MINISTRY OF EDUCATION OF THE REPUBLIC OF BELARUS
BELARUSIAN STATE UNIVERSITY
FACULTY OF PHILOSOPHY AND SOCIAL SCIENCES
Department of Social Communication

WANG BORUI

**PROBLEMS OF CULTURAL ADAPTATION OF CHINESE EXPATRIATES
IN MULTINATIONAL COMPANIES**

Master's thesis
Speciality 1-23 80 11 Communication

Scientific adviser:
Elena V. Lebedeva
Doctor of Philosophy in Sociology
Associated Professor

Qualified for the defense
«_____» _____2022
Head of chair:_____
Igor V. Pinchuk
Doctor of Philosophy in Sociology

Minsk, 2022

CONTENTS

INTRODUCTION

The gradually globalizing world economy has become an accepted trend in the world. Today, the globalization of the world economy has entered a new phase and is seriously affecting the global economic landscape, with governments adjusting their policy directions to accommodate this change. The globalization of the economy has objectively provided the conditions for enterprises to seek the optimal allocation of resources in a wider global area. It has become another major battleground.

In recent years, with the rapid development of multinational companies, in order to further enhance their competitiveness, multinational companies have adopted the expatriate approach to enhance their strength in overseas markets. These expatriates organically integrate corporate culture with local culture, creating a series of development paths adapted to the local characteristics of the host country, helping the companies to achieve rapid growth and enhance their overall competitiveness in the region. In this respect, expatriates are a unique competitive advantage for these multinational companies, and their performance in the local area directly affects the ultimate effectiveness of the foreign-based organisations. As China is relatively late in opening up to the outside world, there is still relatively little practice in multinational business management and management theories are not perfect. And how to quickly improve the management level of expatriates in China's multinational enterprises directly affects the development of China's multinational enterprises, so expatriate management has become a core issue in human resource management for multinational companies. In the management of expatriates, cross-cultural adaptation for expatriates is an effective way to quickly improve the effectiveness of expatriates and increase the success rate of expatriate assignments.

On 7 September 2013, Chinese President Xi Jinping proposed the joint construction of the "Silk Road Economic Belt". The "Belt and Road" model of exchange and cooperation will lead to a deeper exchange and cooperation between Eurasian countries and will gradually lead to large-scale regional cooperation. In 2015, the National Development and Reform Commission of China and the Ministry of Foreign Affairs and Commerce of China jointly published the Vision and Actions for Promoting the Construction of the Silk Road Economic Belt and the 21st Century Maritime Silk Road. The "Belt and Road" initiative has entered the implementation and construction phase. China-Belarus economic and trade cooperation is an important part of China's "One Belt, One Road" construction, and the construction of "One Belt, One Road" cannot be achieved without close cooperation between China and Belarus in the economic and trade fields. The economic and trade cooperation between China and Belarus has been deepening. The establishment of the China-Belarus Industrial Park has attracted a large amount of Chinese investment in recent years. Along with the rapid development of economic and trade relations between

China and Belarus, a large number of Chinese enterprises have been established in Belarus and a large number of Chinese expatriates have been sent to Belarus. However, due to the many differences between China and Belarus, expatriates often face cross-cultural adaptation problems in Belarus. Cultural differences not only make the expatriates feel psychologically stressed, but can also lead to misunderstandings and conflicts, and even to the failure of the assignment. The failure of an assignment brings not only tangible financial losses to the company, but also hidden losses such as damage to the company's reputation and the departure of employees. Therefore, the issue of cross-cultural adaptation of expatriates should be given sufficient attention.

Belarus is located at the crossroads of the Eurasian Economic Union and the European Union, and is an important node of the Silk Road Economic Belt initiative. The "Monolith" Industrial Park is an important platform for the implementation of the "Silk Road Economic Belt" in Belarus, and China and Belarus are committed to making the "Monolith" an example of international and mutual cooperation The two countries are committed to making Jumbo a model for international and mutual cooperation and to making it a pearl on the Silk Road Economic Belt. Therefore, it is essential to study the cultural adaptation of expatriates in view of the future deepening of bilateral trade.

While cross-cultural adaptation of expatriates is a hot topic of research in Western management, little attention has been paid to it in Chinese academic and practical circles. The engine of globalization has shifted from developed economies to emerging economies, with the latter becoming the mainstream of integration and driving globalization. However, little expatriate adaptation research has been conducted on emerging economies, such as China, where outward investment is increasingly active. China's national and cultural specificities may make the cross-cultural adaptation of expatriates very different from that of foreign expatriate groups. A very important factor in whether the overseas subsidiaries of multinational companies can achieve the set strategic development goals of their parent companies is whether the companies scientifically and systematically manage and develop their expatriates as an important corporate resource. This study intends to examine the cross-cultural adaptation of expatriate employees of multinational corporations, i.e. the expatriate adaptation of overseas employees, and to propose countermeasures to promote the expatriate adaptation of overseas employees by combining cross-cultural adaptation theories and research findings.

With the rise of economic globalization and multinational business, the management field, especially the field of international business, began to focus on cross-cultural adaptation research in the 1990s, and the research subjects mainly include expatriate managers and professional and technical personnel (hereafter collectively referred to as "expatriates"). Due to the high cost and failure rate of

overseas assignments, the issue of intercultural adjustment of expatriates has attracted a lot of attention from overseas scholars, who have conducted rich discussions on the antecedents, influencing factors and outcomes of intercultural adjustment of expatriates, as well as the related moderating and controlling variables. However, although existing theoretical and preliminary empirical evidence suggests that expatriate intercultural adjustment changes over time, the existing research lacks an examination of the process of adjustment. While there is a rich body of research on intercultural adjustment across a range of disciplines, research on the intercultural adjustment of expatriates lacks solid theoretical underpinnings and does not draw on theories from other disciplines. Therefore, this paper aims to integrate the theoretical research on intercultural adaptation from different disciplines and use it as a basis to explore the intercultural adaptation process of expatriates and to propose a corresponding conceptual model.

The *theoretical and methodological basis* of the study is (1) *documentary analysis method* (the library database is used to collect and analyses literature to understand the most cutting-edge research progress and related theories, in preparation for theoretical analysis, questionnaire survey and literature review. The first step is to sort out the existing research findings, secondly, through the analysis of relevant literature, information on the human resource management aspects of multinational companies, especially the adaptation of expatriate employees, is collated to find an important literature base); (2) *questionnaire method* (on the basis of theoretical analysis, a questionnaire suitable for employees based in Belarus was designed, drawing on proven scales from home and abroad as well as relevant literature. The questionnaires were distributed to Chinese expatriates in Belarus by using the internet channel, eliminating invalid questionnaires among them and finally summarizing the data from the valid questionnaires); (3) *interview method* (by talking to some of the Chinese expatriate employees based in Belarus, with a view to understanding the real-life problems abroad, and using these problems as the main study, with a view to gaining a deeper understanding and discovering the problems in the management of expatriate staff).

MASTER'S THESIS SUMMARY

The relevance of the theme is because transnational corporations have played the role of organizers of world production in the arena of globalization and have grown rapidly along with the globalization process.

Key words: cross-cultural adaptation, expatriates, Chinese enterprise, Belarus.

The object – is the process of cultural adaptation in multinational companies.

The subject of the thesis is the cultural adaptation of Chinese expatriates in multinational companies.

The goal is to identify the issue of overseas expatriate adaptation among employees of multinational corporations. The purpose of the work involves solving a number of *tasks*:

1. to analyses the adaptation problems arising from the expatriation process and to explore the methods of human resource management for expatriate Chinese multinational companies.

2. to explore how to apply cross-cultural adaptation theory to promote employee expatriate adaptation and maintain good work performance.

3. provide reference suggestions for Chinese enterprises' multinational operations. Many multinational enterprises in China have failed in their expatriate assignments due to cultural differences in their overseas operations, bringing huge losses to the company. This paper is a study on the expatriation work of multinational enterprises in China, which has certain reference significance.

Research methods and techniques: system analysis, comparative analysis, analysis of documents, case study, statistical analysis, questionnaire and interview methods.

The *structure of the master's thesis* consists of an introduction, four chapters, conclusion, list of used literature. The volume of the master thesis is 65 pages. The work contains 10 tables, 1 figures, 56 sources.

The author confirms that the work was done independently, and calculation and analytical material cited in it correctly and objectively reflects the state of the process being studied, and all theoretical, methodological provisions and concepts borrowed from literature and other sources are accompanied by references to their authors.

ОБЩАЯ ХАРАКТЕРИСТИКА РАБОТЫ

Актуальность темы обусловлена тем, что транснациональные корпорации играли роль организаторов мирового производства на арене глобализации и быстро росли вместе с процессом глобализации.

Ключевые слова: кросс-культурная адаптация, экспатрианты, китайское предприятие, Беларусь.

Объект исследования – процесс культурной адаптации в многонациональных компаниях.

Предметом исследования является культурная адаптация китайских экспатриантов в многонациональных компаниях.

Цель исследования состоит в том, чтобы выявить проблему культурной адаптации экспатриантов среди сотрудников транснациональных корпораций. Цель работы предполагает решение ряда *задач*:

1. проанализировать проблемы адаптации, возникающие в результате процесса экспатриации, и изучить методы управления человеческими ресурсами для зарубежных китайских транснациональных компаний.

2. изучить, как применять теорию межкультурной адаптации для содействия адаптации сотрудников за границей и поддержания хорошей производительности труда.

3. предоставить справочные предложения для многонациональных операций китайских предприятий. Многие многонациональные предприятия в Китае потерпели неудачу в своих зарубежных заданиях из-за культурных различий в их зарубежных операциях, что принесло компании огромные убытки. Эта статья представляет собой исследование экспатриации многонациональных предприятий в Китае, которое имеет определенное справочное значение.

Методы исследования: системный анализ, сравнительный анализ, анализ документов, кейс-стади, статистический анализ, методы анкетирования и интервью.

Структура магистерской работы состоит из введения, четырех глав, заключения, списка использованной литературы. Объем магистерской диссертации составляет 65 страниц. Работа содержит 10 таблиц, 1 рисунок, 56 источников.

Автор подтверждает, что работа выполнена самостоятельно, и приведенный в ней расчетно-аналитический материал правильно и объективно отражает состояние изучаемого процесса, а все теоретические, методологические положения и концепции, заимствованные из литературы и других источников, сопровождаются ссылками на их авторы.

CHAPTER 1
THEORETICAL FOUNDATIONS

1.1 Adaptation

Arkoff [1] pointed out that adaptation is the interaction between the individual and the environment; Zhang Chunxing and Lin Qinshan [38] , based on Arkoff's theory, divided this interaction into Piaget introduced the concept of adaptation into the field of psychology, defining it as a process of struggle between the individual and the outside world, and dividing human adaptation into "assimilation" and "adaptation". Aextell pointed out the interaction between humans and their environment, and pointed out that this interaction is in a state of constant change [1].

The adaptation problem studied in this paper is a branch of this, specifically work adaptation. According to Feldman [8], there are four aspects that can be used to reveal employees' job adaptation: (1) job satisfaction, if employees are satisfied with their jobs, then their adaptation to their jobs is correspondingly higher, which is also one of the most important indicators; (2) loyalty, i.e. if employees are willing to work for the company, then their adaptation to their jobs is higher; (3) job satisfaction, if employees are willing to work for the company, then their adaptation to their jobs is higher; (4) job satisfaction, if employees are willing to work for the company, then their adaptation to their jobs is higher. (3) psychological readiness; and (4) job performance.

In the case of expatriate employees, the most difficult thing for employees to adapt to is the discomfort caused by cultural differences between home and abroad. According to Professor Hofstede, culture is the "common mental programming" of people in an environment. This means that culture is not an individual characteristic, but a common psychological process that is developed among a certain range of people who have received the same education and life experience. In this analysis, we can see that the education and experience people receive varies greatly from country to country, so the mental processes they develop must be very different. The education and experience that expatriate employees receive in their home country is inevitably different from that of the country to which they are sent, and this inevitably leads to friction with the local culture, resulting in these employees not adapting to the local culture, which leads to various problems of adaptation.

Culture is a broad term, which includes both broad and narrow aspects. Culture in a broad sense refers to the sum of all material and spiritual wealth created by mankind. In a narrower sense, and as understood by psychologists, culture is the attitudes, values and norms that influence people's behavior in general, and is the collective mental response of people in a certain environment. The term "culture" as used in this article refers to the narrower concept of culture. In the long history of

human development, due to historical differences, the influence of the natural environment and the development of civilizations, a wide variety of cultures have emerged across the globe, with great differences between them. As cultural differences are objective, expatriate employees who are deeply involved in different cultures are bound to form cultural conflicts, a problem that all multinational companies have to face directly and a challenge that must be overcome. This challenge has been pointed out by Likos, who argues that "the great failures of multinational companies are almost always the result of simply, ignoring the basic or subtle understanding of cultural differences" [12]. In multinational companies, employees from different cultural backgrounds come together, with different values, habits and ways of thinking, which leads them to have different views on business management, and the collision of different views will lead to the growing friction within the company, which will eventually sow hidden dangers for the survival and development of the company.

The complexity brought about by different cultural backgrounds in terms of behavioral habits and ways of thinking makes the management of multinational enterprises more difficult. Friction caused by cultural differences further intensifies and evolves into cultural conflicts. For expatriates, they accept a culture in their home country, and in the process of expatriation, the culture of the host country differs greatly from that of their home country, so they have to accept the local culture in the host country, and in this In this process, the new culture they come into contact with forms a conflict with their own culture, especially when their own cultural characteristics are not applicable in the local area, these expatriates will often suffer a very significant culture shock, if this shock is not effectively resolved, then it will spread from work to life, and eventually cause interpersonal tension, communication channels are broken, work efficiency decreases, etc., and may even make The end result is that the expatriate is unable to adapt to life abroad, the assignment fails and the effective operation of the company is adversely affected.

1.2 Outputting adaptation concepts and measurement

Adaptation is a common human resource management issue in multinational companies. Adaptation refers to the process of adjusting to the various problems encountered by personnel working in another country due to cultural differences and eventually reaching a state of relative satisfaction. While there are similarities in the meanings of expatriate adaptation and intercultural adaptation, both of which refer to the level of psychological comfort felt by individuals in a new cultural environment, there are also some differences between the two, mainly in terms of the range of contexts to which they apply. Among them, Mendenhall and Oddou were the first to classify expatriate adjustment into multiple levels, specifically emotional, behavioral

and cognitive levels; the findings of Chen Hui, Che Hong-sheng and Zhu Min (2003) are similar to the previous study, which concluded that intercultural adjustment is mainly manifested in psychological, behavioral and cognitive changes. Ward et al. (1990), whose view is widely shared, argue that acculturation is the ability of outsiders to adapt to the local culture and that the external manifestation is the ability to interact with locals in the local cultural context.

They see acculturation as the ability of outsiders to adapt to the local culture, manifested externally through interaction with local people in the local cultural context, and internally through psychological adaptation, mainly in terms of emotional satisfaction with life in the local area.

Adaptation is not a process of passive acceptance, but rather a process of finding ways to work through the difficulties of a different cultural background. When entering a new culture, individuals are bound to face a great deal of change and uncertainty, which can result in their behavior not conforming to local habits and their judgements becoming less accurate, and Brishlin (1981) suggests that the learning of behavioral value judgements can be used to reduce these problems and allow individuals to regain judgements about things.

When expatriates first come into contact with a new environment, everything is unfamiliar to them and they may feel very new at first, but as time goes on, as everything outside is different from what they perceive, they usually feel negative, fearing that they will come into contact with some local taboos. In the long run, a sense of insecurity will develop and this phenomenon is often referred to as culture shock. As the number of expatriates in multinational companies increases, the problem of cultural adaptation has become a widespread and inevitable process that expatriates have to face and go through.

In his study, Liu (2007) divided expatriate adaptation into four categories: work adaptation, life adaptation, interaction adaptation and cultural adaptation. Work adaptation refers to whether the expatriate is familiar with the work in the host country, such as the content of the work, the degree of tacit understanding with colleagues and the habits of the leaders of the overseas company; life adaptation refers to whether the expatriate adapts to the climate, food and entertainment of the host country; interactive adaptation refers to whether the communication with local employees and the local residents is smooth during the assignment; cultural adaptation refers to whether the expatriate Cultural adaptation refers to whether the local culture is recognized, whether the local values and customs are recognized and the degree of adaptation.

Managers and psychologists at home and abroad consider the issue of acculturation to be mainly at the individual level, and they focus their research on the impact of individual performance and individual psychological processes. By collecting relevant literature, it can be found that current research on acculturation

has been conducted mainly in terms of behavior, process and outcome. In this paper, expatriate adaptation is defined as the process of adjusting to a new cultural environment and the resulting state of satisfaction that expatriates achieve when they encounter problems such as culture shock during the assignment process. Excluding differences in application contexts, this concept is similar to the concept of 'intercultural adaptation', so the two concepts are considered to be interchangeable or equivalent to a certain extent.

Cultural adaptation of expatriates involves a variety of groups, firstly the expatriates themselves, who are also the subject of cultural adaptation, secondly the local community in the host country, and finally the range of organizations in the host country that are relevant to the expatriates. In addition, the expatriate's home organization, the family members who accompany the expatriate abroad and the clients with whom the expatriate will come into contact in the course of his or her work are also included.

1.3 Literature review on cross-cultural adaptation of expatriates

Foreign research on expatriates has focused on two main areas: cross-cultural psychology and international human resource management. Of these, the field of cross-cultural psychology focuses on the factors influencing expatriates' cross-cultural adjustment, such as cultural distance, personality, host country attitudes and interactions. The field of international human resource management, on the other hand, focuses on the relocation of expatriate employees in their new country and their relative success in overseas work assignments.

There are also several significant differences between the fields of psychology, sociology and anthropology (PSA) and international human resource management (IHRM) in relation to the study of expatriate adjustment: Firstly, the research contexts are different, with PSA focusing primarily on migrants and on PSA focuses on immigrants and explores the social context in which they adapt, whereas IHRM focuses on expatriates and the need to emphasize not only the social context but also the organizational and work environment. Secondly, the intercultural adaptation experience is different, as immigrants tend to move permanently to the host country, while expatriates usually move temporarily, and the latter face relatively less cross-cultural adaptation problems. Thirdly, there are differences in research methods and grounded theory. While research in the fields of PSA and IHRM has shown that intercultural adjustment is necessary for migrants and expatriates, they use different methodologies and research frameworks. Berry, Ward and Kim's theoretical framework for intercultural adjustment, which is generally used in PSA, is rarely used in IHRM, and Black et al.'s [2] theoretical framework for expatriate adjustment, which is used in IHRM, is largely unused in PSA. There has been much research

abroad on expatriate adjustment outcomes, but less research on internal changes in expatriates. While there is a predominance of empirical studies that consider expatriate intercultural adjustment as a static outcome, few studies have focused on the dynamic processes and mechanisms of expatriate intercultural adjustment.

1.3.1 Cross-cultural adaptation connotation structure

Both cross-cultural psychology and international human resource management research on cross-cultural adaptation conceptualise 'adaptation' as a multidimensional concept that encompasses several dimensions. There are currently two main ways of classifying the dimensions of intercultural adaptation: two-dimensional, including psychological and socio-cultural adaptation, which is widely used in the field of intercultural psychology; and three-dimensional, including general adaptation, work adaptation and interactive adaptation, which is mainly common in the field of international human resource management.

The dominant model in research on the cross-cultural adaptation of expatriates was proposed by Black [2] and Black & Stephens [3], namely that expatriate adaptation involves three dimensions of general adaptation (adaptation related to basic social life), interactive adaptation (adaptation related to interaction with the host population), and work adaptation (adaptation related to overseas assignments), and the development of corresponding measurement scales. This three-dimensional structure has been commonly used in expatriate adaptation research and the reliability and validity of the corresponding scales have been repeatedly verified by scholars. The scale contains 14 items: general adjustment (7), interaction adjustment (4) and work adjustment (3) (see Appendix 5 for details). Although the model has been validated by numerous studies, it has established the solidity of these three dimensions. However the model has also been subject to some criticism, particularly in relation to its conceptualisation and the actual question items on the measurement scale, and the lack of a sound theoretical basis for the scale's construction, the latter being the weakest point. A closer analysis of the scale shows that, with the exception of general adaptation, which is a more comprehensive measure of the overall adaptation of expatriates to life in the host country, the interactive adaptation questions are not clearly formulated, and the job adaptation covers both job responsibilities and performance standards and expectations in only three questions, the scale is simplistic and does not highlight job transitions in cross-cultural situations. Most notably, psychological adjustment, a very important dimension of adaptation, has been neglected in existing expatriate studies, and the scale lacks a measure of psychological change in expatriate adjustment.

Searl & Ward (1990), following Black et al.'s model, reviewed the literature on the adaptation of expatriates, immigrants and sojourners and, on this basis, "divided cross-cultural adaptation into two dimensions: psychological adjustment, sociocultural adaptation and psychological adjustment. The former refers to

emotional satisfaction and well-being, while the latter refers to the acquisition of skills to integrate and cope successfully in a new culture", mainly referring to behavioural changes. Psychological adaptation is mainly based on stress-coping theory and is measured in terms of individual stress or depression and life satisfaction; socio-cultural adaptation is mainly based on social learning theory and is measured in terms of a range of cross-cultural behavioural shifts. Although Ward et al.'s dichotomous approach to cross-cultural adaptation has been widely used in cross-cultural psychology and cross-cultural communication, it is not as popular and influential as Black's model in the study of exogenous adaptation. Although the bidimensional approach to intercultural adjustment has a solid theoretical foundation, which is an advantage over Black's three-dimensional model, the model has some limitations in terms of practical measurement [22, p. 252]. One of the most prominent issues is the measurement of psychological adjustment [29]. For example, Searl & Ward [31, p. 453] define psychological adjustment as 'emotional satisfaction and well-being', but this is not measured by the Zung (1965) Self-rating Depression Scale (ZSDS) and/or the Oguri & Gudykunst (2002) argue that there is a significant difference between psychological adjustment measured in a negative way (e.g. depression) or in a positive way (e.g. satisfaction). Sociocultural Adaptation Scale was developed for international students, immigrants and the Psychological Adaptation Measurement Scale was developed in a non-cross-cultural context, therefore its applicability to the cross-cultural adaptation of corporate expatriates remains to be examined. For example, work adjustment is an important aspect of expatriate individuals' adjustment that is different from that of immigrants and deserves more attention, yet it has been neglected in this model. Thomas & Lazarova [22, p. 252] review expatriate adjustment research and suggest that a synthesis of Black and Ward's model is highly revealing for the field.

From the above analysis, it can be seen that there are the following limitations in the current intercultural adjustment measurement for expatriates: firstly, the three-dimensional scale developed by Black et al. (1988, 1989) is mainly adopted, although its validity and reliability have been widely verified, the research context is limited, the content structure of the scale is simple and the scale development lacks theoretical support. Moreover, the study was conducted with expatriates from developed countries and was based on a Western cultural background, so its applicability to Chinese expatriates remains to be tested. Secondly, the use of alternative construct measures, such as psychological adjustment, which are usually substituted through stress and well-being, are related but significantly different (Demes & Geeraert, 2014). Third, the scales do not match the research context, e.g., most of the measures for expatriate adaptation are based on scales developed by international students and immigrants. Fourth, there is a lack of context-specific measurement scales for the Chinese expatriate community.

1.3.2 State of World Research

The State of Research in the World With more and more employees being sent on overseas assignments, the field of IHRM is placing more emphasis than ever on cross-cultural adaptation. Due to the high cost and failure rate of overseas assignments, the issue of intercultural adjustment of expatriate staff has attracted a great deal of attention from overseas scholars, resulting in a large number of empirical studies, mainly focusing on the antecedents or influences and outcomes of intercultural adjustment of expatriate staff. In the following section, we review the origins, influences and outcomes of the problem of expatriate adjustment.

Black, Mendenhall & Oddou (1991) proposed a definition of intercultural adjustment for expatriates, which is Black, Mendenhall & Oddou (1991) define intercultural adjustment as "the process by which expatriates become psychologically comfortable with their living and working environment abroad and feel familiar with their culture" [2. P. 115]. This definition has been widely accepted and cited by scholars since its inception. The maladjustment of expatriates can lead to a number of problems. It is estimated that around 40% of expatriates return home early because they are unable to adapt to the host culture (Kim & Slocum, 2008; Tung, 1988); this can result in significant financial losses to the company, including lost business opportunities. Expatriate failure can also hurt the expatriate's self-esteem, which can affect expatriate performance, and organizational commitment. Lack of cross-cultural adaptation can lead to low performance, psychological stress, work-family conflict and other problems.

The lack of cross-cultural adaptation can lead to low performance, psychological stress, work-family conflict and other problems that can affect the long-term career development of individual expatriates. This is why the issue of intercultural adjustment for expatriates has become a hot topic of research during this period.

In the 1990s, expatriate adjustment entered the stage of comprehensive theoretical research, based on Black et al.'s [2].

Black et al. (1991) proposed a comprehensive model of international adjustment for expatriates that has had the greatest impact. They identified the main factors influencing expatriate adjustment at four levels: individual (accurate expected adjustment, prior work experience, self-efficacy, relationship skills, perceived skills, etc.), organisational (selection criteria and mechanisms, organisational cultural novelty, support from organisational colleagues, logistical support), work (role clarity, role freedom to adjudicate), and non-work (cultural novelty, family, spousal adjustment). A large number of subsequent empirical studies have validated all or some of these variable relationships based on this theoretical framework.

Aycan (1997) classified expatriate cross-cultural adaptation into general adaptation and work adaptation, where general adaptation includes socio-cultural

adaptation and psychological adaptation, and proposed numerous factors influencing expatriate cross-cultural adaptation at both employee and organisational levels, thus forming a basic conceptual framework. Based on this, she proposes 16 propositions. However, few scholars have empirically tested these propositions, perhaps due to the lack of empirical measurement tools. Compared to Black's theoretical model, the application of Aycan's conceptual framework is clearly lacking [1].

In the 21st century, expatriate adaptation is still predominantly a quantitative study with empirical tests, but with an innovative perspective that introduces more moderating variables. Takeuchi et al. (2009) analyzed the effect of individual decision autonomy on cross-cultural adaptation as moderated by different parent company experiences in multinational operations. Kraimer (2004). Takeuchi et al. [15] explored the impact of perceived organizational support on expatriate adjustment, which showed a one-to-one positive correlation. Given the large number of empirical studies in this area, Hechanova et al. (2003), Bhaskar-Shrinivas et al. (2005) provides a comprehensive validation of Black et al.'s (1991) theoretical model through a meta-analytic approach and summaries the results of the existing studies.

1.4 Factors influencing adaptation on expatriate assignments

A large number of studies have explored the factors influencing the three dimensions of expatriate cross-cultural adjustment at the individual, organisational, work, and non-work levels respectively. For example, Black et al. (1991) conducted an empirical study of US expatriate managers in the Pacific Rim (Japan, Korea) and investigated the effects of anticipatory, organisational, work, personal, and general factors on the three dimensions of cross-cultural adjustment, partially validating their comprehensive adaptation framework.

Several scholars have shown that: individual factors such as personality, motivation, international experience, and preparedness influence general adaptation (Dunbar, 1994; Shaffer, 1999; Caligiuri, 1999; Peltokorpi & Froese, 2012); job factors such as role conflict/ambiguity/novelty are associated with job adaptation (Black, 1988; Black & Gregersen, 1991; Aryee & Stone, 1996; Takeuchi, 2008); organisational elements such as selection mechanisms and criteria (Mendenhall & Oddou, 1985), cross-cultural training (Forste, 2000; Waxin & Panaccio, 2005), and organisational support (Wang & Takeuchi, 2007; Caligiuri, 1999; Kim, 2010) are more complex in relation to the three dimensions of cross-cultural adjustment; non-work factors, such as spousal adjustment and cultural novelty, have mixed findings on the impact of expatriate adjustment (Black & Gregersen, 1991; Caligiuri, 1998; Jenkins & Mockaitis, 2010).

These studies have only partially validated the factors influencing adjustment to expatriation, and individual scholars have used meta-analysis to summarise the

existing fragmented research. Regina & Terry (2003) explored individual factors (age, gender, education level, interpersonal skills, language skills, self-efficacy), work factors (job level, work experience, overseas experience) through a meta-analysis of 42 empirical studies with 5210 expatriates. Bhaskar-Shrinivas et al. (2005) (2005) conducted a meta-analysis of more than sixty empirical studies and nearly nine thousand expatriate individuals, thus testing all the variables involved in Black et al.'s (1991) theoretical framework, and examined the factors influencing the three dimensions of expatriate adjustment in five dimensions (anticipatory, personal, organisational, work, and non-work), since Earley & Ang (2003) introduced the concept of cultural intelligence (Since Earley & Ang (2003) introduced the concept of cultural intelligence, scholars have begun to explore its impact on cross-cultural adjustment (e.g. Templer, Tay & Chandrasekar, 2006; Chen et al., 2010). Intelligence has a more significant impact on expatriate performance and adjustment to expatriation than demographic or general personality traits.

Tung [24] studied the causes of expatriate failure, focusing on well-performing workers with previous expatriate experience in China, and found that the main causes of expatriate failure were the expatriates themselves and their spouses' inability to adapt to the cultural environment of the host country. Mendenhall and Oddou (1988) found a positive correlation between expatriate effectiveness and the degree to which expatriates adapt to the local culture. relationship. This finding was reaffirmed by Black [2] in his study of 76 managers of American companies who were expatriated to Japan, who found that the impact of the expatriate culture on the expatriate was greater than the impact of the expatriate's new job content. Chen Hui, Che Hongsheng and Zhu Min (2003) divided the factors affecting expatriate adaptation into internal and external components, with the external factors being mainly changes in living habits, changes in social systems, time spent abroad, cultural differences and local xenophobia, while the internal factors included cognitive evaluation styles, coping styles, personality, culturally relevant knowledge and skills, and personal factors (see Table 1.1).

Table 1.1 – Internal and external factors influencing adaptation to expatriate assignments

External factors	Life changes	Changes in the personal lives of expatriates as a result of their assignments
	Time on assignment	The impact of the expatriate's time spent working in a foreign country
	Social support	Support from head office based on expatriate staff and support from local staff
	Cultural distance	Differences in culture between the head office and the local area
	Discrimination and prejudice	Attitudes of the local culture towards expatriates
Internal factors	Personal perceptions	Awareness of interculturalism, expectations
	Personal personality factors	Extroversion and introversion
	Skills and knowledge	Knowledge of intercultural adaptation with occasionally linked skills
	Coping skills	How to relieve stress in the expatriate process
	Personal Factors	Gender, age, marital status

Black [2] distinguishes between pre- and post-assignment factors that influence adjustment to assignment. He argues that pre-assignment factors include whether the expatriate has previous overseas experience, whether the expatriate has undergone systematic training and the selection process of the expatriate, while post-assignment factors include the expatriate's own professional skills and other personal qualities. In addition, Black's contribution is to extend the scope of the expatriate problem, as previous studies have focused on the adaptation of expatriates from their home country to other countries, but not on the possible adaptation of expatriates upon their return.

Based on the current research findings, we conclude that the ability of expatriates in multinational companies to fully assume their job responsibilities is mainly influenced by the degree of cultural adaptation in the host country. The few studies that have been conducted have not focused on the outcomes of expatriate acculturation, and the few studies that have been conducted have only attributed these

outcomes to job satisfaction and performance of expatriate employees. If research on the outcomes of expatriate acculturation could be strengthened, it could also facilitate the management of expatriate assignments in multinational companies and improve the success rate of expatriate assignments. Cultural adaptation of expatriates involves a variety of groups, firstly the expatriates themselves, who are also the subject of cultural adaptation, secondly the local community in the host country, and finally the range of organizations in the host country that are relevant to the expatriates. In addition, the expatriate's home organization, the family members who accompany the expatriate abroad and the clients with whom the expatriate will come into contact in the course of his or her work are also included.

1.5 The impact of expatriate adaptation on job performance

The study of the impact of expatriate adaptation on job performance has been extensively studied by scholars at home and abroad, among which Copeland and Griggs (1985) argue that the early return of expatriates will seriously affect their job performance. Mendenhall and Oddou (1985) studied the specific maladjustment of expatriates in the host country and found that expatriates They found that expatriates who experience friction with customers or the government of the host country due to cultural maladjustment will not be able to generate benefits for the company locally and may continue to have a detrimental impact on the company if they remain abroad. In addition, Parker & McEvoy (1993) found that current research on expatriate performance is mainly based on expatriate self-assessments, which are inevitably subjective and of questionable scientific validity, and the conclusions drawn from these studies lack objectivity.

At the same time, some scholars believe that there is no inevitable relationship between adaptability and job performance, and that employees with good adaptability do achieve good performance in their assignments. inevitable association. However, according to non-complete statistics, if expatriates are indeed good at dealing with their own adaptation problems and are able to integrate quickly into unfamiliar environments, then there are still some positive implications for their task performance. Conversely, employees who are less adaptable do have a relatively poorer performance, as Foster (1997) has concluded in his study.

Caligiuri's (1997) and Kraemer's (2001) study of corporate expatriate performance is based on multiple perspectives and extends the scope of expatriate performance even further, but this has led to a number of scholars questioning their theory Caligiuri (1997) points out in his work that expatriate performance is based on expatriates' self-evaluation, and that the results of research based on such Latham and Wexley (1994) agree with this view and argue that these self-evaluation data should be corrected, arguing in their study that they are useful for expatriate performance

research if there is a clear definition of the referent in the study. The study concluded that these self-assessment data can be useful for outplacement performance research if the comparator is clearly defined.

1.6 Measures to promote adaptation in outputting

After being expatriated by the company, the employees' life behavior will change. Furnham and Bochner (1996), after studying the case of failed expatriation, found that the employees' ability to take care of themselves is correlated with the adaptation to life changes, and once the living environment changes, it will also have an impact on the employees' psychological state. It can be seen that the exposure of expatriate staff to the people of the country they are working in and the changes in lifestyle can affect the psychological state of the employees. Some scholars have therefore combined this situation with suggestions to promote adaptation to expatriate assignments, mainly in the following ways.

1. Social support

Some scholars believe that social support has a direct impact on the psychological adaptation of expatriate employees. The factors of social support include family, friends and neighbors. Among the social support, marriage is the most important influencing factor and the one with the most significant effect. In Adelman's (1998) study, in conjunction with emotional support theory, it is argued that the support of fellow employees who are already living in the destination country has a significant impact on the ability of expatriate employees to adapt quickly to life abroad. As this group of compatriots who are already living abroad already have an understanding of life abroad and have some experience of how to adapt to the culture and life in this country, they can provide some advice to expatriates. They can also become psychological mentors for the expatriates, so that they can talk to their compatriots when they encounter stress and help them adapt to life abroad quickly.

2. Support from enterprises

In their study, Mendenhall & Oddou (1991) pointed out that cross-cultural adaptation is the process of moving from one country to another and starting to live or work in an unfamiliar country, which is a huge change from the original working or living environment. In his study, Black [2] points out that intercultural adaptation is not just a single adaptation, but the result of a combination of factors, including work adaptation, cultural adaptation and life adaptation in an expatriate assignment. Work adaptation refers to the performance of tasks and problem solving after the assignment; life adaptation refers to the integration into the life circle of the host country; cultural adaptation includes adaptation to verbal communication, such as the understanding of colleagues, etc.

CHAPTER 2
ANALYSIS OF THE CURRENT SITUATION AND PROBLEMS OF EXPATRIATE STAFF MANAGEMENT

2.1 Survey Company Profile

2.1.1 Background on the development of cooperation between China and Belarus

Since President Xi Jinping came to power in 2012, he has attached great importance to the friendship with Belarus. China and Belarus have maintained stable bilateral relations since the establishment of diplomatic relations, and in recent years, with more frequent interactions and closer ties between the heads of state of the two countries, an exchange of visits between them has gradually been established. General Secretary Xi Jinping has visited Belarus more than once and attaches great importance to the Great Stone project, and Lukashenka has said that Xi is a good friend of his and has visited China several times. The summit diplomacy has played a leap forward in the development of relations between the two countries and has shown the way for their diplomacy as well.

The frequent bilateral sub-level interactions, the high priority given to China-Belarus cooperation between governments, the breadth of the cooperation areas and the comprehensiveness of the cooperation content have laid a solid foundation for the inter-governmental cooperation mechanism between the two countries. 2013 saw the upgrading of China-Belarus relations to a comprehensive strategic partnership and the continuous deepening of cooperation. The two trans-European transport corridors in Belarus facilitate the transport and sale of goods. President Lukashenko proposed the establishment of the Great Stone on Belarusian territory, drawing on the experience of China's Suzhou Industrial Park, to drive economic and trade cooperation between China and Belarus. Today, the idea has become a reality. The Belarusian government has attached great importance to Great Stone, visiting the site on several occasions, and Lukashenka has signed a presidential decree granting a series of great benefits to companies entering the park.

Great Stone is a large Chinese industrial park in Belarus called Great Stone (Великий Камень), located in Minsk Oblast, which is modelled on Singapore's Jurong Industrial Park and Suzhou Industrial Park, especially the latter. At present, Great Stone is the largest, highest profile, most extensive and policy-oriented industrial park outside China. Experts from China and Belarus have spent nearly three years on the industrial positioning and overall planning of the Great Stone Park. With a total area of 91.5 square kilometers, the park covers nearly a third of the city of Minsk. To the north is a manufacturing and commercial logistics zone; to the center is a technology R&D and service outsourcing zone; to the west is a business

and residential zone with hotels, residences, conventions and a wetland park; and to the south is a reserved area for future development. The first phase of the development is 8.5 square kilometers in size. The industrial plan is to attract five leading industries: electronic information, machinery manufacturing, fine chemicals, new materials and biomedicine, and to accelerate the construction of supporting services such as warehousing and logistics, so as to establish Great Stone as an important hub linking the two markets of the Eurasian Economic Union and the European Union.

The registered capital of Great Stone Development Company Limited is US$87.5 million. The Chinese shareholder is 68% (China National Machinery Industry Corporation, Sino machinery International, Harbin Investment Group, China Merchants Group) and the Belarusian shareholder is 32% (Minsk State Government, Minsk City Government, Horizon Corporation). At present, the first Chinese companies to enter the park include China Merchants Logistics Group Limited, Sino machinery Group, Huawei, ZTE and other powerful companies to gain good development. In the future, Great Stone will attract more than 200 high-tech enterprises to the park, forming a comprehensive development zone with a high level of technology, a reasonable industrial structure, high productivity and significant benefits, and an international new airport city. In addition to delegations from Chinese and Belarusian companies, delegations from the Latvian Ambassador to Belarus and the Finnish Belarusian Chamber of Commerce and Industry have also visited Great Stone, and in addition to Chinese and Belarusian companies, the park is also actively welcoming companies from other countries.

Great Stone will accommodate nearly 100,000 people in work and 200,000 people in residence. The park is located in the Malevich district of the Minsk region, 25 km from the capital of Belarus, close to the international airport and railway. The park is planned to have production and residential areas, office and business and entertainment complexes, financial and research centers. arch centers.

2.1.2 The development of cross-cultural expatriates in China

The development of cross-cultural expatriate personnel in Chinese engineering enterprises has closely followed the progress of the times and the requirements of the industry's development. Before the reform and opening up, because expatriates were mainly responsible for the implementation of foreign aid projects, and because of the domestic political system, the requirements for personnel were based on ideology as the primary criterion and hard work as the basic quality, and all expatriates were selected from within the system. Once abroad, expatriates are strictly forbidden to have any private contact with host country personnel or any non-work contacts, and do not engage in any social interaction with local people. The expatriate only needs to devote all his time and energy to his work and needs to adapt only to the basic living and working conditions, not to social interaction. If they could not adapt to life and

work, they could only suffer in silence, relying on their strong will power to restrain themselves, and then return to their home country when their term expired.

After the reform and opening up and until the accession to the WTO, Chinese engineering enterprises engaged in overseas business were required to obtain the qualification of foreign operation right, and during this period, the major central and local state-owned enterprises were mainly engaged in this business. During this period, major central enterprises and major local state-owned enterprises were mainly engaged in this business. The expatriate personnel were also mainly experienced key personnel from these central enterprises and state-owned enterprises, and the requirements for them were high political quality and strong business ability. Due to business needs and the need for marketisation, expatriates are also gradually exchanging with personnel from host countries and third countries, but basically they are still limited to those related to their work business. In this context, some expatriates have developed the ability to communicate with others, including the ability to use the official language, the local language and a "composite language" that is acceptable to both sides (for example, a mixture of Chinese, English and the local language). At present, expatriates are relatively adaptable and are generally able to adapt to life and work abroad, and those who cannot can apply to return to their home country. However, the social circle is still dominated by Chinese colleagues and local workmates.

Since the beginning of the 21st century, with the implementation of China's "going out" strategy, more and more companies and even individuals are going abroad to contract projects, and there are more and more cross-cultural expatriates, not only fresh graduates with no experience, but also experienced veterans; regular employees of state-owned enterprises, but also hired workers of private enterprises; and workers specialized in working abroad. There are both regular employees of state-owned enterprises and hired workers of private enterprises, commercial staff specializing in foreign exchange and technical staff mainly responsible for engineering work. The background of expatriates is no longer homogeneous, as long as the job requires it and the person is suitable, they can be sent abroad, and political vetting is no longer required. Although for reasons of cost and safety, the life and work of expatriate personnel of Chinese engineering enterprises are still managed in a unified and centralized manner, each person has a certain degree of autonomy and is free to contact and interact with local people after work, under the premise of ensuring safety. Because of the general youthfulness of the personnel and the increase in education, more people can communicate in foreign languages such as English, and they also have a certain understanding of the local environment and culture through the internet and training before going abroad, so their adaptability to the host country has increased significantly.

Chinese engineering enterprises have been operating cross-culturally for dozens of years, spanning the eastern and western directions of the world, the southern and northern hemispheres, including both less developed countries with inadequate systems and European and American countries with highly perfect systems, so it can be said that the development experience of Chinese engineering enterprises is very rich and diverse. In terms of economic indicators, although there are some failed projects such as the Polish highway project undertaken by China Overseas Engineering Corporation, on the whole, most of them are still successful, driving a large number of domestic enterprises to go abroad and successfully completing a number of landmark projects, which not only strengthen the enterprises' own strength, but also make more countries and people know and accept China. However, there have been a series of problems in the management of cross-cultural expatriates in Chinese engineering enterprises because of the uniqueness of culture, history and system.

The first is the problem of language communication which is difficult to improve. Because our official language is Chinese and most people do not attach much importance to learning foreign languages, most expatriates are not proficient in using foreign languages to communicate. The lack of appropriate communication language tools makes it difficult for us to successfully and smoothly communicate with cross-cultural people, making it more difficult to work and cutting off social interaction. Although every company has a certain number of foreign language professionals who speak English, Russian, etc., these are after all a minority and they are mainly oriented towards getting the job done and do not have the energy or get too involved in the work and social life of other employees. Secondly, there is the stereotypical way of working and living. Because of the historical and cultural background, we Chinese people are collectivists, and during the period abroad the majority of companies practice a unified and centralized management style, which rarely allows employees to communicate freely and self-consciously across cultures apart from work. This ties employees to the banner of collectivism and limits their social interaction after work is done. Of course, because many projects are in less developed countries, there are social security issues, and the projects are afraid of staff accidents and safety incidents, so they restrict staff to their own Chinese camps after work and cannot go to local markets or restaurants privately, thus cutting off the way for staff to interact socially with local people. Thirdly, the training of employees on cross-cultural adaptation and conflict is neglected. Nowadays, most of the enterprises will conduct pre-departure training before the personnel go abroad, but the content of the training is mainly based on the introduction of the basic situation abroad, without guiding the employees how to face and solve the problem of cross-cultural adaptation and conflict. The training is only partially completed, and it is up to the employees to figure out how to overcome these problems. However, many of

the personnel are going abroad for the first time and have no experience, so they mainly rely on the internet to pass the time and seek solace when they arrive abroad. As for cross-cultural adaptation training before returning home, it is basically non-existent.

2.1.3 Expatriate staff profile

With the development of Great Stone, a large number of Chinese expatriate employees are working in Belarus. ZTE Corporation, for example, has an assignment system in which only outstanding employees with outstanding work ability and performance are given the opportunity to be assigned, and they must have been employed for at least one year, while new employees are not included in the assignment. The positions of expatriate staff include technical staff, translators, product managers, R&D staff, translators, HR and finance, etc. The period of expatriation is mainly from 1 year, 2 years, 3 years and long-term expatriation.

2.2 Current status of expatriate management

We have talked to the human resource managers of several companies to understand the management situation of expatriate staff. In order to motivate expatriate staff, strengthen the management of expatriate staff, enhance the sense of belonging of expatriate staff and improve the efficiency of expatriate staff, the human resources department of the company has further improved labour relations, remuneration, welfare and assessment matters, and has formulated corresponding management rules and regulations.

2.2.1 Identification of expatriate employees

1. Expatriates refer to the core staff and key staff of the company who are recommended by the company headquarters or sent abroad to the subordinate units, including the project engineering department of the group company, subsidiaries at all levels and holding companies, etc., and have been sent out for more than one year.

2. Senior management staff of subsidiaries at all levels are dispatched by the company headquarters and appointed by the board of directors of the companies to which they are dispatched; expatriate staff of other positions are appointed by the human resources department of the company headquarters.

2.2.2 Classification of expatriate staff

1. Administrative General Class

This part of the staff is assigned to the company as the company's daily administrative work management, staff attendance, assessment, the company's office supplies procurement, etc., to assist and cooperate with the subsidiary or project department business.

2. Business operation category

This part of the staff can independently carry out business, and to the company's business objectives as a guide.

3. Finance

Such employees are mainly responsible for the financial-related work of the office or branch, and are responsible for the financial accounts of the subordinate companies in accordance with the financial requirements of the Group.

4. Engineering technology

This part of the staff need to be responsible for the project quality of the project department, at the same time need to supervise the progress and safety of the project, the management of this part of the staff are managed by the headquarters of the corresponding immediate leadership, reporting work to the headquarters.

2.2.3 Management of expatriate staff

1. The company needs to plan the talents according to the needs of each resident company, for the shortage of personnel need to provide 30 days in advance to the human resources department of the company.

2. In order to facilitate the management of expatriate staff, all expatriate staff files, salary relations and social security are managed by the company group.

3. The grading of expatriate staff is managed by the Group's human resources in accordance with the Group's personnel management rules. If an expatriate is recalled, alternative arrangements are also made by the Group's human resources department.

4. If an employee has reached the legal retirement age but is still on assignment, he/she should be recalled by the Group's human resources department and retired.

5. Subsidiaries or branches are required to assist the Group's human resources department and actively collect the files of expatriate staff and file the assessment documents of expatriate staff in a timely manner.

2.2.4 Assessment related to expatriate staff

1. All expatriate staff are required to attend the half-yearly group assessment and report on their work.

2. The company shall conduct annual appraisal of the expatriate staff every year, which mainly includes the following aspects.

(1) whether the work discipline of the expatriate is in line with the company's regulations

(2) Whether the unit where the expatriate is stationed has achieved the company's production and operation targets.

3. The assessment results of the expatriate staff are divided into four categories, namely: excellent, good, qualified and unqualified.

2.2.5 Current state of employee relations

In terms of employee relations, the company uses organizational climate as an important indicator of employee relations and conducts an annual survey on organizational climate. The survey is summarized and the issues identified and the

results of the analysis are sent to the relevant departments. The Q12 test is based on Gallup's Q12, which measures employee engagement and work environment. The Q12 classifies organizational climate into four categories: negative, neutral, productive and motivational. In terms of team culture, Company A has also set up a gold medal list to reward outstanding individuals and teams respectively. The medal list is divided into headquarters and regional ones, and the list is an annual ranking to motivate individuals who play an active role in the team as well as motivated teams. Winners are also awarded with generous prizes, including solid gold medals and substantial bonuses. In order to enhance communication between the company's staff and shorten the spatial distance between them, the company has set up a staff forum in the company's intranet. This forum is also an important channel for collecting opinions and suggestions from the company, through which you can learn about the work and life dynamics of the staff.

2.3 Analysis of the problems of expatriate adaptation of the company's expatriate staff

2.3.1 Poor stability of expatriate staff

With the further expansion of the company's business scale, the demand for expatriation also increases, and in general, the time limit for expatriate staff is 3 years. This can cause discomfort and lead to staff turnover.

Usually, staff turnover is due to a combination of factors, such as dissatisfaction with the remuneration package, discomfort with the company's atmosphere, boring work content, lack of job prospects, etc. Through the survey, the main reason for employees to leave is that their income is too low; while the reasons for expatriate employees to leave focus on the inability to quickly integrate into local life and work, and the big psychological gap that leads to departure. The reasons for the departure of expatriate Chinese employees are summarized as follows: ① Inability to adapt to the life of the host country, the dullness of living in the office and dormitory for a long time, the lack of fun in life, the lack of security when going out in unfamiliar places, and the inability to properly relax physically and mentally. ② For personal family reasons, especially those who have an elderly family at home and a small family at home, work outside for a long time, unable to take care of their families, in the choice between work and life, choose life and have to leave. ③The employees' personal career planning, some of them choose to leave due to the lack of suitable positions upon their return to China as the 3-year expatriation period has come to an end, either because the positions arranged are less well paid.

Due to the high mobility of employees, there is clearly a negative impact on the development of Company. Firstly, it will increase the company's manpower costs due to staff turnover, including: ① the recruitment cost of this part of the departed staff,

the cost of attending the training organized by the company after joining and other costs brought about by this; ② the need for new recruitment after the departure of staff, the recruitment and training cost of new staff; ③ the reduction of the efficiency of the staff before leaving, resulting in the cost of the work content not being completed effectively; ④ if the position is in vacancy for a long time Secondly, due to the high turnover rate of staff, the follow-up talent can not keep up, resulting in the dilemma of no one available, seriously affecting the normal production and operations of the company, the Ministry of work content had to be stalled, the loss of outstanding talent will certainly affect the quality of work output, and ultimately lead to customer dissatisfaction; thirdly, the departure of employees will inevitably affect the normal work of other employees, feeling capable of all In addition, employees often also show negativity before leaving, and even walk negative some comments, the negative impact on the staff within the team, seriously affecting the healthy development of the team. Fourthly, the high staff turnover rate leads to a reduction in the speed of integration of cross-cultural teams within the company. Due to the differences between domestic and international cultures, the integration of cross-cultural teams already takes a high amount of time, and the increase in staff turnover leads to a lack of cohesion in the team as the two sides are just getting to know each other's culture and thinking habits. Finally, the loss of key employees may take away the company's business and technical secrets, or even the company's existing customer resources. If key employees of the team join the company at its main competitors, it will significantly increase the competitiveness of the competitors in the market, and therefore lead to losses for the company.

To sum up, if we want to continue to maintain our competitiveness in the market and explore the company's potential, we need to solve the problem of high staff turnover as soon as possible, otherwise an undesirable cycle will definitely be formed in the long run, and the company's manpower costs will be increased while leading to a reduction in work efficiency, and finally we may even lose the dominant position we have achieved in the market.

2.3.2 Difficulties in communication and cooperation between expatriate staff and local staff

The difficulties in communication and cooperation between expatriate staff and local staff are mainly manifested in the following aspects.

1. There are certain problems in communication between the two sides. Good communication helps Chinese staff and local staff to understand each other quickly. Communication is the bond of cross-cultural team building, and effective communication allows both sides to understand each other's needs and form a consensus based on mutual understanding. Therefore, in cross-cultural management, communication is an effective management tool, through which the company's communication becomes smooth and the communication between team members

becomes adequate, thus ensuring that the objectives of the whole team are effectively achieved.

2. Cross-cultural team employees complain about each other. Chinese employees cannot tolerate some habits and behaviors of local employees and often blame local employees for their lack of seriousness in work and lack of work skills; while local employees also complain that Chinese employees are simple and rude and lack proper respect for local employees.

3. There is a single way of cooperation between employees in cross-cultural teams. Generally speaking, there should be a variety of ways to cooperate in a team, such as business exchange type team, division of labor cooperation type team, mutual support type team and so on.

In today's global economic integration, no matter in which country or nationality, it is obvious that work cannot be done by one hero, and today's society is increasingly concerned with teamwork and division of labor. The growth of a team is not only linked to its members, but also has a direct impact on the whole organization. In a company, the ability of expatriate staff to work smoothly with local staff is an important factor in the development of the company, and the impact can result in.

1. Reduced work efficiency. Speaking of work efficiency is to obtain maximum output with minimum input and maximum value with limited resources. In the work due to problems in the work connection, it will lead to a longer work cycle, and a longer work cycle means a decrease in work efficiency.

2. Increases the internal consumption of the team. Usually, once there is infighting in a company, the company becomes stormy or even shaky. In infighting, the end result is miserable, no matter which side has the upper hand as a result. Whether Chinese staff and local staff do not cooperate or cooperate poorly, it will eventually affect the company's business development and waste its resources.

3. Impact on the organizational atmosphere. Employees have a positive, facilitating effect on their work by having a good working atmosphere. Organizational climate often reflects the organization's values, policies and so on. A good organizational climate will maximize the potential of team members, and employees will devote themselves to their work and actively complete the tasks explained by the team to bring into play their value in the team. Difficulties in communication between Chinese and foreign employees would undoubtedly be a disastrous act for any company.

CHAPTER 3
ANALYSIS OF THE EMPLOYEE EXPATRIATION ADAPTATION SURVEY

3.1 Overseas staff expatriate adaptation survey target and methodology

3.1.1 Survey respondents

The survey was conducted among Chinese employees who have worked in Belarus for more than 6 months, including those who have returned to their home country and those who are currently working in Belarus.

3.1.2 Sample survey

The questionnaire in this paper was mainly conducted by sampling, in order to ensure the accuracy of the questionnaire and the uniformity of the publication, the questionnaire was first collected by email before the questionnaire was sent out. accuracy and uniformity of publication, the questionnaire was preceded by the use of emails to solicit opinions, and then one by one with In order to ensure the accuracy and uniformity of the questionnaire, we collected opinions by email before the questionnaire was sent out, and then contacted the staff who participated in the questionnaire. There were no special requirements for staff in terms of sector, education level, age and gender.

Because some of the expatriates have not yet returned to their home countries, or that the returning expatriates are far away, this survey was conducted by email, and the quality of the questionnaire was checked upon receipt. The quality of the questionnaire was checked and the expatriates were contacted to confirm their answers to any ambiguities in the questionnaire. The questionnaire was then checked for quality after receipt and any ambiguities in the answers were confirmed with the expatriate.

The survey was conducted by email. Due to the difficulty of communication, 120 questionnaires were distributed. 120 questionnaires were distributed, 114 of which were returned by 15 July, of which 108 were valid. The number of valid questionnaires was 108, and the effective response rate of this survey was 95%.This questionnaire is based on Pan Yanji's study on the impact of expatriate employees' adaptability on job performance.

The questionnaire is based on a five-point Likert scale, where 1 means strongly disagree, 2 means disagree, 3 means average, 4 means agree and 5 means strongly agree.4 for agree and 5 for strongly agree. The questionnaire dimensions and items are shown in Table 3.1.

Table 3.1 – Adaptation dimensions and question items for expatriate assignments

Work adaptation	I am able to adapt well to current job performance standards
	Good adaptability to current work tasks
	Adapt well to local work responsibilities
	I am able to participate well in the activities organised by the company
	Satisfied with the remuneration set by the company for expatriates
Cultural adaptation	Ability to interact well with local people in social activities
	I get along well with local people in life
	I am able to build good relationships with local people in the workplace
Life adaptation	I am able to adapt well to the local food and customs
	I can adapt well to the local living environment
	I am able to adapt and integrate into the local recreational and leisure lifestyle
	I am able to adapt to local travel patterns

In terms of reliability, Cronbach α - coefficient was used as the main indicator for determining the reliability. The composite reliability of the scale used in this paper was 0.825，This is higher than the standard Cronbach α of 0.6 according to Hair (1998).

Table 3.2 – Cronbach α - coefficient for questionnaire variables

Variables and dimensions	Number of questions	Confidence level	Overall reliability
Work adaptation	4	0.768	
Cultural adaptation	3	0.825	0.825
Life adaptation	5	0.893	

3.1.3 In-depth interviews

The in-depth interview is the most common method of collecting data in qualitative research (Given, 2008) and centers on understanding the experiences of the interviewee through the interaction of perspectives between the interviewer and

the interviewee, generating rich interview data and understanding their significance to the generation of their experiences (Seidman, 2009, p. 9). It emphasizes interview-related preparation and interviewing techniques that can guide and help the author to obtain high quality data. Therefore, this paper adopts an in-depth interview approach to gather as much detailed primary data as possible.

In-depth interviews are usually conducted using semi-structured and semi-open-ended questions. The researcher needs to establish a non-familiar social relationship with the interviewees so that they can naturally present details and deep information. In-depth interviews are highly exploratory and the researcher needs to progressively understand the personal background of the interviewee, the context of the interviewed questions and continuously revise the interview questions during the interview process. In-depth interviews are flexible, demanding of the interviewer and involve a wide range of technical, technological and methodological issues. The researcher himself is the research instrument, and in the course of the interview, which seems to be very close to the verbal communication between people in everyday life, the researcher has to ask questions and listen to the interviewees in order to gradually deepen his knowledge and understanding of the research subject.

The selection of respondents for in-depth interview studies is not about sample size, but rather "whether the sample can fully answer the questions to be studied, and because of the small sample size of interview studies, purposive sampling is generally used to ensure that those who can provide the most information for the main research questions are interviewed" (Sun, 2012). In addition, snowball sampling is also commonly used for in-depth interviews, so that the research questions are gradually followed up with in-depth, detailed interviews. Seidman (2009) suggests that "a key criterion for determining whether there are enough respondents is informational saturation, where the interviewer has heard the same repeated information and he or she cannot obtain new information" (p. 61).). At a certain point, when the researcher finds that there is really nothing decisively new to be gained, and given the cost of time, money and other resource constraints, the number of interviewees is considered sufficient. Therefore, it is pointless to ask how many respondents to interview, but rather to follow the principle of "theoretical saturation".

The data received will only be used for theoretical research and will be kept confidential. Confidentiality means that the personal information of participants that identifies them is kept strictly confidential and cannot be disclosed to the public. In order to avoid possible harm to the interviewees in the study, their anonymity must be protected. In the early days most Chinese multinationals were more closed and did not accept any research from the outside world, and also required their employees not to tell or participate in surveys to outsiders. In recent years, they have started to be more open and employees can go and tell the outside world. Even so, some of the

interviewees are more concerned about privacy protection, so when conducting interviews, the author will emphasise more on the protection of their anonymity.

3.2 Analysis of the current status and problems of adaptation

3.2.1 Sample Overview

Of those who participated in this survey, a total of 108 questionnaires were valid, with the following demographic characteristics The table shows that

Table 3.3 – Questionnaire sample statistics

Sample Properties	Category	Number of samples	Proportion
Age	＜30	32	29.2
	31-35	48	44.4
	36-40	17	15.7
	40＞	11	10.2
Gender	Male	71	65.7
	Female	37	34.3
Marital status	Unmarried	66	61.1
	Married	42	38.9
Education level	Tertiary	21	19.4
	Undergraduate	46	42.6
	Master and above	41	38
First time	Yes	64	59.3
	No	44	40.7
Out-of-country residence or study	Yes	59	54.6
	No	39	36.1

3.2.2 Analysis of the overall expatriate adaptation situation

Table 3.4 – Analysis of the overall expatriate adaptation situation

	Average	Standard deviation
Outposting adaptation	1.479	0.685
Work adaptation	2.702	0.111
Cultural adaptation	0.457	0.342
Life adaptation	1.612	0.027

The results show that corporate expatriate adaptation is significantly and positively related to work adaptation, cultural adaptation and life adaptation. It is

clear that work adaptation has a significant positive impact on employees' adjustment to expatriation.

1. Age differences

In this survey, the age difference of the respondents has a greater difference in adaptation to expatriation, in general Generally speaking, the younger the employee, the better the overall adaptation than the older one, especially in terms of job adaptation. In general, the younger the employee, the better the overall adjustment.

Table 3.5 - Comparative table of differences in age expatriate adaptation

	Age					
	<30	31-35	36-40	40>	F-value	P-value
Outposting adaptation	10.41	9.92	7.98	7.27	3.320	0.076
Work adaptation	11.58	11.01	7.31	5.02	6.398	0.000※
Cultural adaptation	11.27	10.81	8.73	8.73	2.189	0.094
Life adaptation	8.38	7.93	8.06	8.06	1.375	0.133
※P < 0.05						

2. Gender differences

In this survey, it can be seen that gender differences have an impact on adaptation to expatriation. In this survey, it is clear that men adapt better than women in terms of adaptation to work and adaptation to life.

Table 3.6 – Comparative table of differences in gender expatriate adaptation

	Gender		t-value	P-value
	Male	Female		
Outposting adaptation	9.92	9.14	0.313	0.267
Work adaptation	12.31	8.15	5.043	0.000※
Cultural adaptation	8.10	8.09	-1.782	0.789
Life adaptation	9.34	11.17	-2.948	0.002※
※P < 0.05				

3. Marital status differences

In this survey, there were significant differences between marital status and adaptation to expatriation, with unmarried people adapting significantly better than married people, particularly in terms of cultural adaptation and adaptation to life.

Table 3.7 – Comparative table of differences in gender expatriate adaptation

	Unmarried	Married	t-value	P-value
Outposting adaptation	10.23	8.3	1.488	0.217
Work adaptation	8.05	8.17	0.484	0.651
Cultural adaptation	11.47	5.14	0.513	0.000※
Life adaptation	11.16	8.58	3.466	0.000※
※P < 0.05				

4. Educational differences

This survey found that there was a significant difference between employees' educational attainment and their adjustment to the assignment, with the higher the educational attainment, the better the adjustment to the assignment overall, especially in terms of work adjustment and life. In general, the higher the level of education, the better the adjustment to the assignment, especially in terms of job adaptation and life.

Table 3.8 – Comparative table of differences in educational level expatriate adaptation

	Education level			F-value	P-value
	Tertiary	Undergraduate	Master and above		
Outposting adaptation	8.18	9.27	8.01	4.623	0.051
Work adaptation	9.42	9.48	11.35	2.136	0.015※
Cultural adaptation	8.37	10.49	11.67	2.149	0.151
Life adaptation	6.74	7.84	9.49	9.584	0.000※
※P < 0.05					

5. Comparison of differences between first time expatriate and expatriate adaptation

This questionnaire shows that whether or not an expatriate is a first-time expatriate has a significant impact in terms of adjustment to life. In general, first-time expatriates have a different adaptation to non-first-time expatriates. The problem is particularly pronounced in the areas of adaptation to life and culture. The problem is particularly pronounced in the areas of adaptation to life and culture.

Table 3.9 – Comparison table of differences in whether or not first outgoing adaptation.

	First assignment or not		t-value	P-value
	Yes	No		
Outposting adaptation	8.33	10.19	-2.494	0.020
Work adaptation	6.415	9.234	-5.145	0.000※
Cultural adaptation	9.46	10.125	-0.323	0.045
Life adaptation	9.123	11.125	-2.015	0.015※
※P＜0.05				

6. Comparison of differences in experience of living or studying abroad.

This study shows that the differences between study abroad or residence abroad experience and acculturation and adjustment to life are more pronounced, with employees with relevant experience significantly outperforming those with Employees with relevant experience outperform those with no experience of living or studying abroad, particularly in terms of adjustment to life and acculturation.

Table 3.10 – Comparative table of differences in expatriate adaptation to overseas residence or study experience

	Overseas residence or study experience		t-value	P-value
	Yes	No		
Outposting adaptation	10.032	8.327	1.629	0.328
Work adaptation	9.158	6.121	4.594	0.000※
Cultural adaptation	9..754	9.482	0.047	0.974
Life adaptation	11.186	9.348	0.248	0.011※
※P＜0.05				

3.2.3 Analysis of interview data

Respondents have a heavy workload on the frontline overseas, and their intercultural interactions outside of work are mainly with local colleagues, with very limited contact with local people outside of their work circle. Because of their busy schedules, they do not have much free time or opportunities for interaction. In difficult areas, respondents have even less opportunity for local contact. On the one hand, the general environment of the host country inhibits the willingness to engage with the local community; on the other hand, there are few local recreational venues for respondents, and the relative isolation of their lives deprives them of the opportunity to interact and get to know the local community better. The following are paraphrased from the interviewees。

A: The contact with local people is mainly with local staff. In fact, there is not much contact with local people, and basically there is not much time or opportunity for them because they are very busy at work. It's difficult to go to a "pub", but at most we go out for a meal, but it's only between [Chinese] colleagues, so we don't interact with the locals. Basically, the only way to understand the local culture is through the local staff, for example, by attending local staff's weddings or other events. It's true that we don't have the opportunity to meet and integrate into local life, and usually [we] don't [want to integrate].

B: If you don't integrate, then you stay at work and in the Huawei Chinese community, which I think is still mostly a small Chinese community, and not many people try to integrate. You may need to integrate because of some needs of work or whatever. But most people don't integrate into the local environment.

Interaction with local colleagues "in private" and "after work" is also very limited. Most respondents prefer to stay within their own small circle. As describes, the leisure time and interests of Chinese and local colleagues differ due to cultural and mindset differences. As describes, because of differences in culture and ways of thinking, Chinese and local colleagues have different leisure styles and interests, and "do not play together". Due to various reasons such as the large differences between the two sides (see Table 3.11 for a detailed breakdown of the influencing factors), the frequency of contact with local colleagues outside of work is low and the level of interaction with them is low. They had very little personal interaction, and their interaction with local colleagues was low. Their private interactions are rare and limited to team building activities organized by the company. Respondents C used the word "occasionally" to describe the frequency of contact with local colleagues outside of work, and highlighted it twice.

C: But not so much on weekends or holidays [with local colleagues], most of it is still during working hours. Then then privately it's very occasional, only occasionally a date.

Respondent D has been based overseas for three years, "*because I'm more of a nerd and don't really like to deal with people outside, so I generally have very little dealings with them [locals] except for work-related relationships ...... but there are some people around me who are quite willing to [hang out] with locals*". There are individual differences involved here, and the personality traits of expatriate individuals can influence their interactions with locals. Interviewee A expressed a similar view: "*How much interaction with local staff still depends on the individual. Some people may have a better relationship and interact more with local staff, but there are others who may not have as much*".

In general, Chinese expatriates have very limited contact with the host population outside of work. Interaction with local colleagues is clearly "demand-driven", i.e. they will only initiate contact with them when they need or want

something. If nothing else, it is basically a case of "go your own way and leave each other alone". The purpose of interaction is to seek information and verbal support, and not to try to maintain it as a long-term social relationship. Several interviewees described their experiences of interaction with local colleagues outside of work. These characteristics were evident in the interactions they had with their local colleagues outside of work (see Figure 3.11).

D: The most contact with locals is to get advice on where you can go and then travel on your own. When I encounter some language barriers, I call a local colleague and speak to him in English, so he can help me communicate with others. When I encounter some language barriers, I call a local colleague and speak to him in English and ask him to help me communicate with other people, which is probably more often the case. There may be less real life

There may be less real life interaction because the local staff get married early and most of them have families and don't hang out with you.

C: I think the only time I would interact with local staff is when I need to. initiate a relationship as a form of socializing. Maybe when we take a taxi, buy something or sometimes go on a tour, we will [only] get in touch with local people when we need to.

We will [only] get in touch with local people when we need to. But I don't think it's very, very rare to meet a local person and become good friends with them.

E: Usually if you don't know [how to tell someone] when you buy something, you can call a local colleague to tell them for you. It's often like, "Hey. ××I can't find the place, can you talk to the driver for me?", and you often call all kinds of people for help.
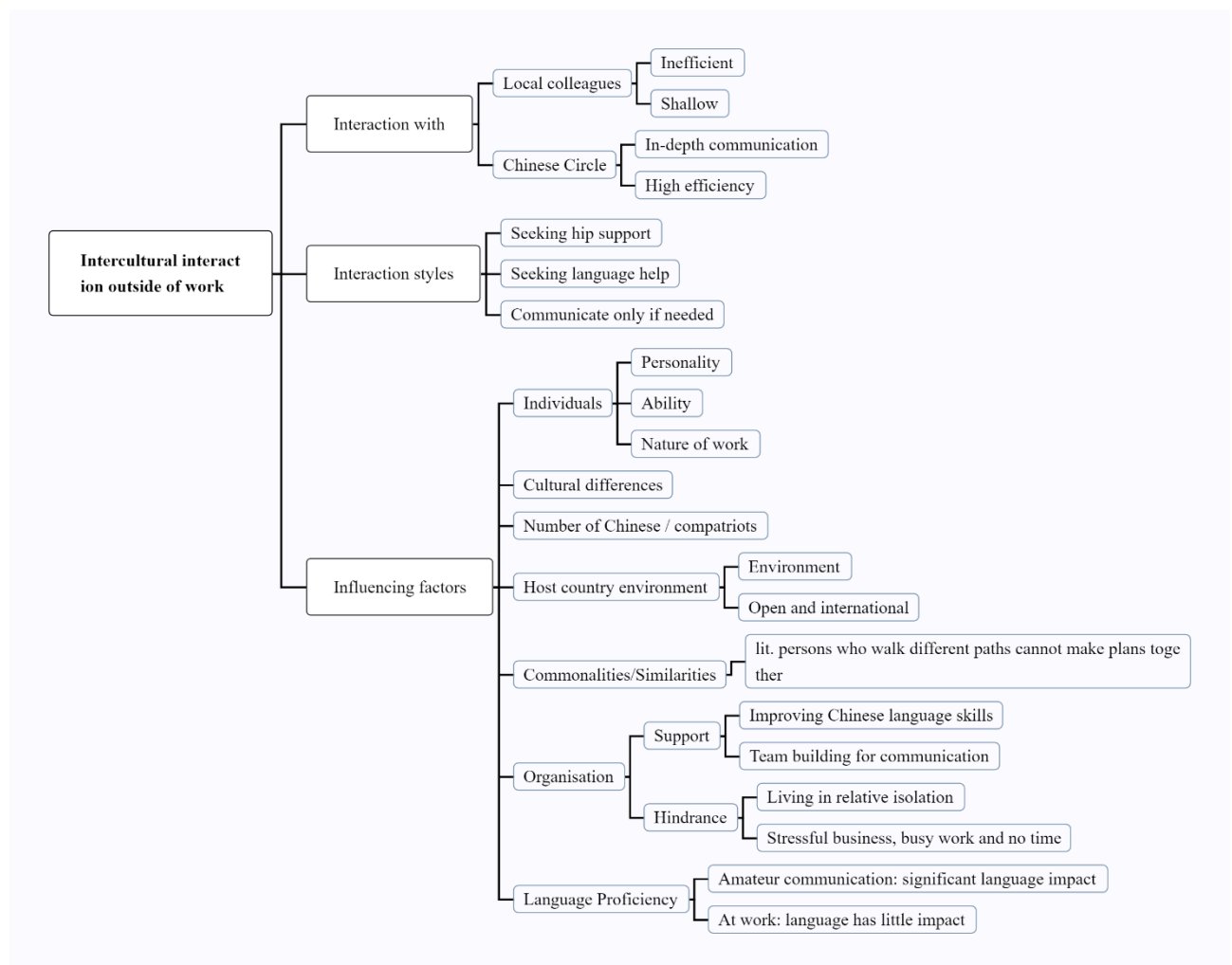
Figure 3.11 - Collation of influencing factors

Chinese people are more euphemistic and subtle in their speech and like to give people room to imagine and play, especially leaders like to let their subordinates to "comprehend" and do things according to the amount and depth of comprehension. Due to the differences in cultural contexts between China and foreign countries, this makes the expatriate. The vague communication between expatriates and Chinese staff or the tacit understanding of "a glance can be understood" is not effective when communicating with local staff. This makes the vague communication with Chinese staff or the tacit understanding of "one look" ineffective when communicating with local staff. Communication with local staff must be 'straightforward', clear, simple and straightforward. Local staff have a lack of the same cultural background as Chinese staff, it is not easy for them to understand each other. If they continue to communicate with the Chinese side, many misunderstandings and misconceptions are bound to arise. Most of the interviewees talked about the differences in communication styles between the Chinese and foreign sides.

F: If you're talking to local staff, you have to be straightforward. They won't [try to figure out what you're saying], and if you're still If you talk to them in a roundabout way, it's even more impossible to communicate.

G: In the case of the Chinese [staff], we are all more familiar with all aspects and have [no major problems] understanding. We don't need to say anything special, we are clearer, and our tasks are also clearer. Few of the local [staff] are able to take on a certain job independently. There is more guidance needed, or the tasks [given to them] have to be very specific and clear.

H: A lot of people stay in China for a longer period of time, what is the situation for him? understand you, then I give you something to do, "Hey, you take care of this thing for me". Just one sentence may be The [Chinese] employee understands each other, and he knows what the job means, the urgency of the job, and even the degree of importance based on the tone of your voice. He knows what the work means, the urgency of the work, and even the degree of importance. Once our supervisor told a foreigner to take care of this matter, and two days later he asked how it was. The foreigner was confused, he didn't know what to do. I was also in charge of a department in the regional department. He was the head of the representative office and there was no way of communicating with him and he found the staff too difficult to manage.

In addition to the difference in communication styles of direct, clear vs. vague, "understanding" communication, there is another noteworthy but easily overlooked difference in communication styles, namely the level of acceptance of criticism by Chinese and foreign employees. This further reflects the difference between Chinese and Western cultural values of obedience to authority (Chinese: collectivism, large power distance) and a focus on human rights (Western: individualism, small power distance). This is clearly illustrated in the case of L, a finance director based in Austria: local employees are praise-oriented and criticized for what they do, and cannot be "scolded" for not doing their job well, which would mean a violation of human rights for them; but for Chinese employees based abroad. However, for Chinese staff based overseas, it is a normal experience to be scolded and criticized, a kind of spurring on by superiors to their subordinates, a kind of "hating iron but not steel".

L: In terms of communication, in China maybe you can speak louder or say something bad, [even] say that the employee is not smart, that he is stupid or something like that. But you can't do that here, it's a personal attack and people will sue you (laughs). In China [between colleagues] it's more like a brotherhood, I'm not really saying you're wrong or calling you stupid, I'm just saying I hate you, that's how it feels. I'm probably used to that model at home, but not here, it's still [respectful] local, praise-oriented, business-oriented. Wherever you have to talk

about business, you can't talk about personalities, it's mainly this kind of isation. So [you have to] say that this [local] person can't get some things right, it's impossible.

These are real differences between Chinese and foreign communication styles, and it is important to be aware of the differences between the "other" and the "we". Otherwise it will be impossible to ensure smooth intercultural communication and Otherwise, it will not be possible to ensure smooth intercultural communication and efficient work completion. The deep-rooted causes of cross-cultural communication and different understanding problems lie in the differences in work habits, attitudes and attitudes between Chinese and foreign employees. The differences in work habits, work attitudes and professionalism between Chinese and foreign employees are the root cause of the problem. A clear understanding of these differences can help Chinese. A clear understanding of these differences can help Chinese expatriates to continuously improve their internationalization level, which in turn can contribute to the internationalization process of the whole company.

Work culture varies from country to country, region to region and company to company. Respondents most often expressed a comparison of the differences in working habits between China and abroad. As they work abroad and gain experience, respondents are becoming more aware of local working habits. Chinese employees are more flexible in their work process, as being posted abroad means sacrificing their lives to some extent, overtime is common, leaders are on call and there is no clear boundary between work and life. Unlike local employees, who have a clear boundary between work and life Unlike local employees, who have clear boundaries between work and life, they are more planned and systematic and tend to do things "according to the process" and "according to the rules".

L:Management in the country is relatively casual. I can remember something at six o'clock [near the end of the day] and arrange it immediately, or I can hand it over immediately. But in this [overseas working] environment, the management requirements are a bit more demanding, which means that you have to plan and have a plan, [so as to] adapt to the local culture. For example, you can't suddenly hand over a task at six o'clock [in the afternoon] and tell him to hand it in tomorrow, he won't be able to do it and the staff won't be able to stand it. It's not that there are no concerns in this area in China, but it's relatively better. This is the biggest change, if we talk about it from a management point of view.

As L describes, the way local staff work places higher demands on expatriate Chinese managers: they can't be as casual, careless and flexible as they are at home, but need to "plan and plan" overseas. Interviewee GDG expressed a similar view: "*I think the Chinese are more flexible and apply different standards to different people, and I think we all understand each other. The locals are so set in their ways that they just do what they want*".

3.3 Analysis of survey results

This questionnaire survey shows that in terms of corporate expatriation policy, young people with higher education and unmarried have a higher level of adaptability, while in companies this segment is also the main target for expatriation, with young people with higher education and unmarried accounting for around 30% of the number of this questionnaire survey. On the whole, first-time expatriate employees are still somewhat less adaptable than non-first-time expatriate employees, and this problem is particularly pronounced in terms of adaptation to life and culture. Employees who have been sent more than once are more adaptable due to their extensive experience of living and working abroad. With regard to the cultural adaptation of expatriates, the questionnaire shows that unmarried women with higher levels of education have stronger adaptation skills, better social skills and outstanding rapport compared to men, which is an advantage in their ability to adapt quickly to a transnational culture, while young men have a significant advantage in terms of work adaptation. Respondents with multiple assignments have a significant advantage in terms of both cultural and life adaptation, as the increased number of assignments has provided them with a wealth of life experience in other countries. The questionnaire also shows that the company's expatriation policy has a direct impact on employees' willingness to expatriate, while employees' willingness to expatriate is positively correlated with their adaptability to expatriation. It can be seen that enterprises that establish a more complete expatriation system have a significant impact on employees' adaptation to enhance their life and work abroad. The degree of influence of enterprise policies on employees' adaptation to expatriation are work adaptation (0.571), cultural adaptation (0.360) and life adaptation (0.006), and the training of employees in enterprise policies has the greatest influence on adaptation to expatriation, with an influence coefficient of 0.816.

3.3.1 Conclusion on the psychological adjustment of expatriates

This paper finds that the most significant manifestations of psychological adjustment problems among Chinese expatriates are isolation and loneliness, which stem from their strong attachment to home and their social limitations in the host country. Previous research on psychological adjustment has mostly focused on immigrants, however, as expatriates are only living in the country for a short period of time, their psychological stress may not be as great, and the results are bound to be biased if they are measured on a scale with a strong negative tendency and pathological implication of mental health symptoms. Therefore, a more realistic result may be obtained by using an updated measure of cross-cultural psychological adjustment for Chinese expatriates. On the one hand, being based overseas, expatriates are largely disconnected from their past social networks. The rapid development of the country has caused them to worry about their "connection to their

home country" and their disconnection from life at home. It's unbearable to stay for a long time, maybe the basic life is not the same as at home, will they be out of touch with the domestic society? The students will not be able to feel the rhythm of life in China after a long time. When they return home, they will again face the problem of re-adjusting to their home country. As a result, they become a marginalized group in their home country after being abroad for a long time. On the other hand, in the host country, due to language barriers and differences in cultural background, it is difficult for Chinese expatriates to communicate deeply with the locals. What is more noteworthy is that they subconsciously divorce themselves from the host country and they are a minority group separated from the mainstream society. Moreover, due to their heavy workload and local security, expatriates have a restricted range of leisure activities and a relatively monotonous recreational life, thus leading to a relatively closed circle in their lives. By their own initiative, they become a marginalized group in the host country. Therefore, the double marginalization of China, which they cannot return to, and "overseas", which they cannot stay in, has led to a sense of loneliness within them. Their psychological adaptation strategy is a passive "separation" from their home country and an active 'isolation' from their host country. This finding further extends Berry's (2008) theory of cross-cultural adaptation strategies and elaborates on the internal mechanisms underlying this state of expatriate psychological adjustment.

In addition, the finding that the most significant cross-cultural psychological adjustment stress among Chinese expatriates abroad is social stress is in line with the findings of the study that Western expatriates are more likely to be socially stressed.

This finding contradicts the findings that Western expatriates face the most severe work-related stress. In general, the main purpose of the expatriate is to solve tasks that cannot be performed by local staff, and the work orientation is significant. It is inevitable that expatriates face a double shift in their work roles and tasks and are under high work stress. However, why is it that Chinese expatriates suffer most from social rather than work-related stress? It is perhaps more worthwhile to consider whether there is a deep-seated cultural and genetic difference behind this phenomenon. The Chinese people like to live in groups, and have a strong collectivist culture. Compared to Western individuals who pursue an "independent self", Chinese individuals are more likely to have an "interdependent self". In this paper, we examine the changes in the levels and degrees of cross-cultural adjustment stress faced by Chinese expatriates, and identify and explain. Our work identifies and explains the emotional belonging crisis of Chinese expatriates due to their double marginalization, which is closely related to China's collectivist culture. This is closely related to the Chinese culture of collectivism. It thus adds new knowledge to the existing field of research on the Chinese context. Moreover, the differences in the perceptions of cross-cultural The differences in the perceptions of cross-cultural

adjustment stress between Chinese and Western expatriates are worthy of further exploration in future research, and this also inspires scholars to delve deeper into the differences between Chinese and Western expatriate This also inspires scholars to explore the differences in the cross-cultural management of Chinese and Western expatriates in order to paint a more complete picture of expatriate theory.

3.3.2 Instrumental support is more helpful in buffering adaptation stress

Unlike working at home, expatriates find it difficult to access substantive support from the local community abroad and need more support and guidance from the company (Varma & Russell, 2015). The perceived organizational support of expatriates helps to reduce their adjustment stress. These findings are further corroborated by the study, along with an in-depth explanation of the mechanisms at play within it. McMillin (1997) and Rousseau & Tijoriwala (1998) suggest that organizational support consists of two dimensions: emotional support and instrumental expenditure. The former refers to behavioral manifestations such as comfort and concern, such as timely upward and downward communication, positive supervisor feedback and emotional motivation; the latter refers to tangible support such as money and equipment, such as the organization raising salary levels, increasing promotion opportunities and providing technical guidance. The latter refers to tangible support such as financial and equipment support, such as increased salary levels, promotion opportunities and technical guidance.

The results show that the organization's instrumental support is more helpful. Emotional support from the organization is mainly in the form of psychological counselling and counselling for Chinese expatriates, and encouraging family members to accompany them. However, Chinese people are influenced by the culture of "face|" and are reluctant to admit that they have psychological problems, let alone reveal themselves to strangers. Therefore, even though the company has provided Chinese expatriates with "mentors" and "old experts", they do not readily reveal their true feelings. Rather than experts, they prefer to find expatriate colleagues who are in a "similar situation" to relieve their innermost sorrows. In addition, although the presence of family members is an effective way of coping with loneliness, only 15% of Chinese expatriates bring their families with them due to the ancient Chinese tradition of working with few families and the difficult conditions in the field. As a result, the role of emotional support is limited. Organizational instrumental support is a conscious effort to create a familiar environment for expatriate staff in a foreign country, forming a self-sufficient closed community. The environment of the overseas representative office is constantly optimized to provide adequate logistical support for expatriates. For example, Chinese chefs are hired to give staff the "taste of the motherland" as much as possible; accommodation is centrally arranged to avoid staff's worries about living; and recreational facilities are improved to promote

staff exercise and relaxation, so it is a one-stop service of "food, accommodation, transportation and entertainment". Overseas, Huawei does its best to create a living atmosphere for expatriate employees similar to that in China, creating a familiar environment for Chinese expatriates to live in a foreign space, so that employees can reduce the sense of unfamiliarity and uncertainty. The organization's instrumental support thus helps expatriates to adapt psychologically, as it effectively helps them to avoid many of the problems associated with social and cultural life, thus easing their psychological adjustment.

3.3.3 Hybrid relationship capital is more conducive to psychological adaptation

The respective roles of local colleagues in the host country and support from expatriate colleagues in their home country were found to be less useful, and the interaction between expatriates and expatriate colleagues in their home country was found to be more conducive to their psychological well-being in an unfamiliar cultural environment. Expatriate colleagues not only have a collegial relationship based on "professional bonding", but also develop a "brotherhood" and "comradeship", where they "*share the same illness*". They share the same pity for each other and have a mutual dependence of "*raising a glass to celebrate victory and saving each other's lives in case of defeat*". The situation and cultural background of the expatriate colleagues are similar, and they speak the same language. They can not only help in their work, but also provide a sense of belonging.

They can also provide a sense of belonging and emotional support, which helps to build a sense of psychological well-being, thus enabling them to work and live better in the host country. In terms of emotions, the empathic exchange of information frees them from the anxiety of missing each other and confiding in each other relieves the bitterness. In terms of behavior, Chinese colleagues will meet together from time to time, go on excursions to relax and keep each other company through the boredom after work abroad. Social support theory suggests that individuals are more likely to seek emotional support from people who are under similar stress to them, and that empathy-based emotional support is most effective in reducing psychological distress. Chinese expatriate colleagues have developed a "kinship-like" relationship (an emotional support resource) rather than just a "karma-based" collegial relationship (an instrumental support resource). The instrumental resources allow them to learn from each other and to cooperate and help each other solve problems; the emotional resources help them to reduce negative effects such as loneliness. Therefore, the support of expatriate colleagues in the home country, based on a mixed relationship, is more conducive to the psychological adaptation of Chinese expatriates, and is more important for escaping isolation and loneliness.

The main reasons for anxiety among Chinese expatriates are not limited to the uncertainty of the overseas environment, but also the pressure of job performance evaluation, family separation and the loneliness of being far from home. The need for Chinese expatriates to interact with their host country as a result of uncertainty is not obvious. On the one hand, the preparation before the assignment and the warm-up for the assignment have already given respondents a general idea of what it is like abroad, lowering their psychological expectations and giving them a higher tolerance for uncertainty. On the other hand, multinational companies have been Huawei has been working overseas for many years and is already familiar with the overseas situation, and the "business mentors" will provide comprehensive guidance to the expatriates. The problem of uncertainty is therefore not serious. The most serious psychological problem of Chinese expatriates is the lack of loneliness and a sense of belonging. The most serious psychological problems of Chinese expatriates are the lack of loneliness and a sense of belonging, and the desire to have their social and security needs met. But this is not something that can be solved by host country colleagues. They need the help of their expatriate colleagues. Due to the language barrier, Chinese expatriates are unable to communicate with their host country colleagues in any significant way. The language barrier makes it difficult for Chinese expatriates to communicate with their host country colleagues in any depth, as well as the different cultural genes that have been built up over the years. Moreover, Chinese people have "hometown" feelings. The essence of their social psychology is ethnic identity. They tend to seek out people who are homogeneous, have similar or the same culture, language, lifestyle and behavior as themselves in their interactions. This not only satisfies the need for security and affection, but also provides a sense of social belonging. This can satisfy the need for security, emotion and a sense of social belonging. Expatriates are based abroad, and the unfamiliarity of foreign cultures, the difficulties of language communication, and the heartbreak of being separated from their families for long periods of time are all factors that contribute to a sense of belonging. The unfamiliarity of a foreign culture, the difficulties of language communication and the heartache of being separated from family members for long periods of time can all make them feel lonely and alienated. The importance of mutual help and dependence.

CHAPTER 4
ANALYSIS OF ADAPTATION MEASURES FOR EXPATRIATE STAFF ABROAD

4.1 Selection of expatriate staff

The most important factor influencing an expatriate's ability to adapt quickly abroad is the availability of effective and rapid support in case of problems. Therefore, improving the adaptability of expatriates can help employees to enhance their ability to seek support when they encounter problems, improve the company's ability to give support to employees and help them to build a social network, which can play a positive role in effectively improving the adaptability of expatriate employees. The survey shows that there is a significant difference between the educational level of employees and their adjustment to the assignment, with the higher the educational level, the better the adjustment to the assignment, especially in terms of work adjustment and life. In terms of age, the younger the employee, the better the overall adaptation than the older one, with younger employees having a significant advantage in terms of work adaptation. Therefore, when an enterprise is sending out employees, the selection of employees can be done in the following ways to improve the quality of the expatriate staff, so that they can adapt to the life of the expatriate more quickly and complete the assignment successfully.

4.1.1 Competency assessment for expatriates

The human resources department of an enterprise can evaluate the competency of candidate employees, and in addition to assessing the competencies required for the expatriate position, other assessment factors, such as social network construction, need to be added, so as to further optimize the assessment methods of the enterprise's expatriate staff and lay the foundation for the expatriate staff to be able to adapt quickly. If the expatriate has strong communication skills and a good personality, this kind of employee has a stronger need for social relationships and will actively expand their network at work; in terms of learning ability, if the expatriate has a stronger motivation to learn, actively make up for their shortcomings and actively explore new things This also has a positive effect on building one's social network.

4.1.2 Recruitment and assessment of corporate expatriates

Social construction is spontaneous in the expatriate work, and this behavior is often influenced by the expatriate's own personality characteristics, and it is difficult to be changed, and the establishment of a perfect social network construction competency model can increase the assessment dimension of the expatriate, improve the selection criteria of the expatriate, so as to achieve the reduction of the training cost of the enterprise. Therefore, when assigning employees, it is necessary to select employees with strong social network construction skills.

In the assessment of employees' knowledge and ability, priority is given to those who have knowledge of Belarusian culture, as having general knowledge as a basis will facilitate their further learning; at the same time, the expatriates need to have strong communication skills and use different combinations of categories in the construction of social networks, so that they can establish good relationships with people inside and outside the company through excellent communication skills during the expatriation process. The ability to adapt is also an important indicator of the expatriate's social network building skills, as there are significant cultural differences between Belarus and the home country. The social network of expatriates also requires a high level of cultural intelligence in order to cope with the cultural diversity of Belarus.

In the performance appraisal of expatriate staff, the above-mentioned social network building competency indicators should be used as one of the appraisal indicators to actively urge expatriate staff to improve their social network building skills in Belarus. Once employees are able to build their social network, they will be able to make full use of local resources and play an active role, thus reducing the risk of adjustment problems due to slow self-adjustment or insufficient support from other organizations.

In addition to the skills required for the job, the following factors are also important indicators for an expatriate's motivation to work abroad, his or her ability to learn the language quickly, his or her social skills, his or her ability to adapt to the new environment and his or her family's support.

Experts have identified the key factors that influence the success of expatriate assignments in terms of their ability to work effectively abroad: their physical fitness, their ability to work hard, their adaptability to the environment and their enterprising spirit. These factors are similar in different companies. Short-term assignments may be selected primarily on the basis of job competence, while assignments to significantly different countries may require stronger communication skills, the ability to learn and use foreign languages and the degree of family support. For example, some assignments require more communication with the country of residence, including suppliers, colleagues, partners, etc. In this case, the position requires a person with strong communication skills and an understanding of the Belarusian language and culture.

4.2 Integrating cultural differences and promoting cross-cultural interaction

4.2.1 Changing communication styles

When encountering problems such as misunderstanding and miscommunication, respondents tend to take timely measures such as

"communicating as soon as possible", "communicating several times" and "communicating in person" to eliminate friction and misunderstanding. Respondents tend to take timely measures such as "communicating as soon as possible", "communicating multiple times" and "communicating in person" to eliminate friction and misunderstanding. In addition, Chinese employees are aware of the need to learn/master certain communication skills. Misunderstandings are dealt with "immediately". In addition, the end-result of communication is summarized in the form of an e-mail. Respondents continually emphasize "common ground" when describing changes in communication styles. At a deeper level, Chinese expatriates and local employees are both in the company and share common interests. This makes working relationships relatively simple, which ensures that communication is relatively easy and that "everything can be solved if you communicate more". Communication problems can be easily solved by discussing and being aware of how to speak.

Interviewees generally report that the working language is Russian and that the selection process for expatriates pays particular attention to certification of Russian language skills, so there are no serious language problems at work. The company has also added a "middleman" bridging mechanism to ensure smooth communication, thus further reducing the impact of language on key personnel with weaker Russian language skills". There are two main forms of "middleman" bridging – "Local Bridging" and "Chinese Bridging". The former is mainly used for communication between Chinese expatriates and local clients and for the management of local staff; the latter is mainly used for communication between senior management and local staff. "Local bridging" refers to the practice of local employees acting as translators during appointments and visits to customers, which is most common in the region. As some Chinese expatriates lack the ability to communicate in the local language, it is most common to find local employees who are familiar with the business and fluent in the local language and English to act as "middlemen" translators to visit customers with the Chinese expatriates. Adding a "middle man" to the communication mechanism Adding a "middle man" to the communication mechanism requires special attention and requires repeated communication between the two to minimize the reduction or misunderstanding of information in the delivery process.

The interaction is a two-way street, with local staff acting as a bridge between the company and local clients, and between the company and local staff, making the interaction between Chinese expatriates and local clients and staff smoother. On the other hand, the Chinese expatriates also act as a 'middleman' between the company and local staff to enhance the 'bonding' between them. Although the Russian language has been a requirement for recruitment in recent years, the Russian language skills of the early employees are somewhat weaker and the Russian language skills of those who are recruited are not as strong as those of the local staff.

The majority of these people are now in senior positions in the company. Therefore, in order to better communicate the company's philosophy or when managers needed to give clear instructions, they chose to inform their Chinese subordinates first and then pass them on to local employees.

In a nutshell, finding a "middleman" is a way of communicating, whether it is on the Chinese side with local clients (finding local colleagues to translate) or on the Chinese side with local staff. In short, the 'go-between' method of communication is used both on the Chinese side to communicate with local clients (to find local colleagues to translate) and between Chinese supervisors and local subordinates/employees (to find Chinese subordinates/employees to pass on). The use of Chinese staff In addition, the main purpose of sending a large number of Chinese staff overseas is to

The main purpose of sending a large number of Chinese staff abroad is also to take charge of and strengthen the link between the overseas representative office and the head office in China. Therefore, finding a "language broker" when communicating across cultures It is beneficial to have a language intermediary when communicating across cultures. Although it may take a little more time, it is a better option than misunderstanding and miscommunication. This is a better option than misunderstandings and miscommunication.

4.2.2 Adjustment of management style

In the face of the differences in working habits and communication styles between Chinese and foreign employees, Huawei, for example, has adopted a strategy of management adjustment by the Chinese side, including reforming the corporate process system, improving the professionalism of Chinese expatriates, and implementing differentiated management for Chinese and foreign employees.

Between 1998 and 2008, Huawei carried out a "total westernization" of its processes and "cooperated with more than ten consulting firms in the US, Europe and Japan in various directions to build an international management platform" [18, p. 138-139]. After 2003, Huawei's major internal systems were extended to international frontline representative offices to build business objectives, organizational construction, and business processes from a global market perspective [18, p. 150]. Since 2007, "Huawei gradually introduced a world-class management system to carry out top-level organizational design and system construction" to adapt to global operations. Ren Zhengfei has also stressed learning from the West in "Innovation is the inexhaustible driving force for Huawei's development": "Famous Western companies are not only competitors, but also teachers and role models" (Huang Jiwei, 2016, p. 300). Huawei operates in a very westernised way overseas, having undergone more than ten years of system and process reforms, and the entire framework of the enterprise is learning from western, especially American The entire

framework of the enterprise is being learnt from Western, especially American, enterprises, with IBM in particular as the benchmark for learning. When an enterprise goes abroad, it must follow local laws and study the local situation. When an enterprise goes abroad, it must follow local laws and study the local management model.

Huawei, a latecomer to the telecommunications industry, has been increasing its internationalization, but there are still many problems with its development, most notably a low level of professionalism. The local employees basically speak Russian, so it takes some skill to communicate with them.

Chinese expatriates should take the initiative to understand the local area and change themselves to suit the local work habits. The fact that domestic management is relatively casual and flexible also reflects the fact that domestic management is less professional, relatively sloppy and not refined enough. However, when working overseas, as local work is more planned and institutionalized, expatriate managers are required to enhance their professionalism, most typically by being "clearer" in their work objectives and requirements.

The way of operation is adapted to the host country and the business philosophy is influenced by the culture of the home country, resulting in the so-called "Chinese philosophy, Western standards". In the process of interacting with the host country, the diverse cultures of overseas countries, especially the

In the process of interaction with the host country, the diverse cultures of overseas countries, especially the "square culture" of the developed Western countries and the "round culture" of China, are constantly interacting and mutually influencing each other. We are constantly learning from the best experiences of advanced Western companies, but all of this revolves around our own Chinese philosophy, and everything that is good is used for it. Western systems, processes, standards and professionalism can all be learnt, but these are only operational changes.

4.3 Adaptation training for expatriates

In terms of cultural adaptation, the data from the questionnaire shows that unmarried women have a clear advantage in this area, thanks to their good social skills and excellent rapport; in terms of adaptation to work, young men clearly have more energy to do their jobs; and employees who have been sent out several times clearly have more experience than first-time expatriates and are therefore more adaptable to their assignments. In order to help expatriates adapt quickly to work and life in Belarus, in addition to rigorous assessment in the selection of expatriates,

companies need to improve their adaptability through training and share their experiences with expatriates to help them understand life abroad in advance.

4.3.1 Recruitment and assessment of corporate expatriates

The company can organize training for expatriate staff to learn about the culture and customs of the country of assignment and the basic laws and regulations of Belarus; in addition, it can provide training in communication skills to improve the language skills of expatriate staff, encourage them to actively communicate with local residents or colleagues, and increase their willingness to integrate into local life. When building a social network, expatriates should not be unable to adapt to building a social network because of a shortage of certain skills. Helping expatriates to build social networks quickly creates a diverse and harmonious working environment for them.

As different countries obviously have different cultures and customs, the use of cross-cultural training before an employee's assignment, so that expatriate staff can understand cultural differences in advance, is the most direct and effective way for companies to manage cross-culturally. The intercultural training mainly covers the following areas: awareness of Belarusian culture, cultural sensitivity training, learning different languages, communication styles in different cultures, conflict management and environmental simulations. Cultural sensitivity training is organized for all expatriate Chinese staff and local staff recruited by the company in Belarus, with the aim of strengthening employees' resilience and adaptability in different environments. The specific training method is to bring together employees from different cultural backgrounds and conduct cultural content training, scenario training and role-playing under the guidance of professional trainers, in order to break down the psychological barriers of employees, further enhance their adaptability in different environments and strengthen the team spirit and cooperation in different cultures. Through this training method, it is conducive to the Chinese staff's quick adaptation to the Belarusian environment, thus reducing the cultural conflicts that exist with local staff and helping to unify the staff's thoughts, share common values and identity with the company and create an excellent team.

4.3.2 Strengthening psychological support for expatriates

Working and living in a foreign country where you are unfamiliar with the world is bound to put more psychological pressure on expatriate staff. Firstly, there is an increased risk of income, as the performance appraisal of the employee is transferred from a clear environment to an unclear environment, which increases uncertainty in the results of the performance appraisal; secondly, there is an increase in the pressure faced, as the work pressure does not only come from the work itself, but also from the fact that the work environment becomes unfamiliar, which makes the expatriate employee feel pressure due to weakened interpersonal relationships; thirdly, as the expatriation leads to personal career development The third reason is

that expatriates' career development is not sustainable, as expatriation may break their original work resources and thus affect their career development path. In view of this, enterprises need to strengthen communication with expatriates, promptly sort out their psychological fluctuations and establish a sound management system at work so that expatriates can put their minds at ease and avoid other factors affecting their willingness to be expatriated.

4.4 Organizational support in expatriate assignments

4.4.1 Improving the small environment for local life during an expatriate assignment

In terms of accommodation arrangements for employees, it is recommended that the company chooses accommodation with a high security factor. In addition, in response to the monotony of employees' life abroad, the company can provide Chinese entertainment and cultural facilities, such as table tennis, the provision of domestic movies, etc. For married families, family leave should be granted or air tickets should be provided for employees' families to visit them.

4.4.2 Solving family worries for employees

This article finds that the new generation of talent is placing increasing importance on family. The most serious problems of Chinese expatriates abroad stem from loneliness and isolation, and social isolation caused by homesickness. Family problems are becoming more and more acute, especially among older employees, who have been on assignment for more than three years, and most of whom are now living apart, making family issues a pain in the neck. Long-term separation often results in employees not being able to devote themselves to their work. There is also a tendency to leave and return to the workforce due to family demands. In order to stabilize the "back office" of employees so that they can focus on contributing to the company, and to retain the international talent they have trained at high cost, companies going abroad must pay attention to their families and encourage them to accompany them whenever possible, or implement family-friendly policies. For example, companies can facilitate the travel of family members by streamlining the relevant business processes and providing them with training in areas such as language, cross-cultural communication and adaptation to ensure that they can successfully carry out their lives abroad. Where possible, companies can also provide job opportunities for family members and build activity centers for expatriate family members. If family members are not able to accompany you, companies can learn from some of the family-friendly practices adopted by Western companies, such as job sharing, regular family visits, child education funds, parental care and other benefits to ease the burden on the expatriate's family. Unmarried or even single employees face less work-family conflict than married expatriates, so the employee's

marital status can be given due consideration in the selection process, or married expatriates can take into account whether their family members are willing to accompany them.

4.4.3 Enhance communication between local staff and Chinese staff

Conflict is essential in cross-cultural teams because of the deep-rooted influence of culture on individuals. Margarita Neal classifies such cross-cultural conflicts, which consist of three main categories: relational conflicts, task-based conflicts and process-based conflicts. Relational conflicts refer to conflicts that are caused by differences between individuals of the people themselves, such as personalities with personality problems, individuals with hostility, etc.; task-based conflicts refer to conflicts that are caused by discrepancies in the understanding of the team's tasks; process-based conflicts refer to conflicts that are caused by differences in the way work is done, and in the allocation of resources. The best way to eliminate relational conflict is through trust between team members, and when there is more trust between team members, personal conflict within the team is greatly reduced. According to Margarita Neal, good team leaders are the ones who build pedestrian relationships between team members. Expatriate employees are able to trust each other at work with local staff and can meet up during holidays, and this way the class is effective in increasing trust between employees.

4.4.4 Systems and processes for overseas companies are subject to mutual agreement

As mentioned above, Margarita Neal has divided conflicts into three categories, namely relational conflicts, task-based conflicts and process-based conflicts. In overseas subsidiaries, conflicts are mainly concentrated in two categories, process-based conflicts and relationship-based conflicts. Process-based conflicts are resolved as follows.

The first is to reengineer the company's processes, and participation in the reengineering process requires the joint participation of expatriate staff and local staff, with full exchange of views during the participation process and the eventual agreement of views.

The next step is to analyses the existing processes of the overseas subsidiaries, mainly from two aspects. The different opinions of Chinese staff and local staff on the existing processes were identified and jointly analyzed and diagnosed. The third is the reengineering and implementation of the processes.

The reengineering of processes can be achieved through four aspects: firstly, the combing of new process solutions; secondly, the construction of new process models; thirdly, the design of the human resource structure in the process; and fourthly, the design of the company's information system. The process implementation is mainly implemented through full training, process experimentation and acceptance.

Finally, there is the evaluation of the process re-engineering. After the implementation of the new process, the problems that existed during the operation were summarized in time and suggestions from both sides were listened to carefully so that problems could be identified and improved in time.

4.5 Adjustment after returning from an expatriate assignment

Companies need to make reasonable arrangements for employees who have completed their overseas assignments. In some companies, arrangements are usually made in an open manner for expatriate assignees upon their return. The perfection of the repatriation arrangement system has a direct impact on the quality of the employee's repatriation. Companies need to make expatriate employees aware of the company's repatriation placements and these arrangement systems must be transparent and clear. The repatriation arrangement system should include the determination of the employee's position upon repatriation, the performance of the assignment and the remuneration package. The appropriateness of the repatriation arrangements for expatriate employees can improve expatriates' self-confidence in going overseas and create a good expectation for those who have been or will be on assignment and those who have completed their assignment and have returned home. In order to help expatriates, adapt quickly to the head office upon return and to make the most of what they have learnt on their return, the appropriate use of expatriate staff on their return determines whether they add value. The value-added use of expatriates further enhances the return on the company's human and technical resources, and effectively reduces the loss of talent.

4.5.1 The company establishes a dedicated department or team to help expatriates

A "mentorship" team or department can be formed for expatriate staff, with mentors providing assistance and guidance to expatriate staff in relation to their overseas performance. In this way, you can enhance the employees' sense of belonging, thus alleviating their worries about their career development after returning to their home countries, and thus promoting their peace of mind when working abroad. If it is difficult for Company A to set up a mentorship system for expatriate employees, an alternative approach can be adopted, such as setting up a repatriate service department to provide special services for expatriate employees and answer their questions. The main role of this department is to reconcile possible conflicts between the expatriate and the parent company, provide information about the parent company to the expatriate and ultimately achieve mutual development between the company and the expatriate.

4.5.2 Protection for returning expatriates

After returning home, expatriates still need some time to adapt to the domestic company. When employees are on assignment, they can use distance training and other methods to help expatriates or their families understand the culture of the parent company as soon as possible. Through distance learning, you can help them to understand the culture of the parent company as soon as possible and understand their position in the company. During the expatriation process, the company needs to give its employees a high level of trust and help them through difficult situations. Upon their return, employees can be offered optional positions that allow them to choose a position that fits their career development.

4.5.3 Assistance for returnees and their families

It is also necessary to train returning expatriates on the cultural differences arising from their return to their home country, in addition to their job placement. In addition to training for expatriate staff there is also a need for training for their families on cultural differences and other assistance. For example, the company can help the employees and their families to understand the living conditions and consumption levels in China, or the company can help the expatriate employees to solve the problems of their spouses' jobs and their residence after returning to China. position that fits their career development.

CONCLUSIONS

With the integration of the global economy, many enterprises are moving out of the country and into the world in the process of development, opening up internationalization, such as manufacturing companies building overseas factories, overseas mergers and acquisitions, hardware equipment all over the world, more and more Chinese enterprises investing abroad to further promote the development of China's multinational enterprises. According to statistics from the Ministry of Commerce, domestic investors in China have invested in 174 countries and regions around the world, with China's new investment in the "Belt and Road" countries reaching a new high.

China's unique "going out|" strategy and the "One Belt, One Road" government plan have strongly promoted intercultural exchange and cooperation between China and the world. This has also provided new opportunities and challenges for cross-cultural adaptation research. Due to the historical differences in development experiences, social and cultural diversity, geopolitical proximity and the complexity of the common language, enterprises encounter various problems in the process of transnational operations, and the problem of intercultural adaptation of expatriates working and living in host countries is becoming increasingly prominent. In this way, we can gain a deeper understanding of the current situation of intercultural adaptation of Chinese expatriates and draw the attention of enterprises to the management of intercultural adaptation of expatriates.

This study is based on the existing theories of intercultural adaptation and examines the intercultural adaptation of Chinese employees from the point of view of intercultural adaptation, describing the current situation of intercultural adaptation of Belarusian employees in China through questionnaires and in-depth interviews. The significance of this study is that the study of intercultural adjustment started at the beginning of the last century and a number of theories have emerged so far. However, most of the existing research has focused on immigrant and international student populations, and intercultural adjustment has mostly taken place in Europe, America and China. The applicability of theories is sometimes context-dependent. Theories derived from certain contexts need to be tested for their applicability to other contexts. The theoretical significance of this study is to test the applicability of existing theories to the intercultural adjustment of Chinese employees in the specific context of Belarus and to provide additional information for the study of intercultural adjustment. Through detailed survey data and scientific analysis, the study identifies problems in the intercultural adjustment of Chinese employees in Belarus, identifies factors that affect their intercultural adjustment, and provides ideas and bases for decision making to improve the level of intercultural adjustment of Chinese employees in Chinese enterprises in Belarus, thereby improving the physical and

mental health of Chinese employees in Belarus and the performance of Chinese enterprises in Belarus.

The issue of staff adaptation is a key factor in keeping overseas subsidiaries running efficiently. This study analyses the adaptation of expatriate employees in Belarus and, taking into account the current management situation of expatriate staff, summarizes the problems that exist in the management of expatriate staff and proposes countermeasures to improve the adaptability of expatriate staff.

The main findings of this study are as follows:

(1) Cultural differences have an important influence on the adaptability of expatriate staff in Chinese multinational companies.

(2) Multinational companies need to further improve their management systems in the process of development, and the management and assessment of expatriate employees need to incorporate the impact of cross-cultural differences and improve the management of expatriate employees on this basis.

(3) Some companies still have certain problems with regard to expatriate employees, such as the selection of talents, remuneration and benefits for expatriate employees, cross-cultural training for expatriate employees, and adaptation of expatriate employees to their home countries, etc., which need to be further improved in order to better meet the long-term strategic development needs of the company.

(4) Targeted countermeasures are proposed to address the problems of low willingness to expatriate, poor job stability, and communication and cooperation between local and expatriate employees.

According to the findings of this paper, cross-cultural adaptation mediates the relationship between Corona Virus Disease 2019 event intensity and job satisfaction as well as retention intentions. Therefore, when developing management systems to improve job satisfaction and retention intentions in the context of COVID-19, attention should also be paid to the level of cross-cultural adaptation of employees. A good level of cross-cultural adaptation can be effective in increasing job satisfaction and retention among expatriate employees. In terms of general adaptation, companies can compile some guides to life in the host country or collect some documentaries on the host country for employees to watch and study, so as to help expatriate employees understand the weather, climate, customs and legal system of the host country. At the same time, expatriate staff should also be asked to give a detailed introduction to the actual situation in foreign life by colleagues who have worked in foreign projects before going abroad, so as to put difficulties and problems in front of them and enhance the vitality and credibility of the training through their own experiences.

In terms of interactive adaptation, social etiquette classes can be held regularly to train expatriate staff on communication etiquette and skills to avoid misunderstandings arising from improper communication with host country personnel. Most importantly, expatriate staff should be taught to respect the people

and culture of the host country and not always be self-centred and measured by financial interests. Secondly, you can explore the possibility of having expatriate employees form mutual support groups with local employees to help expatriate employees build up good social relationships. You can take the initiative to invite staff from the host country, local teachers or government departments to make suggestions on how to strengthen the interaction between Chinese expatriates and locals, and take measures according to the actual situation. In the current world environment, we should not see different cultures, religions and values as floods, but need to adapt to the diversity of the world.

In terms of adapting to work, it is important to communicate clearly to employees about the content of their work and working hours, and to give them the appropriate support to help them get up to speed. Before starting work with host country staff, it is important to fully understand each other's work habits and work objectives, and not always to make maximizing financial gain the only value criterion for work. When carrying out their work, expatriates need to adhere to our good working habits and style, but also need to understand the long-established working philosophy of the host country personnel, and not just brute force or complain when conflicts arise, but need to articulate the rationale for their work in a professional manner and with skill, and pass on some of the Chinese working philosophy to the host country personnel through training.

COVID-19 event intensity has a positive effect on job satisfaction and retention intentions, meaning that the more intense the event, the more satisfied the expatriate employee is with their job and the more willing they are to stay with the organization. Companies can therefore start to change the perceived intensity of the event by educating their expatriate employees about the dangers of COVID-19 and conducting COVID-19 awareness sessions to make them aware of the destructive and contagious nature of COVID-19. At the same time, they can actively carry out epidemic prevention measures, distribute epidemic prevention materials to employees and, if necessary, change the way they work to make them feel cared for and valued by the company. What we need to do, of course, is not just the above basic work, but more importantly, we need to show the company's commitment and potential for future development during the epidemic, so that employees can feel that they have "something to do and something to achieve" by staying with the company, and that the company can be able to In the event that business cannot be carried out on site or is curtailed, business training can be provided to improve staff skills or to adjust the division of labor so that expatriate staff believe that the epidemic is only a temporary respite and a temporary adjustment for the company and that

Where possible, as new expatriates are unable to leave the country, existing expatriates can even do more and be of higher value, rather than just waiting around in limbo. Once companies have helped their employees find the value and niche of

their work, I believe expatriates will be more satisfied with their work at the company and more willing to stay. At the same time, considering the severity and urgency of the epidemic, expatriates cannot return home on time and bring worries to their families. Companies should think of ways to keep expatriates informed of the situation at home through the internet or by arranging personnel at home, and also to let personnel at home know about the expatriates' work and life overseas, so that they can rest assured and feel at ease with each other. All these initiatives can increase job satisfaction and the willingness of employees to stay.

1. Selection of research subjects

The selection of expatriate staff should be based on staff who are currently on overseas assignments and can honestly reflect the current work situation, so as to minimize any bias in the research results due to time issues; in addition, the questionnaire survey on overseas regions should not be limited to a specific region, and the number of questionnaires from the company's subsidiaries overseas should be in line with a certain proportion, so as to analyses the adaptation of expatriate staff in different regions.

2. Appropriate understanding of expatriate family attitudes

In this paper, the main focus is on the adaptation of expatriate staff to their assignments. The attitudes of their families are not discussed in depth in this paper, so if further research is needed, an in-depth analysis of the attitudes of the families of expatriate staff can be conducted.

3. The extent to which the company's policy is implemented

The degree of implementation of the company's policy is a key factor in the success of an expatriate assignment. Therefore, in further research, we can further explore this issue to understand the implementation of the company's policy and improve the company's assignment system.

REFERENCES

1. A1der, N. J. International Dimensions of Organizational Behavior, 3d Ed. Boston, Mass: PWS-Kent, 1995 – 208 p.

2. An, Ran. An analysis of the cross-cultural communication terminology "moistening" and "connotation". – 2013. Vol. 9. – PP. 54-60.

3. An, Ran, Wei, Xianpeng. On intercultural adaptation in a microcosm: An example from the intercultural classroom series. – 2012. – Vol. 6. – PP. 50-56.

4. Black, J. Stewart, Mendenhall Cross-Cultural Training Effectiveness: A Review and a Theoretical Framework for Future Research. // Academy of Management Review. –1990. – Vo1.1 S. – p. 113-136.

5. Black, J. Stewart. Work Role Transitions: A study of American Expatriate Managers in Japan // Journal of International Business Studies. – 1988. – Vo1.19. – Pp. 277-294.

6. Borstorff, P. C, Harris, S. G. Who'll go? A Review of Factors Associates with Employee Willingness to Work Overseas // Human Resource Planning. – 1997. – Vo1.20 (No.3). – PP. 29-40.

7. Bowling, P. J., Schuler, R. S., We1ch, D. E. International dimensions of human resource management, Cincinnati: South-Western College, 1999. – 508 p.

8. Brett, J. M., Stroh, L. K. Willingness to Relocate Internationally // Human Resource Management. – 1995. – Vo1.34. – P. 405-423.

9. Brewster, C. The management of expatriates // Human Resource Research Centre Series // Granfield School of Management. Business Studies. – 1988. – Vol. 30. – PP. 557-581.

10. Caligiuri, P. M. Selecting expatriates for personality characteristics: a moderating effect of personality on the leadership between host national contact and cross-cultural adjustment // Management International Review. – 2000. – Vol. 40. – PP. 61-80.

11. Chen, Pei, Yang, Fu. Based on local cultures: adaptive work families // Cross-cultural reflection. – 2016. – Vol. 1(21). – PP. 6-15.

12. Chen, Xiangming. Educational Research and Experimentation // Ideas and methods of rooted theory. – 1999. – Vol. (4). – PP. 58-63.

13. Chen, Hui. The research in behavioral psychology of foreign students' sociocultural adaptation in China // Journal of Beijing Normal University. – 2003. – Vol. 6. – PP. 135-142.

14. Chen, Hui., Zhu, Min., Che, Hongsheng. Review of the factors affecting cross-cultural adaptation // Advances in Psychological Science. – 2003. – Vol. 11. – PP. 704-780.

15. Church, A. Sojourner Adjustment // Psychological Bulletin. – 1982. – Vol. 91. – PP. 540-572.

16. Cui, G., Awa, N. E. Measuring intercultural effectiveness: an integrative approach // International Journal of Intercultural Relations. – 1992. – Vol. 16(3). – PP. 311-328.

17. Deshpande, S. P., Viswesvaran, C. Is cross-cultural training of expatriate managers effective: a meta-analysis // International Journal of Intercultural Relations. – 2015. –Vol. 16(3). – PP. 295-310.

18. Digman, J. M. Personality structure: emergence of the 5-factor model // Annual Review of Psychology. – 1990. –Vol. 41(1). – PP. 417-440.

19. Feldman, D. C., Thompson, H. B. Career Issues Facing Expatriate managers // School of Buinptist College. – 2015. – Vol. 33. – PP. 225-232.

20. Feng, Tingting. Analysis of Failure of Transnational Corporations' Personnel Assignment and Its Solution // Modern Marketing. – 2015. – Vol. 11. – PP. 72.

21. Furnham, A., Bochner, S. Culture shock – psychological reactions to unfamiliar environments // Modern Language Journal. – 1986. – Vol. 71(3). – PP. 337.

22. Hofstede, G. The pitfalls of cross-national survey research: a reply to the article by Spector // Values survey module. – 1994. – Vol.51 (1). – PP. 170–173.

23. Kealey, D. J., & Prothetoe, D. R. The Effectiveness of Cross-cultural Training for Expatriates: An Assessment of the Literature on the Issue. International Journal of Intercultural Relations. – 1996. Vol. 20(2). – PP. 141-165.

24. Laudau, J. C. Predictors of Willingness to Relocate fanizational // Behavior and Human Processes. – 2007. – Vol.8 (004). – PP. 102-114.

25. Liu, Junzhen. On the internal system and mechanism of cross-cultural adaptation of expatriates // Journal of Guangxi University for Nationalities. – 2008. Vol. 6. – PP. 63-66.

26. Mendenhall, M.E., Oddou, G. The dimensions of expatriate acculturation: a review // Academy of Management Review. – 1985. – Vol. 10(1). – PP. 39-47.

27. Ratiu, I. Thinking internationally: a comparison of how international executives learn // International Studies of Management & Organization. – 1983. – Vol. 13(1). – PP. 139-150.

28. Takeuchi, R., Lepak, D. P., Yun, M. S. Nonlinear influences of stressors on general adjustment: The case of Japanese expatriates and their spouses // Journal of International Business Studies. 2007. – Vol.38 (6). – 928-943.

29. Takeuchi, R., Li, J. When does decision autonomy increase expatriates' adjustment? // Academy of Management Journal. – 2009. – Vol. 51(1). – PP. 45-60.

30. Takeuchi, R., Wang, M., Marinova, S. V., et al. Role of domain-specific facets of perceived organizational support during expatriation and implications for performance // Organization Science. – 2009. – Vol. 20 (3). – 621-634.

31. Takeuchi, R., Yun, S., & Tesluk, P. An examination of crossover and spillover effects of spousal and expatriate cross-cultural adjustment on expatriate outcomes // Journal of Applied Psychology. – 2002. – Vol.87 (4). – 655-666.

32. Tao, F., Liu, X., Gao, L., et al. Expatriates, subsidiary autonomy and the overseas subsidiary performance of MNEs from an emerging economy // International Journal of Human Resource Management. – 2016. Vol. 3. – 1-28.

33. Templer, K. J., Tay, C., Chandrasekar, N. A., Templer, K. J., Tay, C., & Chandrasekar, N. A. Motivational cultural intelligence, realistic job preview, realistic living conditions preview and cross-cultural adjustment // Group & Organization Management. – 2006. – Vol. 31(1). – PP. 154-173.

34. Thite, M., Wilkinson, A., Shah, D. Internationalization and HRM strategies across subsidiaries in multinational corporations from emerging economies—a conceptual framework // Journal of World Business. – 2012. – Vol.47 (2). – PP. 251–258.

35. Thomas, D. C. Domain and development of cultural intelligence // Group & Organization Management. – 2006. – Vol. 31. –PP. 78-99.

36. Thomas, D. C., Lazarova, M. B. Expatriate adjustment and performance: A critical review. Handbook of Research in International Human Resource Management. Cheltenham, UK: Edward Elgar, 2006. – 264 p.

37. Torbiorn, L. Operative and strategic use of expatriates in new organizations and market structures // Internationals Studies of Management &Organization. – 1994. Vol. 24. – PP. 5-17.

38. Tung, R. L. American expatriates abroad: From neophytes to cosmopolitans // Journal of World Business. – 1998. –Vol. 33(2). – PP. 125-144.

39. Tung, R. L. Expatriate assignments: Enhancing success and minimizing failure // The Academy of Management Executive. – 1987. – Vol. 1(2). – PP. 117-125.

40. Tung, R.L. Selection and Training of Personnel for Overseas Assignments // California Management Review. – 19982. – Vol. 25. – P. 57-78.

41. Tzeng, R. Gender issues and family concerns for women with international careers: Female expatriates in western multinational corporations in Taiwan // Women in Management Review. – 2006. – Vol. 21(21). – P. 376-392.

42. Van Bakel, M. S., Gerritsen, M.,Van Oudenhoven, J. P. Impact of a local host on the success of an international assignment // Thunderbird International Business Review. – 2011. – Vol. 53(3). – PP. 391-402.

43. Van Bakel, M. S., Van Oudenhoven, J. P., Gerritsen, M. Developing a high-quality intercultural relationship: Expatriates and their local host // Journal of Global Mobility. – 2015. – Vol. 3 (1). – P. 25-45.

44. Wang, M. Profiling retirees in the retirement transition and adjustment process: Examining the longitudinal change patterns of retirees' psychological well-being // Journal of Applied Psychology. 2007. – Vol. 92 (2). – PP. 455-74.

45. Wang, X., Nayir, D. Z. How and when is social networking important? Comparing European expatriate adjustment in China and Turkey // Journal of International Management. – 2006. – Vol. 12(4). – PP. 449-472.

46. Waxin, M. F., Panaccio, A. Cross-cultural training to facilitate expatriate adjustment: It works // Personnel Review. – 2005. – Vol. 34(1). – PP.51-67.

47. Wilson, J., Ward, C., Fetvadjiev, V. H., et al. Measuring cultural competencies: The development and validation of a revised measure of sociocultural adaptation // Journal of Cross-Cultural Psychology. – 2017. – Vol. 48 (10). – PP. 1475-1506.

48. Wood, E. D., Mansour, B. E. Integrative literature review: Performance interventions that assist Chinese expatriates' adjustment and performance: Toward a conceptual approach // Human Resource Development Review. – 2010. – Vol. 9 (2). – PP.194-218.

49. Xiao, Y., Fang, L. C. Work–life balance in China? Social policy, employer strategy and individual coping mechanisms // Asia Pacific Journal of Human Resources. – 2012. – Vol.50 (1). – PP. 6-22.

50. Yamazaki, Y., Kayes, D. C. An experiential approach to cross-cultural learning: A review and integration of competencies for successful expatriate adaptation //Academy of Management Learning & Education. – 2004. – Vol. 3(3). – PP. 362-379.

51. Yan, A., Zhu, G., Hall, D. T. International assignments for career building: A model of agency relationships and psychological contracts // Academy of Management Review. – 2002. – Vol. 27(27). – PP. 373-391.

52. Yang, N., Chen, C. C., Zou, C. Y. Sources of work-family conflict: A Sino-U.S. comparison of the effects of work and family demands // The Academy of Management Journal. – 2002. – Vol. 43(1). – PP.113-123.

53. Yao, C. The impact of cultural dimensions on Chinese expatriates' career capital // International Journal of Human Resource Management. – 2014. – Vol. 25(5). – PP. 609-630.

54. Yin, R. K. The case study anthology. L.: Thousand Oaks, CA: Sage, 2004. – 306 p.

55. Yoo, S. H., Matsumoto, D., Leroux, J. A. The influence of emotion recognition and emotion regulation on intercultural adjustment // International Journal of Intercultural Relations. – 2006. – Vol. 30. – PP. 345-363

56. Zajonc, R. B. Attitudinal effects of mere exposure // Journal of Personality and Social Psychology. – 1968. Vol.9. – PP. 1-27.

Questionnaire

Dear Sir/Madam.

You have now received an academic questionnaire which has been administered to find out something you know about your overseas assignments with the company. I hope that you will take the time to complete this survey with us in your busy schedule, your comments will be very helpful to our research and we would like to know your innermost thoughts and ideas, there is no right or wrong answer and we will treat your answers in strict confidence. Thank you very much for your cooperation!

[Basic matters and explanations]

1.Expatriate: This means an employee who has been expatriated by the company to a country outside of China to serve the company for more than three months.

2.Expatriate country: This is the country where our branch or office in Belarus is located.

Selected question: Have you ever participated in an expatriate assignment?

Yes (continue questionnaire)

No (Stop questionnaire, thank you)

The questionnaire is divided into two main sections

Fill in the appropriate answers according to your personal situation and thank you for taking your valuable time to dedicate to filling in Thank you for taking the time to complete this questionnaire.

Part I

I. Basic information

1. Age: ☐＜30 years old
  ☐ 31-35 years old
  ☐ 36-40 years old
  ☐ 41-45 years old
  ☐ ＞46 years old

2. Gender: ☐Male
  ☐Female

3. Marital status: ☐ unmarried
  ☐ married

4. Education level: ☐ College (or below)
  ☐ Bachelor's degree
  ☐ Master's degree (or above)

5. Is this (latest) assignment your first experience? ☐Yes ☐No

6. Did you have any experience of living or studying abroad before this (latest) assignment? ☐Yes ☐No

Part II

II. Questionnaire on adaptation to outposting

Category Name	Survey item	Strongly Disagree	Disagree	General	Agree	Strongly Agree
Job Adaptation	I can adapt well to current job performance standards					
	I am well adapted to current work tasks					
	I am well adapted to the local work responsibilities					
	I am satisfied with the salary set by the company for expatriates					
	I am able to participate well in the activities organised by the company					
Cultural adaptation	I am able to interact well with local people in social activities					
	I get along well with the local people in my life					
	I am able to build good relationships with local people in the workplace					
Life adaptation	I can adapt well to local food and customs					
	I adapt well to the local living environment					
	I am able to adapt and integrate into the local recreational and leisure lifestyle					
	I am able to adapt to local travel patterns					

Thank you for your participation and enjoy your life!