

How the firm manages the expatriates and their repatriation

[Business](#), [Management](#)



Researchers have been focusing on how the global work life management can be improved and the opportunities that are found within the firms when they are being managed. It is a necessity to understand how to manage people in the work place. The human resources management has been an education in the basis of how companies would be in value when hiring the best candidates in management and in regular posts. This essay is going to examine how the firms manage expatriates and their repatriation and it is also going to show the key challenges and opportunities in regard to how the firm manages the expatriates and their repatriation. Firstly, it is going to address the different solutions and issues in working with expatriates. Secondly, it is going to show the importance of the theories, concepts and approaches of managing people in an international context. Finally, it is going to criticise the contemporary issue in the global human resources management (HRM) of people.

Firstly, there are some differences and solutions in working with expatriates. One way to find the solution is through the selection section. This can be done through technical competence, personal traits that include relational abilities, ability to understand or to alter the differences in cultural environment and experience from the past. Within the selection, there are the technical competence, personal traits that include relational abilities, ability to understand or adjust to the cultural or environmental differences, previous experience. The training and appraisal are ways that most employers or recruiter gain more employees and also it is a one way in which they portray their management talent. Also, it is one way in which they provide good service to their employees within the company. This shows that

there are multiple ways that managers help their employees to gain experience and to portray their talent effectively. The compensation of an international workforce on different kinds of contract or assignment is an important role in the company because it provides a global solution towards a connection between businesses and firms. This means that the expatriate and their repatriate may be affected because of the delay or postponement of their departure or arrival into the organization. It shows how attentive and careful an employee (in this case an expatriate) has not been in order to be successful within the organization.

Thus, Mondy and Martocchio (2016) suggested that when managing people there is an extremely large number of diversity. The multicultural team has the tendency to provide and to create lateral or horizontal networks to improve flow of information and communication between subsidiaries and HQ and between subsidiaries. This gives more opportunities for members to understand international issues facing the firm and different perspectives on the business as well as interdependencies across the business. This means that employees learn how to function effectively with suppliers, customers, employees in different cultures help foster knowledge sharing, innovation, organisational learning. The cross-cultural teams are made the foundation unit of the global economy. Beside this statement, the decision making often consists of involving the transnational managers and experts where their skills have been made carefully blended. The transnational team is very important in global work field because it allows a good relationship between people as the coordinating mechanism. This means that if he expatriates and

their repatriate follow those regulations as an employee. They will success effectively in the company. They will portray a good image alongside their work and this will produce a positive outcome within their career and the organization.

Plus, in terms of various fields in the business environment, the multicultural teams are either very high performing or very low performing, according to researches. There potentials in creating more innovative ideas or solution. Team might take longer in forming stage and in reaching decisions or consensus building which includes diversity can enable richer ideas and problem analysis to take place. There are five adjustment areas that cognitive, affective and behavioural skills needed include: communications perceptions or views, evaluation of difference, negotiation, control process. Although cross cultural intelligence is important it is also the quality of cross cultural communication at team level that is important.

Secondly, the importance for theories, concepts and approaches of managing people in an international context where they are usually the main crucial case within the human resources management and work life in management. Baruch (2004) mentioned that when Herriot and Pemberton outlined four properties that they believed that an established and successful career model should have different properties. Those properties are: conceptualisation (which is when an individual takes into consideration the organisation, but also the business, political and economic environment), Cyclical and processual nature of the model, Subjectivity (rather than normativity) for the meaning of career success and Interactive nature in the

sense of relationship between the organisation and the individual. Knowing these properties, the expatriates would portray good works and face challenging issues; however, those issues may be resolved within the company.

Also, the Human resources matrix shows two elements of the human resources management: the practice sector, which is usually completed through the operational element of the human resources management practices, and the level of strategic alignment which is expected from it to form the base for the strategic human resources management. There is an importance in highly strategic management of human resources management for the entire competitive advantage of an organisation. Aligning human resources management and organisational strategy is a crucial part for the attainment of organisational goals. The human resources function can use practices in a professional manner, or not at all professionally. Also, the level of strategic alignment with other business or operational units of the organisation can be lower, although they were abandoned altogether, or consequential. The quality of the way that the human resources management function has an impact on how they are evaluated when regarding strength of its operational practices. The expatriate will have the tendency to acquire most of the important elements in order to produce a better work ethic.

Baruch (2004) nowadays, organisation's structures and hence, career systems, are characterized by a continual change. In order to keep the right people, organisations and employees have to try to achieve new

psychological contracts alongside the contemporary business culture. The concept of the contract was founded by Levinson and his colleagues in the early 1960s. There was another introduction to the organisational studies and later it was developed by Kotter and others. It depends on the topic, in particular within the meaning of its transition into the new psychological contract. The psychological contract is the promise which is has not been spoken, which is not present in small print of the employment contract, the employer gives, and what employees give in return'. Such a contract is fundamentally different from the formal, legal employment contracts in their context and expected impact.

Fish and Wood (1993) there have been numerous literature based on what the international human resource management has produces when finding which are largely repetitive and anecdotal and these are contributing to a reappearance of the problem for Australian business enterprises wising to augment and expand their international business activities internationally. The issue which concerns the factors which organisations need in order to consider the most effective developing and managing international management career programs. The element which has traditionally been missing is a strategic framework that has a link with the appropriate international human resources management practices with the enterprise's international business schedule. There is an argument which is developed in the central theme which gives an overview of the need to address the emerging issue for the Australian business enterprise.

Finally, the contemporary issue within the global human resources management of people can be criticised and it can be analysed to secure a conclusion in the way in which work life management functions. Torrington (2017) in terms of the practical note, there is one way of trying to make able the organisation to be more responsive into change in order to design them so that they can be altered more easily. Designing the structure and the processes of the organisation has the tendency to be quickly responsive to change and constantly adaptive is critical and together, with more flexibility of labour. Such approaches underpin an agile organisation. Lawler and Worley (2009) have suggested that, when pace of change has increased, the organisation has the tendency to change and to show constant reconfigure, and hence require a built-in capacity in order to change continuously. In order to complete this, Lawyer and Worsley have suggested that the organisations have to design for themselves so that to show that they can 'adjust their strategic intents, structures and human deployments as a matter of routine' and have to build the ability to think in a creative manner regarding the future in order to achieve sustained success.

There is a possibility in owning a successful business and also to not involve employees in management activities to certain extent, however there are chances that there may be a sustained success at a higher level when employees have a 'voice', in order to involve in and this can influence what happens in the organisation. Objectives are better achieved if employees' opinion is included in the decision making, mostly as it has an effect in their own areas of work. There is some reason for the statement and the two

reasons are: normally it is for managers to make the decisions and to be relied on. These types of decision are difficult, however, there are chances that their decisions will be more effective if they pay attention to the subjective opinion of other individual. This will permit those ideas to aid the development of the company constructively. Also, when people are involved in the organisation, the managers are more likely to be able to choose and decide on an important decision in order to help those that are lower down in organisation hierarchy to be able to give good customer service. The second reason is that employees like to have a voice. They appreciate the fact that their opinions are being listened to. Mostly, in cases where there is a direct concern to their day-to-day activities. There would be a chance of improvement on how they positively satisfied feel with their work if they are able to be involved.

Torrington (2017) in cultural variations, in recent decades various extensive studies have been conducted and they have found data from employees and managers that were working in different countries, the results have been analysed. There has been a categorisation of the dominant features of business cultures across the globe. They have understood how different features differ from one another.

The environmental alternation has found a way to persevere and to have an impact on the work-life issues. Here the general environmental trends, specifically in globalisation and technological advancements, also the labour market factors that include the changing demographics of the workforce and these changes may have an effect on the employees as well as HRM. The

topics on labour market may involve the increase in dual careers, childcare requirements, elder care issues, multiculturalism, same-sex parents, and blended families. Thus, every issue has an effect on the work-life interface, these changes do not have to have a negative impact on the employee or the organisation. But, there is nothing which may be stressful when juggling more than one role. Some knowledge is needed to understand how to manage these roles. The human resources management professional's answer to these changes may reveal a positive outcome for both the employee and the organisation. It is concluded that with certain specific guidelines on regarding how the human resources can aid the employee and organisation to adapt to the changes in the workforce.

Plus, Olufemi and David (2011) conducted a research regarding gender issues at work. In this study, they have investigated the gender issues in human resources management in Nigeria public service. They have understood that successful government in Nigeria has not pursued an employment policy which was aimed at gender balanced, hence, female gender has suffered subordination and discrimination that were not revealed. Instead the state was supposed to give them equal right and opportunities with their men counterparts. Regardless of the efforts that were introduced in place at different levels, in a constitutional domain or otherwise, to take care of marginalisation and discrimination that goes against women. The evidences that are presented in this study revealed that women are still marginalised and discriminated against. This research study also has observed how most women who that work in public service occupy junior

positions, and this reduces their level of skills, training and capital in order to secure more lucrative and secured employment. Here the study also argues that, as the equal opportunity is an essential and passive concept, affirmative action is an active one, which implies the equal opportunity for the minorities and women. It also reveals that there are various policy-making institutions that should ensure that women are given equal opportunity in order to take part in the contribution of the national development. It has been concluded that in accordance to the development of Nigeria. The importance of the role of women has to be accepted and appreciated. This shows how the third-world societies function. Also, it reveals that people in the work-life do not have the tendency to acknowledge the cruciality of women's importance and benefit to every aspects of the globe's function. They have more than people are aware of to contribute to the development of organisations and societies. The expatriate would contribute further depending on their culture and qualifications.

In conclusion, there have been a critical debate in regard to how the different solutions and issues in working with expatriates. Also, some of the evidences have been presented to show that theories, concepts and approaches of leading a group of people in terms of management have been successful when some elements have been brought forward in an international context. Plus, it has given some criticism of the contemporary issue within the global human resources management.