

## **CHAPTER 5**

### **CONCLUSIONS AND RECOMMENDATIONS**

This chapter outlined the conclusions that can be derived from the study. It also presents some suggestions and recommendations for future researches related to the issues. In the final part of the chapter, the implications of this study will be discussed.

#### **5.1 CONCLUSIONS OF THE STUDY**

In general, the study has achieved the objectives that have been listed at the initial stage of the research. The Malaysian respondents had identified what they perceived as important traits and skills that needed in order for them to be successful in their foreign assignments.

The findings of the study are as follows:

1. The most important trait that perceived important by the respondents was self-confidence and it followed by flexibility and openness to experience. The result was quite similar with previous findings except for the extroversion variable that has been rated less important compared to other studies. In most of previous studies, extroversion has been rated, as one of the most important traits for expatriates should have. The difference is suggested due to the cultural factor, based on a study done by Tung (1981).
2. In this study, respondents' views on the most important skill needed in order to be successful in expatriation assignments also have echoed previous findings. Malaysian expatriates perceived that work related competencies were very important in determining the performance of

expatriates in their assignments. The result was similar with findings by Mendenhall et. al. (1987), Tung (1981, 1982) and Suutari and Brewster (2001).

3. Other issues that were observed in the study also have pointed out to the importance of work related issues. These include the factor that being identified by the respondents as important in affecting their performance (training), Common problems that could lead to failure (work-role adjustment) and the advice that they would give to their successors (clarify on the work descriptions).
4. Based on the findings, it also has suggested that Malaysian perception was quite similar with Japanese (reasons of failure) and the perception was different to Europeans and US. This has led to an assumption that Malaysian and Japanese might share some common values, culture and believes, which resulted into the same view. Given the fact, both are Asian countries, has made the assumption more believable. Nevertheless, the relation cannot be validated unless further studies being conducted on the issues and find it exists.

Apart from identifying the traits, skills, factors and problems, the study also has shown that previous studies and researches are applicable to Malaysian context in some extent. This is based on some similarities in the results obtained from the study.

Lastly, the study also has provided some ground for further researches to be undertaken on the issues of expatriation, especially in the context of Malaysia.

## **5.2 RECOMMENDATIONS AND SUGGESTIONS FOR FUTURE RESEARCHES**

Based on the limitations that have been found in the study, a few recommendations are presented to improve the findings and its representation for generalization. It is suggested that;

1. Further study should be done with larger sample, so that the findings will be more valid and enable for generalization to be made.
2. Future study should take into account the different countries that the expatriates being assigned to. This is due to some suggestions, saying that the expatriate's perception on the traits and skills needed will depend on which countries that they were assigned to.

Apart from that, other suggestions would include,

1. The role of training as a determinant of successful expatriation exercise should be further studied, especially looking at Malaysian context.
2. As it has been identified that there were several traits and skills that expatriates should have to be successful and it was presumed that those traits and skills have a predictive power on the success of expatriates' performance. Nevertheless the empirical research to fully support this position is somewhat lacking (Harvey and Novicevic, 2001). Hence, additional study must be conducted to look at the linkage of those traits and skills to the performance.

3. More study on any issues of IHRM should be conducted locally because of the fact that local studies in the area are still very limited.
4. Since Malaysia is a multi-racial country, a study to look at the possible differences between races would be interesting.

### **5.3 IMPLICATIONS OF THE STUDY**

Several findings that have been drawn from this study can benefit several parties or groups concerned.

#### **5.3.1 The expatriate**

This study has generally given the idea to expatriate on what are to expect in an overseas assignment and what are expected from them. Having the idea, a person who are interested on taking any overseas assignments should prepare and equip themselves with the right traits and skills needed.

#### **5.3.2 The organization**

Definitely the findings on the purportedly important traits and skills of expatriates are a valuable input for the organization, specifically to the HR department. With the finding,

- i. HR manager or people involve in the selection process of expatriate will know what are the traits and skills to look for in the candidates to ensure the risk of failure to be reduced.

- ii. It also will help them on the basis of formulating better selection procedures by including the important perceived criterions.
- iii. The HR department also can use the valuable information, as an input in providing relevant training for those will be assigned overseas task.

### **5.3.3 The governmental bodies/ Authority**

This study can also indirectly assist the relevant authorities on human resources to prepare and equip Malaysian work force with the right skills that required to be a 'global' employee. This is very important, since the availability of abundant skilled workers will make Malaysia attractive for foreign investment.

In conclusion, hopefully this study has been able to provide some contributions in understanding the IHRM issues in Malaysian context