

## Caution! Expatriates Ahead: An Expatriate Satisfaction Study In Indian Information Technology Industry

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### ABSTRACT

The purpose of this paper is to depict the challenges associated with the satisfaction of expatriates and their role in the organizational competitiveness with specific reference to the Information Technology (IT) industry in India. The success of any international assignment depends upon the talent, expertise and skills of the concerned employees, as they have the capabilities of comprehending the requirements of the project and subsequently acting upon such requisites. Organizations must ensure that the right kind of people handle the right kind of assignments resulting in improved organizational performance and thereby serving the overall purpose of availing the services of expatriates. Six hypotheses were stated to study the impact of work-related characteristics and HR practices on expatriate satisfaction. The first four hypotheses were tested using independent 't' test and Chi-square test while the fifth and sixth hypotheses were tested using linear regression model. Overall, majority of the respondents were satisfied with their present expatriate assignment. The expatriates were found to be satisfied with the success achieved in the assignment; with the progress made towards meeting career goals in the host country and goals for advancement in the present job. Further, the finding of this study clearly indicate that the right kind of HR practices facilitate the smooth expatriation process, as well as develop a sense of contentment among the expatriates.

**KEYWORDS:** expatriate assignment, HR practices, work-related characteristics, role expectations, Information technology industry.

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### I. INTRODUCTION

The globalization of today's business environment facilitates every organizations' ability to be flexible and respond quickly to market changes and thus there is a demand for highly qualified global managers

proficient enough to influence the strategic choices and management control of an organization. The management of expatriate talent, thus, is not a regular activity but more of a challenge especially since expatriates are characterized by differing levels of self-efficacy, traits, opinions and relationship capabilities. Expatriates are mainly deployed for transferring technical knowledge and inculcating corporate culture in newly established companies in a host country. In view of this fact, the expatriate satisfaction at the global work front is a challenge faced by multinational organizations. The host country culture, work-related factors, individual factors, and organizational factors play a vital role in the expatriate satisfaction in the host country.

Out of the various industry sectors, it can be observed that the Information Technology (IT) sector has been considered to be the early users of expatriation. Twentieth century saw the emergence of IT industry that was considered to be the most vibrant industries of the world. Many developed countries have improved their output through the knowledge sharing concept across the IT industry. Hence it is clearly evident that IT industry is more depend on the human intellect for its sustainable growth. The need for human talent assumes prime importance in the multinational context.

Moving to a foreign location changes the fundamental aspect of the expatriates' daily life, secluding them from their family and friends, and makes it essential for gaining the trust and cooperation of their clients and co-workers who might hold different norms, values, and shared experiences - all contribute to stress. Research has found that, within the period of one year, many expatriates demonstrate physical evidence of strain such as enhanced levels of serum prolactin in addition to intensification of their drinking and smoking habits (Anderzén and Arnetz, 1997).

A significant amount of planning and training is involved in all stages of the expatriation process such as, before departure, adjustment during the assignment in the host country, and also re-adjustment when returning to the home country. Furthermore, any difficulties that may arise in the course of the international assignment can result in expatriate failure that is, the untimely conclusion of the assignment (Wang and Tran, 2012).

Globalization of business provides several benefits to expatriates such as innovative opportunities, enriching learning experiences all the way through the exposure to new traditions, ideas of the company that can be used to create new knowledge to supplement and enhance the knowledge that they already have (Tallman & Fladmoe-Lindquist, 1994).

Over the past two to three decades, there has been an increase in expatriate assignments for working individuals across the globe. This development has led to the creation of expatriate human resource problems that most of the MNCs faced the difficulty of resolving. Expatriate deployment models provide an indication of how this can be achieved. Factors that could actually be attributed to expatriate satisfaction issues in the past were improper selection techniques, inaccurate induction and training of expatriates to help them in dealing with the culture, host country ethics and work values, improper industry communication support systems offered for expatriates on assignment, repatriation concerns, marital difficulties as well as high divorce rates resulting from cultural shock, lack of spouse and children adjustment to the new environment and culture, gender issues, etc.

Long- or short-term international assignments of Indian IT MNC's require their professionals to work from 'Onsite' – where the customers are situated. It costs more than four times to send an IT expatriate onsite if the work was done in India (Vallabh, Mishra and Bhatia, 2008). Furthermore, staff attrition rate of close to 30% in the IT sector (Joseph, NG, Koh and Ang, 2007) is far above the ground and consequently very costly. Hence, the client projects are delayed due to the attrition of IT expatriates, increases costs and reduces quality (Jiang and Klein, 2002). All of these factors have a substantial impact on Indian IT companies due to the competition with large-scale MNCs. Moreover, with specific regard to Indian IT professionals, it has been found that IT expatriates face issues with regard to social networks, communication, and racial discrimination, etc. (Mathew and Ogbonna, 2009; Paul and Anantharaman, 2004; Upadhya, 2009). There is a lack of studies focusing on organizational preparation of IT expatriates in India from the perspectives of employees to help them adjust to the host country and, in turn, ensure their work satisfaction on client projects in highly developed countries.

## **II. LITERATURE REVIEW**

Expatriate Satisfaction is an important construct in international human resource management research because satisfied expatriates can enhance organizational effectiveness and efficiency thereby resulting in superior performance of the host country organizations. However, there is limited research on the expatriate satisfaction studies in Information Technology (IT) industry.

The term “expatriate” basically refers to the employees who are assigned to the offices outside their home country, for a specified period of time such as few months or years. According to Edström and Galbraith (1977), “expatriates are the individuals who, irrespective of their national origin, for employment purposes specifically are sent to another country out of their home country”. Shaffer, Harrison, and Gilley (1999) classified expatriates into three categories depending upon their national

origin compared to the parent company. They are parent country nationals (PCNs), third country nationals (non-PCNs) and inpatriates. The expatriates who are from the MNC's native country are PCNs while non-PCN immigrants are third country nationals in the host country (e.g., the one's transferred among foreign extensions); and those who are employees from foreign extensions i.e. inpatriates are selected to work in the parent country. Nowadays, this term has included persons not sent for overseas employment but instead they look for opportunities to work abroad (Suutari and Brewster, 2000).

Employees' knowledge, attitudes and behavior need to be in tune with the different career phases in their professional fields. In order to achieve this goal, they need to go through a training program where they are enlightened about various aspects related to their organizational requirements. Furthermore, employees who accept international assignments are mandated to learn new skills of various aspects and upgrade them periodically. Cross Cultural Training (CCT) encompasses such training programs that are crucial for attainment of expatriates' success and professional efficiency in the host country. It is especially important as the trainees have to undergo a major transition from their home culture to an alien culture (Parimalam, 2015).

Baruch (2004) observed that many organizations stress the need for compensation as one of the most important factors considered by an expatriate while accepting an international assignment. According to Adeniji and Osibanjo (2012), expatriate performance and job satisfaction can be enhanced if they are provided either direct or indirect compensation, which also reduces expatriate turnover. Cho, Woods, Jang and Erdem (2006) discovered that organizations witness a surge in performance and a decline in expatriate turnover due to their human resources management policies. Organizational goals can be attained through employee development, retention and employee satisfaction collectively achieved through the provision of compensation to employees (Cole, 2002). In addition to salary (Tabachnick and Fidell, 2007), incentives and bonus (Adeniji and Osibanjo, 2012), fringe benefits and special allowances (Rosenbloom and Hallman, 1991) play a vital role in enhancing the expatriate satisfaction.

An individual's satisfaction and adjustment is more when his/her expectations on the job are met consistently (Wanous, 1992). When employees take up the new expatriate assignments, they expect a realistic recruitment and orientation messages (Phillips, 1998). A study conducted by Caligiuri et al. (2001), encourages MNCs to design and host cultural competence training programs to ensure that their expatriates build multi-cultural teams and foster good relations with foreign colleagues and clients. There are a number of individual and organizational factors that are essential for fulfilling role expectations of an expatriate. These individual factors include previous international experience, self-

efficacy, social network, cultural sensitivity, and the organizational factors include support either directly or indirectly (Bhatti, Sundram and Hee, 2012).

In order to reduce tension and job insecurity, expatriates need to feel well adjusted to the new culture (Shin, Morgeson and Campion, 2007). Cultural sensitivity is the ability of person to develop an effective emotion to appreciate cultural dissimilarity and understand it, thereby promoting appropriate and effective behavior in cross-cultural communication (Chen and Starosta, 2000). The ability to positively adopt and absorb cultural differences is one of the role expectations from expatriates.

According to Lau, Wong, Chan and Law (2001) Quality of work life (QWL) refers to the positive working environment that promotes and supports workplace happiness by facilitating staff with rewards, career growth opportunities and job security in future. Sirgy, Efraty, Siegel, and Lee (2001) divided QWL into two categories: low-order needs and high-order needs. According to them, low-order quality of work life encompass family/ economic needs and health/safety needs whereas On the other hand, high-order quality of work life constitutes belongingness needs, esteem needs, self-actualization needs, and aesthetic needs. Adhikari and Gautam (2010) observed that actual measures of QWL are: meaningful job and autonomy in the job, adequate compensation benefits, safe and healthy working conditions and job security. Quality of work life and job-related consequences such as, organizational commitment and job satisfaction has been the issues of importance in organizational development (OD) and human resource management (Cummings and Worley, 2005). Studies have shown that employees with high quality of work life are inclined towards high levels of identification with job satisfaction, productivity and their organizations, and lesser personal alienation and turnover (Efraty, Sirgy and Claiborne, 1991).

A great stress reliever for expatriates is spousal support and adjustment. Spouse adjustment motivates the expatriate's intention to continue with the overseas assignment. Regular physical exercises, meditation and relaxation techniques help in relieving the expatriate stress. Various recreational activities according to the expatriate's interest such as listening to music, watching movies, etc., could be followed to relieve stress (Selmer, 1999b).

As expatriates believed, career prospects in the home country would progress through work experience and they were not enough anxious about their career anticipations within the company. For them, the expatriate experience is a positive sign for their personal and professional development. This is a kind of boundary less career concept according to which international assignment is a source of opportunity that brings skills achievement, development at personal level and enhancement of career, also it might

help expatriate's advancement within their repatriating company (Stahl, Miller and Tung, 2002). In a survey conducted by Sutari and Brewster (2003), it was found that job offers were received by 65% of the expatriates from other employers during their stay abroad, and external job offers were received by 60% of them after their repatriation, while some received more than one job offers.

### **III. METHODOLOGY OF RESEARCH**

The present research study uses descriptive technique since it attempts to offer clarification with regard to the attitude and behavior of the expatriates with detailed statistical analysis to understand the significance of variability of proposed expatriate satisfaction in the Indian IT industry. Questionnaires were found to be suitable instruments as the study population is distributed across different IT companies in Bangalore, Karnataka. Print and email copies of the questionnaire were provided to 550 respondents at selected IT organizations in Bangalore to collect responses. 300 respondents filled the questionnaire completely thereby attributing to 54.5% response rate.

The demographic details gathered in the present study included gender, work experience, assignment type and area of work of the respondents. The statistical analyses of the variables in the study were performed using the following tests: (i) Descriptive measures (iii) Levene's Test for Equality of Variances, (iv) Independent 't' test, (v) Cross tabulation and Chi-square( $\chi^2$ ) analysis, and (vi) Regression analysis

#### **A) Hypotheses stated for the study**

H1: There is significant difference between gender and level of satisfaction with present expatriate assignment.

H2: There is significant association between assignment type and level of satisfaction with present expatriate assignment.

H3: Work experience and level of satisfaction during the commencement of international assignment are dependent.

H4: Area of work and level of satisfaction during commencement of international assignment are dependent.

H5: The level of satisfaction with respect to the present expatriate assignment is significantly affected by Work related characteristics.

H6: The satisfaction with the present expatriate assignment is significantly affected by HR practices

#### IV. RESULTS AND DISCUSSION

In the present study, 300 expatriate employees working in Finance, Hardware, HR, Operations, and Software of IT companies participated. A majority of males having 6-10 years of experience with almost an equal number of first time and repeated assignments from different countries were part of the study. Their number and percentage are mentioned in table 1.

**Table 1: Demographic details**

Variable		Number	Percent
Gender	Female	102	34
	Male	198	66
Work Experience	Less than 2 years	49	16
	2-5 years	63	21
	6-10 years	130	44
	11-14 years	51	17
	More than 14 years	7	2
Assignment Type	First	160	54
	Repeated	140	46
Area of work	Software	136	45
	Hardware	112	38
	HR	24	8
	Operations	23	8
	Finance	5	1
Total		300	100

### A) Testing of Hypotheses

H1: There is significant difference between gender and the level of satisfaction towards the present expatriate assignment.

**Table 2: Independent 't' test for Gender and level of satisfaction with regard to the present expatriate assignment**

	Gender	Frequency	Mean	Standard Deviation	Levene's Test	
					F	Sig.
Level of satisfaction with respect to present expatriate assignment	Male	198	3.9121	0.5252	0.263	0.608
	Female	102	4.0098	0.5192		

Independent 't' test showed that there is no significant difference between gender and level of satisfaction with the present expatriate assignment ( $p = 0.608$ ) (Table 2). Hence hypothesis 1 is rejected.

H2: There is significant difference between assignment type and the level of satisfaction towards the present expatriate assignment.

**Table 3: Independent t-test for Assignment type and level of satisfaction with regard to present expatriate assignment**

	Assignment type	Frequency	Mean	Standard Deviation	Levene's Test	
					F	Sig.
Level of satisfaction with respect to the current expatriate assignment	First	160	3.8863	0.5757	7.864	0.005
	Repeated	140	4.0129	0.4515		

Assignment type and level of satisfaction of the expatriate was analyzed using Independent sample t-test. The results indicated that there exist a significant relationship between ( $p = .005$ ) assignment type



and satisfaction level of expatriate. Expatriates who had gone on repeated assignments were found to be more satisfied with respect to the present expatriate assignment (Table 3).

H3: Work experience and level of satisfaction during the commencement of international assignment are dependent

The combination of cross tabulation and  $\chi^2$  testing performed to assess the difference in the satisfaction levels during the commencement of an international assignment between respondents of differing work experience is shown in Table 4.

**Table 4: Cross tabulation of Work experience with Satisfaction level during commencement of international assignment**

Work experience	Satisfaction level during commencement of international assignment					Total
	Poor	Very poor	Average	Good	Very good	
Less than 2 years	0	0	3	12	34	49
2-5 years	0	0	0	25	38	63
6-10 years	0	0	2	34	94	130
11-14 years	0	0	0	21	30	51
More than 14 years	0	0	0	2	5	7
Total	0	0	5	94	201	300
	Chi square = 14.24; p = 0.076					

Levels of work experience could be expected to affect the manner in which persons view their assignments. However, the study reported different findings. Overall, it was observed that the majority of the participants reported a good or very good level of satisfaction during the commencement of an international assignment regardless of work experience. Therefore, the perceptions of persons with different levels of work experience were similar with regard to levels of satisfaction during the

commencement of international assignments. Accordingly, the difference between these groups was not significant (Chi square = 14.24;  $p = 0.076$ ).

H4: Area of work and level of satisfaction during commencement of international assignment are dependent

In the IT industry, employees who work in software typically get more international opportunities and accordingly it could be assumed that persons from other divisions would be extremely satisfied with any international opportunities they receive. This was confirmed by the study as it was observed (Table 5) that the majority of the participants reported a good or very good level of satisfaction during the commencement of an international assignment regardless of their area of work.

**Table 5: Cross tabulation of Area of work with Satisfaction level during commencement of an international assignment**

Area of work	Satisfaction level during commencement of international assignment			Total
	Average	Good	Very good	
Finance	0	3	2	5
Hardware	3	22	87	112
HR	0	12	12	24
Operations	0	6	17	23
Software	2	51	83	136
Total	5	94	201	300
Chi square = 16.67; $p = 0.034$				

Therefore, the perceptions of persons from different areas of work were similar with regard to levels of satisfaction during the commencement of international assignments. However, the difference between these groups was found to be significant (Chi square = 16.67;  $p = 0.034$ ).

H5: The level of satisfaction with respect to the present expatriate assignment is significantly affected by Work related characteristics.

The satisfaction of the employees with the present expatriate assignment arises out of various factors. Numerous work-related factors were found to augment the uncertainty, uncontrollability, irregularity, or unfamiliarity of the job responsibility in the new host country, which results in satisfaction level of the assignment. In this study, work-related characteristics, such as Role conflict, Work adjustment, Role ambiguity, Role novelty, Social support, Role discretion, and Quality of work life, have been taken into consideration.

The results of multiple regression conducted to find the effect of the work-related characteristics on the satisfaction level of employees in the current expatriate assignment revealed that mean of work-related characteristics ranged from 1.8 to 1.9, while that of satisfaction with expatriate assignment was 4.34. Overall, the work-related characteristics contributed to 6.8% of the variation observed in satisfaction of employees with expatriate assignment with an F value of 2.640 and  $p < 0.05$ .

H5 is therefore accepted.

From the un-standardized beta values, it is evident that Role conflict, Work adjustment, Role ambiguity, and Role novelty had negative impact, while Social support, Role discretion, and Quality of work life had a positive impact. However, of these, only Quality of work life, Role conflict, Role ambiguity and Role novelty had a significant ( $p < 0.05$ ) effect. The associated descriptive statistics, model summary and coefficients can be found in Tables 6 to 8.

Past research on expatriates has demonstrated that role conflict, role ambiguity and role novelty was negatively associated with expatriate adjustment (Florkowski and Fogel, 1999; Aryee and Stone, 1996; Black and Gregersen, 1991; Fisher and Shaw, 1994; Black, 1990).

Employees often experience conflicting signals about what is expected of them in new roles, this is especially more pronounced in expatriate assignments. Such conflicting signals unnerve individuals, who are unable to decide which signals to ignore and which one to adhere, resulting in inability to demonstrate appropriate behaviours. Thus, role conflict befalls when the individual perceives incompatibility between expected arrays of behaviour (Katz and Kahn, 1978). Further, the role conflict and role transition are directly proportional (Kahn et al. 1964) with regard to dissatisfaction with expatriate assignments.

Role novelty refers to the difference between the past and present roles. In other words, it represents the “degree to which the role permits the exercise of prior knowledge, practiced skills, and established habits” (Nicholson, 1984). Further, it can also be explained that increase in the extent of unfamiliarity with new expatriate role can increase the extent of unpredictability. Thus, it can be said that high difference between old and new role will take longer time for an individual to achieve an expected proficiency level after transfer to foreign country (Pinder and Schroeder, 1987). Such a relationship has also been previously explained by few other researchers, who claimed that role novelty increases adjustment time and level (Minkler and Biller 1979; Sarbin and Allen 1968). This study has also shown that role novelty does not have a positive impact on the satisfaction level of expatriate’s present assignment.

**Table 6: Descriptive Statistics for Satisfaction with the present expatriate assignment and work-related characteristics**

Work-related characteristics	Mean	S.D.	N
Satisfaction with current expatriate assignment	3.9418	0.5217	300
Role conflict	1.8495	0.8713	
Work adjustment	1.8294	0.8033	
Role ambiguity	1.8495	0.8557	
Role novelty	1.8863	0.9198	
Social support	1.8763	0.9420	
Role discretion	1.8763	0.8639	
Quality of work life	1.8462	0.8088	

S.D. – Standard Deviation

**Table 7: Model Summary for Satisfaction with current expatriate assignment and work-related characteristics**

Model	R	R square	Adjusted R square	Std. error of the estimate	Change of Statistics				
					R square change	F change	Df1	Df2	Sig. F change
1	.261 <sup>a</sup>	.068	.042	.5106	.068	2.640	8	290	.008
a) Predictors: (Constant), Quality of work life, Role discretion, Role novelty, Work adjustment, Social support, Role conflict, Role ambiguity									

**Table 8: Coefficients for Satisfaction with current expatriate assignment and work-related characteristics**

Model	Un standardized coefficients		Standard-ized coefficients	t	Sig.	95% Confidence interval for $\beta$	
	$\beta$	Std. error	$\beta$			Lower bound	Upper bound
Constant	4.122	0.132		31.237	0	3.862	4.381
Work adjustment	-0.013	0.037	-0.021	-0.342	0.732	-0.086	0.06
Role conflict	-0.085	0.039	-0.131	-2.186	0.03	-0.161	-0.008
Role ambiguity	-0.076	0.038	-0.124	-2.001	0.046	-0.15	-0.001
Role novelty	-0.082	0.034	-0.144	-2.37	0.018	-0.149	-0.014
Social support	0.027	0.034	0.049	0.805	0.422	-0.039	0.093
Role discretion	0.015	0.036	0.024	0.413	0.68	-0.055	0.085

QWL	0.082	0.039	0.128	2.125	0.034	0.006	0.159
a. Dependent Variable: Satisfaction with the present expatriate assignment							

H6: The satisfaction with the present expatriate assignment is significantly affected by HR practices

HR department of an organisation plays a crucial role in making the logistic arrangements for the expatriate assignments. Therefore, linear regression was used to find out the degree of impact of the HR practices on satisfaction with the present expatriate assignment. The results showed that 6.1% of the variation with current expatriate assignment could be explained by HR practices. This result found to be significant at  $p = .000$  ( $F = 19.318$ ). Further, change in 1 unit of HR practices could lead to 0.283 change in satisfaction. This result was also found to be significant at  $p = 0.000$ . The associated descriptive statistics, model summary and coefficients can be found in Tables 9 to 11.

**Table 9: Descriptive Statistics for Satisfaction with the present expatriate assignment and HR characteristics**

Constructs for satisfaction	Mean	Std. Deviation	N
Satisfaction with current expatriate assignment	3.9453	0.52440	300
HR practices	3.8994	0.45697	300

**Table 10: Model Summary for Satisfaction with the present expatriate assignment and HR characteristics**

Model	R	R square	Adjusted R square	Std. error of the estimate	Change Statistics				
					R square change	F change	Df1	Df2	Sig. F change
1	.247	.061	.058	.509	.061	19.318	1	298	.000

**Table 11: Coefficients for Satisfaction with the present expatriate assignment and HR characteristics**

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	95% Confidence Interval for $\beta$	
	$\beta$	Std. Error	$\beta$			Lower bound	Upper bound
(Constant)	2.841	.253		11.234	.000	2.343	3.339
HR practices	.283	.064	.247	4.395	.000	.156	.410

Firms use a number of strategies to manage the expatriate process, of which HR practices forms an important component (Brewster and Scullion, 1997). The results of this study clearly indicate that the right kind of HR practices facilitate the smooth expatriation process, as well as develop a sense of contentment among the expatriates.

## V. IMPLICATIONS FOR PRACTICING MANAGERS

India is a key player in the global IT industry and has benefited hugely due to this industry. Benefits include the transformation of both its global image and the higher education sectors due to the need for highly qualified resources. Consequently, India is also a destination for expatriates from various countries who relocate to India for periods varying in length from a few months to a few years.

The factors influencing the level of employees' satisfaction on expatriate assignment can be cultural, psychological and work-related (Morgan, Nie and Young, 2004). A positive approach and determined intention of continuing work and meeting the key organizational expectations on assignments constitute the factors responsible for the satisfaction level of expatriates. The expatriates must feel secure and satisfied with their position and they must positively evaluate the company and its expatriation process management (Sarkiunaite and Rocke, 2015). In this regard, the top management plays a crucial role in proving conducive work atmosphere for the expatriates to thrive in a turbulent situation.

Expatriates role in the success of an international assignment is very crucial as they contribute their efforts in order to adjust their lifestyles for various reasons like interacting with local people, getting adapted to the new environment and getting used to the work atmosphere (Suutari and Brewster,

1998). Hence, the global managers need to motivate expatriates for agreeing to work to the best of their potential in foreign conditions with or without their immediate family members. Expatriates can gauge the direction of their workflow and developmental activities if they are aware of their organization's strategies to meet the objectives of the firm (Thomas, 2004).

## **VI. CONCLUSION AND SCOPE FOR FUTURE RESEARCH**

Job satisfaction is an important component to retain and keep the employees motivated. Using financial incentives to increase employee satisfaction has only resulted in escalating costs without much tangible improvement in the situation. Therefore, it is important to understand the association between employees' expectation and nonfinancial support that help to address this expectation. This study therefore sought to examine relationships between HR practices and expatriate satisfaction with the international assignments.

The present study had respondents who were highly satisfied with the different cultural settings and organizational policies of the IT multinational corporations. The surveyed expatriates were also positive about the HR practices followed by the host country, as expatriates living with their spouses generally prefer to stay at suitable places rather than makeshift ones. The respondents also indicated that the support extended by the host country, in getting the expatriates accustomed to the new work culture, was good and satisfactory. The support and guidelines provided both by the parent country and the host country is very essential to serve the cause of expatriates and their family members, as it not only provides the work and life related information, but also boosts the morale of the employees and makes their stay worthwhile. The present study also found that the respondents were influenced by the work-related characteristics of their current assignments.

Scope of the study was restricted to expatriation process alone in the IT industry but not the repatriation process due to constraint on time. Extensive data collection would not have been possible to generalize the results of expatriate process by collecting the data from few specific IT companies. The scope of the present study is limited to small geographical region which was restricted to IT companies in Bangalore city. Future studies can be conducted in other regions as well by taking career support practices as a mediating or moderating variable in the expatriate satisfaction.

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