



Unveiling the Motivation to go Beyond Boundaries

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Abstract

The paper analyzes the influence of motivational factors on professional adjustment of Indian Senior and Middle level manager's assigned international projects. It aims to find the relationship between motivational factors of expatriation and expatriate professional adjustment. Further, this paper presents the ranking of motivational factors having comparatively higher influence on expat's professional adjustment. The study is quantitative in nature and a structured questionnaire was used to administer the survey. The questionnaire was circulated among 100 Indian Senior and Middle level managers working in USA, Canada, Germany and Italy. Four factors of expatriate motivation extracted from data reduction technique are Motivation of Cognitive Development, Motivation of Money & Career Development, Motivation of Professional Development and Motivation of Personal Development. The research findings presented a positive relationship between motivational factors and professional adjustment of expatriates. Further, this paper present the ranking of motivational factors having comparatively higher influence on expat's professional adjustment. This work is crucial for companies to understand the employees' motives for accepting international assignments. The scope of this paper was limited to four developed countries only Germany, Italy, USA and Canada and the sample size was small.

Keywords: Indian Expatriates, International Assignments, Motivational Factors, Professional Adjustments

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Introduction

Companies are working on a globalized platform and India has become a major destination for multiple multinational companies. These companies perform with limited resources and require good managers and employees at every platform. To meet the required global competency and experience, cross cultural management is becoming imperative for these organizations and thus companies are rotating efficient employees on internationally raised areas. These employees are referred as expatriates who are sent from a parent organization to another country (Caligiuri, 2000) for the purpose of achieving organizational objectives related to market expansions, technological upgradations or managing foreign subsidiaries (Harzing, 2001aa). According to a survey conducted by Harvard Business Review in 2013, Indian



expatriates are among the most flexible and adaptable employees in Western countries. A few experts said that it is possible due to five characteristics present in Indians: Good Spoken English, Aspirations, Understanding of emerging markets, Tech savvy and Humbleness (Gupta, 2015, Tee Lin Say, 2017).

As the demand of internationally mobile employees is increasing, it is of prime importance for the organizations to assess the intentions of employees to work abroad as well as to understand those factors that motivate these employees to accept foreign assignments. It has become a norm in multiple MNCs to send employees globally anywhere on foreign assignments due to various reasons such as, new market development, creation of common organizational culture, management development or knowledge transfer and organizational development which is the final expected outcome of all these reasons (Dickmann, Doherty, Mills, & Brewster, 2008). However, different researches have presented different views that why managers accept overseas assignments. For Indians, exposure to different culture, career growth, money, life style etc. are a few important reasons for accepting the international assignments. Majority of these studies conducted on Indian Expatriates largely focused on either software engineers at developer level or the Indians who have self-sponsored for getting an overseas opportunity. Very limited researches are available on middle and senior levels of hierarchy for their motives to accept international assignments offered by their companies.

The success of any international project does not depend only on the experience of the professional; but also the level of adjustment of expatriate. Adjustment of expatriate leads to performance and finally to completion of the project. Expatriate adjustment is the antecedent of employee performance and successful completion of the global assignment. It is important for the organizations to identify the relationship between motivational factors of expatriation and their professional adjustment in a diverse culture. The purpose of this study is to identify factors motivating these middle and senior level Indian managers to accept assignments involving expatriation other than company's vision and mission. In addition, this study will try to find a relationship between the expats' motivational factors and expats' adjustment on their global assignment.

Review of Literature

Employee Expatriation

In the era of globalization where companies are expanding outside boundaries, expecting managers to accept and gain international work experience for a broader outlook and be ready for higher-level positions in management. These international projects and assignments provide expatriates with a new environment and opportunity to develop international perspective, fresh business ideas and knowledge of cross-culture (Furuya et al. 2009). There has been increased occurrence of expatriate assignments globally (Shaffer, Kraimer, Chen, & Bolino, 2012) over the last 20 years. International exposure has inherently become one of the most powerful experience tools used to shape the perspective and capabilities of effective global leaders (Altman & Baruch, 2012). Due to globalization, a rapid change can be noticed in the world of business and to be globalized has become the key necessity for the business firms (Altman & Baruch, 2012); and therefore, the requirement and management of a truly effective international workforce is of supreme importance for the competitive success of an organization at global platform (Pinto, Cabral-Cardoso, & Werther, 2012).

Business across boundaries is not new, it's taking place since 1900 B.C. but the importance of relocating the managers with good business brains to foreign locations has gained attention in recent years (Collings et al. 2007). The organizations send their representatives on international assignments in three conditions to fulfil assignment purposes; either to fill important positions, or to develop and grow the organization or to develop the people and managers of host country subsidiary (Edstrom and Galbraith, 1977). The organizations offer international assignments and provide opportunities to expand across globe. Conboye (2013) estimated an increase of 50 per cent in number of international assignments accepted by managers in the next ten years. These international assignments are essential for executives as they will be able to efficiently handle and effectively plan and implement international strategies (Greve, Biemann & Ruigrok, 2015; Carpenter, Sanders, & Gregersen, 2001). This is also profitable and provide prosperity to those big MNCs that are competing on global platform in analogous target markets (Daily, Certo, & Dalton, 2000).

The international assignments affect the managerial competencies of individuals, their cognition sphere and kind of strategies they formulate. The global experience enhances the employees' knowledge and skills which eventually influences the firm's outcome positively (Roth, 1995, Daily et al., 2000; Carpenter et al., 2001). The international exposure is beneficial to individuals as well to their professional growth due to their knowledge about the international market and improved information-processing capability. The studies conducted by Reuber & Fisher (1997) for SMEs and Sambharya (1996) for MNCs conclude that the internationalization of a firm is highly influenced by the international experience of its top-level managers such as CEO. Companies emphasize on international experience while selecting their CEOs and other top cadre employees other than their education and industry expertise (Magnusson & Boggs, 2006). The international perspective is highly valued by the global firms and they support and encourage their executives to understand diverse foreign cultures eventually leading the firm to develop realistic internationalization prospects (Black & Mendenhall, 1990).

Researches have revealed both positive and negative influence of frequent global business exposure. Some argue that international experience provides a fast career boost (Ng, Eby, Sorensen, & Feldman, 2005; Judge, Cable, Boudreau, & Bretz, 1995) because it provides challenging developmental experience which broadens the current level of knowledge and skills of executives and increases their contact networks and provides insight of personal goal and creates self-awareness (Suutari & Makela, 2007; Dragoni, Tesluk, Russell, & Oh, 2009). Whereas, others believe that frequent and longer foreign assignments can actually slow down the time to reach to top (Hamori & Koyuncu, 2011) reason being irregular contact with the head office due to increased pressure of settlement, workplace adjustment and expectation of improved performance.

International experience is considered as one of the major prerequisite for higher level promotions and selections (Daily, Certo, & Dalton, 2000; Carpenter et al., 2001). The individual having international exposure is more demanded than those who either don't have or have minimal global experience (Daily et al., 2000). Yet it becomes difficult for employees to successfully complete their international assignments and this catastrophe costs a lot to the organizations (Mervosh & McClenahan, 1997). According to Calligiuri (2000), the most cited reason of such unsuccessful international assignment is the inability of the individuals to adjust in overseas environment (Shaffer & Harrison, 1998). Due to this, considerable focus is provided by scholars to identify the factors that influence the adjustment of expatriates in cross-cultural environment and factors contributing to fruitful completion of these international assignments (Shaffer & Harrison, 1998; Black, Mendenhall, & Oddou, 1991). Although the focus of previous researches varies, the prior international experience and the reinforcement of motives behind

accepting international assignments (Huszcz, 2004) have critically influenced the adjustment of expatriates eventually successful completion of the assignment (Parker & McEvoy, 1993; Black et al., 1991).

Expatriate Professional Adjustment

Significant job change, corporate cultural change and different social interaction practices can be noticed and faced by the expatriate professionals. It also involves dealing with unaccustomed norms, food, culture, weather, political and economic conditions, health care etc. Reports estimate that a good percentage (20-40%) of expatriates return home prematurely from their overseas assignment (McGinley, 2008) and this rate varies from country to country. Expatriate adjustment is defined as the perceived degree of acceptance, familiarity and comfort with the host country culture (Black et al., 1991). It is a kind of development or progression where a manager tries to understand, learn and adopt the unfamiliar cultural environment while leaving the familiar one behind.

The issue of expatriate adjustment is dealt by quite a few authors only. According to their theory, the first is "Honeymoon Period" which is of a short tenure that starts when the expatriate arrives to the new country. During this period, the employee feels captivated by the different culture and fascinated by the new surroundings. After some time, when the expatriate gets settled and starts normal everyday life then faces the second phase i.e. elongated period of "cultural shock." When the expatriate faces the everyday life, then realizes the animosity of the local citizens and leads to disappointment with the country people behavior and working patterns of locals. The third stage is "Adjustment Period" where the expatriates start adjusting in the new environment, norms and conditions and are able to understand, absorb and behave more aptly than before. The final stage or period of this cycle is "Mastery Period" where the employee is able to perform efficiently in this new culture that is now not new for the expatriate due to long term exposure of new culture (Liu & Lee, 2008).

In more thorough studies, it was found that adjustment period is the most complex period of expatriate adjustment. This adjustment period consists of three levels: (i) General environment adjustment i.e. adjustment with host country's cultural environment such as food, weather and living conditions etc.; (ii) Work situation adjustment such as different work standards, work expectations and performance evaluation etc.; and (iii) Adjustment of the interaction with host country's citizens such as difference of language, communication style or cultural difference (Andreason, 2003; Harzing, Pinnington, 2011). The studies of Andreason (2003) and Singh (2010) claimed that expatriate adjustment is affected by various factors and can be majorly divided into three groups: Individual factors, organizational factors and environmental factors. Individual factors are personal skills and traits that help an individual to adjust in new environment such as interpersonal communication skills, conflict resolution ability, stress management skill, personal motivation, cultural flexibility, family situation, prior international experience, individual decision making capability etc. Organizational factors include training of expatriate, organizational culture, organization support, efficiency of the organization in managing expatriation process, level of mutual communication etc. Environmental factors include cultural difference between home country and host country, political stability, economic stability of host nation, safety, education, developmental level etc.

Selmer (2004) contends that psychological adjustment is a chief thing of expatriate adjustment. Mental adjustment connotes subjective nicely-being or mood states (e.g. depression, tension, and fatigue), emphasizing attitudinal elements of the technique of adjustment. The theoretical

concept of subjective properly-being is associated with the psychological factors of international adjustment (Selmer 2004). The concept of socio-cultural adjustment has been proposed and defined in the literature on international adjustment (Searle and Ward 1990; Ward and Searle 1991). Research on worldwide assignments highlights mental or socio-cultural adjustment as the important assemble underlying the rewards and costs of expatriate reports to people, their families, and their corporations (Bhaskar-Shrinivas et al. 2005). Socio-cultural adjustment relates to the capacity to 'match in' or successfully interact with participants of the host way of life (Ward and Kennedy 1992). Socio-cultural adjustment has been related to variables that sell and facilitate gaining knowledge of culture and acquisition of social talents within the host tradition (Selmer 2006). The socio-cultural perception of adjustment is based on cultural studying principle and highlights social behaviors and practical social abilities underlying attitudinal factors (Black and Mendenhall 1991). Selmer (2006) claims that Black et al.'s (1991) theoretical framework of international adjustment covers socio-cultural factors of worldwide adjustment.

Black and Stephens (1989) further extended this framework and endorse that there are 3 specific sides of expatriate adjustment: adjustment to duties, and performances; adjustment to interacting with host nationals; adjustment to the general environment, which encompasses existence situations within the overseas countries, several researchers have confirmed this typology (Black and Gregersen 1991; Shaffer et al. 1999; Okpara and Kabongo 2010). Bhaskar-Shrinivas et al. (2005) meta-analyses using statistics from 8474 expatriates in sixty six research furnished existence of a significant correlation between process function readability and work adjustment. Glaringly, the uncertainty regarding targets and function requirements are the strongest stressors in expatriates' remote places environments.

Black (1988) additionally observed an extensively high-quality courting between the length of modern project tenure and work adjustment. It seems reasonable to argue for a tremendous courting between the duration of time in a contemporary work assignment (cutting-edge international undertaking tenure) and expatriate adjustment. Whilst expatriates initially arrive inside the host country, they face vast uncertainty about many special factors of each life and work. However, over time, they are likely to accumulate statistics that permits them to feature more successfully inside the new surroundings. With prolonged exposure to the variations of the host lifestyle, expatriates are able to grow to be extra familiar with the general environment and find greater suitable requirements and turn out to be better adjusted (Takeuchi et al. 2005). Companies' choice criteria and mechanisms also are crucial for expatriate adjustment daily. Black et al. (1991) declare that the nearer the chosen expatriate fits the needs of the corporation, the less complicated the expatriate's adjustment after entering the international project. Also, the more the distinction among the organizational culture of the subsidiary company inside the foreign country in comparison with the corporation within the domestic country (i.e. high organizational tradition novelty) the extra difficult the expatriate adjustment could be (Black et al. 1991). Furthermore, logistical help from the enterprise, discern firm assistance with day to day living, including help with housing, schools, grocery day-to-day, and so forth, may doubtlessly lessen day-to-day uncertainty in worldwide assignments and therefore facilitate expatriate adjustment (Black et al. 1991). Social assist from co-workers and logistical support from the discern enterprise can play important roles in easing adjustment. By presenting expatriates with statistics about culturally appropriate norms and behaviours in their context, social help from co-workers reduces uncertainty emanating from an expatriate's new instances.

Logistical aid, then again, should help adjustment by means of making vital assets available every day to the expatriate at instances of necessity and consequently, meeting the demands of the brand-new environment. Guzzo et al. (1994), stated that expatriates' judgments of sufficiency

of organization blessings and their perceptions of support have been tremendous predate of organizational commitment and purpose to go away. Business enterprise's social aid, defined in phrases of the resources and first-class of assisting relationships, acts as a stress buffer and has an indirect impact on lines which include job dissatisfaction. A tremendous quantity of existent empirical research found a high-quality correlation between expatriates' global adjustment and their work performance (Caligiuri 1997; Selmer 2006).

Motivational Factors

According to a research conducted by Doherty, Dickmann & Mills (2011), it was found that there are a few common factors that motivate individuals to accept or reject any expatriate assignments such as life style, funding sources, career advancement and patterns of working. There are multiple in-depth studies present that discuss about different aspects of accepting expatriate assignments where the focus is particularly on distinguishing the motivational factors of self-initiated expatriation vs. organization-led expatriation (Jokinen, Brewster, & Suutari, 2008; Altman & Baruch, 2012; Howe-Walsh & Schyns, 2010; Doherty et al., 2011; Froese & Peltokorpi, 2013). Only a few researches have tried to examine the earlier stage of expatriation process i.e. to identify the factors that motivate skilled/experienced professionals to work abroad on international projects (Stahl, Miller & Tung, 2002). Motivation has been explained in multiple ways by researchers. According to Ellemers et.al (2004), motivation is a form of energy that employees carry to their work, some say it is a level of energy that decides the performance outcome (Welbourne, Andrews, & Andrews, 2005) and Huszczo viewed motivation as a revolving energy around reinforcement and expectations. It has been found that organizations get successful due to the intrinsic motivation of employees and it is possible only when the firms focus on the development of their individual employees (Peters and Waterman, 1983). Gagne and Deci (2005) differentiated between the extrinsic motivation and intrinsic motivation of individuals:

'Intrinsic motivation involves people doing an activity because they find it interesting and derive spontaneous satisfaction from the activity itself. Extrinsic motivation, in contrast, requires an instrumentality between the activity and some separable consequences such as tangible or verbal rewards, so satisfaction comes not from the activity itself but rather from the extrinsic consequences to which the activity leads (p. 331)'.

Any organization that provides autonomy to work and allows staff to develop according to their own requirements, manifests multifold work morale and heightened motivation level. According to action regulation theory, autonomy to work and decision making results in maximal motivation (Ambrose and Kulik, 1999) and managerial support, encouragement to self-initiatives and offering choice directly results into higher job satisfaction and performance (Deci, Connell and Ryan, 1989). The study conducted by Sirota et al. (2005) presented that equity, achievement and camaraderie are strongly associated with higher level of job satisfaction. Equity is related to fairness: related to economic, psychological and physiological; achievement means recognition, pride of accomplishments and doing meaningful work; whereas camaraderie is providing a conducive environment for cooperative work that provides a sense of belongingness to employees. A number of theories are present explaining practices to motivate employees and association between performance and motivation. The three need theory given by David McClelland presents that employees are motivated with a combination of three factors i.e. achievement, power and affiliation.

Motivation is the driver of all human actions. Motivation presents crescendos of human behavior that consists of our needs, wants, desires and other aims/ambitions of life. According to

Harackiewicz et al. (1997), ambition represents the success and aspirations of an individual and achievement goals direct an individual to show competence and desire to perform a task. The intrinsic motives make a person increase his efforts and overcome challenges to derive pleasure by achieving goals in most efficient manner (Brunstein & Maier, 2005). According to Abraham Maslow (1943), self-actualization stage presents intrinsic growth of an individual where the person already knows about himself and what he is. According to Maslow (1943), the lower order needs such as physiological needs, security needs and social needs are more extrinsic in nature whereas the higher order needs such as self-actualization are intrinsic in nature. People with high intrinsic motivation are able to self-regulate their conduct and behavior, prefer to take meaningful cognitive tasks and therefore rewards and external goals & deadlines do little to motivate them unless they also prefer extrinsic motivation as well. According to Herzberg Hygiene theory, people high on extrinsic motivation are encouraged with rewards whereas people motivated with intrinsic factors need to focus on task that requires meaningful engagement, encouraging self-set goals and early deadlines to complete (Story et al., 2009). Employees are motivated by doing and excelling in their jobs and good performance always leads to higher job satisfaction (Deci, 1972). According to Ambalie (1993), there exists scarcity of purely intrinsic motivated jobs whereas market is full of jobs that generally provide extrinsic motivation only.

According to Carpenter et al. (2001), the leaders with international experience have heightened motivation level in comparison to leaders with domestic experience. Managers with global experience are better able to handle MNCs effectively than those managers who have experience of domestic locations only (Carpenter, Sanders, & Gregersen, 2001). According to Doherty, Dickmann & Mills (2011), employees with international exposure are motivated due to better lifestyle, advanced patterns of functioning, better funding sources and opportunities of career advancements. Stahl et al. (2002) and Fish & Wood (1997) also emphasized that employees accept international assignments because of the motivation of career development opportunities. A study conducted on highly skilled people in New Zealand by Jackson et al. (2005) communicated a combination of five motivating factors that motivate them to accept global assignments were career, lifestyle, economics, family and culture. The primary push factors were career, economics and culture whereas, the major pull factors were family and lifestyle. According to Jackson et al. (2005), this primary push and pull factors may differ on the basis of the geographical location and economic condition of an individual and that is why requirement of conducting more in-depth studies at multiple location simultaneously has been felt to better understand the major motivating factors of accepting expatriate offers.

In an argument presented by Bonache & Fernandez (1997), compensation packages are the main drivers and encouraging factor that motivates senior executives to accept international assignments. However, a few studies have countered this argument to some extent that for senior executives the career development opportunity is the major motivator instead of compensation packages (Stahl et al., 2002; Fish & Wood, 1997). Jackson et al. (2005) conducted a study in New Zealand and provided a set of five factors that motivate professionals to accept foreign assignments and to move abroad. These factors are family, career, lifestyle, economies and culture. The primary pull factors were family and lifestyle, whereas economies and culture were found to be primary push factors. The author further highlighted the need of conducting further in-depth studies to be performed in different countries because these motivational factors may vary from one geographical location to another. Further researches need to be conducted to understand and identify the diverse drivers of different nationals to opt for global jobs (Jackson et al., 2005).

The available literature has focused more on perspective of organization and organization assigned expatriation with very limited focus on individuals' perspective about motivational

factors that has influenced them to accept international expatriation assignments (Altman & Baruch, 2012; Pinto et al., 2012). Most of the literature presents an assumption that the individual's motives of accepting expatriation are consistent with the organizational interest and this assumption is now under inspection. It seems that organizations overestimate the financial motives and underestimate the career consideration of the professionals (Dickmann et al., 2008). An organization has multiple reasons to send an employee on expatriate assignment such as to control subsidiary activities, knowledge transfer, skill transfer, and professional development (Bolino, 2007) but an employee accepts the assignment due to reasons other than organizational motives. In a study done in New Zealand, Jackson et al. (2005), established a set of five motivating factors for highly skilled people who moved abroad being lifestyle, family, career, culture and economics. Haines, Saba, & Choquette (2008) used a sample of Canadian MBA alumni to find that both intrinsic and extrinsic motivation influence various motives for accepting an international assignment. But whether these motivators help expatriates to adjust in host country and affect their professional adjustment has not been captured yet.

Multinational companies can get new insight if they are able to understand the motives and interest of their employees to accept foreign assignments. The companies will be in better position to find out candidates ready to move and what potential outcomes these candidates can provide at their international assignment. This is because an individual looking for foreign assignment will be more likely to face and overcome cross-cultural difficulties and will feel better adjusted, well satisfied and will present intentions to complete the assignment if their initial motives and interest are met. In line with the inquiry about the relationship between motivational factors and expatriate's adjustment, the following hypotheses were formulated:

H₀1: Motivational factors of expatriation and expatriate professional adjustment are not related.

H₀2: All motivational factors are equally ranked for expatriate's professional adjustment.

Research Methodology

Research Objectives

The objective behind conducting this research is to find the relationship between motivational factors of expatriation and expatriates' professional adjustments. Further, to dive deeper, the study tried to highlight motivational factors that influence professional adjustment of expatriates.

Design & Sample

This is a quantitative study and the primary purpose of this is to investigate the factors motivating Indian professionals to accept foreign assignments and the effect of these motivational factors on their professional adjustment. The variables were selected for both- motivational factors and professional adjustment of expatriates using literature review. The data was collected from Indian expatriates working at middle and senior managerial levels in countries like Italy, Germany, Canada, and USA, working in different sectors like IT, telecom, automobile etc. Stratified and snowball sampling was used to collect data. 100 Indian expatriates working at middle and top-level designations were targeted (25 sample from each sample country). 64 participants filled the questionnaire and finally 55 questionnaires were considered for data analysis and rest were discarded due to incomplete information. The data was collected using video conferencing and emails. 76 percent of the respondents were males and 53 percent of the respondents were below 40 years of age; only 9 percent of the respondents were in age bracket of above 50 years. 84 per cent of the sample respondents were married and 64 percent of them were

with kids. 19 per cent of the total respondents were on top level of managerial levels and rest were at middle level cadre. 47 per cent of respondents were presenting IT& Telecom sector and rest were from automobile & other industries. 24 per cent sample expats were from Germany, 20 per cent from Italy, 34 per cent from USA and 22 per cent from Canada. 30 per cent of the expats were out for first time on global assignment, and 27 percent of them were having more than 3 years of experience as expatriates on various locations.

Instrument

Structured questionnaire has been used to collect the data. The first part of the instrument comprised demographic variables with options (gender, marital status, age, family status, length of stay, designation, current location (country), experience of expatriation and type of industry). The second part of the instrument dealt with statements related to motivational factors such as cognitive goals, financial security, career prospects, cross-cultural understanding etc. Few of the statements were kept negative to improve the reliability of the responses. The information was collected using Likert's five-point scale ranging from 5 = strongly agree to 1 = strongly disagree. The professional adjustment of expatriate was collected on four statements such as satisfaction with work, intention to stay, psychological wellbeing and expected quality of task. The opinions were collected on Likert type five-point scale ranging from 5 = very high to 1 = very low. The motivational factors of expatriations are measured on 10 item scale proposed by Sarkiunaite and Rocke (2015) and adjustment factors of expatriates are measured on 4 item scale proposed by Feldman and Thomas (1992).

Data Analysis and Interpretation

The data was analyzed using SPSS for Window version 22.0. Frequency and descriptive statistics was run to assess results of every variable in the survey instrument. Reliability was checked using alpha reliability analysis to check the strength of each construct. Correlation, Regression, t-test and ANOVA was used to study relationship among independent variables, to test the hypotheses and to study the relationship between independent and dependent variables.

Motivational Factors of Expatriation for Middle and Senior Level Indian Professionals

The reliability test (Cronbach's alpha - 0.748) shows that the 10 statements are valid for running exploratory factor analysis. The Bartlett's test of sphericity (X^2 : 147.916; df: 45; Sig.: 0.000) indicates that the variables are correlated and suitable for dimension reduction and structure detection. None of the statement was dropped as the extraction values and factors loading values were above 0.6. Four factors were recovered and the total variance explained by these four factors was 72.387%. The recovered factors were named as motivation of cognitive development (Connell & Ryan, 1984), motivation of money & career development (Parvaiz and Ahmad, 2016), motivation of professional development (Clark, 2007) and motivation of personal development (Lisa Eisele et al., 2013). The first factor -Motivation of cognitive development had explained 20.812 percent variance with Cronbach alpha value of 0.752 and constituted of three variables i.e. aim for more efficient activity, to realize the further cognitive goals and have new & challenging experience. The second factor was motivation of money & career development explained 20.262 per cent of variance with Cronbach alpha value of 0.707. This factor had three statements related to better financial security & compensation, better career prospects and better living conditions & opportunities to family. Gain experience & exposure for future global positions and coordinating subsidiary activities with overall activity of parent unit contributed to third factor- Motivation of

professional development with 16.047 per cent of explained variance and Cronbach alpha value of 0.653. The fourth factor motivation of personal development consisted of two statements (to understand & experience other country culture and to improve professional and foreign language skills) with explained variance of 15.266 per cent and Cronbach alpha value of 0.612.

Factor of Professional Adjustment of Indian Senior and Middle Level Professionals at Foreign Assignments

The four statements proposed by Feldman and Tompson (1993) were used to measure the professional adjustment of Indian Expats. Exploratory factors analysis was found suitable to run to reduce the dimensions from 4 statements to one factor (Cronbach Alpha value = 0.797). The Bartlett's test of sphericity (X^2 : 68.864; df: 6; Sig.: 0.000) also indicated high correlation among the stated variables. Only one factor was extracted as a factor of professional adjustment. The only factor was able to explain 63.315% of total variance. Satisfaction with work, intention to stay in company, psychological wellbeing at workplace and satisfaction with quality and quantity of work assigned were the four variables with factor loading of 0.861, 0.806, 0.764 and 0.747 respectively.

Relationship between Motivational Factors and Professional Adjustment

To study the relationship between motivational factors and professional adjustment of expatriation, multiple regression was run where motivational factors were considered as independent variables and professional adjustment was taken as dependent variable. In Table 1, the R value is 0.692 that shows a good degree of correlation in the model. The R^2 value presents that the predictor variables (X1, X2, X3 and X4) are able to explain 47.8 per cent of the professional adjustment of Indian Senior and Middle level professionals at foreign assignments. The table further shows that F value is 64.739 which is significant at 1 per cent level which represents that model is good fit. The coefficient beta value of (X1) is 0.239 and t value is 1.986 significant at 0.01 level. This indicates that Motivation of Cognitive Development positively impacts the professional adjustment of Indian Expats. The coefficient beta value of second predictor variable - Motivation of Money & Career Development (X2) is 0.183 and the t-value is 1.681 significant at 5 per cent level; the coefficient beta value of third predictor variable i.e. Motivation of Professional Development (X3) is 0.432 with t value of 2.310 significant at 0.001 level; and coefficient beta value of predictor variable (X4) i.e. Motivation of Personal Development is 0.158 and the t-value is 1.584 which is significant at 5 percent level. All the coefficient beta values are significant and indicate positive impact on Professional Adjustment of Indian Expatriates in sample countries.

Table 1: Multiple Regression Analysis for Professional Adjustment

Predictor Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.661E-016	.119		.000	1.000
Motivation of Cognitive Development (X1)	.239	.120	.249	1.986	.003**
Motivation of Money & Career Development (X2)	.183	.120	.196	1.681	.049*
Motivation of Professional Development (X3)	.432	.118	.458	2.310	.001**
Motivation of Personal Development (X4)	.158	.122	.173	1.584	.019*

R Value - 0.692,

F Value - 64.739,

R Square - 0.478,
 Note: *significant at 5% level

P Value - <0.003**
 **Significant at 1% level

The constant is not significantly contributing in this case. Henceforth, null hypothesis is not accepted and H_a is accepted that a significant relationship exists between motivational factors of expatriation for Indians and their professional adjustment at host destinations.

The regression equation can be formulated as: $Y = B1X1 + B2X2 + B3X3 + B4X4$, i.e

Professional Adjustment = 0.239 (Motivation of Cognitive Development) + 0.183 (Motivation of Money & Career Development) + 0.432 (Motivation of Professional Development) + 0.158 (Motivation of Personal Development)

Ranking of Motivational Factors for Professional Adjustment of Indian Expats

To rank the motivational factors on their effect on professional adjustment of expats, Friedman Test of ranking was used. Table 2 shows that significant difference exists between Motivational factors of expatriation and their Professional Adjustment at 5 percent significance level (p= 0.038). The Table 5 clearly indicates that Motivation of Professional Development has more impact on professional adjustment of Indian Expats. The mean rank value for this factor (Motivation of Professional Development) is 2.71 which is high in comparison to other factors.

Table 2: Friedman Test for Ranking the Motivational Factors

F Test Analysis for Professional Adjustment	
Motivational Factor	Mean Rank
Motivation of Cognitive Development	2.67
Motivation of Money & Career Development	2.25
Motivation of Professional Development	2.71
Motivation of Personal Development	2.36
F Test Statistics	
N	55
Chi-Square	5.029
Df	3
Asymp. Sig.	.038*

Note: *significant at 5% level

The second factor with high impact is Motivation of Cognitive Development with mean rank value of 2.67 followed by Motivation of Personal Development factor with impact value of 2.36. The Motivation of Money and Career Development factor was least influencing the professional adjustment with mean rank value of 2.25. Hence, the alternative hypothesis i.e. significant difference exists in motivational factors of expatriation and their professional adjustment is accepted.

Results and Discussions

Four factors of motivation retrieved from factor reduction were - Motivation of Cognitive Development, Motivation of Money and Career Development, Motivation of Professional Development and Motivation of Personal Development. Significant positive relationship was present between motivational factors of expatriation and expat’s professional adjustment with

correlation value (R) of 69.2 per cent. Among the four predictor factors, the strongest predictor variable that influenced professional adjustment was motivation for professional adjustment ($b = 0.432$, $t = 2.310$). The other three factors as well (motivation of cognitive development, motivation of personal development and motivation of money and career development) significantly influence the professional adjustment of Indian expatriates (Senior and middle level managers).

All the motivational factors have positive influence on professional adjustment and from Friedman test, it is clearly ranked that motivation of professional development has higher impact on professional adjustment of Indian expatriate managers. Motivation for Money and Career has least influence on Professional adjustment of Indian Expats that is quiet contrary to earlier researches conducted by various researchers such as Rekha & Vasantha (2017), Ashmos and Duchon (2000), Park (2010), Beretti et al., (2013) and many more. It may be due to the cadre at which employees are working. People working at lower level seek higher pay and employees working at middle and higher-level cadre hunt for higher professional adjustments such as gain experience and exposure for future positions with foreign operation and coordinate subsidiary's activities with overall activity of parent unit (Stahl et al., 2002; Fish & Wood, 1997). Professional adjustment of expatriates is very important for the success of global assignments and retention of talent. In order to fulfil organizational goals, companies need to understand and rely on the motivational factors that best suits the cadre of the employee that will further enhance the experience of expatriates' adjustment at global assignments (Bhaskar-Shrinivas et al., 2005; Takeuchi et al. 2005; Black et al., 1991).

Limitations and Scope of Future Research

The major limitation of this paper is small sample size and the data was collected from developed countries only. The second limitation was that data was collected from Top and middle level cadre that too was limited to Indians only in which the sample representation of top cadre was very small. The future scope of this research is to conduct the similar study segregated with top and middle level cadre and at various global locations including developed, developing and under-developed countries. This may provide a different insight about the motivational factors of expatriation at middle and top-level cadre in MNCs.

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