

Impact of Selected International HRM Practices on Expatriate Job Performance at ABC (Pvt) Ltd Sri Lanka.

By

Venura Jithmal Pussella

A project submitted to the University of Sri Jayewardenepura in
partial fulfillment of the requirements for the Degree of Master of
Business Administration on February 15th 2024

DECLARATION

The work described in this project was carried out by Venura Jithmal Pussella under the supervision of Dr Udayangani Thalaspitiya, and a report on this has not been submitted in whole or in part to any university or any other institution for another Degree.

Signature -

(Candidate)


Date-

SUPERVISOR'S DECLARATION STATEMENT

Student Name - Venura Jithmal Pussella

Supervisor's Name - Dr Udayangani Thalaspitiya

"I/We certify that the above statement made by the candidate is true and that this project is suitable for submission to the University for the purpose of evaluation".

Signature - 

(Supervisor)

Date -

TABLE OF CONTENTS

DECLARATION	iii
SUPERVISOR’S DECLARATION STATEMENT	iv
ACKNOWLEDGEMENT	viii
ABSTRACT.....	ix
Chapter One	1
Introduction.....	1
1.1 Background of the Study	1
1.2 Problem Background.....	2
1.3 Problem of the Study	3
1.4 Objectives of the Study	4
1.5 Significance	5
1.6 Methodology	5
1.6.1 Research Approach	5
1.6.2 Study Design	6
1.6.3 Population and Sample.....	6
1.6.4 Data Collection Methods.....	7
1.6.5 Data Analysis Method.....	7
1.7 Limitations of the Study.....	8
Chapter Two.....	9
Organization And Its Context	9
2.1 Introduction	9
2.2 Overview	9
2.2.1 Vision Statement.....	10
2.2.2 Mission Statement	10
2.2.3 Goals	10
2.2.4 Structure of the Organization	11
2.4 Background of the issue.....	11
2.5 Summary	14
Chapter Three.....	15
Literature Review.....	15
3.1 Introduction.....	15
3.2 Definitions IHRM	15
3.2.1 International Human Resource Management (IHRM).....	15
3.2.2 International Human Resource Management Practices (IHRMP)	15
3.2.2.1 Human Resource Activities	15

3.2.2.2 Types of Employees	16
3.2.2.3 Countries or Locations.....	16
3.3 Theories on IHRM Practices.....	16
3.3.1 Cultural Intelligence Theory	16
3.3.4 Agency Theory	17
3.4 Dimension of IHRM Practices.....	17
3.4.1 Training and Development.....	17
3.4.2 Compensation.....	18
3.4.3 Performance Appraisal.....	19
3.4.4 Recruitment and Selection	19
3.4.5 Employee Engagement and Satisfaction	20
3.4.6 Labor laws and regulations	20
3.4.7 Health and Safety	20
3.4.8 Talent Retention	20
3.5 Definitions Expatriate job performance.....	20
3.5.1 Expatriates.....	20
3.5.2 Job Performance	21
3.5.3 Expatriates Job Performance.....	21
3.6 Theories on expatriate's job performance.....	21
3.6.1 Role Theory.....	21
3.6.2 Performance Appraisal Theories	22
3.7 Dimensions of Expatriate Job Performance.....	22
3.7.1 Contextual and Task Performance	22
3.8 Selection of theory for the study	23
3.9 Previous Studies on IHRM Practices on expatriate's job performance.....	24
3.10 Summary	25
Chapter Four	26
Conceptualization And Operationalization.....	26
4.1 Introduction.....	26
4.2 Conceptual Framework	26
4.2.1 Hypothesis of the Study	27
4.2.1.1 IHRM Practices & Job Performance	27
Hypothesis (H1): IHRM Practices have a significant impact on expatriates' job performance.	28
.....	
4.2.1.2 International Training & Development Practices and expatriate's job performance. .	28
Hypothesis 2 (H2): International training and development practices have a significant impact on expatriates' job performance.	28

4.2.1.3 International Performance Appraisal Practices and expatriate's job performance.....	28
Hypothesis 3 (H3): There is a significant impact of International Performance Appraisal practices on expatriate's job performance.	29
4.2.1.4 International Compensation Practices and Expatriate's Job Performance.....	29
Hypothesis 4 (H4): International compensation has a significant impact on expatriates' job performance.	29
4.3 Conceptualization of study variables	29
4.3.1 Conceptualization of Demographic Variables	29
This section provides a working definition and dimensions of demographic variables.....	29
4.3.1.1 Working definition of demographic variables.....	29
4.3.1.2 Dimensions of Demographic Variables.....	30
4.3.2 Conceptualization of IHRM Practices.....	31
4.3.2.1 Working definition of IHRM practices	31
4.3.2.2 Dimensions of IHRM Practices	31
4.3.2.2.1 International Training and Development.....	32
4.3.2.2.2 International Compensations	32
4.3.2.2.2 International Performance Appraisal.....	32
4.3.3 Conceptualization of Expatriate's Job Performance.....	32
4.3.3.1 Working definition of expatriate's job performance	32
4.3.3.2 Dimensions of Expatriate's Performance	33
4.3.3.2.1 Task performance	34
4.3.3.2.1.2 Contextual Performance	34
4.4 Operationalization of Variables	34
4.4.1 Operationalization of Demographic Variables.....	34
4.4.2 Operationalization of IHRM Practices	35
4.4.3 Operationalization of Expatriate's job performance.....	35
4.5 Chapter Summary	36
Chapter Five	37
Data Presentation & Analysis.....	37
5.1 Introduction.....	37
5.2 Analysis of Reliability of the Instruments	37
5.3 Analysis of Validity of the Instruments	38
5.4 Univariate Analysis.....	38
5.4.1 Frequency Distribution Analysis of Respondents by Their Demographic Characteristics	38
5.4.1.1 Gender	38
5.4.1.2 Age.....	39
5.4.1.3 Work Experience	40

5.4.1.4 Job Title	42
5.4.1.5 Nationality	44
5.5 Frequency Distribution Analysis for International Human Resource Management Practices and Expatriate Job Performance.....	45
5.5.1 Frequency Distribution Analysis for International HRM Practices	45
5.5.2 Frequency Distribution Analysis for Expatriates Job Performance	46
5.6 Examine the Factors of Variables	47
5.6.1 Examine the Determinants of International Human Resource Practices	47
5.6.2 Examine the Determinants of Expatriates Job Performance	48
5.7 Hypotheses Testing	48
5.7.1 Testing Hypothesis H1	48
H1: There is a significant impact of IHRM Practices on expatriate's job performance	48
5.7.2 Testing Hypothesis H2	50
H2: There is a significant impact of International Training and development practices on expatriate's job performance.....	50
5.7.3 Testing Hypothesis H3	52
H3: There is a significant impact of International Performance Appraisal practices on expatriate's job performance.....	52
5.7.4 Testing Hypothesis H4	55
H4: There is a significant impact of International Compensation on expatriate's job performance.....	55
5.8 Summary	57
Chapter Six.....	58
Discussion & Recommendation.....	58
6.1. Introduction.....	58
6.2. Discussion of Findings.....	58
6.2.1. To determine how IHRM practices impact an expatriate's job performance.....	58
6.2.2. To identify how international training and development impact an expatriate's job performance.....	58
6.2.3. To examine international performance appraisals impact on expatriate's job performance	59
6.2.4 To identify international compensation impact on expatriate's job performance.....	60
6.2.5 Hypothesis.....	61
6.3 Previous Studies related IHRM practices and expatriates' job performance	63
6.4. Managerial Implications	64
6.5 Limitations	65
6.6 Recommendations.....	66
6.7 Summary	68

REFERENCES	69
------------------	----

LIST OF TABLES

TABLE I OPERATIONALIZATION OF DEMOGRAPHIC VARIABLES	34
TABLE II OPERATIONALIZATION OF IHRM PRACTICES	35
TABLE III OPERATIONALIZATION OF EXPATRIATE'S JOB PERFORMANCE	35
TABLE IV CRONBACH'S ALPHA	37
TABLE V SAMPLE ADEQUACY	38
TABLE VI GENDER DISTRIBUTION	39
TABLE VII AGE DISTRIBUTION OF EXPATRIATES	40
TABLE VIII WORKING EXPERIENCE	41
TABLE IX JOB TITLE	43
TABLE X NATIONALITY	44
TABLE XI STATISTICS OF THE DISTRIBUTION OF INTERNATIONAL HRM PRACTICES	45
TABLE XII STATISTICS OF THE DISTRIBUTION OF EXPATRIATES JOB PERFORMANCE	47
TABLE XIII RANKING THE DIMENSIONS OF INTERNATIONAL HUMAN RESOURCE PRACTICES	47
TABLE XIV RANKING THE DIMENSIONS OF JOB PERFORMANCE	48
TABLE XV CORRELATION BETWEEN IHRMP AND EXPATRIATES JOB PERFORMANCE	49
TABLE XVI REGRESSION ANALYSIS OF EMPLOYEE ENGAGEMENT AND JOB PERFORMANCE (MODEL SUMMARY)	49
TABLE XVII ANOVA	IX
TABLE XVIII COEFFICIENT	50
TABLE XIX CORRELATION BETWEEN TRAINING AND DEVELOPMENT AND EXPATRIATES JOB PERFORMANCE	51
TABLE XX MODEL SUMMARY H2	51
TABLE XXI ANOVAA H2	52
TABLE XXII COEFFICIENTS H2	52
TABLE XXIII CORRELATION BETWEEN INTERNATIONAL PERFORMANCE APPRAISALS AND EXPATS JOB PERFORMANCE	53
TABLE XXIV MODEL SUMMARY H3	54
TABLE XXV ANOVAA H3	54
TABLE XXVI COEFFICIENTS H3	54
FOLLOWING TABLE XXVII SHOWS THE CORRELATION BETWEEN INTERNATIONAL COMPENSATION AND EXPATRIATES' JOB PERFORMANCE TABLE XXVII CORRELATION BETWEEN INTERNATIONAL COMPENSATION AND JOB PERFORMANCE	55
TABLE XXVIII MODEL SUMMARY H4	56
TABLE XXIX ANOVAA H4	56
TABLE XXX COEFFICIENTS H4	57

LIST OF FIGURES

FIGURE I 2022 REVENUE BY REGION (ABC-COMPANY, 2022 ANNUAL REPORT)	9
FIGURE II ABC PVT LTD ORGANIZATION STRUCTURE (INTERNAL SOURCES – ABC PVT LTD)	11
FIGURE IV REVENUE OF ASIA PACIFIC REGION (ANNUAL REPORT 2022 ABC PVT LTD)	12
FIGURE V ANNUAL PBC STATUS SCORE OF ASIA PACIFIC REGION REP OFFICES (2020-2022)	12
FIGURE VI QUARTERLY ORGANIZATIONAL SURVEY RESULTS (2020-2022)	13
FIGURE VII CONCEPTUAL FRAMEWORK	27
FIGURE VIII GENDER DISTRIBUTION.....	39
FIGURE IX AGE DISTRIBUTION OF EXPATRIATES.....	40
FIGURE X WORKING EXPERIENCES	41
FIGURE XI JOB TITLE.....	44
FIGURE XII NATIONALITIES	45

ACKNOWLEDGEMENT

I would like to give my sincere acknowledgement to my research supervisor Dr. Udayangani Thalaspitiya for the expert guidance and professional advices from the very beginning of the study till the end. Her constructive and timely feedback helped me in bringing this outcome of the project. I honestly appreciate her efforts, commitment and support in this whole process.

My appreciation also goes to ABC (Pvt) Ltd for assisting me in collecting data for the study. The wiliness of employees to participate in the survey helped me make this study a success.

My acknowledgement also goes for my supervisors in ABC (Pvt) Ltd. The concepts of them made me to enhance the value of data collected at ABC (Pvt) Ltd.

Finally, I also would like to give my sincere thanks to my parents, husband and family for supporting me in several ways whenever required. Further I would like to give my acknowledgment for my friends and colleagues who helped me and encouraged me in undertaking this research.

ABSTRACT

Expatriates' job performance is integral to multinational organizational growth and sustainability. International Human Resource practices are a significant driver among several factors contributing to expatriates' performance. Previous studies have shown that internal HRM, specifically under some HRM practices, has a positive relationship with expatriate job performance. However, only a small study was undertaken to determine the factors related to selected IHRM practices influencing expatriates' job performance. This study was conducted at ABC (Pvt) Ltd to study the influence of selected IHRM practices on expatriate's job performance. This study has studied three factors related to IHRM: international training and development, international performance appraisals, and international compensations influencing expatriates' job performance at ABC (Pvt) Ltd. The data is collected from 60 respondents in the random sample. The data analysis revealed that all the above-mentioned three factors related to international human resource practices have a positive relationship with expatriates' job performance. Among them, international compensation practices showed the highest positive relationship with expatriate's job performance. Hence, to enhance the expatriate's job performance of ABC (Pvt) Ltd, it is recommended to consider improving the international compensation and training and development practices.

Key Words: Expatriates job performance, IHRM Practices, International training and development, international compensation.

Chapter One

Introduction

1.1 Background of the Study

The culture at ABC Company is focused on performance. The business firmly believes that employee performance will push the company into excellence. ABC Company manages foreign workers' performance using a solid platform. Regardless of how well the standards are set, it was observed that obstacles occasionally keep workers from giving their all. According to a study, an organization's performance is a crucial component that propels a business toward success. Therefore, identifying the causes of expatriate performance barriers can help the worker perform better, increase worker happiness and motivation, and ultimately help the organization achieve its objectives.

International Human Resource Management (IHRM) practices are pivotal for the success of multinational organizations (International Human Resource Management 4th Edition, 2011). Effective IHRM practices enhance expatriate job performance and overall company effectiveness. This study investigates the impact of efficient IHRM practices within ABC (Pvt) Ltd Sri Lanka and their influence on expatriate job performance. Globalization has necessitated organizations to adapt their strategies and structures to the evolving business landscape. IHRM is indispensable for managing personnel and achieving organizational objectives. It plays a crucial role in ensuring success through effective human resource management. Adapting to rapid workplace changes is a significant challenge for IHRM, particularly in promptly providing suitable human resources for various positions (Liu and Lee, 2008).

Efficient IHR practices are essential for enhancing organizational performance in these multinational organizations, especially in multinational settings. Various IHRM practices encompass compensation, training & development, and performance evaluation to contribute to expatriates' motivation, growth, and retention. Expatriate job performance is vital, as it directly impacts organizational success, customer satisfaction, competitiveness, employee engagement, and

decision-making. Factors like stress, workplace culture, and management control influence expatriate job performance, with IHRM practices playing a critical role (Jouda,2016). For companies like ABC Pvt Ltd Sri Lanka, which operate in the private sector and provide telecommunications services, understanding how IHRM practices affect expatriate job performance is essential. The report offers in-depth analysis and recommendations to enhance IHRM procedures and expatriate performance within ABC Pvt Ltd Sri Lanka, ultimately improving expatriates' knowledge, skills, motivation, job satisfaction, and dedication, all contributing to enhanced performance (Wu and Ang, 2011).

1.2 Problem Background

International human resources management practices are essential for managing and developing personnel in multinational organizations to ensure the functioning of efficient and effective services. Recruitment and selection processes aim to recruit qualified individuals through open and competitive processes(Liu and Lee, 2008). To ensure justice and equity in salary structures, job duties, qualifications, and experience are considered while creating job categories and compensation systems. Implementing training and development programs helps employees increase their skills, knowledge, and competencies to adapt to changing job demands and give the general public better services (Jouda,2016).

Performance management methods are employed to assess the performance of employees, set objectives, and provide feedback to foster responsibility and continuous enhancement (Jouda, 2016). Employee relations also encompass cultivating effective communication between management and staff, addressing grievances, and fostering a positive organizational culture. Furthermore, multinational organizations' International Human Resource Management (IHRM) practices may encompass several aspects, such as the implementation of policies for leave management, promoting workplace diversity and inclusion, and adhering to legal and regulatory obligations. By employing these IHRM practices, multinational organizations aim to build a

competent and motivated workforce dedicated to meeting the needs of the community and the organization.

There is a substantial study space on the effect of International Human Resource Management (IHRM) techniques on the performance of expatriates. Few thorough studies mainly addressed this region and the industry, despite the significance of IHRM practices in influencing expatriates' job performance. Instead of emphasizing expatriates' job performance, although several studies have focused on multinational organizations, there hasn't been much investigation into how IHRM practices affect expatriates' job performance among those working in the multinational organization like ABC Pvt Ltd. And also, related theory is cultural intelligence theory (CQ)(Dowling, Festing and Engle, 2013).

An organization's efficacy is contingent upon its personnel's performance rather than being primarily influenced by industry rivalry. More research is needed to examine the relationship between International Human Resource Management (IHRM) practices and the performance of expatriates in service industries, namely within the telecommunications sector, such as in a multinational context. Hence, it is imperative to prioritize research that specifically examines and evaluates the International Human Resource Management (IHRM) tactics employed in this domain and their impact on expatriates' job performance (Dowling, Festing, and Engle, 2013). Gaining a comprehensive understanding of the correlation between International Human Resource Management (IHRM) practices and expatriates' job performance is of utmost importance.

1.3 Problem of the Study

Literature reviews show that most expatriates today have an effect on their personal and professional lives in the organization environments due to several IHRM practices. People who work in ICT have this issue of matching their total capacity to their own performance, especially in foreign practices. Expatriates' performances are affected by different things in different international

contexts. ICT business has different rules than other fields, and these strict rules also can impact the expatriate's job performance.

In the well-established performance management platform of ABC Company, employees who do not perform to their capacity have been diagnosed.

ABC Company is a worldwide corporation primarily owned by Chinese expatriate workers. Locals make up the majority of ABC Company's staff. The study tends to conclude that inadequate IHRM practices cause low employee performance because of the cultural barrier.

The problem of this study was "Do International HRM practices impact expatriates' job performance in ABC Pvt Ltd Sri Lanka?" Poor IHRM practices between employers and employees lead to the latter receiving unclear directions, weakening the trust and bond between the management and the employees and creating misunderstandings and misinterpretations between the employers and employees. All of these factors negatively impact employee performance. This led ABC Lanka Company to conduct a quantitative study. After considering the problem and the above literature, the project will address the following research questions. “

1. What is the impact of IHRM practices on expatriates' job performance in ABC (Pvt) Ltd, Sri Lanka?
2. What is the impact of international training and development practices on expatriates' job performance in ABC (Pvt) Ltd, Sri Lanka?
3. What is the impact of international compensation practices on expatriates' job performance in ABC (Pvt) Ltd, Sri Lanka?
4. What is the impact of international performance appraisal practices on expatriates' job performance in ABC (Pvt) Ltd, Sri Lanka?

1.4 Objectives of the Study

1. To determine the impact of the IHRM practices on expatriates' job performance at ABC Pvt Ltd Sri Lanka.

2. To find out the impact of international training and development practices on expatriates' job performance at ABC Pvt Ltd Sri Lanka.
3. To identify the impact of international performance appraisal practices on expatriates' job performance at ABC Pvt Ltd Sri Lanka.
4. To understand the impact of international compensation practices on expatriate's job performance at ABC Pvt Ltd Sri Lanka.

1.5 Significance

ABC (Pvt) Ltd Sri Lanka plays a vital role in the ICT & telecom industry to deliver better service to the country. To provide better service, it is essential to maintain employees' performance well on the job. Since this is a multinational organization and expatriates' job performance directly affects the work carried out by the company, good job performance allows for continuous and proper workflow.

Therefore, to carry out continuous and proper work, we need to enhance employee performance, especially the expatriates since this is multinational. Although the organization provides more facilities to their expatriates to make them perform well, some still need more job performance throughout the year.

By conducting this study, we will find the impact of IHRM practices on the expatriate's job performance in ABC Pvt Ltd, Sri Lanka, with the assistance of past literature. Expatriates are prioritized to carry out the study. Furthermore, this study investigates the impact of IHRM practices on expatriates' job performance in ABC Pvt Ltd Sri Lanka.

1.6 Methodology

1.6.1 Research Approach

The study is about the impact of selected HRM practices on expatriates' job performance in ABC Pvt Ltd Sri Lanka. As the research approach, hypotheses shall be developed based on the available literature. The hypotheses will be tested against an appropriate sample representing the population.

The hypothesis testing of this study comes under the deductive method. The cause-and-effect relationship between the dependent and independent variables is expected to be found per the research approach.

1.6.2 Study Design

Study design is a process wherein the trial methodology and statistical analysis are organized to ensure that the null hypothesis is either accepted or rejected and the conclusions reached reflect the truth (Parab and Bhalerao, 2010). The design of any study is more important than analyzing its results, as a poorly designed study can never be recovered. In contrast, a poorly analyzed study can be reanalyzed to reach a meaningful conclusion (Campbell, 1999).

Surveying through a questionnaire, one of the popular approaches is the best way to carry out this study. The data obtained in a quantitative survey is numerical and is usually analyzed using statistics. Quantitative designs and data allow researchers to get a general snapshot of trends in your population of interest (Balazs, 2021). Accordingly, this study shall be conducted with the numerical data gathered through a questionnaire survey.

1.6.3 Population and Sample

All employees whose performance is evaluated at the ABC Lanka Company Level comprise the target population for this study done at ABC Company.

There are 100 local employees and 60 expatriates working in ABC Company.

Apart from the company's CEO, whose performance is appraised at the Regional Office level, all the other employees belong to the target population of this research.

Accordingly, 60 expatriates are considered to be the population of this research.

- **Context for Data Collection** - ABC Lanka Company
- **Description of the Population** - All the employees of whom the performance is appraised at the ABC Lanka Company Level
- **The total number belonging to Population** – 60 Expatriates

From 60 Expatriates, the sample for the research is recommended sample size 60

Since the Dependent Variable – (expatriates' job performance) is equally relevant to all the employees of the ABC Lanka Company, the researcher plans to take a random sample, the same as the population of 60 expatriates.

1.6.4 Data Collection Methods

A quantitative survey design is typically administered during large-scale research and primarily relies on using closed questions to obtain information that can be analyzed relatively quickly, such as multiple-choice or dichotomous response answers (Mills, 2021). Therefore, a questionnaire designed on a 5-point Likert scale ranging from very dissatisfied to very satisfied will be used to collect data. Moreover, the validity and reliability of the questionnaire will be determined by using any appropriate method.

1.6.5 Data Analysis Method

Data analysis involves assessing the sample, data integrity, and hypotheses. Frequency analysis measures sample profile. The validity and reliability of measurement items are tested to determine data quality. Study's test hypotheses using simple regression. This study uses simple regression analysis to evaluate independent factors that affect multinational organizations' IHRM practices. SPSS 22 will be used to assess expatriates' job performance; secondary data from the internet, journals, relevant articles, magazines, and other sources were employed.

1.7 Limitations of the Study

Only the three IHRM practices were examined in this study; however, the performance of expatriates may also be impacted by other practices.

The primary source of data for the study was a survey questionnaire. However, since the performance of expatriates and IHRM practices are two behavioral characteristics, gathering data through surveys may offer a more comprehensive view of these two variables. Errors in surveys can arise from self-report bias and generic procedure variance. The industry is influenced by external factors like political changes, which cloud the efficacy of IHRM procedures. Evaluating an expat's work performance is challenging and complicated.

Chapter Two

Organization And Its Context

2.1 Introduction

This chapter conducts the organization overview, including the organization's history, to give the proper idea related to the current study. Further, this chapter will cover the background of the issue of the study.

2.2 Overview

Founded in 1987, ABC is a multinational corporation in the ICT and telecommunications sectors. It is well known for being a global leader in the ICT and telecommunications industries, having advanced technology in more than 170 nations. ABC Business is ranked 96th out of all Fortune 500 companies worldwide in 2022. ABC (Pvt) Ltd's head office is in Shenzhen, Guangdong, China. The company aims to enable digital for every individual, household, and business to create a fully connected, intelligent world. The company operates in three primary business segments: consumer products (Devices), enterprise products (Smart Enterprises Business), and carrier networks (Telecommunications).

ABC business operates in different regions of the world. The revenue for 2022 by region is shown below,

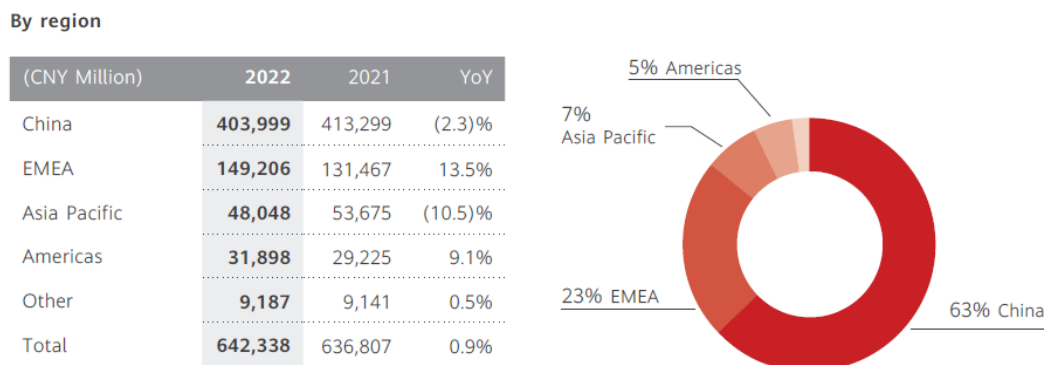


Figure i 2022 Revenue by Region (ABC-Company, 2022 Annual report)

ABC (Pvt) Ltd contributes to the carrier, enterprise, and enterprise business segments in the Asia Pacific region. 2007 saw the establishment of ABC (Pvt) Ltd in Sri Lanka. The primary clients of ABC (Pvt) Ltd are telecommunication service providers such as Dialog, Mobitel, SLT, Lankbell, Airtel, and Hutch; the primary rival businesses are ZTE, Alcatel (Nokia), & Ericson. According to the study, working in this internationally renowned multinational corporation is critical. We decided to perform this study using ABC (Pvt) Ltd, which is founded in Sri Lanka.

2.2.1 Vision Statement

To bring digital to every person, home, and organization for a fully connected, intelligent world

2.2.2 Mission Statement

Huawei is committed to connecting all people, homes, and organizations that are still offline. We are also driving the adoption of broadband and ultra-fast broadband. In addition, we are infusing AI into connectivity so that our networks can adapt to the changing needs of people and connected things. In the future, intelligent networks must adjust bandwidth and latency in real time to deliver the consistent, user-centric experience that network customers expect.

2.2.3 Goals

Market Leadership: Huawei aimed to maintain and expand its position as a global leader in telecommunications equipment, smartphones, and other technology sectors.

Research and Development: The company invested heavily in research and development to stay at the forefront of technological advancements, particularly in areas like 5G and AI.

Global Expansion: Huawei sought to expand its presence in international markets, offering its products and services to a broader customer base.

Customer Satisfaction: Ensuring customer satisfaction and building strong relationships with its clients was a key goal for Huawei.

2.2.4 Structure of the Organization

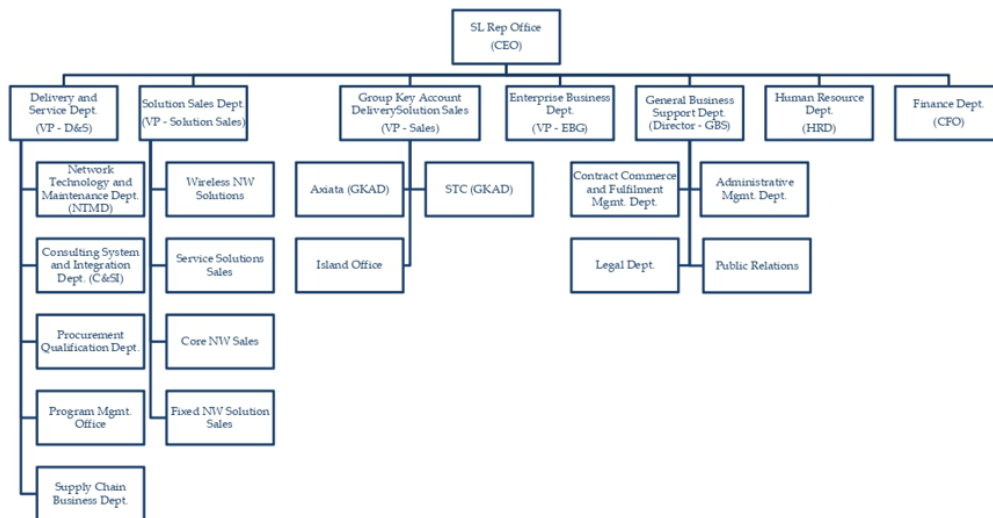


Figure ii ABC Pvt Ltd Organization Structure (Internal Sources – ABC Pvt Ltd)

2.4 Background of the issue

The culture of ABC (Pvt) Ltd is performance-driven. PBC, or personal business commitment, defines performance management at ABC Company. Performance is evaluated every six months. Goal-setting, performance coaching, performance appraisal, and application are the four domains that comprise performance management.

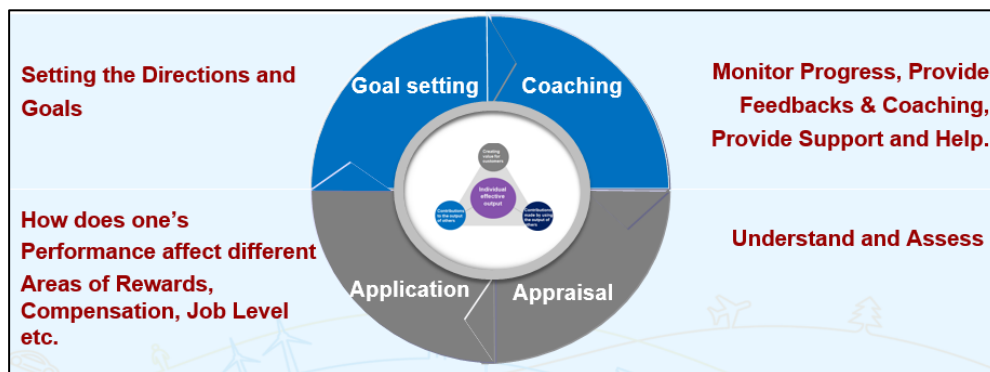


Figure iii Performance Cycle of ABC (Pvt) Ltd (Internal Source- ABC Pvt Ltd)

However, it was observed that employees occasionally need to deliver the intended results and perform as expected. Updating the performance management platform further did not result in the anticipated improvements in employee performance.

ABC (Pvt) Ltd observed that certain employees were exhibiting bad habits.

As shown in Figure 3, the Asia Pacific Region has the highest drop in company revenue; in 2022, it has a significant drop of 10.5 %. This indicates a weak point in employee performance.

By region

(CNY Million)	2022	2021	YoY
China	403,999	413,299	(2.3)%
EMEA	149,206	131,467	13.5%
Asia Pacific	48,048	53,675	(10.5)%
Americas	31,898	29,225	9.1%
Other	9,187	9,141	0.5%
Total	642,338	636,807	0.9%

Figure iii Revenue of Asia Pacific Region (Annual report 2022 ABC Pvt Ltd)

Further, according to the Asia Pacific Region annual PBC status analysis (Figure 4), from 2020 to 2022, the Sri Lanka Rep Office was continuously placed at the bottom three among the 12 countries in the Region, which clearly shows the fact performance of ABC (Pvt) Ltd has some issue to focus on.

Rep Office	Rank	PBC Status Score (2020)	Rep Office	Rank	PBC Status Score (2021)	Rep Office	Rank	PBC Status Score (2022)
Philippines Rep Office	1	90.0%	Philippines Rep Office	1	93.1%	Indonesia Rep Office	1	93.0%
Indonesia Rep Office	2	87.5%	Thailand Rep Office	2	92.6%	Philippines Rep Office	2	92.8%
Thailand Rep Office	3	86.0%	Indonesia Rep Office	3	91.0%	Thailand Rep Office	3	91.3%
Hong Kong Rep Office	4	78.3%	Hong Kong Rep Office	4	88.0%	Bangladesh Rep Office	4	88.8%
Malaysia Rep Office	5	78.7%	Bangladesh Rep Office	5	84.5%	Hong Kong Rep Office	5	86.5%
India Rep Office	6	74.2%	India Rep Office	6	84.2%	Malaysia Rep Office	6	83.0%
Bangladesh Rep Office	7	72.3%	Malaysia Rep Office	7	80.9%	India Rep Office	7	82.7%
Singapore Rep Office	8	70.0%	Singapore Rep Office	8	78.0%	Singapore Rep Office	8	81.1%
Myanmar Rep Office	9	69.8%	Cambodia Rep Office	9	76.1%	Myanmar Rep Office	9	80.8%
Sri Lanka Rep Office	10	67.8%	Myanmar Rep Office	10	74.7%	Cambodia Rep Office	10	80.1%
Cambodia Rep Office	11	67.5%	Sri Lanka Rep Office	11	72.3%	Sri Lanka Rep Office	11	78.3%
Vietnam Rep Office	12	64.0%	Vietnam Rep Office	12	71.2%	Vietnam Rep Office	12	74.8%

Figure iv Annual PBC Status Score of Asia Pacific Region Rep Offices (2020-2022)

(Internal Sources ABC Company)

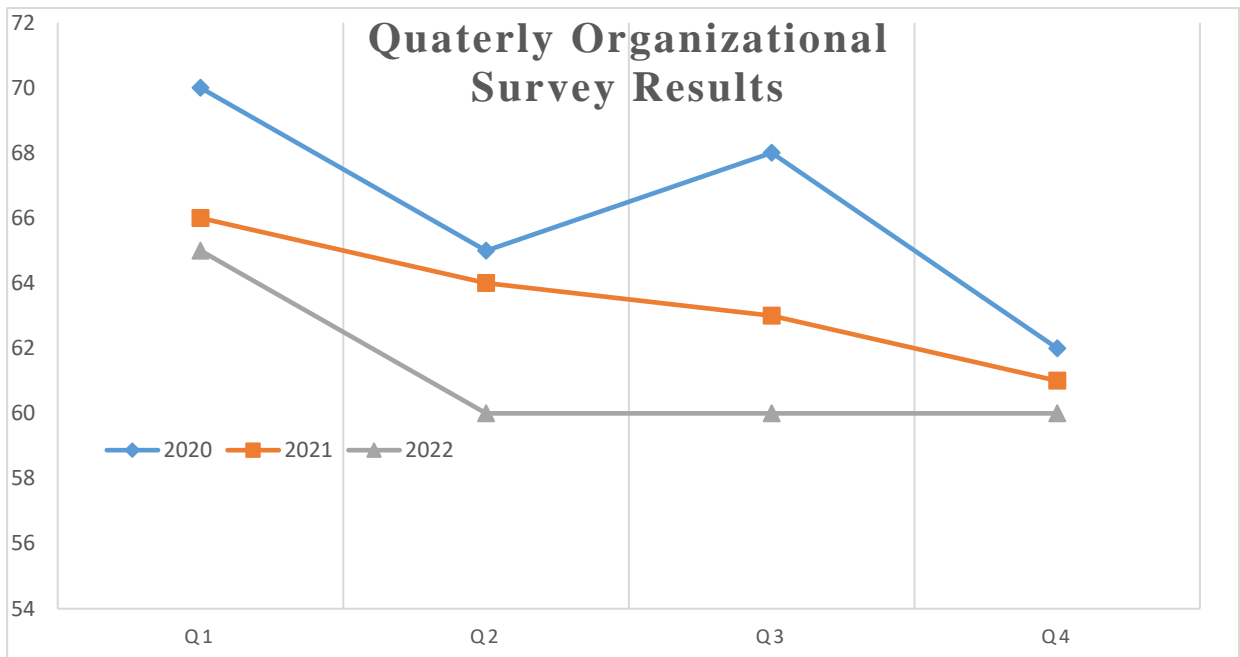


Figure v Quarterly Organizational Survey Results (2020-2022)
(Internal Sources ABC Company)

Moreover, the quarterly organizational climate survey scores have decreased, and negative feedback has increased.

In 2020 Q1, the quarterly organizational survey received 70 marks; however, by 2020 Q4, that number had steadily dropped to 62. The employee survey results for 2021 and 2022 fall between 66 and 60. By 2022 Q2, it will reach its maximum decline of 60. An organizational survey determines employees' satisfaction with things like leader-employee relationships, team cohesiveness, fairness or bias in employee performance ratings, and information openness—the decline in grades points to an ongoing issue within the organization.

Further, it was noted often during the time of appraisals, and as a result, frequent grievances are heard from both the appraisers and the appraisees.

Hence, in summary, the below symptoms were visible in ABC (Pvt) Ltd;

1. Employee performance lagging behind the set targets
2. Drop in company revenue
3. Frequent employee grievances

4. Frequent disagreements and dissatisfaction regarding performance appraisal results
5. Negative feedbacks on organizational climate survey results
6. Lack of team cohesiveness

Several elements, such as pay, resource availability, training and development, performance reviews, appropriate objective alignment between the organization and employees, team cohesion, etc., influence the work performance of expatriates. The alignment of organizational goals with employee goals is a crucial component as it guides employees toward achieving the intended results for the growth and profitability of the business. Multinational corporations like ABC must adhere to this criterion, which calls for good IHRM policies. The objectives are coordinated at the lower levels of the organization through IHRM procedures.

ABC Company is a multinational corporation primarily run by Chinese expatriate workers. Locals make up the majority of the ABC Company staff. However, the managers who evaluate the workers are locals and Chinese. Due to cultural differences, the study tends to conclude that inadequate IHRM practices by both employers and employees are one cause of low expatriate job performance.

2.5 Summary

This chapter conducted the organization overview, including the organization's history; finally, all concepts and topics relating to the context have been covered. Further, this chapter covered the background of the issue of the study.

Chapter Three

Literature Review

3.1 Introduction

This chapter uses definitions, theories, and dimensions regarding IHRM practices and Expat's job performance review to identify relations to IHRM practices on Expat's job performance.

3.2 Definitions IHRM

3.2.1 International Human Resource Management (IHRM)

International HRM encompasses several unique concepts; for example, it's about understanding, researching, applying, and revising human resource activities in their external and internal contexts as they impact the management of human resources in organizations throughout the global environment to enhance the experience of multiple stakeholders (Caligiuri and Stroh, 2006). According to Morgan defines international HRM as the interplay among the three dimensions of human resource activities, type of employees, and countries of operations (Welch and Björkman, 2015)

3.2.2 International Human Resource Management Practices (IHRMP)

According to (Tariq Khan, Ahmed Khan, and Ahmed, 2013), International Human Resource Practices (IHRP) relate to strategies and policies employed by global organizations to manage their worldwide workforce. These practices cover recruitment, training, compensation, and performance management tailored to various cultures and legal frameworks. IHRP ensures alignment with global business objectives and supports a globally competent workforce. They are crucial for multinational companies to navigate international complexities and thrive in global markets while respecting local nuances.

3.2.2.1 Human Resource Activities

This dimension involves the adaptation and application of standard human resources functions on a global scale. The previously mentioned operations encompass staffing, recruitment, selection training, performance review, and benefits and compensation.

In HR activities, organizations deliberate on standardizing or adapting these practices across diverse countries while simultaneously considering local rules, cultural disparities, and business plans (Quintanilla and Ferner, 2010).

3.2.2.2 Types of Employees

This dimension relates to the many classifications of personnel within multinational corporations. This analysis examines the extent to which human resource (HR) practices differ depending on the categorization of employees, namely expatriates (individuals working in foreign countries), host-country nationals (individuals from the country where the subsidiary is situated), and third-country nationals (individuals from neither the home nor host country) (Morgan and Bottrall, 1988).

Various employees frequently necessitate unique human resources (HR) methods and practices. This aspect helps in understanding the differences in these methods.

3.2.2.3 Countries or Locations

This dimension applies to the variations in HR practices across different countries or locations. The analysis includes the examination of the influence imposed by regional rules, cultural conventions, and economic circumstances on human resource management (HRM) practices (Edwards et al., 2016).

Organizations are faced with either implementing standardized human resources practices worldwide or modifying them to align with local conditions. In addition, it is essential for them to effectively handle and maintain connections with local governmental bodies and labor unions (Klimecka-Tatar and Ingaldi, 2021).

3.3 Theories on IHRM Practices

3.3.1 Cultural Intelligence Theory

Cultural Intelligence Theory was developed in the early 2000s by Christopher Earley and Soon Ang; it is a critical theory, as it is the first theory to discuss how the level of cultural differences between the home country and the host country can impact HRM practices. A key factor described in cultural

intelligence theory is that HRM practices are essential because an organization is composed of groups, not individuals, and they act interdependently to achieve the organization's goals. This theory emphasizes the importance of communication about employee output. The level of cultural difference directly correlates with the extent of adaptation required in various domains, particularly international training & development practices in expatriates' job performance (Chin Wei and Che Rose Professor, 2011).

3.3.4 Agency Theory

In organizations with branches in different countries, expats often work as agents of the parent company. Agency theory examines how the link between the expat and the organization (the principal) affects how well the expat does their job. Aligning incentives and ways to keep track of success can affect how well people do their jobs. (Bebenroth and Li, 2010) Says Japanese multinational corporations (MNCs) use agency theory to explain how they organize the interactions between their expatriate employees (agents) and the company (principal) to maximize productivity while on international assignments. The idea suggests that Japanese multinational corporations can reduce agency difficulties and boost practicing IHRM by focusing on matching incentives, establishing explicit performance standards, developing monitoring methods, and stressing cultural and ethical alignment (Gong, 2003).

3.4 Dimension of IHRM Practices

3.4.1 Training and Development

Research In International Human Resource Management (IHRM), training & development plays a crucial role (Manzoor et al., 2019). The term "internationalization" describes the methods businesses use to prepare their employees for global work better. These routines are essential for preparing expatriates to function efficiently in various international settings, cultural contexts, and job activities. Training and development positively impact how well employees perform in terms of employee job performance within a cultural context. The best leaders or managers are the ones who

understand how training and development work and how they affect the whole business inside different cultures. Suppose managers want to improve relating to the HRM practices as training and development in their organizations. In that case, they need to understand how crucial training and development are inside these multinational cultures. According to CQ theory, this can also help improve employees working under different cultures. Therefore, how well effective training and developments and the relationship to employee performance has a positive impact has been covered (impact of Human Resource Management Practices on enhancing employee performance in Jordan Islamic Bank, 2023)

3.4.2 Compensation

Compensation is the process of giving staff money in exchange for their work. Compensation can be used to hire skilled workers, show appreciation for good work, urge employees to stay with the company and reduce turnover. Basic pay, overtime pay, bonuses, and travel and lodging can all be part of a worker's pay. Stock options, a medical allowance, commissions, and a share of the profits. Hay's study says that 20% of workers plan to leave their jobs within five years. Worker turnover and growth have become more important parts of organizations. The putting in place of over the last few years, there has been a lot of growth in retention compensation methods. Studies (Frye, 2004) show a good link between pay and organizational performance. (Frye, 2004)said that compensation methods are essential for recruiting and retaining employees. Keeping skilled workers on board. Most of the companies used performance-based pay to reward their employees. Workers' Performance-based pay affects employees well (Chuan Terng and Ahmad, 2021). (Hassan, 2016a)research showed a strong link between pay and how well an employee does their job. The best HRM approach combines performance and compensation systems that encourage workers to do their work well and show a strong link between compensation and an employee's work (Hassan, 2016a). Employers need to see compensation practices in a good way because pay

practices significantly impact how well employees are hired, how often they leave, and how well they do their jobs under performance-based views.

3.4.3 Performance Appraisal

According to research that was carried out on the subject of performance appraisal, one of its primary purposes is to increase the amount of work that employees produce. To accomplish this goal, a methodical approach to monitoring the activities of workers is put into place (Brown and Heywood, 2005). According to a study conducted by (Brown and Benson, 2003), businesses that implement efficient performance appraisal systems show increases in both the dedication and productivity of their employees. According to (Shiferaw, 2022), when performance is reviewed and rewarded constructively for employees, employees' job happiness and loyalty to the firm increases. According to (Berg and Holtbrügge, 2010), the success of an organization is connected with performance reviews. According to (Rivai and Basri, 2005a), managing performance entails more than simply keeping a score of how well people carry out their duties.

According to (Farndale and Kelliher, 2013a), performance appraisal systems linked to remuneration drive employees to perform to the best of their abilities when the systems are correctly implemented. According to (Farndale and Kelliher, 2013b), performance appraisals should be viewed as a tool that may quantify and direct future efforts' direction.

A study by (Rivai and Basri, 2005b) on 74 Chinese small and medium-sized enterprises (SMEs) found that performance appraisal practices helped enhance overall performance. (Shiferaw, 2022)Reviews of employee performance that are effective, productive, and efficient are those that build strong relationships between employees and their supervisors and encourage continuing talks about performance throughout the year and half a year.

3.4.4 Recruitment and Selection

The focus of this discussion pertains to the identification and selection of suitable individuals for employment positions. The process includes releasing job advertisements, engaging in

conversations with potential candidates, and conducting assessments of their qualifications and references to determine their suitability for the organization(Armstrong's Essential Human Resource Management Practice: A Guide to People ... - Michael Armstrong - Google Books, 2010).

3.4.5 Employee Engagement and Satisfaction

Employers prioritize the well-being and sense of belonging of their employees. Organizations may use social events and team-building activities to cultivate a positive work environment (Armstrong's Essential Human Resource Management Practice: A Guide to People - Michael Armstrong - Google Books, 2010).

3.4.6 Labor laws and regulations

When treating their employees with respect and paying them a wage appropriate to their level of work, businesses must conform to specific rules and laws (Armstrong's Essential Human Resource Management Practice: A Guide to People - Michael Armstrong - Google Books, 2010).

3.4.7 Health and Safety

Employers are responsible for ensuring their workers' well-being while on the job. They offer training and safety equipment to reduce the risk of accidents(Armstrong's Essential Human Resource Management Practice: A Guide to People - Michael Armstrong - Google Books, 2010).

3.4.8 Talent Retention

To ensure that its best employees remain with the company, many businesses provide perks such as advancement possibilities and public acknowledgment of their achievements(Armstrong's Essential Human Resource Management Practice: A Guide to People - Michael Armstrong - Google Books, 2010).

3.5 Definitions Expatriate job performance

3.5.1 Expatriates

According to (McNulty and Brewster, 2017), "Expat" refers to a person who lives in a country other than the one they were born in, usually for work, a better way of life, or personal reasons. People who move to another country often adapt to their culture, job, and social life while keeping ties to

their home country. They may live abroad for a short or a long time and face unique problems with the movement of people, adjusting to a new culture, and their legal position. Expats add to the diversity of communities worldwide and bring foreign views to their new homes.

3.5.2 Job Performance

According to (Motowidlo, 2003), Job performance is how well and efficiently an employee does their given tasks, responsibilities, and goals within an organization. It includes their work's quality, quantity, consistency, and ability to meet or beat standards and expectations connected to their job. Employers use job performance as a critical measure of an employee's contribution to the company and to make choices about pay, promotions, and ways to improve performance.

3.5.3 Expatriates Job Performance

According to (Lee and Donohue, 2012), Expatriate job performance measures how well people who work abroad can do their jobs in a different country. It looks at how well they can adapt to the host country's traditions, do their job, and help the organization. This evaluation is important for the success of foreign assignments and career growth within the company.

3.6 Theories on expatriate's job performance

3.6.1 Role Theory

In multinational organizations, expatriates often find themselves in roles where they have to adapt to different cultural and organizational contexts. Role theory is all about how clear, conflicting, or unclear roles can affect how well someone does their job while working abroad (Kawai and Mohr, 2015). Having clear expectations and well-defined roles can boost expatriates' job performance, as mentioned in A total of 125 Japanese managers living in Germany as ex-pats served as a test group. Employee job performance and adjustment are negatively impacted by role ambiguity, but role novelty has a beneficial effect on expatriate job performance, task performance, and adjustment. According to the results, when workers feel they have the backing of their company, the good

impacts of role novelty on productivity at work are amplified, and the negative consequences of role ambiguity on adjustment are mitigated (Kawai and Mohr, 2015).

3.6.2 Performance Appraisal Theories

The importance of device methods of performance evaluation that consider the particular difficulties associated with working overseas. The Balanced Scorecard methodology and various 360-degree feedback systems are frequently adopted to evaluate the job performance of expatriates working for multinational corporations. (Smith and Bititci, 2017) show that a change in the social controls has led to changes in the technical controls of the performance measurement system. This has changed a lot about how engaged and effective expatriates are. First, the authors present a new theory based on the organizational control theory that can be used as a starting point for future study. Second, the authors show a link between performance measurement, performance management, and Expatriate job performance through nine propositions (Smith and Bititci, 2017).

3.7 Dimensions of Expatriate Job Performance

3.7.1 Contextual and Task Performance

"Expatriate job performance" is about evaluating how well people are doing in their jobs when working in a different country or place (Shehu Mashi, Hamza Galadanchi, and Gbadebo Salimon, 2018). Assessing how expatriates perform their jobs is an integral part of International Human Resource Management (IHRM), and we are talking about their job performance under two main components: task performance and contextual performance. This evaluation usually happens in multinational enterprises (MNEs) or global organizations.

According to Fadil and Gelina, performance management is the assessment or evaluation of communications between the appraiser and appraisee over a specific period, which can be quarterly. Performance refers to the process where an employee uses their knowledge and skill to perform a task through an understanding of the objective of a task.

, half-yearly, yearly, etc. (Fadil Osmani, 2012). According to (Chin Wei and Che Rose, Professor 2011), We anticipate that only CQ's behavioral and motivational aspects (cultural intelligence) will impact foreign workers' job performance. Since cognitive talents do not always translate into actions and behaviors, we do not predict correlations between mental and cognitive CQ and job success. Comparably, Wood describes the expatriate's job performance impact on international human resource practice under the development of culturally (contextually) sensitive international human resource management practices. In another way, He indicates that performance is an employee's quantitative and qualitative output, again the responsibility assigned to the employee(Woods, 2003).

3.8 Selection of theory for the study

In the above-discussed theories, performance appraisal theory mainly focuses on employee job performance, and role theory primarily focuses on an individual's role within an organization that influences their performance expectations and behaviors. Different roles come with varying responsibilities and performance standards. Agency theory addresses the overall application of HRM practices and links to organizational performance management. Cultural intelligence theory is very applicable to the study as it addresses the research areas in this study. Managing employees is a crucial duty for the employer because they will guide the employee daily according to the organization's objectives. Thus, the 'Cultural Intelligence theory' by Christopher Earley and Dr. Soon Ang helps individuals and organizations navigate the challenges and opportunities presented by cultural diversity with International human resources practices. (Chin Wei and Che Rose Professor, 2011)Cultural intelligence theory addresses the concept of IHRM practices in different contexts, and the role theory specifically addresses the expat's performance role accordingly for the first time. The theory of Cultural Intelligence is critical when it comes to studying how International Human Resource practices and the performance of expatriates are connected. This framework is really helpful for understanding how people can do well in diverse environments. It's useful for both researchers and organizations that work globally. Expatriates' performance and International

Human Resource practices, the Cultural Intelligence theory, and the role theory applicable to this study.

3.9 Previous Studies on IHRM Practices on expatriate's job performance

According to (Peterson et al., 1996), The study of the correlation between International Human Resource Management (IHRM) practices and the job performance of expatriates in different cultural settings may be understood by employing the structures of Cultural Intelligence Theory and Agency Theories. The theory of Cultural Intelligence (CQ) argues that persons with higher cultural intelligence are more efficient at adapting and achieving optimal performance in culturally different settings. (Armstrong's Essential Human Resource Management Practice: A Guide to People ... - Michael Armstrong - Google Books, 2010) Implementing International Human Resource Management (IHRM) practices is paramount in developing expatriates' cultural intelligence. This is accomplished through cross-cultural training, cultural awareness programs, and continuous assistance, ultimately positively influencing their job performance. Expatriates provided with training and support are more likely to understand and effectively navigate the complex cultural details of their host nation. Consequently (Paik, Parboteeah, and Shim, 2007), this enhances their performance and overall achievement in their overseas tasks.

According to (Gong, 2003), agency theories focus on the agreements between expats and organizations that send them abroad. IHRM practices that align with agency theories focus on expats' incentives and goals. When firms offer expatriates good pay, chances to advance in their careers, and clear standards about how they should do their jobs, it encourages them to do their best. Based on agency theories, these practices help expatriates do their jobs better by aligning their interests and desires with those of the organization. (Bebenroth and Li, 2010) This makes them more committed and determined to help the organization reach its goals in a foreign culture.

3.10 Summary

This chapter mainly explains the literature supporting the study. This chapter discusses definitions, theories, and dimensions of IHRM practices and Expat's job performance. Finally, all concepts relating to IHRM practices and Expat's job performance were completed in this chapter.

Chapter Four

Conceptualization And Operationalization

4.1 Introduction

This chapter introduces the conceptual framework of the investigation and outlines the formation of hypotheses. This chapter discusses the conceptual framework of the study, the hypotheses, the definitions of the terms and variables, and the operationalization of the study model.

4.2 Conceptual Framework

According to (Bebenroth and Li, 2010), A conceptual framework clarifies the primary elements to be examined, such as major components, constructions, or variables, and the supposed connections between them. It can be presented in graphical or narrative format, with both modes being widely recommended. (Jouda et al., 2016) Similarly, it has been explicated that a conceptual framework encompasses the conceptual state of the variables under analysis in a study and their interrelationships. Hence, the conceptual framework represents a vital part of a study, encompassing concepts, assumptions, expectations, and theories that support and guide the study process.

The variables of the study represent an essential component within the conceptual framework. According to (Quintanilla and Ferner, 2010), variables can transform complicated concepts into simpler ones that can be quantified. Various types of variables have different levels of impact in a study. This comprises independent and dependent variables, active and attribute variables, continuous, discrete, categorical variables, and external and demographic factors. (Caligiuri and Stroh, 2006) The independent variable is an unpredictable factor that has the potential to influence another variable, whereas the dependent variable is the variable that is influenced by the independent variable.

Given that the primary purpose of these studies is to assess the impact of international human

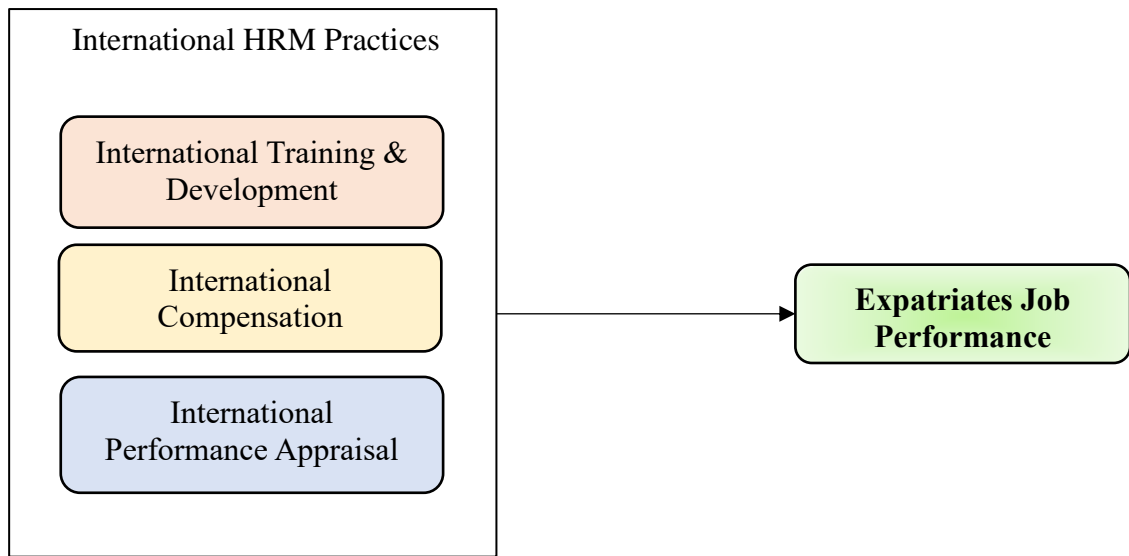


Figure vi Conceptual Framework

Source: Author's construct

resource practices on expatriate performance at ABC Pvt Ltd Sri Lanka, it is critical to develop a conceptual framework for the study. The mixed strategy has two primary factors: IHR practices and expatriate job performance. The study recognizes IHR practices as an independent variable and identifies expatriate performance as the dependent variable. Illustrates the conceptual framework of this study.

4.2.1Hypothesis of the Study

As previously explained, the independent variable in this study was identified as IHR practices, while the dependent variable was recognized as the expatriate's job performance. Based on the existing body of literature, a positive correlation between each dimension of the independent variable and the dependent variable is assumed. As a result, the following hypotheses have been generated to study the connection between variables provided in the conceptual framework.

4.2.1.1IHRM Practices & Job Performance

According to (Hassan, 2016), Each multinational organization uses appealing IHRM practices to improve expatriates' job performance within the organization. Hence, it assumes a crucial function in fostering expatriates' job performance and influencing their perception of equitable recognition

for their expertise, knowledge, and contributions. Similarly, they have posited that organizations accordingly offer good IHRM practices to their expatriate culture to foster favorable attitudes and behaviors. They further demonstrated the significant influence of fringe benefits on expatriates and organizational performance. These benefits also play a crucial role in fostering desirable work outcomes, such as job performance. Hence, the researcher developed the hypothesis below, and more explanations about this relationship are included in section 3.9 in chapter 3.

Hypothesis (H1): IHRM Practices have a significant impact on expatriates' job performance.

4.2.1.2 International Training & Development Practices and expatriate's job performance.

According to (Manzoor et al., 2019), training and development directly impact expatriate's job performance. (Jouda et al., 2016) suggests training on expatriates affecting their beliefs, attitudes, and behaviors towards job performance. Hence, the study hypothesizes the following, and more explanations about this relationship are included in section 3.4.1 in chapter 3.

Hypothesis 2 (H2): International training and development practices have a significant impact on expatriates' job performance.

4.2.1.3 International Performance Appraisal Practices and expatriate's job performance.

According to (Rivai and Basri, 2005), performance appraisals help expatriates grow and make them more interested in their job performances. (Farndale and Kelliher, 2013a) Also, performance appraisals could get workers more interested in their jobs since they also express their weaknesses and strengths. (Brown and Heywood, 2005) One way to keep workers interested in their careers, which impact their performance, is to give them a chance to grow through a proper appraisal

practice. So, the researcher develops the following hypothesis, and section 3.4.3 of chapter 3 has more information about this connection.

Hypothesis 3 (H3): There is a significant impact of International Performance Appraisal practices on expatriate's job performance.

4.2.1.4 International Compensation Practices and Expatriate's Job Performance

According to (Jouda et al., 2016), IHR procedures are interconnected and do not exist in a space. According to (Gong, 2003), the nature of other IHRM practices and the company's business strategy impact how effective particular IHRM practices are. Additionally, several earlier research (Bebenroth and Li, 2010) have determined that IHRM practices significantly affect how well expatriates perform at work. Additionally, (Manzoor et al., 2019a) research shows a connection between expatriate job performance and a favorable compensation package. As a result, the researcher proposes the following hypothesis, and further justifications for this connection are provided in section 3.4.2 of chapter 3.

Hypothesis 4 (H4): International compensation has a significant impact on expatriates' job performance.

4.3 Conceptualization of study variables

This section explores the working definitions and dimensions of the variables addressed in the current study.

4.3.1 Conceptualization of Demographic Variables

This section provides a working definition and dimensions of demographic variables.

4.3.1.1 Working definition of demographic variables

According to (Vicencio, 2021), demographic variables are social categories for individuals. In this study, demographic variable is defined as the characteristics or attributes of subjects collected to describe the sample. (Bebenroth and Li, 2010)

4.3.1.2 Dimensions of Demographic Variables

There are five different elements related to demographic variables. The factors included within this category comprise Years of experience, Nationality, age, gender, and employment level. The information in question was derived from the works (Farndale and Kelliher, 2013b) and (Rivai and Basri, 2005), as referenced. I understand the information presented. Based on (Frye, 2004) research, other demographic characteristics commonly considered are age, gender, occupation, marital status, and income. Additionally, the Business (Manzoor et al., 2019b) includes income level, gender, educational level, geography, ethnicity, race, and family size as constituent elements of demographic data. In this study, demographic factors such as age, gender, nationality, years of experience, and employment level are employed by authors as dimensions.

4.3.1.2.1 Age

According to (Balkanov, 2023), age is the duration of time that a being or object has existed.

4.3.1.2.2 Gender

In Stevenson's words (2010), gender is the state of being male or female.

4.3.1.2.3 Nationality

According to (Stevenson, 2010), The status of belonging to a particular nation, whether by birth or naturalization

4.3.1.2.4 Years of Experiences

As stated by (Stevenson, 2010), The amount of time an individual has spent working in a particular field, industry, or profession is often used to measure their knowledge, skills, and expertise.

4.3.1.2.5 Employment level

About (Stevenson, 2010), The quantity and status of people engaged in gainful work or employment within a specific region, industry, or organization. Employment level often refers to the number of

people employed and may be categorized by full-time, part-time, temporary, or permanent positions. It is a crucial indicator of labor market conditions and economic activity.

4.3.2 Conceptualization of IHRM Practices

This section provides a working definition and dimensions of IHRM practices.

4.3.2.1 Working definition of IHRM practices

According to (Caligiuri and Stroh, 2006), IHRM practices are a set of policies and procedures created and used to ensure that the firm's human capital helps it reach its business goals. Schuler and Jackson (1987), as quoted by Tan and Nasurdin (2011), defined IHRM practices as ways to find, train, motivate, and keep expatriates so that the organization and its members can do their jobs well and stay in business.

Minbaeva (2005) also said that IHRM practices are a set of things that organizations do to deal with their expatriates. These practices help expatriates develop unique skills, build complex social relationships, and give the organization the information it needs to stay competitive. In Chapter 3, section 3.2, you can find more information about IHR practices.

4.3.2.2 Dimensions of IHRM Practices

As stated by (Caligiuri and Stroh, 2006) said that IHR practices have five parts: hiring, training, evaluation, rewards, and pay. (Morgan and Bottrall, 1988; Quintanilla and Ferner, 2010) Measured IHR practices using four dimensions: comprehensive training, developmental performance appraisal, reward system, and selective hiring. So, this study uses international training and development, international compensation, and international performance appraisal as dimensions of IHRM practices. Section 3.4 of Chapter 3 has more information about the dimensions of IHRM practices.

4.3.2.2.1 International Training and Development

International training and development are the process of helping people and organizations around the world improve their knowledge, skills, and abilities. It means developing and implementing programs that meet a cross-cultural workforce's specific goals and challenges. The main goal is to help people grow as professionals, improve their work, and learn about other cultures in a foreign setting. This field includes many things, such as cross-border training, language learning, and intercultural skills (Lynton and Pareek, 2011). Training and development are IHRM functions that contribute to maintaining and improving the efficiency and effectiveness of the human resources in the organization (Opatha, 2009). For more details about comprehensive training, refer to section 3.4.1 in Chapter 3

4.3.2.2.2 International Compensations

International Compensation practices encompass a range of activities and decisions related to how expatriates are rewarded for their work and contributions to the organization (Jouda et al., 2016). For more details about compensation practices, refer to section 3.4.2, in chapter 3.

4.3.2.2.2 International Performance Appraisal

International performance appraisal systematically evaluates expatriate performance after a certain period (Farndale and Kelliher, 2013b). For more details about performance appraisal, refer to section 3.4.3 in chapter 3.

4.3.3 Conceptualization of Expatriate's Job Performance

This section discusses the working definition and characteristics of an expatriate's job performance.

4.3.3.1 Working definition of expatriate's job performance

Expatriate job performance was described as "a person's involvement with enthusiasm for work (Chin Wei and Che Rose Professor, 2011)." (Smith and Bititci, 2017) defined expatriate performance as a positive attitude held by expatriates toward their multinational organizations and their ideals despite cultural differences. In the same way, (Bebenroth and Li, 2010) saw expatriate

job success as an emotional state in which expatriates feel passionate, energetic, and committed to their work. This means that ex-pats give their hearts, souls, minds, and hands to ensure that international organizations get a high level of performance. In section 3.5 of chapter 3, you can learn more about defining foreign job performance.

4.3.3.2 Dimensions of Expatriate's Performance

According to (Shehu Mashi, Hamza Galadanchi, and Gbadebo Salimon, 2018), the employment success of expatriates can be divided into two distinct components. The two factors are task performance and performance within a specific context. There exist two different approaches for assessing the expatriates job performance of expatriates: evaluating the caliber of their work and appraising their aptitude in problem-solving and adaptability. In this study, task and contextual performance are used as criteria for assessing the employment performance of expatriates. Chapter 3, specifically section 3.7.1, elaborates on expatriates' performance in the workplace.

4.3.3.2.1 Task performance

According to (Koopmans et al., 2011), Task performance, also known as in-role performance or task performance, is an expatriate's job description-defined actions and obligations. Expatriates are required to accomplish specific jobs, duties, and responsibilities. Task performance usually helps the company achieve its goals. For more details about expatriate job performance, refer to section 3.7.1 in Chapter 3

4.3.3.2.1.2 Contextual Performance

Contextual performance, also known as extra-role performance or organizational citizenship behavior (OCB), extends beyond work obligations and contributes to the organization's well-being relating to its culture (Koopmans et al., 2011). Expatriates voluntarily perform these things to benefit the workplace and its members. For more details about expatriate job performance, refer to section 3.7.1 in Chapter 3

4.4 Operationalization of Variables

This section presents the operationalization of Demographic variables, IHRM practices, and the expatriates' job performance.

4.4.1 Operationalization of Demographic Variables

The operationalization of demographic variables taken into this study is depicted in Table i

Table i Operationalization of Demographic Variables

Variable	Dimension	Question No
Demographic Variable	Age	1
	Gender	2
	Nationality	3
	Years of Experiences	4
	Employment level	5

Source: Author's Compilation

4.4.2 Operationalization of IHRM Practices

The table below depicts the operational aspects of IHRM practices and the indicators for each dimension evaluated in this study.

Table ii Operationalization of IHRM Practices

Variable	Dimensions	Indicators	Question No
IHRM Practices	Compensations	Salary	6,7
		Protection (Pensions & Insurances)	8,9
		Incentives	10,11
		Allowances	12,13
	Performance Appraisal	Performance evaluation methods	14,15
		Quality of work	16,17
		Personal development	18,19
	Training and Development	Training infrastructure	20,21
		Methods and content of training	22,23
		Training Evaluation	24,25

Source: Author's compilations

4.4.3 Operationalization of Expatriate's job performance

Operationalization of expatriate's job performance, their dimensions, and indicators are shown in the following table.

Table iii Operationalization of Expatriate's Job Performance

Variable	Dimensions	Indicators	Question No
Expatriates Performance	Task Performance	Work Quantity	26
		Work Quality	27
		Skills	28
		Monitoring and controlling	29
	Contextual Performance	Communication	30
		Effort	31
		Cooperation	32

Source: Author's compilations

4.5 Chapter Summary

This chapter focused on explaining the study's conceptual framework. In this chapter, hypotheses are developed based on the conceptual framework. Finally, this chapter conceptualized and operationalized all notions concerning demographic characteristics, IHRM practices, and expatriates' job performance.

Chapter Five

Data Presentation & Analysis

5.1 Introduction

This chapter discusses the data presentation and analysis. The data were examined using descriptive statistics software SPSS version 22 to determine the effect of the independent variable (International Human Resource Practices) on the dependent variable (Expatriates Job Performance). Furthermore, explain the bivariate analysis with correlation and regression analysis, and finally, explain the summary.

5.2 Analysis of Reliability of the Instruments

The study has selected 60 expats in ABC Pvt Ltd Sri Lanka as the sample. The particular two tests were carried out using 30 respondents. Cronbach's Alpha test was used to assess inter-item consistency. This test was conducted with 30 responses from ABC Pvt Ltd, Sri Lanka. The Cronbach's Alpha test results are shown in Table IV, indicating that each instrument's internal reliability is satisfactory.

Table iv Cronbach's Alpha

Instrument	Cronbach's Alpha
International Human Resource Practices	0.894
Expatriates Job Performance	0.841

The respondents' responses were assessed, and the study's reliability was determined using Cronbach's Alpha. (Connelly, 2011) an alpha value greater than 0.7 indicates that the scale is dependable. The questionnaire contains 32 questions: 20 for international human resource practices and 7 for expatriate job performance. The results show that Cronbach's Alpha in global human resources is 0.894, and expatriate job performance is 0.841. Therefore, the scale is reliable.

5.3 Analysis of Validity of the Instruments

As mentioned, (Hadi,2016), KMO is used to measure sample adequacy, and if the KMO value is above 0.5, the sample is adequate and sufficient. KMO and Bartlett's test results of the current study are presented in Table v.

Table v Sample Adequacy

Variables	Items	KMO>0.5	Bartlett's Test of Sphericity (P<0.05)
International Human Resource Practices	20	0.715	0.000
Expatriates job performance	7	0.787	0.000

Concerning Table v, the value of KMO was above the cut-off point, which indicates a good range of sample adequacy, and the values of construct s were significant according to Bartlett's Sphericity Test.

5.4 Univariate Analysis

This section describes the frequency distribution analysis of respondents based on demographic data, frequency distribution analysis for IHRM practices, and expatriate job performance.

5.4.1 Frequency Distribution Analysis of Respondents by Their Demographic Characteristics

This section analyses the personal characteristics of respondents' data collected from questionnaires.

The data were collected on the following personal characteristics of respondents.

- Gender
- Age
- Working experience
- Job title
- Nationality

5.4.1.1 Gender

The questionnaire was provided to both male and female employees. As demonstrated in Table vi and Figure viii, 34 of the 60 respondents are male, and 26 are female employees. Thus, 56% of

responses are male and 43% are female.

Table vi Gender Distribution

Gender	Frequency	Percentage
Male	34	56
Female	26	43
Total	60	100

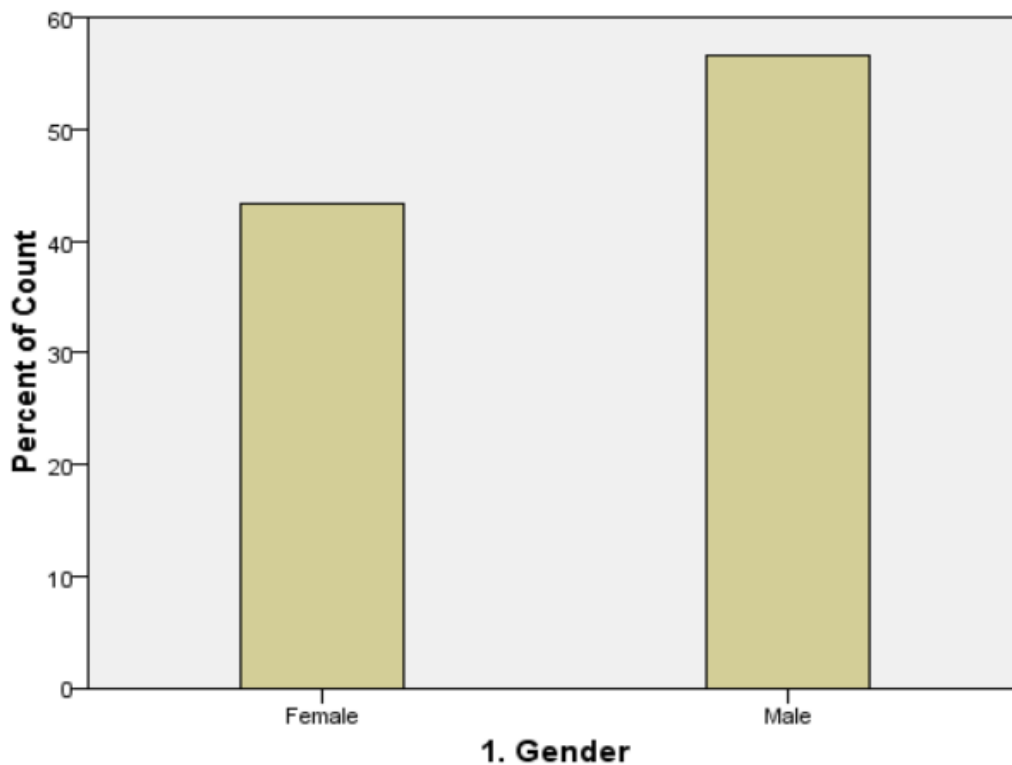


Figure vii Gender Distribution

5.4.1.2 Age

The whole duration of a being is considered as the age of a person (Table vii). It represented the age group of between 20 and 26, six employees. Expatriates between 27 and 32 years old are the highest age category, 26 employees. 26 sample employees represented the age group between 33-39. Employees above 40 years are in the lowest age category, two employees.

Table vii Age Distribution of Expatriates

Age	Frequency	Percentage
20-26	6	10
27-32	26	43
33-39	26	43
40 or over	2	3
Total	60	100

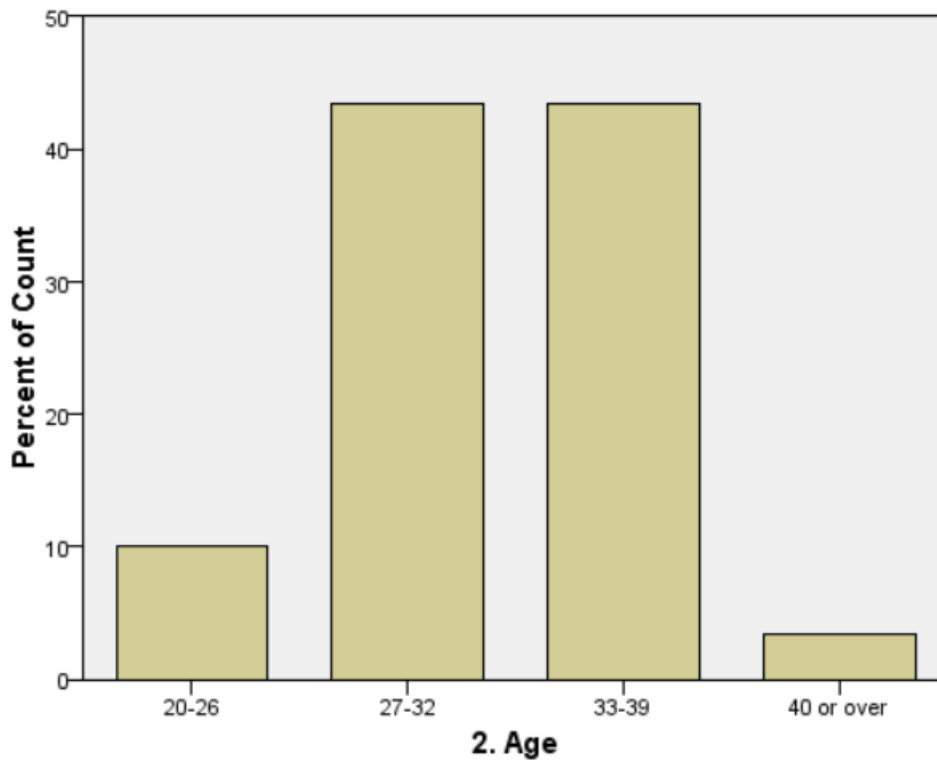


Figure viii Age Distribution of Expatriates

5.4.1.3 Work Experience

Expatriates' experience is their whole tenure with a company or organization. This study included four categories. According to the data, most respondents (18%) were in year 5, while the minority were in the age ranges of 1, 6.5, 9, 13, 14, 24, and 25. The Table below clearly identifies this experience distribution.

Table viii Working Experience

Years of Experience	Count	Percentage
1	1	1
2	4	6
3	5	8
4	7	11
5	11	18
6	9	15
6.5	1	1
7	4	6
8	4	6
9	1	1
10	3	5
12	2	3
13	1	1
14	1	1
15	2	3
16	2	3
24	1	1
25	1	1

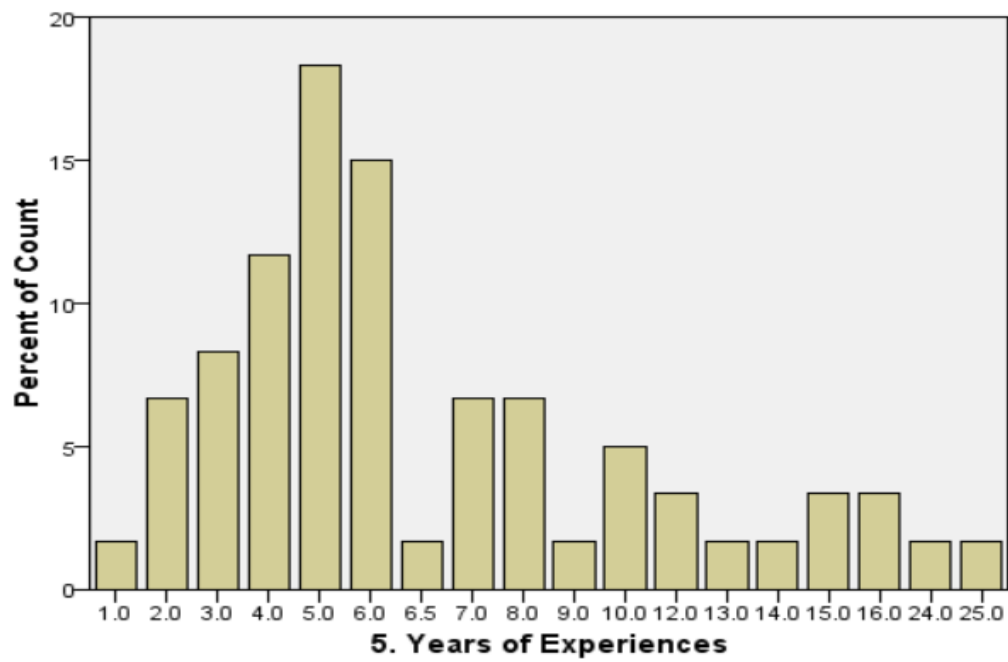


Figure ix Working Experiences

5.4.1.4 Job Title

Table ix and Figure xi describe the job titles of the selected sample. There were twenty-four categories employed in this investigation. According to the data, most responders (18%) were wireless engineers, with 1% falling into other categories.

Table ix Job Title

Job Titles	Count	Percentage
Accountant	1	1
Civil Engineer	4	6
Core Network Engineer	1	1
Data Analyst	2	3
Datacom Engineer	4	6
Legal Officer	1	1
Product Configuration Engineer	2	3
Project Coordinator	5	8
Project Director	4	6
Project Manager	6	10
Regional Project Manager	2	3
RF Engineer	4	6
Senior Engineer	2	3
Senior Project Coordinator	1	1
Solution Engineer	2	3
Solutions Engineer	1	1
Specialist RF	1	1
Specialist WL	3	5
Technical Director	2	3
Vice President Project	1	1
Wireless Engineer	11	18

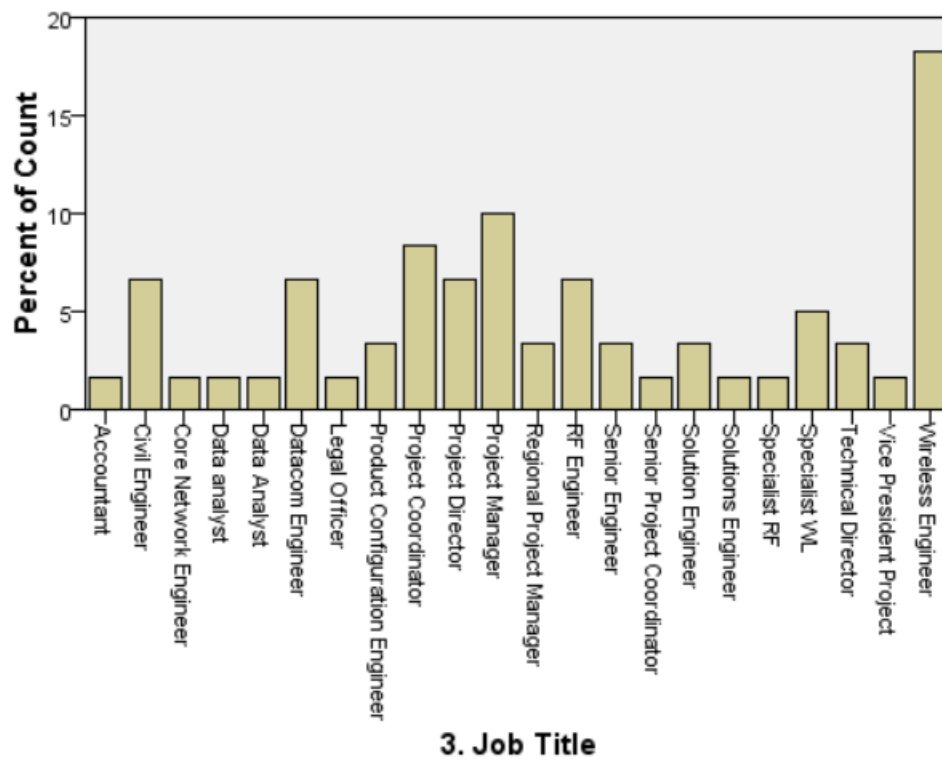


Figure x Job Title

5.4.1.5 Nationality

Table x describes the nationalities of the selected sample. This study employed six categories. According to the data, most responders were Chinese (48%), with Malaysian's accounting for only 3%.

Table x nationality

Nationality	Count	Percentage
Chinese	29	48
Indian	16	26
Malaysian	2	3
Nepalis	6	10
Pakistani	3	5
Thai	4	6

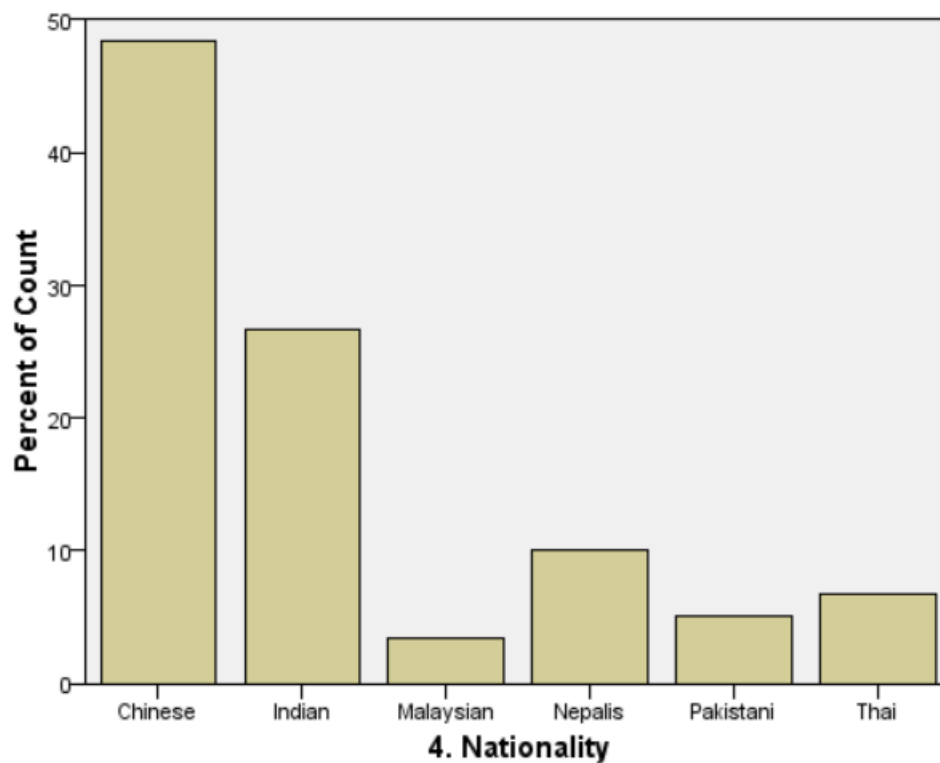


Figure xi Nationalities

5.5 Frequency Distribution Analysis for International Human Resource Management Practices and Expatriate Job Performance

The frequency distribution analysis was made individually for International HRM practices and expatriates' job performance variables. The frequency distributions are presented in the table, and the results have been interpreted mainly considering the skewness and kurtosis of the distribution.

5.5.1 Frequency Distribution Analysis for International HRM Practices

Table xi shows that the distribution has a mean value of 3.4125. The IHRMP of the responders is "Neutral." The skewness and kurtosis of the distribution are -0.238 and -0.078, respectively, indicating that the data recorded for the International HRM Practices are slightly negatively skewed with lighter tails than the normal distribution.

Furthermore, the mean values for the distribution of international training and development, international compensation, and international performance appraisals are 3.65, 3.2167, and 3.4361, respectively. Table xi shows statistics on IHRMP distribution and dimensions.

Table xi Statistics of the Distribution of International HRM Practices

Statistic	International Training & Development	International Compensation	International Performance Appraisals	International HRM Practices
Mean Std. Error	0.11863	0.12591	0.10474	0.07984
Mean	3.65	3.2167	3.4361	3.4125
5% Trimmed Mean	3.6852	3.2222	3.429	3.4194
Median	3.8333	3.125	3.5	3.5
Variance	0.844	0.951	0.658	0.383
Std. Deviation	0.91889	0.9753	0.81134	0.61847
Minimum	1	1	2	2.1
Maximum	5	5	5	5
Range	4	4	3	2.9
Interquartile Range	0.83	1.5	1	0.84
Skewness	-0.627	-0.146	-0.219	-0.238
Kurtosis	0.303	-0.592	-0.318	-0.078

5.5.2 Frequency Distribution Analysis for Expatriates Job Performance

Table xii shows that the distribution has a mean value of 3.8690. The respondents were "satisfied" with the expatriate's job performance. The distribution's skewness and kurtosis are 0.005 and -0.339, respectively, indicating that the expatriate's job performance data are almost symmetrical, with shorter tails and fewer extreme values than a normal distribution.

Furthermore, the mean values of task and contextual performance distributions are 3.9167 and 3.8056, respectively. Table xii shows statistics on the distribution and aspects of expatriate work performance.

Table xii Statistics of the Distribution of Expatriates' Job Performance

Statistics	Task Performance	Contextual Performance	Expatriates Job Performance
Mean Std. Error	.09812	.09044	.07395
Mean	3.9167	3.8056	3.8690
5% Trimmed Mean	3.9491	3.8025	3.8651
Median	4.0000	4.0000	4.0000
Variance	.578	.491	.328
Std. Deviation	.76006	.70053	.57281
Minimum	2.00	2.00	2.43
Maximum	5.00	5.00	5.00
Range	3.00	3.00	2.57
Interquartile Range	1.19	1.00	.71
Skewness	-.292	.036	.005
Kurtosis	-.387	-.421	-.339

5.6 Examine the Factors of Variables

This section explains the importance of the determinants of the study's independent variable (IHRP) and dependent variables (expatriate job performance).

5.6.1 Examine the Determinants of International Human Resource Practices

This section explains the importance of dimensions (International Training & Development, International Compensation, and International Performance Appraisal) of International Human Resource Practices. Table xiii ranks the importance of the dimensions of IHRP according to the mean value.

Table xiii Ranking the Dimensions of International Human Resource Practices

Dimension	Mean	Std. Deviation	Rank
Training & Development	3.6500	0.91889	1
Performance Appraisals	3.4361	0.81134	2
Compensation	3.2167	0.9753	3

According to the average value of each component, training, and development are the most critical aspects of worldwide human resource practices. Other dimensions may be ordered as performance evaluations and compensation, accordingly.

5.6.2 Examine the Determinants of Expatriates Job Performance

This section explains the importance of expatriate job performance dimensions (task and contextual performance). Table xiv ranks the dimensions' importance according to the mean value.

Table xiv Ranking the Dimensions of Job Performance

Dimension	Mean	Std. Deviation	Rank
Task Performance	3.9167	0.76006	1
Contextual Performance	3.8056	0.70053	2

According to the average value of each component, task performance is the most essential aspect of an expatriate's work performance.

5.7 Hypotheses Testing

The hypotheses testing was carried out using the results of Pearson's product movement correlation analysis and the results of regression analysis.

5.7.1 Testing Hypothesis H1

The hypothesis 1 was;

H1: There is a significant impact of IHRM Practices on expatriate's job performance

Correlation analysis determined the relationship between the independent variable and the study's dependent variable. The objective is to check whether there is a relationship between the variables IHRMP and expatriates' job performance. The observed Pearson correlation coefficient is 0.3, according to Table xv, implying that a positive relationship occurs between international human resource practices and expatriates' job performance. Additionally, regression analysis was used to determine the impact between the independent and dependent variables.

Table xv Correlation between IHRMP and Expatriates' Job Performance

Correlations			
		Expatriates Job Performance	International Human Resource Practices
Expatriates Job Performance	Pearson Correlation	1	.300*
	Sig. (2-tailed)		.020
	N	60	60
International Human Resource Practices	Pearson Correlation	.300*	1
	Sig. (2-tailed)	.020	
	N	60	60

The outcomes show (Table xvi) that the regression coefficients (R) of the International human resource relationship between practice-related independent variables and job performance were 0.300, with an R Square of 0.090. Around 9% of the variance (R Square) in the expatriate's job performance is explained by IHRMP.

Table xvi Regression Analysis of Employee Engagement and Job Performance (Model Summary)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.300 ^a	.090	.074	.55119	.090	5.720	1	58	.020
a. Predictors: (Constant), International Human Resource Practices									
b. Dependent Variable: Expatriates Job Performance									

The p-value is <0.05. This means that the IHRMP can be used to forecast expatriate job performance (see Table xvii).

Table xvii ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.738	1	1.738	5.720	.020 ^b
	Residual	17.621	58	.304		
	Total	19.359	59			
a. Dependent Variable: Expatriates Job Performance						
b. Predictors: (Constant), International Human Resource Practices						

Table xviii Coefficient

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.922	.402		7.264	.000
	International Human Resource Practices	.277	.116	.300	2.392	.020
a. Dependent Variable: Expatriates Job Performance						

Table xviii shows that the International Human Resource Practices have a β value of 0.277. It suggests a beneficial relationship between international human resource strategies and expatriate job performance. It can be further stated that if IHRMP grows by one unit, expatriates' work performance will improve by 0.277. It is significant since the p-value is 0.020, which is less than 0.05. As a result, it can be proven that international human resource techniques favor expatriate work performance at ABC Pvt Ltd in Sri Lanka.

5.7.2 Testing Hypothesis H2

The hypothesis 2 was;

H2: There is a significant impact of International Training and development practices on expatriate's job performance.

Table xix shows the correlation between international training & development and expatriates' job performance.

Table xix Correlation between Training and Development and Expatriates Job Performance

Correlations			
		Expatriates Job Performance	International Training & Development
Expatriates Job Performance	Pearson Correlation	1	.292*
	Sig. (2-tailed)		.024
	N	60	60
International Training & Development	Pearson Correlation	.292*	1
	Sig. (2-tailed)	.024	
	N	60	60
*. Correlation is significant at the 0.05 level (2-tailed).			

Based on Pearson movement correlation findings (Table xix) for two variables, it is 0.292, which discovered a positive connection between international training & development and the job performance of ex-pats in ABC Pvt Ltd, Sri Lanka. Also, a significant relationship between these variables, training & development, and expatriates' job performance can be statistically claimed.

Regression analysis was also conducted to assess the impact of international training and development on expatriate job performance.

The results show (Table xx) that the regression coefficients (R) of the international training and development and the expatriate's job performance were 0.292, and the R Square was 0.085. It indicates that about 8.5 percent of the variance (R Square) in the expatriate's job performance is explicated by international training and development.

Table xx Model Summary H2

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.292a	.085	.069	.55260	.085	5.396	1	58	.024
a. Predictors: (Constant), Training & Development									
b. Dependent Variable: Expatriates Job Performance									

The p-value is below 0.05. This ensures that training and development can be used to forecast expats' job performance (refer to Table xxi).

Table xxi ANOVAa H2

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.648	1	1.648	5.396	.024b
	Residual	17.711	58	.305		
	Total	19.359	59			
a. Dependent Variable: Expatriates Job Performance						
b. Predictors: (Constant), International Training & Development						

Table xxii Coefficients H2

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.137	.323		9.716	.000
	International Training & Development	.199	.086	.292	2.323	.024
a. Dependent Variable: Expatriates Job Performance						

Accordingly, the regression equation of expats' job performance in ABC Pvt Ltd, Sri Lanka, is $\text{Expatriates Job Performance} = 3.137 + 0.199 (\text{International Training \& Development})$.

5.7.3 Testing Hypothesis H3

The hypothesis 3 was;

H3: There is a significant impact of International Performance Appraisal practices on expatriate's job performance.

Table xxviii shows the correlation between international performance appraisals and expatriates' job performance.

Table xxiii Correlation between international performance appraisals and expats Job Performance

Correlations			
		Expatriates Job Performance	Performance Appraisals
Expatriates Job Performance	Pearson Correlation	1	.273*
	Sig. (2-tailed)		.035
	N	60	60
Performance appraisals	Pearson Correlation	.273*	1
	Sig. (2-tailed)	.035	
	N	60	60
*. Correlation is significant at the 0.05 level (2-tailed).			

Based on Pearson movement correlation findings (Table xxiii) for two variables, it is 0.273, which discovered a positive connection between international performance appraisals and expatriate job performance of executives in ABC Pvt Ltd, Sri Lanka. Also, a significant relationship between these two variables can be statistically claimed: International performance appraisals and expatriates' job performance.

Regression analysis was also conducted to assess the impact of international performance appraisals on expatriates' job performance.

According to the findings (Table xxiv), the regression coefficients (R) between international performance appraisals and expatriate work performance were 0.273 and 0.074, respectively. It suggests that international performance appraisals account for around 7.4 percent of expatriates' work performance variance (R Square).

Table xxiv Model Summary H3

Model Summary									
Model	R	Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.73a	.074	.058	.55585	.074	4.655	1	58	.035
Predictors: (Constant), International performance appraisals									
Dependent Variable: Expatriates Job Performance									

The p-value is below 0.05. This ensures that international performance appraisals can be used to forecast expatriates' job performance (refer to Table xxv).

Table xxv ANOVAa H3

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.438	1	1.438	4.655	.035b
	Residual	17.920	58	.309		
	Total	19.359	59			
Dependent Variable: Expatriates Job Performance						
Predictors: (Constant), International Performance and Evaluation						

Table xxvi Coefficients H3

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.208	.315		10.191	.000
	Performance Appraisals	.192	.089	.273	2.158	.035
Dependent Variable: Expatriates Job Performance						

Accordingly, the regression equation of expatriates' job performance in ABC Pvt Ltd, Sri Lanka, is $\text{Expatriates Job Performance} = 3.208 + 0.192 (\text{International Performance Appraisals})$.

5.7.4 Testing Hypothesis H4

The hypothesis 4 was;

H4: There is a significant impact of International Compensation on expatriate's job performance.

Table xxvii shows the correlation between international compensation and expatriates' job performance. Table xxvii Correlation between International Compensation and Job Performance

Correlations			
		Expatriates Job Performance	Compensation
Expatriates Job Performance	Pearson Correlation	1	.311*
	Sig. (2-tailed)		.016
	N	60	60
International Compensation	Pearson Correlation	.311*	1
	Sig. (2-tailed)	.016	
	N	60	60
*. Correlation is significant at the 0.05 level (2-tailed).			

Based on Pearson movement correlation findings (Table xxvii) for two variables, it is 0.311, which discovered a positive connection between international compensation and expatriate job performance of ABC Pvt Ltd, Sri Lanka. Also, a significant relationship between these two variables can be statistically claimed: International compensation and expatriates job performance.

Regression analysis was also conducted to assess the impact of international compensation on expatriate job performance.

According to the findings (Table xxviii), the regression coefficients (R) between international compensations and expatriate work performance were 0.311 and 0.096, respectively. International remuneration accounts for around 9.6 percent of expatriate job performance variance (R Square).

Table xxviii Model Summary H4

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.311a	.096	.081	.54915	.096	6.193	1	58	.016
a. Predictors: (Constant), Compensation									
b. Dependent Variable: Expatriates Job Performance									

The p-value is below 0.05. This ensures that international compensation can be used to forecast expatriates' job performance (refer to Table xxix).

Table xxix ANOVAa H4

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.868	1	1.868	6.193	.016b
	Residual	17.491	58	.302		
	Total	19.359	59			
a. Dependent Variable: Expatriates Job Performance						
b. Predictors: (Constant), International Compensation						

Table xxx Coefficients H4

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.282	.246		13.330	.000
	Compensation	.182	.073	.311	2.489	.016
a. Dependent Variable: Expatriates Job Performance						

Accordingly, the regression equation of expats' job performance ABC Pvt Ltd, Sri Lanka is
 Expatriates Job Performance = 3.282+0.182 (International Compensation).

5.8 Summary

This chapter discussed the data presentation and analysis. The data were examined using descriptive statistics software SPSS version 22 to determine the effect of the independent variable (International Human Resource Practices) on the dependent variable (Expatriates Job Performance). Furthermore, the chapter finally explained the bivariate analysis with correlation and regression analysis.

Chapter Six

Discussion & Recommendation

6.1. Introduction

This chapter's primary goal is to examine how the project's findings relate to previous studies and the implications of those findings, including possible recommendations.

6.2. Discussion of Findings

In this section, discuss the objectives of the study as follows:

6.2.1. To determine how IHRM practices impact an expatriate's job performance

According to the mean values (refer to Table xi), the most significant international human resource practice is international training and development (3.65), international performance appraisals (3.43) and international compensations (3.21) are ranked as second and third significant IHRM practices of the study. According to the findings of the means mentioned in the first place, international training and development is highly sensitive among the other two practices considering expatriate job performance. The role of international Human resource practices is the key to success in these multinational industries. Under correct IHRM practices with the leaders and the subordinates, guide them and advise them to achieve their personal and company goals, which satisfy the required level of expatriates' job performance.

6.2.2. To identify how international training and development impact an expatriate's job performance

Pearson's correlation between the two variables of international training and development and expatriates' job performance is 0.292(refer to Table xix), which is positive. It shows a positive relationship between international training and development and expatriates' job performance. Therefore, there is statistical evidence to claim that international training and development and expatriates' job performance are positively related.

According to the regression study conducted to determine the influence of international training and development on expatriate job performance at ABC Private Limited. According to the model summary (Table xx), the R square value is 0.085, indicating that training and development account for 8.5%, or about 9%. This is a significant variation in this context.

According to this result, international training and development significantly impact expatriate job performance among expatriates in ABC Pvt Ltd Sri Lanka; therefore, improving its international training and development will increase expatriate job performance.

6.2.3. To examine international performance appraisals impact on expatriate's job performance

The Pearson correlation between the two variables of international performance appraisals and expatriates' job performance is 0.273(refer to Table xxiii), which is positive. It shows a positive relationship between international performance appraisals and expatriates job performance. Therefore, there is statistical evidence to claim that international performance appraisals and expatriates job performance is positively related.

According to regression research done to determine the impact of international performance appraisals on expatriate job performance at ABC Private Ltd. According to Table xxiv of the model summary, the value R square is 0.075, indicating that performance appraisals account for 7.5% or nearly 8%. This is a significant variation in this context.

According to this result, international performance appraisals significantly impact expatriate job performance among expatriates in ABC Pvt Ltd Sri Lanka; therefore, if the company improves its international performance appraisals, it will increase the expatriate's job performance.

6.2.4 To identify international compensation impact on expatriate's job performance

Pearson correlation between the two variables of international compensations and expatriates' job performance is 0.311(refer Table xxvii), which is positive. It shows a positive relationship between international compensation and expatriates' job performance. Therefore, there is statistical evidence to claim that international compensation and expatriates' job performance are positively related.

According to regression analysis used to identify the impact of international compensations on expatriates' job performance in ABC Private Ltd, Table xxix of the model summary shows the value R square is 0.096, showing that international compensation is explained by 9.6%, almost 10%. This is a considerable variance according to this particular context.

According to this result, international compensations significantly impact expatriate job performance among expatriates in ABC Pvt Ltd, Sri Lanka. Therefore, if the company improves its international performance appraisals, it will increase the expatriate's job performance.

6.2.5 Hypothesis

No	Hypothesis	Result
1	H1: There is a significant impact of IHRM Practices on expatriate's job performance	Accepted
2	H2: There is a significant impact of International Training and development practices on expatriate's job performance	Accepted
3	H3 There is a significant impact of International Performance Appraisal practices on expatriate's job performance.	Accepted
4	H4: There is a significant impact of International Compensation on expatriate's job performance	Accepted

The first hypothesis is a significant relationship between IHRM and Expatriates' Job Performance. Pearson correlation among the two variables of IHRM and expatriates' job performance is 0.300 (Table xv), which is positive. It displays that there is a positive relationship between IHRM and EP. Therefore, there is a statistical signal to entitlement that international human resource practices and expatriates' job performance are positively associated. According to (Mills, 2021) has found that there is a significant positive relationship between IHRM practices and EP; therefore, the first hypothesis is accepted.

The second hypothesis is that international training and development significantly impact expatriates' job performance. Regression analysis was done to recognize the impact of training and development on expatriates' job performance. As mentioned in Table xx of the model summary, the value of R² is 0.085, indicating that expatriates' work performance varies by 9% due to differences in international training and development. Table xxi shows that the statistically significant value is less than 0.05. This suggests that international training and development impact expatriates' job performance. According to (Gong, 2003), international training and development improves expatriate job performance; thus, the second hypothesis is approved.

The third hypothesis is that international performance appraisals impact expatriates' job performance. Regression analysis was conducted to determine the impact of performance appraisals on expatriate work performance. According to Table xxiv of the model summary, the R square value is 0.074, indicating that performance assessments explain 7.4% of expatriates' work performance. According to Table xxv, the statistical significance level is less than 0.05. This suggests that performance reviews have an impact on expatriates' job performance. According to (Gong, 2003), international performance appraisals impact expatriate's job performance; therefore, the third hypothesis is accepted.

The fourth hypothesis is international compensation significantly impacts expatriates' job performance. Regression analysis was done to identify the impact on compensation and expatriates' job performance. According to Table xxviii of the model summary, the R square value is 0.096, indicating that expatriates' work performance is explained by a 10% variation in international salary. According to Table xxix, the statistical significance level is less than 0.05. This means that remuneration affects expatriate job performance. According to (Mills, 2021), international compensation impacts expatriate's job performance. Therefore, the fourth hypothesis is accepted.

6.3 Previous Studies related IHRM practices and expatriates' job performance

According to the research findings of (Peterson et al., 1996), According to (Peterson et al., 1996) The study of the correlation between International Human Resource Management (IHRM) practices and the job performance of expatriates in different cultural settings may be understood by employing the structures of cultural intelligence theory and agency theories and the significant difference can be seen in various settings, However, in (Armstrong's Essential Human Resource Management Practice: A Guide to People - Michael Armstrong - Google Books, 2010) study proved that Training and development strongly influence on expatriate job performance also (Paik, Parboteeah and Shim, 2007), and international performance appraisals will determine the extent to which appraisals will positively impact on expatriates job performance.

The study (Gong, 2003) revealed that international compensation would not only provide salaries according to the particular context expatriates also lead to reduced employee turnover, increasing expatriates' job performance towards personal and company goals.

When firms offer expatriates good pay, chances to advance in their careers, and clear standards about how they should do their jobs, it encourages them to do their best. Based on agency theories, these practices help expatriates do their jobs better by aligning their interests and desires with those of the organization. (Bebenroth and Li, 2010).

6.4. Managerial Implications

The current level of expatriate job performance is in any direction.

Suppose a multinational company needs to improve its international human resources practices, such as global training and development, international performance appraisals, and international compensation. In that case, the productivity of effectiveness, efficiency, and job satisfaction also decrease, which means the company can only achieve its goals after the period. However, if they can improve the above, IHRM practices will increase job performance and also lead to an increase in the productivity of the business.

This signals to management that there is a possibility of decreasing the efficiency of the expatriates if current international training and development stay the same.

Lacking tailored training, the company's goals will not be met, disrupting the flow of services and adding to job completion times due to inadequate technological expertise. Additionally, the organization would be burdened by the cost of hiring new personnel due to the need for more trained expats. Additionally, the increased workload of the remaining expatriates will negatively impact their job performance and harm business production.

It is questionable whether the current performance appraisal practice can be changed.

According to the current performance appraisal process, employees are unhappy because departments are assigned limited grades based on the projects they handle. As a result, people who put in a lot of effort and gave their all for the company may have a general grade rather than a superior one. Furthermore, in a multinational setting, the supervisor and the headquarters will evaluate the employees' performance; even if the employees are unsatisfied, these conditions are difficult to change in a single-country company.

Continuous research and development costs on new techniques and employee well-being will burden the company.

Being in a highly competitive industry, the increasing costs associated with employee well-being will pose a significant challenge to ABC Pvt Ltd with the current situation in the world and the 5G ban, who cannot afford to spend large sums of money on employee welfare and find it challenging to invest in innovations all at once. Therefore, these costs will have an impact on the company's liquidity as well as its profit margin.

Decreasing organizational productivity will not allow management to achieve their expected goals.

The work role of the expatriates is the key to the success of the service and delivery process. If they are happy, they will project delivery smoothly, but if they are unhappy, management cannot easily achieve its target and company goal.

6.5 Limitations

The generalization of the findings could be higher since they were based on one company operating in the telecom and ICT industry among several other Telco companies. The study focused on one industry (IT industry) and another limitation (limited scope) identified. Another limitation is that the study was done including a smaller number of employees (60 respondents). Therefore, the findings have some possible biases towards some areas. The Telco and ICT industry data are highly secret and confidential due to the competition and new technologies and privacy, as the trends used by the companies to market their products/projects; therefore, just one leakage of confidential data will have a bad impact on the company, so, it will directly affect to the findings. Another limitation that can be illustrated is respondent biases. That means there can be errors in giving answers from expatriates

worldwide with respective cultural effects. Dishonesty and fearfulness may influence the answers they give. Therefore, that will be affected by the reliability of the findings.

6.6 Recommendations

Strengthening international training and development programs is essential to improve expatriate work performance. Cultural sensitivity, language ability, and successful cross-cultural communication should be prioritized in these programs. Providing chances for continuous learning specific to various global contexts would better prepare expatriates to deal with different situations and adjust to changing global issues.

It is essential to develop performance appraisal evaluations that are both culturally aware and clear. These metrics need to evaluate contextual performance in a range of international contexts in addition to task-oriented accomplishments. It is essential to conduct regular performance assessments considering the special difficulties and complexities of an expatriate's job in a global setting.

It is important to design complete compensation plans that meet international standards. These packages must consider living expenses, cultural differences, and other pertinent aspects in other nations. Implementing flexible pay plans that meet the varied needs of foreign workers and their families in different countries is also essential.

It is vital to establish mentorship programs or support networks. Establishing connections between expats and knowledgeable locals or experts facilitates their integration and problem-solving in various cultural contexts. Furthermore, providing counseling services or intercultural training helps foreign nationals and their families deal with possible difficulties and adjust to new cultural environments.

It's essential to promote open lines of communication so that foreign nationals can share their experiences, difficulties, and recommendations. It is ensured that HR policies stay current and

effective in meeting the changing demands of expatriates by routinely reviewing and adjusting them based on their feedback.

Mutual learning and development are promoted by providing venues or platforms for expatriates to exchange successful international practices and experiences. These kinds of programs facilitate sharing effective tactics and insightful knowledge across overseas groups.

Incorporating diversity and inclusion initiatives into global HR policies promotes an inclusive environment for expatriates. Cultivating a healthy and empowering global workplace culture demands respect and acceptance for all viewpoints and cultures.

6.7 Summary

This chapter explains the factors that impact expatriates' job performance, the present level of expatriates' job performance, and the most significant IHRM practice on expats' job performance in ABC Pvt Ltd. It also included findings, management implications, and recommendations.

REFERENCES

- Armstrong's Essential Human Resource Management Practice: A Guide to People ... - Michael Armstrong - Google Books (no date). Available at: https://books.google.lk/books?hl=en&lr=&id=eh6CW9AOgoEC&oi=fnd&pg=PR4&dq=HRM+Practices+book&ots=Y6yXyvZ68f&sig=-8vFqEh-M3qyXjQpARBCM1vJZS4&redir_esc=y#v=onepage&q=HRM%20Practices%20book&f=false (Accessed: 21 September 2023).
- Balázs, B.Z. *et al.* (2021) 'A review on micro-milling: recent advances and future trends', *The International Journal of Advanced Manufacturing Technology*, 112, pp. 655–684.
- Balkanov, I. (2023) 'Online Dictionary – New Opportunities and Challenges of Practical and Theoretical Lexicography', *SSRN Electronic Journal* [Preprint]. Available at: <https://doi.org/10.2139/SSRN.4465143>.
- Bataineh, K. adnan (2019) 'Impact of Work-Life Balance, Happiness at Work, on Employee Performance', *International Business Research*, 12(2), p. 99. Available at: <https://doi.org/10.5539/ibr.v12n2p99>.
- Bebenroth, R. and Li, D. (2010) 'Expatriation and performance', *Challenges of Human Resource Management in Japan, London: Routledge*, pp. 61–78.
- Berg, N. and Holtbrügge, D. (2010) 'Global teams: A network analysis', *Team Performance Management*, 16(3), pp. 187–211. Available at: <https://doi.org/10.1108/13527591011053269>.
- Brown, M. and Benson, J. (2003) 'Rated to exhaustion? Reactions to performance appraisal processes', *Industrial Relations Journal*, 34(1), pp. 67–81.
- Brown, M. and Heywood, J.S. (2005) 'Performance Appraisal Systems: Determinants and Change', *British Journal of Industrial Relations*, 43(4), pp. 659–679. Available at: <https://doi.org/https://doi.org/10.1111/j.1467-8543.2005.00478.x>.
- Caligiuri, P.M. and Stroh, L.K. (2006) 'Multinational corporation management strategies and international human resources practices: bringing IHRM to the bottom line', <https://doi.org/10.1080/09585199500000032>, 6(3), pp. 494–507. Available at: <https://doi.org/10.1080/09585199500000032>.
- Campbell, M.C. (1999) 'Perceptions of price unfairness: antecedents and consequences', *Journal of marketing research*, 36(2), pp. 187–199.
- Chin Wei, C. and Che Rose Professor, R. (2011) *The Effects of Cultural Intelligence on Cross-Cultural Adjustment and Job Performance amongst Expatriates in Malaysia*, *International Journal of Business and Social Science*. Available at: www.ijbssnet.com.
- Chuan Terng, L. and Ahmad, N. (2021) 'The Relationship Between Human Resource Management Practices and Employee Performance', *Research in Management of Technology and Business*, 2(1), pp. 123–136. Available at: <https://doi.org/10.30880/rmtb.2021.02.01.009>.
- Dowling, Peter., Festing, Marion. and Engle, A.D. (2013) *International human resource management*. Cengage Learning.

- Edwards, T. et al. (2016) 'Global standardization or national differentiation of HRM practices in multinational companies? A comparison of multinationals in five countries', *Journal of International Business Studies*, 47(8), pp. 997–1021. Available at: <https://doi.org/10.1057/S41267-016-0003-6/METRICS>.
- Farndale, E. and Kelliher, C. (2013a) 'Implementing Performance Appraisal: Exploring the Employee Experience', *Human Resource Management*, 52(6), pp. 879–897. Available at: <https://doi.org/https://doi.org/10.1002/hrm.21575>.
- Farndale, E. and Kelliher, C. (2013b) 'Implementing Performance Appraisal: Exploring the Employee Experience', *Human Resource Management*, 52(6), pp. 879–897. Available at: <https://doi.org/https://doi.org/10.1002/hrm.21575>.
- Frye, M.B. (2004) 'Equity-Based Compensation for Employees: Firm Performance and Determinants', *Journal of Financial Research*, 27(1), pp. 31–54. Available at: <https://doi.org/https://doi.org/10.1111/j.1475-6803.2004.00076.x>.
- Gong, Y. (2003) 'Subsidiary Staffing in Multinational Enterprises: Agency, Resources, and Performance', *Academy of Management Journal*, 46(6), pp. 728–739. Available at: <https://doi.org/10.5465/30040664>.
- Hassan, S. (2016) 'Impact of HRM Practices on Employeeâ€™s Performance', *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(1). Available at: <https://doi.org/10.6007/ijarafms/v6-i1/1951>.
- Hassan, S. (2016b) 'Impact of HRM Practices on Employeeâ€™s Performance', *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(1). Available at: <https://doi.org/10.6007/ijarafms/v6-i1/1951>.
- Impact of human resource management practices on enhancing employee performance in Jordan Islamic bank' (2023) *Journal of Southwest Jiaotong University*, 58(3). Available at: <https://doi.org/10.35741/issn.0258-2724.58.3.17>.
- International Human Resource Management 4th Edition* (no date).
- Jouda, A.A. et al. (2016) 'International Review of Management and Marketing The Impact of Human Resource Management Practices on Employees Performance: The Case of Islamic University of Gaza in Palestine', *International Review of Management and Marketing*, 6(4), pp. 1080–1088. Available at: <http://www.econjournals.com>.
- Jouda, A.A. et al. (2016) 'International Review of Management and Marketing the Impact of Human Resource Management Practices on Employees Performance: The Case of Islamic University of Gaza in Palestine', *International Review of Management and Marketing*, 6(4), pp. 1080–1088. Available at: <http://www.econjournals.com>.
- Kawai, N. and Mohr, A. (2015) 'The Contingent Effects of Role Ambiguity and Role Novelty on Expatriates' Work-related Outcomes', *British Journal of Management*, 26(2), pp. 163–181. Available at: <https://doi.org/https://doi.org/10.1111/1467-8551.12089>.
- Klimecka-Tatar, D. and Ingaldi, M. (2021) 'service quality management in term of ihrm concept and the employee internationalization', *International Journal for Quality Research*, 15(3), pp. 753–772. Available at: <https://doi.org/10.24874/IJQR15.03-05>.

- Koopmans, L. *et al.* (2011) 'Conceptual frameworks of individual work performance: A systematic review', *Journal of Occupational and Environmental Medicine*, 53(8), pp. 856–866. Available at: <https://doi.org/10.1097/JOM.0b013e318226a763>.
- Lee, L. and Donohue, R. (2012) 'The construction and initial validation of a measure of expatriate job performance', *The International Journal of Human Resource Management*, 23(6), pp. 1197–1215.
- Liu, C. and Lee, H. (2008) 'A proposed model of expatriates in multinational corporations', *Cross Cultural Management: An International Journal*, 15(2), pp. 176–193. Available at: <https://doi.org/10.1108/13527600810870615>.
- Lynton, R.P. and Pareek, U. (2011) *Training for development*. SAGE publishing India.
- Manzoor, F. *et al.* (2019) 'An examination of sustainable HRM practices on job performance: An application of training as a moderator', *Sustainability (Switzerland)*, 11(8). Available at: <https://doi.org/10.3390/su11082263>.
- Manzoor, F. *et al.* (2019a) 'An examination of sustainable HRM practices on job performance: An application of training as a moderator', *Sustainability (Switzerland)*, 11(8). Available at: <https://doi.org/10.3390/su11082263>.
- Manzoor, F. *et al.* (2019b) 'An examination of sustainable HRM practices on job performance: An application of training as a moderator', *Sustainability (Switzerland)*, 11(8). Available at: <https://doi.org/10.3390/su11082263>.
- McNulty, Y. and Brewster, C. (2017) 'The concept of business expatriates', *Research handbook of expatriates*, pp. 21–60.
- Morgan, P. V. and Bottrall, P.J. (1988) 'Trends in International Human Resource Management', *Asia Pacific Journal of Human Resources*, 26(1), pp. 46–53. Available at: <https://doi.org/10.1177/103841118802600105>.
- Motowidlo, S.J. (2003) 'Job performance', *Handbook of psychology: Industrial and organizational psychology*, 12(4), pp. 39–53.
- Opatha, H.H.D.N.P. (2009) *Human Resource Management*. Department of HRM, University of Sri Jayewardenepura. Available at: <https://doi.org/10.31357/bkc.fmsc.00001>.
- Paik, Y., Parboteeah, K.P. and Shim, W. (2007) 'The relationship between perceived compensation, organizational commitment and job satisfaction: the case of Mexican workers in the Korean Maquiladoras', *The International Journal of Human Resource Management*, 18(10), pp. 1768–1781. Available at: <https://doi.org/10.1080/09585190701570940>.
- Parab, S. and Bhalerao, S. (2010) 'Choosing statistical test', *International journal of Ayurveda research*, 1(3), p. 187.
- Peterson, R.B. *et al.* (1996) 'Corporate Expatriate HRM Policies, Internationalization, and Performance in the World's Largest MNCs', *MIR: Management International Review*, 36(3), pp. 215–230. Available at: <http://www.jstor.org/stable/40228358>.
- Quintanilla, J. and Ferner, A. (2010) 'Multinationals and human resource management: between global convergence and national identity', <http://dx.doi.org/10.1080/0958519022000031799>, 14(3), pp. 363–368. Available at: <https://doi.org/10.1080/0958519022000031799>.

- Rivai, V. and Basri, A.F.M. (2005) *Performance Appraisal: Sistem yang tepat untuk menilai kinerja karyawan dan meningkatkan daya saing perusahaan*. PT RajaGrafindo Persada.
- Rivai, V. and Basri, A.F.M. (2005a) *Performance Appraisal: Sistem yang tepat untuk menilai kinerja karyawan dan meningkatkan daya saing perusahaan*. PT RajaGrafindo Persada.
- Rivai, V. and Basri, A.F.M. (2005b) *Performance Appraisal: Sistem yang tepat untuk menilai kinerja karyawan dan meningkatkan daya saing perusahaan*. PT RajaGrafindo Persada.
- Shehu Mashi, M., Hamza Galadanchi, A. and Gbadebo Salimon, M. (2018) *the effect of organizational antecedents on voluntary turnover intention: job embeddedness as a mediator* *Human Resources View project*. Available at: <https://www.researchgate.net/publication/330811402>.
- Shiferaw, T. (2022) 'Impact of Human Resource Management Practices on Employee Performance: The Case of Bule Hora University, Ethiopia, Africa', *Organization and Human Capital Development*, 1(1), pp. 53–61. Available at: <https://doi.org/10.31098/orcadev.v1i1.864>.
- Smith, M. and Bititci, U.S. (2017) 'Interplay between performance measurement and management, employee engagement and performance', *International Journal of Operations & Production Management*, 37(9), pp. 1207–1228. Available at: <https://doi.org/10.1108/IJOPM-06-2015-0313>.
- Stevenson, A. (2010) *Oxford dictionary of English*. Available at: <https://books.google.com/books?hl=en&lr=&id=anecAQAAQBAJ&oi=fnd&pg=PR5&dq=oxford+dictionary&ots=T-ly8xiMDL&sig=chKe-ob-29t42lkfWHNUE4Qf87Y> (Accessed: 19 September 2023).
- Tariq Khan, M., Ahmed Khan, N. and Ahmed, S. (2013) 'The Nature and Impact of Human Resource Management (HRM) Practices (A Review)', *International Journal of Information, Business and Management*, 5(1).
- Vicencio, J.R. (2021) 'Perceived Human Resource Management Practices and Demographic Profile of Staff at Private Higher Education Institutions in Oman', *Asia-Pacific Journal of Management Research and Innovation*, 17(1–2), pp. 71–84. Available at: <https://doi.org/10.1177/2319510X211047383>.
- Welch, D. and Björkman, I. (2015) 'The Place of International Human Resource Management in International Business', *Management International Review*, 55(3), pp. 303–322. Available at: <https://doi.org/10.1007/s11575-014-0226-3>.
- Woods, P. (2003) 'Performance management of Australian and Singaporean expatriates', *International Journal of Manpower*, 24(5), pp. 517–534. Available at: <https://doi.org/10.1108/01437720310491062>.
- Wu, P.-C. and Ang, S.H. (2011) 'The impact of expatriate supporting practices and cultural intelligence on cross-cultural adjustment and performance of expatriates in Singapore', *The International Journal of Human Resource Management*, 22(13), pp. 2683–2702. Available at: <https://doi.org/10.1080/09585192.2011.599956>.

APPENDICES

Appendix 1

Questionnaire

Kindly note that your participation in this questionnaire is voluntary. Thank you in advance for your willingness to contribute to this survey. If you have any queries regarding this survey or the study, please do not hesitate to

Part 1: Demographic Variables

1. Gender: ☐ Male ☐ Female
2. Age: ☐ 20-26 ☐ 27-32
☐ 33-39 ☐ 40 or over
3. Employment level: _____ (13-22)
4. Nationality: ☐ Indian ☐ Chinese ☐ Malaysian ☐ Thai ☐ Nepalis ☐ Pakistani
5. Years Experiences: _____

Please include the rating which you perceive in the following statements by tick ✓ (part 2 to part 5), and 5=Very satisfied, 4=Satisfied, 3=Neutral, 2=Dissatisfied, 1=Very dissatisfied

Part 2: International Human Resource Practices

No.	Compensations	1	2	3	4	5
6	Please rate your satisfaction with the fairness of your salary in comparison to the demands and challenges.					
7	Please rate the adequacy of your salary during you.					
8	Please rate the effectiveness of the health and security protection measures provided to you during your international assignment.					
9	Please rate how secure and well-protected you feel while on your international assignment in terms of health and safety.					
10	Please rate the effectiveness of the incentives (e.g., performance-bonuses) in motivating you to excel in your job during your international assignment					
11	Please rate how you perceive the impact of incentives on your job performance during your international assignment.					

12	Please rate the appropriateness of the benefits offered during your international assignment, such as accommodation and relocation.					
13	Please indicate how satisfied you are with the perks supplied as part of your remuneration package during your international assignment, such as accommodation and relocation support.					
No	Performance Appraisals					
14	Please indicate your opinion on the effectiveness of the measures your organization uses to evaluate the performance of its foreign workers.					
15	Please rate how well you think the performance evaluation procedures correspond with the duties and obligations of your employment as an expat.					
16	Please rate how well you feel your organization recognizes the quality of your work.					
17	Please rate the level of feedback and recognition you receive for the quality of your work.					
18	Please rate how much you believe your company promotes your personal and professional development.					
19	Please indicate how satisfied you are with the chances offered to you for both professional and personal development.					
No	Training and Development					
20	Please rate the effectiveness of the training evaluation methods used during your international assignment to assess the impact of training on your job performance.					
21	Please rate level of the to what extent you believe the feedback and insights gathered from training evaluations are used to improve your job performance during your international assignment.					
22	Please rate level of the quality of the training methods and content provided to you for enhancing your skills and knowledge during your international assignment.					
23	Please rate level of how well you believe the training methods and content align with the					

	specific challenges and requirements of your international assignment.					
24	Please rate the level of effectiveness of the training evaluation methods used during your international assignment to assess the impact of training on your job performance.					
25	Please rate the level of what extent you believe the feedback and insights gathered from training evaluations are used to improve your job performance during your international assignment.					
No	Expatriate job Performance					
26	Please rate your ability to complete assigned tasks in terms of quantity					
27	Please rate your work quality.					
28	Please rate your skills and expertise relevant to the job.					
29	Please rate your ability to monitor and control work tasks.					
30	Please rate the effectiveness of the expatriate's communication with colleagues and team members.					
31	Please rate your level of effort and dedication to the role.					
32	Please rate how well the expatriate cooperates and collaborates with colleagues and team members.					

Appendix 2

Project – Meeting Record Sheet

Name of the Student : Venura Jithmal Pussella

Reg No : MBAD/2021009

Name of the Supervisor : Dr. Udayangani Thalaspitiya

Meeting	Covered Topics	Supervisors Signature
25 th August 2023	Proposal Presentation	
20 th September 2023	Literature Review, Conceptualization, Operationalization and QuestionnaireDevelopment.	
30 th October 2023	Data Presentation and Analysis	
25 th November	Discussion & Conclusions	

Appendix 3

Data Collected

Summary of Data Collected (This table indicates the respondents' feedback for the questionnaire. The numerical values are derived according to 1-5 Likert Scale.)

Planning		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Planning	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	7																								

1	Independent Variable Dimensions			Main Independent Variable	Dependent Variable
2	Training and development	Compensation	Performance appraisals	IHRM	Exaptraites Job Performance
3	4	4.5	3.83	4.15	3.57
4	2	3.5	3.5	3.7	3
5	3.33	3.38	3.33	3.35	3.71
6	3	2.63	3.17	3.15	4.86
7	4	2.88	3.17	3.3	3.71
8	3.67	3	2.33	3	3.71
9	3.83	2	3	2.85	3.29
10	3.17	3.13	3.67	3.3	3.57
11	4	3	2	3	4
12	5	4	3	4	4.43
13	3.5	2.25	2.33	2.65	4
14	3.17	3.25	3.5	3.3	4.14
15	5	5	5	5	4.71
16	2.67	1	3	2.1	3.29
17	3.83	3.63	3.33	3.6	4.14
18	2	4.75	4	3.7	4
19	2	2	3	2.3	3.14
20	4.33	3	4	3.7	3
21	3.5	2	2	2.45	3.43
22	3.17	2	4	2.95	3.43
23	5	4	2	3.7	4
24	3	2.5	4	3.1	4
25	3.67	2	3	2.8	3.57
26	4	3	4	3.9	2.43
27	2	4	4	4.3	3
28	4	1	2	2.2	3.57
29	5	2	4	3.5	4.14
30	3	2	4	2.6	3
31	3	3	3	3	3
32	4	2	3	2.3	4
33	3	5	3	3.8	4.43
34	4	4	4	4	4
35	3	3	4	3.3	3.57
36	5	4.63	2	3.95	3.43
37	3.5	4	5	3.75	5
38	1	3	2	2.1	3.57
39	3.17	3.38	3.33	3.3	4
40	4	4	2	3.4	3.43
41	3	2.5	4.67	3	5
42	5	2.75	5	4.1	4.14
43	3.67	3.38	3.5	3.5	3.29
44	4	2.75	3	2.6	4
45	3.5	4.25	3	3.65	4
46	5	2.75	4	3.5	5
47	4	5	4	4.4	4.57
48	4	2	4	3.2	4.43
49	4	3	4	3.6	3.57
50	5	4.25	2	3.8	3.43
51	4	4	3.33	3.8	4.14
52	4	2.25	4	3.3	3.14
53	3	2	4	2.9	3.71
54	4	4.25	3.83	4.05	4
55	3.67	3.13	3.33	3.35	4.14
56	3.67	3.38	3.67	3.55	3.71
57	4.33	4.13	4.17	4.2	4.57
58	3.83	3.88	3.83	3.85	4.57
59	3.83	4	3.67	3.85	4.43
60	4.33	4	3.67	4	4.57
61	4	4	3	3.7	4.43
62	4	4	5	4.3	4

Appendix 4

Questionnaire Consent Form

You are invited to participate in this online survey on International Human Resource Management and Expatriates job performance in ABC (Pvt) Ltd. This is a study project being conducted by Venura Jithmal Pussella, a student at Sri Jayewardenepura University in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA). This survey approximately needs 5 minutes to complete.

Participation

Your participation in this survey is voluntary. You may refuse to take part in the research or exit the survey at any time without penalty. You are free to decline to answer any particular question you do not wish to answer for any reason.

Benefits

You will receive no direct benefits from participating in this research study. However, your responses may help us learn more about IHRM and Expatriates job performance in ABC (Pvt) Ltd.

Risks

There are no foreseeable risks involved in participating in this study.

Confidentiality

Your survey answers will be sent to a Google Forms, where data will be stored in an electronic format. Survey is created in a way that it does not collect identifying information such as your name, email address, or IP address. Therefore, your responses will remain anonymous.

Electronic consent: Please select your choice below. You may print a copy of this consent form for your records. Clicking on the “Agree” button indicates that

- You have read the above information
- You voluntarily agree to participate

☐ Agree

☐ Disagree

