



A Bibliometric Analysis of Cross-Cultural Challenges and Expatriate Performance in International Business from 2018-2023

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Abstract : The purpose of this study is to assess the applicability and development of the "the role of expatriate in international business" concept on literature found in the Scopus database. By searching for the keywords "Expatriate" in the Title, Keywords, and Abstract fields, we were able to locate 180 articles from the time period (2018–2023). Based on bibliometric analyses, 362 writers were found for this work, with Shaffer. being the most well-known of them all. There are the most publications overall. The United States, England Australia and Finland were the four most productive nations. Journal of International Business Studies was the journal with the most current content. VOS Viewer software is used to perform analysis and visualization. This study provides insights and recommendations for future research on the role of expatriates in international business, including the need for more comparative studies and the integration of different theoretical perspectives. Overall, this bibliometric analysis highlights the importance of expatriates in the global economy and the need for continued research in this area.

Keywords: Expatriate, Cross-cultural Adjustment, Performance ,Bibliometric analysis, VOSViewer.

INTRODUCTION

The role of expatriates in international business has become increasingly important in the global economy. Expatriates are individuals who are sent by their companies to work in foreign countries. Their roles can range from managing local subsidiaries to providing technical expertise to supporting global projects. Despite their critical role, the management of expatriates has remained a complex and challenging task for multinational corporations (MNCs). The literature on expatriates has grown rapidly over the years, with a diverse range of topics and perspectives. This study aims to provide a bibliometric analysis of the literature on the role of expatriates in international business.

In today's globalized world, international business has become an important part of many companies' strategies. As companies expand into new markets, they often send expatriates, or employees who work in a foreign country, to manage these operations. However, expatriates often face numerous challenges when working in a foreign country. This literature review will examine the challenges faced by expatriates in international business.

Expatriates, or people who live and work abroad, frequently encounter a variety of difficulties when adjusting to a new society. When the culture of the expat's home nation differs greatly from that of the host country, these difficulties can be especially difficult.

Communication is one of the main cross-cultural difficulties that expats encounter. Language barriers, varying communication styles, and communication-related societal norms can all make it challenging for expatriates to successfully communicate their ideas and comprehend those of others. Conflict and misconceptions may result from this.

Another challenge is the unfamiliarity with local customs and social norms. Expatriates may find it difficult to understand and navigate the social rules and expectations in their host country, which can lead to misunderstandings and offense. This can be particularly challenging in situations where the norms and expectations are not immediately apparent or are subtly different from those in the expatriate's home culture.

Other challenges include differences in work styles and expectations, legal and regulatory differences, and the stress and isolation that can come with being far away from friends and family. Expatriates may also struggle with homesickness and culture shock, which can make it difficult to adapt to their new surroundings.

Overall, cross-cultural challenges can make the experience of living and working abroad both rewarding and challenging. It requires a willingness to learn, an openness to new experiences, and a willingness to adapt to the unfamiliar customs and norms of the host culture.

Literature Review

- This research was one of the pioneering efforts to situate responsible leadership in the context of global assignments. Our findings offered a framework for comprehending how responsible leadership might have assisted the general expatriation process. Our main contribution was to stress that responsible leadership took into account the larger context of international assignments. Overall, we thought that responsible leadership had the ability to offer a perceptive viewpoint on leadership dynamics in the context of expatriation. [\(Tânia M. G. Marques, 2021\)](#).
- Cross-cultural competence was found to be positively related to the performance of expatriate employees, with stronger cross-cultural competence leading to better performance in the host country and higher job performance. It was observed that expatriates who had better cross-cultural adjustment experienced lower work stress and higher job involvement, which enabled them to achieve higher performance and job involvement. [\(Cen, 2019\)](#).
- This study provided theoretical support for local language ability, international experience, and flexibility of culture adjustment as predictors for expatriate job performance. It had a significant impact on expatriates and MNCs, as they became more conscious of the factors they needed to highlight before hiring or sending their expatriates to the host country. Future studies were suggested to include cross-culture and home-country orientation factors that might have influenced the performance of expatriates. [\(Erni Tanius M. F., 2021\)](#).
- The cited study demonstrated that international business travel requirements played a crucial role in expatriates' adjustment and career satisfaction. The study suggested that to gain a better understanding of expatriates' experiences, job resources and cultural context should be considered. This study added to the existing literature on expatriation by revealing that work role requirements, such as international business travel, could be advantageous or disadvantageous depending on the job resources available and the context in which expatriates lived and worked. [\(Mihaela Dimitrova, 2020\)](#).
- The PGM, which was created by combining theoretical and methodological contributions from ethnographic and IHRM research, helped researchers and managers conceptualize and select an assignment-specific position in relation to HCNs. This theoretical model had the potential to make MNEs' selection practices, CCT programs and support plans more effective, efficient, and context-specific, allowing expatriates and managers to have a clear goal before and during their assignment and evaluate successful acculturation using the preselected position as a benchmark. [\(Richardson, 2019\)](#).
- This study provided a unique insight into international relocation in Cuba and drew out the areas of concern for cross-cultural adjustment under authoritarian conditions. It was an example of how context-based research could inform cross-cultural theory and practice within an evolving landscape of doing business globally. International organizations should have been aware of and prepared for the increased demands placed on employee mobility and adjustment in such contexts. [\(Fitzpatrick, 2019\)](#)
- Our contribution to this special issue aims to encourage fundamentally different views and epistemologies to meet and interact, leading to exciting and ground-breaking studies for the "reimagination" of cross-cultural management research. [\(Laurence Romani, 2018\)](#)
- In this study was commonly believed that a global mindset was particularly essential for tasks at the normative and strategic levels of business management. Meanwhile, it was thought that cultural intelligence was sufficient as a cross-cultural competency for employees working in operative management in a given foreign country. However, as business practices continue to evolve and become more interconnected, the importance of both global mindset and cultural intelligence is becoming increasingly recognized across all levels of management. [\(Bergdolt, 2016\)](#).
- This study has shown that Expatriates are critical to the success and sustainability of Multi-National Companies (MNCs), but they have a high failure rate. Factors such as local language ability, international experience, and flexibility of culture adjustment affect their job performance. MNCs and expatriates should be aware of these factors before sending or hiring expatriates. Orientation and preparation training is essential for expatriates to adjust to the new environment, and future research should test these factors empirically. [\(Erni Tanius M. F., 2021\)](#)
- Expatriates faced issues such as family, organizational, and cross-cultural adjustment during international assignments. Organizational support was found to increase expatriate's performance and job satisfaction, while cross-cultural adjustment was a major challenge. Language and orientation training could help overcome these issues. Companies should design their repatriation program to encourage employees to return excited. [\(Bahrullah Safi, 2020\)](#)

Research methodology

Bibliometric analysis methods enable research on large sets of aggregated bibliographic data, such as published journal articles and associated citations. The method includes article keyword co-occurrence and co-citation analyses to show the structure of topics and the intellectual basis for the expatriate field, and bibliometric coupling analysis to show the current research fronts. I adopt these methods in this study.

The process of conducting a 'science mapping' using bibliometric methods requires several distinct steps, including identifying the research question and choosing corresponding methods, compiling and filtering the appropriate data, cleaning and analyzing the data, and visualizing and interpreting the results (Zupic, 2015).

The primary data source for this study is web of science (WOS) database, which is available online through web of science which includes articles from 2012 to 2022 and Based on these results, and records identified in past reviews (Selmer, 2016), a rough estimate indicates that the sample represents 85%–95% of the full population of published articles, which is within an acceptable rate for full network analysis (Burt, 1981).

Research Objectives

The study tried to add knowledge to the subject of cross-cultural challenges of expatriate of international and related topics by presenting the new knowledge.

- To identify the most significant journals in Wos(Web of Science) on "Expatriate in international business".
- To identify the most relevant authors in Wos on "Expatriate in international business".
- To identify the Country's contribution in Wos on "Expatriate in international business".
- To examine collaboration networks on "Expatriate in international business".
- To know the Annual research papers published in Wos on "Expatriate in international business".

Search strategy

It is the process of search all keywords in the previous paper it also includes the abstract words and Regardless of the overall calibre of the studies, the findings highlight the research areas that attracted the most attention as well as the context in which those areas were examined. Although there are many excellent manuscripts that deal with expatriates, we excluded books and book chapters because they frequently review and incorporate prior findings rather than presenting fresh, original research(Selmer, 2016).

There were nine articles that lacked year publishing year and For keyword and co-citation analysis, topics and keywords that were not naturally related to expatriates were washed out by the large sample size. Because the methods employed in the VOSviewer 1.6.8 software (van Eck, 2010)are generally considered best practice in the science mapping literature ,this software was used to extract all keywords and *co-occurrence* in all keywords and *co- authorship* in the papers and articles and different *citatons* that are used in the paper are analysed

Analytical strategy

The concept behind *keyword co-occurrence analysis* (Callon, 1983) is that when a particular group of words appears in various documents, it most likely indicates that the ideas underpinning these words are similar and linked together. By establishing the relationships between the papers through content analysis, one can construct and comprehend a conceptual network structure of the industry.

keyword occurrence analysis is a technique used in bibliometric analysis to identify the most frequently occurring words or phrases in a corpus of scholarly literature. It is often used to help researchers understand the main themes and topics within a field of study and to track changes in research trends over time.

In this study keyword occurrence analysis may involve identifying the most frequently occurring words or phrases related to cross-cultural challenges in international business. These keywords could include terms such as “ expatriate”(Expatriate Adjustment”),”Performance”, “Cross-cultural adjustment” and “international business” and others. By analyzing the frequency and distribution of these keywords, we will able to identify patterns and trends in the literature related to this study.

Co-authorship analysis is a bibliometric technique used to study the collaboration patterns among authors in a particular field of research. In the context of this study a co-authorship analysis may involve identifying and analyzing the patterns of collaboration among the authors who contributed to the paper.

Specifically, this co-authorship analysis includes various steps such as:

1. Identifying the authors of the paper and their institutional affiliations.
2. Mapping the co-authorship network among the authors by identifying all other papers that the authors have co-authored.
3. Calculating metrics such as the number of co-authored papers, the degree of centrality of each author in the network, and the strength of ties between authors (e.g., the frequency and duration of their collaborations).
4. Analyzing the characteristics of the co-authorship network, such as the size and density of the network, the presence of sub-groups or clusters of authors, and the level of interdisciplinary collaboration.

By conducting a co-authorship analysis on this study we able to gain insights into the collaboration patterns and social structure of the field of international business research. This information could be useful for understanding how knowledge is created and disseminated within the field and for identifying potential collaborators and networks for future research.

Data collection

The study used the published WoS (Web Of Science) database. WoS database is the premier database with high-quality research journals in the field of Management Wos database is used for the study due to its quality research being found missing from many of the well-known sources like Google Scholar. The initial search was made with the WoS database by entering the keyword “expatriate” and “expat”

Further, based on the exclusion of the subject area, document title, source title, and language, the study found 180 articles for further analysis. Final 180 articles CSV file imported to VOSviewer. Further analysis is used for analysing the relationship between authors, countries, author citations, journals, sponsors and common keywords.

Particulars	Result
Total Articles	180
Total Authors	362
Time Frame	10 Years
Organisations	276
Countries	50
Total Journals	157
Reference	9774
Cited Sources	3321
Cited Authors	6236

Table 1: Overview of the data

Analysis and results

Overview Of The Data

This bibliometric analysis study is conducted on a set of 180 articles over a period of 10 years. These articles is published in 157 journals and cited 3321 sources written by 6236 authors. The total number of authors involved in the publication of the 180 articles is 362, and they are affiliated with 276 different organizations across 50 countries. In total, the 180 articles references 9774 sources.

Year Wise Publication

Based on the data provided, a total of 172 articles are published within the time frame of 2012 to 2022. The highest number of articles is published in 2016 and 2018, with 22 articles each, followed by 2020 and 2022 with 21 and 19 articles respectively. The year with the lowest number of published articles is 2013 and 2014, with 9 articles each. The total number of articles published in 2015 is 17, and in 2017, it is 10. The year 2021 has 18 articles published.

Table 2: year-wise publication and average

Year	Articles
2012	10
2013	9
2014	9
2015	17
2016	22
2017	10
2018	22
2019	15
2020	21
2021	18

2022	19
Total	172

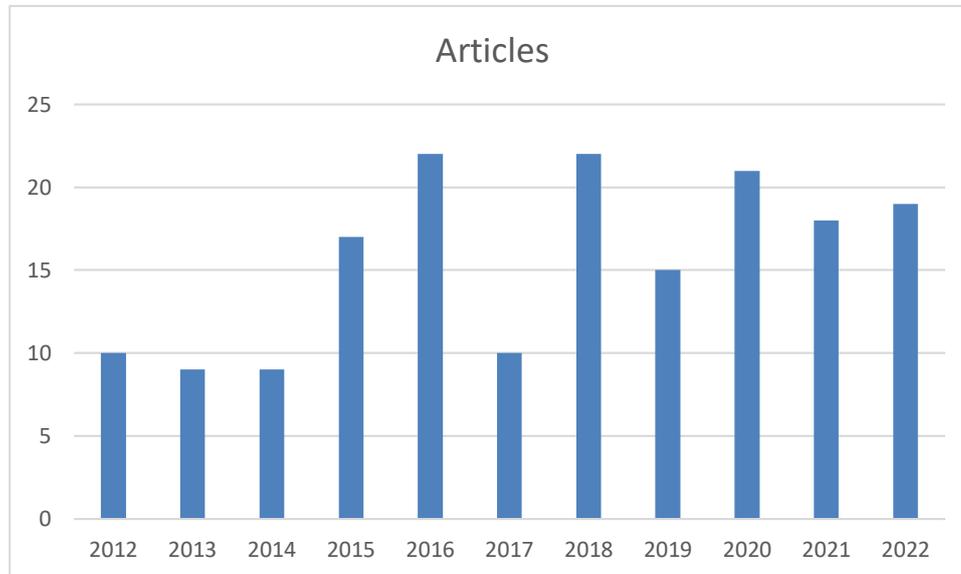


Figure 1: publication details

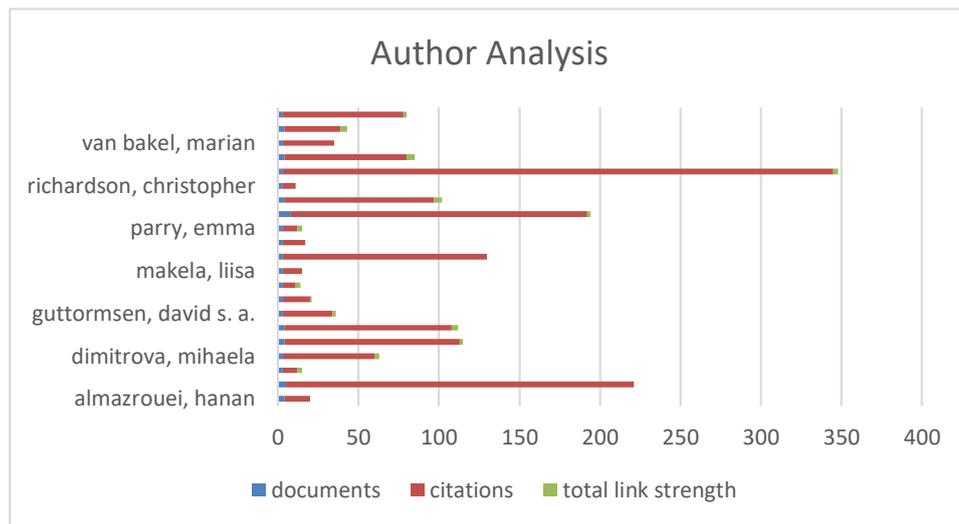
Author Analysis

The table lists 20 authors and their number of documents authored and citations received. The author with the most citations is Margaret A. Shaffer with 342 citations across 3 documents. The author with the second highest number of citations is Benjamin Bader with 216 citations across 5 documents. The author with the least number of citations is Hanan Almazrouei with 16 citations across 4 documents. It is worth noting that some authors have a non-zero link strength, which may indicate that their research has had an influential impact within the field.

Table 3: top authors based on citation

Author	Documents	Citations	Total link strength
almazrouei, hanan	4	16	0
bader, benjamin	5	216	0
dickmann, michael	3	9	3
dimitrova, mihaela	3	57	3
freeman, susan	4	109	2
froese, fabian jintae	4	104	4
guttormsen, david s. a.	3	31	2
harzing, anne-wil	3	17	1
lauring, jakob	3	8	3
makela, liisa	3	12	0
michailova, snejina	3	127	0
moeller, miriam	3	14	0
parry, emma	3	9	3
peltokorpi, vesa	8	184	2
reiche, b. sebastian	4	93	5
richardson, christopher	3	8	0
shaffer, margaret a.	3	342	3
stoermer, sebastian	4	76	5
van bakel, marian	3	32	0

zhang, ling eleanor	4	35	4
zhu, cherrie jiuhoa	3	75	2



Journals

Table 4 lists several academic journals and provides information on the number of source documents, citations, and total link strength associated with each journal. The journals listed cover various topics in the field of international business and management, such as cross-cultural management, global talent management, and innovation management. The total link strength indicates the overall quality and quantity of links to articles from other sources. The journal with the highest number of citations and total link strength is the International Business Review, followed by the Journal of International Business Studies and the Journal of International Management.

Table 4: journal with number of documents

Source	Documents	Citations
Academy Of Management Journal	2	97
Critical Perspectives On International Business	7	41
Cross Cultural & Strategic Management	7	71
European Journal Of International Management	2	10
Global Talent Management And Staffing In Mnes	9	40
Innovation Management And Education Excellence Through Vision 2020, Vols I -Xi	2	0
Innovation Vision 2020: Sustainable Growth, Entrepreneurship, And Economic Development, Vols 1-4	2	1
International Business Review	24	570
International Journal Of Cross Cultural Management	2	5
International Journal Of Emerging Markets	2	22
International Journal Of Human Resource Management	10	130
International Journal Of Organizational Analysis	5	19
Journal Of Business Research	4	37
Journal Of Global Mobility-The Home Of Expatriate Management Research	18	104
Journal Of International Business Policy	2	14
Journal Of International Business Studies	11	319
Journal Of International Management	7	190
Journal Of Management	2	315
Journal Of Management Studies	2	3
Journal Of World Business	4	85
Review Of International Business And Strategy	3	8
Self-Initiated Expatriates In Context: Recognizing Space, Time, And Institutions	2	1
Thunderbird International Business Review	19	165

SOURCES

Table 5 provides information on various academic journals in the field of international business and management. It includes the number of source documents, citations, and total link strength for each journal. The International Business Review has the highest number of citations and link strength, followed by the Journal of International Business Studies and the Journal of International Management. These journals cover topics such as cross-cultural management, global talent management, and organizational analysis.

Table 5: journal with highest citation

Source	Documents	Citations	Total Link Strength
Academy Of Management Journal	2	97	5
Critical Perspectives On International Business	7	41	2
Cross Cultural & Strategic Management	7	71	8
European Journal Of International Management	2	10	4
Global Talent Management And Staffing In Mnes	9	40	8
Innovation Management And Education Excellence Through Vision 2020, Vols I -Xi	2	0	0
Innovation Vision 2020: Sustainable Growth, Entrepreneurship, And Economic Development, Vols 1-4	2	1	0
International Business Review	24	570	37
International Journal Of Cross Cultural Management	2	5	0
International Journal Of Emerging Markets	2	22	1
International Journal Of Human Resource Management	10	130	14
International Journal Of Organizational Analysis	5	19	0
Journal Of Business Research	4	37	7
Journal Of Global Mobility-The Home Of Expatriate Management Research	18	104	27
Journal Of International Business Policy	2	14	0
Journal Of International Business Studies	11	319	26
Journal Of International Management	7	190	24
Journal Of Management	2	315	23
Journal Of Management Studies	2	3	2
Journal Of World Business	4	85	10
Review Of International Business And Strategy	3	8	6
Self-Initiated Expatriates In Context: Recognizing Space, Time, And Institutions	2	1	0
Thunderbird International Business Review	19	165	16

Organisaton

Table 6 provides information on the number of documents and citations associated with several universities and business schools. Aalto University, Hiroshima University, and Radboud University Nijmegen have similar numbers of documents and citations. Monash University, University of Auckland, University of Hamburg, and IESE Business School have a relatively high number of citations. The other universities on the list have a smaller number of documents and citations.

Table 6: organisation wise publications

Organization	Documents	Citations
Aalto Univ	5	54
Aarhus Univ	6	37
Copenhagen Business Sch	4	3
Hiroshima Univ	5	44
Iese Business Sch	4	93
Monash Univ	8	129
Radboud Univ Nijmegen	5	58
Univ Auckland	4	156
Univ Hamburg	4	207
Univ Southern Denmark	4	54
Univ Vaasa	6	63

Countries

Table 7 provides information on the number of documents, citations, and total link strength associated with several countries in the field of international business and management. The USA has the highest number of documents, citations, and link strength, followed by Germany and England. Canada, Japan, and South Korea also have a relatively high number of citations. The UAE has the lowest link strength, while Portugal has the lowest number of citations.

Table 7: country wise publication details

Country	Documents	Citations	Total Link Strength
Australia	29	332	73
Canada	12	233	34
Denmark	10	65	33
England	40	377	74
Finland	14	132	32
France	6	111	23
Germany	21	510	97
Japan	13	243	50
Malaysia	8	37	16
Netherlands	9	60	18
New Zealand	9	191	40
Peoples R China	15	129	24
Portugal	6	14	9
South Korea	7	197	35
Spain	9	138	36
U Arab Emirates	6	19	0
Usa	37	909	120

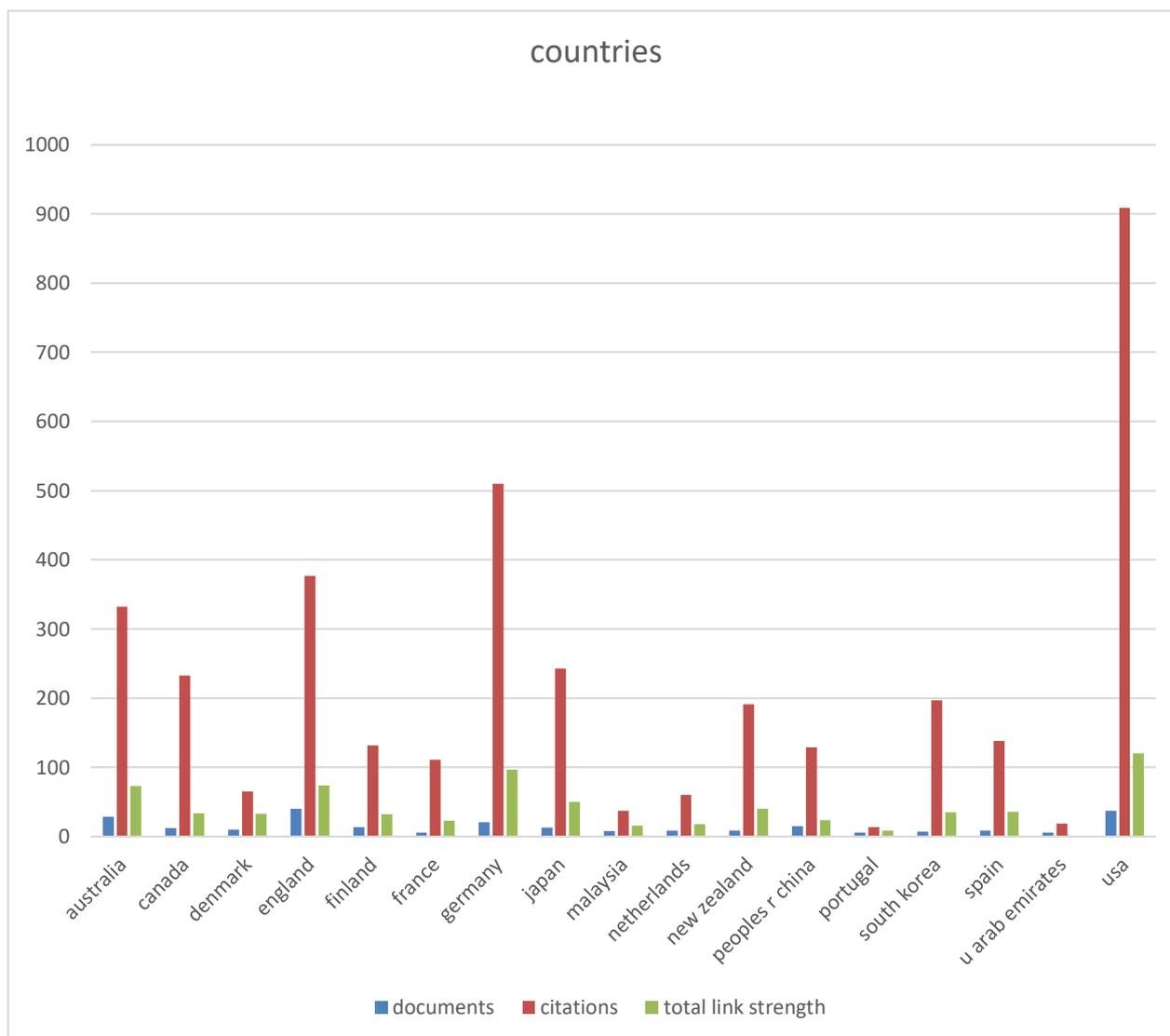


Figure 2: country wise publication details

Co-occurrence Analysis

This section of the study focuses on examining and analyzing the co-occurrence network map of keywords. The co-occurrence of keywords is an accurate way of reflecting research hotspots in different fields of study. The VOSviewer software was used to build a network of keyword co-occurrences, where the nodes represent the weight of the keywords, with larger nodes indicating greater weight. The distance between the nodes shows the relationship between them, with words closer together having a stronger relationship. The frequency of co-occurrence of keywords is indicated by the thickness of the lines between the nodes, while nodes in the same cluster are represented by the same color.

The analysis revealed that "expatriate", "performance" and "adjustment" is the most frequently occurring keyword in the search terms. The frequency of co-occurrence of a keyword indicates the strength of its link. Link strength is a quantitative statistic used to display the relationship between two nodes. The VOSviewer software sorted the employee turnover keywords into seven different clusters based on their similarities. In total, the keyword network analysis consisted of 1129 words, and each cluster was represented by a distinct color. By analysing the co-occurrence of keywords, researchers can identify the most popular research areas and the strength of the relationship between different keywords in a particular field.

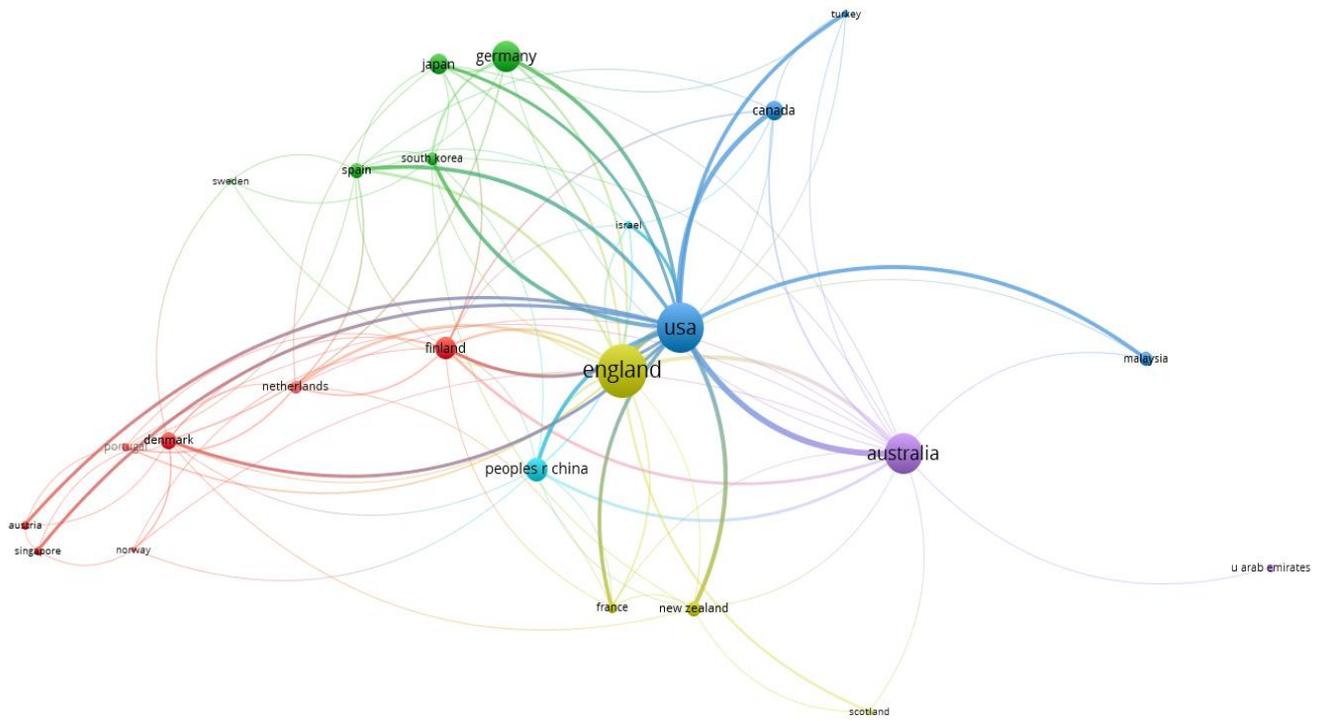


Figure 4: country wise co-authorship network

Conclusion

This study presents the results of a bibliometric analysis of articles on Expatriate role in international business from 2018 to 2022 that were indexed in the Web of science database. In the paper, the co-occurrence of keywords has also been investigated. Between 2019 and 2023, there were roughly 50 country-of-origin documents. Over time, there has been a growth in the number of authors and references. The United States of America, England and Australia are three of the nations in this region with the fastest economic growth. this bibliometric analysis of the literature on the role of expatriates in international business shows that the field has grown significantly over the years, with an increasing number of articles published in recent years. The most common research topics include expatriate management, cross-cultural Adjustment, expatriate adjustment, and expatriate performance. The top three most cited articles are related to expatriate selection and performance, cross-cultural training, and expatriate compensation.

The analysis also reveals that there is a high level of collaboration among authors from different countries, and the most popular journals in the field of expatriates are the Journal of International Business Studies, International Journal of Human Resource Management, and Personnel Review.

This study provides insights and recommendations for future research on the role of expatriates in international business, including the need for more comparative studies and the integration of different theoretical perspectives. Overall, this bibliometric analysis highlights the importance of expatriates in the global economy and the need for continued research in this area.

Limitations

Although several limitations of this study can be identified, the bibliometric analysis performed in this study to analyse the material on the expatriate in international business can provide information that is beneficial to scholars and practitioners

One of the limitations of this bibliometric analysis is that it only includes articles published in the web of science database, which may not capture all relevant research on the role of expatriates in international business. Additionally, the analysis is based solely on quantitative measures, such as publication output and citation count, and does not take into account the quality or impact of the articles.

Furthermore, the study does not examine non-English language publications, which may result in a bias towards English-speaking countries. Finally, the analysis only focuses on the literature published between 2018 and 2022, and therefore does not capture earlier research on the role of expatriates in international business. These limitations suggest the need for further research that incorporates both quantitative and qualitative measures and expands the scope of the analysis to include a broader range of literature sources and languages.

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