Expatriates in Luxembourg: How to Cope with Cultural and Linguistic Specificities?

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**Abstract:** The purpose of this research is to investigate how expatriates, their spouses and family coming for work to Luxembourg, can cope with cultural and linguistic specificities. It further investigates, how, with increasing global mobility, the cultural and linguistic characteristics of Luxembourg may influence the tendency of human resource management (HRM) specialists in Luxembourg to utilise social networking technologies (SNT). Two hypotheses are offered. Regarding cultural dimensions and linguistic specificities, the author hypothesizes that the reluctance to use SNT is related to Luxembourg’s high score on ‘Uncertainty-Avoidance’ and that Luxembourgish language is used as an identifier. The originality of this research lies in its usefulness for expatriates, global managers, in their attempt of integration into Luxembourg. The methodology consists first of a profound literature review in global mobility, in HRM and SNT, second: interviews in 41 companies and case studies in 2 companies, and third: questionnaires in 1 company providing 134 filled-in questionnaires, evaluated in SPSS. Findings are: first: Luxembourg has a high level of “Uncertainty-Avoidance”, “Long-Term-Orientation” combined with “Happiness”, second: HR managers are reluctant to using SNT, keeping practices surprisingly mainly unchanged. Limitations are the comparatively small sample size, the data collected mainly in 2010, questionnaires collected only in one company, and the lack of a strong theory linking culture and happiness. Discussion, Implications, Future Research and References follow.

**Key words:** global mobility; expatriates; human resource management (HRM); social networking technologies (SNT); cross-cultural management; Hofstede’s cultural dimensions

**JEL code:** F

1. Introduction

The purpose of this study is to explain to expatriates, their spouses and family coming for work to the Grand Duchy of Luxembourg, how to cope with the specific situation in Luxembourg and how to be successful in multilingual and multicultural Luxembourg. With the increase of global mobility, expatriates are trying to cope with the cultural and linguistic specificities in Luxembourg (Schinzel, 2015c), especially in the Human Resource domain. The impact of social networking technologies on human resources practices in Luxembourg are analyzed among the cultural pattern of Luxembourg. Worldwide, digital social networks like LinkedIn, Viadeo, Xing, Facebook and Twitter have revolutionized human resources practices, not so in Luxembourg. Hofstede’s

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dimensions of culture are discussed: “Individualism/Collectivism”, “Power Distance”, “Masculinity/Femininity”, “Uncertainty Avoidance”, “Long-Term Orientation/Short-Term Orientation”, “Indulgence versus Restraint” and “Monumentalism”. The hypothesis is discussed that this reluctance to use social networking technologies is founded in Luxembourg’s high score on “Uncertainty Avoidance”. Also the fact, that the Luxembourgish language, a challenge for all expatriates, is used as an identifier in the Grand Duchy, might represent a brake to the extent of the use of social networking technologies. HR practices have a historical background and have developed throughout the years. While standard HRM was for a long time exclusively about HR administration, it is nowadays still about HR administration but also about recruiting and staffing best practices, talent management, and more and more about communication, social networking technologies and e-HRM. The research question is: how can expatriates integrate in Luxembourg, and how do cultural specificities impact the use of social networking technologies and human resource practices in Luxembourg? Interviews, questionnaires and case studies are performed in 41 companies in Luxembourg. Results are presented. Conclusion and references follow.

2. Global Mobility

Globalization of business intends global mobility of people. These people move from one country to another, moving their entire family and homes, taking on responsibilities and encountering challenges never thought of (Brookfield, 2011). Cross-national collaboration (Hinds et al., 2011) is increasing, bringing increasing complexity, fragmentation (Tharenou, 2005) and employees’ careers challenges, given the intensity of global mobility and repeated staff transfers (Shaffer et al., 2012).

Most expat destinations are the United States, China, and the United Kingdom (Brookfield, 2011). Despite some recent research, there is a lack in knowledge concerning expatriation, especially in small, so far unexplored countries, such as the Grand Duchy of Luxembourg. This research intends to provide information both for companies and individuals, facilitating the expatriation process into Luxembourg, providing insight into Luxembourg’s special culture and language and its specific Human Resource management practices, especially in the use of social networking technologies.

The existing literature is investing into research of short-term international assignments in multinational companies facing cost issues together with rising staff mobility, including short-term, commuter, rotational, contractual and virtual assignments (Tahvanainen et al., 2005). It is also researching into career choices, challenges and career consequences associated with corporate global employees — flexpatriates, short-term assignees and international business travellers (Shaffer et al., 2012). When staffing global positions, challenges arise through the manageability of multiculturalism (Harvey et al., 2011), trust — affective and competence-based — helps subsidiary acquiescence to headquarters. Intercultural aspects of collaboration across national boundaries are researched by Hinds et al. (2011) using social networks and technology to illustrate how cultural differences generate different behaviour, explaining potential incompatibilities in the global workplace. This shows that the complexity of global staffing in expatriate assignments is mostly underestimated and more strategy is needed for global staffing (Collings et al., 2007; Welch et al., 2007). Work-family conflict, psychological turbulences in international assignments and exacerbating effects of the expat-commitment are more complex than generally estimated (Shaffer et al., 2001).
3. Dimensions of Culture

Geert Hofstede (1980), in his monumental research on culture at IBM, has instigated worldwide research efforts. Culture has been found to have dimensions, the question is not if, but how many. Hofstede initially came up with four dimensions — Individualism versus Collectivism, Uncertainty Avoidance, Power Distance, and Masculinity versus Femininity. He later added a fifth dimension, Long-term versus Short-term Orientation (Bond & Hofstede, 1983), and has just added a sixth dimension — Indulgence versus Restraint (Hofstede, 2001) and together with Minkov (2011) is about to add a seventh dimension — Monumentalism.

Hofstede (1980) defines culture as the “collective programming of the mind which distinguishes the members of one human group from another”. Hofstede defines Uncertainty avoidance (UAI) as “the extent to which people feel threatened by uncertainty and ambiguity and try to avoid these situations” (Hofstede, 2001). He defines Individualism (IDV) as “people looking after themselves and their immediate family only, versus people belonging to in-groups that look after them in exchange for loyalty” (Hofstede, 2001). The individualism/collectivism cultural dimension has been researched in detail by Triandis (1995) dividing into four dimensions: vertical and horizontal individualism and vertical and horizontal collectivism. Power Distance (PDI) is defined as “the extent to which less powerful members of a society accept and expect that power is distributed unequally” (Hofstede, 2001). Masculinity/Femininity (MAS) is defined as: “the dominant values in a masculine society are achievement and success; the dominant values in a feminine society are caring for others and quality of life” (Hofstede, 2001). Hofstede (2001) defines Long-Term Orientation (LTO) as “the extent to which a society exhibits a pragmatic future-orientated perspective rather than a conventional historic or short-term point of view.”

Hofstede defines Indulgence versus Restraint (IVR) as: “Indulgence stands for a society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun. Restraint stands for a society that suppresses gratification of needs and regulates it by means of strict social norms” (www.geerthofstede.nl). Minkov defines Monumentalism (MON) versus Flexumility as: high pride, immutable identities, values, norms and beliefs (Minkov, 2011).

Today, Hofstede’s work is known, replicated, and also criticized. Some significant culture studies have followed Hofstede. They include culture research projects such as the Chinese Value Survey by Bond et al. (2004), the GLOBE by House et al. (2004), the European Value Survey and the World Value Survey by Inglehart (2008, 2011).

In 2010, together with his son Gert Jan Hofstede and Michael Minkov, Hofstede published “Cultures and Organizations, Software of the Mind, Third Edition”. In this edition Hofstede et al. surprised with a sixth dimension of culture titled “indulgence versus restraint”, or “subjective well-being” or “happiness constructs”. The influence of Minkov is not only felt by the addition of a seventh dimension of culture titled “Monumentalism”, but also Hofstede’s advice not to invest further in data collection, but to rather use secondary data, as Minkov (2010) who analyzed Inglehart’s data from www.worldvaluessurvey.org, has done.

This study takes on the second challenge of Hofstede’s criticism, namely, that national boundaries are not the best unit of analysis of studying culture, and uses the example of Luxembourg to demonstrate that language is a better identifier of culture rather than geographical boundaries of nations. It compares data collected in three subsidiaries of one company in Germany, France and Luxembourg, to demonstrate that Luxembourg’s dimensions of culture are not proxies for the average values found by Hofstede in France and Germany, but rather are unique and a result of Luxembourgish, which, along with French and German, is one of the official languages of the
Grand Duchy (Schinzel, 2014, 2015a, 2015b). Hence, the next section delineates background information about Luxembourg’s culture and language, followed by a set of hypotheses.

4. Culture and Language

The relationship between “culture and language” has been studied by Kashima and Kashima (1998), testing the use of first- and second-person singular pronouns (“I” and “you”) in correlation with Individualism, and by doing so correlating language and culture. The relationship between “cultural background”, “language”, “geographic region” and “ethnic identity” was researched by Taylor et al. (1973). Lewis (2006) specializes in research on “language programming” in relation with cross cultural leadership. Sherzer (2009) investigates the relationship between grammar and culture, where language conditions thought, perception and world view. Bi-culturals are able of frame by switching from one language to another (Briley et al., 2005; Hong et al., 2000). Language has been identified as a manipulator of consumers’ behaviour (Briley et al., 2005; Hong et al., 2000).

As argued earlier, Luxembourg with its special Luxembourgish language as well as other official languages, and its unique demand for the command of Luxembourgish as a condition for citizenship, provides an appropriate background for testing the role of language as an identifier of culture (Schinzel, 2013). Luxembourg’s language is described next, followed by the relevant hypotheses.

5. Luxembourgish Language

Today, 320,000 people are Luxembourgish native speakers. The Luxembourgish language (Spizzo, 1995) has become the discriminating factor to distinguish between those who are able to benefit from Luxembourgish citizenship and those who are not. Luxembourgish possesses the characteristics of a dialect, proven by the fact that there is no translation of the Bible into Luxembourgish. Luxembourgish is a spoken language and does not have a long written tradition (Spizzo, 1995). The language defines the in-group (Briley, 2005) and the out-group. Those who speak Luxembourgish are part of the in-group and those who do not speak the language are part of the out-group. Official documents are in French or in German. Mostly, French is used for bureaucratic issues, and German is used for the religious ceremonies. In order to benefit from all of the advantages of the Luxembourgish nationality one has to be able to speak Luxembourgish. Citizenship is only awarded to people who speak Luxembourgish (Spizzo, 1995). The language, therefore, provides access to the advantages and rights associated with citizenship.

Luxembourgish authorities are an example of long-term orientation; they were able to adapt and react to some of the crises in the steelmaking industry and in the banking system, always with the objective of guaranteeing stability and wealth for the people. It seems as if there was an invisible line of stability and wealth that was guaranteed throughout the centuries. Typical words for the national identity are wealth, privileges, and stability through the maintenance of the attractiveness of the country compared to neighbouring countries, because of its industry, its labor market, and its fiscal benefits, all key for the success of the country. Being part of this system and the feeling it gives is the glue of the country (Spizzo, 1995).

Following the description of Luxembourg’s culture, it is argued that Luxembourg’s dimensions of culture are not proxies for the average values found by Hofstede in France and Germany, but rather are unique and a result of Luxembourg’s language, which is also the official country language since 1984. The following hypotheses are offered:
Hypothesis 1: Native Luxembourgers scores on the Hofstede’s cultural dimensions PDI, UIA, IDV, MAS, LTO, IVR, MON are significantly different from the scores of non-native Luxembourgers in Luxembourg.

6. Human Resource Management

Human Resources Practices have a historical background and have developed throughout the years (Armstrong, 2009; Bratton & Gold, 1999) and with the changing world of work (Kraut & Korman, 1999). Twenty years ago, Human Resources Policies were mostly related to Administration (Mahoney & Deckop, 1986): salary, vacation, absence, work hours, headcount and accounting. In many companies, the accounting department was part of the Human Resources Department. Following this administrative trend, arrived a movement focused on motivation (Kuvaas & Dysvik, 2009). Human Resources became centred on motivation of employees, recruiting, training, evaluation, and recognition. More recently Human Resources (Gilley & Maycunich, 2000) is driven by communication (English et al., 2007; Bada & Madon, 2006), international HR (McLean & McLean, 2001), recruiting in the globalised HR world (Sparrow, 2007) and networking (Tixier, 2004; Slagter, 2009).

Standard HRM is about recruiting and staffing best practices (Ryan et al. 2003), talent management (Tansley et al., 2007), HR administration (Mahoney & Deckop, 1986), communication (Curtis et al., 1989) and e-HR (Lengnick-Hall & Lengnick-Hall, 2006).

Martin and Reddington (2010) are developing a model of e-human resources, focusing on the relationship between HR strategy, e-HR goals and architectures and positive and negative e-HR outcomes in their publication “Theorizing the links between e-HR and strategic HRM: a model, case illustration and reflections.” Following Scandula and Williams (2000) it’s about “Research methodology in management, and about current practices, trends, and implications for future research.” Collins and Clark (2003) make the link between strategic HRM practices and social networks to deduce as a result the increase of performance. Marchington (2008) sees the following topics as main HRM topics: absenteeism, job satisfaction and relational co-ordination, global HRM, job and role design, recruitment, appraisal, the HR business partner model, and the role of HR in international mergers and acquisitions. Kuvaas and Dysvik (2009) write about “Perceived investment in employee development, intrinsic motivation and work performance”. Scullion et al. (2007) published “International human resource management in the 21st century: emerging themes and contemporary debates.” Tixier (2004) asks “Does the evolution of the human resources practices imply the implementation of an information system?” Slagter (2009) sees “HR practices as predictors for knowledge sharing and innovative behaviour: a focus on age.” HRM research also goes into strategic HRM (Mäkelä et al., 2012) and control systems that might prevent managers from unethical behaviour, because it gives them a feeling of being treated fairly (Langevin & Mendoza, 2013).

7. Social Networking Technologies

Following Boese (2009); Cross et al. (2003); Cross and Thomas (2009), Fernandez et al. (2000), HRM standard practices and e-HRM (Martin & Reddington, 2010), digital social networks like LinkedIn, Facebook (Kirkpatrick, 2010) and Twitter have revolutionized human resources practices. Google has changed the way we see our world (Auletta, 2009) and changes our habits (Jarvis, 2009), and the internet does modify our brain (Carr 2010). Some even wish to make the internet stop (Zittrain, 2009). Due to the social technologies, we have to reconsider how we can live and win in a transformed world (Li & Bernoff, 2008), and how we interact in times of Facebook (Stengel, 2010), where the new digital generation grows up with naturally, contrary to the generations before them (Tapscott, 2009).
Historically, Barnes (1954) was the founder of the definition of social networks and his research dates back to 1954. This study was followed by works from Rees (1966) on information networks in labour markets, and by Milgram (1967), who tested the “small world”. De Schweinetz (1932) was the forerunner of economists and sociologists who distinguished between the formal and the informal methods used to find a job. Granovetter (1973, 1985, and 1995) studied the informal methods of finding a job according to him, discovering the “forces of the weak ties”. 


Sammartino McPherson (2009) describes Tim Berners-Lee (2000) who imagined a world wide web, encouraging social interactions, giving people without huge technical competences and knowledge the possibility to publish online content, free of charge, unlimited in space and time and the opportunity to interact with others. 

The research paper from Hasgall and Shoham (2007) is “Digital social network and the complex organizational systems”, where social networks in organizations are viewed as a shared knowledge system backed by management. 

An interesting article is to be found from Jones (2010) about how to use Twitter, Facebook and LinkedIn in recruitment. Boese (2009) writes about standard HRM practices and social network analysis. 

In the view of Shirky (2009 and 2010) people go through different stages of “Gin, Television and Social Surplus”. Firstly, they meet in pubs for a drink and later they spent their free time watching TV. Next, they reach the phase where they like to share and communicate, to produce and not only to consume. 

Following Tapscott (2009) the reluctance for the use of new technologies lies within the generation gap. He describes the “Net-Generation” as learners who are rethinking talent and management, and who are in networks and in families. 

Hypothesis 2: HR specialists in Luxembourg are reluctant to utilize social networking technologies due to their specific cultural identity. As a result, the practical techniques used related to recruiting, integration, communication, training, talent management and the evaluation of employees remain largely unchanged. 

This research engages in debates resulting from reviews of HRM practices in general, based on relevant literature, ERP (Lengnick-Hall & Lengnick-Hall, 2006) and theory in comparison to practices currently in use. This research will show that Luxembourg is different from other markets, confirming Greenwald and Kahn’s (2005) “All strategy is local”. Luxembourg has a specific work environment that is not in-line with the theories of the globalised world (IPSE 2010, AmCham, 2010). 

Several questions arise: 

- Why have human resources specialists in Luxembourg been reluctant to utilise social networking technologies? How do they do HRM? How to make them use new technologies? What causes this reluctance? Specific cultural facts, differences in nationalities, or age, or gender or other facts (Fisher & Howell, 2004; Martin & Reddington, 2010)? 
- Which standard HRM practices (Kuvaas & Dysvik, 2009; Marchington, 2008) in recruiting, evaluation, information gathering, training, outplacement were typically used in the past by Luxembourg companies and are still used? 
- When used, which social networking technologies do companies prefer and how does their use impact performance (Collins & Clark, 2003)? A look into the past and into the future of Networking in Luxembourg.
- Is the local use of these social networking technologies (SNT) affected by cultural specificities (McLean & Campbell, 2003; Scullion et al., 2007) or age (Tapscot, 2009)? What is the impact of the specific cultural identity and language (Jameson, 2007)?

8. Methods

(1) Collecting primary data via Participant Observation, following Saunders et al. (2009), Strauss and Corbin (2008), Taylor and Bogdan (1998), Wilson (2010): participation at seminars, conferences, meetings, dinners, breakfasts, networking events, organized by different organizations and companies.

(2) Collecting primary data via Face-to-Face Interviews and, in total 41 companies. Additionally 2 case study were performed in 2 companies.

(3) Collecting primary data via Hofstede’s original questionnaires in one company, replicating Hofstede’s study on cultural dimensions, as Hofstede holds only estimates for Luxembourg.

9. Results

The results show first, that hypothesis 1 is confirmed. Native Luxembourger’s scores on cultural dimensions differ from non-native Luxembourgers, as shown in Table 1. The table shows a comparison of Luxembourg (all nationalities) with Luxembourg with Luxembourgish nationality (Lux. Nat.) and Hofstede’s estimates on Luxembourg. Lux.Nat. scores are: PDI: 29, UAI: 95, IDV: 34, MAS: 54, LTO: 65, IVR: 55, MON: 24, which differs from Luxembourg including all nationalities, and Hofstede’s estimates.

Table 1 Comparison Luxembourg — Luxembourg with Luxembourgish Nationality — Hofstede’s Estimates on Luxembourg (on a scale from 1-100, 1 being the lowest and 100 the highest score)

<table>
<thead>
<tr>
<th>Cultural Dimension</th>
<th>Luxembourg (all nationalities)</th>
<th>Luxembourg with Luxembourgish nationality (Lux. Nat.)</th>
<th>Hofstede’s estimates on Luxembourg</th>
</tr>
</thead>
<tbody>
<tr>
<td>PDI</td>
<td>36</td>
<td>29</td>
<td>40</td>
</tr>
<tr>
<td>UAI</td>
<td>97</td>
<td>95</td>
<td>70</td>
</tr>
<tr>
<td>IDV</td>
<td>51.5</td>
<td>34</td>
<td>60</td>
</tr>
<tr>
<td>MAS</td>
<td>47</td>
<td>54</td>
<td>50</td>
</tr>
<tr>
<td>LTO</td>
<td>69</td>
<td>65</td>
<td>64</td>
</tr>
<tr>
<td>IVR</td>
<td>53.5</td>
<td>55</td>
<td>56</td>
</tr>
<tr>
<td>MON</td>
<td>10</td>
<td>24</td>
<td>-</td>
</tr>
</tbody>
</table>

Additionally, the below correlation matrix shows that Luxembourgers are characterized for being long term oriented, they indulge in life, they are uncertainty avoidant, and they are happy.

The second result is, that hypothesis 2 is confirmed. Due to their cultural identity, HR Managers are reluctant to use digital social networks in Luxembourg. HR practices have not notably changed over the years. In Luxembourg, the recruitment sector has not been revolutionized by Facebook, LinkedIn, and Twitter, contrary to the rest of the world. This might be a result of the high “Uncertainty Avoidance Index” following Hofstede (Schinzel, 2014, 2015a, 2015b).

The following questions are answered as follows (multiple answers were possible):

- Which means are mainly used in recruiting? Was answered: Advertisement in newspapers (25) and spontaneous applications (23). Digital social networks (8) are far the less used mean in recruiting.
Table 2  Correlations among All Variables (N = 134)

<table>
<thead>
<tr>
<th></th>
<th>PDI</th>
<th>UAI</th>
<th>IDV</th>
<th>MAS</th>
<th>LTO</th>
<th>IVR</th>
<th>MON</th>
<th>HAPPY</th>
<th>GENDER</th>
<th>AGE</th>
<th>EDUCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>PDI</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UAI</td>
<td>-0.021</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IDV</td>
<td>0.135</td>
<td>-0.011</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAS</td>
<td>0.206*</td>
<td>-0.060</td>
<td>0.517**</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTO</td>
<td>0.138</td>
<td>0.059</td>
<td>0.030</td>
<td>0.000</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IVR</td>
<td>0.031</td>
<td>0.043</td>
<td>0.318**</td>
<td>0.272**</td>
<td>0.042</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MON</td>
<td>0.068</td>
<td>0.023</td>
<td>0.245**</td>
<td>0.129</td>
<td>-0.089</td>
<td>0.244**</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HAPPY</td>
<td>0.038</td>
<td>0.160</td>
<td>0.045</td>
<td>0.014</td>
<td>0.268**</td>
<td>0.293**</td>
<td>0.001</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GENDER</td>
<td>-0.030</td>
<td>0.073</td>
<td>-0.041</td>
<td>-0.012</td>
<td>0.004</td>
<td>-0.029</td>
<td>-0.105</td>
<td>0.029</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AGE</td>
<td>-0.117</td>
<td>0.031</td>
<td>-0.059</td>
<td>0.022</td>
<td>-0.076</td>
<td>0.108</td>
<td>-0.312**</td>
<td>0.040</td>
<td>-0.128</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>EDUCATION</td>
<td>0.037</td>
<td>-0.155</td>
<td>0.106</td>
<td>0.094</td>
<td>0.119</td>
<td>0.112</td>
<td>0.060</td>
<td>0.082</td>
<td>0.120</td>
<td>-0.025</td>
<td>-</td>
</tr>
<tr>
<td>RANK</td>
<td>0.230**</td>
<td>0.210*</td>
<td>-0.001</td>
<td>0.016</td>
<td>0.080</td>
<td>-0.043</td>
<td>0.090</td>
<td>0.006</td>
<td>0.162</td>
<td>-0.490**</td>
<td>-0.084</td>
</tr>
</tbody>
</table>

Note: * p < .05; ** p < .001

- What means do companies use, when they use digital social networks? Was answered: They mainly use LinkedIn (20), followed by Facebook (12), Newsletter (10), and Xing (9).
- During the recruitment process how do companies gather information about the candidate? Was answered: They mainly use the CV (36) and the interview with the candidate (35). Friends (6) and digital social networks (7) are the least used means.
- After the recruitment process, how do companies gather information about an employee? Was answered: They mainly do this through discussion with the employee (35) and the annual performance evaluation (21). Friends (2) and digital social networks (3) are the least used means.
- Which internet pages are accessible in a company? Was answered: Most companies have restricted their internet access (21), compared to unlimited access (20).
- How is networking mainly done in Luxembourg? was answered: Networking is done through private contacts (37), followed by meetings, events, seminars (33), clubs and associations (25) and leisure (19).

Further, several questions were answered concerning advantages and disadvantages of SNT, cultural differences and specificities. Answers are shown by grouping them into broad categories.

Table 3  Advantages of SNT

<table>
<thead>
<tr>
<th>Categories that summarize advantages of SNT grouped in broad categories</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Find/share a lot of information, diversified, you are looking for, besides the CV, about the candidate, i.e., if he/she has a social life, to confirm my first impression</td>
<td>22</td>
</tr>
<tr>
<td>Easy and quick accessibility and transparency</td>
<td>19</td>
</tr>
<tr>
<td>No answer to this question, because we don’t use them</td>
<td>15</td>
</tr>
<tr>
<td>Keep in touch/Connecting with (many) people (with whom you have lost contact)</td>
<td>11</td>
</tr>
<tr>
<td>Building and growing a network (private and business) – the world got smaller</td>
<td>11</td>
</tr>
<tr>
<td>None</td>
<td>7</td>
</tr>
<tr>
<td>Promote me and my business, advertisement</td>
<td>6</td>
</tr>
<tr>
<td>Contact potential candidates/Get info about the candidate before the interview, contact passive candidates and candidates far away</td>
<td>4</td>
</tr>
<tr>
<td>Global: Meet people from other countries and learn about other cultures</td>
<td>4</td>
</tr>
<tr>
<td>Flexible and future oriented, a huge impact</td>
<td>4</td>
</tr>
<tr>
<td>Is for free/No cost</td>
<td>3</td>
</tr>
</tbody>
</table>
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**Table 4  Disadvantages of SNT**

<table>
<thead>
<tr>
<th>Categories that summarize disadvantages of SNT grouped in broad categories</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No answer to this question, because we don’t use them</td>
<td>22</td>
</tr>
<tr>
<td>Lack of Reliability: A lot of lies, untrue data, lack of trust, not accurate info, incompetent people, no fair judgement of the potential candidate</td>
<td>18</td>
</tr>
<tr>
<td>Lack of confidentiality, indiscretion, mistrust</td>
<td>16</td>
</tr>
<tr>
<td>Possibility of abuse, not secure, stalking, hacking, cloning of information, especially for young people, limited data protection</td>
<td>12</td>
</tr>
<tr>
<td>Lack of Privacy</td>
<td>10</td>
</tr>
<tr>
<td>Time consuming, They create more work for the HR staff: more time investment, less outcome</td>
<td>7</td>
</tr>
<tr>
<td>There are no disadvantages</td>
<td>6</td>
</tr>
<tr>
<td>No control. Too fast, too much information, unlimited access to information</td>
<td>6</td>
</tr>
<tr>
<td>Low quality /Quality Risks</td>
<td>6</td>
</tr>
<tr>
<td>Superficial (we are friends, yes, and then?)</td>
<td>6</td>
</tr>
<tr>
<td>Direct contact with people gets difficult, you lose direct discussion with people, get wrong impression, bad opinion because of posts on internet</td>
<td>3</td>
</tr>
<tr>
<td>I prefer my traditional ways of communication</td>
<td>1</td>
</tr>
<tr>
<td>That I cannot use them</td>
<td>1</td>
</tr>
</tbody>
</table>

**Table 5  Cultural Differences**

<table>
<thead>
<tr>
<th>Categories that summarize differences in culture while using SNT grouped in broad categories</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>There is no Luxembourgish digital social network</td>
<td>22</td>
</tr>
<tr>
<td>Xing is used by Germans, Viadeo by French, LinkedIn mostly professional/international</td>
<td>7</td>
</tr>
<tr>
<td>No differences, because they are international</td>
<td>7</td>
</tr>
<tr>
<td>Yes, Cultural differences, multiculturalism</td>
<td>5</td>
</tr>
<tr>
<td>I know there are, but I cannot say what exactly / I don’t know</td>
<td>5</td>
</tr>
<tr>
<td>Most people go simply to Facebook, across cultures</td>
<td>4</td>
</tr>
<tr>
<td>Yes, difference in language, use of language and related to the language of the e-recruitment</td>
<td>4</td>
</tr>
<tr>
<td>Yes, quick changing environment</td>
<td>1</td>
</tr>
<tr>
<td>Yes, better overview on job offers</td>
<td>1</td>
</tr>
<tr>
<td>The French have their French culture, the Germans have their German culture, and then there is the company culture</td>
<td>1</td>
</tr>
<tr>
<td>No answer to this question, I don’t know, we don’t use them</td>
<td>32</td>
</tr>
</tbody>
</table>

**Table 6  Cultural Specificities**

<table>
<thead>
<tr>
<th>Categories that summarize specificities in the use of SNT in the multicultural environment of Luxembourg grouped in broad categories</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of various languages and various networks, because of the various languages, multi-culturalism also in SNT</td>
<td>7</td>
</tr>
<tr>
<td>The Germans use the German networks, the French and Belgian the French e-recruitment, they are the most used. Like the neighbouring countries. There are NO specificities</td>
<td>6</td>
</tr>
<tr>
<td>There are no SNT that reflect Luxembourg’s specificities in culture, because multi-lingual and influenced by neighbouring countries. Living and working in Luxembourg is like living and working all over the world because the whole world is here! It’s our daily life</td>
<td>6</td>
</tr>
<tr>
<td>I know there are, but I cannot say what exactly / I don’t know</td>
<td>5</td>
</tr>
<tr>
<td>The traditional way of doing HR remains unchanged, Luxembourg is reluctant to new technologies, the traditional way is personal contacts. Luxembourg first observes the other countries’ experiences before implementing something</td>
<td>4</td>
</tr>
<tr>
<td>In Luxembourg SNT are used to announce events in Luxembourg, to making new friends and private and business contacts through these events, to connect easily with people in Luxembourg, a small country</td>
<td>3</td>
</tr>
<tr>
<td>Many global players, international profiles, highly experienced, multi-cultural people, Luxembourg is colourful</td>
<td>2</td>
</tr>
<tr>
<td>Lack of accuracy, lack of standards, nerving</td>
<td>2</td>
</tr>
<tr>
<td>The Luxembourgish language (and the fact that I don’t speak it)</td>
<td>1</td>
</tr>
<tr>
<td>No answer to this question because we don’t use them</td>
<td>32</td>
</tr>
</tbody>
</table>
This closes the chapter on data analysis. Discussion, implications, limitations and future research follow.

10. Discussion, Implications, Limitations and Future Research

The purpose of this study was to explain, in this world of increasing global mobility, the cultural and linguistic characteristics of Luxembourg that may influence the tendency of human resources specialists in Luxembourg to utilize social networking technologies such as LinkedIn, Viadeo, Xing, Facebook and Twitter.

It provides an answer for expatriates to the question: “How to cope with cultural and linguistic specificities and how to be successful in multicultural, international Luxembourg?” Cultural identity, intercultural communication, language and international business are discussed by Jameson (2007). How to do business with social networks in international trade (Rauch, 2001)?

Increasingly expatriates are influenced by global mobility (Tahvanainen et al., 2005), more collaboration across borders (Hinds et al., 2011), strategy in global staffing (Collings et al., 2007), complexity, struggling the work-family balance (Shaffer et al., 2001), trust building (Harvey et al., 2011), career consequences (Shaffer et al. 2012). This research is interesting for expatriates, their spouses and family coming for work to the Grand Duchy of Luxembourg, trying to cope with the cultural and linguistic specificities. Tharenou (2005) names the main reasons why people accept expat work: (1) money, (2) professional development and (3) challenging content; and why people won’t accept expat work: (1) family commitments and (2) disruption.

This study is the result of the link between Hofstede’s cultural dimensions and standard HRM practices, such as e-HRM in Luxembourg.

HR Managers will be made aware of the usefulness of digital social networks and may potentially implement them into their current HRM Practices (Guler & Guillen, 2010).

The aim is to analyze Luxembourg and its way of doing business while continuing to evolve with changing technologies. The questions discussed go deep into the analysis of everyday business life, cultural identity, language and international trade in Luxembourg (Horner, 2009; Kingsley, 2009; Davis, 2009). One must genuinely accept and understand the meaning of “Mir wëlle bleiwe wat mir sinn”. If one does not make an effort to integrate into Luxembourg’s specific business culture, success in Luxembourg may never be possible (Background Notes, 2006; Neefs & Laures, 2010).

By employing a unique sample that includes respondents who speak French, German and Luxembourgish in France, Germany and Luxembourg this study has managed to corroborate the notion that language is a good identifier of culture (Schinzel, 2013). While scores in this study for French and Germans in France and Germany resemble to a great extent Hofstede’s scores for these two countries, and while scores in this study resemble Hofstede’s estimates for Luxembourgers who speak any official language of the Grand Duchy, Hofstede’s estimates varied to a great extent from this study scores for Luxembourgers who command Luxembourgish as their mother tongue. This is a unique testimony for the relationships between language and culture, while controlling for country.

Some proven relationships between culture, represented by such dimensions as Long Term Orientation, and high level of Indulgence, and Happiness, have been corroborated in this study. It is self-evident that two measures, who measure similar concepts, namely, Indulgence on a national level and Happiness on the individual’s level should be related to each other. The Grand Duchy’s political, social and economic stability allows people to plan for the long term, thereby providing support for people’s need for security and life predictability. It is possible that
this is the key for the relationship between Long Term Orientation and Happiness in Luxembourg found in this study. To validate this argument it is worth citing Hofstede himself: “At 70 Luxembourg has a high score on uncertainty avoidance which means that as a nation they are quiet reluctant to test unknown territories. Security is a key word in Luxembourg: there is not one activity which is not depending on some sort of security control from authorities; from banker’s money to safety exits in a restaurant. It makes the live in Luxembourg very safe, but some would argue a bit boring. New ideas, new methods, new management techniques must first be proven to work in other countries in order to be accepted in Luxembourg. Historically more “farmers” than “traders” the inhabitants kept that good old “common sense” made of cautiousness which has proven to be profitable for a country who managed not to be at war since the Napoleonic time! (http://geert-hofstede.com/luxemburg.html). Since this is the first time that such efforts are being made to find the relationship between happiness and culture, those results should be taken cautiously.

Not surprisingly, Indulgence was found to be significantly related to Individualism and Masculinity, two concepts that are part of the definition of Indulgence. The significant relationship between Indulgence and Monumentalism, and the significant negative relationship between Monumentalism and Age, may indicate that younger people tend to be more individualistic, monumental and, therefore, happy. This hypothesis could only be corroborated by enlarging the sample size, a fact which would allow conducting more sophisticated statistics than mere correlation.

As a single researcher, the author cannot compete with large databases such as Inglehart or the Globe. The comparatively small sample size of the interviews, the data collected via questionnaire in only one company, and the lack of a strong theory to link culture and happiness, could all have biased the results and their interpretations. Yet, it is likely that scores that were found to be significant in a small sample are likely to be made even more significant in a larger sample. Also the fact that data were mainly collected in 2010, and things might have evolved in the meantime, might have influenced the results.

Despite these limitations, this research could be used by expat-Managers, HR professionals, recruiters, head-hunters and HR directors in Luxembourg and wish to collaborate globally with Luxembourg, who would like to consider evolving technologies and their potential use in Luxembourg’s business environment considering its cultural identity (Jameson, 2007).

Future studies could focus on strategies and challenges of global human resource management, concentrating on the following challenges: degree of standardization of HR, foreign industrial relations, labour laws, time zones, cross cultural differences and cultural sensitivity, leadership development, communication, expatriates’ adjustments, inflexibility and work-family balance (Ananthram & Chan, 2013). It would be interesting to focus on the relationship between language and culture and empirically validate it for other languages.

References:
Expatriates in Luxembourg: How to Cope with Cultural and Linguistic Specificities?


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