
Editorial

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The special issue has papers that not only advance debate on the challenges of managing expatriates, but that also challenge conventional wisdom about the ‘traditional problems’ of managing in transition and global economies (Harvey et al., 2005). We are happy to have an opportunity to present you with this special issue of *International Journal of Human Resources Development and Management (IJHRDM)* titled ‘The role of expatriates, inpatriates and cross-functional global teams in transition’. If we search for the roots of the expatriate concept, the word expatriate comes from the Latin term *expatriatus* from ‘out of’) and ‘the ablative case of’ (‘country, fatherland’). An expatriate (in abbreviated form, expat) is a person temporarily or permanently residing in a country and culture other than that of the person’s upbringing or legal residence. Seems that the importance of the role of expatriates exist much before scientific approach to management start to exist.

For over 30-years, much of the literature on IHRM has focused on the issue of expatriation. Researchers have built evidence that links expatriates practices with corporate HRM performance. Today, it is widely recognised that the one of the most important factor for companies to succeed in global competition is effective development of global managers and executives and to research their role from different points of view: social, cross cultural, language, training, knowledge transfer, biculturalism and on the knowledge, skills, abilities, and other requirements for expatriate effectiveness, etc. (Bartlett and Ghoshal, 1989; Dowling and Welch, 2004; Tichy and Sherman, 1993; Peltokorpi, 2010).

Within the literature of IHRM practice, confusion surrounding the definitions/meaning of terms expatriate/international/global managers. In an effort to clarify the importance of those topics and differences between the expatriate and the global manager, this special issue explores definitions of the two-concepts, and explains differences in behaviours, competencies, and characteristics of the two-types of managers. The special issue has papers that not only advance debate on the challenges of managing expatriates, but that also challenge conventional wisdom about the 'traditional problems' of managing in transition and global economies.

A clear paradigm shift can be noted, since the term 'expatriates' in Google search comes up with 7,890,000 results; while 'global manager' search shows 73,900,000 results. Furthermore, in Science Direct 5,821 articles can be found for: 'expatriates' compared to 72,453 articles found for global manager.

The globalisation of markets presents a complex challenge for IHRM particularly for those organisations attempting to compete in the global marketplace. Building and sustaining organisational capacities for global operations is a critical challenge for most firms. Meeting the challenges requires changes in cognitive process through which managers frame business problems, and the set of attitudes that often is described as global mindset. In response to global opportunities, organisations are shifting from economies of scale to economies of scope and attempting to develop global mindset through management diversity. It is agreed that economy increasingly requires people to collaborate in teams that cross cultural and geographic boundaries.

Multinational corporations (MNC) from North America and Western Europe are rapidly expanding their presence in emerging economies. In this process, MNC are facing multiple barriers to the adaptation of their management systems and processes to specific economic, political, and cultural conditions of the host country. HRD and IHRM should play a key role in this adaptation. However, studies, addressing the role of HRD and IHRM in overcoming adaptation barriers, are still scarce Central Eastern Europe (CEE) countries and all transition or emerging countries witnessed a spurt of corporate activity following a policy of economic liberalisation beginning in 1991. During the last 20-years, the transition countries have experienced different degrees of decentralisation, deregulation, and market-oriented transformation. They have also changed the characteristics of the labour market from an exclusively formal and public one to one that is extremely polarised, with pre-transition formal employment in the state sector coexisting with an often highly informal emerging private market.

Current evolution to global status of CEE countries needs: highly skilled professional workforce for the new, knowledge-economy; comparability of educational outputs and knowledge across world; mobility of graduates and workforce; growing employability in MNCs. Gerhart (2005, p.178) justifies the question, to what extent Western strategic global human resource management (SGHRM) framework is valid for other (in this case CEE) contexts by saying: "This is a concern because it seems unlikely that one set of IHRM practices will work equally well no matter what context. This requires the effective identification and specification of the issue of expatriate and inpatriate managers (Chew, 2004; Kristensen and Zeitlin, 2005; Piekkari and Welch, 2010). Although CEE is still comprised of mostly 'sending' countries, it is likely that some of them will soon become 'receiving' countries, suggesting a shift to the brain circulation form of migration. These countries, also called 'buffer zone countries', will probably become attractive for immigrants from distant places because they are located along the EU border (IOM, 2003). MNCs use expatriates, to facilitate entry into new markets or to

develop international management competencies (Forster, 2000, 2005). Today's global businesses cannot flourish without the creative value afforded by high-performing global teams.

The 'call for papers' was intended to give voice to researchers from around the world on this issue of innovative SGHRM practices and specifically questions how SGHRM practices, such as the role of global organisations' recruitment, retraining and redeployment, performance appraisal and compensation, enhance corporate performance during the change process. To what extent is SGHRM practice predominantly ethnocentric or 'truly global'? Submitted manuscripts focused on theory development, empirical testing, or case analysis, they gave us further understanding of why and how knowledge transfer could and do influence economic development in theory and practice.

This special issue is based upon the contributions of authors and reviewers. The list of contributing authors and their manuscripts are as follows: David Sikora and Gerald R. Ferris: 'Critical factors in human resource practice implementation: implications of cross-cultural contextual issues'; Michael Harvey, Nancy Napier and Miriam Moeller: 'Improving the probabilities of success of expatriate managers in the global organisation of the 21st century'; Timothy Kiessling and Burcu Simsek: 'International acquisitions: retention of a target firm's key top personnel for social capital'; Elena Zavyalova, Sofia Kosheleva and Alexandre Ardichvili: 'Human resource management and development practices in indigenous Russian companies and foreign MNCs: a comparative analysis'; Jacob W. Breland, Darren C. Treadway, Jun Yang, Brooke Shaughnessy, Lee P. Stepina and Miriam Moeller: 'Participation and procedural justice: the role of national culture'; Nancy K. Napier and Vuong Quan Hoang: 'Getting to the real story: what Vietnamese business people wish foreigners understood about doing business in emerging and transition countries like Vietnam – before they start'; Christina L. Butler: 'I know how! You know how! We know how! The multinational matter of language use in task teams'; Arthur D. Martinez, Gerald R. Ferris, Sharon L. Segrest and M. Ronald Buckley: 'A maladjustment and power conceptualisation of diversity in organisations: implications for cultural stigmatisation and expatriate effectiveness'; Marina Dabic and Iva Zorko: 'Insights into the transformation of multinational managers into global managers' and Catalin Ratiu, Elena Lvina and Erica Berte: 'Matchmaking and the multinational enterprise: how individual motivation and international strategy interact to affect expatriate adjustment'.

We hope that selection of the papers in this special issue will provide a starting-point for further discussion and stimulate the debate on the role of expatriates, inpatriates and global manager.

In the first article, Sikora and Ferris focused on the determining factors of success in the implementation of HR. Their research has been focused on the state of health care and the interest in cost management in hospitals, as a critical topic.

In a similar approach Harvey, Napier and Moeller examined the foundations of earlier views of 'expatriate management', and suggest ways in which a new paradigm, more reflective of modern globalisation, might be developed.

Kiessling and Simsek focuses on the key top personnel and their value to the firm to help explain the variation in acquisition success. Thus, they argue that the key top personnel (KTP) needs to be retained due to the value of their social capital.

Zavyalova, Kosheleva and Ardichvili, have compared HRM/HRD practices, and found statistically significant differences between the two-groups of companies in approaches to goal setting, decision-making, performance assessment, and employee training and development.

Breland, Treadway, Yang, Shaughnessy, Stepina and Moeller suggest that the relationship between participation and procedural justice perceptions is moderated by the aforementioned dimensions. Their model provided a framework for conceptualising cultural contrasts. The results support the notion that the power of distance and individualism interact with participation to negatively and positively, respectively, predict procedural justice perceptions.

Napier and Quan Hoang examined why developing countries' environments may differ from more developed ones, and what are the subsequent implications for global management. Despite nearly two-decades of training given managers on 'transition economics' in such countries as the Croatia, China, or Vietnam, one frequently finds that, while managers use the 'proper words,' the concepts are not truly 'living' in their minds and hearts'.

Christina Butler identify the implications of particular language choices for the work performance of multinational teams; since language skill resources may be either empowering or disempowering, depending on whether people belong to the language group and culture or not.

Martinez, Ferris, Segrest and Buckley addresses that individuals who are less committed to their group tend to be significantly more personally maladjusted, which in turn, reduces the degree of political skill they develop and undermine their personal power levels and effectiveness.

Dabic and Zorko focused their paper on transformations from multinational managers to global managers and transformation of attitudes towards the global entity. They concluded that institutionalisation of global management is needed to ensure that global enterprises are investing in the best people and, hence, maximise their benefits.

Ratiu, Lvina and Berte proposed a fresh look at expatriate adjustment, in which he focuses on the link between motivational antecedents and expatriate adjustment, moderated by international strategy orientation. Key concepts from human resource management and international strategic management are linked in a model that crosses levels of analysis and develops a typology of expatriate adjustment

By reviewing the given articles, a reader and researcher can develop an understanding on expatriate's, inpatriates, cross-functional global teams and the global manager's impact on transitional economies, economic policies and praxis as well as a scope for the future research in terms of the impact and development of global society. Bridging, connecting and communicating effectively across the differences to bring people and ideas together, is important principle in the HRM.

As guest editors, we would like to thank the authors whose papers are included in this special issue. Without them, much of what we have accomplished would not have been possible. All papers included in this special issue have been subjected to a rigorous review process by internationally renowned experts in the field. Special words of gratitude are extended to the reviewers and their efforts to ensure high quality contributions. Finally, we would like to special thank to Dr. M.A. Dorgham who invited us and encouraged us to increase this special issue in to double one.

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