

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Role of Host Country National In International Student Adjustment and Performance: A Review

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Abstract:

This Article Attempted To Highlight The Importance Of Host Country Nationals And Their Significance Specifically To The International Student Adjustment And Performance At Their Study Destination. The Host Country National Construct Is Increasingly Gaining Acceptance As An Important Factor In The Cross- Cultural Adjustment Issue For International Students. Much Research Attention Has Been Drawn On Host Country National Co-Worker (Dissimilar-Others) To the Expatriate or Class Mate of the International Student. Few Studies Have Been Undertaken Specifically On The members Of The Similar-Of-The-Dissimilar-Others (Non-Colleagues). The Review Showed That Host Country Nationals Has Significant Role To Play In Policy Decision In Higher Education Institutions And Governments.

Keywords: *Cross-cultural adjustment, host country national, international student, performance*

1. Introduction

The continuous globalisation in provision of goods and services has seen educational institutions responding to this phenomenon in putting more vigour in internationalizing their services. Despite the proliferation of educational services the movement of students from their home countries to another in pursuit of higher educational opportunities is still on the increase (Wenhua & Zhe, 2013). Similarly, many countries are equipping their nationals to handle challenging tasks which earlier could only be done by expatriates. This phenomenon has led host country nationals (HCNs) to become competitive in employment opportunities and can now competitively bargain after excelling in skills that enable this group of individuals qualified to hold higher-level positions at places of work (Hailey, 1996; Harvey, Speier, & Novicevic, 2001). Yet there are challenges encountered by expatriates in their efforts to acclimatise with the unfamiliar cultures work are assigned. Recent literature has pointed out that international students still encounter many problems and difficulties that poses threat to their effort to integrate to the culturally different environment and has negatively impacted their social life and performance at their host institutions (Sedaghatnia, Abdullah & Ghahramanpouri, 2014; Wenhua & Zhe, 2013).

Multinational Corporations are now attaching much emphasis on employee's international experiences in their human resource requirements (Carpenter, Sanders, & Gregersen, 2001). It is there for imperative to mention that the global movement of both international students and expatriate assignees will not abate and studies on expatriation especially in the area for cross-cultural adjustment and performance in unfamiliar cultures will remain relevant.

Extant literature has broadly associated the movement of students all over the world in pursuit of higher education to be based on two main factors—The push-pull factors. That these students movements from one country to the other are believed to be as a result of unfavorable circumstances at the home country and the choice of a study destination country are therefore based on favorable and promising prospects which relates to among other (pull-factors) quality of education and developed socio-political environments at the destination country (Geoffrey & Mazzarol, 2002). However, studies have found that these group of students commonly referred to as international students have been confronted with diverse problems ranging from language proficiency (Saad, Yunus, & Embic, 2013; Yee, & Mokhtar, 2013); funding (Malaklolunthu & Selanb, 2011); culture shock, food, home sickness (Sedaghatniaa, *et al.*, 2014). These necessitate the need for support in order for the international student to adjust in and with the foreign context. Among the commonly researched and identified support factors are: family members, spouse, organization, colleagues, and other international students as sources that an international student can rely on when facing some difficulties.

2. Host Country Nationals

Host Country National (HCN) are individuals who are nationals of a country where a branch of a foreign or local firm, multinational corporations or a higher education institution is situated, these individuals could be students/organisational employees or belong none of these groups. Some studies also refer to them as dissimilar-others in the context of an expatriate contrasting other expatriate colleagues (similar-others) to colleagues who are from the host country (dissimilar-others). The host country nationals (dissimilar-others) have recently received research attention in studies considering factors militating against expatriate cross-cultural adjustment as well as studies that were centered instead on mitigating factors (Mahajan & Toh, 2014; Wang & Fang, 2014; Niven, 1987; Toh & Srinivas, 2012; Vance & Ensher, 2002; Kraimer, Wayne & Jaworski, 2001).

The host country nationals therefore considered as an emerging factor that is of great significance to the Cross-Cultural Adjustment (CCA) phenomenon of expatriates especially with regard to awareness and acceptance of the norms and cultures of the host community and appropriate behaviours that are acceptable to the host country (Black & Mendenhall, 1990). Thus, many international corporations offer Cross-Cultural Training (CCT) to expose selected prospective expatriate staff to the destination country's norms and general way of life.

There are relatively limited works on the similar-of-the-dissimilar-others (SODO) that is non-colleague host country nationals. Therefore, this review considered host country nationals from both perspectives based on recent international student longitudinal reviews and some expatriate—host country national work relationship studies (Table 1). The significance of these similar-of-the-dissimilar-others to the international student are seen in the type and frequency of contacts the international student has with these similar-of-the-dissimilar-others on daily bases. These include: government/public servants, private business individuals and groups, club and society members, land lords/ladies, patrons and members of worship places, tourism guides, residential neighbours, public security personnel, transporters and a host of others. The international student severally need assistance from these individuals and expects good attitude and credibility in order to easily find his way to safe, good services and moderately affordable (Mahajan & Toh, 2014).

Some of the past literatures on expatriate-host country national relationship studies include; Caligiuri (2000:75) worked on personality as a predictor of adjustment and performance, Caligiuri argued that, the level of benefit from interactions with people of a different culture differs across people hence, do not benefit equally. This is supported by the works of Johnson, Van Vianen, Kristof-Brown, De Pater, & Klein, (2003), who posited that different types of ties with host country nationals have differential impact on expatriate adjustment and performance. This can be associated with personality, type of relationship, length of relationship and many other factors that may have direct or indirect effect on the bond of the relationship.

Category	Specific problems
Personal psychological issues	Home sickness, loneliness, stress, depression, frustration, loss of status or identity, anxiety, confusion, etc
Academic issues	Academic progress, academic demands, lack of understanding of the American educational system, lack of effective learning skills for gaining academic success, difficulties in using educational supportive services, (e.g. library, academic counselling services), etc.
Socio-cultural issues	Cultural shock, cultural fatigue, stereotyping, prejudice, racial discrimination, difficulties in adjusting to new, social/cultural customs, norms and regulations and participating in intercultural/social activities, relationship problems, etc.
General living issues	Accommodation difficulties, difficulties in using student, support services, financial stress, dietary restrictions, safety, threats, etc.
English language proficiency	Difficulties in communicating with native speakers, understanding lectures, writing up essays, etc.

Table 1: Summary of Problems Facing International Students

Source: Wenhua & Zhe, 2013

3. Methodology

The literature search was based on the systematic literature review approach, where different search criteria were set up in a way that the search result was filtered and obtained of relevant literatures. The literature search was carried out in such a way that some literature on expatriate workers were reviewed in order to be able to compare issues in expatriation from the perspective of expatriate workers and international students which may have some commonalities especially in the area of the review question: The significance of the influence of nonstudent host country nationals who are termed in this study as 'similar-of-dissimilar-others' (SODO) on international student adjustment and performance in the host country.

4. Literature Review

4.1. International Student Related Adjustment Perspectives

Literature on Host Country National (HCN)—International Student relationship has been published for a very long time. Niven, (1987) in his work on 'what Britain and British Higher Education Institutions can do to their overseas students', argued that Britain and its higher education institutions should provide better services for international students, which in the long run would benefit not only the institutions themselves but the reputation of British higher education. Earlier study emphasised on accommodation issues and its significance to the international student adjustment and performance, such that, the institutions should reach out to host country nationals like land ladies and community leaders to ensure comfort for these overseas students. It was noted that while these group of students came to Britain to pursue higher education, accommodation is a primary concern and that international student—similar-of-dissimilar-others(SODO)relationship is very important in this regard. Findings on adjustment of international students in Malaysian public universities identified the following as part of culture shock: language, food, weather & integration with local people, Mohammed, (undated); Sedaghatniaa, *et al.*, (2014), from the identified problems it is obvious that had the student been able to integrate with the host country nationals the problems would have been mitigated. This was further supported by the works of Yusliza & Shanker, who found a strong correlation between students' multicultural experiences and their cross-cultural adjustment to their new environment. In a Monash University study on the impact of multicultural experiences in the development of socio-cultural adaptation among international students, it was found and reported that, there is a significant positive link between students' cross-cultural experiences and their socio-cultural adaptation in the host country (Yusliza & Shanker, 2010). In an earlier study Al-Sharideh and Goe emphasized on the interaction between international students and host country national relationship termed "association hypothesis" (Al-Sharideh and Goe, 1998). This was based on the premise that the international student will adjust and perform better if interactions established with host country nationals (HCNs) and obtain social support, acquire language proficiency and also when the international student becomes familiar with host country customs and values (Ramsay *et al.*, 1999). More recent evidences in support of the 'positive experience' have been found in Malaysia (Mahmud, 2010; Al-Zubaidi & Recharads, 2010) who found that international students, who adjust well to the host country environment, also do well in their studies. Based on other readings this study therefore suggests that the significance of learning local language as associated to international student adjustment and performance may be more felt especially where the local language is the medium of instruction in the classroom.

In a review by Samuelowicz (1987) some difficulties identified with international student adjustment and performance included; English language proficiency, cross-cultural adjustment to a new context and the unfamiliar demands of the Australian educational system. The study was dyadic in nature as it was based on data from academics in different departments and also international students offering different courses across faculties that served as strength for the research. However, the heterogeneity was not factored in the analysis to reflect the categorization of the students but were treated in the analysis as a homogenous group, therefore, it does not give a deeper insight of the phenomenon (Bruning, *et al.*, 2012; Li & Kaye 1998:43). The works of Burns, *et al.*, and that of Li & Kaye, serves as an extension of the work of Samuelowicz as demographics were factored into the analysis of their works which differentiate the respondents of their studies, thus making it more comprehensive as against Samuelowicz's study which excluded international students' demographics in the analysis. However, Burns work suffer some setbacks which led to bias in the findings as the study only focused on first-year international students whose adjustment level is different from older students in the same institution, as such, the study result did not represent the un-factored students. Again, there was an imbalance in the respondents' composition as most of them were from the Singaporean region and overall majority are of Chinese descent which can lead to bias in analysis based on race representation. In a study by Abdullah, (2015), this was aimed at determining relationship between demographics and social support to socio-cultural adjustment and found social support from HCNs as a key indicator. However, the scope of the study was narrow as it was based on one institution representing Malaysian Public Higher Education Institutions and again only one faculty was covered.

An important consideration in the association between problems was recognised by Niven (1987) in relation to general adjustment of international students this was accommodation and academic performance, also effect on alumnae who were expected to be ambassadors of both the host country (Britain) and the higher education institution alumni. Li & Kaye (1998) also considered this even to a greater extent by matching adjustment problems with respondent demographics, this was done in order to ascertain different perceptions of the adjustment problems by individuals and similar groups. Linking international student cross-cultural adjustment to academic performance by Niven was also supported by a comprehensive study by Wan, *et al.*, (2013), comprising a surveyed of 831 international students from seven public and private universities in Malaysia and found positive correlation between social integration and academic adaptation. The study recommended for purposive action by higher education administrators in Malaysia to address acculturation issues and to develop structured programs and support systems between host country national and the international students.

While the Sedaghatniaa, (2014) has the credit of addressing and identifying specific issue with an appropriate coverage in terms institutions and number of respondents in the study, Mohammed's scope was less specific and the

respondents not proportionate representatives of the Malaysian public institutions. Wenhua and Zhe observed that Burns and Li & Kaye did consider academic staff perception about international student cross-cultural adjustment problems and again their data on nationalities of international students were not specific (Wenhua & Zhe, 2013). Also a common limitation observed across Burns, Li & Kaye and Samuelowicz was that all were only survey based, the work would have a more convincing result had it consider triangulation (Kennedy 1995:39). Another weakness of their work is that their data sources were all from one institution and carried out on a single stretch instead of carrying it out at different time periods.

The study approach undertaken by Anderson et al., in categorizing problems facing international student in the US and recommended for theoretical frameworks that will bring a better understanding of international student cross-cultural adjustment problems gave the research a credit (Anderson et al., 2009).

A common string that runs among the problems that international students encounter is cross-cultural adjustment with host country cultures is expressed through the behaviors and attitudes of the host country nationals to expatriates (Poo, 2005). Poo consider such host country national attitudes as 'enemies of civilization' from a study on China, Egypt and Mesopotamia and likened people being hostile to foreigners as those who have cultural consciousness issues and can be hostile and antagonistic to foreigners. Researchers have made attempt to list a summary of these common adjustment problems international students encounter, these include Table 1.

4.2. Expatriate Worker Related Adjustment Problems Perspectives

In an effort to address the cross-cultural adjustment and performance issues this review attempted to compile some studies on the expatriate worker related problems (Table 2). While some problems in the cross-cultural problems may be peculiar to international students for example financial problems (social or upkeep) and accommodation, almost all other problems are shared between the two classes of foreigners (expatriate workers and international students) by looking at the two tables (Table 1 & 2). It is also noticeable that the cross-cultural adjustment issues keep reoccurring in all cases, but most studies emphasized the host country national co-worker. Sarkiunaite and Rock view expatriation adjustment as contingent on personality characteristics, e.g. personal strengths, required skills, existing international experience, positive attitude toward a situation and family situation (Sarkiunaite and Rocke, 2015). The family situation posits that family opinion on expatriation is very important as it significantly contributes to expatriation success. Viewing from another perspective, Toh and Denisi sees organizational policies that favour expatriates and argued that the approach ultimately results in problems. This problem will be between expatriates and host country national colleagues, the host country national colleagues will make referent to their expatriate colleagues such that it will causes the host country national employee to be nonchalant toward work resulting in poor performance (Toh & Denisi, 2003).

S. N.	Title	Author & Date	Research Problem	Objectives	Method	Findings & Implications	Limitations
1	The Voice of the Country Workforce: A key source of improving the effectiveness of expatriate training and performance	Vance & Ensher -2002	Absence of HCN input in designing a cross-cultural training tool	To develop a taxonomic model for training with HCN input in the design	Qualitative method using interview on respondents	i. Identified several HCW training design input at employee levels that contribute effective expatriate training and performance. ii. HCW input provides instruction for immediate use, iii. HCW input cause change MNC culture, iv. HCW input enhance the validity of expatriate assignment process	i. Generalisation problem as locations are from same region, ii. Locations covered have similar level of development and similar cultures
2	The effect of personality on host country nationals' helping behaviours toward expatriates	Wang & Fang -2014	Impact of HCN in facilitating expatriate adjustment & performance	Assess effect of Big-5 personality traits on HCNs' helping behaviour toward expatriates	Survey was conducted on HCNs working for 35 MNCs in Taiwan	Agreeableness was positively related to HCNs helping expatriates. Female HCNs more helpful toward expatriates. Conscientiousness marginally significant. Extraversion and openness to experience no effect on helping behaviours. Contributed to expatriate literature & HCN personality to be used to matching HCN to expatriate for mentorship.	Data collected at the same time from HCNs only and the cross-sectional design limits our ability to make causal relationships. The helping behaviour scale limited. Relatively low reliability of neuroticism.
3	Facilitating expatriate adjustment: The role of advice-seeking from host country nationals	Mahajan & Toh -2014	Lack of attention on HCN as a source of cross-cultural adjustment support factor to expatriates and attributes of the HCN.	To understand the proactive role expatriates may take in facilitating expatriate adjustment, through seeking out advice from HCN co-workers.	Survey (online) Indian expatriates in USA	Mediation sig for credibility but not for likeability. Extended the expatriate literature – Expatriate proactive. Suggests that HCNs should prepare to be cultural and work mentors for fledging expatriates and be available to them. Organizations be more active in highlighting the achievements of HCNs, accessible to expatriates.	Cross-sectional limited recommended longitudinal study. Sample from single race in single country. Survey centred on HCNs. Factor considered limited (Credibility & likeability).

4	Seeking Help in the shadow of doubt: The sense making processes underlying how Nurses decide whom to ask for advice	Hofmann, D. A., Lei, Z. & Grant, A. M., -2009	The cost of advice-seeking among workers.	To better understand the micro-processes (Weick et al., 2005) that govern whom individuals ask for help, also gain insight into the role that broader factors play in help-seeking	Survey was conducted on Nurses in the healthcare profession	Decision to seek out help depends on help-seekers' perceptions of experts' accessibility and trustworthiness, and that these perceptions are predicted by experience, formal roles, and affective organizational commitment.	Study was conducted based on perception of help-seekers because any other approach could be hindered by laws on privacy and also such incidences may actually occur outside the purview of the supervisor or co-workers. Also, no support for hypothesis on individuals with higher affective org Commitment accessibility
5	Host country national reactions to expatriate pay policies: a model and implications	Toh, S. M., & Denisi, A. S. -2003	Policies— offered for maximizing the probability of expatriate success and for combating failure	i. Intended to stimulate research that focuses on HCNs. ii. Propose a model outlining conditions which HCN actions. iii. Propose the moderating role of cultural values on choosing expatriate referents and outcome of this comparison	Survey HCNs, self-reporting	This model has several contributions to both management practice and research on overseas assignments and social comparison. Incorporating social identity theories with social comparison theories adds to existing knowledge of referent selection process and its consequences. Also represents an initial attempt to integrate domestic research in these areas in a multinational context.	Findings about reactions to injustice inconclusive. Hence, model is limited by the state-of-the theories, require modification. Also, paper only discussed individual reactions to injustice. Research has shown that collective action is probable when group identity is strong (Kawakami & Dion, 1993).
6	Host-country national networks and expatriate effectiveness: A mixed-methods study	Bruning, N. S., Sonpar, K. & Wang, X. -2012	Expatriate – HCN ties, impact of expatriate adjustment & performance	Review Personality, dissonance & social networks to explore expatriate interactions with HCNs association with expatriate effectiveness	Mixed method study with expatriates in China. Survey 70 expatriates and interview 35 expatriates	Extraversion positively related to overall performance. Higher network ties with HCN colleagues are positively associated with performance it was negatively associated with adjustment. Interview supported prior results – that it is important to establish ties with	Cross-sectional and small sample size, need for more fine-grained measures on types of network partners.

						external HCNs, especially business partners and government officials. Built new theory highlighting how different network ties are associated with different effectiveness outcomes	
7	International Students' adjustment problems at University: A Critical Literature Review	Wenhua, H. & Zhe, Z. -2013	Review of problems of adjustment encountered by undergraduate students at their universities.	Identify factors that pose threat to adjustment by international undergraduate students at their Universities	Critical analytical review of some literature on international undergraduate students	Reviewed studies found similar problems with different magnitude, which this reviewers concluded is based on differences in respondent demographics, type of institution and environmental context	Limited to US, UK & Australia. More studies on Int Student adjustment. Recommend for longitudinal studies across institutions or countries.
8	The Expatriate Experience: the Factors of International Assignment Success"	Sarkiunaite & Roche (2015)	Prerequisite personal qualities needed & family opinion for a successful expatriation	To determine factors of expatriate international assignment, & to analyse same	Qualitative approach	Respondents are experienced individuals in expatriation. Strong correlation between personal characteristics & adjustment. Successful adjustments determines expectations	Respondents from Four (4) Lithuanian MNCs

*Table 2: Some Selected Studies on Host Country Nationals
Compiled by author*

Hofmann and Grant worked on cost of advice-seeking among workers by conducting a survey on nurses in the healthcare profession and considered micro-processes that govern such a practice and prerequisite of potential provider of assistance, Hofmann and Grant emphasized cost of seeking the advice and availability and status of the provider. In another study, Mahajan and Toh also worked on advice-seeking, but this time between expatriates (as seekers) and host country nationals (as providers), that the seeker of the advice will judge the provider of some attributes such as credibility and/or likeability before considering to approach the individual for advice (Mahajan & Toh, 2014). Just as in Hofmann and Grant, pointed out the cost of advice-seeking but in the form of protecting their prestige, and also emphasized on availability of these attributes and the need for the expatriate (advice-seeker) to be proactive in the search for the advice. The study is limited in that it surveyed only Indian expatriates in the USA, same group of people in one country. Another point of concern was the operationalisation of the adjustment construct, their study presented adjustment as a 3rd order construct with work and interaction adjustment as second order or that adjustment is a two dimensional construct where work and interaction adjustments serve as antecedents to adjustment. This is against the Black and Stephens' (1989) three dimensions of adjustment, where adjustment is presented as a 2nd order construct. Another study that relate to host country national is found in the works of Wang and Fang, their study is on the big-5 personality attributes and how it influences HCN helping behaviour in facilitating expatriate adjustment and performance (Wang & Fang, 2014). And finally, Vance and Ensher, used the qualitative approach in an attempt to assess the impact of host country national voice and how its contribution to developing an effective expatriation training model (Vance & Ensher, 2002).

5. Results and Discussions

All the studies on expatriation (Table 2) found positive significance of host country national contributions in their studies. For example, in Sarkiunaite and Rocke study a strong correlation between personality and adjustment and that adjustment determines expectations. However, their study relied only on four multinational corporations in and on one country the study also relied on one approach-qualitative approach to conduct the research, this is inadequate for generalisation (Sarkiunaite & Rocke, 2015). Toh and Denisi study found contributions to both management practice and research on overseas assignments and social comparison by incorporating social identity and comparison theories. However, like Sarkiunaite and Rocke, the study was undertaken in a local context as such recommend for adaptation to a multinational context, and again the study was based on individual reactions and so it recommended to be tested for a collective reaction. The one-sided study was also observed in the work of Hofmann and Lei, their work was based on cost of advice-seeking among nurses but it is not possible for the researchers to directly observe the processes involved in such studies for reasons of ethics. And again, it was not possible for the researchers to obtain a supervisory perspective response as the study has to do with critical intensive care cases and such scenarios do happen outside the supervisor' spurvie. Again, the study could not find support for individuals with high affective organizational commitment to helping behavior. But the work of Wang and Fang achieved a high rating in the aspect of scope as their study scope had a wider coverage in terms of number of multinational corporations (MC) included in their survey (35MNCs). However, it was also limited to one country (Taiwan); another issue was that the survey took place at the same and one time which hindered them from establishing a causal relationship. This weakness cut across all the other studies, except the review on international students which spanned a longer period of time. Propositions that were supported include, agreeableness was positively significant, so also is female host country national's helping behavior, conscientiousness was marginally significant but extraversion and openness to experience had no effect on helping behaviors. This study significantly contributes to host country national literature and is expected to help human resource (HR) Managers in marching expatriates and HCNs for mentorship. Another study by Vance and Ensher on HCN was a little departure as it looked at impact of HCN but indirectly. It considered the effect of incorporating inputs from HCNs in developing a taxonomic model for training expatriates (Vance & Ensher, 2002). Qualitative approach was used to carry out the research and found that the HCN input is significant in expatriate training and can ultimately result in better performance; it is expected to also contribute to changes in organizational culture and enhance the validity of expatriate assignment processes. A major limitation of the study was respondents being from the same region, also had similar level of development and culture, therefore, therefore recommended for a similar study using same method to be carried out in other parts of the world for example Europe or Asia and should involve a larger industry sample type and number.

6. Implications of Findings

From the studies reviewed by this article so far, the HCN attribute is seen to be of paramount importance in the cross-cultural adjustment issue. Help and advice-seeking happens to be of much significance in the expatriate/international student—HCN relationship. Lei, Hofmann and Grant in their work on help-seeking were quoted advice-seeking as the act of asking others for assistance, information, advice, or support (Lei, Hofmann and Grant, 2009). Though the success of the study is said to be contingent on relationships and ability to communicate (Taufiki & Dawi, 2014; Saad, et al., 2013; Yildirim, 2015; Brown, 2001). The work was hinged on the premise that individuals select from available sources who to seek help from. This is predicated on a help-seeker's interpersonal sense-making processes and perception of potential help providers' expertise, trust, and accessibility (Wrzesniewski, Dutton, & Debebe, 2003). Studies on help-seeking found that

help-seeking bear a cost as pointed out by (Morrison, 2002; Morrison & Vancouver, 2000). Similarly, the works of Lei, Hofmann and Grant posited that the expatriate would hesitate to seek help from a host country national because of protection of self-esteem and the likelihood of such action leading to fracas between the host country national, expatriate and the organisation management (Toh & Denisi, 2003; Leung, Smith, Wang, & Sun, 1996). The other repercussion also could be that such actions could lead to negative job-related outcomes as the HCN colleague may feel disfavoured since the individual is competent enough for senior employee position the effect can spill-over to his/her loyalty and ultimately performance (Scholl, Cooper, & McKenna, 1987).

7. Summary and Recommendations

The review extrapolated the effect of HCNs on expatriates to the international student adjustment and performance issue, specifically the effect HCN similar-of-the-dissimilar-others (those outside the immediate higher education institution environment). The impact of these group (similar-of-the-dissimilar-others) extend even to those involved in structured type of work, which studies posit that those involved in this type of work may have little room for cross-cultural misunderstandings on work issues (Ang et al., 2007, Templer et al., 2006; Mol et al., 2005). Research findings showed that only two of the dimensions of adjustment—Meta-Cognitive Cultural Intelligence (McCQ) and Behavioral Cultural Intelligence (BeCQ) predicted performance positively, so such individuals may have little or nothing to do with on the work advice-seeking nor need much of motivational cultural intelligence. However, even though these similar-of-the-dissimilar-others are not involved in the work environment, yet touched the life of expatriates in divers ways (Niven, 1987) as mentioned earlier in the Host Country National section. Another study that advanced the significance of HCN co-workers which can be attributed also to the similar-of-the-dissimilar-others is the work of Vance et al, who posited that HCN co-workers are crucial to the adjustment effort of expatriates because HCN co-workers can assist the expatriates with a better perspective of host culture. And can also assist the expatriate on how to deal with host country businesses, advice on how to access information and help in facilitating work place assignments (Vance et al., 2009). But as the international student spends more time outside the campus at their residences, shopping, travels, attending sports and other recreational activities with other HCNs outside his/her student colleagues, since most international student stay off-campus as accommodation for students has been a global issue (Niven, 1987). Therefore the HCN similar-of-the-dissimilar-others become a very important factor in the cross-cultural adjustment phenomenon for such group of students. This is also supported by the social network theory proposition which asserts the strength of diversified ties (Bruning, et al., 2012; Granovetter, 1973). Philip et al., also argued that the informational benefits of having many ties should improve expatriates' performance (Phillips, North craft, & Neale, 2006). Even though Caligiuri (2000) opined that distinction should be made between social contacts, for example friendships and work contacts, the study argued that both types of relationships will benefit the individual in the context of cross-cultural adjustment and performance. As the professional (work) relationships can lead the individuals involved in the relationship to upgrade their know-how in their area of expertise which can lead to increased performance and cause them to be promoted orto move up the ladder of their professions. And the social relationship (friendship) with HCNs can encourage tourism as the individuals will visit each other and/or lead to inter-racial ties which can even promote marriage (Emerson, 2001).

It is worth noting that findings of the studies carried out in Malaysia pertaining to international student adjustment issues (Table 2) closely corroborates the adjustment issues listed (Table 1). However, two particular findings are most relevant to this conceptual article, that is the work of Taufiki & Dawi (2014). Their study found that international students face outright discrimination in the classroom by HCNs and another study posited that there is lack of care for the international student by the HCNs (Mahmud, et al., 2010).

This article therefore recommends that;

- The government/higher education institutions should prepare before the arrival of the international students (Mahmud, et al, 2010). The preparation should involve among others sensitising the similar-of-the-dissimilar-others who are concerned or managers of housing, tourism and other business leaders.
- The government/higher education institutions should also develop well structured support systems (Wan, 2013).
- A deliberate effort should be made to factor in this similar-of-the-dissimilar-others in developing these models to ensure a feasible integration of the internal student into the unfamiliar cultural environment by policy makers.

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