



STUDY OF ADJUSTMENT OF WESTERN EXPATRIATES IN INDIA

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ABSTRACT

The research focuses on understanding the various problems that are faced by the western expatriates in India considering the various different factors involved such as the work experience and the technical approach used towards the dynamic work environment in India. The study is based in expatriates working in Bangalore, India. It uses primary source for collecting data through questionnaires from 50 expatriates through email. The study revolves around addressing various issues such as growth prospects and of fellow colleagues the responses are then analyzed and are interpreted to conclude the issues faced by the western expatriates. The study gives positive results on overall basis.

Keywords: Expatriates, Technical and Strategic Human Resource Management, Management Control Theories, Bangalore.

Introduction

Expatriates living in India often have fuss, for example about the warmth, the earth, that it is so hard to discover great life. Yet, with regards to different advantages, including opportunities for travel, simplicity of bringing up kids and an ease of living, India turns out in the main 10 spots to be an ostracize. The bank positioned India ninth out of 34 nations as a goal for abroad living, in front of Hong Kong, Canada and Australia. "Bring down living expenses and great advantages for families make India an undeniably appealing expat goal," the report, distributed a week ago, said. Expatriates living in India positioned it exceedingly as far as diet, entertainment, making local friends and social life. Be that as it may, it's not all uplifting news. With regards to quality of life, simplicity of setting up and incorporating into the country as an expat, India tumbles to twentieth position, below Vietnam, Russia and Thailand. The country fared especially seriously when positioned for that it is so natural to set up utilities, compose funds and adjust to work culture. India has a diverse decision of lifestyle. A lot of expatriates have likewise selected a less difficult lifestyle in the casual air of shoreline lined Goa, which has seen British, American, and Australian exiles calling it home for quite a long time. Indians are to a great degree well disposed and most exiles find that it is anything but difficult to subside into life in India — in spite of the fact that the sustenance, housing, and culture can be altogether different, expatriates will often carry on with an exceptionally sumptuous life in India, especially on the off chance that they are procuring Western money. The rupee saw some development in 2014, be that as it may, empowering a surge of inbound capital flows and stabilization of the rupee.

Review of Literature

AnantSudhir and Barnighausen (2005) in their study "Articles Human resources and health outcomes: cross-country econometric study" determine how the density of human resources for health is imperative in accounting for the disparity in rates of maternal mortality, infant mortality, and under-five

mortality across nations. The effect of this density in decreasing maternal mortality is greater than in decreasing child mortality, possibly because qualified medical personnel can better address the illnesses that put mothers at risk.

Davila Tony in his study (2006) "An exploratory study on the emergence of management control systems: formalizing human resources in small growing firms" studies how the implementation of management control systems is an important factor in managing the tension that growth levies on young growing firms. This paper builds upon existing management control theory, mostly focused on established organizations, and existing predictions based on extended field observations to discover how these systems are adopted within growing firms.

Huselid Mark A., Jackson Susan E. and Schuler Randall S. in their study (2008) "Technical and Strategic Human Resources Management Effectiveness as Determinants of Firm Performance" evaluated the impact of human resource managers. The study also found relationships between HR management efficiency and productivity, cash flow, and market value. Findings were consistent across market and accounting measures of performance and with corrections for biases.

Strauss John and Thomas Duncan in their study (2009) "Empirical modeling of household and family decisions" evaluates the recent advances in the empirical literature on the part that households and families play in investing in human resources. It defines the estimation of reduced form demands for human capital, particularly education and health. Special consideration is given to the measurement and interpretation of the impact of household resources, particularly parental education, income, and influence of community resources, specifically prices and infrastructure.

Jayati Ghosh and C. P. Chandrasekhar (2010) share the view that the Indian economy would be less antagonistically influenced by the global financial emergency due to constrained joining and other innate qualities has turned out to

be off base. The monetary boom in India that was before the current downturn was needy upon more noteworthy global joining in three ways: more prominent dependence on fares especially of administrations; expanded reliance on capital inflows, particularly of the fleeting assortment; and the part these played in supporting a residential credit-fuelled utilization and venture blast. These thus made the development procedure more powerless against inside and remotely created crises, as is currently turning out to be clear.

Rosanne Altshuler and T. Scott Newlon (2011) believe the U.S. corporations acquire a considerable bit of their income from foreign sources. In 1986, the net foreign-source income reported by U.S. corporations on their U.S. tax returns was over \$140 billion, which added up to more than 52 percent of their aggregate net income.' Both the United States and the countries that are the source of this income for the most part affirm the privilege to tax it. Be that as it may, U.S. tax policy endeavors to some degree to adjust the U.S. tax assert against a craving to anticipate twofold taxation.

Günterk. Stahl, Cheihweechua, Paula Caligiuri, Jean-luccerdin, and Mami Taniguchi (2012) believe international assignments have turned into an imperative piece of managers' careers and are viewed as a standout amongst the best administration advancement apparatuses. However, considers reliably demonstrate that companies neglect to incorporate universal assignments with long haul profession advancement and progression arranging and that a generous rate of expatriates leave the endless supply of the worldwide task. They are (1) Bring down fulfillment with organization bolster, (2) higher repatriation concerns, and (3) bring down professional success openings inside the organization (with respect to circumstances accessible outside the organization). We examine the implications for research and rehearse.

Yongsun Paik, Barbara Segaud, Christy Malinowski, (2012) think regardless of the developing recognition of its effect on fruitful expatriate administration, repatriation keeps on being a wellspring of dissatisfaction to numerous HR chiefs and the expatriates themselves. This study is designed to explore basic reasons for the disappointment of repatriation by investigating the perspectives of human asset chiefs and those of expatriates.

Harvey, M. Jintao Bus Study (2014) The effective management of corporate executives returning from foreign assignments has received little attention from academic researchers. This study is based on questionnaires completed by members of the American Society of Personnel Administration: International (ASPI). The focus of the study was directed at problems that occurred in repatriating executives, programs used by corporations to repatriate returning executives, and examines why multinational corporations have not instituted programs.

Wright M. Patrick, McMahan C. Gary and McWilliams Abigail in their study (2015) "Human resources and sustained competitive advantage: a resource-based perspective" assimilate the theories and findings of micro-level organizational behavior and human resource management study with the macro-level resource-based view of the firm, specifically presenting a firm's human resources as an significant potential source of sustained competitive advantage.

Research Methodology

The Title of the Study is "Study of adjustment of Western Expatriates in India". The study was taken up with the following objective: - To understand the factors which influence successful adjustment of expatriates in the host country. The population for this research study consists of all the employees which work as expatriates in India. The sample size of this research is 50 expatriates. The sample has been collected from employees working in Bangalore in various MNCs. The research followed a sampling method of cluster sampling. The research did not confine to employees working in a particular company but looked as expatriates as a whole. The expatriates working in various MNCs in Bangalore were surveyed for primary data collection. The Need for the Study is that this study would highlight all the important factors which are required for the success of an expatriate. Hypotheses are as follows: - Null Hypothesis (H0): There is no relation between expatriate's behaviors on Indian Assignments, Research Hypothesis (H1): There is a relation between expatriate's behavior on Indian Assignments. The study uses Descriptive Statistical Analysis. Analysis of this format would be involved using frequency distribution with respect to the questions which were intuition based. The Limitations of this Study are Limited geographical area and Limited determinants.

4. Data Analysis

Table 4.1 Statistics for Age group

	Frequency	Percent	Valid Percent	Cumulative Percent
18-21	4	7.8	7.8	7.8
21-25	19	37.3	37.3	45.1
25-40	17	33.3	33.3	78.4
40+	11	21.6	21.6	100.0
Total	51	100.0	100.0	

A total of 36 respondents belong to the age group of 21-40 years. Most of them, around 37.3% are of age in between 21-25. Only 4 out of the 50 respondents belong to the age group of 18 – 21 years.

Table 4.2 Statistics for Length of Assignment

	Frequency	Percent	Valid Percent	Cumulative Percent
1-3 years	10	19.6	19.6	19.6
3-5 years	21	41.2	41.2	60.8
less than a year	3	5.9	5.9	66.7

more than 5 Years 17 33.3 33.3 1 0 0 . 0

T o t a l 51 100.0 100.0

Most of the respondents have been recruited for a term of 3-5 years. 19.6% of the expatriates are working on assignments that require for them to reside there only for a maximum of 3 years.

Table 4.3 Statistics for if host country nationals treat you the same way

	Frequency	Percent	Valid Percent	Cumulative Percent
<i>Agree</i>	3 3	64.7	64.7	6 4 . 7
<i>Disagree</i>	2	3.9	3.9	6 8 . 6
<i>Neutral</i>	1 2	23.5	23.5	9 2 . 2
<i>Strongly Agree</i>	4	7.8	7.8	1 0 0 . 0
<i>Total</i>	5 1	100.0	100.0	

More than 85% of the expats are neutral and agree to the friendliness of the local people which shows us the kind treatment of the Dutch people.

Table 4.4 Statistics for if there no problem finding food in the host country

	Frequency	Percent	Valid Percent	Cumulative Percent
<i>Agree</i>	2 8	54.9	54.9	5 4 . 9
<i>Neutral</i>	1 5	29.4	29.4	8 4 . 3
<i>Strongly Agree</i>	8	15.7	15.7	1 0 0 . 0
<i>Total</i>	5 1	100.0	100.0	

54.9% respondents i.e 28 out of 51 respondents agree to having no problem in obtaining food in the host country.

Table 4.5 Statistics for if the pay is competitive compared to the home country nationals

	Frequency	Percent	Valid Percent	Cumulative Percent
<i>Agree</i>	2 1	41.2	41.2	4 1 . 2
<i>Disagree</i>	2	3.9	3.9	4 5 . 1
<i>Neutral</i>	1 8	35.3	35.3	8 0 . 4
<i>Strongly Agree</i>	1 0	19.6	19.6	1 0 0 . 0
<i>Total</i>	5 1	100.0	100.0	

96.1% respondents i.e 49 out of 51 respondents consider the pay

to be competitive when compared to the home country

Table 4.6 Statistics for if there is good communication

	Frequency	Percent	Valid Percent	Cumulative Percent
<i>Agree</i>	2 2	43.1	43.1	4 3 . 1
<i>Neutral</i>	2 1	41.2	41.2	8 4 . 3
<i>Strongly Agree</i>	7	13.7	13.7	9 8 . 0
<i>Strongly Disagree</i>	1	2.0	2.0	1 0 0 . 0
<i>Total</i>	5 1	100.0	100.0	

56.8% of them at least agree to have good communication between the employees part of it. It is a good number and the positive here is that only 2% of respondents, i.e 1 out of 51 employees disagree with it.

Table 4.7 Statistics for if cross cultural training helps

	Frequency	Percent	Valid Percent	Cumulative Percent
<i>Agree</i>	2 2	43.1	43.1	4 3 . 1
<i>Disagree</i>	2	3.9	3.9	4 7 . 1
<i>Neutral</i>	1 9	37.3	37.3	8 4 . 3
<i>Strongly Agree</i>	8	15.7	15.7	1 0 0 . 0
<i>Total</i>	5 1	100.0	100.0	

58.27% respondents i.e 30 out of 51 employees at least agree to cross cultural training's help in getting accustomed to the different work lifestyle.

Findings, Interpretation and Conclusion

This study found that most of the respondents who are expatriates are between the ages of 21-40, spend between 3-5 years on an international assignment. A whopping 86.3% of the respondents consider workplace environment to be an influencing factor. 85% of the employees believed that the friendliness of local people is just as important to successful expatriate. Expatriate often face problems with food and international delicacies due to which 51% of the respondents considered it to be a let down for the expats. Workplace friendliness and helpfulness, Appreciation of efforts from the organization, and Good communication between employees were said to be integral factors for the workplace satisfaction of the expatriates. Majority also said cross-cultural training is helpful in such case, 56.8% of the respondents shared this view. 62.7% of the employees believe that future employment options are good and viable.

In conclusion, expatriation is an extremely beneficial activity for the companies as well as the employees. This arrangement helps the company spread knowledge and expand whereas employees grow as professionals. There are several factors however that influences a successful repatriation making it a small hiccup or hurdle in the process of professional growth. The employees however must look to overcome these hurdles and outshine to successfully complete an international assignment.

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ANNEXURE

Questionnaire:

Study of adjustments of western expatriates in India

* Required

1. Gender *

Mark only one oval.

- ☐ Male
☐ Female
☐ Other: _____

2. Age *

Mark only one oval.

- ☐ 18-21
☐ 21-25
☐ 25-40
☐ 40+

3. Home country *

4. Length of Assignment

Mark only one oval.

- ☐ less than a year
☐ 1-3 years
☐ 3-5 years
☐ more than 5 Years

5. Rate the following Questions

Mark only one oval per row.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The working environment is safe place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do Indians treat you like one of them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You have no problem finding food of your choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Colleagues are willing to help you whenever you need	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your pay is competitive compared to similar position working in the industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your efforts are rewarded by the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is good communication with the HCN's	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cross cultural training helps expatriates in cross cultural assignments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You encounter difficulty in cultural differences in carrying out your job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are good career development Prospects for you in the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>