

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The main purposes of this study were:

1. To understand the current situation regarding expatriates' perceptions of pre-departure training programs in Taiwan.
2. To understand expatriates' situation of adjustments in China.
3. To examine the relationship between expatriates' perceptions of cultural training and the expatriates' adjustment to work, interactions with host nationals, and the general non-work environment.
4. To examine the relationship between expatriates' perceptions of language training and the expatriates' adjustment to work, interactions with host nationals, and the general non-work environment.
5. To examine the relationship between expatriates' perceptions of practical training and the expatriates' adjustment to work, interactions with host nationals, and the general non-work environment.
6. To examine the relationship between expatriates from different backgrounds and their adjustment to work, interactions with host nationals, and the general non-work environment.

Based on the statistical results shown before, the literature review, and the information from the interviews with respondents, several conclusions to the purposes of the study have been determined.

General Situation on Expatriates' Perceptions on Pre-departure Training Programs

Before the study was carried out, the researcher had contacted some expatriates from different companies and understood that most companies in Taiwan did not have enough formal pre-departure training programs for employees who are going to be sent to China.

The results of the study show that many Taiwanese companies did not offer enough official or formal pre-departure training programs. Even if they did, the content of the training was more like information-giving training. The companies decided to give the information regarding how to live in China and some other practical information in order to let expatriates adjust to China faster. They also offered advisors in China for expatriates to contact if the expatriates encountered problems while they were in China.

As for the target companies in the study, they provided information; most on practical information about China. There was information-giving training and pamphlets for employees. Basically, the employees who were going to have expatriation assignments did the information research either from the internet or books. If expatriates encountered difficulties while they were in China, they would have certain people to look for to solve their problems. People who were sent to China generally felt more duties and responsibilities because they had to transfer knowledge regarding their work to those Chinese people in China. That is, they were the instructors in China.

General Description on Taiwanese Expatriates' Adjustment in China

The means are generally above the average. As the study mentioned in Chapter IV, most of the respondents were not satisfied with their adjustment in China. That is,

the current training programs offered are not enough for expatriates. If the companies would like expatriates to be satisfied with their adjustment in China, the companies should provide more, so that expatriates' situation will be better.

Relationship between expatriates' perceptions of cultural training and the expatriates' adjustment

Firstly, Pearson correlation analysis was used in order to see the results of correlation between expatriates' perceptions of cultural training before their assignment and the expatriates' adjustment to work, interactions with host nationals, and the general non-work environment. However, there was no significance determined for any question. This issue is that the perceptions of expatriates on pre-departure training were not clear. According to the respondents, they did not perceive they had enough formal training before they were sent to China.

Pearson correlation was also used to see the relationship between each item of the questionnaire on cultural training and the expatriates' adjustment to work, interactions with host nationals, and the general non-work environment. However, there was no significance to the correlation between each item of the questionnaire on cultural training and the expatriates' adjustment to work, interactions with host nationals, and the general non-work environment. According to respondents, they did not perceive that there was enough formal pre-departure cultural training. Because the management thought in general Taiwan and China are similar in cultural dimension, most companies did not offer formal pre-departure cultural training very much.

Relationship between expatriates' perceptions of language training and the expatriates' adjustment

Regarding the correlation between expatriates' perceptions of language training

before assignment and the expatriates' adjustment to work, interactions with host nationals, and the general non-work environment, Pearson correlation was used for examination. The results did not show significance between expatriates' perceptions of language training before their assignments and the expatriates' adjustment to work, interactions with host nationals, and the general non-work environment.

Still, the researcher used Pearson correlation to examine the relationship between each item of questionnaire on language training and the expatriates' adjustment to work, interactions with host nationals, and the general non-work environment. There was no significance shown. According to the respondents, they did not perceive companies' pre-departure formal and complete language training programs. Because the management thought that both Taiwan and China use the same language- Chinese, even though there is small difference in the part of writing, Taiwanese did not consider it is important and thus did not offer formal pre-departure language training very much.

Relationship between expatriates' perceptions on practical training and the expatriates' adjustment

Regarding pre-departure practical training, Pearson correlation was used. After statistical analysis, there was no significance between the correlation between expatriates' perceptions of practical training before their assignments and the expatriates' adjustment to work, interactions with host nationals, and the general non-work environment.

Pearson correlation was also used on the relationship between each item of the questionnaire on practical training and the expatriates' adjustment to work, interactions with host nationals, and the general non-work environment. There were four items shown to be significant.

Regarding the question about whether companies offered advisors in China so that if expatriates have problems, they could look for these people, positive correlation was shown with work adjustment. Most respondents thought companies did do this. Therefore, if there are people there to help them, the adjustment to work was faster according to the respondents.

Regarding the question about whether companies offer the information about how to live in China, such as how to have a cell phone, how to rent apartments and how to have a bank account in China, positive correlation was shown with work adjustment. For respondents, they perceived companies' information on this part. This correlated with adjustment to work. Thus, there is significance.

There was also positive correlation between interaction adjustment and the question about whether companies offered ways to protect expatriates so that they would not be in dangerous situations. The respondents perceived that companies provided the information to be safe. This correlated to the adjustment to interactions with host nationals.

There was also positive correlation between the adjustment to the general non-work environment and the question about whether the companies offered the information on practical issues, such as how to rent apartments, how to register for cell phones and how to have a bank account, etc. For respondents, these correlated with the adjustment to the general non-work environment in China.

Regarding these four items, it is shown that companies offered advisors to assist expatriates while they were in China. Companies also offered ways to let expatriates know how to protect themselves. Besides, how to live in China is also emphasized by companies. Generally speaking, these are all about practical training and they show that there are positive correlations between practical training and adjustment.

The relationship between expatriates from different backgrounds and their adjustment

After independent sample t test and one-way ANOVA was run, two items showed the significance of the relationship between expatriates from different backgrounds and their adjustment to work, interactions with host nationals, and the general non-work environment. They are “education level and general living adjustment”, and “department and general living adjustment”. One item showed the marginal significance. It is “employee status and work adjustment”.

Regarding the relationship between the education level of expatriates and general living adjustment, there is significance shown. From the results of statistical analysis, expatriates with a bachelor’s degree or above adjusted to general non-work environment better than those who were graduated from vocational schools or below. According to respondents, they considered that people with bachelor’s degrees or above tended to search for more information about the general non-work environment in China. Therefore, it was easier for them to adjust to the general non-work environment than those who graduated from vocational schools.

Regarding the relationship between departments and adjustment to the general non-work environment, there is significance shown. After post-hoc (Tukey HSD), it is shown that respondents in finance departments adjusted to the general non-work environment better.

As for the relationship between employee status and adjustment to work, there is marginal significance shown. It is shown that people in high-class management or above adjusted to work better than those in middle-class management or below. According to the respondents, people in high-class management or above have more experience than those in middle-class management or below. Therefore, they adjusted to work better.

In this section it is clear respondents from different backgrounds, the employee

status, the education level and the department show the significance. This means that expatriates from different backgrounds adjusted to China differently in some aspects. According to respondents, expatriation situations differ due to different people. Therefore, different backgrounds make the adjustment different.

Recommendations

Based on the presentation of the results and conclusions of the study above, there were some suggestions for Taiwanese enterprises and recommendations for future studies.

Suggestions for Taiwanese enterprises

According to respondents, most Taiwanese companies did not offer different kinds of formal training programs because they considered Taiwan and China to be similar in most of aspects. Therefore, most respondents have to search for information about China on the internet or from books by themselves. According to the study, companies offered practical training, and the study showed that practical training and adjustment were related. If companies offered more training, the adjustment would be positively correlated. So, it was suggested that companies should consider offering more formal pre-departure training programs and information before sending expatriates for the expatriates' own good. Expatriates should not have to spend extra time searching the information on their own. Once there are enough training programs, expatriates could adjust to foreign environments easily.

As the study mentioned, even though companies considered Taiwan and China to be similar to each other in most ways, the results from respondents show that the adjustment to China is not generally above the average, which means companies

could try to provide more training programs beforehand. Consequently, expatriates would adjust to China better. Taiwanese companies should consider more extensive training.

Recommendations for future studies

The study focused on Taiwanese expatriates in China, which meant that the results could only be applied to Taiwanese expatriates and to expatriation assignments in China. The results could not be used for expatriates from other companies or expatriation assignments in other areas. Moreover, the target sample was confined to only two companies. Even though this might exclude extraneous factors, the result could not be applied to all other Taiwanese companies. Future studies may try to utilize target samples from different companies or in different industries.

Regarding the sample size of the data, future studies may try to look for more response data in a quantitative study in order to have unbiased results. Surveys may be used in order to exclude extraneous factors and be more precise. Qualitative study methods can be applied in order to understand more about expatriates' situation in China. Moreover, target sample can be from other countries so that there is more information about expatriates from other countries. Target areas can also be other areas so that there is more diverse spatial information on expatriation.