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**FACTORS INFLUENCING EXPATRIATES CULTURAL ADAPTATION IN
NONGOVERNMENTAL ORGANIZATIONS IN KENYA: A CASE OF KENYA RED
CROSS SOCIETY**

BY

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER
OF ARTS IN PROJECT PLANNING AND MANAGEMENT OF THE
UNIVERSITY OF NAIROBI**

2013



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DECLARATION

This research project report is my original work and has not been submitted for examination to any other university.

Signature í í í í í í í í í í í í Date í í í í í í í í í í í í í .

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L50/7317/2006

This research project report has been submitted for examination with my approval as the University supervisor.

Signature í í í í í í í í í í í í Date í í í í í í í í í í í í í .

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DEDICATION

This research project report is dedicated to my parents, Solomon Daudi Galgallo and Mary Dawe Solomon, who made me be whom I am today and more so, to my father who never got tired of talking to me on the value of education even long after I became financially independent.



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ACKNOWLEDGEMENTS

I thank God for providing me with an opportunity, strength, health, knowledge and favor to complete this research project. I appreciate my supervisor, Prof. Christopher Gakuu, without whose guidance and supervision, this project report would not have been accomplished. Finally I would want to acknowledge the role played by my colleagues and lecturers at the University of Nairobi while pursuing this Master's degree. Thank you and God bless you all.

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DEFINITIONS AND ACRONYMS

CT: Cultural Training

CCT: Cross Cultural Training

ICRC: International Committee of the Red Cross

IPR: Intangible Particularistic Rewards

IHRM: International Human Resource Management

KRCS: Kenya Red Cross Society

MNCs: Multinational Corporations

NGO: Non-Governmental Organization

SPSS: Statistical Package for Social Science

US: United States

USIU: United States International University



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ABSTRACT

The increasing globalization of the world requires new measurements for businesses if they are to succeed in the international market. Cultural gaps have a great effect on the difference between living and working in one's home country and abroad. The study was based on expectancy and motivation theories, which states that international migration depends on standard components of individual capital as age, gender, education, skill, experience, marital status, as well as on personality features (ambition to succeed, entrepreneurial spirit, or a willingness to take risks by changing language, culture, and social environment). The research objective of this study was to determine factors influencing expatriate cultural adaptation at the Kenya Red Cross Society. The research design employed in this study was descriptive survey design. Data was collected from the expatriate Executives, Managers and Supervisors in the organization using questionnaires. Data was analyzed using descriptive statistics whereby frequencies, percentages, mean and standard deviations, generated from the various data categories were computed and presented in tables. The study established that the most significant aspects of cultural training were 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. The study established that majority of the respondents stayed with their spouse/partner during the assignment. This depicts that the majority of the expatriates valued their families and thus opted to stay with their spouses/partners during the assignment to enhance the cultural adaptation. The study established that reward and compensation affect expatriate adaptation to a great extent. The study recommends review of the existing policies



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...ion of the expatriates with a view to ensure that they meet the prevailing international markets rates to retain the expatriates in the organization. The study also recommends that the organization should offer a high quality cultural training to the expatriates coupled with efforts of integration with the local community to maximize their cultural adaptation in Kenya.