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# Extrinsic Motivational Factors Influencing Expatriates Job Satisfaction on Global Assignment Perspectives from Indian IT Professionals working in USA

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### ABSTRACT

To analyze Indian Expatriates Extrinsic Motivational factors influences job satisfaction on global assignments, this paper aim to find the relationship between Extrinsic motivational factors and job satisfaction and further extend the study to find the which extrinsic motivational factor have more impact on expatriate job satisfaction. Survey was conducted using formulated Questionnaire that was administered to 210 respondents residing in 3 parts of US (Florida, Newyork & Texas). From the study the researcher has come to know that there is a strong positive relationship between Extrinsic Motivational factors such as Satisfaction with pay, Job Rotation, Rapport with superiors, Appreciation, Promotion Opportunities towards employees job satisfaction and to extend further Promotion Opportunities has the higher impact towards employee job satisfaction. This study contribute importance of Extrinsic Motivational factors that enhance the employee to attain job satisfaction and these factors are considered to be the most important factor to retain the expatriate in the global assignment of IT industry. This study provide statistical information on Extrinsic Motivational factors which will be helpful for the current IT industry to motivate their Expatriate employees accordingly and motivate them to complete their task successfully and attain organization goals.

**Keywords:** Expatriates, Extrinsic Motivational Factors, International Assignments, Job satisfaction.

## 1. INTRODUCTION

In recent years Research on motivation has a good vibration on corporate entities. In this paper, authors have reviewed the extrinsic motivational factors with literature to analyze the possible dimensions of extrinsic motivation factor. As many of the literature reviews states there is a positive impact between

motivational factors and employee job satisfaction in the organization. The main purpose of this paper is to clearly provide the importance and clear idea about the extrinsic motivation factors i.e, Satisfaction with pay, Job Rotation, Rapport with superiors, Appreciation, Promotion Opportunities and that influences expatriates job satisfaction in USA. This will help the IT sector which is mostly involved in global market and help their employees to retain in their own organization. Luthans and Stajkovic (1999) states rewards and monetary incentives has shown a large volume of sales performance. Panagiotakopoulos (2013) concluded usually employee's performance decreases when the motivation factors such as financial rewards are give least priority in the organization. Kuo (2013) states that growing organization must combine strength of employees and convert the weakness through motivation and work together for organization success. In this paper, we have chosen various extrinsic motivation factors based on existing literature, and managed to find the relationship between Motivational factors and Expatriate job satisfaction and also analyze Motivational factor which have more impact on Expatriate job satisfaction. Superiors and Managers have to understand the need of extrinsic motivation and motivate their employees accordingly to do their work better. Elias (2010) states that there is a connection between job stress, flexible time and Expatriates with extrinsic motivation. All organization has their own organizational culture and hardworking people collaborate together for organization success. (Gignac and Palmer 2011) describes that employees should be trusted and provide with enough freedom to take decision and this will motivate employees and leads to better performance of both employee and organizational. Chenhall. *et. al.*, (2005). stated no important reason given to extrinsic motivation on intrinsic motivation. Decoene and Bruggeman (2006) stated that author has developed a model that shows that there is effective relationship between motivation and performance. Aguinis *et. al.*, (2013) stated monetary rewards are more effective compared to other rewards which in turn return will be in positive improvement of Organization Performance. According to Sinha & Trivedi (2014) In this competitive environment organization highlighted that motivation and employee engagement has become more popular and organization have identified the need for it to achieve success. Mentor and Mentees should maintain a good and balanced relationship as more mentees are motivated. Ashmos and Duchon (2015) states that employees sometimes will be stressed and irritated of their work and the monetary rewards make them to relive that employees are worthwhile and motivate them to achieve higher goals. According to Bhuvanaiah & Raya, (2015). There is a relationship between employee engagement and motivation (including both intrinsic and extrinsic motivation) and if there is a decline in employee engagement and there is a impact on motivation. Gupta and Shaw (2014, p. 1) has focused their research studies on performance appraisal & Employee compensation and these factors result in employee retention. Philip M(2016) States that cognitive process influences and evaluate the employees standards and higher them up through motivation process. Peter P.Groeneegen (2016) states that the workload will be more for the expatriates since they are in client place and thus motivation and job rotation plays a vital role in making the expatriates successful.

## 2. THEORY

### Satisfaction With Pay

This is most important factor of Extrinsic motivation, Park (2010) States satisfaction with pay act as a major factors as it increase energy and enthusiasm of employees towards work and thus help in achieving their goals. Beretti *et. al.*, (2013) states satisfaction with pay will build positive relationship between employees

and organization. It has been concluded in many studies that monetary incentive will always satisfy human psychologically which in turn leads to job satisfaction and further ends up in employee better performance. Deci and Ryan (2016) extrinsically motivated are usually done under pressure of employees in order to achieve their intensive, promotion, and other monetary rewards. Motivation will increase employee performance and it will lead to organization better performance and act as catalyze for all employees working for a organization that helps to complete their task much better way than their usual doings. Organization goal is achieved by the people working for it.

### **Job Rotation**

Azizi and Liang (2013) states employee will be more flexible and relaxed when job rotation happens with required cross training. Asensio-Cuesta et. al., (2012) concluded that job rotation end up in mutual benefits, for workers it enhance opportunity to learn multiple skills and also increase job satisfaction. From management, employees job satisfaction leads to achieve organization goals and also management help the employees to prevent monotonous jobs and simultaneously employees are multitalented with the help of job rotation as it would be helpful to handle different circumstances at different levels in the organization. Eguchi (2015) states that job rotation and job transfer act as a key role in preventing employees from performing low.

### **Rapport with Superiors**

Chiaburu et. al., (2005) states that interpersonal relationship between employees and among the employees is necessary for successful business. Aristigueta (2008) describe rapport with management under three main factors, 1. The management of face, 2. The management of sociality rights and obligations and 3. The management of interactional goals. The first factor states about the face, character, Personality traits and these components will decide the employee behavior either in positive or negative way. The second factor is sociality rights and obligations. It states this aspect looks at how people regard themselves as having a range of sociality rights and obligations in relation that depending on social situation one should know how to adjust and perform in conference, meeting and other social places The third factor is Interactional goals in rapport management, all employees have their own specific goals to achieve and when interacting with other employees who have desire to achieve their own goals will affect the rapport between them and result in frustration as these three aspects will affect the employees rapport with management. As need care should be take to overcome and maintain good rapport between employees and management. (Caligiuri & Colakoglu, 2016).states that overseas assignments provide exposure towards foreign supervisors as the culture changes so in need of high degree of interaction is required to create a flexible environment and maintaining a good rapport with co workers and thus global business increases.

### **Appreciation**

Mahazril et. al., (2012) states that it is the duty of the organizations to recognize and appreciate their employee and encourage them with monetary benefits or awards etc where under these circumstance employees are highly motivated. Kingira and Mescib (2010) describe that appreciation can be done in both material and immaterial incentives. As management has to decide where the employee has to be provided material incentive (payment, bonus ect) and where immaterial incentive (Appreciation, Respect etc).

It is understood that success of organization rely on employees and appreciation is consider as one of the factor to encourage and retain the employees. (London & Higgot, 2016). States that reward and recognition programs will increase the involvement towards cultural changes and also improve individual performance where as this in turn leads to achieve company quality goals

### Promotion Opportunities

Koch and Nafziger (2012) defined that promotion are considered to be desirable rewards for most employees as employees work harder for their compensation. As a result, promotion at regular interval provides optimistic approach and Satisfy the psychological requirements of employees in the organization. García et. al., (2012) states that organization and job satisfaction will be affected if there is no proper Promotion system followed in organization. (Dransfield, 2016) describe the company should regularly assess employee's Promotion based on individual performance, potentials & development.

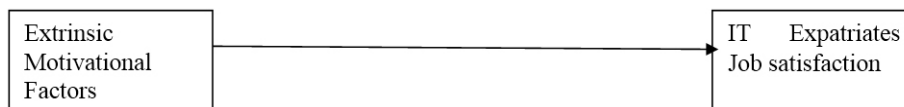
### Job Satisfaction

Pantouvakis and Bouranta (2013) define that job satisfaction is consider to be logically needed and necessary for the employee to further continue with the organization. Wickramasinghe (2009) investigated that gender and tenure are significant in job satisfaction measurement. So here it can be said that job satisfaction is often determined by how well outcome meet or exceed expectations. Pouliakas, (2015) states good work environment with good work conditions will definitely increase employee job satisfaction and therefore it will leads to employee increased in work performance.

### Objectives:

- To identify Motivational factors Influencing Expatriates Job satisfaction on global assignment
- To find the relationship between Motivational factors and Expatriate job satisfaction
- To analyze Motivational factor which have more impact on Expatriate job satisfaction

### Frame work:



### Methods

The first step in research is to identifying different variables that influence the study, In this paper author has chosen variables using literature reviews. This study is a descriptive type of methodology. Extrinsic Motivational is most important to retain their expatriates in their organization as it leads to job satisfaction. Researcher would like to proceed the study between Indian and United states respective to IT industry. This study is limited to Florida, Texas, Newyork states only. The primary data were collected through Questioner. Formulated Questions was designed to survey Expatriate Employees through email, Skype, Telephonic conversation. Purposive Judgmental Sampling has been done for generating data. Totally 300 Questioners was distributed and 210 samples were found usable. Out of which 97 from Florida, 59 from Newyork and 54 from Texas. The primary data was collected through questionnaire Survey. The respondents were asked

to give their opinion about Job satisfaction, Extrinsic Motivation Factors The First part of the questioners comprises Demographic factors with optional questions. The second part included statements relating to Job satisfaction, Extrinsic Motivation Factors Such as Satisfaction with pay, Job Rotation, Rapport with superiors, Appreciation, Promotion Opportunities with Likert's 5 point scale.

Likert's 5 point scale is been used for Questionnaire, Which ranges as follow: 5 – Strongly Agree, 4 - Agree, 3 - Neutral, 2 - Disagree, 1 - Strongly Disagree.

### 3. DATA ANALYSIS & INTERPRETATION

Demographic factors of Indian IT Expatriate working in USA.

**Table 1**  
**Demographic factors of Indian IT Expatriate working in USA**

<i>Demographic Factors</i>	<i>Percentage</i>
Age	
21 – 26	33%
27 – 32	43%
33 – 38	43%
39 – 44	8%
Above 44	1%
Gender	
Male	39%
Female	61%
Annual Income	
Below \$ 60,000	2%
\$60,001 – \$80,000	13%
\$80,001 – \$1,00,000	53%
\$1,00,001 – \$1,20,000	28%
Above \$1,20,001	2%
Marital Status	
Married	91%
Unmarried	9%
Experience with home country	
0 to 3 yrs	9%
4 to 6 yrs	33%
7 to 9 yrs	37%
Above 9 yrs	21%
Experience with host country	
0 to 3 yrs	42%
4 to 6 yrs	42%
7 to 9 yrs	1%
Above 9 yrs	5%

#### Inference

Table 1 shows that from the overall 210 respondent the majority of the respondent i.e, 86% of employees are between 27 to 38 years old and the least group of respondent is 1% who are above 44 years old. The

respondent are mostly female as it is 61% and male is only 39%. 91.% of respondents are married. 9% are unmarried. 53 % of respondents Annual income was between \$80,001 – \$1,00,000 which is highest among other category, 2% of respondents Annual income was above \$1,20,001. 70% of respondents lies between 4 to 9 years of Home country experience. 84 % of respondents lie between 0 to 6 yrs of Host country experience.

**Hypothesis:**

**H0:** There is no significant relationship between Motivational factors and Expatriate job satisfaction

**H1:** There is significant relationship between Motivational factors and Expatriate job satisfaction

**Multiple Regression Analysis for Job satisfaction**

**Table 2**  
**Multiple Regression Analysis for Job satisfaction**

Predictor variables	Unstandardized Coefficients		Standardized Coefficients	t value	P value
	B	Std. Error	Beta		
Constant	0.50	.060	–	.825	<0.001**
Satisfaction with Pay X1	.151	.048	.171	3.170	<0.001**
Job Rotation X2	.107	.048	.117	2.328	<0.005*
Rapport Supervisors X3	.101	.046	.116	2.179	<0.005*
Appreciation X4	.127	.050	.141	2.548	<0.005*
Promotion Opportunities X5	.406	.042	.458	9.574	<0.001**

R Value - 0.960, F Value - 99.041,  
 R Square - 0.921, P Value - <0.001\*\*  
 Note: \* significant at 5% level  
 \*\*Significant at 1% level

**Inference**

Table 2 The R value is 0.960 which shows high degree of correlation. The R<sup>2</sup> value is 92.1% which is very large. can be explained by the predictor variables (X1, X2, X3, X4, X5) In this case, The value of Adjusted R is 0.941, this value shows that there is almost 94 percent of strong relationship between Extrinsic Motivational Factors and job satisfaction. Table shows the F value is 99.041 at one percent significant level which shows that the model is at good fit as its value is less than 0.001. The coefficient beta value of (X<sub>1</sub>) is .151 as the Satisfaction with pay has a positive impact towards job satisfaction, with t value 3.170 at significant level of 0.001, which indicates significance at one percent level. The coefficient beta value of predictor variable (X<sub>2</sub>) job rotation is 0.107 with t value 2.328 and p value is less than 0.005 and it is significant at 5 percent level. The coefficient beta value of predictor variable (X<sub>3</sub>) Rapport with Supervisor is 0.101 with t value 2.179 and significant level less than 0.005 and is significant at 5 percent level. The coefficient beta value of predictor variable (X<sub>4</sub>) Appreciation is 0.127 with t value 2.548 and significant level less than 0.005 and is significant at 5 percent level. The coefficient beta value of predictor variable (X<sub>5</sub>) Promotion Opportunities is 0.406 with t value 9.574 and significant level less than 0.001 and is significant at 1 percent level. The beta value indicates the positive relationship between Extrinsic Motivational Factors and job satisfaction. Y (job

satisfaction). Henceforth H1 is accepted There is significant relationship between Extrinsic Motivational factors and Expatriate job satisfaction.

The regression equation can be formulated as:

$$Y = A + B1X1 + B2X2 + B3X3 + B3X4 + B3X5, \text{ i.e}$$

Job satisfaction = 0.50 + 0.151 (Satisfaction with pay) + 0.107 (Job Rotation) + 0.101 (Rapport with Supervisors) + 0.127 (Appreciation) + 0.406 (Promotion opportunities)

### **Friedman Test Analysis for Job satisfaction**

#### **Hypothesis:**

**H0:** There is no significant difference in Extrinsic Motivational factors and Expatriate job satisfaction

**H1:** There is significant difference in Extrinsic Motivational factors and Expatriate job satisfaction

**Table 3**  
**F Test Analysis for Job satisfaction**

<i>Extrinsic Motivational Factors</i>	<i>Mean Rank</i>
Satisfaction with pay	3.02
Job Rotation	2.91
Rapport with supervisors	2.97
Appreciation	2.95
Promotion Opportunities	3.14

<b>F-Test Statistics</b>	
Sample Size	210
Chi-Square	2.843
Df	4
Significance Value	0.003

#### **Inference**

Table 3 shows there is significant difference in Extrinsic Motivational factors and Expatriate job satisfaction as the significance value is less than 0.005 with 5% of significance level. From the Table 3 it is been clearly Rank that Promotion Opportunities is have more impact on Job satisfaction as the value is 3.14 which is high compared to other factors and the second most highly impact factor is Satisfaction with pay as it has been ranked 3.02 towards Job satisfaction. Rapport with Supervisors, Appreciation, Job Rotation act as a least impact factor towards Job satisfaction.

## **4. RESULT AND DISCUSSION**

From the multiple regression analysis its found that there is 96% positive relationship exist between Extrinsic Motivational factors and Expatriate job satisfaction. Among the 5 Predictor variable the most strongest Predictor variable that influence Job Satisfaction is X5 Promotion Opportunities ( $b = .406, t = 9.547$ ).

The other predictor variable such as X1, X2, X3, X4 are also positively correlated with Expatriates Job satisfaction. The multiple regression reveals that X1 and X5 have <0.001 Signification level where as X2, X3, and X4 have <0.005 Level of Significance. Table 2 shows all the Extrinsic Motivational factors have positive influence on job satisfaction and from Friedman test it is been clearly ranked that Promotional Opportunities have higher impact on job satisfaction compared to other factors. Hence it is concluded that if the employer review their expatriates employees promotion opportunities for at least every 6 months it will result in higher employee job satisfaction. This Study found that all Extrinsic Motivational factors such as Satisfaction with Pay, Job Rotation, Rapport Supervisors, Appreciation, Promotion Opportunities play an vital role in making expatriates employees attain Job satisfaction. Among all the factor Promotion Opportunities act as an important factor for Expatriates Employees job satisfaction.

The research findings reported that the factors such as Satisfaction with Pay, Job Rotation, Rapport Supervisors, Appreciation, Promotion Opportunities are strongly positively impacting Expatriates job satisfaction in USA. The researcher also suggest IT companies to review Promotional Opportunities at least for every 6 months for employees better performance As Job satisfaction is very important to retain their expatriates as it completely rely on Motivational factors. To taste the success in global assignments it is mandatory to retain their expatriates employees with best performance as from this study it is concluded it is possible by providing the Promotion opportunities at right time.

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