SATISFACTION STUDY AMONGST URBAN INDIANS WITH RESPECT TO FOREIGN ASSIGNMENT

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ABSTRACT

Foreign assignment as a part of talent management practice is important for the employees and the organization. Foreign assignments help to build trust of the employees in the organization. It also helps the organization to develop an image in minds of the people and bring in long run benefits for the organization. By living and working in export territories, expatriates gain a deeper understanding of local market conditions. Expatriates are employees of organizations in one country who are assigned work in other countries. Expatriates work closely with overseas subsidiaries, distributors, agents and joint venture partners to ensure they understand the parent companies’ culture, standards and values. Expatriates transfer knowledge and skills to overseas partners. By appointing expatriates to manage business in export territories, organizations can increase business and financial control over local operations. Appointing employees to overseas assignments helps organizations develop their management skills and competencies. The survey was conducted in the city of Mumbai through e-questionnaire only. Data collected was analyzed using excel based statistical tools.

INTRODUCTION

Talent management practices include provision of foreign assignment. Companies having an international business have to implement the foreign assignment practice. Internationally spread business should place more importance on foreign assignment procedure as it helps in developing the image of the business on an international level as well. Foreign assignment procedure should not be biased and be based totally on the capability of the employees. Foreign assignment procedure is important as it helps in motivating the employees and helps them to achieve the goals of the business.

Expatriates are assigned to work in other countries on long- or short-term business projects. They help their companies establish operations in other countries, enter overseas markets or transfer skills and knowledge to their companies’ business partners. The experience helps organizations develop their management skills base and their ability to succeed in a global marketplace. Short-term assignments are popular because they are generally more cost-effective than long-term assignments and they allow companies to transfer skill sets quickly and easily. Short-term assignments are popular because they are generally more cost-effective than long-term assignments and they allow companies to transfer skill sets quickly and easily. The need for foreign assignment arises due to the following, a need to fill in a vacancy in an existing operation. Transfer technology or knowledge to a worksite would require foreign assignment. To develop an individual’s career through challenging tasks in an international setting. It helps in analyzing the market to see whether the company’s products or services will attract clients and
users. Launching a new product or service in the overseas market would also require workforce through foreign assignments. The goal of the international assignment would determine the assignment’s length and help identify potential individuals.

LITERATURE REVIEW

This research paper studies about the satisfaction amongst urban Indians with respect to foreign assignments, the need for foreign assignments and its importance in today’s drastically changing business environment.

As per the research done by B. Kishori & N. Senthil. Kumar, the international assignments are considered to be the mile stones in the progress of an organization to grow at global level. The cost of expatriation is very high which necessitates the process to be handled with due care. To develop managers competent to handle the international assignments is a major resource for an organization. By adhering proper selection process and providing training to the selected expatriates throughout the process, will fetch positive returns to the organizations.

RESEARCH OBJECTIVE

The basic research objective is to find out the satisfaction level of the respondents for the foreign assignment program adopted by the organization. To measure the effectiveness of foreign assignment policy in the minds of the respondents.

Proposed hypothesis

H1: More than 30% of the respondents are completely dissatisfied with the foreign assignment programme.

H2: Less than 10 % of the respondents said that the satisfaction levels are neutral with the foreign assignment policy.

H3: the average satisfaction level of the respondents towards foreign assignment is not equal to 3

H4: the average satisfaction level of the respondents towards the foreign assignment programme is equal to 4

H5: the satisfaction level of the respondents is NOT independent of the marital status

H6: Foreign assignment is not independent on the age of the employee
RESEARCH METHODOLOGY

The research methodology is in line with the research objectives. The sample unit is 176 respondents. The selection is based on easy availability and accessibility. The research contains data collected from various people of different age groups, income groups, gender, occupation, etc. The data has been collected mainly through the primary research. Excel based techniques were used in the solution. Test of proportion, test of means and test of independence were used to test hypothesis.
Hypothesis 1: test of proportion

| Ho: | Less than 30% of the respondents are completely dissatisfied with the foreign assignment programme. |
| Ha: | More than 30% of the respondents are completely dissatisfied with the foreign assignment programme. |

Test of proportion
Right tailed test
Alpha=0.10
Probability=0.90

**Critical value=1.28**
Calculating observed value
X=87
N=176
P'(x/n)=49%
P=30%
Q=70%
P'-p=19%
Sqrt(p*q/n)=0.03
P'>p

**Observed value=5.63**
P-value=0.00
Alpha=0.10
P-value<alpha

**Observation:** we reject the null. Therefore, **More than 30% of the respondents are completely dissatisfied with the foreign assignment programme.**

**Insights:** Opportunities of foreign assignment at workplace can motivate the employee to continue working with the same organization. It helps him explore new environment and new work culture keeping his motivation levels high. Employees can be dissatisfied with the foreign assignment opportunities due to biased decision of the management or due to random selection of the candidates for the assignment. It plays an important factor for the workforce satisfaction.
Hypothesis 2 : test of proportion

Ho: More than 10 % of the respondents said that the satisfaction levels are neutral with the foreign assignment policy
Ha: Less than 10 % of the respondents said that the satisfaction levels are neutral with the foreign assignment policy

Test of proportion

Left tailed test
Alpha=0.1
Probability=0.10
Critical value=(1.28)
Calculating observed value
X=25
N=176
P'(x/n)=14%
P=10%
Q=90%
P'-p=4%
Sqrt(p*q/n)=0.02

Observed value=1.86
P-value=0.97
Alpha=0.1
P-value>alpha

Observations:-we fail to reject the null. Therefore, Less than 10 % of the respondents said that the satisfaction levels are neutral with the foreign assignment policy

Insights: - It is important for the satisfaction level of the employees to be high as this would result in higher returns in all terms for the company. steps should be taken to satisfy the employees in regards to foreign assignment such as unbiased opinion, assignments on basis of the quality of work performed
Hypothesis 3: Test of means (T test)

Ho: The average satisfaction level of the respondents for the foreign assignment is equal to 3
Ha: The average satisfaction level of the respondents towards foreign assignment is not equal to 3

Test of means
TWO tailed test
Alpha=0.1
Critical value=1.65
Calculation of observed value
X'=3.20
µ=3
N=176
S=1.44
Sqrt(n)=13.27
X'-µ
S/sqrt(n)
Observed value=(24.36)
Alpha=0.1
Critical value> observed value

Insights: - The foreign assignment programme of a company could be a motivational factor for the employees. It is important to increase the motivation level of the employees by providing them various opportunities for development. The employees should be satisfied with the policies of the company as it would bring in favourable situation for the companies in the market higher satisfaction of the employees result in lower absenctism and labour turnover, which in turn is favourable for the companies
Hypothesis 4: test of means (T Test)

Ho: The average satisfaction level of the respondents towards the foreign assignment programme is not equal to 4

Ha: The average satisfaction level of the respondents towards the foreign assignment programme is equal to 4

Test of means
Right tailed test
Alpha=0.1
Critical value=1.65
Calculating observed value
X'=2.98
µ=4
N=176
S=1.44
Sqrt(n)=13.27
X'-µ
S/sqrt(n)
Observed value=(33.76)
Alpha=0.1
Critical value>observed value

Observation:- we accept the null. Therefore, The average satisfaction level of the respondents towards the foreign assignment programme is equal to 4

Insights:- Dissatisfaction among employees is not favorable for the companies as it develops a negative image of the company. The dissatisfaction should be reported by the management and steps should be taken to improve the satisfaction level of the employees. This can be done through discussion with the employees about the foreign assignment programme and implementing the same. The employees should be considered for any implementation and they should also be satisfied with the same as this would give long term benefits for the company.
Hypothesis 5: test of independence (chi square test)

Ho: The satisfaction level of the respondents is independent of the marital status
Ha: The satisfaction level of the respondents is NOT independent of the marital status

<table>
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<tr>
<th></th>
<th>Observed</th>
<th>Expected</th>
<th>Fo-fe</th>
<th>Fe-fe^2</th>
<th>Fe-fe^2/fe</th>
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</thead>
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<td>2.58</td>
<td>0.03</td>
<td>0.00</td>
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<td>Unmarried</td>
<td>2.54</td>
<td>2.58</td>
<td>(0.03)</td>
<td>0.00</td>
<td>0.000459</td>
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</table>

Chi squared test
Right tailed test
Alpha=0.1
Probability=0.1

Critical value=2.71
Observed value=0.0009
P-value=0.98
Alpha=0.1
0.98>0.1
p-value>alpha

Observation:- We fail to reject the null. Therefore, the satisfaction level of the respondents is NOT independent of the marital status

Insight: - The companies decide on the basis of the marital status whether foreign assignment should be provided for the employee. The companies should revise this policy of decision for the foreign assignment programme on the basis of the marital status. The foreign assignment procedure should not be biased and should depend totally on the capability of the employee. This would in turn benefit the employees and the company as a whole.
Hypothesis 6: test of Independence (Chi square test)

Ho: Foreign assignment is independent of age of the employees

Ha: Foreign assignment is not independent on the age of the employees

<table>
<thead>
<tr>
<th></th>
<th>observed</th>
<th>expected</th>
<th>Fo-Fe</th>
<th>Fo-Fe^2</th>
<th>Fo-Fe^2/Fe</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 to 30</td>
<td>81</td>
<td>35.2</td>
<td>45.8</td>
<td>2097.54</td>
<td>59.59</td>
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<td>31 to 35</td>
<td>15</td>
<td>35.2</td>
<td>-20.2</td>
<td>408.04</td>
<td>11.59</td>
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<tr>
<td>36 to 40</td>
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<td>35.2</td>
<td>-25.2</td>
<td>635.04</td>
<td>18.04</td>
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<tr>
<td>41 &amp; above</td>
<td>30</td>
<td>35.2</td>
<td>-5.2</td>
<td>27.04</td>
<td>0.77</td>
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<tr>
<td>less than 25</td>
<td>40</td>
<td>35.2</td>
<td>4.8</td>
<td>23.04</td>
<td>0.65</td>
</tr>
</tbody>
</table>

CHI squared test

RIGHT tailed test

Alpha=0.1
Probability=0.1
Critical value=7.78
Observed value=90.65
P-value=0.00
Alpha=0.1
P-value>alpha

Observations:- we accept the null. Therefore, Foreign assignment is not independent on the age of the employees

Insights: - The foreign assignment program is independent of the age of the employees. This is an extremely good initiative by the companies. As foreign assignment is not dependent on the age, it is favourable for the companies. This policy of the company should be continued as the experience and capability of the employees is of importance than the age.
CONCLUSION

International assignment management is one of the hardest areas for HR professionals to master—and one of the most costly. The foreign assignment program is an extremely helpful criteria for identifying the satisfaction level of the employees. Foreign assignment program provides an opportunity for development of the employee as the international business has advanced technology and higher efficiency. The main motivating factors for employees are career development and advancement. Foreign assignment is a golden opportunity for employees to develop their personality and skills as well. Foreign assignment providing companies are preferred more than others as everyone has a desire to go out of the home country. Foreign assignment opportunities not only provide better opportunity for the employees but also help the organization in the development. Foreign assignment opportunities provide organizations with long term benefits. The overall development, the efficiency, etc. are also developed.

LIMITATION

The research was limited upto a certain number of people. A huge population was not taken into account. No face to face communication took place as the research was conducted through e-forms. The research took place in an area of Mumbai so it cannot be concluded that the research can be applied everywhere and for each business organization. The research findings cannot be universally accepted.

REFERENCE

https://www.researchgate.net/publication/289236167