Management (Article critique)

Name

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Course

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Date

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The first article is “When does cross-cultural motivation enhance expatriate effectiveness? A multilevel investigation of the moderating roles of subsidiary support and cultural distance.” The purpose of the article was to evaluate the role of cross-cultural motivation in relation to the work adjustments and job performance of the expatriates. The study is quantitative, and therefore it leads to a more compelling and statistically proven conclusion that there exists a positive correlation between expatriate cross-cultural motivation and work adjustments (Chen et al., 2010).

Given the methodological strengths and weaknesses, there is adequate background studies incorporated into the literature review of the study. The works of the different previous contributors in the field have been taken into perspective with the intention of unveiling their contribution as far as the topic is concerned. Most of the authors have acknowledged that there are challenges when managers embark on international assignments, which depends on their ability to adapt to complex and novel work and non-work contexts. The literature review pinpoints the important areas that are supposed to be addressed by the researchers. Adequate theoretical frameworks were incorporated into the study. Sampling was effectively done in line with the objectives of the study. The expatriates chosen were from the Fortune 500 U.S.-based multinational company. A sample space of about 556 expatriates was strong enough to lead to strong and logical conclusions (Chen et al., 2010). The methodological strength is also exhibited by the fact that the researchers were able to scrutinize the participants' performance ratings. The contexts within which the study was conducted were ideal, i.e., countries with highly diverse cultures. Valid and reliable measures such as the intelligence ("CQ") scale were used to measure expatriate cross-cultural motivation. The expatriate job performance and the expatriate work adjustment Likert scales, and the appraisal rating for two years were also used (Chen et al., 2010).

The hypotheses were set and tested using hierarchical linear modeling (HLM). The analysis strategy was appropriate given that the data used for the study were multilevel. The results were independently confirmed using a more integrated approach whereby both the moderated and mediated relationships were evaluated altogether. This led to more accuracy in estimating the manner in which the relative sizes of the indirect effect of the independent variable on the dependent variable changed under the different moderator levels. Conversely, the study used the observational design, which precluded any possible inference of strong causality. Apart from the limited use of performance appraisal for two years (2006 and 2007), the performance and adjustment were not tracked over time (Chen et al., 2010).

The second article is about "Motivation and adjustment of self-initiated expatriates: the case of expatriate academics in South Korea." The study explores the cross-cultural adjustment of about 30 expatriates who are based in South Korea. It is tailored towards linking the motivation and the cross-cultural adjustments of the expatriates. There is an extensive literature review that strives to shed more light on factors that are likely to contribute to the motivation of expatriates (Froese, 2012). The research question has been categorically stated, followed by the research questions. Two research questions are being addressed.

As for the methods, an exploratory study that is based on the qualitative methods was leveraged. The choice was ideal because there was a general lack of knowledge pertaining to the adjustments and motivations of the expatriate motivations in the country (Froese, 2012). If such knowledge is not available, it can be hard to apply quantitative methods such as questionnaire surveys. The method was well aligned with the nature of the information that was supposed to be obtained. Given the sample space that was utilized, a sample of 30 participants was good enough, although it could still have been increased to reinforce the study's validity and strength. The interviewees were also from various universities and different countries. This ensured that there was some representativeness of the sample. The participants were also given some autonomy to give information that they deemed relevant. On that note, semi-structured interview guidelines were used to make it possible for them to explore further topics, which the respondents considered to be important. Open-ended questions made it possible for the respondents to describe their experiences in their own words. The analysis was done using an analysis package called NVIVO (Froese, 2012). This facilitated the extraction, analysis, and coding in a better way. As such, the outcomes were credible considering the string methodology that was used. However, there were also some limitations to the study. There is some likelihood that the study might still be biased to some level by the specific Korean context in which the study was done. However, future studies can help to determine whether the findings of the study were robust. The level of interaction with expatriates could also impair the autonomy supposed to be exhibited by the studies. Finally, the sample space was small.

References

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