

# How cultural divergence influences expatriate's performance in Malaysia

*Umme Salma Sultana*<sup>1,3\*</sup>, *Dr. Tarnima Warda Andalib*<sup>2</sup>, and *Dr. Mohd Ridzuan Darun*<sup>3</sup>

<sup>1</sup> Faculty of Business Management and Professional Studies, Management and Science University, 40100, Shah Alam, Selangor, Malaysia

<sup>2</sup> School of Management, Universiti Sains Malaysia, Georgetown, 11800, Pulau Pinang, Malaysia

<sup>3</sup> Faculty of Industrial Management, Universiti Malaysia Pahang, Lebuhraya Tun Razak, 26300 Gambang, Pahang, Malaysia

\*Corresponding author: [umme\\_salma@msu.edu.my](mailto:umme_salma@msu.edu.my)

## **Abstract:**

Malaysia is one of the countries which welcome expatriates from all over the world to fill the need of skilled employees. This paper provides an overview of how cultural divergence influence expatriates performance in Malaysia. The main purpose of this study is to identify the notable issues which directly or indirectly, positively or negatively influence expatriate's performance in day to day work. This study reviewed 55 papers related to cultural divergence, employee performance, cultural intelligence, and human resource management practices in Malaysia. The finding highlights that expatriates experience cultural clashes between foreign and local values, which pose direct influences on expatriates' performance. This study contributes to the body of knowledge in the cross-cultural management field as well as practical implications to expatriating firms. Finally, the research findings have implications for both Malaysian and International Human Resource Management (IHRM) researchers and managers.

**Keywords** Cultural Divergence; Expatriates in Malaysia; Job Performance; Human Resource Management

## Reference

1. Ang, S., Van Dyne, L., & Koh, C. (2006). Personality correlates of the four-factor model of cultural intelligence. *Group & Organization Management*, 31(1), 100-123.
2. Ang, S., Van Dyne, L., Koh, C., Ng, K. Y., Templer, K. J., Tay, C., & Chandrasekar, N. A. (2007). Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance. *Management and Organization Review*, 3(3), 335- 371.
3. Andalib, T. W. & Darun, M. R. (2018). An HRM framework for manufacturing companies of Bangladesh mapping employee rights' protocols and grievance management system. *Indian Journal of Science and Technology*, 11, 17.
4. Andalib, T. W., Darun, M. R., & Azizan, N. A. (2018). East Asian trends of human resources management: Theories and practices. *International Journal of Human Resources Development and Management*.
5. Andalib, T. W. (2018) A study on convergence of international employee rights within human resources management practices in Bangladesh (Doctoral dissertation), Universiti Malaysia Pahang.