



Study on Cross-cultural Adaptation of Expatriates: A Case of GJWJ in India

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ABSTRACT

As the world's leading and largest producer of stationery metal parts, GJWJ has entered India for more than 20 years and occupies more than 70% of the Indian stationery manufacturing market. This paper takes the expatriates of GJWJ in India as the research object to identify the problems of cross-cultural adaptation of these expatriates and explore some influencing factors through questionnaires and interviews. It is found that expatriates' education, work experience, English proficiency, social support, social contact and religious factor are all related to psychological adaptation and sociocultural adaptation; among these related factors, expatriates' education, work experience, English proficiency and religious factor have significant influence and predictive effect on cross-cultural adaptation; there are some problems of expatriates in cross-cultural adaptation during the assignment, such as problems in psychological adaptation, in religious beliefs, in cross-cultural training, in cultural integration, in work management and in social support.

Keywords: cross-cultural adaptation, expatriates, Chinese enterprise, India

INTRODUCTION

Along with the rapid expansion of India-China bilateral trade and cooperation, more and more Chinese companies enter into Indian markets. According to information available with the Embassy of India, more than 100 Chinese companies have established offices or operation centers in India, which is followed by the increasingly number of Chinese expatriates who have been assigned to the country. However, practical experience in recent years has shown that there are problems such as the low actual performance of expatriates and the large loss of expatriates, which may result in the low success rate of expatriates.

The key factor in the expatriate failure is that expatriates cannot adapt to the new cultural environment. Cultural difference between China and other countries has obviously been major obstacles for the expatriates. However, cross-cultural adaptation is challenging, as expatriates working in cross-cultural contexts need not only to adapt to new positions in subsidiaries, but also to become accustomed to the overall living conditions of the host country, such as climate, transportation, and food. At the same time, anxiety and psychological pressure caused by cultural shock should also be paid attention to. Poor adaptation on either side of the above may makes it difficult to complete the assignment and return home early.

This paper aims to explore the status quo and existing problems of cross-cultural adaptation of expatriates in India and tries to give some practical suggestions for improving the cross-cultural adaptation of expatriates in India.

Research Process

Found in 1979, GJWJ enterprise has obtained extensive experience in the design and manufacture of ring mechanisms for over 30 years of vigorous development. The headquarters have been located in Hong Kong, and the manufacturing facilities now extend to China and India.

In August 1997, with total investment of 15 million yuan, GJWJ enterprise established a factory in Tamil Nadu, the southeast part in India. After establishing a factory in India, the company occupied more than 70% of the Indian stationery loose leaf ring binder metals manufacturing market. The factory has more than 2,000 employees, including more than 200 Chinese expatriates. The factory's front-line technical staff and some mid- and high-level technicians and managers are Indians, and the Chinese expatriates are mainly mid- and high-level technicians and managers. Each year, GJWJ enterprise sends Chinese expatriates to India twice for technical and managerial coaching, each with more than 20 people. With the fast development of GJWJ enterprise in recent years, the demand for expatriates has increased from more than 20 to over 40 persons.

Research Process

Questionnaire design

In order to collect quantitative data, the questionnaire is mainly derived from three scales: the Revised Sociocultural Adaptation Scale, the Self-Rating Depression Scale of Zung (1965, pp. 63-70), and the Perceived Social Support Scale. All items of questionnaire are objective.

The first part is demographic information and includes seven questions. It mainly involves the respondent's age, gender, education, language ability and work experience in cross-cultural context.

The second part is the scales related to cross-cultural adaptation, which is used to test the current status quo of cross-cultural adaptation of GJWJ enterprise' expatriates in India. The content of this part of the questionnaire is mainly based on the two-dimensional cultural adaptation model (Ward & Kennedy, 1994, pp. 329-343). The Revised Sociocultural Adaptation Scale mainly measures the social adaptation of expatriates, including interpersonal communication, work performance, personal interests & community, involvement, ecological adaptation, and language proficiency. Foreign languages are needed in international assignments and expatriates in this enterprise in India communicate with local Indian people in English. Therefore, two language-related questions are presented to test the English ability of expatriates. For interpersonal communication, six items are included to test expatriates' ability to express emotional information and emotional cultural intelligence. As for ecological adaptation and personal interests & community involvement, there is a total of four items. The rest four items for work performance are developed to reflect expatriates' competence in work context and the relationship with local colleagues. This scale is made by Wilson (2013, p. 239-240) and is widely used in cross-cultural studies. The scale includes a total of 16 questions. All options are designed according to the Likert five-point scale from low to high. 1 indicates the

lowest degree of competent and 5 points indicates the highest degree of competent. As for the psychological adaptation scale, the Zung's (1965, pp.63-70) Self-Rating Depression Scale is used. There are 20 questions in total, which are generally divided into four levels according to the frequency of symptoms, rarely, sometimes, often, and continuously, counted as 1, 2, 3, 4 points in order.

The third part is the Perceived Social Support Scale, first developed by foreign scholars G. Zimet, Dahlem, S. Zimet, & Farley (1988, pp. 30-41). Its main content is to focus on the individual's social support in terms of self-understanding and self-experience. The scale mainly includes three sub-dimensions of family support, friend support and other support, and measures the individual's social support from the perspective of individual perception. The scale has a total of 12 questions. The final part is other factors, which includes religious factor and social contact. Each part has two questions. For religious factor, the two questions are aimed to roughly understand whether expatriates know the religions and the attitude to the local religions. For social contact, the two questions are aimed to know the length and frequency of expatriates' contact with host country people.

Semi-structured interview design

To gain a deeper understanding of the cross-cultural adaptation of expatriates, combining with Colleen Ward's cross-cultural adaptation model and the influencing factors, some expatriates from GJWJ companies in India are interviewed to know more and collect specific experiences about sociocultural adaptation and psychological cultural adaptation.

The outline of this interview is mainly to know more about the specific situation of the cross-cultural adaptation of the interviewees during their overseas assignments in India from the aspects of sociocultural adaptation, psychological cultural adaptation and other influencing factors. Interviewees are encouraged to give examples to answer the corresponding questions and describe the difficulties encountered, such as food, clothing, living and transportation, religious beliefs, work and other aspects. The initial framework of interview is as follows:

- 1) What are your expectations and impressions of India before departure?
- 2) Do you think the cultural differences between China and India are great? What is the Indian attitude towards the Chinese? What do you think of Indians?
- 3) Do you think you have been accustomed to life in India? Are there any difficulties (including local customs, food, climate, transportation, living environment, etc.)?
- 4) Do you use English or Tamil to communicate with local colleagues or residents during your work and life in India? Are there any communication difficulties?
- 5) What do you think of the religious beliefs of Indians?
- 6) Are you satisfied with your work in India? Are you satisfied with the local working environment and the working habits of your local colleagues?
- 7) Can you easily communicate with your local colleagues or residents and actively participate in various community activities or make friends with them?
- 8) Do you have any leisure and entertainment in your spare time? How is it done in India?
- 9) Have you ever thought about returning home early? Why?

Data collection and analysis

For the collection of questionnaires, this study mainly sends the mail to the HR mailbox or input the questionnaire into the "Questionnaire Star" platform, and then sends the link to the contact

person of case enterprise, requesting the assistance in the distribution of the questionnaire. For the purpose of ensuring the validity of the questionnaire, the study will delete the questionnaire with filling time less than 90s. A total of 92 questionnaires are sent out and 67 are received, meaning the valid return rate is 73%.

For the collection of interviews, it is collected through contacting four middle level technical or management expatriates of case enterprise and conducted semi-structured interviews through WeChat voice call or text interview.

Questionnaire results

(1) Description of demographic information

For the questionnaire, the total distributed number 92 and the valid number is 67, meaning the valid return rate is 73%. Among the 67 valid questionnaires, there are 65 male respondents and just 2 female respondents, meaning that 97% of the expatriates are males and 3% are females. It can be easily found that there is a huge difference between the number of female with the number of male, meaning that gender may not be considered as the influencing factor. In terms of the age, the result can be seen from the table 5-1. It can be showed that the majority of the expatriate in this enterprise are 36-45 years old, accounting for 58.2%. On the contrary, there is no one that is above 45 years old. Moreover, 16.4% of the expatriates are at the age group of 20-25 and 25.4% of expatriates ranging from 26 to 35 years old. From the data, it can be analyzed that this enterprise tends to send young males to complete international assignments.

As for education, many respondents are junior college students and undergraduates, occupying over 80%. Only 14.9% of respondents are masters. In Tamil Nadu, Tamil is the most widely used language. However, it is difficult for expatriates to learn. During working period, expatriates in this enterprise always communicate with local colleagues in English. Therefore, for language ability, there are two questions to ask respondents. One is to ask the English proficiency and the other is to ask the Tamil proficiency. It can be easily found that many expatriates' English is better than Tamil. Most of the respondents think that their English proficiency while more than 45% of the expatriates think they can only use simple words and sentences and their Tamil proficiency is not so good. For the working experience, more than 90% of the expatriates have been expatriated for less than five years.

Table 2-1 Demographic Information of Respondents

Demographic Variables		Frequency	Percentage(%)	Valid Percentage(%)
Gender	male	65	97.0	97.0
	female	2	3.0	3.0
Age	20-25	11	16.4	16.4
	26-35	17	25.4	25.4
	36-45	39	58.2	58.2
	above 45	0	0	0
Education	junior college student	29	43.3	43.3
	undergraduate	28	41.8	41.8
	master	10	14.9	14.9
English Proficiency	poor	3	4.5	4.5
	being able to use simple words and sentences	27	40.3	40.3
	slightly skilled	31	46.2	46.2
	very proficient	6	9.0	9.0
Tamil Proficiency	poor	19	28.4	28.4
	being able to use simple words and sentences	32	47.8	47.8
	slightly skilled	13	19.4	19.4
	very proficient	3	4.5	4.5
Experience of Working in Cross-cultural Context (cumulative)	no	10	14.9	14.9
	less than a year	20	29.8	29.8
	1-3 years	15	22.4	22.4
	3-5 years	17	25.4	25.4
	more than 5 years	5	7.5	7.5

Besides, there is still a question to ask about the cross-cultural experience. Four kinds of experience has been listed: 1) study, work, travel abroad; 2) communicate with foreigners many times on social platforms such as Facebook or twitter; 3) have direct cross-cultural communication activities with foreigners at international academic or business events held in China, such as formal discussion or negotiation of an academic topic or business project, exchange of business cards, etc; 4) become friends with foreigners in China due to work needs, language improvement and other factors. According to the data collected, over 80% of respondents express that they haven't had or just have had one kind of experience.

In sum, there are some characteristics after analyzing the data about demographic information. The first one is that this enterprise tends to assign young male expatriates. The second one is that most of the respondents are not so familiar with English or Tamil, but they are better at speaking English than speaking Tamil. The third one is that most expatriates have experience of expatriation for less than five years.

(2) Reliability analysis and correlation analysis

To test the reliability of the questionnaire, SPSS is used in this thesis and Cronbach alpha value is regarded as standard. In this study, most of the variables are categorized on the basis of

Ward's Two aspects of Adaptation. According to the questionnaire, the variables are divided into three scales: psychological adaptation scale, revised sociocultural adaptation scale and social support scale.

For psychological adaptation scale, there are 20 variables to test the psychological feelings and conditions of expatriates in this enterprise in India. For the revised sociocultural adaptation scale, there are 16 variables to examine expatriates' behavioral adaptation in a novel cultural environment. For the social support scale, there are 12 items, including the support from family, Indian friends, colleagues, company and supervisors.

The reliability results of these three scales can be seen from the table 5-1. As is seen, the Cronbach alpha values of three scales are 0.778, 0.808 and 0.908 respectively. The value of every scale is above 0.7, meaning that the scales are credible and can be used to analyze in this study.

Table 2-2 Reliability Test of Research Variables

Test Variables	Items	Cronbach Alpha Value
Sociocultural Adaptation	16	0.778
Psychological Adaptation	20	0.808
Social Support	12	0.908

To test the relationship between psychological adaptation and sociocultural adaptation, correlation analysis is used. According to the result, it can be concluded that sociocultural adaptation is negatively related to psychological adaptation and the correlation is bigger than 0.4, which means the two kinds of adaptations have moderate correlation relationship. The result can be also explained that expatriates may be better in sociocultural adaptation when their psychological adaptation is worse and their depression degree is lower.

Table 2-3 Correlation Analysis Result of Sociocultural Adaptation and Psychological Adaptation

		Psychological Adaptation
Sociocultural Adaptation	Pearson Correlation	-.435
	Sig.	0.000

(3) Results of psychological adaptation

For psychological adaptation, the Zung's (1965, pp.63-70) Depression Self-assessment Scale is used to know the psychological status of expatriates, including 20 questions in total. Based on the frequency of symptoms, the options are recorded as 1, 2, 3, 4 points, equaling to "rarely", "sometimes", "often" and "continuously". The standard quantitative analysis method of the scale is to add the scores of 20 items and multiply the result by 1.25 to take the integer part to get the standard score. When the standard score is more than 50, it means that you may have depressive symptoms in China. According to the results of China's norm, the standard score of this scale is 53 points, among which 53-62 points are mild depression, 63-72 points are moderate depression, and 73 points or higher are severe depression. Through the final results, the status quo of psychological adaptation of expatriates from GJWJ enterprise can be easily known. After calculating the data, the results are presented (see Table 5-4). It can be concluded that many expatriates in this enterprise have no depression or mild depression and 14.9% of

the respondents have moderate depression. In other word, the psychological adaptation of the expatriates in this enterprise in India is optimistic.

Table 2-4 Scores of Psychological Adaptation of Respondents

Score	Number of Expatriates	Percentage(%)
<53 points (no depression)	26	38.8
53-62 points(mild depression)	31	46.3
63-72 points(moderate depression)	10	14.9
>72 points(higher depression)	0	0.0

Mean=54.7, standard deviation=5.72

After knowing the current situation of psychological adaptation of expatriates in this enterprise, there are four individual factors that need to be tested to know the relationship between psychological adaptation with these factors.

Table 2-5 ANOVA Test Results of Individual Factors and Psychological Adaptation

Factor		Psychological Adaptation			
		Mean	Std. Deviation	F	Sig. LSD
Age	20-25	52.046	8.970	1.066	0.315
	26-35	54.853	4.484		
	36-45	55.609	5.046		
Education	Junior college student	57.328	4.779	5.773	0.005 2<1, 3
	undergraduate	51.563	5.973		
	master	56.750	5.060		
English Proficiency	poor	49.500	2.121	2.229	0.093
	being able to use simple words and sentences	45.652	4.886		
	slightly skilled	42.794	6.192		
	very proficient	41.875	4.793		
Tamil Proficiency	poor	54.408	7.066	0.846	0.474
	being able to use simple words and sentences	54.688	4.572		
	slightly skilled	54.327	6.616		
	very proficient	61.250	2.000		
Working Experience	no	54.511	7.334	0.728	0.539
	less than a year	55.375	4.928		
	1-3 years	53.125	4.167		
	3-5 years	60.625	3.536		
Cross-cultural Experience	none	54.167	6.208	0.327	0.722
	1	55.813	5.334		
	2	55.000	5.321		

The one-way ANOVA results are presented. The first factor is age. Because that all respondents are younger than 45 years old, the fourth option is not listed in the above table. Because the result that $\text{sig} > 0.05$, it can be easily known that all options don't have significant differences in psychological adaptation, meaning that age may not have relationship with psychological adaptation. The second factor is education. This factor is divided into three levels: junior college student, undergraduate and master. Based on the data of sig, it can be easily found that three options of education actually have differences in psychological adaptation. The mean of junior college student, undergraduate and master in psychological adaptation is 57.328, 51.563 and 56.750 respectively. On the basis of LSD, it can be seen that the difference of psychological adaptation within undergraduate is smaller than that within junior college student or master. As for language proficiency, the data presents that there is no significant differences between all options of language proficiency. The next two factors are working experience and cross-cultural experience, it is obvious that the two factors don't have relationship with psychological adaptation.

(4) Results of sociocultural adaptation

In this paper, Wilson's revised sociocultural adaptation scale is used to focus on behavioral adaptability or cultural competence. This scale is divided into five parts: interpersonal communication, work performance, personal interests & community involvement, ecological adaptation and language proficiency. Foreign languages are needed in international assignments and expatriates in this enterprise in India communicate with local Indian people in English. Therefore, in order to test the English ability of expatriates, two language-related questions "*understanding and speaking English*" and "*reading and writing English*" are presented in the questionnaire. For interpersonal communication, six items are included to test expatriates' ability to express emotional information and emotional cultural intelligence, such as "*interacting at social events in India.(for example, at temple fair, festivals.....)*" and "*Accurately interpreting and responding to Indian's gestures and facial expressions. (for example, the meaning of nodding or shaking the head.....)*", which can emphasize the effectiveness of interpersonal communication. As for ecological adaptation and personal interests & community involvement, there is a total of four items, including "*maintaining my hobbies and interests in India.(such as go shopping, do sports.....)*" and "*obtaining community services I require in India. (such as money exchange services, policy consultancy, medical assistance.....)*", which can reflect expatriates' adaptability of become involved in local environment and continue to maintain personal life. The rest four items for work performance are developed to reflect expatriates' competence in work context and the relationship with local colleagues and the willingness to adjust behaviors to local values. Items such as "*gaining feedback from other Indian work colleagues to help improve my performance. (such as feedback on expressions, personality.....)*" and "*working effectively with other Indian work colleagues. (for example, effectively complete the production of a device together.....)*" are presented to reflect expatriates' adaptability of understanding the needs of Indian colleagues and other organizations.

There is a total of 16 items in the sociocultural adaptation scale and this scale is a five-point rating scale. All options are scored from low to high, which equals 1 to 5 points, and 1 is the least competent, 5 is extremely competent. The lower average score for each question means that expatriates are harder to adapt to the host country in this aspect of sociocultural adaptation. To analyze the data, the degree of competence can be used to judge the test results

of sociocultural adaptation. Higher score means that expatriates feel better to adjust in the new cultural environment.

Table 2-6 Scores of Sociocultural Adaptation of Respondents

Scores	Number	Percentage(%)
≤40 points	5	7.5
40-48 points	22	32.8
>48 points	40	59.7

From the above table, there are more than 50% of the respondents feeling better in sociocultural adaptation. Their scores are bigger than 48 points, which is 60% of the full score. Moreover, over 30% of respondents think that they have confidence in adjusting to Indian cultural environment, whose scores are between 50% and 60% of the full score. However, 7.5% of the expatriates feel difficult in adjusting to India. After calculating, the mean scores of the four parts are 3.00(interpersonal communication), 3.69(work performance), 3.37(personal interests & community involvement), 3.1(ecological adaptation) and 2.96(language proficiency). The scores are similar and close, meaning that expatriates think they are competent in adjusting to sociocultural aspects in India.

After knowing the basic situation of sociocultural adaptation of expatriates in this enterprise in India, some individual factors are examined to know the relationship with sociocultural adaptation.

Table 2-7 ANOVA Test Results of Individual Factors and Sociocultural Adaptation

Factor		Sociocultural Adaptation				
		Mean	Std. Deviation	F	Sig.	LSD
Age	20-25	56.182	6.226	2.803	0.068	
	26-35	51.824	5.604			
	36-45	50.231	8.257			
Education	Junior college student	48.483	7.740	5.136	0.009	1<2, 3
	undergraduate	54.464	6.608			
	master	52.700	6.717			
English Proficiency	poor	42.500	6.364	8.790	0.000	1<2, 3, 4
	being able to use simple words and sentences	47.348	5.702			
	slightly skilled	53.294	7.163			
	very proficient	59.000	5.606			
Tamil Proficiency	poor	50.211	7.123	0,416	0.742	
	being able to use simple words and sentences	51.781	8.541			
	slightly skilled	52.615	5.173			
	very proficient	54.333	10.408			
Working Experience	no	48.304	6.977	6.068	0.001	1<2, 3, 4
	less than a year	51.533	7.403			
	1-3 years	58.583	4.999			
	3-5 years	49.000	1.414			
Cross-cultural Experience	none	50.152	8.078	1.647	0.201	
	1	52.050	6.802			
	2	54.429	6.980			

Through the above ANOVA results, it can be concluded that all options of education, English proficiency and working experience have significant differences in sociocultural adaptation, meaning that these factors have relationship with sociocultural adaptation. However, age, Tamil proficiency and cross-cultural experience may not have relationship with sociocultural adaptation. According to the LSD, it can be demonstrated that the first option of these factors have fewer significant differences while compared with other options.

After knowing the existence of significant differences, the correlation analysis is used. The results are presented as follows. It can be concluded that education, working experience and English proficiency have relationships with sociocultural adaptation. The results show that the expatriates are better to adjust to sociocultural aspects in India when they have higher education or they have longer working experience or they have better English ability. The correlation analysis is also used between five parts of sociocultural adaptation and the three factors. According to the results, education has relationship with language proficiency and work performance, meaning that the respondents may have better language ability and better work

performance when they have higher education. Moreover, working experience is related to interpersonal communication and work performance and English proficiency is related to interpersonal communication and work performance. It can be explained that the expatriates may have better performance in interpersonal communication and work when they have longer working experience or better English ability.

Table 2-8 Correlation Analysis Results between Sociocultural adaptation and Individual Factors

	Education		Working Experience		English Proficiency	
	Correlation	Sig.	Correlation	Sig.	Correlation	Sig.
Sociocultural Adaptation	0.287*	0.018	0.428**	0.000	0.535**	0.000
Interpersonal Communication	0.233	0.057	0.355**	0.003	0.430**	0.000
Language Proficiency	0.273*	0.025	0.143	0.249	0.844**	0.000
Work Performance	0.294*	0.016	0.498**	0.000	0.369**	0.002
Personal interests& community involvement	0.240	0.051	0.237	0.054	0.184	0.137
Ecological Adaptation	-0.027	0.826	0.114	0.357	-0.080	0.520

After correlation analysis, regression analysis is also needed to analyze whether these three factors are influencing factors or not. The results are listed in the table 5-9. The predictors are education, working experience and English proficiency and the dependent variable is sociocultural adaptation.

Table 2-9 Regression Analysis Results of Individual Factors and Sociocultural Adaptation

Model Summary							
R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin -Watson	F	Sig.	
0.661	0.437	0.410	0.364	1.958	16.295	0.000	
Regression Model							
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	β			Tolerance	VIF
(Constant)	1.777	0.213		8.337	0.000		
Education	0.189	0.079	0.285	2.396	0.019	1.000	1.000
Working Experience	0.186	0.056	0.314	3.297	0.002	0.984	1.016
English Proficiency	0.327	0.063	0.492	5.148	0.000	0.977	1.024

From the above results, sig is smaller than 0.05, meaning that the results are significant. The r square is 0.437, meaning that the model is effective enough to determine the relationship. Because the sig values of education, working experience and English proficiency are 0.019, 0.002 and 0.000 respectively, smaller than 0.05, there is significant change may occur in sociocultural adaptation due to education or working experience or English proficiency. Therefore, the analysis suggests that the education and working experience and English proficiency of expatriates all have a significant positive relationship with the sociocultural adaptation in India.

(5) Results of other factors

Besides the demographic information and two aspects of adaptation, there are also some factors included in the questionnaire. These factors are social support, religious factor and social contact. Firstly, the basic situations of these three factors are listed as follows.

Table 4-10 Basic Situations of Other Factors

	Items	Mean	Std. Deviation
Social Support	12	29.180	7.845
Religious Factor	2	5.522	1.106
Social Contact	2	6.134	1.313

From the table, it can be demonstrated that the mean of social support is 29.180, smaller than the 50% of the full score 60, meaning that the respondents may not receive much help. As for religious factor and social contact, the mean values are 5.522 and 6.134 respectively. For religious factor, the first question is about the knowledge of religion in India, the mean value of this item is 2.58, meaning that the expatriates have a little understand of local religious beliefs. The second question is about the tolerance of religious beliefs and the mean is 2.94, indicating that the respondents feel a little maladjusted but they can accept the religious beliefs. As for social contact, the first question is about the number of Indian friends, the mean value is 2.82, meaning that the respondents may have a few Indian friends. The second is about the frequency and the mean is 3.31, indicating that the expatriates sometimes spend time with Indian friends.

After knowing the basic situation of the above factors, correlation analysis and regression analysis are needed to be used to examine the relationship.

Table 2-11 Correlation Analysis Results of Other Factors

	Psychological Adaptation		Sociocultural Adaptation	
	Correlation	Sig.	Correlation	Sig.
Social Support	0.402**	0.001	0.543**	0.000
Religious Factor	-.123	0.462	0.406*	0.011
Social Contact	0.332*	0.042	0.371*	0.022

The correlation analysis results of the three factors are listed in the table 5-11. Based on the results, it can be known that social support has moderate positive correlation with psychological adaptation and sociocultural adaptation because the correlation value is bigger than 0.4. The religious factor has moderate positive correlation with sociocultural adaptation while social contact has weak positive correlation with psychological adaptation and sociocultural adaptation.

Table 2-12 Regression Analysis Results of Other Factors and Psychological Adaptation

Model Summary						
R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin -Watson	F	Sig.
0.543	0.295	0.284	6.408	1.654	27.190	0.000
Regression Model						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	β			Tolerance VIF
(Constant)	36.313	3.037		11.958	0.000	
Social Support	0.524	0.101	0.543	5.214	0.000	1.000 1.000
Social Contact	1.957	0.927	0.332	2.112	0.042	1.000 1.000

Table 2-13 Regression Analysis Results of Other Factors and Sociocultural Adaptation

Model Summary						
R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin -Watson	F	Sig.
0.500	0.250	0.207	7.708	1.445	5.834	0.007
Regression Model						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
	B	Std. Error	β			Tolerance VIF
(Constant)	33.958	8.049		4.219	0.000	
Social Support	0.293	0.083	0.402	3.535	0.001	1.000 1.000
Religious Factor	2.811	1.227	0.343	2.290	0.028	0.956 1.046
Social Contact	2.511	1.047	0.371	2.397	0.022	1.000 1.000

The two tables present the regression analysis results of other factors and cross-cultural adaptation. Regression analysis is a technique to analyze the relationship and check the degree of the relationship. According to the first table, the sig values of social support and social contact are smaller than 0.05, meaning that the significant change may occur in psychological adaptation due to social support or social contact. Based on the second table, it can be indicated that social support, religious factor and social contact are influencing factors of sociocultural adaptation.

Summary

Through the results of questionnaire, the psychological adaptation and sociocultural adaptation of expatriates in GJWJ in India is examined and analyzed. Moreover, demographic information of those respondents is also demonstrated. The related factors are also tested through differences analysis, correlation analysis and regression analysis. After knowing the results of the questionnaire, some findings are also summarized as follows.

Firstly, from the demographic information of respondents, it can be easily concluded that this enterprise tend to assign male expatriates whose ages range from 20 to 45 years old. These expatriates are not so good at speaking English or Tamil but they are better at speaking English than speaking Tamil. What's more, most expatriates have experience of expatriation for less than five years.

Secondly, from the results of psychological adaptation and sociocultural adaptation, it can be concluded that the general situation of psychological adaptation of these respondents is optimistic because many expatriates in this enterprise have no depression or mild depression. As for sociocultural adaptation, the general situation is also optimistic because the scores of most of the expatriates are bigger than 50% of the full score in sociocultural adaptation.

Thirdly, from the analysis between individual factors and cross-cultural adaptation, it can be indicated that education may have relationship with psychological adaptation. What's more, education and working experience and English proficiency of expatriates all have a significant positive relationship with the sociocultural adaptation in India. Expatriates who have higher education or longer working experience or better English proficiency perform better in sociocultural adaptation in India.

Finally, from the analysis between other factors and cross-cultural adaptation, it can be demonstrated that social support has moderate positive correlation with psychological adaptation and sociocultural adaptation, meaning that expatriates may perform better in the two aspects of cross-cultural adaptation when they receive more support from family or Indian friends or colleagues or company. The religious factor has moderate positive correlation with sociocultural adaptation. In other words, the expatriates are better to adjust to sociocultural aspects in India when they know more about local religious beliefs. As for social contact, it has weak positive correlation with psychological adaptation and sociocultural adaptation. The results can be explained that expatriates may have better psychological adaptation and sociocultural adaptation when they have more social contact with Indian friends.

Interview findings

After knowing the basic situations of the two dimensions of adaptation according to the results of the questionnaire, the specific problems are also needed to be focused on. Because the respondents just use limited time to answer the questionnaire and the number of questionnaire is small, the semi-structured interviews are needed to collect more information and experience of expatriates.

Through interviews, the specific problems encountered by respondents in sociocultural adaptation and psychological adaptation are understood, and the aspects that have caused expatriates' poor cross-cultural adaptation will be confirmed, such as food, work, or

communication with local people. At the same time, the interviewees are encouraged to tell more about their own cases, and the situations of social support and social contact can also be known.

There are three interviewees in total. Mr. Liu, the department manager, is over 30 years old and his working experience is more than 3 years. Mr. Wang, the high-level technician, is 27 years old and his working experience is more than 2 years. Mr. Hu, the mid-level technician, is 24 years old and his working experience is more than 1 year. After interviewing, it can be found that expatriates really face many challenges and difficulties during the expatriation in India. The information and specific examples collected from these three interviewees are summarized and listed as follows.

The first challenge is about the climate. The geographical location of Tamil Nadu is such that the climatic condition shows only slight seasonal variations. Due to close proximity to the Sea, the temperatures and humidity remain relatively high all the year round. The climate of Tamil Nadu is tropical in nature with little variation in summer and winter temperatures. While the hottest summer period is from April to June, with the temperature rising up to the 40 degrees Celsius.

The second challenge is about the food. Tamil Nadu is known for a wide variety of delicious food both for the vegetarians as well as the non-vegetarians. Grains, lentils, rice and vegetables are the main ingredients of the traditional foods of Tamil Nadu. Spices add flavor and give a distinctive taste to the Tamil cuisines. Eating sweets is also an Indian hobby and filter coffee is a famous and popular beverage of the people of Tamil Nadu.

The third problem is about the medical service and safety. For medical service, the enterprise has two designated hospitals and medical care is convenient though the medical infrastructure is poor. When expatriates feel uncomfortable, they can go to the hospitals. When it comes to the safety, Mr. Liu said that the safety in Tamil Nadu is good in general but cannot be compared with that in China. He never goes out at night and stays in the dormitory. Mr. Hu expressed that the situation is fine in safety because he is a man. But there is one thing that needs to be noticed. Tamil Nadu has many beggar, they always ask for money and goods. If you give one of them, there will be a large group of beggars around you.

The forth one is about the transportation and entertainment. For transportation, the public transport system in Tamil Nadu consists of State government buses, private buses, taxis and auto rickshaws. Tamil Nadu has one of the largest networks of roads in India. There are around 200 railway stations and over 100 train services connecting the state to almost all major cities of India. Traffic in Tamil Nadu is congested, but it is convenient. Moreover, Indian buses also usually do not close doors and don't stop at the station, only slowing down when they comes close to the station. Sometimes people climb to the roof when there are too many passengers to squeeze in. As for entertainment, Tamil Nadu, well-known for its rich cultural heritage, offers exciting shopping opportunities and experiences to the visitors. The arts and crafts of the state are world-famous for their uniqueness and style, meaning that Tamil Nadu is a good place for entertainment. However, expatriates usually use body language to communicate with local people when go shopping because he cannot speak Tamil.

The fifth challenge is about the religion. India is one of the countries that are most deeply influenced by religion in the world, and the influence of religion has penetrated into every part of its society and culture. Since India is a country where religions prevail, religion occupies a very important position in people's lives. In the eyes of Indians, religion is very important. They believe that there is no life without religion. This idea is reflected in all aspects of people's lives. For example, they don't eat beef because cattle are scared and should be respected in Hindu. The main religions in Tamil Nadu are Hinduism, Islam, Christianity and Jainism. Local people think religious belief is more important and are surprised by the phenomenon that most Chinese do not have religious beliefs. According to the interviewees, they can tolerate and accept local religious beliefs, but they are not so familiar with religious customs and rituals.

The sixth challenge is about the language. Language is an important carrier for communication. Most people in Tamil Nadu speak Tamil and some people can speak English. According to the results of questionnaire, it can be known that most expatriates are not familiar with Tamil. Thus, they always use English to communicate with locals. But there are still some mistakes when using English. At work, expatriates usually use translation applications to communicate with Indian colleagues. To avoid mistakes, they need to translate Chinese into English and then translate English into Tamil to communicate with local colleagues. However, there are still some translation errors leading to mistakes in work.

The final challenge is about the work adaptation. Most Indian colleagues work eight hours a day and they are easy to satisfy. The local people's working habits are not very good and their work efficiency is low. Local people are not creative and need supervision.

To sum up, the cultural differences between India and China are presented in the findings of interviews and are reflected in the above challenges. There are seven kinds of challenges in the semi-structured interviews and these challenges mostly focus on life adaptation and work adaptation. These challenges may influence the cross-cultural adaptation of expatriates in India and need to be noticed.

Summary

After knowing the basic situations of the expatriates in this enterprise in India, there are some problems which need to be solved to make expatriates better adjust to Indian's cultural environment: psychological adaptation problem ; religious difference problem ; cross-cultural training problem; work management problem.

To sum up, through the results of the questionnaire and semi-structured interviews, there are many problem expatriates in this enterprise encounter during the expatriation in India, which should be solved and paid attention to.

SUGGESTIONS

Reducing psychological stress

Compared with staff working in domestic factory, expatriates may be at greater risk of mental health problems, often manifesting in the form of psychological depression. Working in a new cultural environment may make expatriates feel lonely and isolated. They have to use new language to communicate with local people and have to establish a new social network, which

may make expatriates' life tough. Therefore, reducing psychological depression is needed for expatriates.

There are some ways to reduce psychological depression for expatriates. On the one hand, they can relax themselves. Expatriates can use spare time to do everything they like. For example, they can take part in some exciting activities or do exercise. Going out for travel to explore the new country is also a good way. On the other hand, they can make new friends. The relationship is tested in the results of the questionnaire. Social contact has a positive relationship with psychological adaptation. Making friends with local people can help expatriates know more about this unfamiliar country and prevent from depression. As for the enterprise, it can provide psychological counseling for expatriates. It is very helpful to find a counselor to tell about the depression and the negative feelings. Providing psychological consultation can help expatriates reduce their depression and focus on international assignments.

Respecting local religious beliefs

Through the analysis and discussion in the fifth chapter, it is indicated that religious factor has a positive impact on sociocultural adaptation and India is one of the countries that are most deeply influenced by religion in the world. The influence of religion has penetrated into every part of its society and culture, which means that expatriates in India are inevitable to have access to religious customs. Therefore, showing respect to local religious beliefs can help expatriates faster and better to adjust in India.

The first step for expatriates is to know about or learn about local religious beliefs. It is known that the main religion in Tamil Nadu are Hinduism, Islam, Christianity and Jainism, which means that expatriates in this enterprise should pay attention to these religion. Expatriates can read relevant books or search information on the Internet to find more about these religion. Then, expatriates should keep an open mind to learn to appreciate local religious beliefs. Indian people are not different from those who don't have religious beliefs. They have grown up believing in a certain set of values and ideas, just like their friends and family. It would be better for expatriates to respect local religious beliefs to avoid conflicts. As for the enterprise, because there is many local staff, it is suggested that the enterprise can allow them to have a day off during the festivals of religion.

Providing cross-cultural training

Through the analysis and discussion in the previous chapter, cross-cultural training is important for expatriates. It is also effective for expatriates to better adjust in the Indian cultural environment. Therefore it is necessary for this enterprise to provide cross-cultural training.

On the one hand, the enterprise should have clear and accurate aims for cross-cultural training. The aims could be combined with enterprise strategy to make ensure training goal setting and enterprise development goal are in the same direction. Moreover, the specific situations of expatriates and India's situation are also needed to be taken consideration into.

On the other hand, the training method and content are also supposed to be designed. For training method, different training methods should be selected according to the position, or several training methods could be combined. This can make the cross-cultural training rich and

colorful, enhance the participation and satisfaction of staff , and then improve the training effectiveness. For example, relevant videos and case analysis can be combined to make expatriates easier to be understood. As for training method, there are some aspects that need to be included. The first aspect is language training. Language is the communication carrier for expatriate. Learning English and Tamil can help expatriates convey information directly to local colleague to avoid misunderstanding, which may also help improve the efficiency of communication. The second aspect is training of local culture and customs. Learning India's culture before departure can help expatriates know basic information of India such as weather, food and religion. It is helpful to know differences between the expectation and the real situation of India to avoid the psychological gaps. Moreover, it is also useful for expatriate to prepare clothes or other things in advance. The third aspect is training of social etiquette. It is useful for expatriates when communicating with other business man or woman.

Strengthening work management

It is learned that there are some difficulties in work management. Then main difficulty in work management is that Indian people's organization discipline is poor, work efficiency is low and time concept is weak. Therefore, it is necessary to strengthen work management for expatriates and the enterprise.

On the one hand, the expatriates can increase supervision to improve the organization discipline and work efficiency. Increasing supervision can prevent local people from being lazy and doing nothing during working hours. The performance could also be related to salary to motivate them to work harder. Besides, if the budget is enough, hiring more people is also a good way to solve this problem. On the other hand, the expatriates can set a good example for other Indian colleagues. That Indian person works hard and isn't late for work. The enterprise can give some rewards to that person to encourage other local colleagues to learn from that person to change working styles and working attitudes.

Strengthening social support

It is known that social support has positive impact on sociocultural adaptation and psychological adaptation.

Chinese expatriates work and live overseas largely dependent on the support of the organization. Competitive material rewards can strengthen the gain of expatriate, while moral incentives can ease the conflict between expatriates' work and family. Therefore, the enterprise can organize regular training and study of expatriates, provide professional support and tutoring, and build a rational expatriate compensation system and other instrumental support measures to make it relatively easy and fast for expatriates to adapt to the new cultural environment. In addition, the enterprise should not only convince people with reason, but also emphasize emotional support. From life and work and other aspects of expatriates, it is a good way to give sincere care through story sharing and practical actions to let expatriates feel the care of leadership and the warmth of the enterprise, so as to stimulate the enthusiasm of work. These beneficial social supports provide a reliable path for expatriates management. Moreover, social support has a significant effect on relieving the pressure of cross-cultural adaptation of expatriates, which can make expatriates work efficiently.

In addition, helping expatriates better integrate into the local environment can also relieve the pressure of cross-cultural adaptation. It can be learned that social contact has a significant impact on sociocultural adaptation and psychological adaptation. But there is a lack of effective ways for expatriates to have social contact with local people. Thus, for the enterprise, it can organize expatriates to participate diversified activities in India to let them know more Indian people and help them become more integrated into Indian community.

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