

## THE INFLUENCE OF RECRUITMENT PROCESS, PERFORMANCE APPRAISAL, AND CAREER DEVELOPMENT ON EXPATRIATE ADAPTATION

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### Abstract

*This study aims to analyze the effect of human resource management functions, namely recruitment, performance appraisal, and career development, on expatriates' adjustment in the new work environment. In the context of increasing globalization, many companies send their employees to work abroad, making adaptation to new cultures and work systems crucial to their success. Qualitative research methods were used with in-depth interviews with an Indonesian expatriate working in Romania as a room attendant. The results showed that mental readiness and social support from local coworkers play an important role in cultural, social, and occupational adjustment. Recruitment processes that consider the cultural readiness of potential expatriates have been shown to reduce the risk of adjustment failure, while structured performance appraisals provide constructive feedback to help expatriates understand company expectations. In addition, planned career development can improve expatriates' motivation and performance, although language barriers and less modern managerial systems in destination countries are major challenges in their career development. The conclusion of this study emphasizes the need for a holistic approach in supporting the success of the migrant workforce, including pre-departure training, continuous performance evaluation, and inclusive social support. Thus, companies are expected to design more effective strategies to facilitate expatriates' adjustment and improve their performance in the new work environment.*

**Keywords:** Cross-Cultural, Recruitment, Performance Appraisal, Career Development

### INTRODUCTION

In the era of increasingly rapid globalization, international labor mobility has become an integral part of the dynamics of the global economy. Many companies send their employees to work abroad as expatriates, or accept foreign workers (WNA) to fill positions in their countries. Expatriates, both Indonesian citizens (WNI) working abroad and foreign citizens (WNA) working in Indonesia, are faced with the challenge of adjusting to a work environment that is different culturally, socially, and organizationally. This adjustment is very important to determine the success of expatriates in carrying out their duties and ensuring optimal performance in achieving company targets.

One of the biggest challenges for expatriates is the cultural differences and work systems in the host country. These differences often affect how expatriates adapt, interact with coworkers, and manage the expectations given by the organization. Factors such as recruitment, performance appraisal, and career

development in the context of human resource management (HRM) are very important in supporting expatriates' adjustment to the new work environment.

A recruitment process that emphasizes cultural readiness and expatriate competency is key to minimizing adjustment failure. Continuous performance appraisals also play a vital role in providing feedback that helps expatriates understand organizational expectations. In addition, appropriate career development helps expatriates feel supported in their professional development during their international assignment (Aguinis, 2019; Noe et al., 2020).

Therefore, it is important to examine how HR management functions, such as recruitment, performance appraisal, and career development, affect expatriate adjustment in the new work environment. This research will provide deeper insight into what steps companies can take to support their expatriates to adapt faster and achieve optimal performance.

## LITERATURE REVIEW

Expatriate adjustment is a complex and multifaceted process that involves an individual's ability to adapt to a new work environment that is culturally, socially, and organizationally different. According to Noe et al. (2020), this adjustment is very important because it can affect the performance and success of expatriates in achieving targets set by the company. This process includes adjustments in three main aspects: cultural adjustment, social adjustment, and job adjustment.

Effective recruitment is a crucial first step in ensuring the success of expatriate placement. Aguinis (2019) emphasized that the recruitment process must consider the cultural readiness of prospective expatriates. This means that companies need to evaluate the candidate's ability to adapt to a new culture and understand the differences in values and norms in the destination country. A recruitment process that focuses on cultural readiness can not only reduce the risk of adjustment failure but also increase expatriate confidence when entering a new work environment.

Performance appraisal is an important tool to provide expatriates with feedback on the expectations of the company in the host country. Armstrong and Taylor (2020) explain that ongoing performance appraisal can help expatriates understand their strengths and weaknesses and areas for improvement. This process not only serves as an evaluation but also as a means of communication that allows expatriates to get the support they need during an international assignment. Effective performance appraisal can increase expatriate motivation and engagement, thus contributing to better adjustment.

Career development also plays an important role in supporting expatriate adjustment. Noe et al. (2020) showed that planned career development can provide opportunities for expatriates to improve their skills and knowledge during

an international assignment. Development programs tailored to expatriates' needs can help them feel more integrated in the new work environment and increase their self-confidence. In addition, support in career development can strengthen expatriates' commitment to the organization and improve their performance in the long term.

## Definition of Variables and Hypothesis Development

### 1. Variable Definition

This research has several key variables that need to be clearly defined to ensure proper understanding and analysis.

#### a. Recruitment (X1)

The recruitment process refers to the activities carried out by a company to find, attract, and select prospective employees who fit the needs of the organization, especially prospective expatriates. This variable is measured by considering the aspect of the candidate's cultural readiness to adapt to the new environment.

#### b. Performance Assessment (X2)

This variable includes the evaluation process conducted to assess the expatriate's performance during their assignment in the new country. Continuous performance appraisal will be seen as feedback given to the expatriate to help them understand the company's expectations and areas for improvement.

#### c. Career Development (X3)

Career development is a process that includes programs and activities designed to enhance the expatriate's skills, knowledge, and abilities in the new work environment. This variable is measured by looking at the type of support the company provides in terms of training, mentoring, and other professional development opportunities.

#### d. Expatriate Performance (Y)

Expatriate adjustment refers to an individual's ability to adapt to a new work environment, including cultural, social, and occupational adjustments. This variable is measured based on the expatriate's level of comfort, acceptance, and integration in the new work environment.

### 2. Hypothesis Development

Based on the definition of the variables above, the hypothesis can be formulated as follows:

- Hypothesis 1 (H1) : Recruitment process that considers cultural readiness has a positive influence on expatriate adjustment in the new work environment. This hypothesis indicates that the better the company is in assessing the cultural

readiness of prospective expatriates during the recruitment process, the higher the level of adjustment that will be achieved by the expatriate in the new workplace.

- Hypothesis 2 (H2) : Continuous performance appraisal positively contributes to expatriate adjustment to the expectations of the host country company.

This hypothesis suggests that regular and constructive performance appraisals can help expatriates understand and meet the expectations set by the host country, thereby increasing their level of adjustment.

- Hypothesis 3 (H3) : Planned career development has a positive impact on expatriate adjustment and performance in the new work environment.

This hypothesis argues that support in career development, such as training and mentoring, will increase the level of expatriate adjustment and performance during their overseas assignment.

- Hypothesis 4 (H4) : There is a significant relationship between recruitment, performance appraisal, and career development on expatriate adjustment.

This hypothesis confirms that the three variables interact with each other and contribute significantly to the expatriate's ability to adapt to different work environments.

## RESEARCH METHODS

This study uses a qualitative method to gain a deeper understanding of the influence of HR management functions on expatriate adjustment. In this study, the informant who became the subject was an Indonesian citizen who had experience working in Romania as a room attendant for 8 months. The selection of informants was carried out using purposive sampling techniques or deliberate selection with several considerations. The informants in question are informants who are directly involved or informants who are considered to have the ability and understand the problems related to HR Management Functions in Expatriate Adjustment. The criteria for the informants selected are those who have criteria based on the provisions that the researcher has determined to then be considered by the researcher, according to their relevance to this study.

## RESULTS AND DISCUSSION

### Description of Source Characteristics

This study was conducted to understand the international work experience of an Indonesian worker working in Romania as a room attendant. The resource person, Arie Nugraha (44 years old) from Surabaya, went through an international recruitment process, worked in a culturally diverse work environment, and faced various challenges and opportunities during his assignment. In-depth interview methods were used to identify key themes: recruitment, performance appraisal, and career development. The results of this data analysis were compared with

previous findings related to the expatriate workforce life cycle to provide a deeper understanding.

## Interview Results and Discussion of Interview Results

### 1. Expatriate Adjustment

The interviewee revealed that mental readiness and previous experience were the main factors that supported cultural, social, and work adjustments as an expatriate. In terms of work culture, he noted significant differences, such as stricter discipline and work structures in the destination country. However, he was able to adapt well thanks to his open attitude and ability to respect cultural differences.

Social support from local co-workers was very helpful in his social adaptation process, despite the language barrier. The interviewee built positive relationships by showing a friendly and cooperative attitude. In terms of work, he felt that work procedures had been explained clearly, so that tasks and responsibilities could be completed properly. Challenges such as differences in operational procedures were successfully overcome through direct learning.

Overall, the successful adjustment of the interviewees reflects the importance of a combination of individual preparedness, social support, and effective communication. These findings support the theory that cultural, social, and work adjustment are key to expatriate success in a cross-cultural environment.

### 2. Recruitment

The recruitment process in each country has different characteristics, depending on the applicable local policies. The duration of this process generally ranges from six to seven months, with procedures that can vary by region. The source explained that during his time in Indonesia, he did not undergo additional training because he was considered to have met the required competency standards. This highlights that the assessment of individual capabilities can also vary, depending on the context of local policies and needs. In addition, the approval process in each city shows diversity that reflects adaptation to the specific conditions of each region.

In relation to work culture, the interviewee stated that he did not face significant difficulties in adapting, which was largely due to his mental readiness. He also noted that the work culture in the country where he worked highly emphasized discipline and precision, which resulted in a structured work environment. However, the interviewee acknowledged that there were advantages and disadvantages to the work culture in both countries, which influenced his professional dynamics and experiences. The relationship between variations in recruitment processes, competency assessments, and differences in

work culture suggests a complex relationship between local policies and individual adaptation in a cross-country context.

The long and different recruitment processes in each country show the importance of flexibility in international labor policies. These results support previous research that migrant workers must face various administrative procedures and training depending on the destination country (Smith, 2020). However, the interviewees did not require additional training because they were considered to have sufficient skills, indicating that recognition of the initial capabilities of workers is an important factor in the recruitment process.

### 3. Performance assessment

Performance assessments are conducted periodically through reports covering various aspects, such as work safety, attitudes towards superiors, and occupational health conditions. The local government also carries out supervision with routine controls every three months. The interviewee noted that this mechanism helps ensure that all parties comply with established standards and supports the sustainability of a safe and productive work environment.

After the change of manager, the interviewees began to follow a refresh training program that included various practical training, including hygiene training, such as toilet cleaning procedures. In addition, all work obligations have been explained in detail in the employment contract, so that the interviewees felt they had sufficient clarity regarding their duties and responsibilities. This shows the importance of transparent communication in creating a good understanding between the company and employees regarding work obligations.

Regular performance appraisals provide feedback that helps improve work quality. This is in line with performance management theory which states that structured appraisals can improve employee productivity (Robbins & Judge, 2019). However, the refresh training program was only implemented after a change in manager, indicating that managerial policies can influence the implementation of training programs.

### 4. Career Development

The interviewee revealed that he did not see any career development opportunities in his current workplace. However, he remains optimistic that such opportunities can be found in other workplaces that better support his career aspirations. One of the main obstacles to his career development is the language barrier, because most people in the country where he works are not fluent in English, even though the language is taught in schools. This obstacle, according to him, is one of the biggest challenges in communicating and adapting professionally.

In terms of management, the informant felt that the system at the hotel where he worked, which was a four-star hotel, was still inadequate compared to hotels in Indonesia. One real example is the use of a manual attendance system which was considered inefficient and did not meet the standards of star-rated hotels in general. This dissatisfaction, along with plans to seek better career opportunities, prompted the informant to plan to move to Poland. He stated that the main reason for moving was the offer of a higher salary in the country, which could provide more promising economic prospects.

Preparation for working abroad, according to the source, requires mature mental readiness. This includes the ability to deal with differences in culture, food, and weather, as well as the courage to learn from mistakes. In addition, although working hours in the country where he works are similar to those in Indonesia, which is eight hours per day, the income tax imposed reaches 40%. However, there is a guarantee of tax refunds when retiring at the age of 55. The source also mentioned that the work facilities in the country are not better than in Indonesia, and in some cases, he felt that the facilities in Indonesia were more adequate and comfortable.

Language barriers are a major obstacle to career development. This is relevant to the findings of research by Zhang (2018) which states that language skills are one of the key factors in the success of international workers. In addition, the desire of the interviewees to move to another country with a higher salary shows that financial motivation remains a major factor in career decisions. The managerial system that is perceived as less modern in the destination country is also an important note for improving the quality of organizations at the global level.

## CONCLUSION

This study shows that the work experience of Indonesian workers abroad is influenced by various aspects such as the recruitment process, performance assessment, and career development. The varying recruitment processes between destination countries require adjustments to local policies, including the duration of the process, administrative approval, and recognition of the initial competencies of workers. This emphasizes the importance of flexibility and adaptation in international recruitment policies.

Regular performance appraisals help ensure quality of work and compliance with established standards. Training programs such as refresh training play an important role in improving workforce skills, although their implementation often depends on managerial discretion. Transparency in communication and clarity of work tasks also contribute to a productive work environment.

The main barriers to career development are language barriers and less modern managerial systems in the destination country. Although financial

motivation is the main reason for workers to seek opportunities in other countries, success in a new work environment also requires mental readiness, cultural adaptability, and evaluation of financial and social aspects. These findings emphasize the need for a holistic approach to support the success of migrant workers abroad.

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