Acculturation in terms of global mobility

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* 1. Introduction

Acculturation in terms of global mobility reflects an employee's relocation process and subsequent adjustment to elements of the Host country's culture (Hutchings, 2022). The result of acculturation could be presented as a successful performance of work or accomplishment of an assignment. The performance of cross-border activities is an irreplaceable part of enterprises' daily operations (Berry, 1977). The trend of performing activities on a cross-border level keeps rising — not only due to globalization and the related expansion of multinational companies' operations but also due to the recent turbulent changes reshaping the world labor market (e.g. global COVID-19 pandemic, climate changes, Russia's invasion of Ukraine).

Cross-cultural interaction can represent boundaries that will in some way divide our world (Meyer, 2015), but it could also be an advantage. Nowadays, the high level of an individual's cross-cultural competencies entails competitive advantage (Daher, 2019) and could be exploited in the internal multinational company's labor market or even external, global labor market. Also, a satisfactory level of acculturation not only helps the process of work adaptation but also supports the high-quality work performance of an employee (Cui & Awa, 1992), avoids conflicts (Dong et al., 2022) or frustration of the expatriates during their assignment (Grill et al., 2021).

No matter whether the employee works in a team consisting of foreigners, interacts with foreign clients or is being individually relocated to another county (bringing another level of varieties in terms of relocations set-up or duration of assignment), the employee will have to interact with representatives of another culture. That brings a challenge of being capable of going through the process of adapting to an interaction with the representatives of a different culture. Therefore, the objective of this paper is to address how the concept of acculturation has developed until today and how is connected with the current models of expatriation.

2. Literature review

The importance of understanding the process of acculturation is now higher than ever. As Rudmin (2003) admits, acculturation happens everywhere, as there are "no contained societies or protected people isolated from intercultural contact or ex-

empt from cultural change". To evaluate whether the models of acculturation are still valid nowadays, it is necessary to first turn to the history of this field to gain desired distance and understand contemporary research. Afterwards, we will focus on an explanation of the process of acculturation in terms of global mobility relocations.

The roots of acculturation were laid in the times of antiquity either by Sumerians, whose written codes come from 2730 B.C. and included rules protecting traditional cultural practices (Gadd, 1971) or by Egyptians, who performed Nubian assimilation practices in the second millennium B.C. (Raue, 2022). The concept of cultural integration was further developed by Hammurabi in 1780 B.C. via the code of law, including an explanation of cultural integration between Sumerians and Semitics and related penalties (Johns, 1910). Other examples of legal documents, including principles of acculturation, could be presented, but the first person who argued that acculturation has several types and suggested different policies was Plato (1996) — in his studies, on the one hand, proposed to minimize the cross-cultural interaction, on the other hand, argued to not isolate the inhabitants from aliens.

The term acculturation was used for the first time in 1880 by ethnologist John Powell (1900) as a term describing ethnic similarities occurring during contact with different groups and explaining changes in Native American languages. The first researcher to introduce the concept of the acculturation process in 1904 was psychologist G. Stanley Hall (Rudmin, 2003). Still, the first complex psychological theory is considered the theory of Thomas and Znaniecki (1958) from 1918 (Rudmin, 2003). The observations of an individual's acculturation continued to be researched by psychologists during the following years (Bartlett, 1970; Beals, 1932), but the massive contribution in the first half of the 20th century to the further research of acculturation belongs mostly to American anthropologists, who started to focus on changes caused by interaction among cultures as a group

(Bartlett, 1970; Boas, 1920; Chamberlain, 1891; Park, 1928; Redfield et al., 1936; Thomas & Znaniecki, 1958). The early research focused on analyzing the acculturation of natives and reconstruction of native cultures (Boas, 1920; Devereux & Loeb, 1943; Chamberlain, 1891; Mead & Straub, 1943; Parsons, 1932; Sokolskaya & Valentonis, 2020; Thurnwald, 1932). The importance of such research was obvious — acculturation was during the initial research considered as a process of exchange between natives and developed societies like Western culture, and as Mannoni (Vatin, 2011) explains, some elements of home country culture were easily adopted by the natives, while some — to the interest of researchers, were firmly rejected (Markov, 1965), which brought the attention of the researchers due to significant amount of migrants in the United States from all countries around the world (Bertossi et al., 2021; Henderson, 2011; Hsu, 2000).

Along with anthropologists and also ethnologists like Mead (1943), Stonekvist (1935), Herskovits (1941), who slowly began to focus instead on the cultural masses to process of an individual, especially highlighted by Theodore Graves (1967), acculturation also became an interest of social science researchers (Gordon, 1988; Park, 1928; Strübing, 1997). The initial goal of the research was to understand the interaction between the minority and the dominant culture, predicting that the representative of the minority will accept the dominant culture. Later on, the psychoanalytical concept of culture changed hand in hand with the concept of acculturation (Barnett, 1954), and more precise differentiation from other processes (e.g. enculturation or cultural diffusions) was introduced. Also, the idea of adding or subtracting elements of the Host country's culture replaced the opinion of universal acceptance of the dominant culture (Rudmin, 2003). The boom of the field occurred between the 1940s to 1960s, when the first overviews of the acculturation process and its history were introduced, and also a significant amount of new studies were published (Beals,

1951; Hallowell, 1945; Johnson, 1943; Lee, 1943; Weinstock, 1969). In the following years, the focus of scientists spread to the whole world, while the concepts and models started to adjust according to the trends of global mobility (Arnett, 2002; Berry, 1997; Del Pilar & Udasco, 2004; Kuo, 2014; Schwartz et al., 2010; Schwartz & Zamboanga, 2008; Tadmor et al., 2009; van Oudenhoven & Ward, 2013; Zhou, 1997).

One of the most discussed models is Berry's (1980) two-dimensions acculturation model presented in 1980, which displays how open the immigrants are towards a new culture based on their acceptance of the Host culture — (phases described as integration, separation, assimilation, and marginalization). Another of the most popular explanations of the acculturation process was the process of cultural shock presented by Oberg (1954), who generalized the "honeymoon-crisis-recovery-adjustment model". Lysgaard (1955) presented the "U-curve" model with phases "honeymoon-shock-recovery-adjustment". The model was further upgraded to the letter "W" (Gullahorn & Gullahorn, 1963). The "W" shape represents two connected U-periods, the first representing the initial culture shock when moving to the Host country, the second the reverse culture shock when the individual returns to the Home country. Hofstede describes the acculturation curve as four stages of the process: euphoria, culture shock, acculturation and adaptation (Hofstede et al., 2010). Another field of interest represents a topic of conflict during acculturation (Dong et al., 2022) and dividing factors of acculturation into three groups: individual, organizational and environmental (Selmer, 1995).

Nowadays, the process of acculturation is recognized as an essential part of intercultural psychology, which deals with an exchange between representatives of equal cultures, but is also recognized as part of health science (Rudmin et al., 2016). However, recent researches show that the acculturation process should be considered an interdisciplinary field (Sokolskaya & Valentonis, 2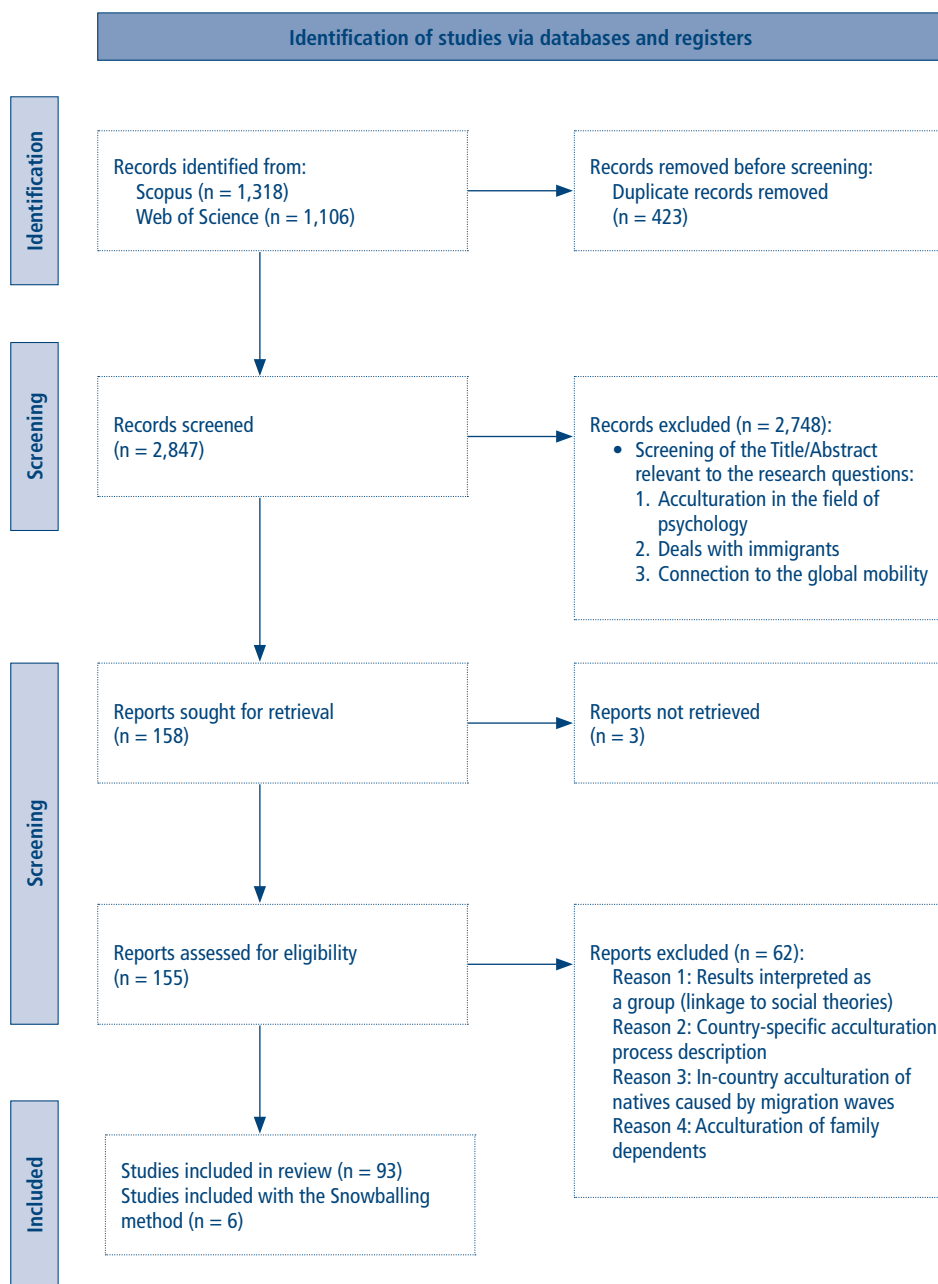020) connecting various disciplines. Due to the neutral meaning of the term, Sokolskaya and Valentonis (2020) suggest precise usage of the term by adding the adjective explaining the type of acculturation as various processes of acculturation exist and are used among various disciplines (e.g. linguistic acculturation, legal acculturation, religious acculturation, online acculturation, political acculturation, ethnic and psychological acculturation).

3. Methodology

As the fundamental concept of the paper was to provide an in-depth yet comprehensive overview of the current state-of-the-art acculturation process in terms of global mobility, it was necessary to perform a detailed, systematic literature review based on Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) guidelines of the 2020 statement (Page et al. 2021) (Fig. 1) and a review papers by Quraishi, Parija and Kate (2018) and Blair (2016). The review covered a historical overview of the development of the discipline, so after finding out when the term was presented for the first time (1880), the period of reviewed sources was set from 1880 until 2023. For the purpose of organizational management and processing of the literature data, an open-source application Zotero was used (Zotero, n.d.).

To carry out the systematic literature review using PRISMA methodology, first, we started with a search using Scopus and Web of Science (WOS) databases with the focus on peer-reviewed academic papers published in English in the time frame mentioned above. The process of papers identification began with a quest for a general exploratory index terms to screen articles connected to the acculturation, global mobility and immigration. Twelve trial rounds were performed in order to outline an appropriate number of papers found based on determination of parameters used for the literature research. The meaning of using index terms was to improve the accuracy and efficiency of searches, while providing a standardized termi-

Figure 1 » *PRISMA flow diagram*

Identification of studies via databases and registers

Identification

Records identified from:
  Scopus (n = 1,318)
  Web of Science (n = 1,106)

Records removed before screening:
  Duplicate records removed
  (n = 423)

Screening

Records screened
(n = 2,847)

Records excluded (n = 2,748):
• Screening of the Title/Abstract
  relevant to the research questions:
  1. Acculturation in the field of
     psychology
  2. Deals with immigrants
  3. Connection to the global mobility

Reports sought for retrieval
(n = 158)

Reports not retrieved
(n = 3)

Screening

Reports assessed for eligibility
(n = 155)

Reports excluded (n = 62):
  Reason 1: Results interpreted as
  a group (linkage to social theories)
  Reason 2: Country-specific acculturation
  process description
  Reason 3: In-country acculturation of
  natives caused by migration waves
  Reason 4: Acculturation of family
  dependents

Included

Studies included in review (n = 93)
Studies included with the Snowballing
method (n = 6)

Source: modified from Page et al., 2021

nology that enables users to retrieve relevant articles more easily (Tarique et al., 2022; Lazarova et. al, 2021). An additional three trial searches were executed also in the following Searching citation indexes: InCites and Journal Citation Reports to confirm the index terms display similar outcome. The following index terms were used:

1) SCOPUS: Index terms ("Acculturation" AND "Adjustment" OR "Adaptation") AND ("Global mobility") AND ("Immigration")

2) WOS: ("Acculturation" AND "Adjustment" OR "Adaptation") AND ("Global mobility") AND ("Immigration")

The two final searches from SCOPUS and WOS returned 1,318 and 1,106 papers respectively. In the second phase, we performed a removal of duplicate papers (423), so in total 2,847 papers were selected for further screening.

The search was divided to two main phases: the first one — screening of the titles or abstract and the second — the assessment of the single full texts. First, we included the papers published in journals related to global mobility, immigration and cross-cultural management (Journal of Global Mobility, Cross-cultural & Strategic management, International Journal of Intercultural Relations, International Journal of Cross-cultural management, International Journal of HR Management and Journal of International Migration and Integration). The previously mentioned non-exhaustive list of journals represents an area of interest as well as desired benchmark of quality. Furthermore, we also included papers published in journals that were not linked to this field as the history of the acculturation has its roots originally in the social discipline. The title and abstract screening of the selected papers was performed to evaluate the relevance to the research questions of this study.

Inclusion criteria were aimed at identifying those papers that gave relevance to process of acculturation in the field of psychology, while dealing with the topic of immigration and global mobility. When this information was not available in the abstract, the methodology section of the paper was checked. This thus yielded a total of 158 records, of which only three were not retrieved. The initial phase of research also revealed that terms adaptation and adjustment are often used along with the term acculturation or are used instead of the term acculturation. Therefore, we included all papers, which also explicitly included also a term adaptation or adjustment along with the term immigration and global mobility.

Finally, we undertook the Full Text Review with specific focus on the methods, results, and discussion and excluding those paper that did not add any value to the study's research questions. To focus on specific area of acculturation process in terms of global mobility, the research was limited based on the exclusion criteria. As excluded was the acculturation process based on social theories due to focusing on groups instead of individuals as proposed by Rudmin (2003), who argues that groups share same values, attitudes and habits creating hurdles for acculturation process. Further excluded criteria were: country specific acculturation process descriptions (e.g. Cross cultural change: UK to USA) the acculturation process of natives of the Home country caused by immigrants (e.g. due to migration waives) and acculturation process based on other reasons than moving in terms of global mobility (e.g. acculturation process of refugees or students). Due to objectivity and general validity, excluded was also the acculturation process of an expatriate's dependents. Due to the exclusion criteria, the number of available sources was reduced significantly, so the final number was 93 papers, to which 19 articles were added using a snowballing procedure (total 99 papers). Based on the research outcome we then proceeded with the content analysis.

Attention was given to the papers published in the following journals with the key focus on the past ten years: Journal of Global Mobility, Cross-cultural & Strategic management, International Journal of Intercultural Relations, International Journal of Cross-cultural management, International Journal of HR Management and Journal of

International Migration and Integration. We included papers that presented different topics from the previous selected articles, such as the frequently cited ones (Berry, 1977) establishing the field of study, as well as the ones, which relevantly extends the exploration of other topics that needed further analysis (Strzelec & Przytuła, 2017).

4. Results and discussion

4.1 The current concept of acculturation applicable to global mobility relocations

The acculturation process, also widely known as cross-cultural adjustment or intercultural adjustment, represents a process of interaction between at least two representatives of a different culture. One of the oldest definitions considers acculturation as a process of cultural change initiated once representatives of different cultural areas begin to interact mutually and are in permanent contact, resulting in interpersonal changes in both representatives' cultural models (Redfield et al., 1936). Sam and Berry (2006) also find acculturation as a process of accepting cultural elements but distinguishing between individuals and groups. The process of adjusting to another culture covers economic adaptation, socio-cultural adaptation and psychological adaptation (Vihari et al., 2022). While the majority of the authors find socio-cultural adaptation as a critical part of the process of acculturation, some authors do consider other aspects as more significant. For example, Hindriks (2015) finds the political aspect of acculturation as the most important one and adds that this aspect is, by the researchers, usually mostly ignored. Moreover, some authors use it for the process of adjusting to a different culture, besides the term acculturation, a term cultural orientation or ethnical identity. While acculturation should be understood as a process including a result (adaptation to the host culture), Tsai et al. (2000) finds cultural orientation as a term to use for coping with certain

aspects of different cultures without the adaptation phase. In contrast, ethnical identity rather relates to a sense of belonging to one culture and the respective changes within this group (Fishman & García, 2010), so it can be actually changed as a result of the acculturation process (Liebkind & Jasinskaja-Lahti, 2000).

The originality of each person, combined with an estimate of Price's Atlas of Ethnographic Societies existence of approx. 3814 cultures (Foley & Mirazón Lahr, 2011) could create an impression that the acculturation process could be unpredictable. To predict the process steps and, most importantly, the result of acculturation, hundreds of models have been introduced over the past years by researchers worldwide among various scientific disciplines. Despite the complexity, the models are usually categorized according to four factors. The first categorization of models is based on the scientific background — models constructed based on social, anthropological, psychological, or cultural theories. Within the scope of psychology, the models are often further divided into categories depending on the level of acceptance of the host culture, models operating with a combination of partial acculturation and partially maintaining the own cultural identity, models explaining acceptance of the dominant population and its culture and models emphasizing acceptance of host culture (Snauwaert et al., 2003). Models based on anthropology emphasize the importance of a language as an element transferring cultural values (Guarnaccia & Hausmann-Stabile, 2016) and also lay on the process to the broader social scale, including operations of an individual in the ecological and economic area. Another selection of the models proceeds via the determinants affecting an individual's process of acculturation — the categories are as follows: 1. models based on personal feelings (positive/negative scale) or stress, 2. models based on personal experience and teaching process, 3. models based on changing the locations. Besides the models explaining the determinants, the prediction of one's acculturation process can

also be based on the cultural distance concept, as the relation between acculturation and cultural distance has been proved. The concept points out the importance of comparison of Home and Host country cultures as the more distant the cultures are, the more complex the acculturation process could be (Geeraert & Demes, 2014).

Global mobility refers to a company's workforce's ability to move and operate worldwide. It represents a vital HR function of multinational companies, enabling employees based in one country (Home country) to perform their job in another part of the world (Host country). Nowadays, employees can work in various settings, starting from the standard concept of in-office work followed by variations of digital work. Digital work can be performed occasionally as so-called remote work, enabling the employee to work partially from the employer's office and partially in a home office set-up. The other setting, known as a digital nomad, allows the employees to work from anywhere. The last type of current setting is a hybrid of previously mentioned types. Digital work represents only one reason why a company's employees are relocating from one place to another. Although the trend of "work from anywhere" keeps increasing, there are another two reasons why employees are relocated: company-based relocation and employee-based relocation.

Company-based relocation of an employee has multiple purposes: the employee is posted abroad as a business traveler to perform work in the scope of business trip activities or to provide respective services (the duration of such trips is usually restricted by national immigration, social security, and tax legislation). There are other reasons why companies post their employees abroad — to provide know-how and expertise transfer or execute the strategic function. Typically, relocations based on those reasons are long-term assignments based on a contract between an employee and a company. Another type of assignment, employee-based relocation, is usually based on common consent between the employee and the company on the

employee's further development and career growth. The relocations have various shapes — they are temporary or permanent, the relocation is intra- or inter-continental, and employees are posted to the entities within the same company group or to customer premises, or even offshore work. No matter the type of relocation, it is expected that the trend of working abroad keeps rising due to many reasons — for example, by 2025, 75% of the workforce will be represented by millennials, whom 59% wish to work across the boarders (Das & Wagenfeller, 2021). All in all, global mobility is the crucial element changing the acculturation process these days due to the new settings in labor law standards in connection with the changes in immigration.

4.2 Current expatriation models and the connection to the concept of acculturation

Global mobility of the workforce has become more complex nowadays. Traditionally companies performed an ethnocentric approach (based on the Perlmutter EPRG model) (Perlmutter, 1969), characterized by the dominant perspective of headquarters. The staff transfer was one-directional, from headquarters to the subsidiary when a home-country employee, the expatriate, was transferred to a host country in order to help transfer know-how, supervise and develop the subsidiary or to pursue a career development of the individual (Caligiuri & Bonache, 2016; Edström & Galbralth, 1977). Typically, the expatriate was a male, the only breadwinner who was easily followed by his spouse to the new location. The pre-departure assessment and training were organized for both the manager and the whole family. Moreover, the company provided financial compensation for relocation, housing allowance, tax optimization, tuition for children and the "hardship" premium for less favorable locations. However, the effort often resulted in the early return of the manager and family.

Currently, corporations are using a wider variety of global staffing in mobility formats transferring employees to and from the headquarters so that transfer know-how, fill in skills gaps, learn about operations at different locations, launch projects, improve the individual's organizational/ managerial development, and transfer corporate culture.

Even though expatriates still move globally, it is harder to relocate them as more couples tend to be double-career ones. While expatriates relocate for long-term assignments (1 year and more), there emerged new players that are intended for a shorter time period, such as inpatriates, flexpatriates, and sojourners. This flexibility allows companies to fulfill the flexible needs of the company as well as decrease costs. Inpatriates are employees of MNC originating from the subsidiary that are transferred to the company's headquarters. Inpatriates usually visit headquarters for several months (Caligiuri & Bonache, 2016). Their assignments range from participating in a project, filling a position, sharing and acquiring tacit knowledge and acquiring managerial experience (Harzing, 2001).

Flexpatriate is defined as "an employee who undertakes frequent international business trips but does not relocate" (Mayerhofer et al., 2004). Flexpats are primarily located in their country but travel for assignments of up to 3 months (Pate & Scullion, 2018). Their assignments are much cheaper for the MNC than expatriate ones. However, there are many challenges on the shoulders of flexpatriates and their managers. The flexpatriate assignments are often communicated on very short notice; flexpats suffer from challenging work-like balance and frequent isolation from family and friends. In addition, there is no formal cross-cultural preparation like in the case of expatriates. Therefore, they face a certain higher level of stress (Baruch et al., 2013; Mayerhofer et al., 2011; Meyskens et al., 2009).

Sojourners are better positioned than flexpatriates, as they go abroad for a specific predefined purpose and time period, and then return. The key groups of sojourners include expatriate workers (executives to low-skilled laborers), employees of international not-for-profit or non-governmental organizations (NGOs), military personnel, tourists, and international students (Sam & Berry, 2006). Each group differs in purpose (enjoyment as a tourist, intellectual stimulation as a student, to hard work as military personnel), time period (from several weeks to several years), planned depth of interaction with locals (from loose contacts to intense relationships, repeated over time) (Sam & Berry, 2006). Furthermore, some other new formats of workforce mobility arose as self-initiated expatriates (SIEs), expat-preneurs, and non-traditional groups of expatriates.

Self-initiated expatriates (SIEs) are independent workers or professionals who pursue working abroad without their employers' support. When analyzed by professions, SIEs represent a wide range of international employees keen on acquiring foreign experiences (Inkson & Myers, 2003; Myers, 2011), young graduates (Goštautaitė et al., 2019; Tharenou, 2003), teachers of English (Fu et al., 2005), scientists and academics (self-initiated academic expatriates (SIAE)) (A. Isakovic & Forseth Whitman, 2013; Harry et al., 2019; Hutchings, 2022; Maharjan et al., 2022; Richardson & McKenna, 2003), volunteers (Hudson & Inkson, 2006), nurses (Bozionelos, 2009; Rosa González et al., 2021; Yusuf & Zakaria, 2020), physicians (E. Nolan & Liang, 2022; E. M. Nolan & Morley, 2014), business professionals and specialists (Mohyuddin et al., 2022; Scurry et al., 2013) and low-skilled workers (Holtbrügge, 2021). Self-initiated expatriates can be categorized into foreign executives in local organizations, local foreign hires, Expat-preneurs (people moving across borders to engage in entrepreneurial activities and opportunities), self-initiated corporate expatriates, and third-country nationals (Strzelec & Przytuła, 2017).

Given the rising attention to diversity, equity and inclusion in corporations, there can be expected the rising role of the non-traditional groups of

Table 1 » *Mobility trends*

		Traditional approach (1960s to the late 1980s)	Modern approach (1990s to present)
Changes in the strategic deployment of expatriates	Reasons for expatriation	Control of subsidiaries	Knowledge transfer around MNC
		Fill gaps for skills unavailable in host countries	Professional development of global leaders
	Typical mobility flow	One-directional flow from headquarters to subsidiaries	Mobility in all directions (e.g. lateral moves, reverse expatriation)
		Mostly from large US, European, and Japanese headquarters	MNCs from emerging market and developing countries
	Dominant perspective	Headquarters' perspective was dominant	Multiple perspectives (headquarters, regional, local) are considered
Changes in assignment types	Duration of assignments	Relatively long assignments (two- to four- year period)	More traveling and short-term assignments
	Employment modes	Relational contracts	Relational and transactional contracts
	Initiating the global experience	The company requests employees to relocate	The company posts open requisitions for international assignments
			The employees request opportunities for international assignments
Change in the profile of expatriates	Gender	Male executives	More female expatriates
	Age and level	Middle-aged	All ages
		Senior level managers and executives	From all levels in the organization
	Other	Single-income families	Dual career couples (including female breadwinner)
		Non-working spouse + children	Multigenerational expatriate families (elderly parents)
			Non-traditional expatriate families (single parent, split family, blended families (e.g. step children), families with children adopted overseas (expatriate adoption), children with special needs, gifted children, etc.)
			LGBTIQA+ expatriates

Source: Caligiuri & Bonache, 2016; Hutchings, 2022; McNulty & Hutchings, 2016

expatriates (NTEs) that includes female expatriates, various types of expatriate families, LGBTIQA + expatriates and their partners, older expatriates, younger expatriates (Hutchings, 2022).

There is no unified opinion regarding when the acculturation process begins and when it is completed. In general, there are three phases of relocation. Phase one is connected to the activities done before the relocation, phase two represents the start and the end of the assignment in the Host country and phase three is connected to the activities after arrival back to the Home country (known as repatriation) (Berry, 1977). Due to facing and interacting with representatives of the Host country, an expatriate is responsible for adequately understanding and accepting their culture's typical values and attributes. Thus, the acculturation process starts with the preparation phase before the relocation. After relocating to the Host country, there is an interconnection between the expatriate knowledge gained in the Home country and the clash with cultural elements that haven't been part of previous intercultural preparation. The potential clash between the Home country and the Host country's culture elements can be eased down by the previous visit of the Host country. Moreover, it has been observed that after repatriation, a person has to adapt back again to the culture in their Home country (Adler & Gunderson, 2008), so in order to smooth the acculturation process, it is recommended to visit the Host country before the assignment and also take some time to adapt after the arrival back to the Home country.

This overview is general, and as mentioned before, the acculturation process captured in the models or concepts of other authors could be divided into different phases. Also, attention could be given to personal and company preconditions. While the employee's acculturation can be predicted by evaluation of individual criteria, e.g., education, age, gender, cultural distance or religion, the company can affect the acculturation of its employee from two sides — from the Home and Host country perspective. Nevertheless, the critical compa-

ny's criteria could be corporate culture, type of company management style or the legal system in the country.

5. Conclusion

Prior to focusing on the acculturation process, it was not out of the question to first investigate the roots of the term acculturation and various concepts developed over the past years among the several disciplined. The analyzed papers most often provided a partial insight into the acculturation process and pointed out that their authors have adjusted or modified the models and concepts to extend or improve the theory. Rudmin (2003) also points out that researchers tend to refrain from building in or citing previous research or critiquing their earlier work. Similarly, Escobar and Vega (2000) refer to this as a "chronic process of reinvention". This fact caused a significant number of individual theories to evolve.

However, the concepts and models that evolved in the beginnings of acculturation research have been either remodeled during the upcoming years, adjusted, criticized, or simply lost their validity or haven't received any attention. It has also been observed that the researcher's culture impacts the creation of new concepts or models. The research was considering studies from Europe, US and Asia considering expatriates based or relocated within the above-mentioned continents as well the fact the expatriates usually conduct global roles in their job. To review the acculturation concept in terms of contemporary global mobility trends, we aimed to search for models which incorporate and thus would be able to evaluate at least one of the following parameters crucial for the acculturation of today's expatriates: 1. the model takes into consideration the phase after repatriation, 2. the model could be used for specifics of global mobility set up in relation to the reason of relocation either based on company or employee desire. The research showed although there was done more than 6 000 studies per decade since 2005 (Rudmin et al.,

2016), only several models matched the desired parameters.

The review of the research on the acculturation process from its beginning up to today confirms an increasing interest in the researchers operating in this field. The amount of peer-reviewed and published resources are significantly increasing. Their field of interest could be separated into two groups: research on the history and process of acculturation itself and the research on interaction or personal views and beliefs of particular (sometimes even minority) cultures while interacting with a representative of another culture.

Based on the above, we want to present the limitations and potential of future research. There exist only extremely limited amount of expat mobility including any of African countries as Home/Host country. For the rest of the continents, there are only limited studies on new types of expatriates given there is wide range of their motives and occupations. Furthermore, many self-initiated expats are potentially hidden due to no involvement of company in the relocation. While evaluating the group of expatriates, it was concluded there is huge of space of needed research of non-traditional groups of expatriates (e.g., female expatriates, LGBTIQA+ expatriates) as they still are not covered in the research as traditional expatriates. Future research should focus on the specifics of the process of global mobility in comparison with the family life of expatriates. Moreover, the focus should be given to the expatriate-women. Also, the researchers should take into consideration new trends in global mobility like international mobile work, allowing an employee to work from the Host country while interacting daily with the Home country employees, inclusive workplaces, intercontinental rotation programs of multinational companies or a deeper look at foreign service employees frequently providing cross-border services globally. Lastly, it is now important more than ever to offer an attractive relocation program to attract talented employees, which have to be searched within the whole range of population in order to onboard professionals, but also to ensure sustainable work environment.

Despite the complexity, the models are usually categorized according to four factors. The first categorization of models is based on the scientific background — models constructed based on social, anthropological, psychological, or cultural theories. Within the scope of psychology, the models are often further divided into categories depending on the level of acceptance of the host culture, models operating with a combination of partial acculturation and partially maintaining the own cultural identity, models explaining acceptance of the dominant population and its culture and models emphasizing acceptance of host culture.

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Acculturation in terms of global mobility

ABSTRACT

Global mobility of employees is an inherent part of a multinational company's daily business operations and can have various shapes. Business interactions can connect employees with different cultures; seconded employees need to acquire a certain level of adaptation. The process of adapting to a different culture is known as acculturation. The systematic literature review was performed in accordance with the PRISMA methodology, followed by a content analysis of the results. The aim of this paper is to review the state of the art of acculturation in terms of global mobility and introduce consolidated overview of current types of typical expatriation models. The initial part of the review presents fundamental concepts and definitions of acculturation. Based on that, the critical phases and elements are elaborated in detail, and emerging trends of expatriation are presented in order to reflect how intertwined the model of expatriation and concept of acculturation are. The following passage provides the reader with the possible section for further development, as the importance of acculturation keeps rising in the context of globalization and current world events.

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