Expatriate Employees' Perception Of Challenges In Their Work Environment In The Ngo Sector In Nairobi Kenya

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Abstract

This study examined how expatriate employees perceive the challenges in their work environment in the NGO sector in Nairobi, Kenya. The study question was "how do expatriate employees' workings in the NGOs sector in Kenya perceive the challenges in their work environment?" The study was anchored on person-environment fit theory and the culture shock theory of adaptation to explain the strategies employed by expatriate employees to cope with challenges in their work environment. The research design used was a descriptive survey with a target population of 2394 NGOs based in Nairobi, Kenya. The study sample consisted of 120 expatriates, although only 84 participated in the final study drawn from 60 NGOs. Questionnaires were used to collect the data. Data was analyzed using SPSS. The result showed that expatriate employees working in the Kenyan NGOs respond to challenges in their work environment by finding a fit between the Kenyan culture and that of their countries. However, sometimes there is a big clash between the two cultures which makes it difficult for the expatriates to adjust well. Some have devised some strategies to interact with the locals that have improved their communication skills and ability to work on the assignments. In cases where conversing in the local languages has been a challenge, the expatriates have sought the help of locals as interpreters. Some expatriates accompanied by their families to provide psychological support. The study therefore recommends that since the expatriate employees seem to have integrated well into the Kenya society, they can be a great source of strength to those who are taking up new assignments in this country -Kenya. The future studies could focus on how the extent of expatriate employees 'adjustment to the conditions in the host country affects their performance. In addition, they are a source of transmission of management 'know-how'. This makes them a strong pillar as the local employees rely on their explicit knowledge and tacit knowledge to manage the NGOs even after their repatriation.

KEY WORDS: perception, challenges, expatriate, work environment.

1. Introduction

In an increasingly changing business world, NGOs establish foreign-owned subsidiaries and enter into joint ventures and strategic alliances to create a presence in the international market and to take advantageous production resources. Many opportunities and challenges of the globalizations processes are creating the need for expatriates to locate managers and skilled workers in international locations. However, the task of expatriate employment is complicated by profound differences between countries in labor markets, culture, legal and

economic systems (Hill, 2007). In this international environment, the quality of expatriate employees and management seems to be even more critical than in domestic operations. NGOs of all sizes (small, medium, or large) that have subsidiaries in foreign countries are facing the problem of training, selecting, compensating as well as reintegrating expatriate managers. Despite the problem, these expatriate managers are contributing significantly to the achievement of the NGO's goals and as a result, their importance should not be overlooked (Treven, 2003).

Expatriates are citizens of one country who are working and have subsidiaries in foreign countries. Expatriates are also used to identify a subset of expatriates who are citizens of a foreign country working in the home country of their NGO employer (Hill, 2007; Harvey and Fung, 2000). These expatriates are sent to a foreign country by NGOs with the intent to control their operations and to provide technical and administrative services (Jun et al., 2001). Besides monitoring and controlling the financial distribution and profit gain of the company, an expatriate is expected to extend their knowledge and skills in technology transfer (Shephard, 1996). The expatriates are expected to offer new knowledge for the locals to adapt thus the latter has high respect towards the former at the workplace. The role of an expatriate is regarded as distinctively significant since the main task is to act upon maintaining the organizational structure and philosophy of Multinational Corporations (MNCs) while following the rules and regulations of work within the public sector, the expatriates mainly hold diplomatic posts in foreign embassies or as consultants for government agencies; while in the private sector, the expatriate managers are mostly positioned in MNCs that run business operations.

An expatriate relocating to another country for an international assignment often faces a variety of difficulties. These difficulties may compromise the international assignment especially if the expatriate feels isolated and alone in the host country (Selmer, 2001). Adjustment to a new country can be difficult especially when familiar things the expatriate have come to know in life are no longer the same in the host country. Culture is one of the most important contributing factors to adjustment and the expatriate's feelings of isolation (Hayes, 1996). It is therefore important to be sensitive and aware of cultural differences and how it affects feelings of isolation and ultimately the assignment's success (Moss, 2000). Culture shock is a phenomenon that involves an emotional disorientation that a person suffers when he/she moves to a foreign land where one is unfamiliar with the new environment (Hayes, 1996).

Culture shock involves the abrupt loss of the familiar, resulting in a loss of identity and feelings of isolation When an individual enters a strange culture, most or all of the familiar cues he/she has lived with all his/her lives are removed (Gordon, 2003). The loss of these cues makes the individual feel like a 'fish out of water'. Often when a person moves to a foreign country there is a period of excitement when everything seems new and challenging. In the beginning similarities between cultures are more apparent than differences (Selmer, 2001). Everyone seems to have the same routine and lifestyle (Kitsuse, 1992). It is not until this welcoming period ends that the newcomer begins to realize that there are endless subtle differences that leave him/here with problems.

For expatriates, language differences can become a problem during business transactions, where it is important to have clear communication (Dolainski, 1997). Often the expatriate would be provided with an interpreter. However, in a high context culture, an interpreter may inhibit the international assignment (Dolainski, 1997) creating a relationship triangle. That is the expatriate asks a question the interpreter interprets the question to the local client or colleague, he/she may then speak to the interpreter for a certain length of time, outlining the issues he/her faces with the expatriate's question. The interpreter then answers back to the expatriate with a couple of words or sentences (Dolainski, 1997). Therefore, information that may be important may be lost in the translation that may compromise the assignment. Moreover, business relationships are built upon trust, the expatriate who cannot speak the local language will find it very difficult to demonstrate his/her credibility to local colleagues and/or clients. If the expatriate's credibility cannot be demonstrated, the locals may never let him/her to become part of the group. It reinforces the 'us and them' concept, which can compromise a joint venture that depends on trust and good faith (Mead, 1990).

Women expatriates face extra challenge of overcoming the host culture's perception of female roles on top of the differences in culture (Cook, 2000). Therefore, it can be quite difficult for a woman expatriate to compete in a position in which have been historically dominated by men. Furthermore, companies are often reluctant to send female expatriates expressing concerns about the woman's safety, isolation and the loneliness (Halcrow, 1999). Companies also hesitate to send women abroad because they feel that foreigners would be prejudice against women and those female mangers could not succeed even if sent (Meckman. 2002). Companies build these assumptions on two myths: what they read or hear about how local women are treated in the workplace, and how women in general are treated by male colleagues in the home country workplaces (Cook, 2000).But this contrary to the current situation as revealed by the study.

1.1 Expatriate Employees perception and response to challenges in their work environment

Culture shock is difficult to avoid when encountering the culture of the host country, However , the cross-cultural; training can help the expatriates to deal with phenomenon knowing their own culture makes it easier to understand the new culture and thereby try to find the best way to adapt to the new culture. Caliguiri (2000) add that the goal of CCT is to minimize "culture shock" when on foreign deployment and enhance the managers across cultural experience. In terms of behaviour, the ultimate objective is to improve the functional skills to managers on overseas assignment.CCT is important in order to improve functional skills and to minimize cultural-shock among expatriates during their international assignments. Richardson and Mckenna (2002) further confirm that support in the form of CCT is important for overseas appointment otherwise the expatriate managers would repatriate prematurely. While Caliguiri et al.(2000)p.77 argued that cross- cultural orientation (pre departure) as away expatriate comfortably live and work in host country and increase cross- cultural adjustment.

Fish and wood (1996) started that understanding the differences in cross- cultural settings and applying it within the role of an expatriate and the organizational structure may assist in better adjustments for the expatriate and better adjustments for the local employees. With reference to study done by Tan (2002) towards 409 expatriates on assignments to 51 countries around the World ,majority of the expatriates took six to twelve months to feel comfortable living in a new cultural setting. Oberg, K. (1954) Adjustment to a new country can be difficult especially when familiar things to the expatriate are no longer the same in the host country. Not all expatriates have an active reaction to culture shock. That is, not all expatriates seek to understand the cultural nuances of the host country and use this information to better business and personal relationships Gordon (2003) notes that victims of cultural shock may behave in many different extreme ways; one may give up his/her own identity and try to imitate all customs and attitudes of the host country culture or solve the problem by regressing into a shell and refusing to learn the local language and befriend people of the local culture. The latter individuals may only seek and befriend other expatriates or individuals with similar cultures to their own. They will usually seek out other expatriate to provide them with supportive networks while at the same time complaining about some of strange behaviors local partake in without any real effort to understand (Hayes, 1996)

From the available literature, Ross Sherwood (Globe and Email, 27 August, 2001, P.M 6) observes that " female executives who want plum overseas assignments are forced to break through a 'glass boarder's barrier to foreign postings that is not unlike the glass ceiling that stands in the way of promotions, experts say" . As global assignment increasingly becomes prerequisites for advancement, glass boarders may impede women's progress before they even reach the glass ceiling ;says Irene Lang , president of catalysts , an advocacy group to advance women in business . Authorities cite a variety of obstacles to women becoming global executives. These includes misplaced concerns for the safety and effectiveness of female expatriates, as well as the fact that some women have been given little or no opportunity to obtain experience abroad , even with small projects

Majority of women find overseas assignment out of reach. Women who are selected tends to be younger and single and that tells employers are probably ruling out married women with children ; says Virginia, Hollis , vice – President of sales at Cigna International Expatriates Benefits . Women are victims of subtle discrimination ; says Linda Stroh , a professor at the institute of Human resources and Industrial Relations at Loyola University in Chicago. On the other hand , male executives do not send women abroad in the mistakenly paternalistic belief that they are protecting them from environment that may be difficult or dangerous ;says Jean Hipman . Blumen , a professor of Public Policy and Organizational Behavior , at the University of Claremont. In the some instances , problems can be created in cultures where women are not generally viewed as authority figures (Hodge, 1949). It is therefore important for a woman expatriate to establish authority at the beginning. This is particularly important in an environment such as China where women tends to take back position with regard to leadership . In response to available literature a women expatriate also needs the appropriate attitude to succeed. Women have certain advantaged over their male counterparts. Women are better at building interpersonal relationship compared to their male colleagues that may greatly benefit them in the business ventures (Grove and Hallowell,1997) .

In a culture like China which views personal relationships as a predictor and requirement of business relationships (Chung,1991) , women interpersonal skills put them greatly at an advantage over their colleagues Hodge ,1999). It has been found that women needs to be sensitive to cultural differences, but do not need to be intimidated by it. Heidelberger (1996) noted that the host will recognize the woman is from a foreign country and allow small mistakes in courtesy pass by. This made Hodge emphasize that it will be good to watch for those social customs which if ignored may cause negative emotional relations . Establishing local relationships and contacts may provide insights to these subtle that will help the woman expatriate forms more successful business relationships ranks or status (Moss, 2000) .

1.2. Non-Governmental Organizations in Nairobi, Kenya

Non-governmental organizations (NGOs) are legally constituted organizations created by natural and legal people that operate independently from any form of government. The term originated from the United Nations and normally refers to organizations that are not part of a government and are not conventional for profit businesses. In the cases in which NGOs are funded by totally or partially by the government, the NGO maintains its non-governmental status by excluding government representatives from membership in the organization. The term is usually applied only to organizations that pursue wider social aims that have political aspects but are not openly political organizations such as political parties, (Mbote. 2002).

The quantitative and qualitative growth of NGOs in Kenya over the last quarter of the 20th Century has been enormous. For instance, NGOs registered accumulative growth of over 100% between 1977 and 1987. By 1995, there were at least 23,000 women organizations in the country. Most of these organizations are registered under the ministry of culture and social services. Those NGOs that are registered by the NGO Coordination Bureau 2014, international NGOs 2394 as compared to 1441 in 2000-2002 and only 250 in1993.This vibrant growth has played an important role in society through development of various activities. It is not surprise therefore that the move to have expatriates narrow the existing gap in the leadership of these organization is not considered important. They have encouraged various development activities within the country despites the numerous challenges they encounter in their new work environment, (The National Council of NGOs Report, 2014).NGOs in Kenya gather its membership from international, regional and national NGOs operating in Kenya and working with a host of CBOs and groups. These NGOs are active in cross-section sectors including agriculture, water, education, environment, health, human rights, poverty alleviation, peace, population, training, counseling, small scale enterprises, disability and many others. The current social, economic and political issues Kenya is grappling with, justifies the need of a strong vibrant NGO sector to supplement and complement government effort in development. Todaro (2003), define development as a multi-dimensional process

involving major changes in social structures, popular attitudes and national institutions as well as the acceleration of economic growth, reduction of inequality and the eradication of poverty.

The National Council of NGOs, Kenya provides the overall leadership to the NGO sector. It champions the key values of transparency, accountability, justice and governance. It enhance the self- regulation of its members , and assists them to realize their potential in improving services that improve the socio-economic status of Kenya society in the pursuit of sustainable development. Unfortunately, however, the NGO sector in Kenya is weak. The National Council of NGO Chief Executive Officer said that "running these organizations include challenges such as lack of funds to attract and retain high quality professional staff that can offer credible and effective leadership to Non-governmental Organization in Kenya, (The National Council of NGOs Report, 2014).

1.3. Research Problem

In the recent years many new NGOs have been set up, some by individuals, some by organization and others are existing NGOs which have expanded their activities in Kenya. With access to the internet and daily television coverage of crisis in the country, supporters of these NGOs expect instant visible results without considering that the individuals sent as expatriates to oversee these activities may incapacitated in various ways. More often, the people sent to set up programmes often have little training and minimal knowledge of the country, coupled by the sudden shakes up on cultural interaction. With only money and good intentions on their side, they must also recruit highly qualified English-speaking nationals to run the programmes alongside, (Barber and Bowie, 2008).In order to mitigate on the damages of the good intentions of the organizations, the expatriates employees' have devised various survival tactics to cope with these challenges. For them the most effective way to deal with isolation and culture shock is to develop a good working relationship with the national government and the local staff at the organization. They can also use the NGO coordinating bodies to set up committees and working groups for sectors of activity and key issues, (National Council of NGOs Report 2014). Previous studies in this area are quite limited and the few that exist include a study by Marcuello (2006) who sought to identify organizational problems of non-governmental organization and the solutions in order to assist in the development of a new strategy for the NGO. He found that the problems facing NGOs were decision-making processes, tensions that often occurred between staff and senior managers and the governance of the organizations and the relations between board members and staff. Muriuki (2012) determined factors influencing expatriate cultural adaptation at Aga khan University Hospital in Kenya. The study established that expatriates are satisfied with the cultural training provided by the organization, expatriates are satisfied with participation in many local community events and that expatriates are satisfied with the duties of the job during the assignment. While Kangethe (2002) investigated on the use of expatriates by Barclays bank of Kenya to transfer managerial skills as an entry strategy. He found that enhanced organization performance through expatriate's sharing best practices with the local staff led to improvement of the quality of service through transfer of global skills. This study, therefore, evaluated the response strategies adopted by expatriates in coping with challenges in their work environment in the Kenyan NGO sector. The study question was: "how do expatriates working in the Kenyan NGOs perceive the challenges in their work environment"?

1.4. Research Objective

The objective of this study was to establish the strategies employed by expatriates working in the NGOs sector in Kenya in responding to challenges in their work environment.

2. Research methodology

The research design used descriptive survey. Descriptive survey design is a research design that describes the characteristics or behaviors of a particular population in a systematic and accurate fashion as stated by (Mugenda and Mugenda, 2003).

This study used a descriptive survey which is concerned with explaining the 'who, what, when and how' of a phenomenon. The design was adopted due to the fact that the study attempted to explore the experience in terms of challenges and perceptions of the expatriates in the context of a cross -cultural work environment. Merriam (1998) suggested that the focus of descriptive Survey is upon the essence or structure of an experience (Phenomenon). Thus, it required the researcher to interpret the experiences that the informants have encountered and how they have responded in order to draw conclusions and recommendations. Berg (1998) further supports that descriptive study enables a researcher to share understanding and perceptions of other individuals to explore how they structure and give meaning to their daily lives. It requires the researcher to interpret the experiences in form of challenges which the informants encounter together with their perception .For the purpose of this research ,the study population comprised of 2394 international NGOs based in Nairobi, Kenya. This is the number registered by the NGO coordination Bureau as at 6th August 2014.The participants of the research were men and women expatriates currently working in these NGOs .They are professionals overseeing implementation of various projects for the NGOs and are currently working for a specific period of time

2.1 Sample design

A rule of thumb recommends a minimum of 30 percent response units. However, 60 organizations were included in the study to enhance representativeness to the sample. Since units of analysis were the expatriate employees. Data was collected from two expatriates in each organization .This ensured that the data was collected from at least one expatriate incase the second was not available. The expatriates were chosen through purposive samplings, which is based on the description that the investigator wants to discover, understand, and gain insight and therefore select a sample where most can be learned according to (Merriam, 1998). The respondents first selection criterion required men and women expatriates who are currently in the NGOs mentioned in appendix 1.Secondly, those who have served in this country for more than six months .The duration of stay assisted in giving more meaningful perceptions with regard to expatriates' personal experiences on the challenges they have faced working in Kenya and how they perceive the challenges.

Thirdly each informant was expected to have some knowledge of management, well-exposed to interactions among the locals either at workplace or otherwise. Moreover, the expatriate must have been professionals in business, academic, medicine, sociology, communications or engineering, since these are mainly the common areas where skills and knowledge of the expatriates are most needed in the country. Their names and addresses were obtained through personal contact of the researcher with the organizations where the expatriates work and the use of snowball sampling technique. The study used primary data collected using semi-structured questionnaires which were qualitative in nature. The questionnaires were addressed to the human resource manager in each of the identified organization. The HRM then administered the questionnaires to two expatriate respondents who were selected randomly. The questionnaire comprised two sections. Section one covered the biographical data while section two addressed the response by the expatriates' to the challenges they face in their work environment. The response were rated using Likert-Type Scale where the response options were strongly disagree ,disagree, neither agree nor disagree, agree and strongly agree. Before the actual data collection, a pretest exercise of the research questionnaire was carried in two different phases. The data was analyzed using descriptive statistics such as frequency clusters and percentages and the findings presented in tables.

3. Data Analysis, Findings and Discussion

3.1. Profile of the organizations

From the 46 organizations that participated in the study, 34 sampled respondents participated in the study except in two organizations where there was only one respondent each. The overall response rate was 70%. It was observed that majority of the expatriates were senior managers in their organizations. Further, most of the respondents were female and had worked with the organizations for less than a year. The study also found that most of the respondents have bachelors degree in various fields such as engineering, social work, sociology, community development, global /international studies, gender and developments studies .With the vast arrays of qualifications, the expatriates serve as finance directors, country project coordinators, project managers, architects ,volunteers and general directors of various projects for their organizations. The study found that most of the expatriates have a lot of experience in the corporate world. It is not surprising therefore, that, many of the expatriate have been working on international assignments much of the time and therefore have mastered cultural differences that are crucial in coping with challenges in the overseas subsidiaries.

3.1.1 Expatriate employees' perception of and response to challenges in their work environment

Prior research has found significant links between challenges faced by expatriates and their response. When the respondents were asked whether they have responded well to the challenges posed by the Kenya culture, 30 (35.7%) had not agree and another 30(35.7%) non committal. 18(21.4%) indicated that they had responded well to the challenges in their work environment. The researcher further sought to establish how the expatriates have been dealing with divergence of views in their work place. 66(78.6%) had less problems interacting with their colleagues at work because their views matched those of their colleagues.12(14.3%) of the expatriates were non committal while 6(7.1%) had problems interacting with their colleagues. Again the respondents were asked whether they feel insecure and lonely because of differences in language and culture. From the study findings 42(49%) felt lonely while 12(14.3%) did not feel lonely.

Never the less the other respondents were asked whether their management style contradicts what the staff are used to 60(71.4%) strongly disagreed and another 18(21.4%) disagreed while 6(7.1%) remain non-committal when the researcher further asked the expatriates whether they have difficulties understanding the cultural believes of the local, 30(35.7%) strongly disagreed while 6 (7.1%) non-committal and another 6(7.1%) agreed. The respondents were then asked whether their work environment offers them a chance to promote diversity due to their attitudes toward expatriates culture, 54(64.3%) strongly agreed, 24(28.6%) strongly disagrees while 6(7.1%) agreed. The respondents were asked whether their gender makes it hard for them to get their instructions followed by their juniors. The study found 54(64.3%) of the respondents strongly disagreed that their gender makes it hard for them to get their instructions followed by their juniors .They were followed by 18(21.4%) who disagreed while 12(14.3%) agreed. When asked whether most of the time they find themselves socializing with fellow expatriates because they understand one another better, 36(42.9%) strongly disagreed and another 24(28.9%) disagreed. they were followed by 18(21.4%) who agreed while 6(7.1%) non-committal. The respondents were asked whether they were adequately prepared to deal with the cultural difference, they found themselves in which has made their work a bit challenging. Most of the respondents 36(42.9%) actually disagreed. They were followed by 24(28.6%) who were non-committal while 12(14.3%) strongly disagreed, whereas those who agrees and strongly agreed were rated at 6(7.1%) in each case. The researcher asked their respondents if they had brought their families with them to provide emotional support. The study finding shows that 54(64.3%) strongly disagreed, 12(14.3%) disagreed and another 12(14.3%) remain non-committal while those who agreed were 6(7.1%). The study also sought to establish whether the orientation given to the expatriates at the beginning of the assignment have helped them in adjustment in dealing with the clash of organizational cultures. From the table 36(42.9%) strongly disagreed with the argument. They were further

backed up by 30(35.7%) of the respondents who disagreed.12 (14.3%) neither disagreed nor agreed while 6(7.1%) agreed.

3.1.2 Discussion

Prior research has found significance links between the expatriates and the transmission of management Know-how and coping mechanism to succeed. Expatriates employees play a critical role in the transfer of both explicit knowledge and the tacit knowledge of the NGOs practices and management style to the overseas affiliates (Gamble, 2003).The use of expatriates to oversee the implementation of projects in affiliates in host country is a widespread practice thus, Kenya is not exceptional. In the case of NGO Sector in Nairobi, Kenya, most of the expatriates are very senior managers occupying various positions in these organizations. The majority of the respondents   have served for less a year while the rest have been there for more than one year and are still serving their full terms of contract.

As global assignments increasingly become prerequisite for advancement, and women are viewed as victims of subtle discrimination when it comes to overseas assignments. This is due to their male executives do not send women abroad in the mistakenly, paternalistic belief that they are protecting them from environments that may be difficult or dangerous,' says jean Lipman-Blumen, professors of public policy and organizational behavior at the university of Claremont. While in the real sense, what is logical for the women expatriate is to overcome the intercultural phenomenon that implies mastering cultural differences may be crucial for successful organizational performance. Surprisingly the study shows that majority of expatriates in the NGO sector in Kenya are women. This contradicts the common belief that women expatriates are less compared to men in normal circumstances. As such, it is argued that staffing goes to the central dilemma of centralization (local responsiveness).The handling of this balance involves issues of 'ethnocentricity', the belief in the inherent superiority of one's own culture or race as well as managerial empathy (Torbion, 2005).Considering this, it is an indication that gender diversity has been embraced in the NGO sector in Kenya and women are finding even opportunities in   the expatriate arena. This enabled them to execute their duty successfully. They send instructions cross the organization and the job gets done by the entire staff and this provides inspiration to continue performing tasks required. This is in contradiction with the common notion as argued out by Fish and Wood (1996) that companies are often reluctant to send female expatriates, companies often express concerns about the woman's safety, isolation and loneliness (Hacrow,1999). The other like mind (Meckman , 2002) says' companies also hesitate to send women because they felt foreigners would be prejudice against women and those female managers could not succeed even sent abroad.

They study also indicated that due to conducive work environment in the NGOs sector in Kenya, the expatriate find it easy to make friends and socialize with Kenyans and the local staff in general and it has enabled them to easily adjust into Kenya society. One of the tool that has enabled expatriate to integrate so well, is the role of training interventions consider to nurture a 'strong', culture, or what Barlett and Ghoshal (1989, p. 175) calls the 'global glue' that counter balances the centrifugal forces of the decentralized operations and process. A particular process in this area has been the pre-departure training of expatriates to be 'inter-culturally competent'. Which refers to the ability of the effective manages to have both 'communicative competence'- that is to communicate both verbally and non- verbally with host country national and cognitive competence'. Which avoid the use of crude stereotypes to Judge people (Mabey etal.,1998). According to caligiuri et al.(2005, p.76), training interventions in the transnational MNC and to help managers , to think, work and behave synergistically across borders with people from diverse cultural backgrounds, and this has contributed to the success of the expatriate in Kenya. The study further supported that expatriates have adapted very well with the cultural beliefs of the locals and therefore are finding the locals very accommodative and supportive. The expatiate acknowledge pre-departure training prior to their coming to Kenya and on the job. Caliguiri (2000) add that the goal of CCT is to minimize "cultural shock" when on foreign deployment and the enhance the

managers" cross- cultural experience. In terms of behavior, the ultimate objective is to improve the functional skills of managers on "oversees" assignment. This made their work very easy and they are able to meet the goals of the assignments they were meant for. The work environment was also found to promote diversity among the employees that work with the expatriates. The expatriates indicated that they have the chance to bring in new ideas from their experience in other countries that locals value very much.

In order to prevent loneliness and balance family life with work, some expatriates have come along with their families to keep them company. They do this in order to get psychological support as family is a strong pillar in everyone's life. Fellow staff within the organization is also instrumental in helping them settle and cope with the culture shock they have found themselves in. Majority   relied on their colleagues at work to understand their new culture and find a fitting ground. The colleagues have been very supportive and cooperative whenever they need their assistance. The expatriates also pointed out on their experiences working in their countries as the source of strength, something that has seen them adjust quickly into the Kenya culture. The study further found that the expatriates had to seek the help of an interpreter when they had difficulty in communication at the beginning but then, they have grasped a bit of Kiswahili and English. According to (Dolanski, 1997) for expatriates, language differences can become a problem during business transactions, where it is important to have clear communication. The local language may be very difficult to learn. Often the expatriate would be provided with an interpreter. However, in a high content culture, an interpreter may inhibit the international assignment. Therefore they have better coping ideas, with such strategies in place they have been able to ensure that the locals fully understand them and therefore their management styles are not in conflict with the local styles.

4. Conclusion

The study was to determine whether the expatriates found a fit between the Kenyan culture and that of their parent country. The survey data and the interviews of expatriate on assignments in NGOs in Nairobi, Kenya were examined to a ascertain if their responses   support Person- Environment fit and culture shock theory of adaptation .In theory ,varied cultural context requires selective use of parent country nationals and host country nationals across staffing decisions. In practice, however expatriate selection appears to be more a matter of good luck than good management.(Anderson , 2005, p.580). In addition, because the locus of decision –making is embedded in the local culture and norms where the NGOs office located, expatriate staff at the company's head office may have little idea what culturally derived expectations are needed to "fit the local context (Gamble, 2003). It is fascinating that the study support countering one-myth studies by Adler (1987), Taylor, and Napier (1996) found there were no significance differences between male and female expatriates in their performance, even in male dominated cultures. The study further revealed on proper use of training and development interventions played a key role in nurturing a strong a culture that enabled expatriate succeed in new assignment. Such as language training: improved communication that enhanced their management styles in conjunction with the locals. International assignment rotations with coaching enabled the expatriate to develop a deep appreciation for the challenges of working in another country which of course increases global leadership competencies. While diversity training helped the expatriate to increase ability to understand and appreciate the locals who are also motivated to work with them to achieve a common goal. On the other hand, the research findings support Fish and Wood (1996) who stated the different in cross-cultural settings and applying it within the role of an expatriate and organization structure may assist in the better adjustment for the expatriate and better acceptance by the local employees.

 Additionally, the future studies could focus on asking expatriates supervisors about the level of performance and productivity of expatriates in relation to their adjustment as this would generate best result. In conclusion, the study therefore recommends that since these expatriates seem to have integrated well into Kenya society, they can be great source of strength to those who are taking up new assignment in this country Kenya. In

addition, they are source of transmission of management 'know how'. This makes them a strong pillar as the local employees' rely on their explicit and tacit knowledge to manage NGOs even after expatriate repatriation. In regard to this the government should embrace the widespread practice as they supplement and complement the government effort and come up with documentation targeting expatriate employees in the NGO sector and MNCs in Kenya.

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