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A STUDY OF IHRM PRACTICES AFFECTING INDIAN ORIGIN EXPATRIATE OVERALL SATISFACTION IN ASIA AND OUTSIDE ASIA IN IT SECTOR

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ABSTRACT

One of the key components of international assignment is designing the best IHRM policies and practices in MNCs. The global IT market crosses \$3.7trillion in 2016 and very less research is done on IHRM practices for Indian IT expatriates. Better IHRM practices are important for IT Sector to retain their employees. Major IHRM areas on international assignment areas are job factors, pre departure training, compensation and allowance, Family and cross culture adjustment, supervisor role, promotional opportunity, developing new skills and social acceptance to work culture that influence the expatriate satisfaction. In light of this the objective of the study is to analyse the factors of IHRM in designing the policies and practices of expatriate and seeing its impact on overall expat satisfaction.

KEYWORDS

expatriate, satisfaction, IHRM, policies and practices, compensation and allowances, cross culture, pre departure.

1. INTRODUCTION

One of the key components of international assignment is designing the best IHRM policies and practices in MNCs. In Today scenario major practices of IHRM cover relating to **on job factors, pre departure training, compensation and employee benefits contribute to 40-50% of the total costs, Family and cross culture adjustment, supervisor role, promotional opportunity for growth and developing new skills with training and social acceptance of the work culture.** Compensation is strategically reported and monitored at the broad – levels and with the investors to assess the health of the organization.

International Compensation is one of the important aspects in expatriate packages and is also an internal rate of return (monetary or non monetary rewards / package) including base salary, benefits, perquisites and long term & short term incentives that valued by employee's in accordance with their relative contributions to performance towards achieving the desired goal of an organization.

IHRM practices relating to expatriates can influence expatriate satisfaction and adjustment on the assignment. IHRM aspects of expatriate policies may retain an employee for longer term on expat assignment if he is satisfied with the policies and growth.

In the globalised world where the world is like a competitive market it become necessary to make the employees of the organization satisfied and to retain them is a big challenge. Role of IHRM aspects is very important to retain the competitive staff of host country national, third country nationals and parent country national. Designing and developing a better IHRM policies and good expatriate package is the job of HR professionals for the international assignments. HR manager should be properly update with the knowledge of taxation, employment laws, and foreign currency fluctuation for better designing of IHRM practices.

1.1 EXPATRIATE EXPERIENCE AND SATISFACTION AND IHRM PRACTICES

According to **Black et al (1991)** he develops a theoretical frame work 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).

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)** his 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 **Soo Min Toh and Angelo S. DeNisi (2005)** Inequitable treatment leads to low commitment and poor work performance among local staff. More importantly, inequitable treatment creates tension between local and expatriate employees and causes the local staff to be less willing to be cooperative or supportive of the expatriates with whom they have to work. 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)**, this paper suggested that cross-cultural social intelligence (CCSI) is important for selecting and developing expatriates and other employees in cross culture context. Once the expatriate is on assignment the (Harvey and Moeller 2009) identified two stages as compensation and performance appraisal for adjustment but current research is going on that there are various factors on assignment which affect the adjustment on assignment. 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. According to Susan Shortland, (2009), "Gender diversity in expatriation, the four main domains is identified after reviews for women contribution as low expatriates i.e. women's choices, assignee characteristics, social and societal norms and institutional aspects. 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.

With the help of detailed review of literature, we are able to identify the few research gaps that helped the present study in building research objectives and hypothesis.

- In some of the studies the respondents tended to be higher level expatriates due to the sample frame used. Recently expatriated or lower level expatriates likely would not be on the American Chamber of Commerce or Foreign Commercial Service rosters. Thus, the respondents tended to be at a higher organizational level and possessed more international experience than expatriates in general. On the positive side, these respondents may have more accurate perceptions than recently expatriated managers.
- Many studies did not include non-work factors, such as social and life-style issues, despite previous research findings of both spill-over and cross-over between non-work and work contexts that may affect work outcomes for business expatriates (cf. Takeuchi et al., 2002). However, the evidence of such effects is not obvious regarding other types of expatriates (Selmer and Fenner, 2009). Hence, it is not clear to what extent the omission of non-work factors in the current study may have biased the findings.
- The exploratory character of few studies with its small convenience sample of Indian expatriates makes the findings tentative. Providing expatriates with the appropriate cross-cultural training is only useful if the expatriate is receptive and willing to learn. The best training in the world is useless if the expatriate is unwilling to learn. This research did not look at the selection criteria for expatriates. Selecting the right people, who are willing to learn and who enjoy new and sometime challenging environments, is paramount to the success of cross-cultural training
- Few studies examine the nature of the relationship between POS and expatriates' cross-cultural adjustment. Results of the study are limited by the sample and operations. For instance, the researcher relied on a contracted expatriate population from a single institution in the education industry for the survey. The results are more confidently generalized to contract expatriate employees working in the education industry in the UAE than from those working as expatriate managers who were transferred from a domestic operation to the company's foreign operations in the Middle East. These data are also correlational and do not provide direct evidence of causal links between organisation support and the cross-cultural adjustment of expatriates.
- Few papers also provide practical implications for the managers and professionals involved in expatriates' selection, training and performance management. And suggests that managers involved in selection of candidates for international assignment should consider personality traits, level of self-efficacy, previous international experience, social network and cultural sensitivity at the time of selection of candidates for international assignment. Furthermore, managers should design pre-departure training programs in a way that enhances candidates' self-efficacy level, overcomes cultural sensitivity, and motivates them to expand social network. Finally, managers should explain to the candidates how they can use their personal skills and knowledge to gain work, general and interactions adjustment in order to achieve job tasks.

THE KEY THEMES OF RESEARCH GAPS ANALYZED

- 1) The above researches don't cover the demographic impact on expat experiences. Existing research focus on particular industry and particular location of Expats. With growing multi-national nature of IT industry the Expat experiences are likely to vary from US, UK to upcoming Expat locations like South East Asia.
- 2) The sample size of existing research is quite small to understand significance of various factors in Expat experience and satisfaction. I intend to cover more than 250 Expats with significant expat experience to be able to come up with relevant factors.
- 3) Most researches start with hypothesis on certain key factors without really understanding the significance of these factors. My research will first rank the key factors using factor analysis and then evaluate the impact of these key factors on Expat experience and satisfaction.
- 4) Most of the researches are on a single or individual topic covering a very small and specific area like only gender stereotype and diversity in expatriate (by Arup Varma, Soo Min Toh, Pawan Budhwar 2006, Mary L. Connerley Ross L. Mecham Judy P. Strauss, 2008, Susan Shortland, 2009), CCT in expatriate area (by Ma. Evelina Ascalon Deidra J. Schleicher Marise Ph. Born, 2008), expatriate experience, and expatriate adjustment with less no of expatriate data to support.
- 5) Some of the researches are done using qualitative method like semi structured interviews with expatriates to interpret the results. And many are done to review the literature of specific area like repatriation by Tania Nery-Kjerfve Gary N. McLean, (2012), compensation (Robert H. Sims, Mike Schraeder, 2005, Christelle Tornikoski, 2011) and expatriate experience for teenagers Kelly P. Weeks Matthew Weeks Katherine Willis-Muller, (2009) and Steve McKenna, (2010) for expatriate experience.

The above review helped in understanding the various IHRM practices which are important for expatriates worldwide. The present study will use many areas of IHRM practices and constructed a questionnaire to understand what will be the major factor of IHRM for Indian origin expatriates working in developed and developing economy that will impact their overall satisfaction and to understand their demographic impact also.

1.2 RESEARCH OBJECTIVES AND HYPOTHESIS OF THE STUDY

1. To understand the IHRM factors influencing Expat satisfaction among Indian origin IT expats in Asia and outside Asia
2. To relatively analyse the impact of these IHRM factors on overall Expat satisfaction.
 - H₀1: Cross-Cultural Training has no significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
Ha1: Cross-Cultural Training has a significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
 - H₀2: On- job support has no significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
Ha2: On- job support has a significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
 - H₀3: Social Acceptance has no significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
Ha3: Social Acceptance has a significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
 - H₀4: Pre-Departure Training has no significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
Ha4: Pre-Departure Training has a significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
 - H₀5: Expat Remuneration and pay has no significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
Ha5: Expat Remuneration and pay has a significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
 - H₀6: Role Importance has no significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
Ha6: Role Importance has a significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
 - H₀7: Allowances has no significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
Ha7: Allowances has a significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
 - H₀8: Promotional Opportunity & Supervision has no significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
Ha8: Promotional Opportunity & Supervision has a significant effect on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
 - H₀9: Local Barriers, People & Language has no significant impact on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
Ha9: Local Barriers, People & Language has a significant impact on overall Satisfaction for Indian origin expats on assignment in Asia and outside Asia.
3. To understand the impact of demographics on the factors of overall Expat satisfaction.
 - H₀10: There is no significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t Gender.
Ha10: There is a significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t Gender.
 - H₀ 11: There is no significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t different Positions.
Ha 11: There is a significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t different Positions.

- H₀ 12: There is no significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t Age groups.
Ha 12: There is a significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t Age groups
- H₀13: There is no significant difference between the mean scores of various identified factors of overall Expat Satisfaction w. r.t Tenure.
Ha 13: There is a significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t Tenure.
- H₀ 14: There is no significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t Family size.
Ha 14: There is a significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t Family size.
- H₀ 15: There is no significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t regions.
Ha 15: There is a significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t regions.

2. RESEARCH METHODOLOGY SAMPLE AND DATA COLLECTION

According to the requirement of the present study an exploratory cum descriptive research design is used and for sample design a systematic non-probability judgmental Sampling is used as a technique to collect data. A Structured questionnaire is constructed using Likert five point scale (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. Online survey link is created in Google docs and is sent to respondents for data collection via: Facebook – Expat community pages, LinkedIn – Expat professional groups and Gmail contacts of known Expats. Face to face interviews by visiting IT companies (TCS, Infosys, Cognizant, DTAC, IBM, and DUNNHUMBY etc.) and Events – by participating in Expat community social events.

2.1 INSTRUMENT

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. The validity of the questionnaire is established taking items from many constructs and reliability is also established using Cronbach’s alpha.

TABLE 2.1: RELIABILITY STATISTICS OF ALL THE ITEMS

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

3. RESULT ANALYSIS AND DISCUSSION

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 AND AMOS GRAPHICS.

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.

3.1 FACTOR ANALYSIS

Factor analysis also called as the ‘Exploratory Factor Analysis’ (EFA and Confirmatory Factor analysis (CFA) is a method used for reducing the number of variables in a data. 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 3.1.1: TABLE OF KMO AND BARTLETT’S TEST^a

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

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 $\chi^2 = 780, p < .05$.

Exploratory Factor Analysis results revealed that Expats overall satisfaction is mainly depend on these 10 IHRM factors. There are 10 factors yield retention of 71.32% of the entire variable response with a minor loss of data. But then, the last factor i.e. **Dual career allowance** was having only one item in the factor and so this factor could be dropped from the study without much loss. So, finally 9 IHRM Factors can be extracted as a result of Exploratory Factor Analysis with a total data capture of 67.415% which is satisfactory for the study. The summary result of the Factor Analysis from rotated component matrix, variance table, and reliability of each factor is checked using Cronbach’s alpha showing the IHRM factors is represented in the table 3.1.2

TABLE 3.1.2: FACTOR ANALYSIS FOR COMPONENTS AND VARIATION

| Name of the Dimension | Item No | Statements | Factor Loadings | Variation % | Reliability Cronbach's Alpha |
|---|---------|---|-----------------|-------------|------------------------------|
| 1)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 | | |
| 2)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 | | |
| 3)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 | | |
| 4)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 | | |
| 5) 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 | I feel I get comparable pay according to my job responsibilities | .641 | | |
| 6)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 Regardless of my expat status | .631 | | |
| | 24 | I expect to gain significant business skills during my expat assignment | .532 | | |
| 7)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 | | |
| 8)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 | | |
| 9)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 | | |

CONFIRMATORY FACTOR ANALYSIS

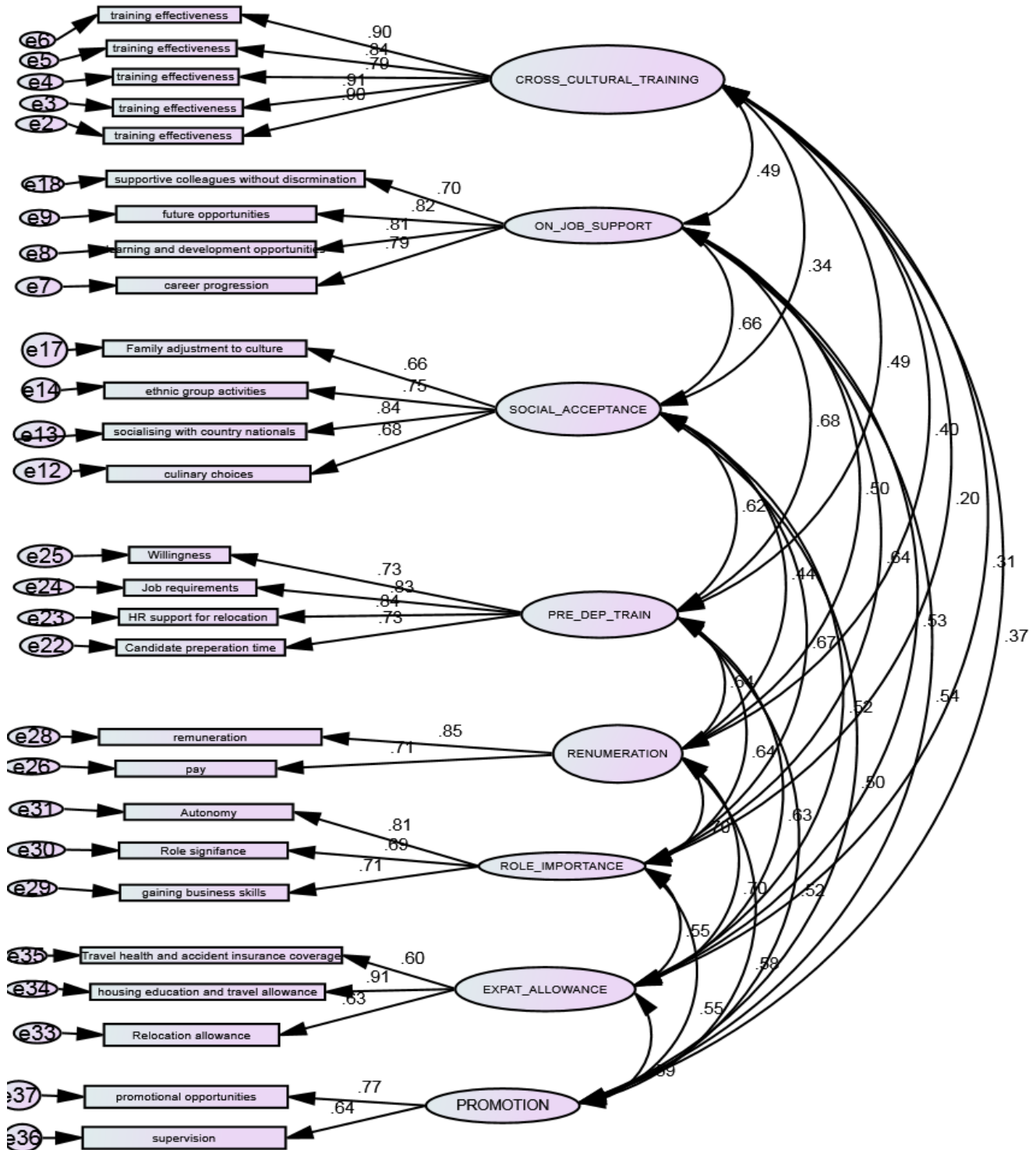
CFA is done to give a clear picture to the factor structure using AMOS Graphics software for Structural Equation Modeling (SEM). Confirmatory factor analysis (CFA) is a statistical technique used to verify the factor structure of a set of observed variables. CFA provides the exact confirmatory factor. After doing EFA on the present study the CFA is performed for validating the construct and knowing the factor structure of the above EFA done. With the help of rotated matrix that is taken from Exploratory factor analysis the path diagram is created in AMOS to check the measure of fit for the model. The software variance-covariance matrix it then estimates parameters in the model that indicate the similarity between estimated and actual variance-covariance matrices and nature of relationships between variables. Below is the table indicating the valid measures for model fit. And model fit path diagram is created for confirmatory factor analysis which is showing 8 major factors. The below table 3.1.3 shows the measure of fit index for confirmatory factors analysis model. The CFA shows different measures in different tables the various range from 0 to 1, with higher values indicating better fit.

TABLE 3.1.3: OF MEASURES FOR CFA FIT INDEX

| Measures | Default model |
|---|---------------|
| CMIN/DF | 3 |
| RMR, GFI (Goodness of Fit Index) | 0.801 |
| CFI (Comparative Fit Index) | 0.801 |
| RMSEA (Root mean square error of approximation) | 0.089 |
| NFI (Normed fit index) | 0.813 |
| IFI (Incremental fit index) | 0.866 |

The present results of chi-square (CMIN/DF) significance is 3 which is under the specified limit of (<3 Good, 5 permissible), CFI is .801 (>.80 permissible), GFI is .801 (>.95), RMSEA is .089 which is in moderate range (.05-.10 moderate). According to the results the measures it shows a **permissible fit**.

FIGURE 3.1: CONFIRMATORY MODEL FOR FACTOR ANALYSIS



According to the results the CFA model shows a **permissible fit** with eight major factors in the figure after using modification indices and deleting some variables which are correlated in same factor and their factor loading is also low $<.60$ to come up with model fit index. There was no high covariance values (refer table in appendices 3.1.4 Covariance values for Model) among variables selected to fit the index. The factor of local barrier people and language is dropped as it was not showing a good fit and the factor loading of the variables was very low. The CFA model figure is depicting 8 major factors that are the first eight factors explained below and as it was permissible fit to the model the factors were further subject to Regression analysis for its significance.

IHRM FACTORS /COMPONENTS INFLUENCING OVERALL EXPAT SATISFACTION

CROSS CULTURAL TRAINING contains 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). the overall purpose of CCT is to improve an expatriate's probability of success on the foreign assignment (Baumgarten, 1995; Black & Mendenhall, 1990; Forster, 2000) by equipping the expatriate with the knowledge, skills, and attitudes needed for cross-cultural adjustment, effective on-the-job performance, and interaction with the host nationals (Baumgarten, 1995; R. Bennett et al., 2000; Forster, 2000).

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 priori, 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 checked for regression analysis also.

So, conclusively, it is found that the various IHRM factors that affect the overall Expat satisfaction are namely Cross Cultural Training, On job support, Social Acceptance, Pre-Departure Training, Remuneration, Role Importance, Role Importance and Promotional Opportunity & Supervision. This is again concurrent with the research 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), Kevin Schoepp Ingo Forstenlechner, (2010), Pauline Ngo Henha (2011).

3.2 REGRESSION ANALYSIS

After EFA results showing 9 major factor and CFA results are showing 8 factors so taking a broader look and to check the impact of factors on satisfaction. So 9 IHRM factors are tested on regression analysis namely CCT, On JOB Support, Social Acceptance, Pre departure Training, Remuneration, role Importance, Expat Allowance, Promotional opportunity and supervision and local barriers people and language have been retained form the analysis of this study for regression.

Regression analysis is conducted on these 9 IHRM factors to understand their relative impact on the overall Expat Satisfaction. In this case, the overall Expat Satisfaction is the Dependent variable and the 9 IHRM factors (as extracted from the Factor Analysis) are the Independent Variables.

TABLE 3.2.1: REGRESSION MODEL SUMMARY

| R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson | |
|--------------------------|-------------------|-------------------|----------------------------|-------------------|----------|--------|-----|---------------|---------------|-------|
| | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | | |
| Segment = ALL (Selected) | .749 ^a | .561 | .545 | .4992 | .561 | 35.298 | 9 | 249 | .000 | 1.957 |

- a. Predictors: (Constant), Local Barriers, People & Language, Expat Remuneration, Cross Cultural Training, Promotional Opportunity & Supervision, Expat Allowances, Role Importance, Social Acceptance, Pre-Departure Training, On job support
- b. Unless noted otherwise, statistics are based only on cases for which Segment = ALL.
- c. Dependent Variable: overall external satisfaction

This table indicates the value of R square =.561 and the 9 major factors are used as predictors variables and the dependent variable is overall satisfaction. It shows there is significant relationship between predictors and the overall external satisfaction. And the Durbin Watson value=1.943.

TABLE 3.2.2 (A): REGRESSION COEFFICIENTS
DEPENDENT VARIABLE: OVERALL EXPAT EXTERNAL SATISFACTION

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | 95.0% Confidence Interval for B | | Correlations | | |
|--------------------------------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|--------------|---------|-------|
| | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Zero-order | Partial | Part |
| | 1 (Constant) | .540 | .230 | | | | 2.345 | .020 | .086 | .993 |
| Cross Cultural Training | .023 | .038 | .032 | .614 | .540 | -.051 | .097 | .332 | .039 | .026 |
| On job support | .034 | .068 | .034 | .499 | .618 | -.099 | .167 | .533 | .032 | .021 |
| Social Acceptance | .147 | .065 | .136 | 2.251 | .025 | .018 | .276 | .538 | .141 | .095 |
| Pre-Departure Training | .126 | .060 | .138 | 2.100 | .037 | .008 | .245 | .582 | .132 | .088 |
| Expat Remuneration | .146 | .052 | .165 | 2.804 | .005 | .043 | .248 | .590 | .175 | .118 |
| Expat Allowances | .218 | .048 | .247 | 4.514 | .000 | .123 | .313 | .606 | .275 | .190 |
| Role Importance | .147 | .067 | .124 | 2.202 | .029 | .016 | .278 | .532 | .138 | .093 |
| Promotional Opportunity; Supervision | .114 | .040 | .147 | 2.859 | .005 | .035 | .192 | .499 | .178 | .120 |
| Local Barriers, People & Language | -.033 | .046 | -.035 | -.712 | .477 | -.124 | .058 | .222 | -.045 | -.030 |

Interpretation of Table 3.2.2 (a):

The results of the Regression analysis performed on all the 9 major factors reveal that the significance value of 3 factors was insignificant. So, we cannot reject the null hypotheses for these 3 IHRM factors influencing the overall Satisfaction of the expats, namely, Cross cultural Training p=0.540, On Job Support, p=0.618 and Local Barriers people and language p=0.477.

Thus, it can be inferred that Cross Cultural Training does not have significant effect on overall Expat Satisfaction for Indian origin IT professionals on assignments in Asia and outside Asia (H₀₁). Because some companies are providing the CCT and others are not providing it. Similarly, we reject the Hypothesis, H_{a2} related to On-job support and infer that 'On-job support' (p value=.618) has no significant effect on overall Satisfaction for Indian origin expats on assignment. In similar vein, we also reject the hypothesis pertaining to Local Barriers, People & Language (p value=.4770 and thus infer that Local Barriers, People & Language does not have a significant effect on overall Satisfaction for Indian origin expats on assignment.

So, conclusively, the alternate Hypotheses H_{a1}, H_{a2} and H_{a9} are rejected and null hypothesis H₀₁, H₀₂ and H₀₉ are accepted. The p- value shows there is no significant relationship between the predictor variable and the dependent variable i.e. overall Expat Satisfaction. The rest of the factors exhibit a significant relationship with the overall Satisfaction. Thus, finally after using the regression analysis technique, out of 9 factors we reject 3 factors (i.e. Cross cultural Training, On Job Support, and Local Barriers people and language) which are not significant and accept 6 major factors which are highly significant impacting the overall Satisfaction for further analysis.

The 6 major significant factor is tested for reliability using the technique of Cronbach Alpha and all the factors scores are greater than 0.6 and factor loading column shows all the highest values ranging from (-1 to +1) extracted from rotated component matrix. For a more robust analysis and clarifying the results once again, after eliminating the 3 factors, Regression analysis was carried out on 6 major factors; the results of which are shown in the table 3.2.2(b).

TABLE 3.2.2 (B): REGRESSION COEFFICIENTS

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Correlations | | | Collinearity Statistics | |
|---------------------------------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|--------------|---------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Zero-order | Partial | Part | Tolerance | VIF |
| | 1 (Constant) | .514 | .216 | | | | 2.382 | .018 | .089 | .939 | | |
| Social Acceptance | .150 | .059 | .138 | 2.542 | .012 | .034 | .266 | .538 | .158 | .106 | .595 | 1.681 |
| Pre-Departure Training | .150 | .052 | .163 | 2.860 | .005 | .047 | .254 | .582 | .177 | .120 | .536 | 1.866 |
| Expat Remuneration | .155 | .051 | .176 | 3.063 | .002 | .055 | .255 | .590 | .189 | .128 | .530 | 1.887 |
| Expat Allowances | .217 | .048 | .246 | 4.525 | .000 | .123 | .312 | .606 | .274 | .189 | .591 | 1.691 |
| Role Importance | .140 | .064 | .119 | 2.189 | .029 | .014 | .266 | .532 | .137 | .092 | .597 | 1.675 |
| Promotional Opportunity & Supervision | .113 | .039 | .147 | 2.929 | .004 | .037 | .190 | .499 | .181 | .123 | .699 | 1.430 |

- a. Dependent Variable: overall external satisfaction
- b. Selecting only cases for which Segment = ALL

Interpretation of Table 3.2.2 (b)

Table 3.2.2 (b) indicates that 6 major factors significance value i.e. p value. It means there is a significant relationship between the predictor variables and the dependent variable i.e. overall external satisfaction. So we reject the null hypotheses for each one of them and thereby, accept the alternate hypotheses, namely H_{a3}, H_{a4}, H_{a5}, H_{a6}, H_{a7} and H_{a8}.

As a step further, the Final Linear Model Fit Equation was drawn for the results of multiple regression analysis so generated.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots$$

Where, Y= Dependent Variable (Overall Satisfaction)
 a= constant
 X1, X2, X3, etc are the independent factors affecting Expat Satisfaction
 Thus, The Regression equation stands as
 Overall satisfaction = .514 (constant) + .150 * Social acceptance + .150 * Pre departure Training + .155 * Expat Remuneration + .217 * Expat Allowance + .140 * Role Importance + .113 * Supervision & promotional opportunity

3.3 ANOVA AND T TEST ANALYSIS TO TEST THE 3 OBJECTIVE

3.3.1 Effect of Gender on Various Identified factors of Overall Satisfaction

H₀10: There is no significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t gender.

To analyze this independent t- test were conducted across all the 6 major factors impacting Expat Satisfaction. The independent T test is performed to compare the mean of 2 groups which are not related to each other but has continuous dependent variable. It infers whether there is a statically significant difference between the means of two unrelated groups. The results of analysis are presented in the Table 3.3.1 given below:

TABLE 3.3.1: T-TABLE OF GENDER AND VARIOUS IDENTIFIED FACTORS OF OVERALL SATISFACTION

| Factors of Expat Satisfaction | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | |
|---------------------------------------|-----------------------------|---|------|------------------------------|---------|-----------------|------------------|-----------------------|
| | | F | Sig. | t | Df | Sig. (2-tailed) | Mean Difference | Std. Error Difference |
| Social Acceptance | Equal variances assumed | 2.485 | .116 | 4.313 | 257 | .000 | .354505529604344 | .082188174201602 |
| | Equal variances not assumed | | | 4.242 | 224.270 | .000 | .354505529604344 | .083579197103265 |
| Pre-Departure Training | Equal variances assumed | 8.002 | .005 | 3.328 | 257 | .001 | .327534235637001 | .098409935717023 |
| | Equal variances not assumed | | | 3.270 | 222.537 | .001 | .327534235637001 | .100154225011007 |
| | Mean scores of males | 3.836463224 | | | | | | |
| | Mean scores of females | 3.576086957 | | | | | | |
| Expat Remuneration | Equal variances assumed | 11.918 | .001 | 4.299 | 257 | .000 | .434682796342875 | .101116892046711 |
| | Equal variances not assumed | | | 4.220 | 220.705 | .000 | .434682796342875 | .102993736299580 |
| | Mean scores of males | 3.743348983 | | | | | | |
| | Mean scores of females | 3.405797101 | | | | | | |
| Expat Allowances | Equal variances assumed | .773 | .380 | 3.077 | 257 | .002 | .316185571126282 | .102754614666904 |
| | Equal variances not assumed | | | 3.070 | 250.161 | .002 | .316185571126282 | .102981084583488 |
| Role Importance | Equal variances assumed | 4.589 | .033 | 4.308 | 257 | .000 | .3247 | .0754 |
| | Equal variances not assumed | | | 4.225 | 217.997 | .000 | .3247 | .0768 |
| | Mean scores of males | 3.938028169 | | | | | | |
| | Mean scores of females | 3.669565217 | | | | | | |
| Promotional Opportunity & Supervision | Equal variances assumed | 1.692 | .194 | 4.283 | 257 | .000 | .4934 | .1152 |
| | Equal variances not assumed | | | 4.251 | 242.271 | .000 | .4934 | .1161 |

Independent sample T test table 3.3.1 reveals that there is significant difference with respect to gender for Pre-departure Training, Expat Remuneration and Role Importance. According to the results the null hypothesis stands rejected for Pre-departure Training, Expat Remuneration and Role Importance.

By comparing the mean score for **Pre-departure Training**, it can be assumed that Males (M=3.83646) take training as a very important aspects which helps in enhancing their awareness level, skill development and settling down in new role. On the other hand, Females where (M=3.57608), it is believed that it is required and the follows it as a company procedure and there might be other aspects that are more important like, family adjustment kids adjustment to the culture which affect their satisfaction.

On comparing, the mean score of **Expat Remuneration** for Males (M=3.74334) remuneration is more significant factor to move into different country and on the other hand for Females (M=3.40579) it is important but other factors also plays important role than remuneration.

By comparing the mean score of **Role Importance** for Males (M=3.93802) is more significant factor to move into different country as males like to be in power and freedom to take decision and on the other hand for Females (M=3.66956) it is important but might be other factors also plays important role.

3.3.2 Effect of Positions on Various Identified factors of Overall Satisfaction

H₀11: There is no significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t position.

TABLE 3.3.2: ANOVA TABLE FOR POSITIONS AND VARIOUS IDENTIFIED FACTORS OF OVERALL EXTERNAL SATISFACTION

| Factors of Expat Satisfaction | Levene Statistic | Sig. | F | Sig. | Statistic ^a | Sig. |
|---------------------------------------|------------------|------|--------|------|------------------------|------|
| Social Acceptance | .562 | .571 | 10.455 | .000 | 9.585 | .004 |
| Mean score for Senior | 3.941 | | | | | |
| Mean score for middle | 3.578 | | | | | |
| Mean score for junior | 4.133 | | | | | |
| Pre-Departure Training | .120 | .887 | 2.051 | .131 | 3.012 | .090 |
| Expat Remuneration | .269 | .764 | 3.368 | .036 | 2.981 | .094 |
| Mean Score for senior | 3.819 | | | | | |
| Mean score for middle | 3.562 | | | | | |
| Mean score for junior | 4.000 | | | | | |
| Expat Allowances | .838 | .434 | 3.557 | .030 | 3.532 | .064 |
| Mean Score for senior | 3.865 | | | | | |
| Mean score for middle | 3.593 | | | | | |
| Mean score for junior | 3.933 | | | | | |
| Role Importance | 1.923 | .148 | .609 | .545 | .591 | .561 |
| Promotional Opportunity & Supervision | 4.641 | .010 | 4.687 | .010 | 12.586 | .001 |
| Mean Score for senior | 3.504385965 | | | | | |
| Mean score of middle | 3.185714286 | | | | | |
| Mean score of junior | 2.7 | | | | | |

Interpretation of ANOVA Table 3.3.2

It can be observed from the ANOVA table 3.3.2 that there is a significant difference in Social acceptance, Expat Remuneration, Expat allowance and Promotional Opportunity and supervision for different positions. Hence our hypotheses stand rejected for Social acceptance, Expat Remuneration, Expat allowance and Promotional Opportunity and supervision. From different ANOVA tables i.e. Levene statistic, F value and Welch test is used for statistic and its significance for constructing this table.

For further analysis, Post hoc test was conducted. **Tukey's** test was run on all the 4 factors exhibiting significant difference on the Expat satisfaction –i.e. Social acceptance, Expat Remuneration, Expat allowance and Promotional Opportunity and supervision.

As per the results of the post hoc analysis, there is a significant difference between the position of respondents between the junior position and middle positions for **Social Acceptance**. The respondents in the Junior position (M=4.133) are high at social acceptance as most of the people at junior level are young and they quickly adapt to the environment, food choices, wants to explore new places don't have family responsibilities their acceptance to a new environment is always

fast. On the other hand, respondents for middle level positions (M=3.578) have more responsibilities of families and young kids so there social acceptance is a bit dependent family adjustment to the new culture and environment.

As per the results of post hoc analysis, there is a significant difference between the position of respondents between the junior position and middle positions for **Expatriate Remuneration**. The respondents in the junior position (M=4.00) are satisfied with remuneration as they are mostly single and young. They want to grow their career path; wants to learn business at global level and focus on their skills development. So they are more satisfied with what the company offers them as expatriate remuneration. At the junior level less people get the exposure of expatriate jobs. On the other hand the respondents at the middle position (M=3.562) they are mostly people who are young parents and they move to other country with spouse and kids. So sometime they have more expenditure so are little less satisfied to remuneration but comes in the category of satisfied people.

As per the post hoc analysis there is a significant difference between the position of respondents between the junior position and middle positions for **Expatriate Allowances**. The respondents in the junior position (M=3.933) are satisfied with allowances as they are mostly single and young. They are covered for Travel and health & accident insurance, Relocation allowances, Travel allowances and housing allowance. They are more satisfied with what the companies offer them as expatriate allowance. At the junior level less people get the exposure of expatriate jobs so other factors are more important. On the other hand the respondents at the middle position (M=3.593) they are mostly people who are young parents and they move to other country with spouse and kids. So as compared to allowances given to junior position some more additional allowances need to be given to them like spouse allowance and kids education and health & travel allowances so they are little less satisfied to allowances but are satisfied.

As per the post hoc analysis there is a significant difference between the position of respondents between the junior position and senior positions for **Promotional Opportunity and supervision**. The respondents in the senior position (M=3.504) are more satisfied for Promotional Opportunity and supervision. Most of the people at senior level are middle age group or high age group and they have more experience and have people management skills and technically also strong in their expertise field. They have strong chances for promotion and they are friendlier with supervisors and they also give them more autonomy to do work. On the other hand, respondent for Junior level positions (M=2.7) they are more young and have to learn so many new things and skills so chances of promotion is their but less and supervisors also want them to learn and grow so they are a little professional with juniors to make them professional and keep power in their hands to make them learn.

3.3.3 Effect of Age Group on Various Identified factors of Overall Satisfaction

H₀12: There is no significant difference between the mean scores of various identified factors of overall Expatriate Satisfaction w.r.t Age groups.

TABLE 3.3.3: ANOVA TABLE FOR AGE GROUP AND VARIOUS IDENTIFIED FACTORS OF OVERALL SATISFACTION

| Factors of Expatriate Satisfaction | Levene Statistic | Sig. | F | Sig. | Statistic ^a | Sig. |
|---------------------------------------|------------------|------|-------|------|------------------------|------|
| Social Acceptance | 1.461 | .226 | 2.651 | .049 | 3.148 | .049 |
| Mean score for 18-25 years | 3.000 | | | | | |
| Mean score for 26-35 years | 3.729 | | | | | |
| Mean score for 36-45 years | 3.750 | | | | | |
| Mean score for Above 46 years | 3.873 | | | | | |
| Pre-Departure Training | 1.663 | .175 | 4.416 | .005 | 2.531 | .089 |
| Mean score for 18-25 years | 2.767 | | | | | |
| Mean score for 26-35 years | 3.743 | | | | | |
| Mean score for 36-45 years | 3.988 | | | | | |
| Mean score for Above 46 years | 3.753 | | | | | |
| Expatriate Remuneration | 1.640 | .181 | 8.418 | .000 | 7.250 | .002 |
| Mean score for 18-25 years | 2.400 | | | | | |
| Mean score for 26-35 years | 3.544 | | | | | |
| Mean score for 36-45 years | 3.882 | | | | | |
| Mean score for Above 46 years | 3.920 | | | | | |
| Expatriate Allowances | 5.094 | .002 | 5.139 | .002 | 31.061 | .000 |
| Mean score for 18-25 years | 2.867 | | | | | |
| Mean score for 26-35 years | 3.586 | | | | | |
| Mean score for 36-45 years | 3.902 | | | | | |
| Mean score for Above 46 years | 3.920 | | | | | |
| Role Importance | 1.940 | .124 | 3.097 | .027 | 1.721 | .198 |
| Mean score for 18-25 years | 3.160 | | | | | |
| Mean score for 26-35 years | 3.953 | | | | | |
| Mean score for 36-45 years | 3.879 | | | | | |
| Mean score for Above 46 years | 3.808 | | | | | |
| Promotional Opportunity & Supervision | 4.620 | .004 | 3.592 | .014 | NA | NA |
| Mean score for 18-25 years | 2.5 | | | | | |
| Mean score for 26-35 years | 3.231617647 | | | | | |
| Mean score for 36-45 years | 3.308823529 | | | | | |
| Mean score for Above 46 years | 3.64 | | | | | |

The analysis of ANOVA table 3.3.3 showed a significant difference in Social acceptance, Pre-Departure Training, Expatriate Remuneration, Expatriate allowance, Role Importance and Promotional Opportunity & supervision for different Age groups. Hence our hypotheses stand rejected for Social acceptance, Pre-Departure Training, Expatriate Remuneration, Expatriate allowance, Role Importance and Promotional Opportunity & supervision. From different ANOVA tables i.e. Levene statistic, F value and Welch test is used for statistic and its significance for constructing this table. For further analysis, Post hoc test was conducted and **TUKEY** test was used for all the 6 factors having significant difference- Social acceptance, Pre-Departure Training, Expatriate Remuneration, Expatriate allowance, Role Importance and Promotional Opportunity & supervision.

As per the post hoc analysis there is a significant difference between the age group of respondents between the above 46 years and 18-25 years of age group for **social Acceptance**. The respondents in the above 46 years age group (M=3.873) are high at social acceptance most of the people are at senior positions and have more experience on expats role and living in the region for many years so they quickly adapt to the environment and culture and food choices. On the other hand, respondent for 18-25 years of age group (M=3.000) are young, do not have family responsibility but for new opportunities they take expatriate roles and feel homesick so their social acceptance is a bit low on adjustment to the new culture and environment.

As per the post hoc analysis there is a significant difference between the age group of respondents between 36-45 years and 18-25 years of age group for **Pre departure Training**. The respondents in 36-45 years age group (M=3.988) are high at social acceptance most of the people are at middle and senior positions and have more experience on expats role and living in the region for many years with family so they quickly adapt to the environment and culture and food choices. On the other hand, respondent for 18-25 years of age group (M=2.767) are young do not have family responsibility but for new opportunities they take expatriate roles and feel homesick so their social acceptance is a bit low on adjustment to the new culture and environment.

As per the post hoc analysis there is a significant difference between the age group of respondents between the above 46 years and 18-25 years of age group for **Expat Remuneration**. The respondents in the above 46 years age group (M=3.920) are satisfied with remuneration as they are mostly people at senior levels and have family responsibilities. They are satisfied with remuneration as it is high and given keeping in mind family also. On the other hand, the respondents at 18-25 years of age group (M=2.400) they are mostly people who are young and they move to other country for good opportunity and career path. As they are single and young their remuneration is comparatively less. So are little less satisfied to remuneration but comes in the category of satisfied people.

As per the post hoc analysis there is a significant difference between the age group of respondents between the above 46 years and 18-25 years of age group for **Expat Allowances**. The respondents in the above 46 years age group (M=3.920) are satisfied with Allowances as they are mostly people at senior levels and have family responsibilities. They are satisfied with allowances as they fully covered and given according to the family also They are covered for Travel and health & accident insurance for family, Relocation allowances, Travel allowances and housing allowance and kids schooling also. They are more satisfied with what the companies offer them as expat allowance. On the other hand, the respondents 18-25 years of age group (M=2.867) they are mostly people who are young and at junior levels. So as compared to allowances given to other positions they get a little less so they level of satisfaction is less towards allowances.

As per the post hoc analysis there is a significant difference between the age group of respondents between the 26-35 years and 18-25 years of age group for **Role Importance**. The respondents in the above 26-35 years of age group (M=3.953) are people who are young and at middle level position for them role importance is important when the take expat roles. Because if they moving to different regions with family the role should be good. On the other hand, the respondents 18-25 years of age group (M=3.160) they are mostly people who are young and at junior levels. For them new opportunity is more important.

As per the post hoc analysis there is a significant difference between the age group of respondents between the above 46 years and 18-25 years of age group for **Promotional Opportunity and supervision**. The respondents in the above 46 years (M=3.64) of age group are more satisfied for Promotional Opportunity and supervision. Most of the people at senior level & middle levels positions and they have more experience and have people management skills and technically also strong in their expertise field. They have strong chances for promotion and they are friendlier with supervisors and they also give them more autonomy to do work. On the other hand, respondent for 18-25 years of age group (M=2.5) they are more young and have to learn so many news things and skills so chances of promotion is their but less and supervisors also want them to learn and grow so they are a little professional with juniors to make them professional and keep power in their hands to make them learn.

3.3.4 Effect of Tenure on Various Identified factors of Overall Satisfaction

Ho13: There is no significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t. different tenure.

TABLE 3.3.4: ANOVA TABLE FOR TENURE AND VARIOUS IDENTIFIED FACTORS OF OVERALL SATISFACTION

| Factors of Expat Satisfaction | Levene Statistic | Sig. | F | Sig. | Statistic ^a | Sig. |
|---------------------------------------|-------------------|------|-------|------|------------------------|------|
| Social Acceptance | 1.004 | .406 | .713 | .583 | .944 | .443 |
| Pre-Departure Training | 1.243 | .293 | 1.992 | .096 | 1.708 | .157 |
| Expat Remuneration | 1.714 | .147 | 4.105 | .003 | 4.406 | .003 |
| Mean Score for Tenure 1-2 years | 3.401 | | | | | |
| Mean Score for Tenure 2-3 years | 3.626 | | | | | |
| Mean Score for Tenure 3-4 years | 3.761904761904760 | | | | | |
| Mean Score for Tenure 4-5 years | 3.377 | | | | | |
| Mean Score for Tenure above 5 years | 3.889908256880730 | | | | | |
| Expat Allowances | 3.010 | .019 | 2.387 | .052 | 2.300 | .067 |
| Role Importance | 1.013 | .401 | 1.503 | .202 | 2.092 | .089 |
| Promotional Opportunity & Supervision | .574 | .682 | 3.051 | .018 | 3.245 | .016 |
| Mean Score for Tenure 1-2 years | 3.153061224 | | | | | |
| Mean Score for Tenure 2-3 years | 3.412280702 | | | | | |
| Mean Score for Tenure 3-4 years | 3.261904762 | | | | | |
| Mean Score for Tenure 4-5 years | 2.782608696 | | | | | |
| Mean Score for Tenure above 5 years | 3.463302752 | | | | | |

The analysis of ANOVA table 3.3.4 showed a significant difference in Expat Remuneration and Promotional Opportunity and supervision for different Tenure. Hence our hypothesis stands rejected for Expat Remuneration and Promotional Opportunity and supervision. From different ANOVA tables i.e. Levene statistic, F value and Welch test is used for statistic and its significance for constructing this table. For further analysis Post hoc test was conducted. **Tukey** test was used for 2 factors having significant difference- Expat Remuneration and Promotional Opportunity and supervision.

As per the post hoc analysis there is a significant difference between the tenure of respondents of above 5 years tenure and 4-5 years of tenure of **Expat Remuneration**. The respondents in the above 5 years tenure (M=3.88990) are more satisfied with the expat remuneration as they have good experience and are at high level positions so they are satisfied with remuneration. On the other hand respondent for 4-5 years of tenure (M=3.377) have more responsibilities of families and young kids and they are striving to move at the leadership positions so they expectations are increasing for more pay but good pay is always accompanied with promotions and more experiences.

As per the post hoc analysis there is a significant difference between the tenure of respondents of above 5 years tenure and 4-5 years of tenure for **Promotional Opportunity and supervision**. The respondents in above 5 years tenure (M=3.4633) are more satisfied for Promotional Opportunity and supervision. Most of the people are moved from middle level to senior level. They have more experience and have people management skills and technically also strong in their expertise field. They have strong chances for promotion and they are friendly with supervisors and they also give them more autonomy to do work. On the other hand respondent for 4-5 years of tenure (M=2.7826) they are people who are striving for promotion and have to every time above expectations of their supervisors and they have to learn many news things and skills so they get promoted to different levels when chances of promotion is their but less.

3.3.5 Effect of Family Size on Various Identified factors of Overall Satisfaction

Ho 14: There is no significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t Family size.

TABLE 3.3.5: ANOVA TABLE FOR FAMILY SIZE AND VARIOUS IDENTIFIED FACTORS OF OVERALL SATISFACTION

| | Levene Statistic | Sig. | F | Sig. | Statistic ^a | Sig. |
|---|------------------|------|-------|------|------------------------|------|
| Social Acceptance | .945 | .390 | 8.553 | .000 | 7.322 | .001 |
| Mean score for Single | 3.409 | | | | | |
| Mean score for married without Children | 3.691 | | | | | |
| Mean score for Married with Children | 3.879 | | | | | |
| Pre-Departure Training | 5.395 | .005 | 2.057 | .130 | 1.334 | .268 |
| Expat Remuneration | 2.792 | .063 | 1.655 | .193 | 1.452 | .239 |
| Expat Allowances | .139 | .871 | 1.870 | .156 | 1.892 | .156 |
| Role Importance | 2.071 | .128 | 2.714 | .068 | 1.589 | .210 |
| Promotional Opportunity & Supervision | 1.335 | .265 | 6.067 | .003 | 5.728 | .004 |
| Mean score for Single | 3.011904762 | | | | | |
| Mean score for married without Children | 3.146666667 | | | | | |
| Mean score for Married with Children | 3.496478873 | | | | | |

The analysis of ANOVA table 3.3.5 showed a significant difference in Social acceptance and Promotional Opportunity and supervision for different family size. Hence our hypothesis stands rejected for Social acceptance and Promotional Opportunity and supervision. From different ANOVA tables i.e. Levene statistic, F value and Welch test is used for statistic and its significance for constructing this table. For further analysis, Post hoc test was conducted. **Tukey** test was used for 2 factors having significant difference- Social acceptance and Promotional Opportunity and supervision.

As per the post hoc analysis there is a significant difference between the family size of respondents between Married with children and single for **Social Acceptance**. The respondents Married with children (M=3.879) are more satisfied at social acceptance because they live with their families and children so they don't feel homesickness. They enjoy with family and kids who act as a backbone to adjust in new countries and environment. Living with family has lot of advantages it reduces stress of office when you get along with kids and play with them and live with them. And people explore countries with families and they learn new cultures which help them how to adjust in different cultures, adapt to the environment, food choices. On the other hand, respondent for single family size (M=3.409) have less responsibilities and staying alone so they feel homesick and miss home/home made food choices because they have to cook themselves living outside.

As per the post hoc analysis there is a significant difference between the family size of respondents between Married with children and single for **Promotional Opportunity and supervision**. The respondents Married with children (M=3.4964) they are the people of middle age or upper middle age group who are married and have children and are at high level positions who have good chances for promotion in companies. So they are more satisfied for Promotional Opportunity and supervision. On the other hand, respondent for single family size (M=3.0119) they are people who are young and working hard learning and developing new skills and have to meet expectations of their supervisors and Supervisors are very professional with them and give them less power so that they learn the professional environment.

3.3.6 Effect of Region on Various Identified factors of Overall Satisfaction

H₀15: There is no significant difference between the mean scores of various identified factors of overall Expat Satisfaction w.r.t region.

TABLE 3.3.6: T- TABLE FOR REGION AND VARIOUS IDENTIFIED FACTORS OF OVERALL SATISFACTION

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | |
|---------------------------------------|-----------------------------|---|------|------------------------------|---------|-----------------|------------------|-----------------------|
| | | F | Sig. | T | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference |
| Social Acceptance | Equal variances assumed | 2.485 | .116 | 4.313 | 257 | .000 | .354505529604344 | .082188174201602 |
| | Equal variances not assumed | | | 4.242 | 224.270 | .000 | .354505529604344 | .083579197103265 |
| Pre-Departure Training | Equal variances assumed | 8.002 | .005 | 3.328 | 257 | .001 | .327534235637001 | .098409935717023 |
| | Equal variances not assumed | | | 3.270 | 222.537 | .001 | .327534235637001 | .100154225011007 |
| Mean scores of Asia | | 3.943236715 | | | | | | |
| Mean scores of Non Asia | | 3.615702479 | | | | | | |
| Expat Remuneration | Equal variances assumed | 11.918 | .001 | 4.299 | 257 | .000 | .434682796342875 | .101116892046711 |
| | Equal variances not assumed | | | 4.220 | 220.705 | .000 | .434682796342875 | .102993736299580 |
| Mean scores of Asia | | 3.88647343 | | | | | | |
| Mean scores of Non Asia | | 3.451790634 | | | | | | |
| Expat Allowances | Equal variances assumed | .773 | .380 | 3.077 | 257 | .002 | .316185571126282 | .102754614666904 |
| | Equal variances not assumed | | | 3.070 | 250.161 | .002 | .316185571126282 | .102981084583488 |
| Role Importance | Equal variances assumed | 4.589 | .033 | 4.308 | 257 | .000 | .3247 | .0754 |
| | Equal variances not assumed | | | 4.225 | 217.997 | .000 | .3247 | .0768 |
| Mean scores of Asia | | 4.042028986 | | | | | | |
| Mean scores of Non Asia | | 3.717355372 | | | | | | |
| Promotional Opportunity & Supervision | Equal variances assumed | 1.692 | .194 | 4.283 | 257 | .000 | .4934 | .1152 |
| | Equal variances not assumed | | | 4.251 | 242.271 | .000 | .4934 | .1161 |

The Independent Sample T test table 5.4.6 reveals that there is significant difference with respect to region for Pre-departure Training, Expat Remuneration and Role Importance. According to the results the null hypothesis stands rejected for Pre-departure Training, Expat Remuneration and Role Importance.

By comparing the mean score for **Pre-departure Training** for Asia (M=3.943236715) shows that expats moving to Asian region, it is more important to provide them with pre-departure training. Asian countries are developing countries and there languages are different and culture and eating habits are different. So it helps them to understand and adjust to those cultures easily. Pre-departure training is a very important aspect in expat moving to global economies, which helps in their awareness levels of visa, travelling, house hunting and settling down in new role and on the other hand for Non Asia where (M=3.615702479) it is believed that expats who are moving to Non Asian countries can adjust quickly with language and food habits and their culture. Pre departure training is required but much significant to Non Asian Region. And they follow it as accompany procedure.

By comparing the mean score of **Expat Remuneration** for Asia (M=3.88647343) remuneration is most significant factor to move into different country and for Asian Countries the expat remuneration is high because these are developed countries and on the other hand for Non Asian (M=3.451790634) it is important but the expat remuneration is comparatively less because these are developed countries.

By comparing the mean score of **Role Importance** for Asia (M=4.042028986) is more significant factor to move into different country as expats who move to Asian countries wants more challenging roles they like to be in power and more freedom to take decision and on the other hand for Non Asia region (M=3.717355372) expats mostly go for good standard of living and the currency is more stronger than Indian and they are developed nations. Though Role importance is important but might be other factors also plays important role.

4. MANAGERIAL IMPLICATIONS

The significance of the research will be found in both knowledge and application. The Factors of IHRM practices on assignment that will come out after using EFA and CFA technique will provide a valid model for the existing body of knowledge and to the business world of MNC in IT sector of both the developed and developing economies. Secondly the research will be able to give an understanding how these factors will impact the overall satisfaction of the expatriate. The research finding will give both the practitioners and the researchers the valuable knowledge and insights about the various important and crucial issues of expatriates which HR managers have to keep in mind for emerging economies and developed economies expat workforce. From an implication point view the research is done using quantitative technique in Asian (Singapore Malaysia and Thailand) and Non Asian region (US and UK). As the growth of IT sector in other Asian and non Asian countries is also booming. The present study will provide useful understanding on Indian expatriate overall satisfaction.

- Out of these 9 factors the results show that 6 major factors are significant for overall expat external satisfaction. The significant factors are Social Acceptance, Pre-Departure Training, Expat Remuneration, Role Importance, Allowance extra benefits, Promotional Opportunity & Supervision. **So HR of IT sector Industries should keep these major aspects and factors in designing the policy for expats.**
- Expat Remuneration is one of the major factors in this study and **HR manager should keep on updating their remuneration packages according to the new changes taking place.** This is consistent with the results of Yongsun Paik, K. Praveen Parboteeah and Wonshul Shim (2007), the relationship between perceived compensation, organizational commitment and job satisfaction. And it proved **compensation** is significantly related to commitment is very important and it further suggested that commitment is positively related to job satisfaction and performance.

- Expat Allowance also came out a significant factor in this study and **HR manger should cover all the expatriate allowances according to the individual requirement of the host nation context for expatriate who are singles, who are married with children and married without children.**
- It can be recommended that **HR manager of IT companies** can should consider these major Factors i.e. Social Acceptance, Pre Departure Training, Remuneration, Role Importance, Expat Allowance and Promotional Opportunity and Supervision which affect Expat overall Satisfaction **and take into consideration the various factors and they should keep checking the satisfaction level of expat and keep taking feedback from employees and market. So that they are able of retain a good talent pool in organizations and be cost effective.**
- It can also be recommended from the findings of this study that HR managers should give equal opportunity to women also for expatriate assignments. And women should be provided with proper pre departure training and expat remuneration should be at par as compared to men. There should be more opportunities for women also on expats assignment to grow themselves and equal opportunity should be given to them also. HR of the companied should keep in mind how to maintain the gender ratio balance in expats opportunity.
- HR managers should try to focus more on middle level position in terms to make them more satisfying for Social Acceptance, Expat Remuneration, and Expat Allowances. Most of the middle level expatriate positions are those who have family with kids so at par remuneration and allowances that cover Travel, Health & Accident insurance, Relocation allowance, Housing allowance, Education & Travel allowance should be adequately given to the middle level expatriate positions. HR managers has to focus on junior level positions for better future opportunities for promotions for junior level position also because they are satisfied on major factors and learning and quickly adapting the environment. They are young and by providing proper training for growth it is easy to retain them for further expat assignments.
- As found in this study that age group who are relatively more satisfied on expat assignments are above 46 years and 36-45 years of age group and who are dissatisfied are 18-25 years of age group according to the mean comparison of tukey test. So HR managers should **focus on 18-25 years of age group. Proper pre departure training should be given according to host nation context and culture training should be provided so that they quickly adjust to the new environment and socially accept the new culture. Allowances and remuneration should be at par with expatriates at the same role properly. Supervisors should guide them and proper career opportunities should be provided and make the role more important to them.**
- It was found in the study that for above 5 years of tenure the expats are more satisfied for remuneration and promotional opportunity. **HR managers should focus on 4-5 years of tenure so that the remuneration should be at par for the expatriate managers on assignment with the international market.** HR of IT sector should know how the expatriate manger is doing on assignment with the help of supervisor its provides them a clear picture who potential expats for promotions are and who are doing good but are less satisfied with remuneration and opportunities. If an existing expat employee is promoted and retained it costs less to hire a new expat. Expats roles are contract based so promotion sometimes is neglected and taken for granted till expat contract is over and then they wait for new opportunity in other assignment or repatriation is done. That is a critical stage to retain the expat the employee. **The supervisor should focus on expatriate mangers for more opportunity for promotions and make good equations with expatriates to make them more comfortable.**
- As found in this study that expatriates Married with children are more satisfied for social acceptance and promotional opportunity and supervision. **But HR managers have to take into account single family size who is less satisfied for social acceptance and promotional opportunity and supervision. More future opportunities should be created by the supervisor and proper guidance should be provided by the supervisor. So that it helps the people to feel more comfortable on assignment and socially accept the environment and culture by providing better training programs to them.**
- As found in this study that for Asian region the pre departure training, expat remuneration and role importance are the major criteria for satisfaction of expatriates. **HR managers should make their IHRM practices according to host nation context. As the Asian regions have different languages and culture specific HR managers of the organization should properly arrange their VISA interviews and training of families and expats packages should be at par according to the global market scenario and the role on assignment should be challenging, significant and have more autonomy as compared to Non Asian region as many of the economies are developed so their adjustment with language is easily done and that helps in adjusting on work. For the Non- Asian regions these factors are important but not that much as compared to Asian region.**
- One of the major factor that is dropped in the study because there is only one item of DUAL CAREER ALLOWANCE in the questionnaire. But according to the data it is showing all the respondents are very dissatisfied or dissatisfied with it. **IT companies are not providing Dual career allowance if the spouse is leaving her job and moving with his or her partner to different country. HR of the IT companies should consider this allowance and should also help the spouse find a job in that country. If the couples are adjusted in the country the chances of successful expat assignment increases.**

5. LIMITATIONS OF THE STUDY

The present study provides the deep insights about IHRM factors affecting expat overall satisfaction. But there are some limitations that are attached to the study. This study is conducted in specific countries of developed (US & UK) and developing economies (Thailand Malaysia and Singapore). There are other developed countries and developing economies presently with vast culture. There is a possibility that if performed with different cultures the results would differ. The majority of respondents in the study turned out to be male. There is a possibility if specific study is performed on female expats the impact of factors may differ. The samples size of the present study only covers the Indian origin expatriate in IT sector. If other foreign respondents are taken for study from IT sector, there may be a possibility that factors impacting satisfaction may differ. And the no of respondent is limited to 259. There is a possibility if research done on large size the significant factors impacting expat satisfaction may be more. The present study did not cover the variables of repatriation of expats employees. There is a possibility if these variables would have been taken into consideration the results of factors may vary.

6. CONCLUSION

It study gives a better and clear understanding about the various IHRM factors which are extracted from different variables used in the study for expatriates working on international assignment in IT sector. It gives recommendation to HR managers on how these factors can improve and enhance the overall expatriate satisfaction. And expatriates who are a bit dissatisfied in some demographic areas how their satisfaction can be enhanced. This study provides which factors are important according to the two different regions. So that HR manager IT sector can focus on right areas in designing the IHRM practices. The study used Confirmatory factor analysis and provide a valid construct for future use on IHRM practices that can affect the expatriate satisfaction. The study focused on insignificant factors also and provides the recommendation that they can be utilized in specific region context. The study is significant and tells our how Indian expatriates are representing in IT Sector in international markets and strengthen the image of Indian nation in global market.

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APPENDIX

TABLE 3.1.4: COVARIANCES VALUES FOR CFA MODEL: (GROUP NUMBER 1 - DEFAULT MODEL)

| NO HIGH COVARIANCE VALUES AMONG VARIABLE SELECTED | | | | |
|---|------|----------------------|--------|--------|
| e37 | <--> | ROLE_IMPORTANCE | 4.863 | -0.05 |
| e37 | <--> | SOCIAL_ACCEPT | 4.604 | 0.055 |
| e36 | <--> | ROLE_IMPORTANCE | 7.784 | 0.075 |
| e36 | <--> | ON_JOB_SUPPORT | 7.361 | -0.083 |
| e35 | <--> | PROMOTION | 6.845 | -0.099 |
| e35 | <--> | RENUMERATION | 6.098 | -0.065 |
| e34 | <--> | RENUMERATION | 6.345 | 0.054 |
| e33 | <--> | PROMOTION | 7.463 | 0.111 |
| e33 | <--> | ROLE_IMPORTANCE | 5.579 | 0.054 |
| e33 | <--> | RENUMERATION | 5.449 | -0.066 |
| e33 | <--> | SOCIAL_ACCEPT | 7.828 | -0.073 |
| e33 | <--> | e36 | 4.662 | 0.114 |
| e31 | <--> | RENUMERATION | 4.028 | 0.039 |
| e31 | <--> | e37 | 10.582 | -0.1 |
| e31 | <--> | e36 | 13.145 | 0.134 |
| e31 | <--> | e34 | 4.829 | -0.054 |
| e31 | <--> | e33 | 7.417 | 0.086 |
| e30 | <--> | ROLE_IMPORTANCE | 7.978 | 0.047 |
| e30 | <--> | RENUMERATION | 4.427 | -0.046 |
| e30 | <--> | e33 | 4.609 | -0.075 |
| e30 | <--> | e31 | 11.82 | 0.081 |
| e29 | <--> | ALLOWANCE | 4.089 | 0.04 |
| e29 | <--> | ROLE_IMPORTANCE | 8.707 | -0.045 |
| e29 | <--> | ON_JOB_SUPPORT | 8.943 | 0.061 |
| e29 | <--> | CROSS_CULTURAL_TRAIN | 6.99 | -0.086 |
| e29 | <--> | e35 | 4.643 | 0.064 |
| e29 | <--> | e31 | 9.192 | -0.065 |
| e28 | <--> | PROMOTION | 4.625 | -0.074 |
| e28 | <--> | SOCIAL_ACCEPT | 8.396 | -0.064 |
| e26 | <--> | PROMOTION | 8.273 | 0.098 |
| e26 | <--> | SOCIAL_ACCEPT | 15.018 | 0.085 |
| e26 | <--> | e37 | 7.45 | 0.101 |
| e26 | <--> | e35 | 8.525 | -0.103 |
| e26 | <--> | e30 | 6.887 | -0.077 |
| e25 | <--> | PRE_DEP_TRAIN | 6.071 | 0.071 |
| e25 | <--> | SOCIAL_ACCEPT | 8.452 | 0.064 |
| e25 | <--> | CROSS_CULTURAL_TRAIN | 16.005 | -0.156 |
| e25 | <--> | e34 | 5.799 | -0.072 |
| e24 | <--> | ALLOWANCE | 7.299 | -0.056 |
| e24 | <--> | ON_JOB_SUPPORT | 8.024 | 0.06 |
| e24 | <--> | e34 | 4.025 | -0.053 |
| e24 | <--> | e31 | 12.197 | -0.082 |
| e24 | <--> | e30 | 4.263 | 0.054 |
| e24 | <--> | e29 | 5.898 | 0.058 |
| e24 | <--> | e25 | 6.958 | 0.074 |
| e23 | <--> | PROMOTION | 5.798 | -0.078 |
| e23 | <--> | ALLOWANCE | 6.817 | 0.059 |
| e23 | <--> | e37 | 8.203 | -0.102 |
| e23 | <--> | e33 | 5.181 | 0.083 |
| e23 | <--> | e31 | 10.129 | 0.081 |
| e23 | <--> | e24 | 4.708 | -0.056 |
| e22 | <--> | PROMOTION | 5.615 | 0.091 |
| e22 | <--> | CROSS_CULTURAL_TRAIN | 8.068 | 0.125 |
| e22 | <--> | e34 | 11.122 | 0.112 |
| e22 | <--> | e29 | 11.237 | -0.102 |
| e22 | <--> | e25 | 4.105 | -0.073 |
| e18 | <--> | ALLOWANCE | 9.768 | -0.072 |
| e18 | <--> | SOCIAL_ACCEPT | 6.001 | 0.052 |
| e18 | <--> | CROSS_CULTURAL_TRAIN | 7.15 | 0.101 |
| e18 | <--> | e36 | 4.442 | 0.092 |
| e18 | <--> | e28 | 6.46 | -0.08 |
| e18 | <--> | e26 | 11.908 | 0.107 |
| e17 | <--> | CROSS_CULTURAL_TRAIN | 11.446 | 0.137 |
| e17 | <--> | e35 | 5.288 | -0.085 |
| e17 | <--> | e26 | 4.419 | 0.07 |
| e17 | <--> | e25 | 4.048 | -0.068 |
| e17 | <--> | e18 | 10.646 | 0.106 |
| e14 | <--> | PROMOTION | 5.375 | 0.067 |

| | | | | |
|-----|------|----------------------|--------|--------|
| e14 | <--> | PRE_DEP_TRAIN | 10.294 | -0.081 |
| e14 | <--> | ON_JOB_SUPPORT | 12.602 | 0.073 |
| e14 | <--> | e37 | 12.086 | 0.11 |
| e14 | <--> | e35 | 4.191 | -0.062 |
| e14 | <--> | e34 | 7.272 | 0.068 |
| e14 | <--> | e33 | 4.859 | -0.071 |
| e14 | <--> | e23 | 16.334 | -0.105 |
| e13 | <--> | PROMOTION | 7.098 | -0.071 |
| e13 | <--> | PRE_DEP_TRAIN | 4.229 | 0.048 |
| e13 | <--> | e36 | 7.507 | -0.096 |
| e13 | <--> | e25 | 7.851 | 0.071 |
| e13 | <--> | e22 | 8.537 | -0.083 |
| e12 | <--> | e35 | 14.543 | 0.13 |
| e12 | <--> | e29 | 4.326 | 0.054 |
| e9 | <--> | CROSS_CULTURAL_TRAIN | 8.404 | -0.093 |
| e9 | <--> | e29 | 4.838 | 0.049 |
| e9 | <--> | e23 | 6.11 | 0.063 |
| e9 | <--> | e22 | 5.181 | -0.069 |
| e8 | <--> | ALLOWANCE | 5.883 | 0.053 |
| e8 | <--> | CROSS_CULTURAL_TRAIN | 6.359 | 0.091 |
| e8 | <--> | e33 | 12.906 | 0.128 |
| e8 | <--> | e12 | 4.972 | -0.064 |
| e7 | <--> | PROMOTION | 5.962 | 0.071 |
| e7 | <--> | e37 | 8.11 | 0.091 |
| e7 | <--> | e35 | 9.659 | 0.095 |
| e7 | <--> | e29 | 7.165 | 0.062 |
| e7 | <--> | e18 | 4.449 | -0.056 |
| e7 | <--> | e17 | 5.712 | -0.068 |
| e6 | <--> | ROLE_IMPORTANCE | 6.518 | 0.039 |
| e6 | <--> | SOCIAL_ACCEPT | 4.968 | -0.038 |
| e6 | <--> | e31 | 4.069 | 0.042 |
| e6 | <--> | e22 | 4.728 | 0.061 |
| e6 | <--> | e18 | 5.912 | -0.059 |
| e6 | <--> | e13 | 7.238 | -0.053 |
| e6 | <--> | e8 | 8.936 | 0.07 |
| e5 | <--> | ON_JOB_SUPPORT | 7.183 | 0.061 |
| e5 | <--> | e31 | 4.013 | -0.05 |
| e5 | <--> | e26 | 8.102 | -0.086 |
| e5 | <--> | e17 | 5.214 | 0.072 |
| e4 | <--> | e31 | 4.367 | 0.056 |
| e4 | <--> | e29 | 7.112 | -0.073 |
| e4 | <--> | e24 | 12.049 | -0.1 |
| e4 | <--> | e18 | 4.372 | 0.066 |
| e4 | <--> | e8 | 11.952 | -0.105 |
| e4 | <--> | e6 | 13.716 | -0.093 |
| e3 | <--> | RENUMERATION | 7.629 | 0.048 |
| e3 | <--> | PRE_DEP_TRAIN | 5.792 | -0.052 |
| e3 | <--> | SOCIAL_ACCEPT | 4.14 | 0.033 |
| e3 | <--> | ON_JOB_SUPPORT | 6.746 | -0.046 |
| e3 | <--> | e33 | 6.338 | 0.07 |
| e3 | <--> | e31 | 5.314 | 0.045 |
| e3 | <--> | e29 | 7.383 | -0.054 |
| e3 | <--> | e28 | 5.797 | 0.057 |
| e3 | <--> | e24 | 7.821 | -0.058 |
| e3 | <--> | e9 | 13.169 | -0.071 |
| e3 | <--> | e4 | 11.846 | 0.081 |
| e2 | <--> | e34 | 5.898 | 0.056 |
| e2 | <--> | e31 | 11.673 | -0.07 |
| e2 | <--> | e17 | 4.324 | -0.054 |
| e2 | <--> | e13 | 4.643 | 0.042 |
| e2 | <--> | e5 | 4.265 | -0.047 |

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