



## **A Research on the Factors Influencing the Job Performance of Foreign Expatriates**

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### **Abstract:**

When multinational corporations are attempting to manage operations, convey information, and build worldwide links, one common strategy that they have utilized is to send abroad expats to work in other countries. The reason for this is that the corporate climate is getting more and more worldwide these days. On the other hand, the success of such global assignments is mostly based on the job performance of expatriates, which at any one time can be influenced by a wide range of different situations. The objective of this study is to conduct an investigation into the key elements that have an impact on the level of job performance that foreign expatriates achieve in the countries in which they are employed. To provide a more specific explanation, it investigates characteristics that are present at both the human and organizational levels. These characteristics include cultural intelligence, language competency, adaptability, motivation, pre-departure training, family support, and the level of organizational support that is offered during the assignment. According to the findings of the study, major factors that contribute to the quality of work performance of expatriates include cultural adaptation, social integration, and support networks. In addition to being supported by actual data acquired from expats working in a number of industries, the conclusions of the study are derived from a survey of the available literature. The survey also provides light on the challenges that expatriates face, such as experiencing a culture shock, having difficulty speaking with others, and obtaining inadequate training or help from their host companies. These are just few of the challenges that are included in the report. Based on the findings, it can be inferred that expats who receive comprehensive cross-cultural training and ongoing assistance from their respective companies have higher levels of job satisfaction, devotion, and performance compared to those who do not receive such training.

## **1. Introduction**

With the globalization of the economy that we are now experiencing, foreign assignments have evolved into a strategic tool for businesses that are looking to develop their operations and transmit their knowledge across international borders. Employees

who are sent to work in a nation other than their native country are known as foreign expatriates, and they play an important role in these particular assignments. On the other hand, the success of such worldwide endeavours is primarily dependent on the performance of these expatriates in their jobs. When it comes to performance, many expats experience

difficulties owing to cultural, personal, and organizational variables that might hamper their capacity to adapt and operate successfully in a foreign environment. Despite the significance of these aspects, many expatriates suffer difficulties. Numerous factors, such as cultural intelligence, language competence, cross-cultural training, social support, and the amount of organizational help, have been shown to have an impact on the job performance of expatriates, according to research that was conducted in the past. Differences in culture, problems in adjusting to the new environment, and a lack of preparation can all have a detrimental influence on an expatriate's productivity and lead to an early return, which can result in major financial and strategic losses for the company[5].

An investigation of the primary elements that play a role in determining how well foreign expatriates do their jobs in their host nations is the purpose of this study. The purpose of this research is to give a full knowledge of what variables permit or impede successful expatriate performance. This was accomplished by identifying both human and organizational aspects. In order to improve expatriate management methods, boost assignment success rates, and enhance overall organizational performance in foreign contexts, it is anticipated that the findings of this study was provided practical advice to multinational corporations[3].

## 2. Background of the Study

During this time period, which is defined by globalization and increased mobility around the globe, foreign expatriates have developed into assets that are important to multinational organizations. In order to ensure that worldwide plans are in sync with one another, to speed up the process of knowledge transfer, and to maintain organizational standards, these specialists are routinely assigned to prominent responsibilities in offices situated in other countries. However, despite the fact that they are of strategic significance, a substantial proportion of expats struggle to perform successfully in the countries in which they are stationed owing to a broad variety of personal, cultural, and organizational difficulties. This is the case despite the fact that they carry a significant amount of responsibility[11]. In addition to their technical knowledge, the performance of expatriates in their professions is influenced by a number of other factors as well. An expatriate's capacity to effectively adjust to the environment in which they are living is directly linked to the degree to which they are able to adapt to the culture of the place in which they are living, as well as their emotional resilience and interpersonal skills. In

addition, the effectiveness of these programs may be significantly hindered by a number of different factors, such as difficulties associated with the transfer of families, difficulties in communicating with people of different cultures, insufficient cross-cultural training, and a lack of support from these organizations. The potential repercussions of these difficulties include high levels of stress, low levels of productivity, early termination of assignments, and significant financial losses for employers. All of these scenarios are considered to be possible.

As a result, it is of the utmost importance for international human resource management to have a comprehensive grasp of the characteristics that contribute to good performance within the workforce of expatriates. The goal of this study is to explore and assess the primary factors that have an effect on the job performance of individuals who are assigned to work in a foreign country. The researchers hope that by doing this inquiry, they would be able to suggest methods that companies might implement in order to improve the outcomes of their assignments. This study contributes to a more comprehensive understanding of how to manage and assist expats in today's dynamic global workforce by analyzing both the internal characteristics of expatriates and the external support systems that they have access to. With regard to the former, the research is mostly focused on[9].

## 3. Purpose of the Research

To provide a more precise explanation, the purpose of this study was to assess the influence that the working environment has on the performance of foreign expatriates in the occupations that they have chosen to pursue. Companies in today's workforce, which is growing more globalized, make considerable use of expatriates for a number of goals, including the administration of foreign operations, the transfer of skills, and the preservation of ties that bridge international boundaries. Expatriates are employed for extended periods of time. It is, on the other hand, usually dependent on the amount to which expatriates are able to adjust to and perform effectively in circumstances that are foreign to them in order for these missions to be successful. The purpose of this study is to gain an understanding of the ways in which numerous aspects of the working environment, including organizational support, communication, leadership style, team dynamics, and physical working conditions, have an effect on the capacity of expatriates to deliver satisfactory performance in their positions when they are working in those positions.

## 4. Literature Review

A multitude of elements, such as human traits, cultural considerations, and the resources supplied by their companies, all have a role in determining the level of success that international expatriates achieve in their work. Cultural intelligence (CQ) is one of the most essential factors to consider when contemplating the extent to which an expatriate is able to perform their work duties effectively. When an individual exhibits a high level of cultural intelligence (CQ), they are better able to grasp and adapt to the cultural norms and expectations that are widespread in the country in which they are living. As a consequence, this leads to improved communication, as well as better relationships and the enhancement of job performance. The idea of cultural intelligence encompasses cognitive, motivational, and behavioural aspects, all of which contribute to a transition process that is more smooth and to an improvement in productivity. In addition, the level of language competence possessed by expatriates is a crucial component that plays a role in determining their success. As a result of having excellent language skills, expats are able to handle day-to-day responsibilities with more ease, which in turn enables them to cultivate deeper relationships with local colleagues and customers. When everything is taken into consideration, this leads to an overall improvement in their capability to carry out their responsibilities in an efficient manner because of this[7].

Another important component that greatly helps to the success of an expatriate is the aid that is provided by the organization that they are working for. When companies provide significant pre-departure training, continuous help throughout the assignment, and resources for integration, it is usual for them to observe increased levels of performance from their expatriate employees. Not only does this help involve expert advice, but it also includes personal assistance. As an illustration, this help may include supporting expatriates in assimilating to the local culture and the living conditions that are prevalent there. There is also the possibility that the adjustment of the family was a significant influence on the success of the expatriate member. Whether or not an expatriate is able to focus and perform effectively at work, there is a substantial association between the degree of happiness and well-being experienced by the expatriate's family and the level of success that the expatriate achieves in their professional life. It is possible that the capacity of an expatriate to function successfully at work was negatively impacted if the family of the expatriate has difficulty adjusting to the new environment[8].

## 5. Research Questions

What is the impact of Work environment on Foreign expatriates?

## 6. Research Methodology

### a. Research design:

The quantitative data analysis used SPSS version 25. The odds ratio and 95% confidence interval were used to determine the degree and direction of the statistical association. The researchers established a statistically significant criteria at  $p < 0.05$ . A descriptive analysis was conducted to identify the main features of the data. Quantitative methods are often used to assess data collected via surveys, polls, and questionnaires, as well as data altered by computing tools for statistical analysis.

### b. Sampling:

A convenient sampling technique was applied for the study. The research relied on questionnaires to gather its data. The Rao-soft program determined a sample size of 1923. A total of 2050 questionnaires were distributed; 2018 were returned, and 24 were excluded due to incompleteness. In the end, 1,994 questionnaires were used for the research.

### c. Data and Measurement:

The primary method of collecting data for research was questionnaire surveys. In section A, participants were requested to provide fundamental demographic data; in section B, they were instructed to evaluate the significance of many channels, both online and offline, using a 5-point Likert scale. A diverse array of secondary sources, including online databases, was meticulously examined to get the necessary information.

### 6.4 Statistical Software:

The statistical analysis was conducted using SPSS 25 and MS-Excel.

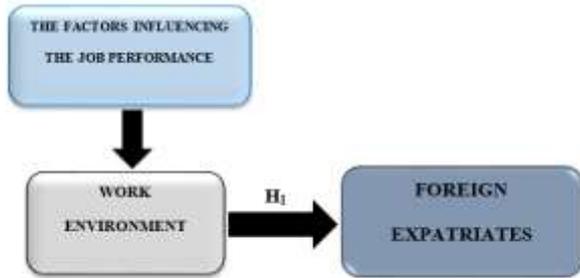
### 6.5 Statistical Tools:

To grasp the fundamental character of the data, descriptive analysis was used. The researcher is required to analyse the data using ANOVA.

## 7. Conceptual Framework

Table: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.920
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000



## 8. Result

### Factor Analysis

One typical use of Factor Analysis (FA) is to verify the existence of latent components in observable data. When there are not easily observable visual or diagnostic markers, it is common practice to utilise regression coefficients to produce ratings. In FA, models are essential for success. Finding mistakes, intrusions, and obvious connections are the aims of modelling. One way to assess datasets produced by multiple regression studies is with the use of the Kaiser-Meyer-Olkin (KMO) Test. They verify that the model and sample variables are representative. According to the numbers, there is data duplication. When the proportions are less, the data is easier to understand. For KMO, the output is a number between zero and one. If the KMO value is between 0.8 and 1, then the sample size should be enough. These are the permissible boundaries, according to Kaiser: The following are the acceptance criteria set by Kaiser:

A pitiful 0.050 to 0.059, below average 0.60 to 0.69  
 Middle grades often fall within the range of 0.70-0.79.

With a quality point score ranging from 0.80 to 0.89.  
 They marvel at the range of 0.90 to 1.00.

Table1: KMO and Bartlett's Test

Testing for KMO and Bartlett's

Sampling Adequacy Measured by Kaiser-Meyer-Olkin .920

The results of Bartlett's test of sphericity are as follows: approx. chi-square  
 df=190  
 sig.=.000

This establishes the validity of assertions made only for the purpose of sampling. To ensure the relevance of the correlation matrices, researchers used Bartlett's Test of Sphericity. Kaiser-Meyer-Olkin states that a result of 0.920 indicates that the sample is adequate. The p-value is 0.00, as per Bartlett's sphericity test. A favourable result from Bartlett's sphericity test indicates that the correlation matrix is not an identity matrix.

This demonstrates that comments made for sampling purposes are legitimate. Researchers used Bartlett's Test of Sphericity to determine the significance of the correlation matrices. A sample is considered good by the Kaiser-Meyer-Olkin measure when the result is 0.920. The p-value obtained from Bartlett's sphericity test is 0.00. The correlation matrix is not identical to an identity matrix, as shown by a statistically significant result from Bartlett's sphericity test.

### Independent Variable

#### The factors influencing the job performance

The formation of job performance among foreign expatriates is influenced by a variety of factors, including individual traits, the support of the organization, and the circumstances of the environment. One of the most significant factors is cultural intelligence (CQ), which encompasses cognitive, emotional, and behavioural aspects of an individual to consider. It makes it possible for expatriates to not only understand the distinctions across cultures but also to adapt to those differences and function effectively within those cultures. Being able to communicate more effectively, reducing the possibility of misunderstandings, and improving one's overall performance at work are all benefits that come with having a high CQ. The amount of language proficiency that an expatriate possesses is another important element; expats who have a greater level of language proficiency have better integration and communication, which eventually leads to improved performance. When expatriates receive aid from their company, which may include pre-departure training as well as ongoing assistance, it has a positive impact on their ability to adjust to their new environment and perform well in their responsibilities. A person's psychological capital is comprised of a number of different components, including self-efficacy, optimism, hope, and resilience. As a result of these components,

expatriates are able to find solutions to challenges and maintain their drive, which eventually results in higher performance. Within the context of expatriate performance, there exists a significant link between social capital and performance. There is a correlation between increasing knowledge-sharing behaviour and financial success, and this connection benefits from both. Furthermore, the adjustment of the family is of the highest significance; the health and adaptability of an expatriate's family in the host nation has a major impact on the capacity of the expatriate to find job in the host nation. The capacity of an expatriate to concentrate and do their task well may be hindered by a variety of issues related to their environment. Policies and practices that encourage a healthy balance between work and family increase both the well-being of expatriates and their performance on the job. This set of rules and procedures promotes a good balance between one's professional life and their personal life. Employees can experience less stress and enhance their performance if they are given the opportunity to participate in family support programs and flexible working choices[6].

## **Factor**

### **Work environment**

When it comes to the conditions under which employees carry out their jobs, the work environment includes not only the physical but also the psychological and social aspects of the working environment. A number of factors are taken into consideration, including the organizational structure of the workplace, the culture of the company, the leadership styles, and the interactions that take place between individuals. There are several elements that contribute to a happy working environment, including the existence of clear communication, mutual respect, and leadership that is helpful. The happiness and productivity of workers are both influenced by these attributes, which all contribute to the happiness of workers. On the other side, a poor work environment may be defined by poor communication, a lack of support, and high levels of stress. All of these factors can result in poorer levels of job satisfaction and performance when they manifest themselves in the workplace. In light of recent studies, the relevance of the work environment in terms of its capacity to affect employee outcomes has been brought to light. These studies have also highlighted the importance of companies cultivating cultures that support employee engagement and well-being in the workplace[2].

## **Dependent Variable**

## **Foreign expatriates**

They are referred to as foreign expatriates, and they are people who move temporarily from their home country to another country for the goal of finding work. This is typically done as part of an organizational assignment. It is vital to keep in mind that they are not the same as immigrants owing to the fact that their presence is supposed to be temporary, and they typically have a contractual duty to return to their home country once the term of their assignment has come to an end. This is something that should be kept in mind at all times. In contrast to the term "self-initiated expatriates," which refers to individuals who choose to work in a foreign country on their own initiative, the phrase "assigned expatriates" refers to workers who are transferred overseas by their company. Both phrases are used synonymously with one another. When it comes to supporting the operations of multinational corporations and the transportation of information over international boundaries, they play a significant role as a consequence of the duties that they are responsible for, which typically need specialized talents or managerial responsibilities in which they are responsible for managing operations[4].

## **Relationship between Work environment and Foreign expatriates**

One of the most important aspects that plays a role in influencing the experiences that international expatriates have and the efficiency with which they do their jobs is the environment in which they work. In order for expatriates to successfully move into new cultural and professional contexts, it is essential for them to cultivate a sense of belonging and inclusion in their new environment. The presence of a constructive and encouraging atmosphere at one's place of employment is an important factor in this process. Open communication, inclusive leadership, appreciation, and access to resources are some of the characteristics that have a significant influence on an expatriate's ability to adapt to new conditions and perform successfully in their new environment. It is feasible for a proper work environment to function as a buffer against stress and uncertainty for expats, who typically face unique challenges such as cultural obstacles, language limitations, and social isolation. This is because expats frequently face these distinct challenges. It is of the utmost importance for expatriates to have access to organizational factors such as management help, training programs, mentorship, and defined job responsibilities. The existence of these components raises the probability that expatriates was successfully integrate into the

company for which they are working, which in turn raises the degree of engagement and productivity that they exhibit in their work. On the other side, a hostile or poorly structured work environment can create feelings of alienation, which can, in turn, result in reduced levels of job satisfaction, poor performance, and the early termination of the assignment[10].

It is also important to consider the dynamics of the team and the ties that exist between coworkers and peers in the workplace while attempting to understand how expatriates adjust to their new environment. Increasing one's self-assurance and decreasing the amount of cultural friction that exists may be done via the utilization of cooperative teams and amicable relationships. In a nutshell, the degree to which foreign expatriates are able to adapt to their new surroundings, improve their performance, and make a positive contribution to the objectives of the company is directly proportional to the quality of the work environment. Organizations that make investments in developing a work environment that is both inviting and well-managed are more likely to have success with expatriate programs and long-term operations overseas. This also increases the likelihood that these programs and operations was successful[1].

Based on the above discussion, the researcher generated the following hypothesis to examine the link between Work environment and Foreign expatriates.

“H<sub>01</sub>: There is no significant relationship between Work environment and Foreign expatriates.”

“H<sub>1</sub>: There is a significant relationship between Work environment and Foreign expatriates.”

Table 2: H<sub>1</sub> ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	738	5385.595	1,017.493	.000
Within Groups	492.770	1255	5.293		
Total	40081.390	1993			

In this study, the result is significant. The value of F is 1017.493, which reaches significance with a p-value of .000 (which is less than the .05 alpha level). This means the “H<sub>1</sub>: There is a significant relationship between Work environment and Foreign expatriates.” is accepted and the null hypothesis is rejected.

## 9. Discussion

The discussion of this study was to evaluate the relationship between the working environment and the performance of foreign expatriates in their occupations. Through the course of their time spent in a foreign country, the objective of this research was to get an understanding of the ways in which organizational contexts influence the adaptability and efficiency of expatriates. On the basis of the statistics, it would appear that a work environment that is not only helpful but also inclusive displays a significant improvement in the performance of foreign expatriates. It has been shown that certain characteristics, including as open communication, responsive leadership, team cooperation, and access to resources, may make the process of transitioning simpler for expatriates and minimize the stress that is connected with their work experiences. This is something that has been identified. When moving to a new country, people from other nations typically face a number of challenges, including cultural differences, problems in communicating in their original language, and social isolation. The presence of a positive work environment has the ability to operate as a stabilizing effect, providing expatriates with both emotional and professional support. This, in turn, assists them in successfully adjusting to their new surroundings. Expats are more likely to exhibit higher levels of job satisfaction, motivation, and productivity when they have the perception that they are liked and supported by their coworkers and management. This is because they perceive that they are loved and supported by their coworkers. On the other side, a poor work environment, which can be characterized by a lack of support, unclear expectations, or cultural insensitivity, can have a negative impact on performance. Poor work environments can result in disengagement, lower efficiency, or even early termination of assignments. The findings of this study are in line with the wider body of research that emphasizes the role of environmental factors in affecting the outcomes of employee performance, particularly in circumstances that involve a number of different cultures. The outcomes of this study provide validity to the concept that firms should make efforts in the establishment of beneficial working environments. These expenditures should be made not just to increase employee performance but also to retain brilliant individuals who are based in other countries.

## 10. Conclusion

This paper emphasises to explore, in the framework of international assignments, the influence of the

work surroundings on the job performance of foreign expatriates. The study also sought to pinpoint important organizational traits influencing the effectiveness of these people in their capacity. Particularly with regard to their capacity to fit their new workplace, their degree of motivation, and their general level of job satisfaction, the results show that the performance of expatriates is much influenced by their working environment. The availability of a supportive work environment defined by open communication, good leadership, cultural well-structured, and responsive workplaces have more likelihood of keeping expatriate talent and gain from improved performance results. The results of the research indicate that companies aiming to maximize the contributions made by foreign expatriates should give strategic thought to improving the working conditions. These ideas were pretty useful for the professionals in human resources and worldwide managers in charge of supporting international projects. Investigating other elements that influence this corpus of work—such as psychological well-being, cultural intelligence, or family support networks—may help one to offer a more complete picture of the performance of expatriates.

### Author Statements:

- **Ethical approval:** The conducted research is not related to either human or animal use.
- **Conflict of interest:** The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper
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- **Data availability statement:** The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

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