Examining the impact of Emotional Intelligence on Intention to Finish the Assignment of Indian expatriates in the USA

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Abstract: *The present study is an attempt to examine relationship of emotional intelligence, cultural intelligence, perceived organizational support, perceived family support, work adjustment, general adjustment with Intention to finish the assignment of Indian Information technology expatriates in United States of America. This study adopts positivist deductive approach it, starts with clear variables which are derived from theory and based on these variables. Structured questionnaire is used to collect the data.*

The sample for the present study was collected from the Indian IT expatriates who are assigned to USA working in the four major IT cluster of USA i.e. California, Washington, New York, & Chicago. A total 634 questionnaires were received indicating a response rate of 52 %. The questionnaire for this study consists of 78 items and the five point Likert scale is used for record the response. SPSS 21 and Microsoft excel are the statistical packages and regression is the tools used in the present study.

The study proposes a strong relationship among emotional intelligence and expatriate intention to finish the assignment. . An emotional intelligent employee is more adjustable to the new cultural work environment and there are high chances of him being completing the assignment. Cultural intelligence help the expatriate to adjust well to the diverse work environment and when the expatriate is well adjusted to the new environment, his or her intention to complete the assignment will be high. The importance of the organizational support is essential for the employee well-being and the employees if they perceive that organization supports them in all facets of their work and family they will to be more productive and more committed to the organization. A well-adjusted employee to both general environment and work environment will have high intention to finish the assignment. No significant relationship was found between perceived family support and expatriate intention to finish the assignment. One of the important reason for the expatriate failure is the non-adjustment of the family so the perceived family support have a direct impact on the expatriate intention to finish the assignment.

Index Terms: Emotional Intelligence Intention to Finish the Assignment Cultural Intelligence Cross Cultural Adjustment Perceived Organizational Supporting Practices Perceived Family Support

I. INTRODUCTION

This study focuses on Indian IT expatriates working in the United States of America and their experiences and perceptions of their intention to finish the assignment. The purpose of study was to investigate what are the individual level factors and organizational level factors which influence the psychological wellbeing and job performance of Indian IT expatriates. It looks at how the emotional intelligence, cultural intelligence, organizational supporting practices and family support influence intention to finish the assignment of the expatriates.

Many MNCs have started operating in India due to the growth in IT industry and due to availability of the highly skilled man power. The Increase in globalization had led to more employees being sent on both short term and long-term international assignments than ever before as cited in (Hechnova, Beehr, & Christiansen, 2003). International assignments can be extremely challenging (Hechnova, Beehr, & Christiansen, 2003). And if the employee underperform or quite then it will impact the project schedule and it might result in loss for the MNCs in the form of reputation with the client and also monitory losses. The Present study explores the influence that individual competencies like emotional intelligence, cultural intelligence and supporting systems like perceived organizational supporting practices and family support on intention to finish the assignment of Indian IT expatriates who are on an international assignment in United States of America. The present study uses a quantative descriptive approach, to explore the phenomenon of adjustment in the host country among a sample of Indian MNC expatriates in United States of America.

In the recent literature on the expatriates cross cultural adjustment and performance, much prominence is given to the role emotional intelligence. Emotional intelligence can be defined as "The abilities to understand and manage the emotional reactions of yourself and those of others and to effectively adapt in culturally diverse settings, have been increasingly recognized as critical elements that influence adjustment" as cited in (Lin, Chen, & Song, 2012:542). "The ability to monitor one's emotional changes and accurately read the emotional reactions of others is called emotional intelligence." (Lin, Chen, & Song, 2012: 542).There is enough evidence that emotional intelligence play an important role in the various facets of employee's work. The emotional intelligence assumes a significant role in the international assignments because of the nature of the international assignments. When an employee is selected and assigned to an international assignment, he or she face new culture, and new work practices which might cause significant problems to the international assignee to get adjusted to the new environment and it also will have a significant effect on the performance level of the employee. Under such instances "EI with its Dimensions are critical factors that facilitate adjustment when facing a different cultural environment." (Lin, Chen, & Song, 2012: 545). Also (Lin, Chen, & Song, 2012: 544) argues that "EI and its dimensions as a predictor of cross-cultural adjustment." The present study is an attempt to examine the effects of emotional

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intelligence on Intention to finish the assignment.

One of the important ability to be successful in the globalized world is the ability to interact with people from different cultures. The importance of the cultural intelligence has grown enormously because of the diversity in work force and because of the increase in international mobility due to globalization. An expatriate may faces number of problems when working in a culturally diverse country and workplace. In order to cope up with such problems and adjust successfully the expatriate needs certain abilities. "CQ refers to the ability to collect and process messages, to make decisions, and the relative approaches needed in order to adjust to a new environment." (Lin, Chen, & Song, 2012:542). "Cultural intelligence refers to individual capacities which enable one to interact effectively with others from different cultural backgrounds and in different cultural contexts" (MacNab & Worthley, 2012:63). "Earley and colleagues developed a three-part model of cultural intelligence with cognitive/meta-cognitive, motivation, and behavior components" as cited in (MacNab & Worthley, 2012). "Cultural intelligence [cultural quotient (CQ)] is the ability of individuals to acquire, store, and use cultural knowledge" as cited in (Wua & Ang, 2011: 2684). "Cultural Intelligence is one of the key determinates of expatiate success" (Lin, Chen, & Song, 2012: 542) & (Wua & Ang, 2011: 2684).Expatriates who have to work in the culturally diversified workforce and country have to develop this special skill to be better adjusted and more productive. The present study is an attempt to examine the effects of cultural intelligence on cross cultural adjustment, psychological wellbeing, Intention to finish the assignment and expatriate job performance.

"POS represents the degree to which the organization is willing to compensate employees for their efforts, provide them with interesting work assignments, and provide adequate working conditions" as cited in (Erturk & Vurgun, 2015:37). "Employees who receive higher levels of support from the organization are more inclined to repay the organization. One essential way to reciprocate the organization's favorable treatment is through continued participation" as cited in (Erturk & Vurgun, 2015:37).The importance of the organizational support is essential for the employee well-being and the employees if they perceive that organization supports them in all facets of their work and family they will to be more productive and more committed to the organization. The support of the organization becomes more relevant in the instance of the expatriates because the expatriates are working away from the parent organization in culturally diverse settings. "Expatriate supporting practices typically include a series of human resource supporting practices in international assignments, we recognize those supporting practices as a bundle, as suggested by prior research in the human resource management literature" as cited in (Wua & Ang, 2011: 2684).Therefore, this study also focuses on the expatriate supporting practices as perceived by the employees. The present study is an attempt to examine the effects of Perceived organizational supporting practices on cross cultural adjustment, psychological wellbeing, Intention to finish the assignment and expatriate job performance. "Expatriate assignments often involve either uprooting families to a new country or causing the expatriates to live away from their families-either of which puts strain on both expatriates and their families" (Hechnova, Beehr, & Christiansen, 2003). "Expatriate adjustment has been strongly related to non-work factors such as psychological orientations, attitudes towards international living and family-related problems" (Osman-Gani & Rockstuhl, 2009:279). The expatriate cross cultural adjustment largely depends on the family support and the social support in the host country. The present study is an attempt to examine the effects of Perceived family support on cross cultural adjustment, psychological wellbeing, Intention to finish the assignment and expatriate job performance.

1.1 Purpose of the Study

The present study is an attempt to examine relationship of emotional intelligence, cultural intelligence, perceived organizational support, perceived family support, work adjustment, general adjustment with Intention to finish the assignment of Indian Information technology expatriates in United States of America.

1.2 Rationale

When an expatriate is assigned to country with is culturally different the expatiate employee may experience cultural difference and this may impact his adjustment to the new environment and it may further impact his psychological wellbeing and the performance. Number of MNCs operating in India sends the employee to the overseas assignments for the undertaking projects. Therefore, there is a need to study the impact of individual level competencies like emotional intelligence, cultural intelligence, perceived organizational supporting practices and perceived family support which impact the intention to finish the assignment of Indian expatriates working in culturally diverse country like United States of America. This aim of the study is to provide into insights that will help the MNCs in selection and training expatiates for intention to finish the assignment
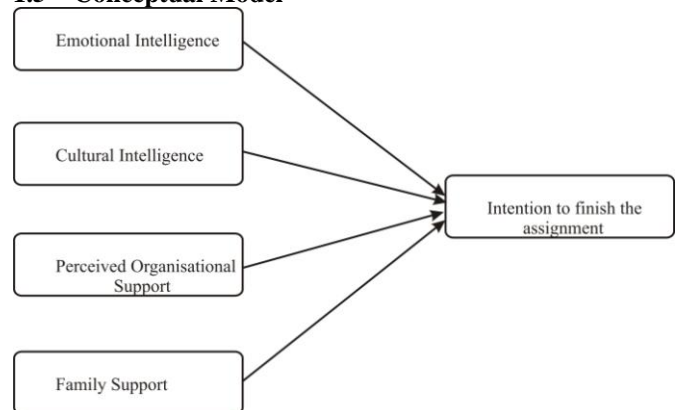
1.3 Significance of the Study

On a general level, this study will have significant value for Indian expatriates investing time in United States of America, because this research thoroughly covers past and present cultural and business analysis trends in Saudi Arabia. The study offers policy makers and Indian companies to make useful decisions that support and fund efficient expatriation programs. This study and its findings will also update international research on Indian expatriation and their intention to finish the assignment

1.4 Scope of the Present Study

This study is confined to the IT industries and the respondents are the Information Technology expatriates assigned to United States of America on short time and long term assignments on client side or in subsidiary offices of the MNC. The research study focuses on impact of emotional intelligence, cultural intelligence, perceived organizational supporting practices and perceived family support on intention to finish the assignment. Hence, the study is confined to the study variables only.

1.5 Conceptual Model

1.6 Objectives

To understand the relationship of emotional intelligence, cultural intelligence, perceived organizational support, perceived family support, work adjustment, general adjustment with Intention to finish the assignment of Indian Information technology expatriates in United States of America.

II. HYPOTHESIS DEVELOPMENT

H1: There is no significant relationship between emotional intelligence, and expatriate intention to finish the assignment

H2: There is no significant relationship between cultural intelligence and expatriate cross-cultural intention to finish the assignment.

H3: There is no significant relationship between perceived organizational support and expatriate intention to finish the assignment.

H4: There is no significant relationship between perceived family support and expatriate intention to finish the assignment.

H5: There is no significant relationship between cross cultural work adjustment and expatriate intention to finish the assignment.

H6: There is no significant relationship between cross cultural general adjustment and expatriate intention to finish the assignment.

III. RESEARCH DESIGN

This study adopts positivist deductive approach it, starts with clear variables which are derived from theory and based on these variables, testable hypothesis were framed and tested. This study uses quantitative approach since all the variables in the study are quantifiable. The data for the study was collected through the structured questionnaire. The study aims to contribute to the literature on expatriate management and international human resource management in general. This study is descriptive in nature. The aim of the study is to find causes and relationships between the variables of interest. The study addresses the descriptive to what extent? Since the study involves larger samples, primary data was collected by using survey method. The objective is to understand the perceived impact of emotional intelligence, cultural intelligence, perceived organizational support, perceived family support and cross cultural adjustment on intention to finish the assignment of the expatriates. In order to fulfil the study objectives the study employed appropriate methodology.

3.1 Survey Method

Zikmund (2003) defined survey "as a method of gathering primary data based on communication with a representative sample of individuals." A survey is a measurement process used to collect information during a highly structures interview-sometimes with a human interviewer and other times without (Cooper & Schindler, 2006).Surveys require asking people, who are called respondents , for information , using either verbal or written questions (Zikmund, 2003).Surveys are especially useful for capturing facts, opinions, behaviors, or attitudes (Maylor & Blackmon, 2005).Questionnaires, structures interviews are most commonly used tools in survey research design (Maylor & Blackmon, 2005). Surveys can be quick, inexpensive, efficient, and accurate means of assessing information about the population (Zikmund, 2003). Survey can be useful especially when we want to collect data from a large number of respondents and have limited time for collecting data and when the respondent cannot be reached directly (Maylor & Blackmon, 2005). Due to the usefulness of survey method and also based on the previous studies this study adopted survey method to collect the data(see Harrison, & Shaffer,

2007;Shaffer, Kraimer, Chen, Bolino, & Chen, 2012). Majority of the researchers used the survey method to carry out the research in cross culturalt context.

3.2 Population and Sample

In the present study, Indian IT expatriates assigned on the international assignments to United States of America form the sample unit. The sampling technique used for this study is Multistage Random Sampling method (Kothari C.R., 2004).

The sample for the present study was collected from the Indian IT expatriates who are assigned to USA working in the four major IT cluster of USA i.e. California, Washington, New York, & Chicago. These four states were selected as they were considered the largest IT clusters by the U.S. Cluster Mapping Project. The HR managers of the companies operating in these four regions were approached using networks of the researcher and questionnaires were handed over to the HR managers to be distributed to the Indian IT employees who assigned to the international assignment. The HR managers distributed the questionnaires and collected data and the research collected back the questionnaires from the HR managers of the companies. A total 1200 questionnaires were distributed among the four IT clusters (300 hundred in each cluster) accompanied by a letter emphasizing the confidentiality and anonymity of responses. A total 634 questionnaires were received indicating a response rate of 52 % which is considered a good response rate due to the nature of the study. Out of the 634 questionnaires, received 111 questionnaires were discarded due to missing data. 525 questionnaires were used for the final study. The total sample contained 188 females (40 percent) and 282 males (60 percent).

Descriptive and analytical research design is used and data were collected from 523 IT expatriates working in USA through structured questionnaire.

3.3 Research Tools and Software Package Used

Research tools are statistical methods used for data analysis and to arrive substantial inferences. SPSS 21, Microsoft Excel are the statistical packages used in the present study and the following statistical tools were used to analyze the data.

3.4 Measures

- *Emotional intelligence :*

Emotional intelligence was measured with 16 item scale developed by Wong, C. S., & Law, K. S. (2002).bIt is a 16 item instrument and assesses four dimensions, namely self-emotional appraisal, others emotional appraisal, use of emotions, and regulation of emotions. The Cronbach alpha for the instrument was 0.969 with the selected sample.

- *Cultural intelligence:*

Cultural intelligence was measured by 20 item Cultural Intelligence Scale developed by Ang et al. (2007).It is a 20 –item instrument and assesses four dimensions, namely cognitive dimension, meta cognitive dimension, behavioral dimension and motivational dimension of cultural intelligence. The Cronbach alpha for the instrument was 0.977 with the selected sample.

• *Perceived organizational support:*

Perceived organizational support was measured with 12 items scale developed by (Kraimer & Wayne, 2004). It is a 12 –item instrument and assesses three dimensions namely financial support, career support, and adjustment support. The Cronbach alpha for the instrument was 0.968 with the selected sample.

• *Perceived family support:*

The spousal social support was measured with 8 items scale developed by (Vinokur and van Ryn, 1993). The 8 –item scale measure the perceived family/spousal support during the international assignment. The Cronbach alpha for the instrument was 0.933 with the selected sample.

• *Cross cultural adjustment:*

Cross cultural adjustment was measure by 10 item work adjustment scale and 9 item general adjustment scale developed by Yu-Ping Chen which was modified and adopted from Black and Stephens, 1989 and Thomas & Lazarova, 2006. The participants were asked to rate each item on a 5 point- Likert scale from 1(strongly disagree) to 5 (strongly agree). In the current sample, the Cronbach alpha for the instrument was 0.934 for work adjustment and 0.919 for general adjustment

• *Intention to finish the assignment:*

Intention to finish the assignment was measured by 3 item scale developed by Kraimer & Wayne 2004. The participants were asked to rate each item on a 5 point- Likert scale from 1(strongly disagree) to 5 (strongly agree). In the current sample, the Cronbach alpha for the instrument was 0.805

3.5 Pilot study

Pilot testing of the questionnaire was done with Indian IT expatriates those who are working in the United States of America before carrying out the main study. This was to ensure correction of any ambiguities in the measurements as well as capturing correctly the concepts used in the study.

Based on the feedback given by the respondents, minor corrections are made in the questionnaire.

3.6 Reliability and Validity

The reliability indicates stability and the internal consistency of a test. Validity testing refers to as testing the ability of the instrument to measure the particular construct.

S. NO	Construct	No of Items	Cronbach's alpha	Composite Reliability	AVE
1	Emotional Intelligence	16	0.969	0.972	0.686
2	Cultural Intelligence	20	0.977	0.979	0.700
3	Perceived organizational supporting practices	12	0.968	0.972	0.742
4	Perceived family support	8	0.933	0.946	0.748
5	Work Adjustment	10	0.934	0.944	0.629
6	General Adjustment	9	0.919	0.933	0.608
7	Intention to finish the assignment	3	0.805	0.885	0.720

The above table displays the value of Cronbach's Alpha coefficient of all the variables in the study of Indian IT expatriates in United States of America. The overall Cronbach's Alpha coefficient is 0.901, which indicates the high reliability of data. Validity is measured by Average Variance Extracted (AVE). The constructs with has AVE value of above 0.50 possesses convergent validity. In the above table, it can be clearly seen that the AVE values of all the constructs are above 0.50

3.7 Normality

Larger deviations of data form normal distribution affects the results and all the resulting statistics become invalid (Hair, Black, Babin, & Anderson, 2010). Hence, it is important to test the normality of the data. Normality test are used to check whether the data set is normally distributed. Skewness is the extent to which a variable's distribution is symmetrically around its mean value. If the data is normally distributes the values of skewness should fall within +2 to -2 range. Kurtosis instrument is used in distribution analysis as a sign of flattening of a distribution. Kurtosis is a measure of whether the distribution is too peaked. The values of kurtosis also should fall within +2 to -2 range when the data are normally distributed.

Skewness and kurtosis

Descriptive Statistics			
	N	Skewness	Kurtosis
	Statistic	Statistic	Statistic
Emotional Intelligence	523	-0.243	-1.601
Cultural Intelligence	523	-0.081	-1.719
Perceived Organizational Support	523	-0.265	-1.661
Perceived Family Support	523	-0.232	-1.549
Work Adjustment	523	-0.575	-1.222
General Adjustment	523	-0.431	-1.505
Intention to Finish the Assignment	523	-0.301	-1.315
Valid N	523		

3.8 Multiple Regression Model

A multiple regression model run for Intention to finish the assignment predicated by emotional intelligence, cultural intelligence, perceived organizational support, perceived family support, Work Adjustment, General Adjustment

	Hypothesis
H1	There is no significant relationship between emotional intelligence, and expatriate intention to finish the assignment
H2	There is no significant relationship between cultural intelligence and expatriate cross-cultural intention to finish the assignment.
H3	There is no significant relationship between perceived organizational support and expatriate intention to finish the assignment.
H4	There is no significant relationship between perceived family support and expatriate intention to finish the assignment.
H5	There is no significant relationship between cross cultural work adjustment and expatriate intention to finish the assignment.
H6	There is no significant relationship between cross cultural general adjustment and expatriate intention to finish the assignment.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663[a]	.440	.433	.5613

a. Predictors: (Constant), General Adjustment, Perceived Family Support, Cultural Intelligence, Emotional Intelligence, Perceived Organisational Support, Work Adjustment

Interpretations:

R is the correlation, its value is 0.663 and R square is the degree of determination, its value is 0.440 , the degree of determination show the extent to which emotional intelligence, cultural intelligence, perceived organizational support, perceived family support influence work adjustment. Here the intention to finish the assignment is determined to an extent of 67% by emotional intelligence, cultural intelligence, and perceived organizational support, and perceived family support, work adjustment, general adjustment.

Anova Table:

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	127.522	6	21.254	67.455	.000[b]
Residual	162.580	516	.315		
Total	290.102	522			

a. Dependent Variable: Intention to Finish the Assignment

b. Predictors: (Constant), General Adjustment, Perceived Family Support, Cultural Intelligence, Emotional Intelligence, Perceived Organisational Support, Work Adjustment

ANOVA table shows that the significant value is less than 0.01, which means the dependent variable that is work adjustment is significantly predicted by the independent variables namely emotional intelligence, cultural intelligence, perceived organizational support, perceived family support at 99% confidence level

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.300	.192		1.563	.119
Emotional Intelligence	.106	.038	.115	2.767	.006
Cultural Intelligence	.003	.035	.004	.02	.927
1 Perceived Organisational Support	.144	.036	.170	3.974	.000
Perceived Family Support	.010	.027	.013	.369	.712
Work Adjustment	.532	.062	.395	8.568	.000
General Adjustment	.130	.063	.107	2.072	.039

a. Dependent Variable: Intention to Finish the Assignment

Intention to Finish the Assignment

$$= 0.300 + 0.106(Emotional\ Intelligence) + 0.003\ (Cultural\ Intelligence)$$
$$+ 0.144(Perceived\ Organisational\ Support) + 0.010\ (Perceived\ Family\ Support)$$
$$+ 0.532\ (Work\ Adjustment) + 0.130(General\ Adjustment)$$

Among the above six factors work adjustment have a significant and highest impact on the intention to finish the assignment of the Indian IT expatriates in United States of America. Perceived organizational support have impact on the intention to finish the assignment of the of the Indian IT expatriates in United States of America. Perceived family support is not showing any significant impact on the intention to finish the assignment of the IT expatriates in United States of America. Work adjustment significantly contributing to the intention to finish the assignment. Emotional intelligence is also equally showing significant impact on the intention to finish the assignment of the Indian IT expatriates in United States of America. According to the above model hypothesis cultural intelligence is not showing any impact on the on the intention to finish the assignment. According to the model hypothesis, [H1] is rejected and it shows there is a significant relationship between emotional intelligence, and expatriate intention to finish the assignment. Hypothesis [H2] is accepted and it shows that there is no significant relationship between cultural intelligence and expatriate intention to finish the assignment. Hypothesis [H3] is rejected and there is a significant relationship between perceived organizational support and expatriate intention to finish the assignment. Hypothesis [H4] is accepted and it is found that there is no significant relationship between perceived family support and expatriate intention to finish the assignment. Hypothesis [H5] is rejected and it is found that here is significant relationship between cross cultural work adjustment and expatriate intention to finish the assignment. Hypothesis [H6] is rejected and it is found that there is a significant relationship between cross cultural general adjustment and expatriate intention to finish the assignment.

IV. FINDINGS

To understand the relationship of emotional

intelligence, cultural intelligence, perceived organizational support, perceived family support, work adjustment, general adjustment with Intention to finish the assignment of Indian Information technology expatriates in United States of America.

Hypothesis	Result
H1	Rejected
H2	Rejected
H3	Rejected
H4	Accepted
H5	Rejected
H6	Rejected

A significant relationship was found between emotional intelligence, and expatriate intention to finish the assignment. An emotional intelligent employee is more adjustable to the new cultural work environment and there are high chances of him being completing the assignment. A significant relationship was found between cultural intelligence and expatriate cross-cultural intention to finish the assignment. Cultural intelligence help the expatriate to adjust well to the diverse work environment and when the expatriate is well adjusted to the new environment, his or her intention to complete the assignment will be high. A significant relationship was found between perceived organizational support and expatriate intention to finish the assignment. The importance of the organizational support is essential for the employee well-being and the employees if they perceive that organization supports them in all facets of their work and family they will to be more productive and more committed to the organization.

No significant relationship was found between perceived family support and expatriate intention to finish the assignment. One of the important reason for the expatriate failure is the non-adjustment of the family so the perceived family support have a direct impact on the expatriate intention to finish the assignment. However, the study shows no significant impact of perceived family support to intention to finish the assignment. A significant relationship was found between two facets of cross cultural adjustment and Intention to finish the assignment of the expatriates A significant relationship was found between cross cultural work adjustment and expatriate intention to finish the assignment. A well-adjusted employee to both general environment and work environment will have high intention to finish the assignment. A significant relationship was found between cross cultural general adjustment and expatriate intention to finish the assignment. A well-adjusted employee to both general environment and work environment will have high intention to finish the assignment.

4.1 Contribution of the Study

The study contributes to the literature on expatriate management and provides insight which can help MNCs to develop strategies prepare a global work force which can lead in foreign assignment. The Study provides insight which can be used my MNCS to develop strategies to motivate and rise morale of the global work force so that they can function more effectively in cross cultural settings. They can design appropriate training and developing programs and also provide a mentor program at the client location when in

international assignment which can help the expatriate to adjust well and work efficiently. This study also suggests MNCs to design and provide training courses to enhance the emotional and cultural intelligence levels inorder, them to better adjusted to the cross cultural settings and perform effectively. This study is one of few studies to examine a holistic perspective on Indian IT expatriates who are sent on international assignments. It contributes by studying both the individual level factors like emotional intelligence and cultural intelligence and supporting factors like organizational support and family support.

V. IMPLICATIONS AND SUGGESTIONS

(Sonnentag, 2002) had observed that institutions needed employees with high level of self efficacy where by there would be an urge among the employees to perform high. Once such a scenario exist organizations would be able to attain their vision through the mission planned out. Hence existence of employees with high level of performance is imperative to succeed in this competitive scenario. Performance is a multi-dimensional concept. On the most basic level (Borman & Motowildo, 1997) distinguish between task and contextual performance.

Task performance is the potential of an employee to perform a desired level of activity. It can be both direct where in employees are involved in the operations activity and on the other hand indirect function is a support activity where in the manager motivates the employees. Contextual performance supports the organizational, social, and psychological environment in which organizational goals are pursued (Borman & Motowildo, 1997).

Performance is motive of any employee. Achieving this is when the individual posses the desired potential and has role clarity. An absence of any factor would lead to low performance and de -motivate the employee. Hence, its imperative that in order to attain high performance, the match between role clarity and potential has to be there. (Sonnentag, 2002). The Result of the study are in confirmation with the previous studies of (Borman & Motowildo, A Theory of individual differences in task and contextual performance. Human Performance, 1997) and (Sonnentag, 2002). The result of the study shows that the performance of an expatriate is predicted by the cross cultural adjustment, emotional intelligence, and cultural intelligence, perceived family and organizational support.

Based on the analysis of the empirical data and literature the following expatriate staffing implications may be drawn. Incorporating an affective framework into the MNCS, over all human resources management strategies will have positive consequences. Most organizations ignore the importance of emotional intelligence. Once an organizations tries to enhance the level of emotional intelligence, even though the employees IQ level may be low still the employee can be groomed and nurtured according to the value systems of the organization. With this the employee will be able to adjust to any scenario. Adjusting among the culture will become a cake walk. Hence organizations should focus on enhancing the level of emotional intelligence at all level among the employees.

However, other than this another main factor which plays an important role is

existence of family and organizational support. There needs to a peace of mind for free flow of thoughts. This evolves when there exist an work life balance which in turn facilitates perceived family support.

Employee should develop the level of confidence to count on the organization at any given point of time. This would make the employee to take high risk firstly. Secondly, employees level of emotional attachment towards the institution enhances. With this employees contribution towards the performance increases and there by helps in attainment of organizational vision. It is observed that most of the organizations do invest on technical training to enhance the level of employees potential but hardly focus on behavioural training. Hence, its imperative to focus on behavioural training especially on emotional intelligence which would get a dramatic change among the employees and will definitely enhance the organizations performance with other factors constant.

5.1 Limitations

There are several limitations of this study. Overall, the limitations of this research are consistent with the limitations of prior empirical studies conducted in the field.
1) Cross Sectional design may hamper the applicability of the causal conclusions drawn from our findings.
2) Also, the study used the self-rater to measure for all constructs and this might not reflect the true picture. It would have been ideal to include supervisor assessment of expatriate performance and adjustment in this study. The study is constrained by not able to collect the data from the spouses regarding their perception about the cross cultural adjustment and international assignment.
3) The study relied on the questionnaire to collected data. Observation and Interview method is could not be carried out in the study because of the geographical distance.
4) The study focused only on IT industry therefore generalization to other expatriates working in other industries should be done with care.
5) There could be bias in the responses as all the responses are based on the perception of the respondents.
6) Since it is a comprehensive study, exploring single construct in-depth is not feasible the study presents an overall view of expatriate adjustment and performance.
7) Only one country is chosen for the study and results may not be generalized to the other countries.
8) Observation and Interview method is not possible in the study because of the geographical distance.

5.2 Suggestion for Future Research

Future studies must try to include to collect data from various other sources such as spouses of expatriates and children of the expatriates, colleagues, and supervisors. In the future, more instead of cross sectional study longitudinal studies must be conducted to generate rich data collected over a period of time which will give more insights in the adjustment patterns over a period of time and its impact on the study variables. Since the data was collected from the four cities, generalizability of the findings to other expatriates working in worker cities in United States of America is problematic as United States of America is a big country with many sub cultures co existing.

VI. DISCUSSION AND CONCLUSION

The changing face of IHRM rides on the impacts of the 2008-2009 economic and financial crisis and on the general international trends within work practices. The perceived reduction in the use of expatriates and the increasing variety of international assignments indicate that the role of international human resources management will remain central to the strategic operations of MNEs in the twenty-first century (Sitkin & Bowen, 2010). There are important IHRM functions that are activated so that staff are properly prepared and supported; such functions include: language and cultural training, advice on legal matters, performance management, and personal and family assistance ad help with relocation. (Sitkin & Bowen, 2010)

This study provides support for the recent research on the relationship between cultural intelligence and intention to finish the assignment. The study has several implications for both theory and practice. This study adds to the growing body of evidence that cultural intelligence is able to predict intention to finish the assignment. It has implications for practitioners in terms of selection and training of expatriates. In the current era of globalization, many companies have realized that to stay competitive global mobility of the employees is crucial. They are establish the operation in foreign locations and sending the employees to work for their foreign operations. Indian IT industry which has grown tremendously in the last decade has established operations in USA which is a major country for export of the IT services. The employees are sent to client site to work on projects and for the need to knowledge transfer. This process of sending the employees to work in the foreign locations defined in the literature as the expatriation and the employees sent are to foreign subsidiary are known as expatriates. The process of the expatriation is more complex and challenging and many eminent academics and researches (Earley & Ang, 2003; (Deresky, 2002; Cullen, 2002 ; Harrison & Shaffer, 2005;Kraimer, 2004 ; Black & Mendenhall, 1990)to understand the process and help MNCs to leverage to the maximum the skills of the employees to become successful in the international assignments.

The every first challenge the HR managers or MNCs face is selecting the right employee for the international assignment. Most of the MNCs take technical skills in considerations that are
Required for the success of the employee in foreign locations in selecting the employee for the international assignment. However, they ignore the cultural competency of the employee chosen to work efficiently on the international assignment, in culturally diverse country. Certain sets of individual capabilities like emotional intelligence and cultural intelligence are necessary to the success of the employee sent on the international assignment. And the organizational supporting factors and family supporting factors influence the overall success of the employee on the international assignment. Employee success must not also be measured not only in terms of employee work performance and intention to finish the assignment but also in terms of psychological wellbeing of the expatriate employee.

The primary data was collected in order to answer the research questions of this thesis which was to study the

influence of individual level factors and organizational, family factors which have an impact on the intention to finish the assignment. The results showed that all the above mentioned factors like emotional intelligence, cultural intelligence, perceived organizational supporting factors , family support have tremendous influence on the cross cultural adjustment of the expatriate and also outcome like intention to finish the assignment of the expatriate. In essence , expatriate failures can be reduced by selecting the right person and implementing programs for assessing a prospective expatriate's effectiveness potential ,finding and developing global executives, preparing expatriates ,and providing effective compensation.

It is time for the MNCs to develop employees with global minds set by which they can maintain a pool of employees . The MNCs can utilise these employees for the international assignments when ever there is a requirement. Managers with global mindset understand the rapidly changing business and economic environment. They can see the world as an integrated market, yet appreciate, and understand the wide array of differences in the world cultures and social institutions (Cullen, 2002).

(Cullen, 2002)Suggest that a person with a global mindset understands that world of business is changing rapidly and that the world is more interdependent in business transactions. A global mindset requires a managers to "think globally, but act locally." this means that managers must see similarities in the global market still being able to adapt to local conditions in any country. A global mindset is necessary for all employees, form CEO to the rank and file, if a company is to support, and implement a global strategic vision. Therefore, the IT MNCs must develop a pool of the employees with global mindset. The employees must be trained and develop their ability to work with people form diverse backgrounds. In the global economy, customers, partners, suppliers, and workers will often come from locations other than the company's home country (Cullen, 2002). The employees must be trained by these MNCs to build their awareness of cultural differences to succeed in these cross cultural relationships. Successful organizations will require all employees to work well with diverse group of people. The IT employees must be in a position to understand and coordinate complex interdependencies among the business functions across national boundaries. The IT employees of these multinational companies will be responsible for building the organizations that can meet the needs of evolving strategies for global competition. The IT employees must also have to ability to motivate themselves and other colleagues who may come from any country. The IT employees may face challenges in motivating themselves and others due to the differences in cultures. And the MNCs must develop motivational strategies that help to overcome the difficulties of the cross cultural differences. The IT employees must be trained to develop good negotiating skills because considerable time they will spend negotiating cross culturally when on the international assignment.

Due to globalization and intense completion on the global IT industry, the MNCS are using international assignments to remain competitive and gain edge over the competitors. The MNCs success and survival depend on its ability to develop technically qualified and self-motivated employees who are capable enough to performance in cross cultural settings. MNCS should also focus on the family adjustment as a whole

than simply concentrating on the individual employee in the international assignments. The MNCs should facilitate smooth adjustment of the expatriate and the immediate family by providing career support, financial support and adjustment support in the host culture. Orientation programs for the accompanying spouses might ease the transition for the expatriate employee in the host culture and help in overcoming the initial cultural shock to the new cultural settings. This study shows the contribution of the individual competencies like emotional, cultural intelligence and organizational support on expatriate intention to finish the assignment.

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