



## A Study of IHRM Practices Affecting Expatriate Satisfaction in IT Sector

### KEYWORDS

Expatriate, Satisfaction, IHRM, Policies and Practices, Determinants.

**Mrs. Vibha Sharma**

Research Scholar Lingya's University

**Dr. Mitu G. Matta**

Associate Professor at Lingya's University

### ABSTRACT

*Expatriate employees are one of the key success enablers for any global IT organization. Hence having a strong and encouraging Expatriate policies and practices is critical for any IT organization. As there are so many changes taking place in world economy it is very difficult to maintain the satisfaction level among expatriates. In the light of this the objective of the study is to analyse what are the various determinants and factors of IHRM in designing the policies and practices of expatriate. So that expatriate are overall satisfied and stay with the firm. It is also worth analyzing what changes have occurred in these strategies in the light of recent global economic crisis that our world is experiencing.*

### 1. INTRODUCTION

#### 1.1 OVERVIEW OF IT SECTOR AS A GROWING SECTOR AT GLOBAL LEVEL

Information technology is one of the fastest growing sectors in global market. According to IDC research consultancy, the global IT market crosses \$3.7 trillion and moving on perfectly to reach \$3.8 trillion in 2016. The revenue generated are from various sub sectors of IT market i.e. Hardware, software, IT services and telecommunications. U.S market is 28% of the global market (over 1 Trillion). Over the past decade, there is a biggest shift in global industry allocations because of the growth of Asian region, fueled primarily by the rise of China and India and other Asian regions.

#### 1.2 Overview of IHRM

In today globalisation IHRM is the key to maintain good talent acquisition of expatriate in different parts of the world. IT industry is among one of the major player who is handling expatriates in different regions of the world. As a note putting the right person at the right job is a key to success and to retain the right talent in your company is key towards growth. It is very important that satisfaction level of the talented individual should be high to retain them.

Expatriate is one of the major talent pools of any company that need to be taken care of. The IHRM practices play one of the major to determine satisfaction level of expats. There are two types of satisfaction internal and external. A company should look towards both the satisfaction level of employees. According to **Black et al (1991)** he develops a theoretical framework of International adjustment which he divided into Anticipatory Adjustment which is prior to the assignment phase and In-country Adjustment which is identified as on assignment phase for expatriates.

According to **Black et al (1991)** the anticipatory phase is influenced by the accuracy of adjustment in this phase. And previous experience (**Black 1991**) and motivation (**Parker and Mc Evoy 1993**) are the 2 factors in selection stage that impact anticipatory adjustment.

Training and development is the next phase includes pre departure, cross cultural training and preparation offered to IT MNC and their families (**Black 1991**).

Once the expatriate is on assignment the (**Harvey and Moeller 2009**) identified two stages as compensation and performance appraisal for adjustment but current research are going on that there are various factors on assignment which affect the adjustment on assignment.

In this paper International HRM practices and factors that

impact overall satisfaction of expat employees will be discussed.

#### IHRM PRACTICES FOR EXPATRIATES ARE GROUPED INTO 2 MAJOR PRACTICES

##### Pre Assignment Practices and factors of IHRM

In this paper pre assignment factors are clubbed into 3 major categories when the expatriate is selected for assignment and told to move on expat assignment.

- Candidate preparation
- Pre departure Training
- Family Preparation.

##### On Assignment Factors and Practice in Expat Role

In this paper on assignment factors are clubbed into 5 major categories. When the expatriates join their assignment in Host country and then the various factors which affect their adjustment and satisfaction on assignment are discussed below.

- Organisational support system
- Perceived organisational
- Work factors
- Non work factors
- Family factors

### 2. REVIEW OF LITERATURE

According to **Earl Naumann (1993)** both job/task and organization characteristics are significantly related to both intrinsic and extrinsic job satisfaction. According to **Meredith Downes, Anisya S. Thomas, Carolan McLarney, (2000)** international transfer of knowledge and corporate learning are determinants in the overall satisfaction of expatriate managers.

According to **Jaime Bonache, Chris Brewster, Vesa Suutari (2001)** "Expatriation: A Developing Research Agenda" This articles focusing on the critical issues of strategy, selection and predeparture, compensation, performance management, repatriation, and career management. The burgeoning research in the field is set into context and a plea made for a more varied and imaginative research agenda.

According to **Meredith Downes, Anisya S. Thomas, Rodger B. Singley, (2002)** as organizations gain experience in the international marketplace, the determinants of job satisfaction for expatriate managers will vary. Findings partially support this theoretical argument and confirm the expectation that the impact of mentoring on satisfaction will lessen over the course of firm internationalization. Further, the impact of training on expatriate satisfaction was more pronounced for highly internationalized firms than for those with limited exposure abroad.

According to **Robert H. Sims, Mike Schraeder, (2005)** variety of factors can directly affect expatriate compensation. These factors include host-country cost of living, housing, dependent education, tax implications and health care.

According to **Alizee B. Avril, Vincent P. Magnini, (2007)** a holistic selection, training, and organizational support approach encompassing variables such as the expatriate's family status, emotional intelligence, dietary and exercise habits, and his/her learning orientation is needed to enhance the odds of the expatriate's success.

According to **Yongsun Paik, K. Praveen Parboteeah and Wonshul Shim (2007)**, compensation is significantly related to commitment is very important and it further suggested that commitment is positively related to job satisfaction and performance.

According to **Ching-Hsiang Liu Hung-Wen Lee, (2008)** the relationship between job satisfaction, family support, learning orientation, organizational socialization and cross-cultural training and cross-cultural adjustment in the proposed model. This study found that job satisfaction played an important role in the proposed model of expatriate adjustment in an international assignment. Also found to be of importance was the role of organization socialization.

According to **Ma. Evelina Ascalon Deidra J. Schleicher Marise Ph. Born, (2008)**, "Cross-cultural social intelligence An assessment for employees working in cross-national contexts", this paper suggested that cross-cultural social intelligence (CCSI) is important for selecting and developing expatriates and other employees in cross culture context.

According to **Susan Shortland, (2009)** the most promising theoretical explanation of women's low participation as expatriates is identified as being linked to gender stereotyping reinforced within an isomorphic institutional framework.

According to **GEORGE S. BENSON AND MARSHALL PATTIE (2009)**, Host country supervisor has influences on present country and short term outcomes related to adjustment and completion of assignments. Home country supervisors have greater influences on overall fit in the job and longer-term perceptions of how the overseas assignment will impact their career. The results suggest that home and host supervisor influence expatriates differently.

### 3. RESEARCH OBJECTIVE

#### 3.1 Objectives of the study

1. To understand the demographic profile of the Indian origin IT expats in the Asia and outside Asia.

2. To understand the IHRM factors influencing Expat satisfaction among Indian origin IT expats in Asia and outside Asia

### 4. Research Methodology

#### 4.1 SAMPLE AND DATA COLLECTION Method

Data for the research is collected with the help of primary as well as secondary sources. Likert five point scale is used in the questionnaire (5 point Likert scale with 1= highly dissatisfied to 5=Highly Satisfied) to make it easy for the end respondent to fill the questionnaire. This is an expatriate study the respondents are in different part of the world. The data collection took the help of various on line websites to collect the data. For this purpose following things have been done:

- Online survey link is created in Google docs and is sent to respondents via:
- Facebook – Expat community pages
- LinkedIn – Expat professional groups
- Gmail contacts of known Expats
- Face to face interviews by visiting IT companies (TCS,

Infosys, Cognizant, DTAC, IBM, DUNNHUMBY etc.)

- Events – by participating in Expat community social events.

From secondary sources the theory is developed through study of various academic and research works in the research field.

### 4.2 INSTRUMENT

A structured questionnaire has been designed after doing many researches and using valid constructs. First pilot study is constructed on 30 respondents and after that a corrected questionnaire is circulated and checked and final data is collected with the help of that. The statement items used in the questionnaire were mainly drawn from the Scales of expatriation studies of Naumann 1993; Downes 2000; Koteswari and Bhattacharya, 2007, Black (1980), Selmer (1995) and Adler (2002), Christelle Tornikoski (2011) and ABRIDGE JDI INDEX, Bowling Green State University 1975-2000 and one or two questions developed by author of the research also. The items are taken from various scales and modified according to the requirement. These were then factor analyzed to identify the main factors impacting Expat satisfaction among IT Professionals in Asia and outside Asia. The validity of the questionnaire is established taking items from many constructs and reliability is also established using Cronbach's alpha.

**Table 4.2.1 Reliability statistics of all the items**

#### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .941             | 45         |

### 5. ANALYSIS OF FINDINGS

In the first step, the demographic profile of the respondent Expats is analyzed using descriptive statistics of frequency, mean, median etc. In the second step, the various IHRM factors impacting the Expat satisfaction is Factor analysed using the Exploratory Factor Analysis technique (EFA). The tools for analyzing the data are MS Excel for data entry and checking the error in the data and analysis of data is done using SPSS 19.0. The technique of data analysis would include:

- Univariate Techniques: frequency Analysis is conducted to check Mean, Median and Standard deviation is done on demographics.
- Factor analysis technique is performed on variables to come up with various factors.

### FINDINGS AND INTERPRETATION

#### Profile of Respondents

In total data is collected through 259 expatriate working in Asia and outside Asia. Out of 259 questionnaires collected there are 82.2% were males (213) and 17.8% were females (46) with maximum respondents from the age group of 25-35 years and 35-45 years. 54.8% (142 out of 259) of the respondents are married with children. Most of the respondents are at the middle level i.e. 54.1% and senior positions 44%. As far as region is concerned 138 respondents out of 259 are from Asia and 121 respondents out of 259 are from Non Asian countries. In Expat tenure the majority of respondents are above 5 years of experience i.e. 42.1%. Mean and frequency analysis helped in understanding the demographic variables of the study.

### 5.1 MEAN AND FREQUENCY ANALYSIS

#### 5.1.1 Gender

**Table 5.1.1 Frequency table for Gender**

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Female | 46        | 17.8       |
| Male   | 213       | 82.2       |
| Total  | 259       | 100.0      |

As it can be seen from the above, around 82.2% of the respondents are male and 17.8% are female. This means the gender ratio is around 80:20. This shows that majority of the expats are males and few females are working as expats.

**5.1.2. Position**

**Table 5.1.2 Frequency table for Position**

| Position | Frequency | Percent |
|----------|-----------|---------|
| Junior   | 5         | 1.9     |
| Middle   | 140       | 54.1    |
| Senior   | 114       | 44.0    |
| Total    | 259       | 100.0   |

As it can be seen from the above, around 44% of the respondents are at the senior level position and 54.1% are at the Middle level position and 1.9% are at the junior level position. This means the Position ratio is around 44:54:2. The data show that majority of people are at the middle level and senior positions. Very less people are expats who are at the junior positions.

**5.1.3. Age Group**

**Table 5.1.3 Frequency table for Age Group**

| AGE GROUP      | Frequency | Percent |
|----------------|-----------|---------|
| 18-25 years    | 5         | 1.9     |
| 26-35 years    | 136       | 52.5    |
| 36-45 years    | 68        | 26.3    |
| Above 46 years | 50        | 19.3    |
| Total          | 259       | 100.0   |

As it can be seen from the above, around 19.3% of the respondents are in the age group of Above 46 years and 26.3% are in the age group of 36-45 years and 52.5% are in the age group of 26-35 years and 1.9% are in the age group of 18-25 years. This means the Age group ratio is around 20:26:52:02. It shows that the young people in the age group of 26-35 and 36-45 are the people who are on expat assignments.

**5.1.4. Expat Tenure**

**Table 5.1.4 Frequency table for Expat Tenure**

| EXPAT TENURE  | Frequency | Percent |
|---------------|-----------|---------|
| 1-2 years     | 49        | 18.9    |
| 2-3 years     | 57        | 22.0    |
| 3-4 years     | 21        | 8.1     |
| 4-5 years     | 23        | 8.9     |
| Above 5 years | 109       | 42.1    |
| Total         | 259       | 100.0   |

As it can be seen from the above, around 42.13% of the respondents are in the Tenure of above 5 years and 8.9% are in the Tenure group of 4-5 years and 8.1% are in the Tenure of 3-4 years and 22% are in the tenure of 2-3 years and 18.9% are in the tenure of 1-2 years. It shows that the majority of the people are in the Tenure of above 5 years and 2-3 years are the people who are on expat assignments.

**5.1.5. Family Size**

**Table 5.1.5 Frequency table for Family Size**

| FAMILY SIZE              | Frequency | Percent |
|--------------------------|-----------|---------|
| Single                   | 42        | 16.2    |
| Married Without Children | 75        | 29.0    |
| Married With Children    | 142       | 54.8    |
| Total                    | 259       | 100.0   |

As it can be seen from the above, around 54.8% of the respondents are in the group of Married with children and 29% are in the group of Married without children and 16.2% are in the single group. This means the Family Size ratio is around 55:29:16. The data show that majority of people are married with children and married without children who are on expats roles. Very less people are single those are expats.

**5.1.6 Region**

**Table 5.1.6 Frequency table for Region**

| REGION   | Frequency | Percent |
|----------|-----------|---------|
| Asia     | 138       | 53.3    |
| Non-Asia | 121       | 46.7    |
| Total    | 259       | 100.0   |

As it can be seen from the above, around 53.3% of the respondents are from Asia and 46.7% are from Non Asia. This means the Region ratio is around 53:47.

**5.2 FACTOR ANALYSIS**

Factor analysis also called as the 'Exploratory Factor Analysis' (EFA) is a method used for reducing the number of variables in a data. Each variable is expressed as a linear combination of various factors. Similarly the factors themselves can be expressed as a linear combination of observed variables (Malhotra Naresh 2013).

At the onset it was pertinent to check whether the data set was suitable for Factor Analysis or not. This was checked using the KMO and the Bartlett tests which yielded desirable values to proceed further with Factor Analysis.

**Table 5.2.1: Table Of KMO and Bartlett's Test<sup>a</sup>**

**KMO and Bartlett's Test<sup>a</sup>**

|  |                    |          |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .875               |          |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 6762.371 |
|  | Df                 | 780      |
|  | Sig.               | .000     |

a. Only cases for which Segment = ALL are used in the analysis phase.

The Kaiser-Meyer-Olkin measure of sampling adequacy was .875, above the commonly recommended value of .6, and Bartlett's test of sphericity was significant  $\chi^2 = 780, p < .05$ . As a step further, Reliability tests were also conducted using the Cronbach Alpha scores and it was found satisfactory. The overall score of all the 45 variables is .941 and all the 9 factors combine is .856. The values of the Cronbach Alpha for the factors so extracted are individually presented in the table no 5.2.4.

As shown, the values in the column of Table 5.2.2 in appendices indicate the proportion of each variable variance. Variables which have high value are represented in common factor space, while variables with low values are not represented. Eigen values are variance of factors. The values which are greater than 1 are considered as factors in variance table. There are 10 factors according to the results of Table 5.2.2 which yield retention of 71.32% of the entire variable response with a minor loss of data. This is also expressed through the Scree Plot as shown in the Figure 5.2.1 below.

**Table 5.2.3 FACTOR ANALYSIS FOR COMPONENTS AND VARIATION**

| Name of the Dimension   | Item No | Statements   | Factor Loadings | Variation % | Reliability Cronbach's Alpha |
|-------------------------|---------|--|-----------------|-------------|------------------------------|
| Cross Cultural Training | 6       | I am satisfied with the attribution training provided by the company to understand the point of view of host national. | .870            | 33.006      | 0.94                         |
|                         | 7       | I am satisfied with the Cultural Awareness Training provided by the company to understand the culture of host country. | .838            |             |                              |

|   |    |   |       |       |       |
|---|----|---|-------|-------|-------|
|   | 8  | I am satisfied with the Language training provided by the company to understand new language of host nation.                            | .840  |       |       |
|   | 9  | I am satisfied with the Didactic training that helps understand living and working conditions in host country.                          | .901  |       |       |
|   | 10 | I am satisfied with the Experiential training that provided real experience sharing on host country assignments.                        | .842  |       |       |
| On Job Support                          | 17 | I can communicate and socialize with my work group in the new country.  | .506  | 8.603 | 0.888 |
|   | 18 | I receive support from colleagues in my expat assignment without any discrimination as to my nationality.                               | .745  |       |       |
|   | 19 | My co-workers are willing to listen to my personal problems if I approach them, like they would in my native place.                     | .665  |       |       |
|   | 20 | My supervisor back home explained how this job would positively impact my career  | .506  |       |       |
|   | 21 | I shall be considered for future opportunities if I perform well in this assignment as compared to other employees in the host country. | .675  |       |       |
|   | 22 | I am given adequate opportunity for learning and development in the course of my assignment as others employees in the host country.    | .689  |       |       |
|   | 23 | I can understand my career progression compared to my national employees in relation to my present assignment                           | .636  |       |       |
| Social Acceptance                       | 25 | I feel that my immediate family has adjusted to the new culture and environment.  | .575  | 5.810 | 0.845 |
|   | 26 | I understand the 'dual career spouse issues' on my expat assignment.  | .445  |       |       |
|   | 27 | I celebrate Festivals with the usual spirit as in my home country   | .677  |       |       |
|   | 28 | I am comfortable in participating in ethnic group activities  | .717  |       |       |
|   | 29 | I feel comfortable in socializing with locals outside my work   | .764  |       |       |
|   | 30 | I like Culinary/food choices that I find here   | .693  |       |       |
| Pre Departure Training                  | 1  | My willingness to relocate was discussed with me prior to my selection for the assignment   | .682  | 4.394 | 0.856 |
|   | 2  | On selection I was clearly briefed of my responsibilities/job requirements.   | .524  |       |       |
|   | 3  | On selection I was supported by HR for relocation expenses, like air fare expenses, housing facilities, and kids schooling              | .581  |       |       |
|   | 4  | I got sufficient time to prepare prior to leaving for the assignment.   | .591  |       |       |
|   | 5  | Pre-departure training including, Visa interview training were provided to me prior to my assignment.                                   | .650  |       |       |
|   | 16 | I have ample connectivity with team back home w.r.t my assignment   | .555  |       |       |
| Expat Remuneration                      | 14 | I feel that my remuneration package is at par with other expats in the region.  | .644  | 4.083 | 0.75  |
|   | 15 | I am given due vacation adjustments to visit home.  | .631  |       |       |
|   | 38 | Think of the pay you get now.   | .641  |       |       |
| Role Importance                         | 11 | I feel that my work responsibilities here are more than work back home  | .738  | 3.635 | 0.769 |
|   | 12 | I am given ample autonomy for my performance as compared to other employees   | .668  |       |       |
|   | 13 | My role is significant in the project as compared to other employees.   | .631  |       |       |
|   | 24 | I expect to gain significant business skills during my expat assignment   | .532  |       |       |
| Expat Allowance                         | 32 | I feel that the Travel , Health & Accident insurance coverage is adequate as per my expectations on assignment                          | .796  | 3.492 | 0.764 |
|   | 33 | I feel that the Housing allowance, Education & Travel allowance is adequate as per my expectations on assignment                        | .518  |       |       |
|   | 35 | I have the provision of Relocation allowance (compensation for cost of physical transfer for entire family)                             | .638  |       |       |
| Promotional Opportunity and Supervision | 39 | I am satisfied with the promotional opportunities in this expat assignment  | .692  | 2.991 | 0.652 |
|   | 40 | I am satisfied with the kind of supervision I have received   | .753  |       |       |
| Local Barriers, People & Language       | 31 | I am conversant with local language in my present assignment.   | 0.415 | 2.727 | 0.404 |
|   | 36 | I am satisfied with majority of the peers with whom I work  | .623  |       |       |
|   | 37 | I am satisfied with my current job profile.   | .675  |       |       |

**IHRM Factors /Components**

The 9 major significant factor is tested for reliability using the technique of Cronbach's Alpha and all the factors scores are greater than 0.6 except one and factor loading column shows all the highest values ranging from (-1 to +1) extracted from rotated component matrix and the reliability score of each factor is checked and 2 factors are dropped one dual career allowance that include only one question and local barrier people and language is dropped because the reliability score is

less than .6 and out of 10 major factors 8 factors are important for expatriates IHRM practices.

CROSS CULTURAL TRAINING contain 5 items and explained 33.006% variance in the data. The items contacting CCT is measuring the effectiveness of various types of CCT provided to the expats to settle on the assignment and the impact of CCT on expat satisfaction. CCT has been defined as an educative process focused on promoting intercultural learning through

the acquisition of behavioral, cognitive, and affective competencies required for effective interactions across diverse cultures (Landis & Brislin, 1996; Morris & Robie, 2001). CCT has been identified as a major technique for improving the cross-cultural effectiveness of managers (Bhagat & Prien, 1996; Bhawuk & Brislin, 2000; Deshpande & Viswesvaran, 1992).

ON-JOB SUPPORT contains 7 items and explained 8.603% variance in the data. For expats on job support generally deals with the support the organisation is providing to better adjust to the assignment. The supportive colleagues on the job, socializing with work group on the job, supervisor role in defining new assignment, future opportunities, learning and development on assignment and career progression on expat assignment and all these aspects plays a crucial role in defining level of expat satisfaction on expat assignment. The work environment with colleagues should be conducive and open so that expat can easily interact with the work group and feel a sense of togetherness as a team. The host country supervisor should properly define the role and help the expat in making a good relation with members in the work group and with him. And side by side the supervisor should provide the opportunities for learning and development for expat which help them in their career path and future promotional opportunities.

SOCIAL ACCEPTANCE contains 6 items and explained 5.810% variance in the data. For expats social acceptance to the culture, family adjustment to the new environment, dual career issues, ethnic adjustment with groups in host country and their food choices plays a crucial role in defining their level of satisfaction. Expats who are more open to culture and are more extroverts and are more cultural flexible to accept new environment, traditions and behavior and think of them as of the same value not less than other and are sensitive to other culture have better adjustment abilities and job performance.

PRE- DEPARTURE TRAINING contains 6 items and explained 4.394 %variance in the data. For expats pre-departure training before leaving for the assignment is one of the major factors. Their willingness to relocate should be asked priority, clearly defining their job responsibilities/ requirements, HR support is very important for relocation i.e. covering all the major expenses and guiding them, arranging their VISA interviews and providing better connectivity with team in Home country. It is the orientation and training that expatriates and their families receive before departure and have a major impact on the success of the overseas assignment. Permeating all of those areas is the need for training in foreign language and culture familiarization. Companies should have formal training programs for expatriates and their families, so that it helps and have a positive effect on cross-cultural adjustment. Companies should take care of all these activities.

REMUNERATION contains 3 items and explained 4.394 %variance in the data. Remuneration should be at par with market scenario of expats at global level and with other colleagues, including all the major components of expat pay and vacations. It is one of the key factors for expat satisfaction. There are various Determinants for Designing Expat Reward and Compensation Structure. Compensation represents both the intrinsic and extrinsic reward employees receive for performing the job. Intrinsic compensation represents the employee psychological mindset that results from performing the job. Extrinsic compensation includes both monetary and non-monetary rewards. They are designed in major 5 categories which are as follows:

- Premiums: Expat premium, COLA, Mobility and installation cost.
- Tax: Tax and social security equalization and Tax and social security protection.
- Benefits in kinds: Allowances for house, car, moving & storage, health care & insurance.
- Family Package: Children scholarship and Assistance to

spouse to find a job.

- Departure Package: Intercultural training language training and pre visit trip.

ROLE IMPORTANCE contains 4 items and explained 3.635 %variance in the data. It is considered as a very important factor that is related to work responsibilities, autonomy, role significance and gaining business skills. It is one of the work factors that play an important part in adjustment of expatriates. Role importance implies how critical expat's assignment is to overall organizational success. Expats wants these major things in the present job profile which motivates them to work efficiently and satisfied as this may significantly impact expat's perception of his assignment. The more the role is important for him, the more the autonomy is in right hand, the more the responsibility and accountability with the role the better and efficient he will work on assignment and will be self motivated to work. But HR people have to keep in mind he should not be under stress rather the expat should enjoy what he is doing and take pride in doing that role.

EXPAT ALLOWANCE contains 3 items and explained 3.492 %variance in the data. It is also a very important factor which deals with all the major allowances according to the study. Some of the major allowances are as follows i.e. The Travel, Health and accidental insurance cover, Housing allowance, Educational and travel allowances, relocation allowance. Most of the companies include allowances in expatriate packages and called as benefits of expat packages like housing, education, automobile, Home Travel, Hardship and other benefits include language courses and medical and health care facility etc. HR should provide and support them before moving to a different country. These are the big major expenses of a person moving to different country.

PROMOTIONAL OPPORTUNITY AND SUPERVISION contains 2 items and explained 2.991 % variance in the data. The supervisor role is very important on the job as he is the only one who appraises the performance and provides guidance for future career path. It is said if your supervisor is good and supportive; the employee will be stress free and works efficiently and more satisfied with the job. The **supervisor and mentor** career guidance back at home and on assignment, why this assignment will help in his future roles and for promotion and gaining new skills help expatriate better understand their role and adjust to the work environment in a better manner. The better understanding between supervisor and expatriate it will lead to better performance and results for the organization. That further provides future promotional opportunities to the expatriate and can help HR people to retain the good employees with the company.

LOCAL BARRIERS, PEOPLE & LANGUAGE contains 3 items and explained 2.727% variance in the data. This factor generally deals with the how much conversant is the expat with the local language and how are the people with whom he works on the job and kind of work he do on the job. The culture and language plays an important part in Asian countries where the people are very strict about language and culture, the expat should dwell openly with the general culture and language to adapt to the environment fast. Providing training beforehand helps them in better adjustment. The better he adjust to the people at work may increase his chances for efficient work he has to do on assignment. The conducive and open environment and better understanding with work group helps expats in maintain open culture with colleagues. To find out is there any impact on overall satisfaction or not. The value of CronBach's alpha is .404 < .6 for this factor which is less than .6, so this particular factor has been dropped from further analysis as a significant factor affecting expat satisfaction.

So, conclusively, the 9 IHRM factors namely CCT, On Job Support, Social Acceptance, Pre departure Training, Remuneration, role Importance, Expat Allowance, promotional opportu-

nity and supervision and local barriers people and language have been retained form the analysis of this study. These factors are consistent with the findings of other researchers studies of J. STEWART Black, MARK MENDENHALL and GARY ODDOU (1991), Earl Naumann (1993), Meredith Downes, Anisya S. Thomas, Rodger B. Singley, (2002), Robert H. Sims, Mike Schraeder, (2005), Yongsun Paik, K. Praveen Parboteeah and Wonshul Shim (2007),Ching-Hsiang Liu Hung-Wen Lee, (2008), Ma. Evelina Ascalon Deidra J. Schleicher Marise Ph. Born, (2008)

**MANAGERIAL IMPLICATIONS**

The IT sector is growing globally at rapid growth rate and more workforces is moving to different countries to grow their business lines in various parts of the world. So a big responsibility comes to HR to make their employees satisfied in various countries who are moving to other countries. The level of satisfaction of expats is a bit difficult to maintain seeing the expectations of expats worldwide and how the natures of economies are changing. It is a big challenge in today's scenario for IT and ITEs sector HR heads to retain their workforce globally and keep them motivating and satisfied with work and HR policies for them.

- The main Implication of this research is identification of various factors that affect the overall expat external satisfaction and then carefully identifying their impact on overall expat satisfaction.
- The demographic profile of male and female showed us that 82.2% of the respondents are male and 17.8% are female. This means the gender ratio is around 80:20.HR people of IT companies should give females also more chance to move on expat roles.
- Out of these 10 factors the results shows that 8 major factors are significant for overall expat external satisfaction. So HR of IT sector industries should keep these major aspects and factors in designing the policy for expats. The 8 major factors are as follows
  - CCT
  - On job support
  - Social Acceptance
  - Pre Departure Training
  - Remuneration
  - Role Importance
  - Expat Allowance, and
  - Promotional Opportunity and Supervision
- The study shows around 53.3% of the respondents are from Asia region and 46.7% are from Non Asia. This means the Region ratio is around 53:47. According to the various factors affecting satisfaction HR people of IT companies should pay attention to people moving in Asian region. To provide them with proper pre departure training, language training and cross culture training should be given to expatriates and their families so that they better adjust to the environment.
- It was found that 19.3% of the respondents are in the age group of Above 46 years and 26.3% are in the age group of 36-45 years and 52.5 % are in the age group of 26-35 years and 1.9% are in the age group of 18-25 years. Most of the expatriate are in young and middle age group people so HR should invest in their young talent pool through training and development and try to retain them.
- The study shows Family size shows around 54.8% of the respondents are in the group of Married with children and 29% are in the group of Married without children and 16.2% are in the single group. This means the Family Size ratio is around 55:29:16. The data show that majority of people are married with children and married without children who are on expats roles.HR should have proper policies of

allowances in place for expatriate and their families so that it covers their education health care and spouse adjustments also and Expat allowances is one of the factor came out from the study also.

- Out of these 10 factors the results shows that 8 major factors are significant for overall expat satisfaction. So HR of IT sector industries should keep these major aspects and factors in designing the policy for expats.

**Appendices**

**Table 5.2.2: Factor Analysis Total Variance explained**

| Component | Initial Eigen values |               |              | Rotation Sums of Squared Loadings |               |              |
|-----------|----------------------|---------------|--------------|-----------------------------------|---------------|--------------|
|           | Total                | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1         | 13.202               | 33.006        | 33.006       | 4.753                             | 11.882        | 11.882       |
| 2         | 3.441                | 8.603         | 41.609       | 4.076                             | 10.190        | 22.072       |
| 3         | 2.324                | 5.810         | 47.418       | 3.742                             | 9.355         | 31.427       |
| 4         | 1.757                | 4.394         | 51.812       | 3.252                             | 8.130         | 39.557       |
| 5         | 1.633                | 4.083         | 55.895       | 2.664                             | 6.660         | 46.217       |
| 6         | 1.454                | 3.635         | 59.530       | 2.580                             | 6.451         | 52.668       |
| 7         | 1.397                | 3.492         | 63.023       | 2.283                             | 5.707         | 58.375       |
| 8         | 1.196                | 2.991         | 66.014       | 2.007                             | 5.019         | 63.393       |
| 9         | 1.091                | 2.727         | 68.740       | 1.609                             | 4.021         | 67.415       |
| 10        | 1.035                | 2.587         | 71.328       | 1.565                             | 3.913         | 71.328       |
| 11        | .908                 | 2.271         | 73.598       |                                   |               |              |
| 12        | .798                 | 1.995         | 75.593       |                                   |               |              |
| 13        | .758                 | 1.894         | 77.487       |                                   |               |              |
| 14        | .724                 | 1.810         | 79.298       |                                   |               |              |
| 15        | .684                 | 1.710         | 81.007       |                                   |               |              |
| 16        | .615                 | 1.537         | 82.544       |                                   |               |              |
| 17        | .597                 | 1.492         | 84.037       |                                   |               |              |
| 18        | .579                 | 1.448         | 85.484       |                                   |               |              |
| 19        | .548                 | 1.370         | 86.854       |                                   |               |              |
| 20        | .514                 | 1.284         | 88.138       |                                   |               |              |
| 21        | .447                 | 1.117         | 89.255       |                                   |               |              |
| 22        | .429                 | 1.072         | 90.327       |                                   |               |              |
| 23        | .389                 | .973          | 91.300       |                                   |               |              |
| 24        | .385                 | .962          | 92.263       |                                   |               |              |
| 25        | .319                 | .796          | 93.059       |                                   |               |              |
| 26        | .287                 | .717          | 93.776       |                                   |               |              |
| 27        | .262                 | .656          | 94.431       |                                   |               |              |
| 28        | .258                 | .644          | 95.076       |                                   |               |              |
| 29        | .247                 | .617          | 95.693       |                                   |               |              |
| 30        | .225                 | .563          | 96.256       |                                   |               |              |
| 31        | .208                 | .521          | 96.777       |                                   |               |              |
| 32        | .200                 | .499          | 97.276       |                                   |               |              |
| 33        | .193                 | .482          | 97.758       |                                   |               |              |
| 34        | .171                 | .427          | 98.185       |                                   |               |              |
| 35        | .152                 | .380          | 98.565       |                                   |               |              |
| 36        | .148                 | .371          | 98.936       |                                   |               |              |
| 37        | .133                 | .333          | 99.269       |                                   |               |              |
| 38        | .105                 | .262          | 99.531       |                                   |               |              |
| 39        | .097                 | .243          | 99.774       |                                   |               |              |
| 40        | .090                 | .226          | 100.000      |                                   |               |              |

Extraction Method: Principal Component Analysis.

a. Only cases for which Segment = ALL are used in the analysis phase.

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