



**“ROLE OF AGE, EDUCATION AND FIELD OF WORK IN COPING STRESS
DURING EXPATRIATION”
A STUDY AMONG THE SELECTED EXPATRIATES FROM IT SECTOR**

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ABSTRACT

Global human resource managers need to play a significant role in recognizing the signs of failure in the international assignment while engaging the expatriates abroad and their impact on the business and long term objectives of the organization (Connelly, et al., 2007). Failure to comprehend expatriates and their stressful situations could lead to poor decision making and prevent certain individuals of a chance to pursue global careers. In other words, research suggests that psychological withdrawal, an inability to adjust to the new environment and a lack of understanding of demographics are key factors in unsuccessful international expatriate assignments (Olsen & Martins, 2009). The aim of the study is to find out the significant differences between age, education, nature of work and the motives and problems of expatriates in the IT sector. The results reveal that, a positive relationship between age, education, nature of work and the motives and problems of expatriates in the IT sector in the sample.

Key words: Local culture- intellectual assets- Human capital- Performance-Efficiency

INTRODUCTION

An expatriate is an employee who is working and temporarily residing in a foreign country (Dowling, Welch, 2009). Some companies call such employees “international assignees”. Expatriate failure rates (referred as a premature return) are still high enough to justify attention for further study (Peng, 2009). Global human resource managers need to recognize the signs of potential global assignment failures and their impact on the business and long term objectives of the organization (Connelly, et al., 2007). MNC managers need to be extra careful because if they show no concern for expatriates, a number of problematic situations might arise. These include a loss of their identities, a loss of their sense of belonging and a significant decrease in loyalty to the company. Furthermore, there will be increased disenchantment with and a lack of commitment to the organization. Research shows that a person with good human relation skills can build good relations with other people in their job and in other situations. Such positive personality traits will not only raise the inclination to meet challenges in the course of personal development, but can also be helpful for personal performance (Wang, 2008). International projects are affected by many factors that potentially affect the adjustment of expatriates such as personal factors, previous international experience, cross- cultural training, job factors, organizational culture, work environment and value system as well as various non-work factors (Black, et al., 1991).

NEED FOR THE STUDY

In the rapid competitive markets, a clear comprehension of the identities, background and overall well being of expatriates is necessary. Employees with updated management skills are becoming a critical competitive resource for international organizations (Olsen & Martins, 2009; Kraimer, et al, 2009). In addition, many other parameters related to work environment, culture, ethics and value system, behavioural issues at work can influence the performance of an employee. Indian IT employees are known for their work diversity and cross cultural issues at work with the wide spread work place movements in the career. A host country may be new to the expatriates in terms of different language, demographics, cultural environment and local customs. Hence, present study is conducted to know the issues and concerns of Indian expatriates. In addition, in the recent past the individuals are more willing to spare time with family and lot of uncertainty is prevailing on the social security and safety.

FACTORS INFLUENCING WORK PERFORMANCE OF EXPATRIATES

International projects and work performance of expatriates are affected by many factors that potentially affect the adjustment of expatriates such as personal factors, previous international experience, cross-cultural training, job factors, organizational culture, work environment and value system as well as various non-work factors (Black, et al., 1991). An expatriate who may have to deal with a very new way of life and an unfamiliar work environment unlike what he/she is accustomed to in the parent country becomes increasingly stressed out. Managing with stress could affect how well expatriates adjust and how well they feel about living and working abroad.

Several literatures have supported that technical and domain knowledge, is considered to be significant factor by the MNCs, the expatriates themselves, and by host country nationals in selecting expatriates (Suutari & Brewster, 2001); additionally this factor is usually accessible and measurable (Tung, 1981). Another reason why many HR administration place high emphasis on the technical ability to perform the assignment being considered is the so-called “minimax” decision strategy (Tung, 1981) in which the selectors minimizes his own risks and prevents immediate failures. One of the easiest approaches is to assess the domestic performance towards the technical competency for the potential candidate to determine whether the expatriate has the right and superior competency to take international assignment. However, the pitfall of this assessment is to assume that the successful domestic performance will translate into the same level of 5 performances overseas. Furthermore, this approach also assumes the universal nature of managerial skills (Harris & Brewster, 1998) which may not be necessarily true in case of complex international assignments.

SCOPE OF THE STUDY

The present study covers the expatriates from major sector of IT and a very few from other sectors. The sample respondents should have expatriated at least to one country. There are many respondents are expatriated to many countries and spent a long tenure of period as expatriate. The study is focused on expatriate’s problems, motivating factors and the expatriate environment prevailing in the country. The study findings reflect the motives and issues of Indian expatriates in abroad. This can help the organizations to take necessary precautions to make the expatriation successful and fruitful.

STATEMENT OF THE PROBLEM

The present study is a postmortem exercise to establish a theoretical back ground to take necessary precautions before selection of the employees for expatriation. This could also help to prepare the employees mentally to take up expatriation assignments without hesitation. The kind of cross culture environment and the work place professionalism and to equip themselves for the foreign assignments. Each employee knows the issues of expatriation in a limited nature. Hence, the current study is taken up to explore the various dimensions of motives, issues and the nature of expatriate environment and the required skills and coping skills of expatriation in the dimension of stress and cross cultural issues during expatriation. Hence, the present study is titled as stress and cross cultural issues of expatriation among the executives from IT sector. The reason behind coining IT is due to the large number of expatriates in the sample area is from IT sector with the constant increase in the number of expatriates' year on year.

OBJECTIVES OF THE STUDY

1. To study the role of age, education and field of work on motives and problems of expatriate environment and its impact on coping skills and performance of employees from IT sector.
2. To find out the suggestions for the expatriate problems in the cross cultural environment to manage the stress and performance.

METHODOLOGY

The data was collected during first quarter of 2015. Employees who had travelled on international assignments for a minimum period of six months to two years were considered as respondents for this study. The respondents were chosen by adopting snowball sampling technique. A total of 400 expatriates were contacted and 334 had responded for a response rate of 82 percent. Structured questionnaire along with semi-structured interviews were used for collecting data. The questionnaire consisted of demographic details of expatriates, followed by questions relating to job, motivational factors, socio and cultural issues of expatriates. The questionnaire was formulated using a multiple options and 5 point likert's scale. All the demographic aspects of expatriates were collected through multiple responses and the problems, concerns, motivators and the suggestions to overcome expatriates issues are collected through Likerts scale responses. Majority of the responses were collected

personally as well as through email. Twenty six respondents were accepted to meet in person and to answer the semi-structured interview schedule. Appointments were fixed over telephone/mail and then the respondent was interviewed as per the convenience of the researcher and the respondent. During the interview the respondents was allowed to explain his own experiences and problems during expatriation leading to fewer questions from the researcher. This helped the researcher to identify micro level difficulties of expatriates. The questionnaire tested for cronbach's alpha revealed 0.823, 0.811 and 0.824 on job-related, work related and socio culture related questions respectively.

DATA ANALYSIS AND DISCUSSION

Null Hypothesis-1: There is no relationship between the age and the perceptions on the motivating factors and intentions of expatriation among the sample.

Table 1: Showing relationship between the age and the perceptions on the motivating factors and intentions of expatriation along with ANOVA results

Motivating factors of expatriation		Age in years				F value	P value
		Upto 25	26-35	36-45	Above 45		
Career Growth	Mean	12.71	14.68	16.67	17.00	10.264	0.000**
	SD	(4.64)	(4.64)	(5.04)	(5.05)		
Security	Mean	11.92	13.99	16.48	16.68	12.675	0.000**
	SD	(5.16)	(4.56)	(5.27)	(5.38)		
Overall Motivating factors of expatriation/ Intentions	Mean	24.63	28.67	33.15	33.68	13.393	0.000**
	SD	(8.86)	(8.39)	(9.55)	(9.96)		

Since p value is less than 0.01, the null hypothesis, There is no relationship between the age and the perceptions on the motivating factors and intentions of expatriation among the sample is rejected at 1% level of significance. Hence, statistically, it is inferred that, there is a highly significant relationship between the age and the perceptions on the motivating factors and intentions of expatriation among the sample. Based on the mean value, it is noted that, high level of motivation is observed among the expatriates belongs to above 45 years age group when compared to others in the sample. The f value and p vales observed for the variables of motivation of expatriation are career growth factors (f=10.264, p=0.000) and for security factors (f=12.675,p=0.000), similarly, for over all motivating factors are f value observed is 13.393 and p value is 0.000. This indicated that, age plays a highly significant role in motivation for expatriation among the expatriates. It may be due to career prospects

and the risk assessment maturity of the individuals. In general expatriation decisions are linked with family, personal safety and career prospects and financial security. Hence, the decisions are mostly influenced by diverse factors rather than one. Among the personal factors age is supposed to be one among the vital factors to be considered.

Null Hypothesis: There is no relationship between age and the perceptions on problems faced during the expatriation among the sample.

Table 2: Showing relationship between age and the perceptions on problems faced during the expatriation along with ANOVA results

Problems in expatriation		Age in years				F value	P value
		Upto 25	26-35	36-45	Above 45		
Personal Problems	Mean	17.52	15.35	14.44	13.96	8.735	0.000**
	SD	(4.20)	(4.04)	(3.98)	(3.63)		
Cultural Problems	Mean	17.69	15.99	14.15	14.73	7.225	0.000**
	SD	(4.70)	(4.16)	(4.48)	(4.73)		
Social Problems	Mean	16.71	15.20	13.52	14.19	5.957	0.000**
	SD	(4.57)	(4.01)	(4.02)	(4.96)		
Safety Problems	Mean	16.77	15.85	14.30	13.51	9.324	0.000**
	SD	(4.21)	(3.69)	(3.98)	(4.37)		
Self Ego Problems	Mean	19.10	18.60	17.08	16.58	7.247	0.000**
	SD	(3.59)	(3.20)	(4.38)	(4.44)		
Overall Problems faced by the expatriates	Mean	87.79	80.99	73.48	72.96	11.616	0.000**
	SD	(16.84)	(14.13)	(16.20)	(18.67)		

Since p value observed for the problems faced by the expatriates is less than 0.01, for the personal factors (f=8.735,p=0.000), cultural problems(f=7.225,p=0.000), Social problems(f=5.957,p=0.000),safety problems (f=9.324,p=0.000),self ego problems (f=7.247,p=0.000), the null hypothesis, There is no relationship between age and the perceptions on problems faced during the expatriation among the sample is rejected at 1% level of significance. Based on the same, the it is inferred that, there is a highly significant relationship between age and the perceptions on problems faced during the expatriation among the sample. Based on the mean value, it is noted that, the respondents belongs to below 25 years age group are strongly endorsed the multi dimensional problems faced by them during the expatriation. This may be due to lack of awareness on many aspects of expatriation and lack of experience to manage both personal and official issues in the cross cultural social setup. This can be overcome over a period of time through experience at work

and in the expatriate culture of the country.

Null Hypothesis: There is no relationship between age and the perceptions on the expatriate environment and culture prevailing in the country of expatriation among the sample.

Table 3: Showing relationship between age and the perceptions on the expatriate environment and culture prevailing in the country of expatriation along with ANOVA results

Factors of expatriate environment		Age in Years				F value	P value
		Upto 25	26-35	36-45	Above 45		
Awareness factors	Mean	14.04	16.13	17.41	17.88	9.502	0.000**
	SD	(5.49)	(4.13)	(3.63)	(3.83)		
Professional factors	Mean	14.98	17.16	18.82	18.86	9.923	0.000**
	SD	(5.53)	(4.48)	(3.47)	(4.06)		
Environmental factors	Mean	14.79	16.10	16.61	17.51	5.030	0.002**
	SD	(3.81)	(3.59)	(4.28)	(4.11)		
Social factors	Mean	13.46	15.30	17.24	16.90	12.361	0.000**
	SD	(3.36)	(3.68)	(3.46)	(4.39)		
Overall Expatriate Management Environment	Mean	57.27	64.69	70.08	71.15	13.466	0.000**
	SD	(15.66)	(12.38)	(12.22)	(13.47)		

Since p value is less than 0.01, the null hypothesis, There is no relationship between age and the perceptions on the expatriate environment and culture prevailing in the country of expatriation among the sample is rejected at 1% level of significance. The f values and p values observed for the various expatriate environment factors are observed as f=9.502, p=0.000 for awareness factors; f value at 9.923 and p value at 0.000 for professional factors; f value of 5.030 and p value of 0.002 for environmental factors; f value of 12.361 and p value of 0.000 for social factors and finally, f value of 13.466, p value of 0.000 for overall factors of motivation among the sample. Based on the same, statistically, it is inferred that, there is ah highly significant relationship between age and the perceptions on the expatriate environment and culture prevailing in the country of expatriation among the sample. Based on the mean value, it is noted that, high level of agreement for the positive expatriate environment is endorsed by the expatriates belongs to above 45 years age group when compared to others in the sample. It is due to experience and level of management and the level of income factors.

Null Hypothesis: There is no relationship between Educational Qualification and the perceptions on the motivating factors and intentions of expatriation among the sample.

Table 4: Showing relationship between the educational qualification and the perceptions on the motivating factors and intentions of expatriation along with ANOVA results

Motivating Factors		Educational Qualification					F value	P value
		Upto HSc	Diploma	UG	PG	Professional		
Career Growth	Mean	12.56	12.65	14.58	16.12	17.30	12.759	.000
	SD	(5.44)	(4.40)	(4.15)	(4.58)	(4.76)		
Security	Mean	12.00	12.33	14.92	15.53	16.50	9.776	.000
	SD	(5.36)	(4.85)	(4.51)	(4.95)	(5.01)		
Overall Motivating factors of expatriation/ Intentions	Mean	24.56	24.98	29.50	31.65	33.80	13.050	.000
	SD	(10.16)	(8.80)	(7.64)	(8.66)	(9.07)		

Since p value is less than 0.01, the null hypothesis, There is no relationship between Educational Qualification and the perceptions on the motivating factors and intentions of expatriation among the sample is rejected at 1% level of significance. Similarly, f values and p values observed for career growth factors f value =12.759, p value of 0.000; for security factors f value of 9.776, p value of 0.000 and for overall motivating factors f value of 13.050 and p value of 0.000 in the sample. Based on the same, it is inferred that, There is a highly significant relationship between Educational Qualification and the perceptions on the motivating factors and intentions of expatriation among the sample. Based on the mean value, it is noted that, professionals are highly motivated with the expatriation process in terms of career growth and security of job and financials in the sample when compared to others. It may be due to highly paid for the professional jobs when compared to others. Hence, expatriation with professional qualification is much advisable when compared to other jobs.

Null Hypothesis: There is no relationship between educational qualification and the perceptions on problems faced during the expatriation among the sample.

Table 5: Showing relationship between educational qualification and the perceptions on problems faced during the expatriation along with ANOVA results

Problems in expatriation		Educational qualification					F value	P value
		Upto HSC	Diploma	UG	PG	Professional		
Personal Problems	Mean	17.77	17.50	13.50	14.40	14.13	13.917	.000
	SD	(4.61)	(4.28)	(3.18)	(3.40)	(3.86)		
Cultural Problems	Mean	17.91	17.42	15.15	14.83	14.58	7.409	.000
	SD	(4.77)	(4.29)	(3.91)	(4.11)	(4.77)		
Social Problems	Mean	17.19	16.75	14.00	13.81	14.38	8.369	.000
	SD	(4.63)	(4.19)	(3.25)	(4.02)	(4.59)		
Safety Problems	Mean	16.81	17.37	15.73	14.60	13.64	9.966	.000
	SD	(4.21)	(3.65)	(3.64)	(3.85)	(4.11)		
Self Ego Problems	Mean	19.35	19.48	18.08	17.39	17.02	5.513	.000
	SD	(3.43)	(2.97)	(2.06)	(3.99)	(4.49)		
Overall Problems faced by the expatriates/ Challenges	Mean	89.02	88.52	76.46	75.04	73.76	13.873	.000
	SD	(19.14)	(14.62)	(7.77)	(14.50)	(17.47)		

It is observed that, p values are less than 0.01, for the personal problems (f value=13.917, p=0.000), cultural problems (f=7.409, p=0.000), social problems (f=8.369,p=0.000), safety problems (f=9.966,p=0.000), self ego problems (f=5.513,p=0.000) faced by the expatriates in the sample. Based on the same, it is inferred that, there is no relationship between educational qualification and the perceptions on problems faced during the expatriation among the sample is rejected at 1% level of significance. Hence, statistically, it is confirmed that, there is a highly significant relationship between educational qualification and the perceptions on problems faced during the expatriation among the sample. Based on the mean value, personal, cultural and social problems are more among the expatriates with higher secondary certificate level and below qualification. Factors like Safety, self ego and overall problems are more among the expatriates with diploma qualification among the sample. This may be due to site jobs in remote places of an expatriate country, activities of terrorists and pirates, work culture differences and lack of technical skills among the expatriates of this category.

Null Hypothesis: There is no relationship between educational qualification and the perceptions on the expatriate environment and culture prevailing in the country of expatriation among the sample.

Table 6: Showing relationship between the educational qualification and the perceptions on the expatriation climate and culture prevailing along with ANOVA results

expatriate climate and culture		Educational qualification					F value	P value
		Upto HSC	Diploma	UG	PG	Professional		
Awareness	Mean	13.86	13.69	17.54	17.14	18.14	15.757	0.000**
	SD	(6.06)	(5.00)	(2.55)	(3.40)	(3.19)		
Professional	Mean	14.47	15.06	18.58	18.27	19.23	14.942	0.000**
	SD	(6.25)	(5.33)	(2.93)	(3.46)	(3.50)		
Environmental	Mean	14.23	14.15	16.65	17.19	17.29	10.956	0.000**
	SD	(4.15)	(3.33)	(3.37)	(3.46)	(4.23)		
Social	Mean	13.95	14.19	15.58	16.38	16.80	7.010	0.000**
	SD	(4.16)	(3.50)	(3.15)	(3.77)	(4.07)		
Overall Expatriate Environment and Culture	Mean	56.51	57.10	68.35	68.98	71.45	18.684	0.000**
	SD	(18.85)	(14.64)	(7.55)	(10.52)	(11.20)		

Since p value is less than 0.01, the null hypothesis, There is no relationship between educational qualification and the perceptions on the expatriate environment and culture prevailing in the country of expatriation among the sample is rejected at 1% level of significance. Based on the same, it is inferred that, there is a highly significant relationship between educational qualification and the perceptions on the expatriate environment and culture prevailing in the country of expatriation among the sample. Based on the mean value, it is noted that, expatriates with professional qualification perceived the positive expatriate environment in terms of awareness, professional aspects, environment, social factors and overall expatriate environment and culture prevailing in the expatriate countries, when compared to others in the sample.

Null Hypothesis: There is no relationship between nature of field of worked or working and the perceptions on the motivating factors and intentions of expatriation among the sample.

1= Engineering including IT; 2= Science and Research& Development; 3= Business, Finance and Management; 4= Arts and Humanities, Law, Education; 5= Medical and Paramedical

Table 7: Showing relationship between the nature of field worked /working and the perceptions on the motivating factors and intentions of expatriation along with ANOVA results

Motivation and intentions of expatriation		Nature of field worked/working					F value	P value
		1	2	3	4	5		
Career Growth	Mean	15.21	16.00	15.49	14.16	15.48	7.113	0.000**
	SD	(4.90)	(4.20)	(5.46)	(4.52)	(5.43)		
Security	Mean	14.52	15.09	14.85	15.12	14.73	3.451	0.009**
	SD	(4.89)	(5.12)	(5.41)	(5.12)	(5.64)		
Overall Motivating factors of expatriation/ Intensions	Mean	29.73	31.09	30.33	29.28	30.21	5.727	0.000**
	SD	(9.03)	(8.18)	(10.11)	(8.84)	(10.67)		

It is observed from the analysis that p value for the motivation and intentions of expatriation relation with nature of field working is less than 0.01, hence, the null hypothesis, There is no relationship between nature of field of worked or working and the perceptions on the motivating factors and intentions of expatriation among the sample is rejected at 1% level of significance. Based on the same, it is confirmed that, there is a highly significant relationship between nature of field of worked or working and the perceptions on the motivating factors and intentions of expatriation among the sample. Based on the mean value, it is noted that respondents from science and research and development are expatriating with an intention to career growth whereas, the expatriate with arts, humanities, law and educational fields are expatriating with an intention to job security and financial security in life. The overall intentions of the expatriates are observed as career growth when compared to other reasons in the sample.

Null Hypothesis: There is no relationship between nature of field of worked or working and the problems faced during the expatriation among the sample.

Table 8: Showing relationship between nature of field worked/working and the perceptions on problems faced during the expatriation along with ANOVA results

Problems faced during expatriation		Nature of field worked/working					F value	P value
		1	2	3	4	5		
Personal Problems	Mean	15.69	14.73	14.46	15.63	14.96	5.888	0.000**
	SD	(3.79)	(3.52)	(4.20)	(3.92)	(4.62)		
Cultural	Mean	15.96	15.86	14.97	16.33	15.06	4.507	0.001**

Problems								
	SD	(4.21)	(4.00)	(4.56)	(4.54)	(5.05)		
Social Problems	Mean	14.81	15.02	14.38	15.91	14.59	6.403	0.000**
	SD	(4.09)	(4.05)	(4.72)	(3.77)	(4.95)		
Safety Problems	Mean	15.51	14.59	14.85	15.56	15.03	5.287	0.000**
	SD	(3.83)	(3.86)	(4.30)	(4.11)	(4.46)		
Self Ego Problems	Mean	17.97	17.66	17.51	18.81	17.79	7.254	0.000**
	SD	(3.61)	(3.72)	(4.06)	(3.52)	(4.34)		
Overall Problems faced by the expatriates	Mean	79.94	77.86	76.18	82.23	77.43	8.887	0.000**
	SD	(14.50)	(14.74)	(17.69)	(15.29)	(19.55)		

Since p value is less than 0.01, the null hypothesis, There is no relationship between natures of field of worked or working and problems faced during the expatriation among the sample is rejected at 1% level of significance. The f values and p values observed for personal problems (f=5.888, p=0.000); cultural problems (f=4.507,p=0.001); social problems (f=6.403,p=0.000); safety problems (f=5.287, p=0.000); self ego problems (f=7.254,p=0.000), and the overall problems faced by the expatriates (f=8.887,p=0.000). Hence, it is concluded that, there is a highly significant relationship between nature of field of worked or working and the perceptions on problems faced during the expatriation among the sample. Based on the mean value, it is noted that, personal problems are more among the expatriates in engineering field and the social, cultural, security and self ego problems are more among the expatriates working in arts, humanities, law and education. This may be due the dealing with people and training them in the selected field of study.

Null Hypothesis: There is no relationship between nature of field of worked or working and the perceptions on the expatriate environment and culture prevailing in the country of expatriation among the sample.

Table 8: Showing relationship between the nature of field worked/working and the perceptions on the expatriation climate and culture prevailing along with ANOVA results

Expatriate environment		Nature of field worked/working					F value	P value
		1	2	3	4	5		
Awareness	Mean	16.41	16.66	16.41	16.63	16.39	4.699	0.001**
	SD	(4.05)	(3.88)	(4.21)	(4.35)	(4.92)		
Professional	Mean	17.22	17.80	18.49	17.26	17.53	6.016	0.000**
	SD	(4.29)	(4.04)	(4.62)	(4.39)	(5.05)		
Environmental	Mean	15.76	16.84	17.05	15.79	16.58	5.890	0.000**

	SD	(3.55)	(3.36)	(4.04)	(3.92)	(4.46)		
Social	Mean	15.65	16.61	15.36	15.51	15.79	6.404	0.000**
	SD	(3.77)	(3.31)	(4.20)	(3.70)	(4.38)		
Overall Expatriate Management Environment	Mean	65.04	67.91	67.31	65.19	66.29	8.048	0.000**
	SD	(12.03)	(11.43)	(15.01)	(12.10)	(16.42)		

Since p value is less than 0.01, the null hypothesis, There is no relationship between nature of field of worked or working and the perceptions on the expatriate environment and culture prevailing in the country of expatriation among the sample is rejected at 1% level of significance. Hence, statistically, it is concluded that, there is a highly significant relationship between nature of field of worked or working and the perceptions on the expatriate environment and culture prevailing in the country of expatriation among the sample. Based on the mean value, it is found that, expatriates from science & Research, business and management development are strongly endorsed the positive expatriate environment existence in the expatriate countries when compared to others in the sample. It may be due to the easy access to technology for research and the simplified and transparent business regulatory frame work existence in the countries of expatriation.

FINDINGS OF THE STUDY

1. Since p value is less than 0.01, the null hypothesis, There is no relationship between the age and the perceptions on the motivating factors and intentions of expatriation among the sample is rejected at 1% level of significance.
2. Since p value observed for the problems faced by the expatriates is less than 0.01, for the personal factors (f=8.735,p=0.000), cultural problems(f=7.225,p=0.000), Social problems(f=5.957,p=0.000),safety problems (f=9.324,p=0.000),self ego problems (f=7.247,p=0.000), the null hypothesis, There is no relationship between age and the perceptions on problems faced during the expatriation among the sample is rejected at 1% level of significance.
3. There is a highly significant relationship between age and the perceptions on the expatriate environment and culture prevailing in the country of expatriation among the sample. Based on the mean value, it is noted that, high level of agreement for the positive expatriate environment is endorsed by the expatriates belongs to above 45 years age group when compared to others in the sample.

4. Since p value is less than 0.01, the null hypothesis, There is no relationship between Educational Qualification and the perceptions on the motivating factors and intentions of expatriation among the sample is rejected at 1% level of significance.
5. It is observed that, p values are less than 0.01, for the personal problems (f value=13.917, p=0.000), cultural problems (f=7.409, p=0.000), social problems (f=8.369,p=0.000), safety problems (f=9.966,p=0.000), self ego problems (f=5.513,p=0.000) faced by the expatriates in the sample.
6. Since p value is less than 0.01, the null hypothesis, There is no relationship between educational qualification and the perceptions on the expatriate environment and culture prevailing in the country of expatriation among the sample is rejected at 1% level of significance.
7. It is observed from the analysis that p value for the motivation and intentions of expatriation relation with nature of field working is less than 0.01, hence, the null hypothesis, There is no relationship between nature of field of worked or working and the perceptions on the motivating factors and intentions of expatriation among the sample is rejected at 1% level of significance.
8. Since p value is less than 0.01, the null hypothesis, There is no relationship between natures of field of worked or working and problems faced during the expatriation among the sample is rejected at 1% level of significance.
9. There is a highly significant relationship between nature of field of worked or working and the perceptions on the expatriate environment and culture prevailing in the country of expatriation among the sample.

SUGGESTIONS

1. Age plays a major role in motivating the employees for expatriation and various problems in expatriation. There is a significant difference relationship between age and motives, problems of expatriation among the sample respondents.
2. Educational qualification is essential for expatriation and to improve the level of skills required in professional life. Companies need to focus on improving the standards of human capital skills required for expatriation. This can be done through sponsorship for higher education, sabbaticals for higher learning in the institutes of repute. On the other hand, in plant training can be arranged for certifications required for the upgraded skills.

3. Nature of work plays a critical role in expatriation. The problem of expatriation is closely associated with the problems of expatriation. Training programmes based on the nature of field of work need to be arranged to enhance and refresh the skills required by the project. This in a way helps to cope with work stress and to complete the targets in time.

Conclusion

The results of the data analysis indicate that the expatriate environment prevailing in the countries of expatriation is mixed in nature. The basis issues of cross cultural, in the form of personal, self ego, cultural, social, safety and environmental indicates the need for improvement of the level of awareness of the environment in the dimensions of social, cultural, environmental, and behavioural aspects of expatriate country. This can be possible only through training to the employees on off-shore culture and frequent short trips to understand the working conditions, language, culture and behaviour of employees at work. This can help in improving the confidence of the employees and to take up the off-shore expatriation, in times of need to the organization. A committed co-operation along with positive attitude towards the problem from all the stake holders is a key in the success of improving the expatriation management environment.

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