesses the impact of cultural distance and the adjustment process using Indian Inpatriates coming to Sweden. On one hand it strengthens the existing theory, on the other it adds new perspectives that facilitate a smooth cross cultural adjustment. In light of this, identifying the cultural distance prior selecting inpatriates is important in identifying their motive
and expectation, which impact the anticipatory adjustment. Also, it is important to arrange direct and indirect ways to provide a right information that help inpatriates in developing reasonable expectation and smooth adjustment.

As interesting finding the study figured out the impact of institutionalization of socialization has a positive contribution for inpatriates to know where to start interacting with Head quarter staffs. In the case study the coffee break in Sweden, Fika, social club and succession plan as a means of socialization which eases the general adjustment process for both inpatriates and the family. This also has a social implication where people from different part of the world meet and exchange perspectives. Overall, the study identified the theoretical antecedent used has a positive effect on the life of the inpatriate considering the in-country and the anticipatory adjustment level.

References


English proficiency test(ND) [online] [http://www.ef.se/epi/](http://www.ef.se/epi/) (Assessed 19th August, 2014)


Appendices

Appendix 1  Interview questions for Sandvik managers involved in international assignments

1) What are the motives of Sandvik to export or import skilled man power?

2) Do you have both expatriate and inpatriate policies? If so, what are the similarities and differences?

3) How does the policy address cross-cultural difficulties faced by expatriates or inpatriates?

4) Do you develop customized cross-cultural training, mentoring for inpatriates from different countries? Or expatriates going to different countries? If so, what are the general and specific training related to India and Indians
Appendix 2  Interview questions for Indian interviewees

1) How long have you been here?

2) Did you have prior international experience?

3) Are you here with the family?

4) What motivate you to accept the offer or apply for the transfer?

5) And what was the impact of family in accepting the offer

6) What was your expectation about Sweden and Head Office?

7) What preparation did you make?

8) Any support from the office in terms of cross-cultural adjustment

7) How was your first experience in respect of Sweden and Head office?

9) How did you find the new working environment at Head office comparing to India?
10) Have you experienced any problem? Any difficulties

11) When did you join the social club, and what are the benefits in cultural adjustment?

Appendix 3  Interview questions for Social club coordinators

1) What is the aim of the Sandvik international social club?

2) What are the requirements to join the social club?

3) What are the activities of the social club? And How does it benefit inpatriates?

4) How does Sandvik support the club?

5) What is the role of the club in assisting human resource?