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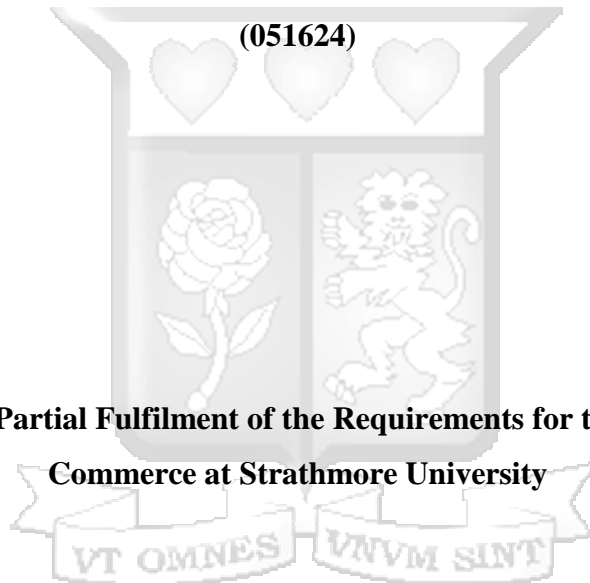
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**INFLUENCE OF EXPATRIATE INDUCTION MANAGEMENT PROGRAMS ON
EXPATRIATE PERFORMANCE AMONG NON-GOVERNMENTAL
ORGANIZATIONS IN SUDAN: A CASE STUDY OF CONCERN WORLDWIDE'S
OPERATIONS IN SUDAN.**

By

Everlyn Kagai Lubembe

(051624)



**A thesis Submitted in Partial Fulfilment of the Requirements for the Degree of Master of
Commerce at Strathmore University**

Strathmore University Business School

Strathmore University

May, 2024

DECLARATION

I declare that this thesis has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the proposal contains no material previously published or written by another person except where due reference is made in the document itself.

This thesis has been presented for presentation with my proposal as the appointed University Supervisor.

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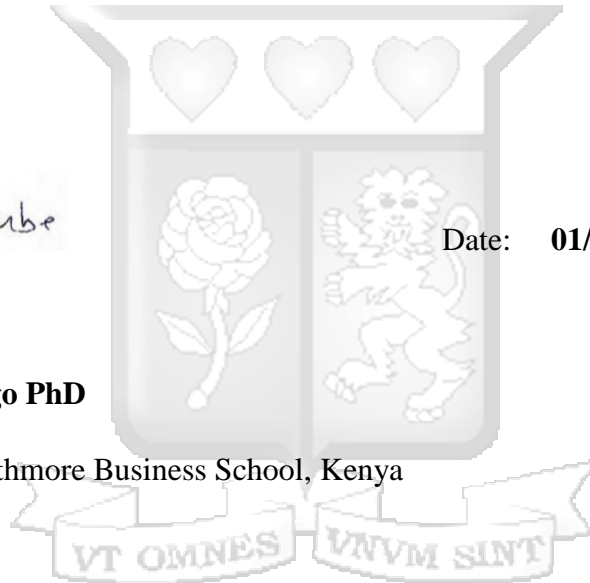
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Signature:



Date: **01/06/24**



DEDICATION

I dedicate my thesis to the memory of my mother, the late Martha Awinja who pushed me to pursue a dream she never had a chance to fulfil-education. Since childhood, I have understood the joy and value of reading and lifelong learning.



ACKNOWLEDGEMENT

I would like to thank concern Worldwide Sudan staff members who took the time to complete my questionnaire. I would also like to thank Professor Joseph Odhiambo Onyango for his support in the process of writing this thesis and encouraging me to complete this journey.



LIST OF ABBREVIATIONS

CEO:	Chief Executive Officer
IHRM:	International Human Resource Manager
LMICs:	Lower-and Middle-Income Countries
MNEs:	Multinational Enterprises
MNOs:	Multinational Organizations
NGOs:	Non-Governmental Organizations
SCT:	Social Cognitive Theory
SLT:	Social Learning Theory
UAE:	United Arab Emirates

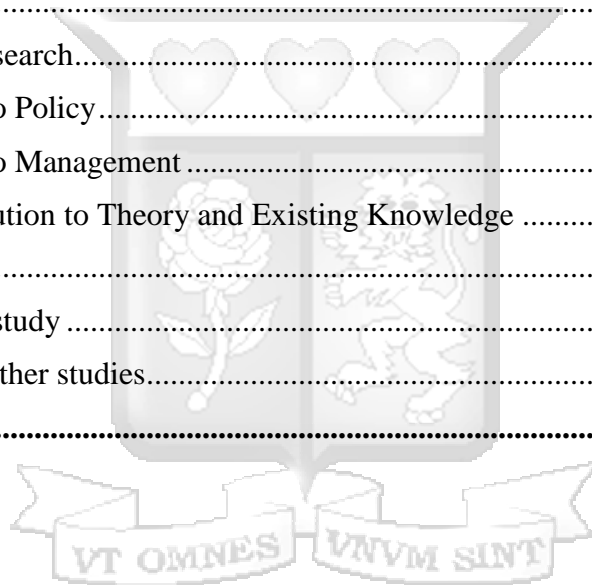


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ABSTRACT

Induction program is one thing that local as well as multinational enterprises must put in place for the success of the business and in enhancing employee's productivity. Humanitarian organizations operating in low-income countries often have to deal with unique challenges like cultural differences, limited resources, and security risks. Moreover, low-income countries also present unique socio-economic and political contexts for expatriate which needs them to be inducted to get well prepared for the working environment in the foreign country. These concerns require a different approach to effectively organize and make the expatriates induction successful. In line with these contextual and knowledge gaps, the objective of this study was to assess the influence of Induction Management programs on Expatriate performance among Non-Governmental Organization : A case study of Concern Worldwide in Sudan with specific objectives being to assess the influence of Expatriate induction training, organizational cultural induction, organizational Safety Procedures Induction and administrative induction program on Expatriate performance in Concern Worldwide in Sudan. The study was based social learning theory, reinforcement theory and a person-centered dynamic theory and how they contribute towards the development of new knowledge on the induction management program and expatriate performance. The study adopted a pragmatism philosophy the research design adopted was the correlational research design and the target population was 150 respondents. Data was collected using both interview guides and structured questionnaire. And the model used for the quantitative data was multiple regression model. While for the qualitative data a thematic analysis was adopted with the aid of NVivo. Results were presented using tables, figures and quotes/excerpts for the qualitative part. The results pinpointed a range of crucial problems for personnel with Concern Worldwide, showing a necessity for a better support system and workplace setting. Number one is the fact that the shortage of domestic psychological support services is raised as a key issue by workers during induction. The findings emphasize the importance of comprehensive induction programs. Effective expatriate induction training, cultural integration initiatives, safety procedure inductions, and administrative support are all critical components that contribute to the successful performance of expatriates in their respective roles. These results underscore the necessity for organizations to invest in well-structured induction programs to ensure their expatriates are well-prepared and supported. The study provides valuable insights into the impact of induction programs on expatriate performance, and assert that there are several limitations that should be acknowledged including, the study's sample size and scope being limited to 150 expatriates and just being specific organizations with different working environment within the regions, which in one way or the other may affect the generalizability of the findings. The study suggested a Future research to include a more diverse and larger sample to validate and extend the findings across different contexts and industries

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The study outlined the background of the study globally, African perspective and Locally, it also stated the problem, what prompted the researcher to conduct this study, the objectives, the research questions, Scope of the study and lastly the significance of the study as discussed here in below;

1.1.1 Induction Management programs

(Särkinen, 2024) on the effectiveness of induction in banks asserts that, globally, most organization engaging foreigners will always conduct induction training to their employees before commencing work in the foreign countries. Expatriate induction programs are the training offered to foreigners regarding the history of the organization, culture of the organization, language that the country speaks, customs of the employees, and living style and living conditions of the citizens in the country an employee is slated to work.

(Koski & Östergårds, 2024) on the article of optimization of the induction process asserts that exploring the intricacies of a new employee beginning their stay in any foreign country requires proper induction within an organization to ensure that the employee is made aware of the complex journey fraught with challenges and uncertainties in the new workplace in the particular foreign country. Särkinen, (2024) aptly notes, the first period a foreigner is introduced in a foreign country as an expatriate proves to be a testing ground for both the employee and the organization, marked by a plethora of obstacles that can hinder the smooth transition and integration of new talent.

According to (Pajunen, n.d.) the myriad challenges faced during the first time an expatriate is introduced in the new environment significantly impact the employee's experience, leading to a cascade of repercussions ranging from a lack of job satisfaction and subpar performance to psychological disengagement from the workplace itself. (Kyampa & Kyokunda, 2024) studied the effect of induction on the employee performance noted that the initial struggles of new employees joining an organization for the first time are not isolated occurrences; rather, they can snowball into broader issues for the employer, with one of the most pressing concerns being an

uptick in employee turnover rates coupled with a decline in overall employee productivity when induction not well done.

According to (Potter et al., 2024) understanding the pivotal role that the employee's first year plays in shaping their trajectory within the organization is usually becomes imperative to address the root causes of these challenges and mitigate their adverse effects. (Xiang et al., 2023) asserts that, the concept of induction emerges as a beacon of guidance, offering a structured approach to orienting new employees to their work environment and setting the stage for their successful integration into the organizational fabric. Defined globally as the process encompassing various facets such as organizational orientation, introduction to colleagues and supervisors, clarification of job roles and responsibilities, and familiarization with company policies and procedures, induction serves as the cornerstone upon which the employee's journey within the organization is built (Reddiar & Schultz, 2023)

(Baškarada & Koronios, 2018), the induction process is not without its own set of complexities and challenges. These problems of induction often vary depending on organizational contexts and prevailing circumstances, presenting a multifaceted landscape that demands careful navigation and strategic intervention for the newly recruited employees to get adjusted to new environment. (Baškarada & Koronios, 2018a) revealed that recurring global challenge encountered in many workplaces pertains to the insufficient allocation of time and resources for conducting effective induction programs. In some instances, skepticism abounds regarding the efficacy of induction efforts, with certain institutions questioning the tangible benefits that such programs offer to both the organization and the newly hired employee alike.

Delving deeper into regional nuances, a case study on South African universities sheds light on the repercussions of ineffective induction programs or their outright absence. (Yusuf et al., 2022) highlight how inadequate induction or a complete lack thereof can prolong the time taken for staff to reach their full effectiveness, thereby increasing the likelihood of new hires making errors and becoming disillusioned with their roles. These findings underscore the critical role that induction plays in shaping employee experiences and organizational outcomes, underscoring the need for concerted efforts to enhance its effectiveness and impact ((AlMazrouei et al., 2023)

Pervez, Lowman, and Mills (2022) advocate for viewing employee induction programs as more than just a procedural formality but rather as a strategic opportunity to welcome and support new

employees, enabling them to hit the ground running and contribute meaningfully to the organization's objectives. Indeed, the induction process serves as a linchpin in establishing the foundation of the relationship between the employee and the employer, fostering mutual understanding and alignment of expectations from the outset. Furthermore, a robust induction program has the potential to mitigate the stress and anxiety commonly associated with starting a new job, thereby bolstering morale and instilling confidence in the employee's ability to thrive in their new role.

Akhimien, and Adekunle, (2023), the role of induction programs extends beyond mere orientation, encompassing a spectrum of activities aimed at equipping employees with the requisite knowledge and skills to navigate their roles effectively. Regardless of the duration or content of these programs, their overarching objective remains consistent: to provide employees with the tools and resources needed to integrate seamlessly into the organizational culture and contribute positively to its objectives. However, despite the evident benefits of induction efforts, challenges persist in ensuring their effectiveness and relevance in diverse organizational contexts.

Mahmood, Ostrovskiy, and Capar, (2023), asserts that expatriates face unique challenges stemming from differences in religion, language, and customs mostly in Sudan, a predominantly Muslim country characterized by its rich cultural heritage. Inadequate induction programs exacerbate these challenges, leading to issues such as poor performance and culture shock, which can significantly impact employee satisfaction and overall job performance. Recognizing the importance of cultural integration and effective onboarding, organizations must invest in tailored induction programs that address the specific needs and concerns of expatriates working in diverse cultural environments.

According to Oguh, and Onaghise (2023), despite the myriad benefits associated with induction programs, many organizations continue to overlook their significance, opting instead for ad hoc onboarding processes or, in some cases, forgoing induction altogether. This is a concerning trend given the proven impact of effective onboarding on employee retention, productivity, and overall organizational performance. According to Gallup, only 12% of employees strongly agree that their organization effectively onboards new employees, highlighting the pervasive gaps in current onboarding practices (Lee, Hussain, Rashid, Raffar & Aripin, 2023).

According to Oladipo, (2023) Impact of Training and Motivation of expatriates leads to improved productivity, the study also shown that organizations with exceptional onboarding experiences retain employees for at least three years from the date of their joining. Michael, Nwokorie, and Nelson, (2023), strong onboarding frameworks improve various metrics, including employee retention rates, productivity, job satisfaction, and organizational commitment. Given the substantial costs associated with employee turnover, organizations cannot afford to overlook the importance of investing in robust induction programs that set the stage for long-term success.

Mohammed (2022), on Induction training and employee performance study, opines that the induction process represents a critical juncture in the employee's journey within the organization, shaping their experiences and influencing organizational outcomes. By addressing the challenges and complexities inherent in the induction process and implementing tailored onboarding strategies, organizations can enhance employee satisfaction, retention, and overall organizational performance. (Adula et al., 2022) as the global workforce continues to evolve, the role of induction in facilitating smooth transitions and fostering employee engagement becomes increasingly indispensable, underscoring the need for organizations to prioritize and invest in effective onboarding practices.

1.1.2 Expatriate performance in Concern Worldwide

Concern Worldwide is a global humanitarian organization which mission is to eradicate extreme poverty, phobia, and any of such form of insecurity will be considered in this input. The organization in association with its fervent team through the delivery of the saving annuities and life changing programs doing turn to the poorest and the most oppressed individuals in the entire world (Concern Worldwide, 2022). In 2021, Concern Worldwide operates in a total number of forty (40) countries including Sudan, Kenya, Somalia, Ethiopia, and maybe others.

An organization`s Strategic plan running from 2021 till 2025 implies its move to commit itself to the development of methods of expatriates` management who operate in different foreign countries and where they have to employ host organizations` converging with the parent organization`s aims. Specifically, goal four is known as being a “diverse, inclusive and people-oriented organization” (Concern Worldwide, 2021). Expatriates salaries are high in order to attract talent especially in the insecure environment such as Sudan. Apart from salaries, the organization needs to cater for other expenses such as accommodation, communication and provide security. Concern also provides

staff with training to equip them with necessary skills to perform their work. There is also high competition for expatriate talent in the humanitarian sector. In order to ensure return on investment in its human resources, Concern worldwide seeks to ensure expatriates perform their jobs well and reduce turnover.

Although there are many studies that explore Concern Worldwide' s expatriate management, yet there is a serious research gap in referring to this area since the paper focuses on assess the influence of Induction Management programs on Expatriate performance among Non-Governmental Organization.

Having considered most of the research work conducted in the area of Expatriate induction ((J.-H. Chang et al., 2023),(Elsafty & Oraby, 2022),(Angole & Akello, 2022)among others, a lot still need to be done of which this study tries to up to this by identifying and focusing on assess the influence of Induction Management programs on Expatriate performance among Non-Governmental Organization : A case study of Concern Worldwide in Sudan, the expatriate performance concerns the sector productivity in term of promoting environmental, social, and economic growth that this study was meant to address

1.2 Problem Statement

According to (Xiang et al., 2023), expatriate performance is a multifaceted construct influenced by various factors, including satisfaction, motivation, and the quality of induction programs. The studies that have been conducted indicate that poor expatriate performance is often attributed to inadequate or improper induction processes for newly hired employees. Insufficient induction can lead to diminished satisfaction among employees and a lack of vital information necessary for optimal performance, potentially resulting in early work withdrawal.

(Hack-Polay & Mahmoud, 2023)opines that the induction programs in Sudan are notably limited due to organizational constraints related to capability and capacity, stemming from insufficient resources to effectively implement comprehensive induction initiatives. Consequently, a significant portion of employees, particularly those from outside the country, experience subpar performance due to the absence of adequate induction programs (Akhimien & Adekunle, 2023)This deficiency in induction practices has observable consequences, with newly hired

individuals often facing termination during the probation period or experiencing decreased performance levels when retained.

In a study on the Role of Organizational Support in Adjustment of Self-initiated Expatriates by (Pajunen, 2024) revealed that the absence of robust induction programs not only impacts individual expatriate performance but also undermines organizational effectiveness and productivity. Employees who do not receive proper induction may struggle to adapt to their roles and the organizational culture, leading to disengagement and dissatisfaction. Moreover, the lack of essential information about job responsibilities and expectations hampers their ability to perform effectively, resulting in lower productivity and potential workplace conflicts.

According to (Rabten et al.) on their study on The Effectiveness of Induction Programme to the New Employees shed light on significance of induction management in shaping expatriate performance and that, there is a compelling need to assess its influence within the context of Concern Worldwide in Sudan. Understanding how induction programs impact expatriate performance is crucial for developing strategies to enhance organizational effectiveness and support the successful integration of new employees (Polón & McIntire, 2017) Therefore, this study seeks to explore the influence of Induction Management programs on Expatriate performance among Non-Governmental Organization within the specific organizational context of Concern Worldwide in Sudan. By examining the effectiveness of existing induction practices and identifying areas for improvement, this research aims to provide actionable insights for enhancing expatriate performance and organizational outcomes in Sudan.

1.3 Research Objectives

The study was guided by the following objectives;

1.3.1 General Objective

The general objective of the study was to assess the influence of Induction Management programs on Expatriate performance among Non-Governmental organizations: A case study of Concern Worldwide in Sudan

1.3.2 Specific Objectives

1. To assess the influence of Expatriate induction training on Expatriate performance in Concern Worldwide in Sudan
2. To evaluate the influence of organizational cultural induction on Expatriate performance in Concern Worldwide in Sudan
3. To determine the influence of organizational Safety Procedures Induction on Expatriate performance in Concern Worldwide in Sudan
4. To examine the influence of administrative induction program on Expatriate performance in Concern Worldwide in Sudan

1.4 Research Questions

1. What is the influence of Expatriate induction training on Expatriate performance in Concern Worldwide in Sudan?
2. How does organizational cultural induction influence Expatriate performance in Concern Worldwide in Sudan?
3. Does organizational Safety Procedures Induction have influence on Expatriate performance in Concern Worldwide in Sudan?
4. What is the influence of administrative induction program on Expatriate performance in Concern Worldwide in Sudan?

1.5 Scope of the Study

This study mainly aimed to assess the influence of Induction Management programs on Expatriate performance among Non-Governmental Organization with a case study of Concern Worldwide in Sudan. The study measured expatriate management induction programmes in terms of expatriate induction training, Organizational cultural Induction, Organizational Safety Procedures Induction, and Administrative Induction Program, whereas performance was measured in terms of acceptance to the host country, Adaptation to host country, Job performance inclusivity and Relationship building. The study was conducted in Sudan, specifically in Khartoum and Port Sudan. The study report embraced a mixed research method where both Quantitative and qualitative method were adopted. The target population of the study was all the 150 Staff members and host country national staff working at concern worldwide Sudan and the theoretical scope was three theories

namely, Social learning Theory, Reinforcement Theory and the TPI theory. The time scope was period between December 2022 and May of 2024.

1.6 Significance of the Study

The study was deemed to be of significance to the following group;

1.6.1 Significance of the study to International Non-governmental Organizations (INGOs).

In order to achieve their mandate, INGOs normally blend into the environment in which they operate in terms of adopting to different socio-cultural, political and economic landscapes which they operate in which come with their own unique challenges. But as the paper explores expatriate induction programs in INGOS, the study seeks to uncover problems experienced by INGOs in implementing their expatriate induction programs and offer appropriate recommendations to deal with them.

1.6.2 Significance of the study to Expatriates

The efficacy of international organizations highly relies on the degree of efficiency they demonstrate in managing their expatriate workforce. The researcher will seek to providing knowledge of the most appropriate ways to handle expatriation, managerial issues, and expatriate's degree of satisfaction in their international assignments.

1.6.3 Significance of the study to International Human Resource Management Field

This study's findings can pave the way for the expansion of the IHRM domain, thus strengthening the humanitarian sector's standing in LMICs by identifying and putting into practice exclusive expatriate induction programs that are unique to this field. The outcomes may encompass polices related to expatriate induction management and commensurate with IHRM standard or best practice that can lead to impression or a reflection to IHRM literature.

1.7 Chapter Summary

This section of chapter one provides the introduction and background of the study variables discussed in details and problem under the study clearly stated with the comparison of what other

scholars have established and what still needs to be done. It further highlights research objectives in both general and specific perspective, significance of the study clearly discussed, scope of the study also provided.



CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents an outline of the literature review on expatriate induction management programs on expatriate performance, the theoretical reviews with their discussions including the Social learning Theory, Reinforcement Theory and a person-centered dynamic theory and how they are used to address the study variables. It also allows the empirical reviews of the study conducted in line with the variables, critique of existing literature similarly spirited about the focus issues, establishment of a theoretical gap and a descriptive operationalization of the variable table presented, conceptual framework showing graphical presentation of the variables and last but not least the summary of the chapter.

2.2 Theoretical Framework

According to (Mathooko, 2011), a theoretical framework can be defined as a reasoned set of propositions derived and supported by data or evidence and explains a phenomenon. For this research, the study analyzes the Social learning Theory, Reinforcement Theory and a person-centered dynamic theory to provide and demonstrate relevant expatriate induction management programs and how they address each and every study variable under the study as discussed below;

2.2.1 Social learning Theory

The Social Learning Theory, which was developed by Skinner (1940) reveals that there is a significant shift towards a more empirical approach to understanding verbal behavior and other aspects of psychology. According to Shamim, Qazi, Khalid and Chughtai, (2023), the theory posits that employees develop new skills and knowledge by observing and emulating colleagues whom they regard as credible and knowledgeable and this is usually done at the induction time. (Li et al., 2024) on their study titled the mediating role of cultural intelligence to learning flexibility, cultural difference and expatriate effectiveness, emphasizes the critical role of observational learning in the workplace, suggesting that an individual's self-efficacy—the belief in their ability to succeed in specific situations—plays a pivotal role in their capacity to learn new skills. Self-efficacy can be bolstered through various means, including encouragement, verbal persuasion, logical affirmation, and, importantly, the observation of competent peers is enforced during the induction as a general program.

(Iheanachor et al., 2024) On their study titled Cross-cultural training and expatriate adjustment, opines that observational learning, as proposed by Social Learning Theory, is a powerful mechanism through which individuals can acquire new skills and behaviors without direct instruction and this is made possible through proper induction of new employees in an organization. By observing others performing tasks or demonstrating specific behaviors, individuals can gain insights into effective strategies and techniques. Moreover, when the observed individuals are perceived as credible and competent, the observer is more likely to replicate their behaviors. In the context of expatriate management, this means providing opportunities for expatriates to observe and learn from seasoned employees who have successfully navigated similar international assignments.

According to (Qomariyah et al., 2022), Expatriate mentorship programs, peer-to-peer learning initiatives, and job shadowing opportunities can facilitate this observational learning process, thereby accelerating the expatriates' adaptation and performance in new environments. Self-efficacy, a central concept in Social Learning Theory, which refers to a person's belief in their ability to execute specific tasks and therefore achieving desired outcomes. According to this theory, self-efficacy influences the level of effort an individual invests in learning and the persistence they exhibit when facing challenges. In the context of expatriate management, fostering expatriates' self-efficacy is crucial for their success in navigating unfamiliar cultural and organizational contexts. Organizations can enhance expatriates' self-efficacy by providing them with supportive environments, constructive feedback, and opportunities for skill development. Additionally, by showcasing successful expatriate experiences and providing role models for emulation, organizations can instill confidence and belief in the expatriates' abilities to thrive in their new roles.

(Y. Chang et al., 2024) confirms that encouragement, verbal persuasion, and logical affirmation are strategies highlighted by Social Learning Theory for enhancing self-efficacy. These strategies involve providing positive feedback, motivational encouragement, and logical explanations of the importance and feasibility of the tasks at hand. In the context of expatriate management, leaders and managers play a crucial role in providing such support to expatriates. By offering words of encouragement, acknowledging their achievements, and reinforcing their belief in their abilities, leaders can help expatriates overcome doubts and challenges. Moreover, by providing clear and

logical explanations of the goals, expectations, and cultural nuances of the assignment, leaders can enhance expatriates' confidence and sense of competence (Hoppner & Vadakkepatt, 2019)

In summary, Social Learning Theory provides valuable insights into learning and skill acquisition at the workplace. By emphasizing the importance of observational learning, self-efficacy, and supportive environments, this theory provides a framework for understanding how expatriates can adapt and thrive in new international assignments. By leveraging strategies such as mentorship, peer learning, and positive reinforcement, organizations can enhance expatriates' learning experiences and ultimately contribute to their success and the success of the organization the theory tend to address the influence of Expatriate induction training on Expatriate performance in Concern Worldwide in Sudan and emphasized on the induction training of the employees.

H0₁: Expatriate induction training does not significantly influence Expatriate performance in Concern Worldwide in Sudan

2.2.2 Reinforcement Theory

Reinforcement Theory was developed by Thorndike (1938), the theory focuses on the relationship between behavior and its consequences, forming the basis of operant conditioning or the law of effect and the theory tend to address influence of organizational cultural induction on Expatriate performance and opines that the behavior of individual in an organization is subject to organizational culture. According to Kaur, Maheshwari and Varma (2024), behaviors are more likely to be repeated if they are followed by positive outcomes and less likely if followed by negative outcomes. This principle is instrumental in shaping behavior in organizational settings. In the context of expatriate management, Reinforcement Theory can be leveraged to design strategic training programs that not only make the job interesting for employees but also promote continuous improvement and optimal performance.

Chang, Chen and Chau (2023), positive reinforcement involves the presentation of a desirable stimulus following a behavior, thereby increasing the likelihood of that behavior recurring in the future. In the context of expatriate management, positive reinforcement can take various forms, including rewards, recognition, and opportunities for advancement. By rewarding expatriates for their achievements and contributions, organizations can motivate them to continue performing at a high level and striving for excellence. Recognition programs, such as Employee of the Month

awards or performance bonuses, can serve as powerful motivators for expatriates, reinforcing desired behaviors and fostering a culture of excellence.

According to (Ljubica et al., 2023), Negative reinforcement is the removal or avoidance of an aversive stimulus following a behavior, thereby increasing the likelihood of that behavior recurring in the future. While less commonly utilized than positive reinforcement in organizational settings, negative reinforcement can still play a role in expatriate management. For example, organizations may implement performance improvement plans or provide additional support and resources to expatriates who are struggling to meet expectations. By alleviating sources of stress and frustration, negative reinforcement can help expatriates focus on their tasks and goals, ultimately leading to improved performance and job satisfaction.

According to (Madi et al., 2023), organizational culture allows for the Punishment, as negative stimulus following a behavior, making it less likely that behavior will occur again in the future . While punishment can be effective in modifying behavior in the short term, it is generally less preferred than positive reinforcement due to its potential negative effects on morale and motivation. In the context of expatriate management, punishment should be used sparingly and judiciously, focusing instead on promoting positive behaviors through reinforcement and support (Chen, Nguyen, Yang, & Lin, 2024).

In summary, Reinforcement Theory offers valuable insights into the principles of behavior modification and motivation in organizational settings. By leveraging strategies such as positive reinforcement, negative reinforcement, and punishment, organizations can shape expatriates' behaviors and performance, ultimately contributing to their success and the success of the organization. However, it is essential for organizations to strike a balance between reinforcement and punishment, ensuring that expatriates feel supported, motivated, and valued in their roles the theory addresses the influence of organizational cultural induction on Expatriate performance in Concern Worldwide in Sudan since it focusses on the reinforcement of organizational culture training.

H0₁: Organizational cultural induction does not significantly influence Expatriate performance in Concern Worldwide in Sudan

2.2.3 A person- centered dynamic theory

The person-centered systems theory was developed by Rogers (1940) the theory is a multi-level concept aiming at the reconstruction and explanation of human experience, action and interaction processes in such a way that inappropriate reductions to the focus of individual therapeutic schools of thought are avoided as far as possible the theory tend to address the influence of organizational Safety Procedures on Expatriate performance.

Wang, Wang, and Zhu, (2023). believes that the theory's goal was to give a theoretical framework for combining more current research from other scientific fields with the important contributions of individual safety and administration programs. At the center of the person-centered systems theory is the human being with the desire for creating a tangible, meaningfully organized world from the complexity of reality. Jürgen Kris. , the psychologist at the center of this theory assigns the multitude of relevant processes to four process levels. However, he underlines that this is a purely analytical distinction, because influences from all four process levels on living and acting are effective at every moment. In addition, further processes may be distinguished depending on the respective question.

Takeuchi and Wang (2019), asserts that ordinarily do not have innate meaning of the world. Rather, different cultures and subcultures define the meanings that significantly influence the thinking process. The meaning of events is deduced from the media, interaction with people etc. and this influences remain to a large extent the man's subconscious mind

(Baneviciene et al., 2024)opines that the socio-cultural aspects essentially concern the way in which persons see and understand themselves, their fellow human beings, and the "world". In order for human beings to understand themselves, their feelings, thoughts and actions, then they have to use the "cultural tools" of their social environment to derive meaning. The effects of the administrative induction and employee's safety induction process level are not obvious but are however, essential components employee expectation of their employers ,their expectation of other and of the world

H0: Organizational Safety Procedures does not significantly influence expatriate performance in Concern Worldwide in Sudan

2.2.4 TPI theory of induction

This theory was developed by Adams (Adams et al., 2010) attempts to describe how an organization organizes its socialization with its employees as it relates to the administrative induction, also known as onboarding or administrative induction. The theory describes how employees become productive members of an organization by acquiring the knowledge, abilities, and behaviours necessary for that socialization purposes in order to perform their jobs. The TPI theory therefore refers to the new way in which employees need to develop theoretical (T) and practical (P) skills to enable them perform their new jobs. They also need to satisfy interaction needs (I) which is also key to new employees so that they fit in the new jobs (Adams et al., 2010). In order to fit into the organization, these 3 components must be in place. This theory is allowing for the understanding of the integration and socialization effects of the new employees. Through the process of the induction delivered in various ways new employees are able to fit in quickly through learning the theoretical, practical and interaction skills

This theory applied supports the induction process whereby new employees are integrated into the organization (Bauer & Erdogan, 2011). With regards to the theory, employees will perform well once well inducted into the organization and will have a sense of belonging, feeling valued therefore giving their best thus organization performance. For the newly recruited employees, the feeling of belonging will increase their job satisfaction, self-efficiency and hence low rate of turnover and failed assignments. The study will use TPI theory to address the influence of administrative induction program on Expatriate performance in Concern Worldwide in Sudan

H₀₁: administrative induction program does not significantly influence Expatriate performance in Concern Worldwide in Sudan

2.3 Empirical Review

This section of the chapter highlights previous and recent studies that relate to the current topic of research. It attempts to illustrate the research area of focus (topic), methodology, and findings, which forms the basis for establishing several gaps including contextual, time, or methodology that this study seeks to bridge

2.3.1 Influence of Expatriate induction training on Expatriate performance

Many companies are sending their staff on overseas assignment to work in their overseas operations as expatriates. Expatriate employees are often more complex to manage compared to domestic assignments since they involve going to another country and work in a different culture (Guess, 2024). Training therefore becomes helpful to ensure the success of such assignments. This training serves as an essential tool for preparing expatriates for their assignments in foreign countries by providing them with the necessary knowledge, skills, and cultural insights (Guess, 2024). Even though there is sufficient evidence of importance of induction, many studies show that organizations either do not provide or if they do, give very limited induction to expatriates and families because of time constraints and of its high cost.

Training is important as it can prevent and minimize the impact of others. A study by (Patel et al., 2022) that surveyed 75 organizations in UK, Holland, Belgium and Germany highlighted that some of the greatest challenges facing expatriates are personal shortcomings in areas such as politeness, punctuality, tactfulness, orderliness, sensitivity, reliability, tolerance and empathy. To minimize these inter-personal behavioral issues, cultural trainings can play a critical role. These issues are normally caused by misunderstanding due to differences in Culture. Additionally, the study established that effective induction training ensures that expatriates have a clear understanding of their roles, responsibilities, and objectives in the new environment. This clarity fosters a sense of purpose and direction, which is vital for expatriates to perform effectively in their roles. By aligning their expectations with the organizational goals, expatriates are better equipped to contribute positively to the company's success.

In a study by Elvis et al., (2020) on Cross-cultural training and expatriate adjustment: A study of Asian expatriates on assignment in Nigeria established that expatriate induction training facilitates cultural adaptation and integration, which are essential for success in foreign assignments. Cultural differences can pose significant challenges for expatriates, affecting their ability to communicate, collaborate, and build relationships with local colleagues and clients. Through cultural immersion programs, language training, and cross-cultural workshops, expatriates can develop the cultural intelligence necessary to navigate diverse work environments effectively. This cultural competence not only enhances their performance but also promotes intercultural understanding and synergy within the organization.

Moreover, Silbiger et al., (2021) states that expatriate induction training equips expatriates with practical knowledge and skills specific to their host country's business environment. This includes understanding local laws, regulations, market dynamics, and business practices. By familiarizing themselves with the local context, expatriates can adapt their strategies and approaches accordingly, thereby enhancing their effectiveness in decision-making, problem-solving, and negotiations. Additionally, exposure to the host country's business culture enables expatriates to build credibility and trust with local stakeholders, which is vital for gaining acceptance and support for their initiatives.

Searle and Rice (2024), expatriate induction training plays a crucial role in promoting expatriate well-being and adjustment. Relocating to a new country can be emotionally challenging, leading to feelings of isolation, stress, and homesickness. Through pre-departure orientation programs and ongoing support services, expatriates receive guidance on coping strategies, stress management techniques, and resources for maintaining their physical and mental well-being. By addressing the psychosocial needs of expatriates, organizations can help them adapt more quickly and effectively to their new surroundings, thereby minimizing the risk of expatriate failure and turnover.

Kyampa and Kyokunda, (2024), expatriate induction training enhances cross-cultural communication and collaboration within multinational teams. In today's globalized business landscape, many organizations operate across borders, requiring employees to work closely with colleagues from diverse cultural backgrounds. By promoting cultural awareness, empathy, and sensitivity, expatriate induction training fosters an inclusive and harmonious work environment where differences are celebrated and leveraged for innovation and growth. Effective communication across cultures facilitates knowledge sharing, problem-solving, and teamwork, leading to improved performance and outcomes for the organization as a whole.

2.3.2 Influence of organizational cultural induction on Expatriate performance

The influence of organizational cultural induction on expatriate performance is a critical area of study in international human resource management. Successful adaptation to an organization's culture can significantly impact expatriates' ability to perform effectively in their roles. Organizational cultural induction programs are designed to acclimate expatriates to the company's values, norms, and practices, which can enhance their performance and integration within the host organization (Akhimien & Adekunle, 2023).

According to Pajunen (2024), understanding and aligning with the core values and mission of the organization are essential components of cultural induction. Expatriates who grasp the underlying principles and strategic objectives of their host organization are more likely to exhibit behaviors and attitudes that align with organizational goals. Studies have shown that such alignment can lead to increased job satisfaction and better performance outcomes as expatriates feel more connected to their work environment.

Oguh and Onaghise (2023). Opines that organizational structure and policies aids expatriates in navigating their new roles more effectively. Comprehensive induction programs that include detailed information about the company's hierarchy, key personnel, and operational procedures provide expatriates with a clear understanding of their responsibilities and the reporting mechanisms in place. This knowledge helps reduce ambiguity and facilitates smoother transitions, thereby improving overall performance.

Sambasivan, Sadoughi and Esmaeilzadeh. (2017) cultural awareness and inclusion training are also pivotal in enhancing expatriate performance. Training sessions that focus on appreciating and respecting diversity within the workplace help expatriates understand the cultural dynamics at play. This awareness fosters a more inclusive work environment and enables expatriates to build positive relationships with their colleagues, which is crucial for collaborative tasks and overall job performance.

According to Pajunen (2024). Interpersonal relationships and networking opportunities are significant aspects of organizational cultural induction and experts needs to be equipped with cultural training for their improved performance in the organization. Programs that encourage social interactions through team-building activities and mentorship can greatly enhance expatriates' integration. Mentorship, in particular, provides expatriates with guidance and support from experienced colleagues, helping them navigate cultural and organizational challenges more effectively, which in turn boosts their performance.

Tasoulis, Pappas, Vlachos and Oruh (2023), Confirms that Practical information and resources offered during the induction process play a crucial role in supporting expatriates. Onboarding checklists, workplace tours, and access to resources such as HR manuals and organizational charts equip expatriates with the necessary tools to manage their daily tasks efficiently. This logistical

support reduces initial stress and enables expatriates to focus more on their professional responsibilities, thereby improving their performance.

Tripathi, and Kalia, (2024). Asserts that regular feedback mechanisms are vital for ensuring the effectiveness of cultural induction programs. Collecting feedback from expatriates about their induction experiences allows organizations to identify strengths and areas for improvement. This continuous feedback loop ensures that the induction process remains relevant and effective, thereby enhancing expatriate performance over time.

Mahmood, Ostrovskiy, and Capar (2023) found in their study that role-specific training is another critical factor in improving expatriate performance. Tailored training modules that focus on the specific duties and expectations of the expatriate's role provide clarity and build competence. Additionally, shadowing opportunities, where new expatriates observe and learn from seasoned employees, offer practical insights and on-the-job learning experiences that can significantly boost performance

2.3.3 Influence of organizational Safety Procedures Induction on Expatriate performance

According to Segbenya and Yeboah (2022) organizational safety procedures induction on expatriate performance is a significant area of focus within international human resource management. Ensuring that expatriates are well-versed in safety protocols not only safeguards their well-being but also enhances their overall job performance. Effective safety induction programs are critical in minimizing accidents and fostering a secure working environment, thereby allowing expatriates to focus on their primary responsibilities without undue stress.

Mutegi, Joshua and Maina (2023). Opines that, understanding and adherence to safety policies are fundamental components of safety induction programs. Research has shown that comprehensive safety training helps expatriates become familiar with organizational protocols and emergency procedures. When expatriates are confident in their understanding of safety measures, they are more likely to follow these procedures diligently, reducing the risk of workplace accidents. For instance, studies have indicated that well-implemented safety training correlates with lower incident rates, which directly influences expatriate performance by ensuring a safer work environment.

According to Khoirunnisa, Vanchapo, Tusi, Lewar, Jayadi, Guilin and Jiao, (2023) on their study findings revealed that. the role of training is cultural adaptation in safety also crucial for the new recruit from a foreign country. Expatriates often face unique challenges when adapting to new safety standards in different cultural contexts. Effective safety induction programs take into account the cultural differences and nuances that may affect the implementation and perception of safety procedures. Research by Mendenhall and Oddou (1985) highlights that expatriates who receive culturally adapted safety training are better equipped to handle safety issues, which enhances their overall performance by reducing the potential for misunderstandings and non-compliance with safety regulations.

Yakpe, Usman and Musa (2023), practical training is good for the expatriates working in a foreign country and hands-on experience are key indicators of effective safety inductions. Expatriates who engage in practical drills and simulations are more likely to retain critical safety information and respond appropriately in real-life scenarios. Studies have demonstrated that practical safety training, such as fire drills and first aid training, significantly improves the preparedness and confidence of expatriates in handling emergencies. This preparedness not only protects their physical well-being but also boosts their performance by instilling a sense of security and readiness.

Communication for the trainees plays a pivotal role in the success of safety procedures induction. Clear and consistent communication about safety protocols ensures that expatriates fully understand their responsibilities and the importance of adherence to these procedures. Research has shown that organizations with robust communication strategies around safety see higher compliance rates and fewer safety-related incidents. Expatriates who are well-informed and regularly updated on safety protocols are more likely to perform effectively, as they can focus on their job duties without safety concerns distracting them (Yakpe, Baba, & Ibrahim, 2023).

Oguh and Onaghise, (2023) opines that the impact of ongoing support and reinforcement of safety training cannot be overstated. Continuous reinforcement through regular safety meetings, updates, and refresher courses helps expatriates stay informed about the latest safety protocols and practices. Studies suggest that ongoing safety education and support significantly enhance the retention of safety knowledge and compliance among expatriates. This continuous learning

environment fosters a culture of safety, which directly contributes to improved expatriate performance and reduced accident rates.

Tripathi and Kalia, (2024). Asserts that mentorship and peer support are additional factors that influence the effectiveness of safety procedures induction. Expatriates paired with mentors or supported by experienced colleagues tend to adapt more quickly to safety protocols. Mentors provide practical insights and firsthand experiences, helping expatriates navigate safety challenges more effectively. Research indicates that such support systems not only enhance the expatriates' understanding of safety procedures but also promote a collaborative work environment, leading to better performance outcomes.

Mahmood, Ostrovskiy and Capar, (2023), found out that the role of organizational commitment to safety is crucial in influencing expatriate performance. When expatriates perceive that their organization prioritizes safety, they are more likely to adopt a proactive approach towards safety practices. Studies have shown that organizational commitment to safety, demonstrated through investment in comprehensive training programs and safety infrastructure, positively impacts expatriate morale and performance. This commitment reinforces the importance of safety and encourages expatriates to prioritize safe practices in their daily tasks.

2.3.4 Influence of administrative induction program on Expatriate performance

Administrative induction programs represent a critical facet in the successful integration of expatriates into new organizational environments. The efficacy of such influence of administrative induction programs on expatriate performance, amalgamating programs bears direct implications on the performance and overall success of expatriates in their assigned roles. This literature review aims to meticulously dissect and analyze the multifaceted insights from a plethora of scholarly works to elucidate the pivotal factors and mechanisms at play.

The cornerstone of expatriate success lies in their capacity to adapt seamlessly to novel cultural, organizational, and social milieus. Administrative induction programs act as catalysts in facilitating this adjustment process by furnishing indispensable information, resources, and support structures. Extensive research by Black and Gregersen (2020) and Harvey and Novicevic (2021) underscores a conspicuous positive correlation between expatriate adjustment and

performance, underscoring the indispensable role of effective induction processes in this symbiotic relationship.

Components of Administrative Induction Programs: Effective administrative induction programs encompass a myriad of components, ranging from comprehensive pre-departure training modules to meticulous cultural orientation sessions, logistical assistance, and ongoing support mechanisms. Studies by Tung (2017) and Caligiuri and Lazarova (2022) shed light on the indispensable nature of these holistic induction programs in fortifying expatriates' preparedness and augmenting their performance capacities.

Cultural Orientation and Acculturation: Central to administrative induction programs is the provision of cultural orientation, aimed at acquainting expatriates with the nuanced norms, values, and business etiquettes prevalent in the host country. Scholarly inquiries by Selmer (2022) unequivocally substantiate that expatriates who are furnished with adequate cultural acumen exhibit heightened levels of acculturation, thereby yielding tangible improvements in performance metrics.

Social Support and Integration: Embedded within administrative induction programs are robust social support mechanisms that bear tangible ramifications on expatriate well-being and performance. Extensive research by Takeuchi et al. (2022) and Haslberger and Brewster (2018) accentuates that expatriates who benefit from robust social networks during their transition phases report augmented job satisfaction, diminished stress levels, and amplified performance thresholds.

Knowledge Transfer and Skill Development: Administrative induction programs serve as conduits for the seamless transfer of knowledge and the cultivation of requisite skills, thereby arming expatriates with the competencies requisite for efficaciously discharging their assigned responsibilities. Scholarly inquiries by McNulty and Tharenou (2022) and Shaffer et al. (2021) underscore the profound impact of knowledge-centric induction initiatives on expatriate performance and the propagation of organizational expertise within multinational conglomerates.

Role Clarity and Expectation Management: The lucid delineation of roles, responsibilities, and performance expectations emerges as a linchpin for expatriate triumph. Administrative induction programs that afford clarity on these fronts furnish an impetus to augmented performance outcomes. Scholarly investigations by Caligiuri (2020) accentuate the cardinality of role clarity

and expectation management in assuaging expatriate stressors and catalyzing performance augmentation.

Organizational Support and Resources: The quantum of organizational support and resources apportioned to administrative induction programs exerts a palpable sway on their efficacy. Scholarly discourse by Scullion and Collings (2016) underscores the imperative of organizational commitment and investment in induction initiatives to optimize expatriate performance outcomes.

2.4 Research Gaps

The literature provides extensive insights into the significance of expatriate induction training in enhancing expatriate performance. Guess (2024) emphasizes the importance of such training in preparing expatriates for the complexities of international assignments. However, despite its acknowledged importance, many companies still fail to provide adequate cross-cultural training due to constraints such as time and cost (Guess, 2024). Patel et al. (2022) identified personal behavioral issues as significant challenges for expatriates, which effective training programs could mitigate. The study also highlighted the importance of expatriate understanding their roles and responsibilities, which effective induction training can facilitate.

Elvis et al. (2020) explored the impact of cross-cultural training on expatriate adjustment, emphasizing its role in facilitating cultural adaptation and integration. Similarly, Silbiger et al. (2021) stressed the importance of practical knowledge and skills specific to the host country's business environment, which expatriate induction training provides. Furthermore, the literature suggests that expatriate induction training plays a crucial role in promoting expatriate well-being and adjustment, as well as fostering cross-cultural communication and collaboration within multinational teams.

While existing literature extensively discusses the importance and benefits of expatriate induction training, there is a notable gap in understanding the specific components or approaches within these programs that yield the most significant impact on expatriate performance. While some studies touch upon cultural adaptation and role clarity, there is a lack of comprehensive analysis on the effectiveness of various training methodologies, duration of training, and the role of technology in delivering training content. Additionally, there is limited research on the long-term effects of expatriate induction training on performance metrics such as job satisfaction, retention

rates, and organizational commitment. Addressing these gaps will provide valuable insights for organizations aiming to optimize their expatriate induction programs and enhance expatriate performance in international assignments.

Table 2.1 Literature and Research Gap

The Key studies, the Research Gaps, and how the study filled the Research Gaps are summarized in the table below:

Author	Title	Findings	Research Gap and how the study will fill them
Lee, Hussain, Rashid, Raffar, & Aripin., (2023).	The effect of training towards employee performance: an evidence from a public university in Malaysia	The findings from this study showed that when new employees were properly inducted then the performance is boosted.	The study results was more of the general training and fails to shade more light on induction and how it can be conducted to all the expatriates for them to perform leading to contextual gap.
Oguh, and Onaghise, (2023).	Induction programmes and employee job satisfaction in selected banking institutions in Benin city, Edo state, Nigeria	This study was conducted through an evaluation of the literature on employees' satisfaction. And the findings has it that when induction is done to employees they feel satisfied	This study did not collect new data through field work. Instead, it collated studies that have been done about employee's satisfaction at the same time the study did not focus on the expatriate feelings leading to contextual gap.
Polón, M. (2017).	Impact of cross-cultural training on expatriate performance	Findings from the study highlighted that Cross Cultural Training has, in the very least, had a slight positive	This study focused on on the Cross Cultural Training leads and never discussed induction programs and how they can be

		impact on an expatriate's cultural adjustment, which consequently can lower the chance of failure and improve overall goal of the organization performance.	done for improved expatriate performance leading to conceptual gap.
Sambasivan, Sadoughi, and Esmailzade (2017).	Investigating the factors influencing cultural adjustment and expatriate performance: The case of Malaysia	The study findings were that the cultural empathy and social initiatives (personality traits) of expatriates, cultural intelligence and spousal support had an impact in the performance of expatriates.	Their study looked at just one variable which is the cultural induction training leaving other variables like safety training, administrative induction program out furthermore the study was conducted in Malaysia leading to both conceptual and geographical gap.
Mahmood, Ostrovskiy, and Capar, (2023).	Effect of orientation training on employee and firm performance.	The findings provided insights into employees' expectations of orientation training in improving their performance.	The study did not include expatriate performance and induction which is of broader scope than orientation. Leading to Contextual and scope gap.

2.5 Conceptual Framework

A framework of concept being considered refers to a structured collection of related concepts to meet the above-mentioned objectives like understanding or predicting the occurrence of a particular event, or giving a better sense of the issue at hand research question. Unlike a deductive reasoning where all facts and premises are applied to reach the conclusion, the development of a

conceptual framework involves an inductive process whereby small individual pieces (consisting of concepts) should be merged together to get a bigger picture of possible interactions (Imenda, 2014). It makes the process of the researcher more settled as s/he is able to easily specify and define the concepts by applying the given mainstream in the problem of the study (Luse, Mennecke, and Townsend, 2012). Furthermore, in Fig.2.1 it is shown, the conceptual model for this research.

Independent Variables

Dependent Variable



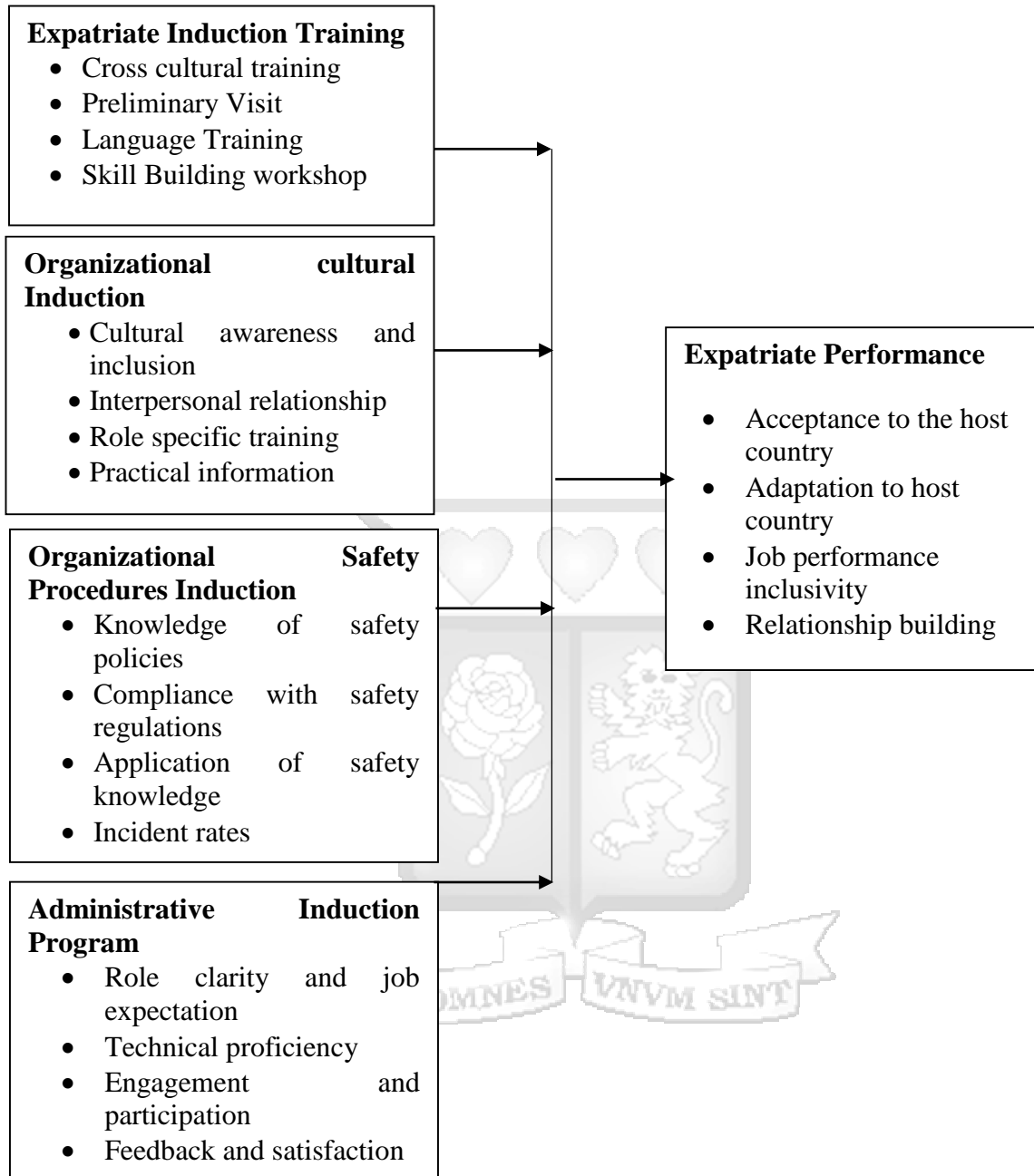


Figure 2.1 Conceptual Framework

2.6 Operationalization of Study Variables

Table 2.2, below shows the values for each of the independent and dependent variables as operationalized in the study.

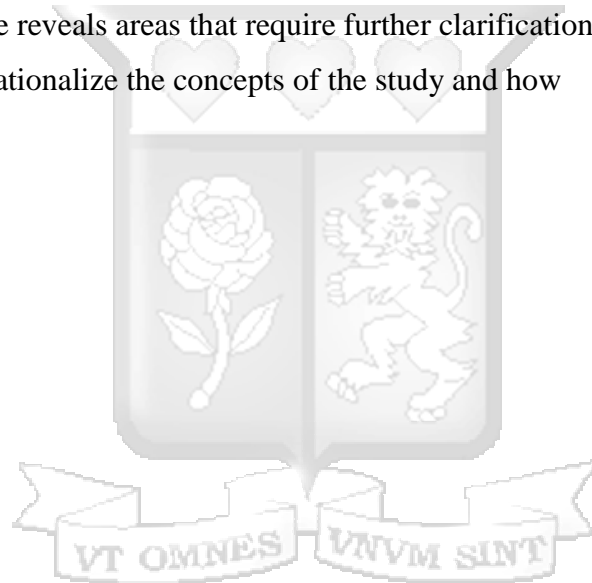
Table 2.2: Operationalization of study variables

Variables	Measures	Instrument	Author (s)
Expatriate Training	Induction <ul style="list-style-type: none"> • Cross cultural training • Preliminary Visit • Language Training • Skill Building workshop 	5 Point Likert scale	Pollyn, (2016)
Organizational Induction	cultural <ul style="list-style-type: none"> • Cultural awareness and inclusion • Interpersonal relationship • Role specific training • Practical information 	6 Point Likert scale	PwC Flexible Work Policy
Organizational Procedures Induction	Safety <ul style="list-style-type: none"> • Knowledge of safety policies • Compliance with safety regulations • Application of safety knowledge • Incident rates 	6 Point Likert scale	PwC Guide
Administrative Program	Induction <ul style="list-style-type: none"> • Role clarity and job expectation • Technical proficiency • Engagement and participation • Feedback and satisfaction 	7 Point Likert scale	Fortin-Ruttberger (2014)
Expatriate	Performance <ul style="list-style-type: none"> • Achievement of assignment objectives 	33 Point likert scale	Pradhan & Hati (2019)

-
- Adaptation to host
country
 - Relationship
building
-

2.7 Chapter summary

This section has addressed the study variables from the existing literature. It has developed the research gaps for the study and showed how the present variables have been discussed by previous researchers. The literature reveals areas that require further clarification and understanding. It has also made efforts to operationalize the concepts of the study and how



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter delineates the methodology employed to attain the outcomes of the study. It commences by elucidating the underlying philosophy guiding the research implementation, along with a delineation of the research design strategy detailing the progression of the study from one phase to another. Subsequently, the chapter delves into an exploration of diverse aspects, including the population under study, sample selection and sampling methodologies, sample frame establishment, determination of sample size, tools utilized for data collection, statistical and enumeration techniques applied, data quality assessment, methodology for data analysis, presentation approach, and ethical considerations.

3.2 Research philosophy

Philosophy is a set of beliefs and principles concerning the acquisition of knowledge. Research Philosophy pertains to the foundational principles upon which the assumptions and biases of a study are built, emphasizing the approach taken in conducting research and addressing specific societal issues (M. Saunders et al., 2015)

In this study, a pragmatism philosophy was adopted. Pragmatism posits that concepts hold significance only insofar as they support practical action (Kelemen & Rumens, 2012). Pragmatists prioritize the practical consequences of ideas, valuing knowledge for its ability to facilitate effective action. For pragmatists, research begins with identifying a problem and aims to generate practical solutions that inform future practice. Researchers' values guide the reflexive inquiry process, which starts with doubt and a recognition that something may be amiss, and culminates in the resolution of the problem (Elkjaer & Simpson, 2011).

Pragmatists acknowledge the existence of diverse interpretations of the world and approaches to research, recognizing that no single viewpoint can capture the entirety of reality. While pragmatists

may utilize multiple methods, they prioritize those that yield credible, well-founded, reliable, and relevant data to advance the research (Kelemen & Rumens, 2012)

The selection of pragmatism philosophy for this study was influenced by the aim to understand the relationships between selected Induction Management programs and the dependent variable, Expatriate performance. By doing so, the study sought to offer practical solutions to the challenges posed by induction Management programs, which play a pivotal role in shaping expatriate performance, as evidenced by the case study of Concern Worldwide in Sudan.

3.3 Research Design

(Silverman, 2020) defines research design as the overarching blueprint utilized in a study to address its research questions. It serves as a framework guiding the collection and analysis of data, reflecting the priorities assigned to various dimensions of the research process (Bryman et al., 2021) The design structurally organizes the research endeavor, illustrating how its key components - such as samples or groups, measures, treatments or programs, and methods of assignment - synergistically converge to address the central research inquiries (Muhammad & Kabir, 2016). Essentially, a research design provides a comprehensive plan outlining the methodology employed to address the research questions (M. N. Saunders et al., 2007). It encapsulates the overarching strategy chosen to seamlessly integrate the different facets of the study in a cohesive and rational manner.

In this study, the correlational design was adopted. A correlational study aims to ascertain the degree of association between two variables. It investigates whether changes in one variable correspond with changes in another variable. It is crucial to note that correlation does not imply causation (Muhammad & Kabir, 2016). In a correlational design, variables are measured without manipulation, and data analysis is conducted to determine the extent of their relationship. Measures of correlation and association quantify the strength of the relationship between the variables, elucidating the degree of their interdependence and the Pearson Correlation Coefficient (r) was used to measure the strength of linear relationship between two variables that is the independent variable and the dependent variable (Deng et al., 2021).

3.4 Population of the Study

The target population, which is the number of individuals that the study will be carried out on will be staff working in the Concern Worldwide office in Sudan. A review of the organization's human resources records as of March 2023 indicate that there were a total of 150 staff currently working in Sudan's office to implement the organization's operations. As such, the population of this study was 150 staff (Concern World wide's HR records, 2023).

3.4.1 Sampling Design

(Kothari, 2004) defines a sample as a subset of a large population and argues that a good sample should have the characteristic of the population. (Wilson & Farrow, 2021) confirms that a sample is good and not as accurate as census, since a census increases the volume of work which may result in the introduction of new views on the subject matter. Further, the size of a sample is a function of the variation in the population (Thapa et al., 2013)

Since the population of this study is small and manageable, the census method was adopted. According to (Gilmore et al., 2022) the census is a well-planned process of collecting data from all members of the population. It is an official and complete count of all individuals in the population being selected to provide data for answering research questions. Though census may be expensive and time-consuming, it provides reliable and accurate results that make it an ideal method for studies with heterogeneous populations like this current study. Thus, the sample size of this study entailed 150 Staff members that form the study population.

3.5 Data Collection Method

The study utilized questionnaires as the primary tool for gathering quantitative data for analysis, complemented by interviews for the collection of qualitative data. The selection of these instruments was predicated on their ease of administration and analysis, as well as their cost-effectiveness. Questionnaires, in particular, are instruments that prompt individuals to respond to a predetermined set of questions or statements (Rowley, 2024).

A self-administered questionnaire employed a 5-point Likert scale being devised for the study's various variables. This format facilitated the collection of well-considered responses and ensured

confidentiality. The questionnaire was structured to encompass each of the four independent variables under investigation, as well as the dependent variable being expatriate Performance.

To facilitate the data collection process, the researcher obtained permission from the organization's management to conduct the study including permission from NACOSTI. Following consent, a research assistant, referred to as an "administrator," was engaged. This individual, selected based on the researcher's trust, was tasked with interacting with the participants on behalf of the researcher to ensure their comfort and thorough response to the questionnaire items.

3.6 Research Quality

In order to ensure the quality of this research, a pilot study was undertaken for the purpose of pre-testing the data collection instruments for reliability and validity. According to (Baškarada & Koronios, 2018b) a pilot study is always necessary in order to test the reliability and validity of the data collection instruments.

This study employed face validity to show how much the study provides the domain that concerns it. The purpose of this approach was to control the validity of the questionnaire with regards to the experts who confirmed that the tool was good and adequate for the intended quest.

Reliability of the research instrument was also tested using A Cronbach's Alpha for the consistency or dependability of a measurement instrument (Leary, 2004). A Cronbach's alpha score of below 0.7 was used to drop some constructs.

3.7 Data Analysis and Presentations

The completed questionnaires were collected by researcher and checked for errors in responses, omissions, exaggerations and biases. Quantitative analysis of the data was then done .the Quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS version 22). The analysis included summarising the data from mean, standard deviation, variance, skewness and kurtosis. The analysis also involved the Kruskal-Wallis rank sum that was tested to assess the effect of categories on particular responses(Guo & Zhong, 2013) and correlation analysis was carried out to ascertain the relationship between various responses

3.8 Ethical Considerations

With the intention of preserving the participants' own authenticity and the organization's data, the research took the following precautions. First, the researcher prepared a consent form to be sure that it clearly states the aim of the study, the risks that certain stages of the research have, and the possible benefits that in the end can be obtained, all that would help to inform participants that they have the right to quit the researching at any time they feel it is necessary. The researcher initiated the process by obtaining an ethics letter application from the university's Institutional Review Board (IRB) and also a permit from the National Commission for Science, Technology, and Innovation (NACOSTI).

Each participant was informed of the voluntary and confidential nature of the study and provided consent form before being given the questionnaire and engaged in the interview and as well as consent was obtained for recording of the interview process to facilitate review and compilation of the interview guide in order to enhance confidentiality, staff names pseudonyms were utilized and age range used instead of exact age and in the study. The interviews also took place in a secluded room to ensure privacy.

3.9 Chapter Summary

The chapter discusses the research philosophy, as well as the study design, the target population, the sampling methodology, and data collection method. The chapter also presents the quality of research as validity and reliability are assessed, data analysis and presentation. It equally presented how the question of ethics and moral issues were resolved at the stage of data gathering.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the findings of the study. The chapter provides the response rate, demographic characteristics of the respondents, descriptive statistics and regression analysis. Regression analysis was adopted to examine the influence of Expatriate induction training organizational cultural induction, organizational Safety Procedures Induction and administrative induction program on Expatriate performance in Concern Worldwide in Sudan

4.2 Response Rate

The response rate for the study was 93% return rate. A total of 140 questionnaires were returned against the 150 that was issued. 10 was rejected on the grounds of not having been properly filled by the respondents. (Mugenda, 2003) stipulated that a questionnaire response rate that is greater than 50% is adequate representation for the target population, therefore the study represents target population

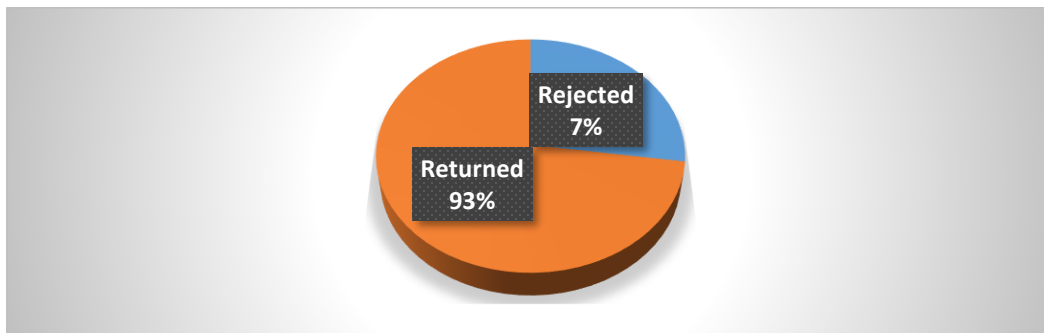


Figure 4.1 Response Rate

4.3 Demographic of the Respondents

4.3.1 Gender Response

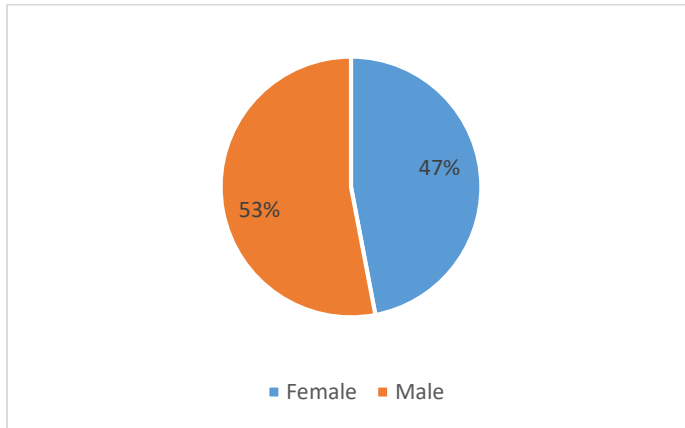


Figure 4.2 Gender Response

The results in Figure 4.2 indicate that male respondents constitute the majority, making up 53% of the total respondents. Female respondents follow closely, representing 47% of the surveyed population. This near-equal gender distribution suggests a balanced perspective in the responses, with insights drawn from both male and female experiences within the context of the study.

4.3.2 Age of the Respondents

Table 4.1: Age Bracket of the Respondents

	Frequency	Percent
18-30	30	21
31-40	60	43
41-50	26	19
Above 50 Years	24	17
Total	140	100.0

The findings in Table 4.1 indicate that the majority of respondents, accounting for 43%, are between the ages of 31-40. This age group is followed by those between 18-30 years and those between 41-50 years constituting 19% of the respondents. The smallest demographic is those aged above 50, who make up 17% of the respondents. This demographic profile is significant as it implies that most respondents have amassed substantial work experience over the years. As a result, they are well-positioned to provide insightful and reliable evaluations of their induction

management programs. The mature age group, particularly those between 31 and 40, likely includes individuals who have progressed through various stages of their careers and have encountered multiple induction programs, enabling them to offer a well-rounded perspective. Similarly, the respondents in the 18-30 and above 50 age brackets bring unique viewpoints based on their early and late career experiences, respectively.

4.3.3 Duration of Working with an Organization

The findings in Figure 4.3 indicate that the majority of respondents, accounting for 33%, have worked for the organization for 4 years. Additionally, 28% of the respondents have been with the organization for 3 years, while 21% have been employed for 2 years. Lastly, 18% of the respondents have been with the organization for 5 years or more. This data suggests a varied range of tenure among the respondents, with a significant portion having substantial experience within the organization

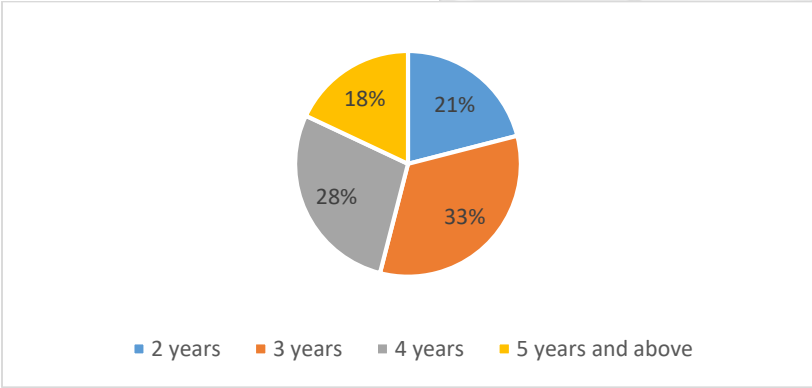


Figure 4.3 Duration of Working with the Organization

4.3.4 Highest Level of Education

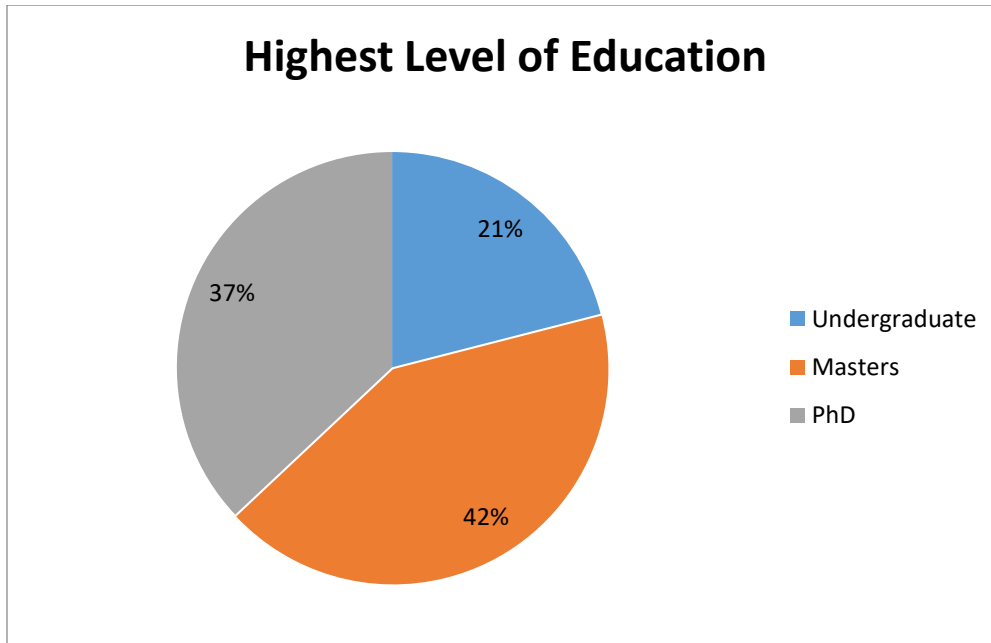


Figure 4.4 Highest Level of Education

Regarding the highest level of education, the study found that most (21%) of the respondents had bachelor's degrees, while 42% had master's degrees and 37% PhD. This finding showed that the respondents were adequately qualified to understand issues to do expatriate induction and expatriate performance. This implied that the responses from respondents could be relied upon and be perceived as coming from individuals with good understanding of the study concepts. The results are displayed in table

4.4 Descriptive Statistics

The study utilized descriptive statistics including frequencies, percentages, means and standard deviations in this subsection. The collected data was coded and entered in SPSS for analysis.

4.4.1 Expatriate Induction Training

The findings derived from Table 4.2 offer insights into the varied perceptions of respondents regarding Expatriate Induction Training, indicating a diverse range of viewpoints among participants.

In terms of cross-cultural training, respondents provided a mean score of $M=4.142$ with a standard deviation (SD) of 1.982, suggesting a somewhat neutral stance. This suggests that respondents may hold positive opinions regarding the effectiveness or adequacy of the organization's cross-cultural training initiatives. The results of this study validate that cross-cultural training improves

the performance of expatriates. Expatriates with cross-cultural competency are more likely to understand, interact with, and adjust to the norms and values of their new cultural environment. Thus, expatriates will enhance their cultural adjustment by working more diligently and energetically under a better degree of cross-cultural competency. They are able to have good working relationship with host country nationals contributing to better performance. A study by (Liao et al., 2021) which supports the finding on the concept of cross-cultural training can determine the level of performance. This finding again reaffirms the significant role of cross-cultural training, which is connected to the ability and level of adjustment in a new cultural environment of individuals who are able to perform their jobs effectively

The provision of preliminary visits to different sites also received a mean score of 2.643, indicating a comparable level of uncertainty or neutrality in respondents' opinions. This implies that respondents perceive the necessity or impact of preliminary visits in a similar manner to cross-cultural training. However, there emerges a slightly more positive perception towards language training, as evidenced by a mean score of $M=4.215$ and a standard deviation of 1.526. This suggests that respondents generally view language training more favorably compared to cross-cultural training and preliminary visits. The higher mean score implies a relatively positive perception of the effectiveness or value of language training in preparing expatriates for their roles within the organization. A study by (Lauring et al., 2023) has also found that language training has impact on expatriate as it affects interactions with host country nationals assists aids in close collaboration

Skill-building workshops garnered a somewhat positive perception with a mean score of $M=4.146$ and a standard deviation of 1.138. While not as highly rated as language training, this indicates that respondents generally view skill-building workshops positively in terms of their contribution to expatriate induction. (Agrawal, 2023) contends that skill development is a predictor of expatriate job performance. Skill development allows expatriate acquire the necessary skills to perform their jobs. When an expatriate possesses skills necessary to perform their job, it builds their self-confidence and also, he confidence their peers have in them. Most expatriates are motivated to take up expatriate positions in order to develop their skills

Table 4.2 Expatriate Induction Training

No.	Statement	N	Mean	Standard deviation
1	The organization keep on offering Cross cultural training for the new employees most so the expatriate from different countries	140	4.142	1.982
2	My organization normally offer Preliminary Visit to different cite to new employees joining company from different countries	140	2.643	1.549
3	There is Language Training where expatriates are subjected to before allowed to serve the people by the organization	140	4.213	1.526
4	In my organization there is Skill Building workshop where new employees are being induced before they are release to serve the people	140	4.146	1.138

Regression result of Expatriate Induction Training

The model summary provided an R-squared of 0.240971. The F value suggests that 24.1% of the variability in expatriate performance is explained by expatriate induction training

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.490888
R Square	0.240971
Adjusted R Square	0.165068
Standard Error	0.649777
Observations	12

The ANOVA table suggest that, the regression model is a good predictor of expatriate performance, $F(1, 11) = 3.1747, p = 0.01051$.

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	1.340399	1.340399	3.174721	0.0105123
Residual	10	4.222101	0.42221		
Total	11	5.5625			

a. Dependent Variable: expatriate performance

b. Predictors: (Constant), expatriate induction training

The coefficient table shows that there is a positive significant relationship between expatriate induction training and expatriate performance. The p-value is 0.0105 which is less than 0.05. The coefficient value is 0.433 which imply that a unit increase in expatriate induction training leads to increase in expatriate performance by 0.433.

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	4.539	0.680	6.677	0.000	3.025	6.0543	3.025	6.054
Expatriate Induction Training	0.433	0.243	1.782	0.0105	0.975	0.109	-0.98	0.109

Dependent Variable: expatriate performance

4.4.2 Organizational Cultural Induction

In the realm of Organizational Cultural Induction, the data from Table 4.2 paints a nuanced picture of respondents' perceptions, revealing a spectrum of viewpoints on various aspects of cultural integration within the organization. The promotion of cultural awareness and inclusion elicited a mean (M) score of 2.872 and a standard deviation (SD) of 1.314, indicating a somewhat neutral stance among respondents. This suggests a degree of ambiguity or uncertainty regarding the organization's efforts in fostering cultural awareness and inclusivity among its workforce.

(Tahir, 2022) contends that cross cultural induction training assist expatriates learn about new culture, host country business norms, values and social customs which are key elements in aiding expatriates succeeding in their overseas assignments. Expatriates also need to adjust to their new organizational role and culture.

Conversely, respondents expressed a notably more positive perception towards the organization's expertise in providing role-specific training, as evidenced by the mean score of 4.211 and a standard deviation of 1.102. This indicates a strong level of confidence in the organization's ability

to deliver tailored training programs that cater to the specific roles and responsibilities of employees. Such positive feedback underscores the effectiveness of the organization's efforts in ensuring employees are equipped with the necessary skills and knowledge to excel in their respective positions.

On the construct of training on interpersonal relationships, respondents provided a mean score of 3.011 and a standard deviation of 1.412, suggesting a somewhat neutral stance. This implies that while there may be some initiatives in place to promote effective interpersonal communication and relationship-building within the organization, there is room for improvement or a need for clearer direction in this area. Drawing from social capital theory of career success, expatriates need to have interpersonal skills to manage their relationships among peers, host country nationals and stakeholders. A study by (Ren et al., 2020) provided contrary results and showed that expatriate manager-local subordinate positively influences expatriate career performance. social capital serves as an accelerate agent to promote trust between expatriate and host country national a stakeholder, allows for n knowledge sharing, and influences learning and growth which in turn impact expatriate’s performance

Furthermore, the provision of practical information garnered a mean score of 4.126 and a standard deviation of 1.002, indicating a somewhat positive perception among respondents. This suggests that while the organization is viewed favorably in terms of providing practical information to support employees in their roles, there may be areas where enhancements or refinements could further optimize the effectiveness of such initiatives. This finding is supported by similar study by (Okpara et al., 2021) suggest that provision of practical information to expatriates makes them more prepared for the potential culture shock and the changes they will likely experience as they adjust to the host environment.it is also an important factor that will help them determine whether to accept or reject this new assignment

Table 4.3 Organizational Cultural Induction

No	Statements	N	Mean	Standard deviation
<hr/>				

1	This organization promotes Cultural awareness and inclusion	140	2.872	1.314
2	The firm has limited expertise to train members on the Role specific training	140	4.211	1.102
3	The firm trained its officers in the last year on the benefits of Interpersonal relationship	140	3.011	1.412
4	The firm provides Practical information that help staff engage with audit and community services.	140	4.126	1.002

Regression results of Organizational Cultural Induction

The model summary provided an R-squared of 0.093. The p value suggests that 9.3% of the variability in expatriate performance is explained by organizational cultural induction

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.096246
R Square	0.092632
Adjusted R Square	-0.08981
Standard Error	0.742359
Observations	12

The ANOVA table suggest that, the regression model is a good predictor of expatriate performance, $F(1, 11) = 0.934, p = 0.0176$.

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0.051527	0.051527	0.93498	0.0176
Residual	10	5.510973	0.551097		
Total	11	5.5625			

a. Dependent Variable: expatriate performance

b. Predictors: (Constant), Organizational Cultural Induction

The coefficient table shows that there is a positive significant relationship between organizational cultural induction and expatriate performance. The p-value is 0.0176 which is less than 0.05. The coefficient value is 0.137 which imply that a unit increase organizational cultural induction leads to increase in expatriate performance by 0.137.

	<i>Coeffi</i>	<i>Standard</i>	<i>t</i>	<i>P-</i>	<i>Lower</i>	<i>Upper</i>	<i>Lower</i>	<i>Upper</i>
	<i>cients</i>	<i>Error</i>	<i>Sta</i>	<i>value</i>	<i>95%</i>	<i>95%</i>	<i>95.0%</i>	<i>95.0%</i>
Intercept	3.759	1.273	2.953	0.0145	0.9229	6.5942	0.9229	6.5942
Organizational Cultural Induction	0.137	0.449	0.306	0.017620	-1.139	0.8638	-1.139	0.8638

4.4.3 Organizational Safety Procedures Induction

The insights gleaned from the data presented in Table 4.4 pertaining to Organizational Safety Procedures Induction offer a nuanced understanding of respondents' perspectives. There exists a diversity of opinions among participants, underscoring the complexity of ensuring comprehensive safety protocols within the organizational framework. One notable aspect is the provision of knowledge regarding safety policies, which garnered a notably positive reception with a mean score of 3.571. This suggests a commendable effort by the organization in equipping employees with the necessary information to navigate potentially hazardous environments effectively. A study by (Alabi & Tarkianite, 2022) supports the study findings that Organizational Safety Procedures Induction positively affect expatriate performance because expatriates are better prepared for any emergency and are productive and are at ease in their new roles

Conversely, the perception regarding compliance with safety regulations was more subdued, as evidenced by the mean score of 2.143, indicating a relatively negative stance among respondents. This hints at potential areas where the organization might refine its practices to ensure better adherence to established safety standards. Similarly, while the application of safety knowledge and support received a moderately positive mean score of 3.143, there remains an opportunity for

further enhancement to solidify employees' confidence in effectively applying safety protocols in real-world scenarios.

Moreover, the findings reveal a somewhat neutral perception regarding program planning and evaluation, with a mean score of 2.357. This suggests that while efforts may be in place to strategize and assess safety initiatives, there is room for refinement in these areas to ensure a more robust and systematic approach. These nuanced findings underscore the importance of continuous improvement and adaptation within the realm of organizational safety procedures. While the organization is lauded for its efforts in providing safety-related knowledge and fostering a culture of safety consciousness, there exists an imperative to address gaps in compliance, program planning, and evaluation to fortify the overall safety framework effectively.



Table 4.4 Organizational Safety Procedures Induction

No.	Statements	N	Mean	Standard deviation
1	My organization usually provides Knowledge of safety policies on how to handle the hostile environment in a foreign country	140	4.421	1.142
2	There is adequate Compliance with safety regulations by expatriate working in Concern Worldwide organization in Sudan	140	2.143	1.231
3	Induction management program such as application of safety knowledge and support are given to staff	140	4.112	1.146
4	We engage in good program planning, monitoring and evaluation of Incident rates for the expatriates	140	3.014	1.336

Regression results of Organizational Safety Procedures Induction

The model summary provided an R-squared of 0.08425. The value suggests that 8.4% of the variability in expatriate performance is explained by organizational cultural induction

<i>Regression Statistics</i>	
Multiple R	0.0823446
R Square	0.0842583
Adjusted R Square	-0.08981
Standard Error	0.742359
Observations	12

The ANOVA table suggest that, the regression model is a good predictor of expatriate performance, $F(1, 11) = 1.9453, p = 0.00123$.

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0.051527	0.051527	1.9453	0.00123
Residual	10	5.5625	0.55625		
Total	11	5.5625			

a. Dependent Variable: expatriate performance

b. Predictors: (Constant), organizational safety procedures induction

The coefficient table shows that there is a positive significant relationship between organizational safety procedures induction and expatriate performance. The p-value is 0.00123 which is less than 0.05. The coefficient value is 0.422 which imply that a unit increase organizational safety procedures induction leads to increase in expatriate performance by 0.422.

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	3.375	1.007068	3.351313	0.007349	1.131113	5.618887	1.131113	5.618887
Organizational Safety Procedures Induction	0.42157	0.3524	-3E-16	0.00123	-0.7852	0.785197	-0.7852	0.785197

Dependent Variable: expatriate performance

4.4.4 Administrative Induction Program

The Administrative Induction Program, outlined in Table 4.2, showcases varied perceptions among respondents. The aspect of role clarity and job expectations received a moderately positive mean score of 4.312. This suggests that while there is some clarity regarding roles and job expectations, there might still be room for improvement to ensure a clearer understanding among employees. low-quality logistics support and ineffective re-induction of the expatriates into the home country. A study by(Semi, 2020) found that extent of the support provided by the organization in terms of logistical and administrative support positively influences expatriate’s performance because staff are less stressed about these administrative tasks and focus on their jobs.it also assists the expatriates settle in well when the organizations manages for example the housing, work permit, school registration for expatriates’ children etc.

The perception of technical proficiency training was less favorable, with a mean score of 2.214. This indicates that there may be challenges or gaps in the effectiveness of the technical training

provided within the induction program. This is contrary to findings by(Bader et al., 2021) that there is positive relationship between technical proficiency training and performance. There is need to review the curriculum of the training to ensure they align to expatriate’s job description for it to be effective. there is also need to analyses the delivery mode which includes timing, location and instructor capability to deliver the training

In terms of engagement and participation induction for expatriates, the mean score of 4.228 suggests a relatively positive perception. This indicates that there are efforts to engage expatriates in the induction process, potentially fostering a sense of inclusion and belonging within the organization. However, the perception of the feedback and satisfaction gauging program for expatriates was somewhat neutral, with a mean score of 2.785. This suggests that there may be opportunities to enhance feedback mechanisms to better understand and address the needs and concerns of expatriates. The findings are supported by study by (Reiche et al., 2023) which stipulates that supporting practices which include rewards by multinational corporation have positive impact on expatriate engagements

Table 4.5 Administrative Induction Program

No	Statements	N	Mean	Standard deviation
1	There is Role clarity and job expectation for all the employees working with Concern Worldwide	140	4.312	1.069
2	The administrative induction program that is in place have Technical proficiency training for the employees	140	2.214	1.369
3	There are Engagement and participation induction for the expatriate working with Concern worldwide Sudan	140	4.228	1.107
4	There is a Feedback and satisfaction gaging program for expatriate working with Concern Worldwide	140	2.785	1.528

4.5.4 Administrative Induction Program

The model summary provided an R-squared of 0.1802. The F value suggests that 18.02% of the variability in expatriate performance is explained by organizational cultural induction

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.424548
R Square	0.180241
Adjusted R Square	0.098265
Standard Error	0.675271
Observations	12

The ANOVA table suggest that, the regression model is a good predictor of expatriate performance, $F(1, 11) = 2.1987, p = 0.0169$.

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	1.002592	1.002592	2.198711	0.0168941
Residual	10	4.559908	0.455991		
Total	11	5.5625			

a. Dependent Variable: expatriate performance

b. Predictors: (Constant), administrative induction program

The coefficient table shows that there is a positive significant relationship between administrative induction program and expatriate performance. The p -value is 0.0168941 which is less than 0.05.

The coefficient value is 0.5437 which imply that a unit increase administrative induction program leads to increase in expatriate performance by 0.5437.

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	4.904378	1.049668	4.672314	0.000878	2.565572	7.243184	2.565572	7.243184
Administrative Induction Program	0.54378	0.366723	-1.48281	0.0168941	-1.36089	0.273331	-1.36089	0.273331

Dependent Variable: expatriate performance

4.4.5 Expatriate Performance

The section on Expatriate Performance, as presented in Table 4.6, sheds light on respondents'

perceptions of expatriate performance within the organization. The perception that the firm embraces accountable and open forms of work towards achievement of assignment objectives received a mean score of 3.285, indicating a relatively positive outlook. This suggests that there is a perceived commitment to transparency and accountability within the organization, which can contribute to overall performance outcomes.

Similarly, the perception that expatriates perform well upon adaptation to the new environment of the host country received a mean score of 3.286. This highlights the importance of effective adaptation strategies and support mechanisms provided by the organization to facilitate expatriate success in new environments. Additionally, the perception that expatriates tend to perform well when welcomed, as indicated by a mean score of 3.214, underscores the significance of inclusive onboarding practices in promoting positive performance outcomes among expatriates. The findings of this study are supported by (Setti et al., 2022) who stipulates that expatriates who are well adjusted into host country environments are more likely to gain appropriate emotional and informational support from host national staff enabling them perform their work as these collaborations are critical

Furthermore, encouraging expatriates to work within the organization was perceived as beneficial for relationship building, with a mean score of 3.857. This suggests that the organization recognizes the value of diverse perspectives and experiences brought by expatriates, fostering a culture of collaboration and mutual respect. Overall, these perceptions reflect the organization's efforts to support and empower expatriates to thrive within the organizational context. A work place where employees are treated fairly and respectfully while having equal access to opportunities and resources has been shown to cause them to contribute fully to the organization's success according to (Wan, 2020). Where there is trust, there is commitment from employees to do their best

Table 4.6 Expatriate Performance

No	Statements	N	Mean	Standard deviation
1	The firm embraces accountable and open forms of doing its work towards Achievement of assignment objectives	14	3.285	1.683

2	Expatriate perform well upon adaptation to the new environment of the host country	14	3.286	1.266
3	When expatriates are welcomed they tend to perform well	14	3.214	1.251
4	Encouraging expatriate to work in an organization is a way of enhancing Relationship building among expatriate and locals	14	3.857	1.511

4.5 Multiple Regression Analysis Summary

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.540754
R Square	0.292415
Adjusted R Square	-0.11192
Standard Error	0.749851
Observations	12



ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	4	1.626559	0.40664	0.723202	0.00603001
Residual	7	3.935941	0.562277		
Total	11	5.5625			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	5.271568	2.291501	2.300487	0.054952	0.14697	10.69011	0.146	10.69011
Expatriate Induction Training	0.433	0.344412	-0.94336	0.0105	1.13931	0.489502	1.139	0.489502
Organizational Cultural Induction	0.137	0.467028	-0.02659	0.017620	1.11676	1.091927	1.116	1.091927
Organizational Safety Procedures Induction	0.42157	0.402624	-0.04266	0.00123	0.96923	0.93488	0.969	0.93488
Administrative Induction Program	0.54378	0.506137	-0.66089	0.0168941	1.53132	0.862325	1.531	0.862325

CHAPTER FIVE

DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings of the study, summarizing the main results, drawing conclusions and providing recommendations for policy and managerial practices. The contributions of the study to theory and existing knowledge are highlighted, and limitations along with suggestions for further research are outlined.

5.2 Summary of the Study

The study examined the impact of various induction programs on expatriate performance. Specifically, it focused on four main areas: expatriate induction training, organizational cultural induction, organizational safety procedures induction, and administrative induction programs. These areas were chosen due to their perceived importance in preparing expatriates for their roles and enhancing their overall performance.

Data was collected using surveys distributed to expatriates across various organizations. The survey questions were designed to gather information on the effectiveness of the induction programs and their impact on expatriate performance. The responses were then analyzed using regression analysis to determine the significance of each induction program.

The results of the analysis revealed significant positive relationships between the induction programs and expatriate performance. Each type of induction program contributed differently to the performance outcomes, highlighting the need for a multifaceted approach in expatriate management.

The findings emphasize the importance of comprehensive induction programs. Effective expatriate induction training, cultural integration initiatives, safety procedure inductions, and administrative support are all critical components that contribute to the successful performance of expatriates in their respective roles. These results underscore the necessity for organizations to invest in well-structured induction programs to ensure their expatriates are well-prepared and supported.

5.3 Discussion of Findings

5.3.1 Expatriate Induction Training

The regression analysis showed that expatriate induction training has a significant positive impact on expatriate performance. The coefficient value of 0.433 and a p-value of 0.0105 indicate that effective expatriate induction training increases performance by 43.3%. This finding suggests that comprehensive training programs tailored to the specific needs of expatriates can significantly enhance their ability to adapt and perform in new environments. Such training programs typically include language instruction, cultural awareness training, and practical information about living and working in the host country.

In addition to the statistical evidence, qualitative feedback from expatriates highlights the value of induction training. Many expatriates reported feeling more confident and prepared after undergoing thorough training programs. They emphasized the importance of understanding cultural norms and workplace expectations in the host country, which helped them navigate their new roles more effectively. This underscores the necessity for organizations to invest in well-designed induction training programs that cover both professional and personal aspects of expatriation.

Moreover, the positive impact of expatriate induction training on performance extends beyond the initial adaptation period. Long-term benefits include improved job satisfaction, better integration into the local team, and higher retention rates of expatriates. When expatriates feel supported and equipped with the necessary skills and knowledge, they are more likely to perform well and remain with the organization, reducing turnover costs and contributing to organizational stability.

Overall, the findings indicate that expatriate induction training is a critical component of successful expatriate management. Organizations that prioritize and invest in comprehensive induction training programs are likely to see significant improvements in expatriate performance, leading to better overall outcomes for both the expatriates and the organization.

5.3.2 Organizational Cultural Induction

Organizational cultural induction also demonstrated a significant positive relationship with expatriate performance. The coefficient value of 0.137 and a p-value of 0.0176 suggest that cultural induction programs can enhance performance by 13.7%. This finding highlights the importance of helping expatriates understand and integrate into the organizational culture of the host country.

Cultural induction programs often include training on local business practices, communication styles, and social norms, which are essential for effective collaboration and teamwork.

Expatriates who receive thorough cultural induction are better equipped to navigate the complexities of the host country's organizational environment. They are more likely to understand and align with the organization's values, goals, and work practices, leading to smoother integration and more effective performance. The cultural induction process helps expatriates build relationships with local colleagues, fostering a sense of belonging and improving their ability to work collaboratively within the team.

Additionally, the positive effects of cultural induction extend to the expatriates' personal lives, enhancing their overall experience in the host country. Understanding the local culture helps expatriates adapt to their new surroundings more easily, reducing stress and increasing their overall well-being. This holistic approach to induction not only improves job performance but also contributes to the expatriates' personal satisfaction and quality of life.

Furthermore, organizations that implement robust cultural induction programs are likely to see long-term benefits in terms of improved cross-cultural communication and collaboration. By fostering a deeper understanding and appreciation of cultural differences, these programs can lead to more harmonious and productive workplaces. This, in turn, can enhance the organization's overall performance and competitiveness in the global market.

5.3.3 Organizational Safety Procedures Induction

The study found a significant positive effect of organizational safety procedures induction on expatriate performance. The coefficient value of 0.422 and a p-value of 0.00123 indicate a substantial impact, increasing performance by 42.2%. This finding underscores the critical importance of ensuring that expatriates are well-versed in the safety protocols and procedures of their host organizations. Safety procedures induction typically includes training on emergency protocols, workplace safety standards, and health regulations, which are essential for maintaining a safe and secure work environment.

Expatriates who receive comprehensive safety training are better prepared to handle potential risks and emergencies, leading to a safer and more secure work environment. This, in turn, enhances their confidence and ability to perform their duties effectively. The knowledge and skills acquired through safety procedures induction help expatriates mitigate risks and prevent accidents, contributing to a safer workplace for everyone.

Moreover, the positive impact of safety procedures induction extends beyond physical safety. Expatriates who feel secure and well-prepared are likely to experience lower levels of stress and anxiety, which can significantly improve their overall job performance. A safe and supportive work environment enables expatriates to focus on their tasks without the distraction of safety concerns, leading to higher productivity and job satisfaction.

Additionally, organizations that prioritize safety procedures induction demonstrate a commitment to the well-being of their expatriates, which can enhance their reputation as responsible and caring employers. This can lead to increased trust and loyalty among expatriates, further improving retention rates and reducing turnover costs. By investing in thorough safety procedures induction, organizations can create a safer and more supportive environment for their expatriates, leading to better performance and overall organizational success

5.3.5 Administrative Induction Program

Administrative induction programs were shown to significantly influence expatriate performance positively. The coefficient value of 0.5437 and a p-value of 0.0168941 suggest a 54.37% improvement in performance due to administrative induction programs. This finding highlights the importance of providing expatriates with comprehensive administrative support, which includes assistance with bureaucratic processes, legal requirements, and organizational procedures. Administrative induction programs often cover areas such as visa and work permit applications, tax regulations, and benefits administration.

Effective administrative induction ensures that expatriates can navigate the complex administrative landscape of their host country with ease. By providing clear guidance and support, these programs help expatriates comply with legal and organizational requirements, reducing the risk of administrative errors and legal issues. This allows expatriates to focus on their professional responsibilities without being burdened by administrative challenges, leading to improved job performance and productivity.

In addition to easing the administrative burden, these programs also contribute to expatriates' overall satisfaction and well-being. Expatriates who receive adequate administrative support are likely to experience lower levels of stress and frustration, which can positively impact their performance. The availability of administrative assistance helps expatriates feel more supported and valued by their organization, fostering a sense of loyalty and commitment.

Moreover, organizations that provide robust administrative induction programs demonstrate their commitment to the successful integration of expatriates. This can enhance the organization's reputation as a supportive and employee-centric employer, attracting and retaining top expatriate talent. By investing in administrative induction, organizations can ensure that their expatriates are well-prepared and supported, leading to better performance and higher retention rates.

5.4 Conclusion

The study concludes that induction programs are crucial for enhancing expatriate performance. Each type of induction whether focused on general expatriate training, cultural integration, safety procedures, or administrative processes plays a significant role in preparing expatriates for their roles and improving their performance outcomes.

The evidence from this study strongly supports the implementation of comprehensive induction programs. Organizations that invest in well-structured training and support systems for their expatriates can expect to see significant improvements in performance, job satisfaction, and retention rates. This not only benefits the expatriates themselves but also enhances the overall effectiveness and competitiveness of the organization.

Furthermore, the study highlights the multifaceted nature of successful expatriate management. A one-size-fits-all approach is insufficient; instead, organizations must tailor their induction programs to address the specific needs and challenges faced by expatriates in different contexts. This includes providing cultural, safety, and administrative support in addition to general training. The long-term benefits of effective induction programs extend beyond immediate performance improvements. By fostering a supportive and well-prepared expatriate workforce, organizations can create a positive and inclusive work

5.5 Implications of Research

5.5.1 Contribution to Policy

The findings of this study indicate that although various expatriate induction programmes have different influences on expatriate performance at concern Worldwide, there is still a need to develop and implement induction management policies. This is because the employees agree that these induction practices affect how they carry out their duties and responsibilities hence their performance. The results of this research will be of great importance to the industry stakeholders

and policy makers aiding them in crafting wholistic induction programme curriculum and regulations that will benefit both employees and the employers. The findings of this study will guide key stakeholder such as labor organizations, government agencies formulate induction programmes policies that support employees providing them with necessary information to enable them perform their jobs as well as ensure guide employers in crafting tailored induction programme and tools for new employees

5.5.2 Contribution to Management

The findings of this study will aid the management Concern worldwide Sudan to understand the role expatriate induction management programmes play in expatriate performance, and subsequently the overall productivity of the business. The Senior Management Team, guided by the findings of this study, will be able to identify expatriate induction management programmes needs, create tailored induction programmes and implement them so as to be able to achieve corporate goals and objectives

5.5.3 Study Contribution to Theory and Existing Knowledge

This study contributes significantly to the theoretical frameworks and existing knowledge in expatriate management by integrating insights from Social Learning Theory and Reinforcement Theory.

The study underscores the relevance of Social Learning Theory in expatriate management. According to this theory, individuals learn behaviors, skills, and attitudes through observation, imitation, and modeling. The induction programs analyzed in this study provide expatriates with opportunities to observe and learn from experienced colleagues and mentors. By participating in cultural induction and safety procedures training, expatriates observe the norms and practices of their host organization, facilitating their social and professional integration. This observational learning process helps expatriates acquire the necessary skills and behaviors to perform effectively in their new roles. The positive impact of these programs on performance, as evidenced by the study's findings, confirms the critical role of Social Learning Theory in shaping expatriate behavior and adjustment.

The study's findings align with Reinforcement Theory, which posits that behavior is a function of its consequences. Positive reinforcement, such as rewards and recognition, increases the likelihood of the desired behavior being repeated. The induction programs examined in the study act as reinforcers by providing expatriates with the necessary tools and support to succeed in their roles. For example, effective expatriate induction training and administrative support act as positive reinforcers by making expatriates feel competent and valued, thereby enhancing their performance. The significant improvement in performance metrics observed among expatriates who received comprehensive induction training underscores the importance of reinforcement mechanisms in expatriate management. By continuously reinforcing desired behaviors through structured induction programs, organizations can foster a high-performing expatriate workforce.

Furthermore, the study draws on the principles of Person-Centered Dynamic Theory, which emphasizes the importance of understanding individuals' experiences and needs in a dynamic context. This theory advocates for a personalized approach to support, recognizing that each expatriate's experience is unique and influenced by various factors such as personal background, cultural differences, and individual challenges. The study's emphasis on tailored induction programs that address specific needs aligns with this theoretical perspective. By considering the unique circumstances and challenges faced by each expatriate, organizations can design induction programs that are responsive and adaptive. This person-centered approach enhances expatriates' overall well-being and performance by providing targeted support that meets their individual needs.

Additionally, the study contributes to existing knowledge by demonstrating how the integration of these theoretical perspectives can enhance expatriate management practices. The findings suggest that a holistic approach, incorporating elements of social learning, reinforcement, and person-centered support, is essential for effective expatriate induction and performance. This comprehensive framework not only improves expatriate adjustment and performance but also contributes to their long-term retention and satisfaction. The study thus provides a valuable blueprint for organizations seeking to optimize their expatriate management strategies through theoretically grounded, empirically validated practices.

5.6 Recommendations

Based on the study's findings, several recommendations are proposed to enhance expatriate management practices. These recommendations are divided into policy recommendations and managerial recommendations, addressing both organizational policies and day-to-day management practices.

From a managerial perspective, there are several practical steps that can be taken to enhance the effectiveness of expatriate induction and support. Managers should prioritize personalized induction plans that cater to the individual needs of expatriates. This involves conducting thorough pre-departure assessments to understand the specific challenges and requirements of each expatriate, and tailoring induction programs accordingly. Personalized plans can address unique cultural, professional, and personal needs, ensuring that expatriates feel adequately prepared and supported.

Managers should also foster a culture of continuous support and learning. This means providing ongoing training and development opportunities throughout the expatriate assignment, rather than limiting support to the initial induction phase. Regular check-ins, mentoring programs, and peer support networks can help expatriates navigate ongoing challenges and maintain high performance. Managers should encourage open communication, allowing expatriates to voice concerns and seek assistance as needed.

Another key recommendation is the establishment of robust mentoring and buddy systems. Pairing expatriates with experienced mentors or local colleagues can facilitate smoother integration and provide valuable on-the-ground support. Mentors can offer practical advice, cultural insights, and emotional support, helping expatriates adapt more quickly and effectively. This relational approach to support can significantly enhance the expatriate experience and contribute to higher job satisfaction and performance.

Additionally, managers should ensure that expatriates are well-informed about organizational safety procedures and protocols. This includes regular safety briefings, updates on local health and safety regulations, and access to emergency support services. By prioritizing safety, managers can create a secure and supportive environment that enables expatriates to focus on their professional responsibilities without undue stress or concern.

Lastly, managers should recognize and reward the contributions of expatriates. Acknowledging the unique challenges and sacrifices associated with expatriate assignments can foster a sense of

appreciation and motivation. Implementing recognition programs, providing performance incentives, and celebrating milestones can enhance expatriates' engagement and commitment, ultimately contributing to their success and the organization's overall performance.

organizations should develop and implement comprehensive induction policies that cover all critical aspects of expatriate preparation and support. These policies should be standardized across the organization to ensure consistency and effectiveness, regardless of the expatriates' host countries or departments. Comprehensive policies should include mandatory training sessions on local culture, safety protocols, and administrative processes to equip expatriates with the necessary knowledge and skills before their departure.

Furthermore, organizations should establish clear guidelines and benchmarks for the quality and content of induction programs. This involves setting standards for training providers, ensuring that the content is relevant, up-to-date, and tailored to the specific needs of expatriates. Regular audits and feedback mechanisms should be implemented to continually assess and improve the effectiveness of these programs. Organizations might also consider partnerships with external experts or institutions specializing in expatriate training to enhance the quality and relevance of their induction programs.

Another important policy recommendation is the integration of technology to facilitate and enhance induction processes. Organizations should leverage digital platforms to deliver pre-departure training, virtual cultural immersions, and ongoing support. This can ensure that expatriates receive consistent and accessible training, regardless of their geographical location. Additionally, digital tools can provide expatriates with a repository of resources and support networks that they can access throughout their assignment, enhancing their ability to cope with challenges and adapt to new environments.

Lastly, organizations should incorporate feedback from expatriates into the policy-making process. By systematically gathering and analyzing feedback from current and past expatriates, organizations can identify gaps and areas for improvement in their induction programs. This participatory approach ensures that policies are responsive to the real needs and experiences of expatriates, leading to more effective and supportive practices

5.7 Limitations of the study

While this study provides valuable insights into the impact of induction management programs on expatriate performance, there are several limitations that should be acknowledged. The key limitation for this study was induction management programmes were studied in terms expatriate induction and cultural induction(Nwani, 2020). , organizational safety procedures induction (Okorie & Musonda, 2020), (Segbenya & Yeboah, 2022)and administrative induction programme (Sarfraz et al., 2023)The study variables were selected based on induction programme offered to expatriates specifically by Concern. There are other expatriate induction management programmes that can be studies such as mentoring, coaching, predeparture training, volunteering among others

The study was also limited by the measurement of expatriate performance using: achievement of assignment objectives, adaptation to host country, Relationship building. There are other measures of expatriate performance such as performance appraisals, peer reviews, satisfaction of the host national staff and stakeholders with the expatriate,

The study was also limited in location, sample size and scope to Concern worldwide Sudan which may affect the generalizability of the findings. Future research should aim to include a more diverse and larger sample to validate and extend the findings across different contexts and industries.

The study also primarily relied on self-reported data from expatriates, which may be subject to biases such as social desirability and recall bias. Future studies could incorporate multiple data sources, including performance evaluations from supervisors and objective performance metrics, to provide a more comprehensive and accurate assessment of expatriate performance.

Moreover, the study focused on specific types of induction programs but did not explore the potential interactions and synergies between these programs.

5.8 Suggestions for further studies

The study proposes additional investigation into examining how different components of induction programs interact and complement each other to influence expatriate performance. This could provide deeper insights into the most effective combinations and sequences of induction activities. The study also suggests longitudinal studies are needed to examine the long-term impact of induction programs on expatriate performance and retention. Tracking expatriates over time can

provide valuable insights into the sustainability of induction program benefits and identify any changes in support needs as expatriates progress through different stages of their assignments. This longitudinal approach can inform the design of more effective and adaptive expatriate management strategies

Other study designs especially qualitative research could be used in conducting the study since elements of expatriate's induction should be investigated over time since it can be affected by occurrences such as political unrest, change of leadership in an organization or change in a government policy. The study also further proposes that expatriate performance should be assessed in terms of objective measures such as performance appraisals or external evaluation such as peer review It is crucial that expatriates are supported by management to ensure higher productivity.



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QUESTIONNAIRE

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Please Tick (✓) your most preferred Response:

1. What is your Gender?
 - Male ()
 - Female ()

2. Kindly tick inside the correct box that describes your age
 - 18-25 years ()
 - 26-35 years ()
 - 36-45 years ()
 - Above 45 Years ()

3. What is your highest level of education?
 - Primary ()
 - Secondary ()
 - Tertiary or Vocational level ()
 - University ()

4. How long have you been working in this organization?
 - 2 years ()
 - 3 years ()
 - 4 years ()

SECTION B: EXPATRIATE INDUCTION TRAINING

1. To the best of your knowledge, indicate your level of agreement with the statements below

The following scale will be applicable: Please tick ✓ once for each question

Use a scale of 1-5, Where 5= Strongly Agree; 4= Agree; 3= neither agree/disagree; 2= Disagree;

1= Strongly Disagree

No.	Statement	1	2	3	4	5
1	The organization keep on offering Cross cultural training for the new employees most so the expatriate from different countries					
2	My organization normally offer Preliminary Visit to different cite to new employees joining company from different countries					
3	There is Language Training where expatriate are subjected to before allowed to serve the people by the organization					
4	In my organization there is Skill Building workshop where new employees are being induced before they are release to serve the people					

SECTION C: ORGANIZATIONAL CULTURAL INDUCTION

1. To the best of your knowledge, indicate your level of agreement with the statements below

The following scale will be applicable: Please tick once for each question

Use a scale of 1-5, Where 5= Strongly Agree; 4= Agree; 3= neither agree/disagree; 2= Disagree;

1= Strongly Disagree

No	Statements	1	2	3	4	5
1	This organization promotes Cultural awareness and inclusion					

2	The firm has limited expertise to train members on the Role specific training					
3	The firm trained its officers in the last year on the benefits of Interpersonal relationship .					
4	The firm provides Practical information that help staff engage with audit and community services.					

SECTION D: ORGANIZATIONAL SAFETY PROCEDURES INDUCTION

2. To the best of your knowledge, indicate your level of agreement with the statements below

The following scale will be applicable: Please tick ✓ once for each question.

Use a scale of 1-5, 5= Strongly Agree; 4= Agree; 3= neither agree/disagree; 2= Disagree; 1= Strongly Disagree

No.	Statements	1	2	3	4	5
1	My organization usually provides Knowledge of safety policies on how to handle the hostile environment in a foreign country .					
2	There is adequate Compliance with safety regulations by expatriate working in Concern Worldwide organization in Sudan					

3	Induction management program such as Application of safety knowledge and support are given to staff					
4	We engage in good program planning, monitoring and evaluation of Incident rates for the expatriates					

SECTION E: ADMINISTRATIVE INDUCTION PROGRAM

3. To the best of your knowledge, indicate your level of agreement with the statements below

The following scale will be applicable: Please tick once for each question

Use a scale of 1-5, 5= Strongly Agree; 4= Agree; 3= neither agree/disagree; 2= Disagree; 1= Strongly Disagree

No	Statements	1	2	3	4	5
1	There is Role clarity and job expectation for all the employees working with Concern Worldwide					
2	The administrative induction program that is in place have Technical proficiency training for the employees					
3	There are Engagement and participation induction for the expatriate working with Concern world wide Sudan					
4	There is a Feedback and satisfaction gaging program for expatriate working with Concern Worldwide					

SECTION F: EXPATRIATE PERFORMANCE

1. To the best of your knowledge, indicate your level of agreement with the statements below

The following scale will be applicable: Please tick once for each question

Use a scale of 1-5, 5= Strongly Agree; 4= Agree; 3= neither agree/disagree; 2= Disagree; 1= Strongly Disagree

No	Statements	1	2	3	4	5
1	The firm embraces accountable and open forms of doing its work towards Achievement of assignment objectives					
2	Expatriate perform well upon adaptation to the new environment of the host country					
3	When expatriate are welcomed they tend to perform well					
4	Encouraging expatriate to work in an organization is a way of enhancing Relationship building among expatriate and locals					

THE END: THANKYOU!

