



INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

STUDY ON FACTORS INFLUENCING EXPATRIATE ADJUSTMENT

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Abstract: Contrary to earlier research, this paper has studied the impact of various factors on the overall adjustment of the Indian IT expatriates. The independent variables chosen for the study include organization factors, individual factors and non-work factors. Their impact has been studied on the three adjustment dimensions proposed by Black and Stephens (1989): General Adjustment, Interaction Adjustment and Work Adjustment. The paper is quantitative in nature and has surveyed 67 Indian IT expatriates working all across the globe. Based on the theory and reviewed literature, 4 hypotheses have been put forward. Analysis through regression and one-way ANOVA indicated that the mentioned independent variables do have a significant impact on overall expatriate adjustment. However, the extent of impact of each of these independent factors on the different dimensions of overall expatriate adjustment varies.

Index Terms – Expatriate Adjustment, Cultural Novelty, General Adjustment, Interaction Adjustment, Work Adjustment, Overseas Assignment

1. INTRODUCTION

Boost in technological, transportation and communication facilities have spurred cheaper cross-border exchange of goods and services. Since the opening of economy in 1991, a multitude of Indian sectors have shown exponential growth. Increased globalization, setting of numerous multinational corporations (MNCs) and massive restructuring have headed the way for more and more short-term assignments abroad. The international assignees undertaking these foreign assignments are called 'expatriates' and their success is a critical success determinant for organizations in the today's world. Such assignments involve not only huge direct costs like pre-departure training, relocation costs, accommodation costs, higher compensation to the expatriates etc. but also, gigantic indirect costs. Pre-mature returns or ineffective completion of overseas assignment lead to lost market share, scarred business relation with host nationals and long-term adverse career outcomes for failed repatriates. Another significant factor that call for expatriate success is the emergence of knowledge economy i.e. an economy which relies mainly on the skills and capabilities of human assets than on physical resources or capabilities. In a scenario where people are of such great significance, expatriate success can't be undermined.

Research on expatriates and their adjustment issues have been conducted earlier but it has gained momentum only in the recent years. Expatriate adjustment refers to a state where an expatriate is comfortably settled in a new environment and thus, exhibits his full effectiveness in the new culture. The challenges posed to human resources in the 21st century include global mobility and working in cross-cultural settings while exhibiting maximum inclusiveness. Expatriates are the ones who are exposed to these new challenges at most. Thus, furthering the research on expatriate adjustment in such dynamic and everchanging business scenario is crucial. After all, international experience and accession of global skills consistent with strategic HR plans are acquirements specific to the expatriates and are pivotal for business expansion. Thus, for MNCs, success of overseas assignment is indispensable. It can be extremely challenging for expatriates to adjust in an entirely new cultural setting, social processes and performance standards. There are many factors that enable such adjustment in a new setting. The better the adjustment, the higher is the success rate. Poor adjustment might often lead to negative cultural shock.

This research has especially been confined to the Indian information-technology (IT) and Information Technology-enabled services (ITeS) industry and has attempted to study the various factors that affect the adjustment levels of Indian IT and related expatriates while they are on an overseas assignment. The information technology sector in India has grown exponentially over the years and is a great contributor to the Indian GDP. Not only has it welcomed expatriates from all over the world but has also sent many Indian experts to foreign nations for their professional development and market expansion. As per a recent UN report in 2017, India has been ranked the top exporter of Information and Communication technology in the world. When encountering the global service outsourcing business, India held a 55% market share in the world in 2018. In terms of attracting FDI, this sector ranks second in India. Thus, the success of expatriates on foreign assignments in this sector is of paramount importance.

In the present paper, the impact of several factors like organization factors, individual factors and non-work factors has been studied on the three dimensions of expatriate adjustment: General Adjustment, Interaction adjustment and work adjustment. These concepts have been explained in the further sections.

2. LITERATURE REVIEW

Kempen, Pangert, Hattrup, Mueller and Joens (2014) conducted a study to find the impact of 'life-domain issues' on 'expatriate adjustment'. Research was conducted on a sample that comprised of 112 German expatriates working in a development cooperation in five different organizations. These organizations varied from being church to government agencies handling community development. The sample comprised of 50% male and 50% female, out of which 52.7% worked in Africa, 15.2% in Latin America, 3.6% in Eastern Europe and 27.7% in Asia. Most of the above (54.5%) lived in partnership with another person while, 26.8% had at least one younger child aged below 10 years. 'Life-domain conflict' was measured based on 18 items adapted from 'Work-Family Conflict-Scale. Three items each were used to measure the three subdimensions of private life-work conflict and work life- private life conflict (time-based, strain-based and behavior-based conflict). Work-family enrichment scale was used to measure Life-domain enrichment. Three dimensions each were used to measure the three subdimensions of private-work life enrichment (development, efficiency and affect) and work-private life enrichment (capital, affect and development). Analysis using confirmatory factor analysis through AMOS, chi-square tests, bivariate correlations, hierarchical regression analysis and use of the incremental fit index, comparative fit index suggested that there is a clear distinction between life-domain conflict and life-domain enrichment of an expatriate worker. Although, there are similarities between the experiences of domestic and international work but, these distinctions become very clear when considering the different directions of influence (private life-work, work-private life) and life-domain enrichment between expatriates and domestic worker. Besides, each of the dimensions of the work-enrichment measures were closely related to the three dimensions of adjustment used in the study- turnover intentions, job satisfaction and achievement of role-related expectations at home and work.

Sharma and Dahiya (2017) conducted a study which aimed to find a relation between the 'expatriate's cross-cultural adjustment' i.e. general living adjustment, interaction adjustment and work adjustment and the challenges in India at macro, meso and micro levels. The challenges observed at macro, micro and meso levels were - 'National Cultural diversity (measures- understanding religions, traditions, cultural norms and values, languages, festivals etc.), Workplace Cultural differences (measures- competitive workplace, working with Indians in teams, developing trust among colleagues, communication in workplace etc.) and Expatriate's Cultural Literacy' respectively. Sample for data collection comprised random expatriates working in India at different managerial levels in IT and healthcare industries. The 41 respondents belonged to countries like the U.S., Japan, China, Singapore, Korea and others. Questionnaires used a 14- items measure scale of cross- cultural adjustment (Black and Stephens, 1989) to study the cross- cultural adjustment. Correlation Analysis indicated a negative relation between 'organizational challenges' and 'general adjustment' as well as with 'work adjustment' i.e. lower the challenges at workplace, the better is overall adjustment. On the other hand, 'National challenge' held no significant relation with 'cross-cultural adjustment'. Besides, 'Cultural literacy' has a positive relation with the three aspects of cultural adjustment. This suggests better the cultural literacy, the easier is adjustment.

Sambasivan, Sadoughi and Esmaeilzadeh (2017) conducted a multivariate study to find the impact of 'cultural intelligence, personality traits, cultural adjustment and spousal support' on 'expatriate performance'. One of the major hypotheses of the study was that there is a positive relationship between personality traits of the expatriate and his cultural adjustment. Another significant hypothesis stated that there is a positive relationship between the personality traits of the expatriates and their cultural intelligence. Purposive sampling and random sampling were the major sampling methods used for choosing the respondents who were 139 expatriates working in a multinational corporation in Malaysia. Data collection was enabled by floating questionnaires. Cultural-Intelligence and expatriate personality traits were major variables measured. 'Personality traits' were mainly assessed based on the following factors- Cultural Empathy, flexibility, open mindedness, emotional stability and social initiative. In order to assess the relationships within the various constructs used in the study, a multi-variate statistical technique called Structural Equation Modelling (SEM) was used. Analysis through SEM helped discover not only the relation between dependent and independent variables but also, helped find out the interrelationships within various dependent and independent variables. Analysis suggested that a positive relationship existed between cultural intelligence and cultural adjustment of the expatriates. Besides, it was found that there was also a positive relation between the level of cultural intelligence and performance of the expatriate. This indicates that those individuals who have higher cultural intelligence perform better on an international assignment. However, there was only a partial support for the relationship between personality traits and cultural adjustment. Only one personality trait i.e. 'social initiative' has a direct and positive relation with cultural adjustment. Thus, people who exhibit a higher social initiative are able to form better social relations at a new work place which help them to adjust better. Besides, the study demonstrated an insignificant relationship between expatriate performance and expatriate cultural adjustment. Cultural intelligence and spousal support are better means to judge good expatriate performance. The study majorly suggested that factors such as social empathy and cultural initiatives (personality traits) must be assessed before sending an individual for an international assignment. Training must be provided by the organization in order to mitigate the problems arising from expatriate's cultural unawareness. Moreover, in order to conduct any study on expatriation, only those countries which exhibit significant cultural differences must be chosen.

Hemmasi and Downes (2012) conducted a study to determine the relationship between cultural distance and cross-cultural adjustment. The major hypothesis in the study were related to the following: Cultural Distance Hypothesis, Asymmetry Hypothesis, the Cultural Distance Paradox and the null hypothesis for each. The sample for the study included 125 expatriates (117 expatriates and 8 repatriates) hailing from 36 different nations who were posted in 32 nationalities which different from their own. Data collection was enabled through electronic surveys. The independent variable included 'cultural distance' which was first regressed into the framework of four cultural dimensions suggested by Hofstede: power distance, uncertainty, avoidance, masculinity and individualism. Dependent variables included: General adjustment and Work adjustment factors. These constructs were measured using the study conducted by Black (1988) which included- 6 items for work-adjustment and 5 items for measuring general adjustment. Analysis through multiple regression revealed that when the composite scores of all the cultural

dimensions of Hofstede were considered, cultural distance wasn't a considerable predictor for work adjustment. However, considering the scores of each dimension individually proposed that individualism had a critical impact on work adjustment. The stated result proved to be true when the differences between nationality and dimension and between assignment origin and destination were considered. However, general adjustment wasn't impacted by any of the dimensions of cultural distance. Besides, in order to test the asymmetry hypothesis for the significant relation between expatriate adjustment and cultural distance (the individualism dimension). This was enabled by dividing the sample into two groups. Group 1 included those individuals whose host country scores on nationalism were higher than home-country nationality scores and vice versa in Group 2. Results suggested that a better work-adjustment was recorded when expatriates from individualistic countries move to a more collectivist nation while, the results were opposed when considering the other way around. The limitations of the study include the use of outdated conceptualizations such as Hofstede measure of cultural distance and Black's 14-item scale of expatriate adjustment which were unable to take into account human orientation, performance orientation and assertiveness. Thus, it has been suggested for the future researchers to use a more up-to-date measure for study on expatriation. This study might not apply also for those firms who have recently ventured abroad because, for such firms, individual factors are not the only success determinants.

Onosu (2016) conducted a study to find out the perceived challenges faced by expatriates during their international assignment in the Southern United States. The sample for the research study comprised of 15 expatriates -6 female and 9 males with ages between 25 and 45 years, hailing from nine different nationalities. Snowball sampling was used to select these non-managerial expatriates. In order to collect in-depth information, data was gathered over a six-weeks period. The means for the same was a semi-structured face-to-face interview that lasted for one hour each. Dependent variables for the study included the three major forms of expatriate adjustment: work adjustment, general adjustment and interactive adjustment. Analysis of data began with 'coding' the responses received. Use of analytical approach led to identification of internal homogeneity and external homogeneity within the collected data. Through repetitive reading of the interview transcripts and through the initial coding process, major themes were identified. The validity of the study was enhanced through the four validation strategies. Each stage of the validation process ensured that the information was free from biases and prejudice and that the coding and data interpretation was strictly according to the defined procedures. Analysis of the data helped to recognize the six major themes of the study: cultural difference, language ability, knowledge of the environment, openness to change, the adjustment process and 'social support'. These themes were also the independent variables of the study. Results suggested that the interviewees identified 'social support' as a major factor that impacted their social and work environments. Their self-esteem and self-confidence observed a major boost when they were supported by their supervisors and co-workers, especially in challenging situations. Besides, it was agreed by most of the respondents that host language ability positively impacted their adjustment in the social system by facilitating easy networking with host nationals. 'Cultural difference' proved to be a major barrier in work-adjustment for those who moved from collectivist societies to the United States (an individualistic society). Such respondents felt that they were learning to live again. Moreover, as the knowledge of the environment enhanced, the self-confidence of the respondents also shot up. They felt more aware of the social norms and the work environment. Thus, adjustment process eased. Openness to change had a direct positive impact on interactive adjustment. Some respondents revealed that biases against other culture toughened the adjustment process and further networking. However, the study concluded that cultural adjustment was a gradual process that flourishes with time and leads to greater comfort in the new environment as the time passes. The findings of the study were based on a small sample of 15 respondents and was also concentrated to a small region of Southern United States. Thus, the applicability of the findings of the study is limited and cannot be generalized to a larger population.

Khalil, Jabeen, Jadoon, and Salman (2016) conducted a study to explore the challenges faced by women expatriates working with different MNCs in Saudi Arabia. The sample for the study included ten women expatriates hailing from different nationalities including America, South Africa, Canada, Pakistan, Czech Republic and other countries. The respondents were selected from online expatriate groups, professional sites like LinkedIn and further through snowball sampling. These respondents held at least a bachelor's degree, had conversational English and worked at managerial positions. Data collection adopted a qualitative method i.e. semi-structured interview. Data collection was executed with the help of an interview guide who collected demographic information and also posed questions related to expatriate adjustment. The tape-recorded responses were interpreted through 'inductive analysis' to extract relevant themes and codes from the transcripts. Demographic findings suggested that the work experience of the respondents ranged from three months to 25 years. Their marital status varied. Few had children and some didn't. Besides, the four major themes identified through analysis were the following challenges: family-based challenges, cross-cultural challenges, gender-based challenges and work-related challenges. Except one, the other respondents were satisfied with the general adjustment settings in Saudi-Arabia, especially housing. However, lack of entertainment and recreation facilities were major challenges for all. When talking about cultural adjustment, Asian women were much more comfortable due to the cultural similarities as compared to the Western expatriates. Besides, communication between male and female was quite different due to religious laws in Saudi. Also, the expatriates perceived that their treatment was biased when compared to locals. Major work-adjustment challenges included biased compensation and benefits. Differences in payroll existed between Saudis and expats and also between male and female expats. Besides, education facility wasn't provided to women expatriates. 40% of the expatriates were extremely distressed with the work-related challenges. However, there were enough learning and development opportunities. As far as family-adjustment is concerned, spousal support was considered as the most critical factor. Raising children was found to be another major issue for women having kids. However, cultural adjustment wasn't affected much due to family adjustment challenges. It was suggested for the future researchers that the study be conducted with a larger sample with a diverse work profile to generalize the study findings. Also, the finding of the study be compared with similar studies conducted among single women and also of varied ages.

D. Lee, Hung et al. (2016) conducted a study to determine the relationship between regulatory foci and expatriate adjustment. The sample for the study was selected based on convenient sampling method. The respondents comprised of 158 Taiwanese expatriates working in multinationals in China, Saudi Arabia, India and other nations. These expatriates had been working on the international assignment for at least six months. The dependent variables for the study included the three facets of expatriate cross-cultural adjustment: work adjustment, general adjustment and interactive adjustment. On the other hand, the independent variables included: prevention focus and promotion focus. These

independent variables are based on the two approaches used by the expatriates during their adjustment. The hypothesis in the study thus, tested if both prevention-focus and promotion-focus are positively related to expatriate's overall adjustment or one focus is better than the other. Control variables like age, gender and assignment tenure have also been considered. The independent variables in the study were measured using 12-item Regulatory Focus at Work Scale (RWS) inventory. Analysis using Confirmatory Factor Analysis (CFA), descriptive analysis, multiple regression analysis and Pearson's product moment correlation analysis suggested that there was an adverse impact of promotion focus on expatriate general adjustment whereas, prevention focus had no impact on general adjustment. It could probably be because of insufficient cultural knowledge that adversely affected local life. Thus, the impact of promotion focus was weaker than prevention focus. Also, when considering interactive adjustment, the impact of prevention focus was stronger than promotion focus. Besides, the expatriate work adjustment is positively impacted by both prevention and promotion foci. Besides, the impact of prevention focus is more powerful than that of promotion focus when it comes to work adjustment factors. Another major finding suggested that assignment tenure was a critical control variable affecting expatriate adjustment. Thus, it has been concluded that both promotion and prevention foci critically impact various aspects of expatriate adjustment and so, managerial efforts like 360-degree performance appraisal could help better adjustment of their regulatory foci. The findings of the study exhibit limitations as the surveys were self-reported and could have been subject to bias. A research direction suggested by the study is to study if regulatory foci positively affects their cognition, behavior and feelings as these dimensions are elementary to the adjustment process.

Sousa, Gonçalves, Santos, and Leitão (2017) conducted a study to explore the effect of organization practices on expatriate cross-cultural adjustment. In order to conduct this study, the authors mainly relied on literature review of five impactful articles in this area of study. These reviews were checked for validity and reliability based on various fundamental principles such as clarity, synthesis, focus, transparency etc. In order to find the most suitable articles dealing with the study, inclusion and exclusion criteria were identified. Initially, 422 articles were considered. However, the number gradually reduced after analysis at each phase. The variables identified for the study included: individual variables i.e. individual attributes and individual strategies; organization variables: management strategies; social support i.e. social network and family support cultural variables i.e. cultural diversity and attitudes and effects i.e. dissatisfaction, diseases etc. Other factors like national and government policies were also considered. Most of these studies were conducted in Asian countries with a sample of more than 100 respondents. The reason for choosing such study was the ever-increasing importance of Asia as a base for attracting expatriates. The study helped to identify that the Western expatriates faced major difficulties adjusting in the Asian countries due to great cultural distance. Study revealed that organization practices like cross-cultural training are ever increasing and have proved to be one of the major tools for effective adjustment of expatriates in the Asian countries. Only one of the studies suggested that pre-departure training bore no significant fruits for expatriate adjustment. Another major challenge identified from organization's point of view was 'investment' issue. This problem rooted from the heavy costs associated with cross-cultural training. However logistical support from the companies in the form of housing facility, social support from peers etc. have proved to be quite effective in easing the adjustment process and preventing cultural shock. Especially, in case of long-term assignments, family support is an important factor to be considered by the organizations. Thus, the organizations are focusing on development of more family-friendly policies both internationally and domestically. They look for accommodation of both expatriates and their family. Another important aspect to be considered by the organization is job demands-resources model. Sufficient resources like compensation, organization support etc. must be provided for faster adjustment of expatriates in a new place. It has been suggested that the future researchers can view the process of expatriate adjustment from perspectives other than organization practices and can also extend the research to new type of expatriates such as commuters, virtual assignments etc. Besides, the future researchers could also consider collecting data from other sources like books, company reports etc.

Zhou (2009) conducted a study to find the adjustment challenges pertinent to Japanese (Asians) and American expatriates in China (Asia) with the major objective to assess how 'cultural distance' could be related to 'expatriate adjustment'. In order to assess the same, the impact of 'organizational factors, non-work factors, positional factors, individual factors and job factors' of each of the expatriates on 'three dimensions of expatriate adjustment' was analyzed. The 'Sociocultural adjustment' and 'Psychological adjustment' were the variables measured on a 5-point Likert scale. Cultural Adjustment was the dependent variable measured. Responses were collected from 94 respondents- 41 Japanese expatriates and 53 American expatriates through the means of questionnaire. Analysis through correlation and linear regression analysis suggested the following results: The perceived cultural distance of Japanese expatriates between China was their own country was relatively less than the cultural distance perceived by American expatriates between their country and China. Another significant result observed was that 'Cultural distance' had an impact on the 'General and Interaction adjustment' of the expatriates but not on their 'Work or psychological adjustment'. The results can be generalized as: 'Cultural distance' doesn't have an impact on adjustment levels of an expatriate when it comes to performance requirements and expectations, job and managerial responsibilities. However, interaction with host nations in and outside the organization, adaptation to food habits, transportation' etc. are impacted by 'cultural distance'.

3. RESEARCH DESIGN

3.1 Objectives of the study

Since, Indian IT/ ITeS industry plays such a key role in the Indian economy and is also a great contributor to the global IT industry, the success of its expatriates is of huge importance. It has already been identified that better the adjustment levels, higher is the success rate of an expatriate. Thus, through a multi-variate analysis, this study aims to determine how various organization factors (pre-departure training, on-the job training), non-job factors (spousal support, family adjustment) and individual factors (self-efficacy, language proficiency) affect the adjustment levels of an individual while on an overseas assignment. The study takes into account all the three aspects of expatriate adjustment: Work adjustment, interaction adjustment and general adjustment (Black and Stephens 1989). The study has the following objectives:

- i. To determine the impact of individual factors on the overall cultural adjustment of the expatriates.
- ii. To analyze the impact of organizational factors on the overall cultural adjustment of the expatriates.

- iii. To determine the impact of non-job factors on the overall cultural adjustment of the expatriates.

3.2 Statement of the Problem

In the past, the researchers have already focused on the various factors that affect an expatriate's adjustment in a new cultural setting. However, there have been only a few studies that contributed to finding the various factors that impact the adjustment levels of the Indian IT expatriates in a new cultural setting. IT industry is one of the most sought-after industries in the world and its services drive most of the endeavors of the multinational corporations. As it has already been identified that the Indian IT industry is a major contributor to the Indian GDP and also the top exporter of information and communication technology in the world, it is quite important to ensure the success of these expatriates in a foreign environment. The success rate is highly dependent on the adjustment levels of these expatriates in the host country. Therefore, this study has tried to provide a comprehensive overview of the various factors that might affect the adjustment levels of Indian IT expatriates while on an international assignment and what steps can be taken to step up their game. The problem statement has given rise to three research questions (confined to the Indian IT /ITeS expatriates). These are as follows:

R1: Is there any impact of individual factors on the overall adjustment of the expatriates?

R2: Is there any impact of organizational factors on the overall adjustment of the expatriates?

R3: Is there any impact of non-job/ non-work factors on the overall adjustment of the expatriates

3.3 Scope of the study

3.3.1 Contextual Scope

As already mentioned, the present study has been confined only to the Indian IT/ ITeS expatriates. An expatriate's adjustment is affected by many factors like individual factors, non-work factors, organizational factors, job factors as well as positional factors. However, as far as the contextual scope is concerned, the present study has been limited to determine how various organizational, individual and non-job factors impact the overall adjustment levels of an expatriate in a new cultural setting. There are many individual factors that can impact an expatriate's adjustment. These include general self-efficacy, achievement self-efficacy and language fluency. However, the individual factors considered for the present study include only the latter two constructs. Similarly, supervisor support, logistical support and coworker support are the three organization factors that can affect an expatriate's adjustment. However, this study has been confined only to observe the impact of logistical support on the adjustment process which include pre-departure training and continuous training in the host nation for easy adjustment. The non-work factors have included cultural novelty, spousal support and family adjustment. The adjustment level has been looked from all the three dimensions suggested by Black and Stephens scale (1989): Work adjustment, interaction adjustment and general adjustment.

3.3.2 Geographical Scope

As far as the geographical context is concerned, the data has been collected from all over the world, including countries like the U.S.A, Germany, Australia, the United Arab Emirates and others. This helped to determine how the different factors impact adjustment process in different geographical locations of the world.

3.4 Variables

The study has identified both dependent and independent variables from the pre-established works of renowned researchers. 'Expatriate cross-cultural adjustment' has been identified as the dependent variables. These include: General adjustment, interaction adjustment and work adjustment. Independent variables include organization factors, individual factors and non-work factors that altogether constitute the 'determinants of overall expatriate adjustment'. The dependent variables have been classified into various constructs based on the Black and Stephens Scale (1989) whereas, the independent variables have been adapted from the work of Black, Mendenhall and Oddou (1991). Their definitions have been explained under the next head.

3.5 Theoretical Framework

3.5.1 Dimensions of Adjustment

The adjustment level of expatriates has been looked using three dimensions suggested by Black and Stephens scale (1989). These adjustment dimensions have been explained as follows:

- General Adjustment: The level of psychological comfort experienced by an expatriate in terms of general adjustment factors like food, climate, living conditions, transportation etc. is referred to as general adjustment.
- Interaction Adjustment: The level of psychological comfort experienced by an expatriate in terms of interaction adjustment factors like interpersonal communication with the host nations in and outside the organization as well as interaction with the host nationals on a day-to-day basis is referred to as interaction adjustment.
- Work Adjustment: The level of psychological comfort experienced by an expatriate in terms of work adjustment factors like adjustment to the specific job responsibilities, supervisory responsibilities and performance and expectations in the new organization setting of the foreign nation is referred to as work adjustment.

3.5.2 Determinants of Adjustment

There are many factors that can impact expatriate's adjustment. These factors were identified by Black, Mendenhall and Oddou (1991) in the form of a model indicating various determinants of expatriate adjustment. These factors include: Individual factors, non-work factors,

organization factors, job factors and positional factors. However, the present paper has studied the impact of only first three factors on expatriate adjustment. These factors are explained as follows:

- Organizational factor:** This factor includes constructs such as Logistical support from the organization and continuous ongoing support for better adjustment. The perceived organization support has been strong indicators of commitment to the organization and intention to quit.
- Non-work factor:** This factor involves constructs such as spousal support, family adjustment and cultural novelty. Cultural novelty refers to the perceived distance between the cultures of home and host countries. The psychological comfort witnessed by the spouse and children of the expatriate is known as spousal/ family adjustment. Family situation has been found to be the most important influencers of a successful expatriate adjustment.
- Individual factor:** This factor involves constructs such as achievement self-efficacy, previous international assignments or having lived in a foreign place earlier and language fluency proficiency. In this study, 'performance efficacy' has been assessed as a part of general self-efficacy. Self-efficacy has been described as the ability of a person to carry out a particular task successfully and effectively. In addition, the study also included another important indicator of adaptation through diverse cultures. This includes: 'language proficiency' which helps in communication and perceptual competencies.

3.5.3 Determinants of Adjustment

The theoretical framework of 'Expatriate adjustment' has been adapted from the work of Black, Mendenhall and Oddou (1991). The various constructs used under the different independent variables for data collection, measurement and analysis has been shown in Figure 1.

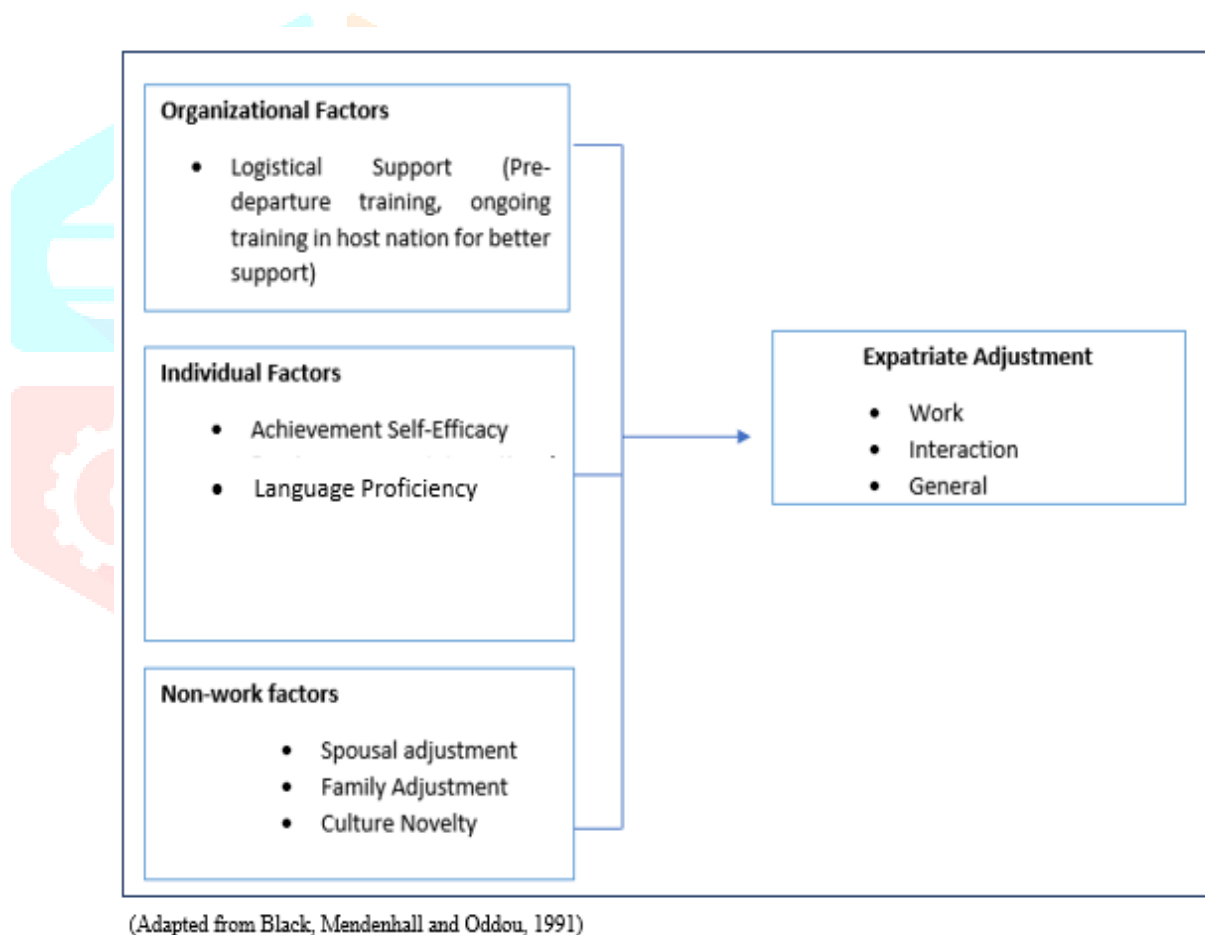


Fig.1 showing the Theoretical Model of Expatriate Adjustment

3.6 Hypotheses

Based on the research questions and the variables identified, the following hypotheses have been identified:

- H1₀: There is no impact of individual factors on an expatriate's overall cultural adjustment.
H1_a: There is an impact of individual factors on an expatriate's overall cultural adjustment.

- H2₀: There is no impact of non-work factors on an expatriate's overall cultural adjustment.
H2_a: There is an impact of non-work factors on an expatriate's overall cultural adjustment.

H3₀: There is no impact of pre-departure training on an expatriate's overall cultural adjustment.

H3_a: There is an impact of pre-departure training on an expatriate's overall cultural adjustment.

H4₀: There is no impact of continuous on-the job adjustment training on an expatriate's overall cultural adjustment.

H4_a: There is no impact of continuous on-the job adjustment training on an expatriate's overall cultural adjustment.

3.7 Method of Data Collection/ Instrument

This study is purely based on primary data collection. Questionnaire has been used as the means for gathering data or responses. Questionnaire was prepared using google forms and the link was circulated among the targeted respondents to fill the responses. It comprised of 14 questions which collected both demographic and contextual data. Demographic questions collected information regarding age and gender of the respondents, country of international assignment, tenure of international assignment, and accompanying partner in the host nation. The data regarding the perceived overall adjustment levels of expatriate in the host nation were collected on a 5-point Likert Scale (ranging from 1= not adjusted at all to 5= completely adjusted). The work adjustment, interaction adjustment and general adjustment of the respondents were measured using 11 items out of the 14-item scale of expatriate adjustment (adapted from Black and Stephens, 1989). The individual factors including self-efficacy and language proficiency were measured on a 5-point Likert scale. Self-efficacy was measured using 2-items from the survey questions taken from PositivePsychology.com. Questions regarding non-work factors (spousal adjustment and child adjustment) have been measured on a 5-point Likert scale (1= Strongly disagree to 5= Strongly agree) using 3 items. Cultural Novelty has also been measured on a 5 point-Likert scale (ranging from 1=extremely different to 5= extremely similar). Besides, Language proficiency has also been measured on a 5-point Likert scale (where, 1= no ability in host nation language, 2= very little, 3= somewhat, 4= conversational and 5= fluent).

3.8 Population and Sample

Snowball sampling has been used to reach out to the respondents of the study. Data has been collected from 67 respondents who were presently working on an international assignment. The respondents comprised of 57 % male respondents and 43% female respondents. The respondents included maximum expatriates from the age group of 30-40 years (42%), followed by those in the age group of 20-30 years (40%) and, the least (18%) within the age group of 40 to 50 years. A maximum of respondents i.e. 43 % were working on an international assignment in the U.S.A., followed by 12% in the UAE, 9% in Australia, 6% in Germany and the rest 30% in other countries. 51% had completed more than 2 years on their assignment, 18% had completed about 2 years on the assignment, followed by 10% respondents whose international assignment tenure had reached less than one year but more than 6 months. The rest 21% had completed less than 6 months on their assignment. 40% of the respondents went on the international assignment alone, 33% were accompanied by their spouse and children. The rest 27% were accompanied only by their spouse.

3.9 Statistical Design

The data collected for the study has been analyzed using SPSS version 21.0. The reliability analysis has been conducted for each set of questions measuring different variables using the Cronbach's Alpha reliability test. The three hypotheses have been tested using Regression Analysis in order to study the impact of the identified variables on the overall adjustment of the expatriate in a new cultural setting. Besides, linear regression analysis has also been conducted to identify the impact of individual factors and non-work factors on each of the dimensions of adjustment: work adjustment, interaction adjustment and general adjustment. In order to determine the impact of organization factors on the adjustment domains, One-Way ANOVA had been conducted.

3.10 Limitations

The study has potential limitations. There is a chance of cultural bias in the study as a high number of responses have been received from the U.S.A and only a few responses from other parts of the world. Thus, the results might be inclined a bit towards Indian expatriate adjustment in the U.S. Besides, the study didn't include the job-factors and positional factors which are other important factors which affect expatriate adjustment. Future studies might include these factors and study their impact on overall expatriate adjustment. Job factors like role clarity, role novelty, role discretion and role conflict have not been assessed in the present study. Besides, present study has only included logistic support while considering organization factors. Other organization factors like supervisor support, peer support etc. have not been included in the present study. Besides, future studies can assess the moderating impact of previous international assignments on expatriate adjustment. There is a scope to include these factors in future studies to provide a more wholesome view of the overall expatriate adjustment.

4. ANALYSIS

4.1 Descriptive Analysis

Various variables have been used to conduct a multi-variate analysis in this study. This section provides a descriptive analysis of the different sets of constructs that have been used in this study. SPSS version 21 has been used for the analysis. An in-depth information has been presented regarding the mean, standard deviation, minimum and maximum values of each of the variable sets. Kurtosis and Skewness have also been presented.

4.1.1 Descriptive Analysis for General Adjustment Factors

Table 4.1 showing descriptive statistics for general adjustment factors

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
GA1	67	1.0	5.0	3.582	1.1435	-.615	.293	-.317	.578
GA2	67	1.0	5.0	3.791	1.1486	-.812	.293	.073	.578
GA3	67	1.0	5.0	3.373	1.1913	-.437	.293	-.587	.578
GA4	67	2.0	5.0	3.940	1.0133	-.598	.293	-.732	.578
GA5	67	1.0	5.0	3.821	1.1797	-.840	.293	-.254	.578

Table 4.1 shows that on a scale of 1 to 5, the maximum score received by all the factors of general adjustment is 5. This indicates that there were respondents who were completely adjusted in the general environment of the host country. These factors included adjustment levels regarding 'standard of living, food, housing conditions, food, health care facilities and transportation'. However, the minimum score of all the variables is 1 (except GA4 i.e. health care facilities). This indicates that there were respondents who couldn't adjust at all to these general environment factors of the host nation. The means of the variables are approximately close. The Skewness of all the variables lies between -1 and 1. Besides, the Kurtosis of all the general adjustment constructs lies between -2 and 2. This demonstrates a significantly skewed distribution. Besides, the Kurtosis of all the general adjustment constructs lies between -2 and 2. This indicates that the distribution is not peaked i.e. the responses aren't centered towards the center and hence, not narrowly distributed. Thus, it can be concluded that the data is normal.

4.1.2 Descriptive Analysis for Interaction Adjustment Factors

Table 4.2 showing descriptive statistics for interaction adjustment factors

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IA1	67	2.0	5.0	3.567	.9727	-.246	.293	-.891	.578
IA2	67	1.0	5.0	3.582	1.1697	-.526	.293	-.489	.578
IA3	67	1.0	5.0	3.552	1.2587	-.685	.293	-.439	.578

Table 4.2 shows that on a scale of 1 to 5, the maximum score received by all the factors of interaction adjustment is 5 (highest score). This indicates that there were respondents who were completely adjusted in the host country in terms of all the three interaction adjustment factors. These factors include- socializing with host nationals during work, interacting with host nationals outside work and speaking with host nationals on a day-to-day basis- respectively. The minimum score of all the variables is 1-the lowest score on the scale (except for IA1 i.e. socializing with host nationals during work). This indicates that there were respondents who couldn't adjust at all to the last two interaction adjustment factors. The means of the variables are quite close. The Skewness of all the variables lies between -1 and 1. This is a demonstration of a significantly skewed distribution. Besides, the Kurtosis of all the general adjustment constructs lies between -2 and 2. This indicates that the distribution is not peaked i.e. the responses aren't centered towards the center and hence, not narrowly distributed. Thus, it can be concluded that the data is normal.

4.1.3 Descriptive Analysis for Work Adjustment Factors

Table 4.3 showing descriptive statistics for work adjustment factors

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
WA1	67	1.0	5.0	3.746	1.0052	-.571	.293	.097	.578
WA2	67	1.0	5.0	3.731	1.2258	-.838	.293	-.212	.578
WA3	67	1.0	5.0	3.746	1.1057	-.722	.293	-.053	.578

Table 4.3 shows that on a scale of 1 to 5, the maximum score received by all the factors of work adjustment is 5 (highest score). This indicates that there were respondents who were completely adjusted in the host country in terms of all the three work adjustment factors. WA1, WA2 and WA3 include- specific job responsibilities, performance expectations & standards and supervisory responsibilities respectively. The minimum score of all the constructs in the set is 1 i.e. the lowest score on the scale. This indicates that there were respondents who couldn't adjust at all to the listed work adjustment factors. The mean of work adjustment constructs is almost same. The Skewness of all the variables lies between -1 and 1. This demonstrates a significantly skewed distribution. Besides, the Kurtosis of all the general adjustment constructs lies between -2 and 2. This indicates that the distribution is not peaked i.e. the responses aren't centered towards the center and hence, not narrowly distributed. Thus, it can be concluded that the data is normal.

4.1.4 Descriptive Analysis for Individual Factors

Table 4.4 showing descriptive statistics for individual factors

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IF1	67	1.0	5.0	3.851	.9732	-.708	.293	.090	.578
IF2	67	2.0	5.0	3.851	.9253	-.522	.293	-.456	.578
IF3	67	1.0	5.0	3.776	1.2889	-.836	.293	-.320	.578

Table 4.4 shows that on a scale of 1 to 5, the maximum score received by all the constructs of individual factors is 5 (highest score). IF1 and IF2 measured the achievement self-efficacy of the respondents whereas, IF3 measured the host nation language proficiency of the respondents. Thus, there were respondents who strongly agreed that they were able to achieve most of their goals that they set for themselves, could perform very well while staying calm and were fluent in host nation language. On the other hand, IF1 and IF3 received the minimum score on the scale i.e. 1. This indicates that there were respondents who strongly disagreed with their ability to achieve most of their goals that they set for themselves and also, exhibited no ability in the host nation language. The mean of work adjustment constructs is almost same. The Skewness of all the variables lies between -1 and 1. This demonstrates a significantly skewed distribution. Besides, the Kurtosis of all the general adjustment constructs lies between -2 and 2. This indicates that the distribution is not peaked i.e. the responses aren't centered towards the center and hence, not narrowly distributed. Thus, it can be concluded that the data is normal.

4.1.5 Descriptive Analysis for Non-Work Factors

Table 4.5 showing descriptive statistics for non-work factors

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
NWF1	67	1.0	5.0	3.328	1.0925	-.191	.293	-.122	.578
NWF2	67	1.0	5.0	3.669	1.1343	-.949	.293	.597	.578
NWF3	67	1.0	5.0	2.328	1.4501	.660	.293	-1.002	.578

Table 4.5 shows that on a scale of 1 to 5, the maximum score received by all the constructs of non-work factors is 5 (highest score). NWF1 and NWF2 measured the expatriates' child adjustment and spousal adjustment respectively. NWF3 measured the culture novelty between expatriate's nation and the host nation. Thus, there were respondents who strongly agreed they experienced maximum spousal and family adjustment. Also, there were respondents who experienced that the cultures of the two countries were 'extremely similar'. On the other hand, all the three factors received the lowest score of 1. This indicates that there were respondents who experienced minimum family adjustment/support. Besides, the cultural dissimilarities were extreme. The mean of NWF3 is the lowest. This indicates that spousal adjustment has received the highest number of minimum scores among the three constructs. The Skewness of all the variables lies between -1 and 1. This demonstrates a substantially skewed distribution. Besides, the Kurtosis of all the general adjustment constructs lies between -2 and 2. This indicates that the distribution is not peaked i.e. the responses aren't centered towards the center and hence, not narrowly distributed. Thus, it can be concluded that the data is normal.

4.2 Reliability Analysis

In order to ensure that the collected data leads to a meaningful and reliable result, reliability analysis has been conducted using Cronbach's Alpha in the SPSS version 21.0. The various set of constructs measuring every specific variable have been checked for reliability. This is as shown below:

Table 4.7 showing item statistics for overall adjustment factors

	Mean	Std. Deviation	N
GA1	3.582	1.1435	67
GA2	3.791	1.1486	67
GA3	3.373	1.1913	67
GA4	3.940	1.0133	67
GA5	3.821	1.1797	67
IA1	3.567	.9727	67
IA2	3.582	1.1697	67
IA3	3.552	1.2587	67
WA1	3.746	1.0052	67
WA2	3.731	1.2258	67
WA3	3.746	1.1057	67

Table 4.8 showing reliability statistics for overall adjustment factors

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.936	.937	11

Work adjustment, interaction adjustment and general adjustment together lead to the overall expatriate cross-cultural adjustment. Thus, the reliability of all these factors has also been measured at one place. Table 4.7 provide an item- statistics for all the adjustment factors. Table 4.8 provide Cronbach's Alpha for these adjustment factors to be 0.936 which is quite high and indicate high reliability for measuring overall adjustment.

Table 4.9 showing reliability statistics for non-work factors

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.859	.860	3

Table 4.10 showing reliability statistics for individual factors

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.700	.724	3

Table 4.9 indicate the Cronbach's Alpha for the non-work factors to be 0.859. This shows that the reliability of NWF is high and would provide reliable results. Table 4.10 indicates that the Cronbach's alpha for individual factors is 0.700. This shows that the constructs measuring individual factors are reliable enough to provide meaningful and valid results. Besides, it also indicates that the 3 constructs used in the study are reliably measuring individual factors.

4.3 Hypothesis one Testing

H1₀: There is no impact of individual factors on an expatriate's overall cultural adjustment.

H1_a: There is an impact of individual factors on an expatriate's overall cultural adjustment

Hypothesis 1 has been tested using linear regression test in SPSS version 21. The test has tested the impact of individual factors on overall expatriate adjustment. The results are indicated as below:

Table 4.11 indicating model summary of regression between individual factors and overall expatriate adjustment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 ^a	.370	.361	7.77949

a. Predictors: (Constant), IFT

Table 4.12 showing ANOVA^a of regression between individual factors and overall expatriate adjustment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2314.615	1	2314.615	38.245	.000 ^b
	Residual	3933.833	65	60.521		
	Total	6248.448	66			

a. Dependent Variable: OA

b. Predictors: (Constant), IFT

Table 4.13 showing coefficients^a of regression between individual factors and overall expatriate adjustment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.764	4.416		3.117	.003
	IFT	2.324	.376	.609	6.184	.000

a. Dependent Variable: OA

Table 4.11 indicates the r-square in the regression between Individual factors and Overall Expatriate Adjustment is 37.0%. This shows that individual factors like achievement high self-efficacy and better language proficiency have a moderate impact on the overall adjustment of an expatriate: General adjustment, work adjustment and interaction adjustment. In other words, it can be said that individual factors explain a 37.0% variance in the overall adjustment factors when taken around the mean, which indicates a moderate variance. Besides, table 4.12 indicates that at a confidence level of 95%, the p-value or the significance value is just 0.000 (less than 0.05%). This means that the result has been obtained not by chance and can be generalized to a larger population beyond the sample size. A significance value less than 0.05 also indicates that the null hypothesis must be rejected and alternate hypothesis should be accepted. Thus, it can be concluded that the individual factors have an impact on the overall expatriate adjustment.

Result: H_0 is rejected. Thus, it is concluded that individual factors have an impact on overall expatriate adjustment.

4.3.1 Impact of Individual factors on General Adjustment

After testing hypothesis 1, additional regression tests have been conducted to find out the impact of individual factors on each of the dimensions of expatriate adjustment: general adjustment, work adjustment and interaction adjustment. The result of linear regression to find the impact of Individual factors on General Adjustment has been shown below:

Table 4.14 showing model summary of regression between individual factors and general adjustment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.385 ^a	.148	.135	4.34464

a. Predictors: (Constant), IFT

Table 4.15 showing ANOVA^a of regression between individual factors and general adjustment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	213.811	1	213.811	11.327	.001 ^b
	Residual	1226.935	65	18.876		
	Total	1440.746	66			

a. Dependent Variable: GAT

Table 4.16 showing coefficients^a of regression between individual factors and general adjustment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.402	2.466		4.218	.000
	IFT	.706	.210	.385	3.366	.001

a. Dependent Variable: GAT

Table 4.14 indicates the r-square in the regression between Individual factors and General Adjustment is 14.8%. This shows that individual factors like achievement high self-efficacy and better language proficiency do have an impact of the general adjustment factors of an expatriate like- food, housing, standard of living etc. However, the impact isn't very strong, in fact it's minimal as, the individual factors explain only a 14.8% variance in the general adjustment of an expatriate, when taken around the mean. Besides, table 4.15 indicates that at a confidence level of 95%, the p-value or the significance value is just 0.001 (less than 0.05%). This means that the result has been obtained not by chance but is statistically significant and can be generalized to a larger population beyond the sample size.

4.3.2 Impact of Individual factors on Interaction Adjustment

Linear regression analysis has been conducted to find the impact of individual factors on interaction adjustment. The results are shown as follows:

Table 4.17 showing model summary of regression between individual factors and interaction adjustment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.685 ^a	.469	.461	2.24674

a. Predictors: (Constant), IFT

Table 4.18 showing ANOVA^a of regression between individual factors and interaction adjustment

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	289.919	1	289.919	57.434	.000 ^b
1 Residual	328.111	65	5.048		
Total	618.030	66			

a. Dependent Variable: IAT

b. Predictors: (Constant), IFT

Table 4.17 indicates the r-square in the regression between Individual factors and Interaction Adjustment is 46.9%. This shows that individual factors like achievement high self-efficacy and better language proficiency explain a 46.9% variance in the interaction adjustment factors like interaction with host nationals inside and outside the organization or on the daily interaction with host nationals when taken around the mean. The variance ranges between moderate to high. Besides, table 4.18 indicates that at a confidence level of 95%, the p-value or the significance value is just 0.000 (less than 0.05%). Thus, result has been obtained not by chance but is statistically significant and so, can be generalized to a larger population beyond the sample size.

4.3.3. Impact of Individual factors on Work Adjustment

Linear regression analysis has been conducted to find the impact of individual factors on work adjustment. The results are shown as follows:

Table 4.19 showing model summary of regression between individual factors and work adjustment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 ^a	.411	.402	2.44532

a. Predictors: (Constant), IFT

Table 4.20 showing ANOVA^a of regression between individual factors and work adjustment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	270.969	1	270.969	45.316	.000 ^b
	Residual	388.672	65	5.980		
	Total	659.642	66			

a. Dependent Variable: WAT

Table 4.21 showing coefficients^a of regression between individual factors and work adjustment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.099	1.388		1.512	.135
	IFT	.795	.118	.641	6.732	.000

a. Dependent Variable: WAT

Table 4.19 indicates the r-square in the regression between Individual factors and Work Adjustment is 41.1%. This shows that individual factors like achievement high self-efficacy and better language proficiency have a moderate impact on work adjustment factors like adjustment to job responsibilities, supervisory responsibilities and performance expectations. Besides, table 4.20 indicates that at a confidence level of 95%, the p-value or the significance value is just 0.000 (less than 0.05%). This means that the result has been obtained not by chance and can be generalized to a larger population beyond the sample size.

4.4 Hypothesis 2 Testing

H20: There is no impact of non-work factors on an expatriate's overall cultural adjustment.

H2a: There is an impact of non-work factors on an expatriate's overall cultural adjustment.

In order to test the above hypothesis, Regression analysis has been conducted in SPSS version 21.0. Regression is a widely used analysis method to study the impact of one variable on other. The results are as follows:

Table 4.22 showing model summary for the regression between overall adjustment and non- work factors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.406 ^a	.164	.152	8.96225

a. Predictors: (Constant), NWFT

Table 4.23 showing ANOVA^a for the regression between overall adjustment and non- work factors

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1027.521	1	1027.521	12.793	.001 ^b
	Residual	5220.927	65	80.322		
	Total	6248.448	66			

a. Dependent Variable: OA

Table 4.24 showing coefficients^a for the regression between overall adjustment and non- work factors

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.139	3.875		7.004	.000
	NWFT	1.426	.399	.406	3.577	.001

a. Dependent Variable: OA

b. Predictors: (Constant), NWFT

Table 4.22 indicates the r-square in the regression between Non-Work factors and Overall Expatriate Adjustment is 16.4%. Thus, it can be said that the total variation in the dependent variable i.e. the overall adjustment can be explained by the independent variable i.e. non-work factors. In this case, 16.4% can be explained, which is less. This shows that non-work factors like spousal adjustment, family adjustment and culture novelty account for a variation in expatriate's overall adjustment but not greatly. The next table i.e. table 4.23 indicates the statistical significance of the model that was run. The significance value in table 4.23 is 0.001 which is less than 0.05. This indicates that the regression model statistically significantly predicts the outcome variable and also, that the findings of this statistical finding can be generalized. Besides, it can be concluded that a significance value less than 0.05 and hence, the null hypothesis is rejected and the alternate hypothesis is accepted.

Result: H₂₀ is rejected. Thus, it can be concluded that non-work factors have an impact on the overall adjustment of an expatriate in a new cultural setting.

4.4.1 Impact of Non-Work factors on Work Adjustment

After conducting a regression study of non-work factors on overall adjustment, the impact of non-work factors on each of the dimensions of adjustment has also been studied using linear regression test in SPSS version 21.0. The first test studied the impact of non-work factors on work adjustment. The results have been indicated as follows:

Table 4.25 sowing model summary of regression between non-work factors and work adjustment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.369 ^a	.136	.123	2.96122

a. Predictors: (Constant), NWFT

Table 4.26 sowing ANOVA^a of regression between non-work factors and work adjustment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.667	1	89.667	10.226	.002 ^b
	Residual	569.974	65	8.769		
	Total	659.642	66			

a. Dependent Variable: WAT

b. Predictors: (Constant), NWFT

Table 4.27 showing coefficients^a of regression between non-work factors and work adjustment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.297	1.280		5.699	.000
	NWFT	.421	.132	.369	3.198	.002

a. Dependent Variable: WAT

Table 4.25 indicates the r-square in the regression between Non-Work factors and Work Adjustment is 13.6%. Thus, it can be said that the total variation in the dependent variable i.e. the work adjustment can be explained by the independent variable i.e. non-work factors when taken around the means. In this case, 13.6% can be explained, which is less. This shows that non-work factors like spousal adjustment, family adjustment and culture novelty account for a variation in expatriate's overall adjustment but not highly. In fact, the impact is quite less. The ANOVA table i.e. table 4.26 indicates the statistical significance of the model that was run. The significance value in table 4.26 is 0.002 which is less than 0.05. This indicates that the regression model statistically significantly predicts the outcome variable and also, that the findings of this statistical finding can be generalized.

4.4.2 Impact of Non-Work factors on General Adjustment

The impact of non-work factors on general adjustment has been studied using regression analysis test. The results have been explained as follows:

Table 4.28 Model Summary of regression between Non-work factors and General adjustment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.334 ^a	.111	.098	4.43788

a. Predictors: (Constant), NWFT

Table 4.29 showing ANOVA^a of regression between Non-work factors and General adjustment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160.584	1	160.584	8.154	.006 ^b
	Residual	1280.162	65	19.695		
	Total	1440.746	66			

a. Dependent Variable: GAT

b. Predictors: (Constant), NFWT

Table 4.30 showing coefficients^a of regression between non-work factors and general adjustment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.252	1.919		6.907	.000
	NWFT	.564	.197	.334	2.855	.006

a. Dependent Variable: GAT

Table 4.28 indicates the r-square in the regression between Non-Work factors and General Adjustment is 11.1 %. Thus, it can be said that the total variation in the dependent variable i.e. the general adjustment can be explained by the independent variable i.e. non-work factors when taken around the means. In this case, 11.1% can be explained, which is less. The ANOVA table i.e. table 4.29 indicates the statistical significance of the model that was run. The significance value in table 4.29 is 0.006 which is less than 0.05. This indicates that the regression model statistically significantly predicts the outcome variable and also, that the findings of this statistical finding can be generalized.

4.4.3 Impact of Non-Work factors on Interaction Adjustment

The impact of non-work factors on interaction adjustment has been studied using linear regression analysis; shown as follows:

Table 4.31 showing model summary of regression between non-work factors and interaction adjustment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.399 ^a	.159	.146	2.82775

a. Predictors: (Constant), NFWT

Table 4.32 showing ANOVA^a summary of regression between non-work factors and interaction adjustment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	98.277	1	98.277	12.291	.001 ^b
	Residual	519.753	65	7.996		
	Total	618.030	66			

a. Dependent Variable: IAT

b. Predictors: (Constant), NFWT

Table 4.33 showing coefficients^a of regression between non-work factors and interaction adjustment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.590	1.223		5.390	.000
	NFWT	.441	.126	.399	3.506	.001

a. Dependent Variable: IAT

Table 4.31 indicates the r-square in the regression between Non-Work factors and Interaction Adjustment is 46.9 %. Thus, it can be said that the total variation in the dependent variable i.e. the interaction adjustment can be explained by the independent variable i.e. non-work factors when taken around the means. In this case, 46.9% can be explained, which ranges between moderate to high. The ANOVA table i.e. table 4.32 indicates the statistical significance of the model that was run. The significance value in table 4.32 is 0.000 which is less than 0.05. This indicates that the regression model statistically significantly predicts the outcome variable and also, that the findings of this statistical finding can be generalized.

4.5 Hypothesis 3 testing

H30: There is no impact of pre-departure training on an expatriate's overall cultural adjustment.

H3a: There is an impact of pre-departure training on an expatriate's overall cultural adjustment.

In order to test the above hypotheses, One-way ANOVA has been conducted as the variables include one numeric variable and another categorical variable. Since, Pre-departure training include only 2 data items i.e. 'Yes' (represented as 1) and 'No' (represented as 2), Tukey hasn't been used. Only LSD has been conducted. The results are shown as follows:

Table 4.34 showing descriptives of ANOVA of pre-departure training and overall adjustment

OA	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					1	27		
2	40	37.1500	10.45515	1.65311	33.8063	40.4937	14.00	55.00
Total	67	40.4328	9.73003	1.18871	38.0595	42.8062	14.00	55.00

Table 4.35 showing ANOVA of pre-departure training and overall adjustment

OA	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1069.718	1	1069.718	13.426	.001
Within Groups	5178.730	65	79.673		
Total	6248.448	66			

From the above table 4.34, it is quite clear that there is a difference in the means of the two groups i.e. 1 (who received pre-departure training) and 2 (who didn't receive pre-departure training). The means for the two groups are 45.2963 and 37.1500 respectively. Besides, 'F' value i.e. 13.426 in table 4.35 further clarifies that there is a difference in the means of 'overall adjustment' of those who received a pre-departure training and those who didn't. Also, the significant value in table 4.35 is 0.001 which is smaller than 0.05. Hence, it can be concluded that the result hasn't been obtained by chance and can be generalized to a larger population beyond the chosen sample. A significance value smaller than 0.05 indicates that the null hypothesis is rejected.

Result: There is no impact of pre-departure training on overall expatriate adjustment. Hence, the alternate hypothesis is accepted.

4.6 Hypothesis 4 testing

H4₀: There is no impact of continuous on-the job adjustment training on an expatriate's overall cultural adjustment.

H4_a: There is no impact of continuous on-the job adjustment training on an expatriate's overall cultural adjustment.

In order to test the above hypotheses, One-way ANOVA has been conducted as the variables include one numeric variable and another categorical variable. Since, Pre-departure training include only 2 data items i.e. 'Yes' (represented as 1) and 'No' (represented as 2), Tukey hasn't been used. Only LSD has been conducted. The results are shown as follows:

Table 4.36 showing descriptives of one-way ANOVA between continuous on-the-job adjustment training and expatriate's overall cultural adjustment

OA

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					1	35		
2	32	38.8125	9.96587	1.76173	35.2194	42.4056	22.00	55.00
Total	67	40.4328	9.73003	1.18871	38.0595	42.8062	14.00	55.00

Table 4.37 showing ANOVA between continuous on-the-job adjustment training and expatriate's overall cultural adjustment

OA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	160.830	1	160.830	1.717	.195
Within Groups	6087.618	65	93.656		
Total	6248.448	66			

From the above table 4.36, it is quite clear that there is a difference in the means of the two groups i.e. 1 (who received continuous on-the job adjustment training) and 2 (who didn't receive the training). The means for the two groups are 41.9143 and 38.8125 respectively. Besides, 'F' value i.e. 1.717 in table 4.37 further clarifies that there is a difference in the means of 'overall adjustment' of those who received a continuous on-the job adjustment training and those who didn't. Also, the significant value in table 4.37 is 0.195 which is greater than 0.05. Hence, it can be concluded that the result is specific to the chosen sample and can't be generalized to a larger population. A significance value greater than 0.05 indicates that the alternate hypothesis is rejected.

Result: There is no impact of continuous on-the job adjustment training on an expatriate's overall cultural adjustment. Hence, the null hypothesis is accepted.

5. FINDINGS AND DISCUSSION

The study indicated that effects of the predictors on adjustment levels as suggested by Black et al. (1991) were indeed significant. Based on the results found in the study, the major findings are discussed as follows:

5.1 Discussion of hypothesis one

Of the individual factors, achievement self-efficacy and language fluency in the host nation prove to be significant predictors of the adjustment process. All the three dimensions of adjustment are affected by the individual factors. This is in line with what has been found in the previous studies. Besides, it was observed that out of the three factors: individual, organization and non-work factors, the highest impact was observed from the individual factors. Thus, individuals with high self-efficacy must be chosen for international assignments. Such individuals are able to remain calm during challenging situations and learn better from new environment.

5.2 Discussion of hypothesis two

Another major finding suggested that non-work factors like culture novelty, spousal adjustment/ support and family adjustment also impact expatriate overseas adjustment. The impact was observed on all the three dimensions of adjustment: general, interaction and work adjustment. Though, the impact wasn't huge but definitely, non-work factors form a vital factor for expatriate adjustment. The results are in line with the previous studies which have found that the expatriate adjustment is affected by non-work factors. However, difference is in the level of influence that has been observed in the present study. It is less than what has been observed in the previous studies. One reason behind the same could be that in the present study most of the expatriates have no accompanying partner on the assignment. Thus, the influence of family and spousal adjustment might not have been huge.

Another difference observed is that earlier studies concluded that non-work factors are responsible for variances in general and interaction adjustment but not work adjustment. A possible reason behind a differing result could be that psychological comfort which enables easier work adjustment of an employee might be affected by the family adjustment levels and spousal support. Besides, the greater the cultural novelty, more difficult it can get to adjust in the work environment of a culturally different nation. Thus, cultural training of expatriate's spouse and

sometimes children is also vital for successful completion of international assignment. It would be helpful to have a person in the company who could provide direct information to the spouses instead of them relying on second-hand information passed by the expatriates. This minimizes the doubts related to the foreign culture significantly. Besides, there has been extreme rise in the number of dual career couple. Thus, providing career assistance to such accompanying spouses would also lead to easier adjustment.

5.3 Discussion of hypothesis three and four

As far as organization factors are concerned, pre-departure training was a significant positive predictor of expatriate overseas adjustment. Thus, it is suggested that the companies must spend considerable efforts in providing training supports to their employees before they leave for an international assignment. However, the study didn't find a statistically significant result as far as the expatriate adjustment process is eased due to continuous adjustment training in abroad. One of the reasons behind the same can be that expatriates find it easier to adjust in a foreign environment if they are provided a pre-departure training rather than providing them adjustment training once they are already in an international assignment. For e.g.- The successful repatriates in the organization can be teamed up to provide mentorship or successful pre-departure training to the international assignees.

6. CONCLUSION

It is quite evident through the facts that the number of expatriates will increase in the near future due to the increasing number of international assignments undertaken by the multinational corporations. Besides, looking at the growing importance of Indian IT industry in the world, it is in the favor of these companies to investigate the factors that affect expatriate adjustment. The study has provided enough insights on how the various factors including: Individual factors like self-efficacy, previous international assignment and language proficiency in the language of host nation affects Indian IT expatriate adjustment. Besides, the study has also provided an insight regarding how organization factors and non-work factors affect expatriate adjustment. These factors have included the influence of spousal adjustment, family adjustment, cultural novelty, pre-departure training and other on-the-job adjustment training on the adjustment of Indian IT expatriates. Further, the investigations will aid the theorists and company professionals to have a better understanding of the challenges associated with managing today's work force.

7. RECOMMENDATIONS

The study has potential limitations. There is a chance of cultural bias in the study as a high number of responses have been received from the U.S.A and only a few responses from other parts of the world. Thus, the results might be inclined a bit towards Indian expatriate adjustment in the U.S. Besides, the study didn't include the job-factors and positional factors which are other important factors which affect expatriate adjustment. Future studies might include these factors and study their impact/ influence on overall expatriate adjustment. Job factors like role clarity, role novelty, role discretion and role conflict have not been assessed in the present study. Besides, present study has only included logistic support while considering organization factors. Other organization factors like supervisor support, peer support etc. have not been included in the present study. There is a scope to include these factors in future studies to provide a more wholesome view of the overall expatriate adjustment.

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