

## **ABSTRACT**

Expatriate management has become the major focus of HR managers in multinational firms. Expatriation is commonly used as a means by which organizations can transfer knowledge and skills from one location to another. The rapid development on globalization trends of the Malaysia firms add more challenges to the Global HR Manager as these firms expected business success on their international ventures. A failure of their expatriates will definitely threat their international business success.

The major areas of study in this paper relate to: (1) the definition of expatriate failure and; (2) the predominant factors contributing to expatriate failure. Results from twenty-three participants found that although expatriate failure is defined in most literature as premature return, this definition is misleading and insufficient. In relation to the predominant factors for expatriate failure, the personal maturity factor was found to be important in minimizing expatriate failure. Furthermore, the lack of management skill, language and communication skill that relate to the inability to adapt the new environment was believed to be an important contributor of expatriate failure, consistent with previous studies. The study concludes that the unwillingness of contemporary literature to take into account other measures of expatriate failure will lead to the accumulation of information that is of limited relevance to practitioners and expatriates alike. In addition, given that organizations now have more detailed information about the obstacles that expatriate face, they should take a more proactive approach in assisting the expatriates overcome their adjustment difficulties.