

EFFECTS OF ORGANISATIONAL PRACTICES, RECOGNITION, AND INCENTIVES ON RETENTION OF EXPATRIATE EMPLOYEES

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Abstract

In the context of a globalised corporate environment, multinational corporations are increasingly dependent on expatriate staff to effectively navigate multiple markets and accomplish strategic objectives. Expatriates face unique challenges and opportunities that significantly affect their motivation, work satisfaction, and commitment over the long term. This study examines the influence of organisational practices, recognition, and incentive programmes on the ability to keep expatriate personnel in the company. The study assesses job happiness, organisational support, and the efficacy of recognition and reward programmes by employing both quantitative data and qualitative insights. The findings indicate a significant level of contentment with job responsibilities and support from the organisation, while also highlighting areas that need enhancement in terms of clarity in rewards and the usefulness of training. These findings highlight the significance of providing customised assistance, pertinent education, and explicit chances for career progression in order to improve the retention of expatriates.

Keywords: *Expatriate Employees, Organizational Practices, Recognition Programs, Incentive Programs, Employee Retention*

Introduction

In today's globalized business climate, multinational organisations rely increasingly on expatriate staff to navigate varied markets and achieve strategic objectives. These expatriates, who temporarily relocate to work abroad, confront distinct problems and opportunities that greatly impact their job satisfaction, motivation, and long-term commitment. The effectiveness of organizational policies, recognition, and incentive programs in addressing these variables is vital for boosting expatriate retention and sustaining a stable, productive workforce. This study paper intends to investigate how various organizational practices, recognition tactics, and incentive programs influence the retention of expatriate personnel. By studying these elements, the study strives to provide a full knowledge of their impact on expatriate happiness and commitment. The report will investigate quantitative data and qualitative insights to assess the effectiveness of current methods and recommend opportunities for improvement (Madhani, 2020).

This descriptive research delves into expatriate employees' job-related concerns, attitudes toward recognition and incentive programs, and their effects on retention in international firms (McDowell, 2013). It explores how organizational practices influence employee satisfaction, motivation, and commitment through quantitative data presented in tables and figures. The results underline the need for better organisational practices to better fulfil

expatriates' expectations and boost retention while also highlighting the effectiveness of present initiatives in generating a supportive work environment. The study adds to broader discussions on human resource management in multinational corporations by highlighting the significance of customised support for a varied, globally mobile workforce (Das & Baruah, 2013).

Objective of the study: To examine the impact of organizational practices, recognition, and incentive programs on the retention of expatriate employees.

Review of Literature

Imna and Hassan (2015) investigated the impact of human resource management (HRM) strategies on employee retention in the retail business. Their research determined that using a strategic approach to Human Resource Management (HRM), which takes into account the professional and personal requirements of employees, leads to increased rates of employee retention.

Ahammad et al., 2016 examined the correlation between knowledge transfer, cultural distance, and employee retention within the framework of cross-border acquisitions. Their research unveiled that cultural disparities have a substantial influence on the effectiveness of knowledge transfer and the ability to retain crucial employees after an acquisition. They highlighted the significance of incorporating different cultures and implementing retention tactics that are sensitive to cultural differences in order to improve performance in acquiring new skills.

A study conducted by **Ndungu (2017)**, the impact of rewards and recognition on employee performance at public educational institutions. The study discovered that both concrete and abstract incentives, in addition to official acknowledgment initiatives, greatly improve employee performance and contentment.

In **2019, Sitati et al.** conducted a study to examine the impact of employee recognition on staff retention in the hotel industry. According to their research, complimenting employees dramatically increases morale and job satisfaction, resulting in greater employee retention rates. The study emphasised the importance of implementing customised recognition initiatives in order to maintain a highly motivated and dedicated staff.

Methodology

- This study uses a descriptive analysis methodology to analyse the impact of organizational practices, recognition, and incentives on the retention of expatriate personnel.
- A standardized questionnaire will be administered to a sample of 250 persons, including expatriate employees and HR managers working abroad.
- The questionnaire is broken into four sections: Demographic Information, which captures basic details such as age and employment role; Job-Related Experiences, which addresses job satisfaction and organizational support; Perceptions of Rewards and Recognition, which assesses the fairness and effectiveness of current reward programs; and Retention Outcomes, which evaluates factors influencing employees' decisions to stay or leave their current positions.

- This organised technique is designed to gather extensive quantitative data on the efficacy of rewards and recognition programs, so providing significant insights into strengthening expatriate retention tactics.

Results and Discussion

The demographic information of the foreign staff is shown in Table 1. The bulk are mostly male (140) and between the ages of 35 and 44 (90), with a higher percentage of married people (150). The majority of the expatriate assignments have a Master's degree (100), but there is a wide range of experience levels among them. The length of the missions varies from less than a year to more than six years.

Table 1: Demographic Information of Respondents

Category	Subcategory	Frequency
Age Group	25-34	70
	35-44	90
	45-54	50
	55-64	30
	65 and above	10
Gender Distribution	Male	140
	Female	110
Marital Status	Married	150
	Unmarried	100
Educational Qualification	Diploma	50
	Bachelor's Degree	75
	Master's Degree	100
	Ph.D.	25
Duration of Expatriate Assignment	Less than 1 year	40
	1-2 years	60
	3-4 years	70
	5-6 years	50
	More than 6 years	30

➤ **Job-Related Experiences**

Table 2: Responses for Job-Related Experiences

Sr. No.	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1.	I am pleased with my current employment role and duties.	75	100	40	25	10
2.	The support provided by my organization meets my expectations during my expatriate assignment.	70	90	50	30	10
3.	I feel adequately prepared to handle the challenges of my expatriate assignment.	65	85	55	30	15
4.	I receive constructive feedback on my performance from my supervisors.	60	80	60	35	15
5.	I believe my career growth opportunities are well-defined in my current role.	55	75	60	40	20
6.	The training and development programs offered by my organization are relevant to my job role.	70	85	50	30	15
7.	I have a good work-life balance in my current expatriate assignment.	60	90	50	30	20
8.	I feel respected and valued by my colleagues in the workplace.	75	95	40	25	15

➤ **Perceptions of Rewards and Recognition**

Table 3: Perceptions of Rewards and Recognition

Sr. No.	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1.	The rewards and recognition programs in my organization are fair and equitable.	65	90	50	30	15
2.	I feel motivated to perform well when I know there are rewards and recognition available.	80	100	35	25	10
3.	The rewards and recognition programs positively impact my job satisfaction.	70	85	50	30	15
4.	I believe the criteria for receiving rewards and recognition are transparent.	55	75	60	40	20
5.	The rewards and recognition programs align with the organization's values and goals.	75	90	45	25	15
6.	I receive timely feedback on my performance as part of the rewards and recognition process.	60	85	55	30	20
7.	I am satisfied with the variety of rewards and recognition options available to employees.	65	85	55	30	15
8.	The rewards and recognition programs in my organization help retain talented employees.	70	95	45	25	15

➤ **Retention Outcomes**

Table 4: Responses for Retention Outcomes

Sr. No.	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1.	I intend to stay with my current organization for the foreseeable future.	80	90	40	25	15
2.	The rewards and recognition programs influence my decision to continue working here.	75	95	45	20	15
3.	I feel valued and appreciated for my contributions to the organization.	70	85	50	30	15
4.	The rewards and recognition programs contribute to a positive organizational culture.	85	90	40	25	10
5.	I believe my career progression is supported by the rewards and recognition programs.	65	90	55	25	15

- The investigation indicates that expatriate employees exhibit a high level of satisfaction with their roles and receive substantial organisational support. They provide positive comments regarding job satisfaction, readiness to face difficulties, and support from their supervisors.
- Rewards and recognition programmes are perceived as equitable and inspiring, but necessitate additional clarity and diversity. Because these programmes make employees feel appreciated and connected to the organization's ideals, they improve job satisfaction and retention.

Conclusion

The survey emphasises that expatriate personnel typically demonstrate elevated levels of job satisfaction and value the support offered by the organisation during their deployments. Although awards and recognition programmes are often perceived as equitable and inspiring, there is a requirement for enhanced openness and inclusivity in these endeavours. The results emphasise the need of offering continuous assistance, pertinent instruction, and transparent

chances for professional growth. By focusing on these specific areas, organisations can improve the ability to keep expatriates in their workforce, thereby creating a stable and efficient group of employees. This study contributes to the broader issue of human resource management approaches in multinational organisations, emphasising the significance of specialised solutions to support a diverse and globally mobile workforce.

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