

# Determinants of Expatriate Employee Retention in the Indian IT Sector: The Role of Cross-Cultural Adjustment, Compensation, Work-Life Balance, and Organizational Support

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**Abstract:** The globalization of the Information Technology (IT) sector has results in increased expatriate utilization in Indian IT firms, for providing expertise in inter-country operating procedures, knowledge transfer, and competitive edge in the global arena. The retention of expatriate employees has thus become a focal point of research, more so in the Indian IT sector where the attrition is one of the highest. This research study attempts to address these issues by highlighting the major factors leading to expatriate employee retention, specifically, cross cultural adjustment, compensation, work-life balance, and organizational support. After reviewing the existing literature and theory, this study aims to highlight how these factors affects expatriate employee retention and commitment. Although monetary benefits seem to have a significant role to play for employee retention, non-monetary factors like cross-cultural adjustment, career development and organizational support systems seem to be the ones providing a more long term sustainable solution. This study not only addresses some of the issues faced by the expatriate employees of Indian IT Firms, but also adds to the IHRM literature.

**Keywords:** *Expatriate Retention, Indian IT Sector, Cross-Cultural Adjustment, Work-Life Balance, Compensation, Organizational Support, IHRM.*

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## I. INTRODUCTION

### ➤ *Cross-Cultural Adjustment*

Achieving cross-cultural adjustment is the extent to which expatriates are able to adapt to an expatriate environment. Many studies have noted that cross-cultural adjustment is a most significant factor (Black et al., 1991) and it also has a positive relationship with expatriates' self-satisfaction. (Hwang et al.2006)

Expatriates tend to learn and live in worlds very different from their home countries differences in linguistic environment, social systems, job behaviors, and management practices may all cause culture shock, which, unless managed effectively, leads to stress, unsatisfactory performance and even early repatriation.

• *Cross-Cultural Adjustment is Generally Categorized into three Dimensions:*

✓ General adjustment, associated with living conditions such as accommodation, food and environment (climate)

- ✓ Interaction adjustment which is socializing and communicating with host country coworkers
- ✓ Work adjustment: the process of acclimating to new work roles, asks, and organizational norms.

Providing cross-cultural training, language support and mentoring programs would make the expatriates considerably more adaptable and successful, thus boosting their performance and retention.

### ➤ *Compensation*

Remuneration still constitutes one of the most important elements of expatriate's attraction and retention. Companies have historically attracted expatriates through providing them with generous remuneration packages to compensate for certain inconveniences associated with relocation, as well as to motivate employees to accept foreign assignments (Bonache et al., 2001).

• *These Packages Typically Include:*

- ✓ Base salaries plus nationality supplements

- ✓ Housing expenses, including moving expenses
- ✓ Child education support
- ✓ Healthcare and insurance benefits
- ✓ Hardship allowances (according to location)

While well remunerated jobs may be attracting people, this is no longer sufficient by itself for retaining people. Employees are now taking the position that they want more than the dollars for their rewards they will also need investments such as career growth, job security and work experience (Deloitte, 2024).

Thus, compensation needs to be part of a larger human-resource agenda in order to secure a longer-term expatriate stay.

#### ➤ *Work-Life Balance*

Work-life balance has become a vital factor for employee retention, especially as expatriates are under tougher conditions by being expatriates. Shaffer et al (2001) state that expatriates tend to have longer working hours, and can suffer problems of cultural alienation and separation from their family.

Having a healthy balance of work and personal life is important for motivation and job satisfaction. Organizations should encourage work/life balance by:

- Flexible working schedules
- Family support programs
- Counseling and wellness programs
- Leave arrangements and support for travel

In Indian IT industry where project deadlines have become critically challenging and customer expectations are continuously rising, maintaining work-life balance assumes greater importance. Employers that focus on gaining employee well-being have a higher chance of retaining their expats and improving their effectiveness.

#### ➤ *Organizational Support*

Support from the organization measures the degree to which employees believe that the organization values their contributions and is concerned about their well-being (Eisenberger et al, 1986). For expatriates, organizational support is vital during the process of assignment beginning from preparation to repatriation.

##### • *Key Forms of Organizational Support Include:*

- ✓ Pre-departure training and orientation
- ✓ On-site mentoring and support networks
- ✓ Career planning and development opportunities
- ✓ Repatriation assistance and job placement after return

However, this is not only affecting highly skilled expatriates but also can negatively impact less high skilled expatriates. For example, one of the key reasons causing dissatisfaction and expatriate turnover is the absence of organizational support (Kraimer, Wayne, & Jaworski, 2001).

In the Indian IT industry, expatriates are a crucial part of the global operations and strong organizational support mechanisms can lead to better retention performances.

#### ➤ *Link to the Lesson on the Study*

When combined these four factors (cross-cultural adjustment, compensation, work-life balance and organizational support) help to create a holistic expatriate retention framework. While these factors can by themselves affect employee choice, only by using them together can an expatriate retention goal be achieved.

The above factors will be examined in the Indian IT industry context and the ways organizations can design an effective retention strategy in order to reduce expatriate turnover and perform well in the long run.

#### ➤ *Objectives of the Research*

The aim of the study is to explore the factors affecting the retention of expatriate employees in India IT industry. The study will look into four main dimensions that affect the retention of expatriate's employees to a great extent.

**Cross-Cultural Adjustment** – In order to examine the relationship among expatriate adjustment to the host country culture, subcultural levels, and extent of work environment within the organization.

**Compensation and Benefits**- To determine how attractive wages, allowance, incentive schemes, benefits impact expatriates' commitment and retention intentions.

**Work-Life Balance** – To study the relationship between firm policies like work flexibility, work-leave arrangements and employee health and expatriate satisfaction and retention.

**Organizational Support** – To investigate how organizations can provide support through various means such as training, mentoring, career development opportunities, and repatriation planning, to promote greater expatriate commitment.

Through a thorough analysis of these dimensions within a rigorous research design, this research expects to generate actionable recommendations to human resource professionals and managerial decision makers that will encourage the implementation of retention practices tailored to the unique needs of expatriates and the organization, ultimately helping Indian IT firms retain their valuable human capital and maintain their competitive advantage in the global arena.

## II. LITERATURE REVIEW

#### ➤ *Expatriate Employee Retention*

Expatriate employee retention has emerged as a critical strategic concern in global organizations, particularly in knowledge-intensive sectors such as IT. Recent research emphasizes that expatriate retention is not merely an HR function but a key driver of organizational performance and global competitiveness. According to industry insights, high expatriate attrition disrupts knowledge continuity and

weakens international client relationships, especially in outsourcing-driven economies.

Recent studies highlight that retention is strongly influenced by psychological, organizational, and contextual factors. For instance, global workforce trends indicate that organizations focusing on employee well-being, career clarity, and support systems are more successful in retaining expatriates in competitive environments (Deloitte, 2024). Similarly, contemporary reviews of international workforce mobility suggest that expatriate retention is closely tied to adjustment, engagement, and organizational embeddedness in the host country (Baneviciene et al., 2024).

#### ➤ *Cross-Cultural Adjustment*

Cross-cultural adjustment continues to be one of the most significant predictors of expatriate retention in recent research. It refers to the extent to which expatriates can effectively adapt to the cultural, social, and professional environment of the host country.

Recent meta-analytic evidence shows that cultural intelligence, emotional intelligence, and cultural empathy play a stronger role in expatriate adjustment than traditional personality traits. This indicates a shift from static traits to dynamic competencies in understanding expatriate success.

Further, empirical research demonstrates that cross-cultural training significantly improves expatriate adjustment and reduces turnover intention by enhancing adaptability and social integration. Additionally, newer studies show that factors such as supervisor international experience and local workplace support significantly enhance expatriate adjustment outcomes and retention levels.

More recent findings also highlight that cultural intelligence contributes to “local embeddedness,” which improves expatriate well-being and long-term retention in global assignments.

#### ➤ *Compensation*

Compensation remains an important factor in expatriate management; however, recent literature clearly shows that its role has evolved. Modern expatriates no longer view compensation as the sole determinant of retention.

Recent industry reports indicate that while competitive pay packages attract expatriates, long-term retention is influenced more by total rewards, including career development, job security, and work environment (KPMG, 2023; Deloitte, 2024). This reflects a shift from purely financial incentives to holistic reward systems.

Additionally, contemporary HR research highlights that organizations adopting flexible compensation structures—combining financial rewards with non-monetary benefits such as learning opportunities and global mobility—achieve higher expatriate retention rates. This suggests that compensation acts as a “hygiene factor” rather than a primary retention driver in the current global workforce.

#### ➤ *Work-Life Balance*

Work-life balance has gained significant importance in recent expatriate research, especially in the post-pandemic global work environment. Expatriates often experience high stress due to relocation, long working hours, and family separation.

Recent studies show that organizations offering flexible work arrangements and well-being programs significantly reduce burnout and improve expatriate retention. For example, global workforce research indicates that employees with better work-life balance demonstrate higher engagement and lower turnover intentions (McKinsey & Company, 2023).

Furthermore, empirical findings reveal that work-life balance initiatives such as hybrid work models, mental health support, and family integration programs positively influence expatriate satisfaction and long-term commitment (Wang et al., 2022). These findings reinforce that work-life balance is now a core strategic retention factor rather than a supplementary benefit.

#### ➤ *Organizational Support*

Perceived organizational support (POS) remains one of the strongest predictors of expatriate retention in recent literature. It refers to the extent to which employees believe their organization values their contributions and supports their well-being.

Recent research highlights that structured organizational support mechanisms—such as mentoring, career planning, and repatriation programs—significantly enhance expatriate retention outcomes. A comprehensive review of international employee adjustment studies emphasizes that organizational support plays a central role in improving expatriate engagement and reducing turnover (Baneviciene et al., 2024).

Additionally, contemporary studies indicate that leadership support and inclusive organizational culture are critical in enhancing expatriate satisfaction and performance. Organizations that invest in continuous communication, support networks, and career clarity are more successful in retaining globally mobile employees.

Recent findings also suggest that organizational embeddedness—created through support systems and workplace relationships—acts as a key mediator between expatriate experience and retention outcomes.

### III. RESEARCH METHODOLOGY

#### ➤ *Research Design*

This research study adopted quantitative research methodology to assess the factors leading to expatriate employee retention in Indian IT industry. Primary data was collected through structured questionnaire from expatriate employees of selected Indian IT firms. Quantitative methodology appeared to be suitable for the current research study as it was based upon deduction and statistical analysis of the phenomena of expatriate employee retention.

The research design was descriptive and analytical research design. The descriptive part was used to learn about expatriates’ perception of outplacement support, reward, work/life balance, and cross-cultural adjustment and analytical part of how these variables would have an impact on a retention of employees.

The structured questionnaire has been used as the main data collection instrument as it enables the systematic and reliable collection of responses of a larger population. The questionnaire consisted of questions related to cross-cultural adjustment, compensation, work-life balance, support by organizations, and expatriate employee retention. The responses have been collected on a five-point likert scale from “Strongly Disagree” to “Strongly agree”.

➤ *Research Objectives*

- To examine the impact of organizational support on expatriate retention
- To analyse the role of cross-cultural adjustment in retention
- To evaluate the influence of work-life balance on expatriate retention
- To assess the importance of compensation in retaining expatriates

➤ *Hypotheses*

- H<sub>1</sub>: Organizational support positively influences expatriate retention
- H<sub>2</sub>: Cross-cultural adjustment positively influences expatriate retention

- H<sub>3</sub>: Work-life balance positively influences expatriate retention
- H<sub>4</sub>: Compensation positively influences expatriate retention

➤ *Sample and Population*

The population for which the research was directed at was expatriate employees still employed in top Indian IT companies. The focus was not only the Indian multinational companies like Infosys, Wipro, Tata Consultancy Services (TCS), Tech Mahindra, IBM, and HP Therefore is also used for reference to. Html. 11.22 other issues to be discussed (e.g.), Contains introduction part: which refers to.html. The rationale for including these companies was their global footprint and reliance on mobile people.

A purposive sampling technique was used to make sure that the respondents fulfilled the inclusion criterion by being expatriates working in the Indian IT industry for at least 6 months. The study consisted of expatriates from various nationalities, levels and functions of the organization.

The questionnaires distributed throughout the organization amount to 160 with n1 of 122 valid respondents received that give a response rate of 76.25%. This sample size was regarded as representative enough to carry out higher level statistical tests such as correlation analysis and multiple regression analysis. Tabachnick and Fidell (2013) suggested that multiple regression analyses require a minimum of 50 respondents plus 10 respondents for each independent variable.

Table 1 Population, Sample, and Response Rate

Respondent Company	Sample Distributed (n)	Responses Received	Response Rate (%)
Infosys	60	45	75.00%
Wipro	40	30	75.00%
TCS	25	20	80.00%
Tech Mahindra	15	12	80.00%
IBM	10	8	80.00%
HP	10	7	70.00%
Total	160	122	76.25%

➤ *Data Collection Tool*

The primary data were collected using a self-administered questionnaire. The purpose of questionnaire had been to analyze the factors affecting retention of expatriates employed in the Indian It domain. The questionnaire were developed using existing research sources on expatriates, employee retention, compensation, cross-culture, adjustment, employee support and work-life balance.

- *The Questionnaire Consisted of Two Sections:*

✓ *Section A: Demographic Information*

This section collected respondents’ personal and professional information, including:

- Gender

- Age
- Educational level.
- Work experience
- Current position
- Duration of working overseas
- Annual income

✓ *Section B: Study Variables*

This section measured the major constructs of the study:

- Cross-cultural adjustment.
- Compensation and benefits
- Work-life balance
- Administrative support, for example:
- Keeping expatriate employees

✓ *All Variables were Measured Using a Five-Point Likert Scale Ranging from:*

- 1 = Completely disagree
- 2=disagree, this is badly designed.
- 3 = Neutral:
- 4 = Agree
- 5 =I strongly agree.

A pilot test was conducted on 20 respondents to evaluate the wording, reliability and consistency of questionnaire. The questionnaire was amended accordingly.

A demographic overview of the respondents (n= 122)  
Demographics

Demographics of the respondents (n= 122)

Table 2 Demographic Variable Category Frequency (n) Percentage (%)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	80	65.6
	Female	42	34.4
Age	Less than 25 years	10	8.2
	26–35 years	40	32.8
	36–45 years	48	39.3
	46–55 years	18	14.8
	More than 55 years	6	4.9
Education	Bachelor’s Degree	50	41.0
	Master’s Degree	58	47.5
	Doctoral Degree	14	11.5
Work Experience	Less than 5 years	18	14.8
	6–9 years	35	28.7
	10–15 years	42	34.4
	More than 16 years	27	22.1
Working Abroad	Less than 3 years	35	28.7
	3–5 years	30	24.6
	6–9 years	32	26.2
	More than 10 years	25	20.5
Current Position	Employee	24	19.7
	Supervisor	22	18.0
	Lower-level Manager	46	37.7
	Middle-level Manager	26	21.3
	Top Manager	4	3.3

➤ *Validity and Reliability*

Construct validity was explored using Exploratory Factor Analysis (EFA) in SPSS. Items with factor loadings below 0.60 were deleted. The Kaiser-Meyer-Olkin (KMO) value was above 0.80 and Bartlett’s Test of Sphericity was significant ( $p < 0.001$ ), demonstrated the observation was appropriate for factor analysis.

All constructs extracted eigenvalues above 1.0 and the amount of variance explained varied from 60% to 75% confirming the constructs’ convergent validity. Reliability for each construct on the study was conducted using Cronbach’s Alpha. Each construct on the study had a Cronbach’s Alpha value higher than 0.70 (acceptable score), which indicated good internal consistency reliability.

➤ *Exploratory Factor Analysis and Reliability Results*

Table 3 Exploratory Factor Analysis and Reliability Results

Construct	Factor Loading	Eigenvalue	Variance Explained	Cronbach’s Alpha
Cross-Cultural Adjustment	0.701–0.884	4.762	69.44%	0.84
Compensation & Benefits	0.722–0.891	4.918	72.10%	0.86
Work-Life Balance	0.684–0.842	4.125	63.28%	0.79
Organizational Support	0.735–0.903	5.104	74.36%	0.88
Expatriate Employee Retention	0.748–0.889	4.856	70.42%	0.85

• *Interpretation:*

All constructs met the recommended cut-offs for validity and reliability, indicating that the measurement instrument was appropriate.

➤ *Statistical Tools and Data Analysis*

The collected data was then statistically analyzed on the SPSS statistical computer package and the following statistical techniques used:

• *Descriptive Statistics*

Formed to tabulate the demographic information and understanding of factors affecting retention among respondents.

• *Pearson’s Correlation Analysis*

Designed to test the causal relationships among variables of the model. Used to investigate the relationship between cross-cultural adjustment, pay, work-life balance, organizational support and the retention of expatriate employees.

• *Multiple Regression Analysis*

Aust, designed to identify key determinants of expatriate employee retention.

• *Reliability Analysis*

Cronbach’s Alpha was the measure used to check for the internal reliability of the measurement scales.

All statistical tests were performed with a 95% confidence level and significance was accept at  $p < 0.05$ .

• *Multiple Regression Analysis – Predicting Expatriate Employee Retention*

A multiple regression analysis was performed with expatriate employee retention as the dependent variable and the independent variables were cross-cultural adjustment, compensation, work-life balance, and organizational support.

Model Summary

$F(4,117) = 8.462, p < 0.001$

$R^2 = 0.421$

Table 4 The Variances of the 4 Independent Variables explained 42.1% of the Variation in Expatriate Employee Retention.

Predictor Variable	$\beta$ Coefficient	p-value	Significance
Cross-Cultural Adjustment	0.284	0.003	Significant
Compensation & Benefits	0.318	<0.001	Significant
Work-Life Balance	0.226	0.011	Significant
Organizational Support	0.352	<0.001	Significant

• *Interpretation:*

Organization support was the most robust predictor of expatriate employee retention, followed by pay, cross-cultural adjustment and work-life balance.

Table 5 Hypothesis Testing

Hypothesis Code	Statement	$\beta$	t-value	p-value	Result
H <sub>1</sub>	Cross-cultural adjustment significantly influences expatriate employee retention.	0.284	3.12	0.003	Supported
H <sub>2</sub>	Compensation significantly affects expatriate employee retention.	0.318	3.85	<0.001	Supported
H <sub>3</sub>	Work-life balance significantly influences expatriate employee retention.	0.226	2.58	0.011	Supported
H <sub>4</sub>	Organizational support significantly affects expatriate employee retention.	0.352	4.26	<0.001	Supported

• *Interpretation*

The results substantiated that cross-cultural adjustment, compensation, work-life balance, and organizational support are important for expatriate employee retention in India’s Information Technology industry. Of these determinants, organizational support was the most important predictor of employee retention.

On the other hand, among the various factors, organizational support was a more reliable predictor of expatriate employees’ intention to stay. The findings suggest expatriates tend to stay with the organization more when there is enough support provided to relevant needs such as sharing of work responsibility, administrative, and emotional adjustment support. Through the overall organization support from their supervisors to their welfare programs, expatriates will be able to feel more attached and motivated to stay with the organization for longer period of time. The findings are consistent with the assumption of Perceived Organizational Support by Eisenberger et al. (1986), that employees will feel stronger attachment to the organization when they feel that their organization has recognized and valued their contribution and wellbeing.

The second most influential factor suggested was ‘Compensation and benefits’. Competitive salary schemes,

**IV. DISCUSSION AND IMPLICATIONS**

➤ *Discussion of Findings*

However, the current research focused on the factors of expatriate employee retention in Indian IT industry as follow: cross-cultural adaptation, compensation, work-life balance and organizational support were all positively and significantly related to expatriate employee retention.

benefits and incentives, expatriate allowances, medical expenses and accommodation support played a very positive role in influencing employees to stay with Indian IT companies. The expatriates went abroad expecting some monetary benefits and the organizations which could offer such had an edge over others.

The research concluded the expatriate employees' work-life balance had positive effect on their retention. It suggested that flexible work arrangements, reasonable workload, health related programs, sensitivity of organization to the personal life of expatriates would enhance the retention intentions of expatriates. Mobility can lead to more stressful life including from the organization, thus organizations offering work-life balance help create further supportive working atmospheres for expatriates.

Cross-cultural adjustment was an additional significant predictor of expatriate retention. Adjustment to the Indian culture and organization was associated with higher retention intentions of expatriates. Expatriates' cultural adjustment was facilitated by the availability of cultural adaptation support, language assistance, intercultural training, and socialization programs offered by organizations and improved expatriates' experiences at the work place. Consistent with findings by Black and Stephens (1989) and Shaffer et al. (1999), this result depicted the significance of cross-cultural adjustment in expatriate retention.

In general, this research supports the Social Exchange Theory that employees can respond to an organization's positive treatment with satisfaction, dedication, and future-oriented behaviors (e.g. Retention intentions over an extended future period). This study extends research on expatriate retention by illustrating that it can be affected and shaped by organization-oriented benefits as well as monetary ones.

#### ➤ *Implications for HR Practice*

Various implications for human resource management practices in Indian IT organizations with expatriate employees can be drawn from the results of this study.

- Enhance Organizational Support
- Organizations should strengthen expatriate support systems by offering:
  - Moving and resettlement help
  - Mentoring and induction programs
  - Psychological and emotional care
  - Administrative assistance with visas and paperwork
  - Communication channels well established

These practices may enhance expatriates' perception of being part of the organization and thus increase their desire for organizational commitment.

#### • *Improve Compensation and Benefits*

Organizations should implement work-life balance initiatives such as:

- ✓ Flexible work schedules
- ✓ Hybrid or remote work opportunities
- ✓ Wellness and stress management programs
- ✓ Paid leave and family-friendly policies

These initiatives can reduce stress and improve expatriates' overall job satisfaction.

#### • *Strengthen Cross-Cultural Adjustment Programs*

Organizations should provide cultural integration support through:

- ✓ Pre-departure cultural orientation
- ✓ Cross-cultural training programs
- ✓ Language support initiatives
- ✓ Mentorship from local employees
- ✓ Social integration activities

These measures can help expatriates adapt more effectively to the Indian cultural and work environment.

#### • *Align International Assignments with Career Growth*

HR managers should ensure that expatriate assignments contribute to employees' long-term career development through:

- ✓ Clear career progression opportunities
- ✓ Leadership development programs
- ✓ Skill enhancement initiatives
- ✓ Repatriation planning and career continuity support

Career-focused assignments can strengthen employee loyalty and reduce turnover intentions.

#### ➤ *Limitations and Future Research*

However, there are some limitations of this research as it has merely laid down the foundation to explain the expatriate employee's retention.

The study only used expatriate employees from India IT firms, thereby the prediction of the result might not be generalized to other industries or countries. Further research can be conducted in additional sectors including manufacturing, health service, banking, and hotels, which could reveal industry variance in factors influencing expatriates retention.

Secondly, the research follows the cross-sectional methodology, so it only consists of employee perceptions at one point of time. The scholars could use the longitudinal research in order to identify the expatriates retention factors at diverse timeframes in international assignments.

Finally, this research explored only four factors influencing expatriate retention: organizational support, compensation, balance of work and life, and cross-cultural adjustment. Other potential predictors of expatriate retention include the following: family alignment, job satisfaction, psychological health and leadership style.

In conclusion, the study used a questionnaire response that were self-reported, and there is a possibility that there is

response bias. Other than a questionnaire it would be valuable to include a qualitative interview or mixed method in future studies to provide better understanding of expat experiences.

## V. CONCLUSION

Another research, conducted to explore factors affecting on expatriate employee retention in the Indian IT industry has focused on cross-cultural adjustment, compensation, work-life balance and organizational support. The results found that all four factors are important to expatriate employee retention.

The strongest predictor identified was organizational support among these four constructs with Compensation; Cross-cultural Adjustment and Work-Life Balance being the next strongest variables to predict expatriate retention. This study shows that expatriate retention is not solely determined by amount of money but by how supportive the organization can be to the expatriate on an emotional, professional and cultural level.

For Indian IT organizations in a competitive global market, attraction and retention of expatriate talent should be a strategic goal and Managing expatriates also helps in improving employee commitment, satisfaction, productivity and hence profitability. More specifically, attractive employment practices boosts employer brand and makes it easier to achieve global talent management.

This article also adds new insights to the debate on expatriate management and has implications for HR practitioners who are endeavoring to put into place policy strategies for improving retention of expatriates in the Indian IT industry.

## RECOMMENDATIONS

➤ *Considering the Study Findings, the Recommendations Suggested to Indian IT Organizations are:*

The organizational support systems should also be enhanced by the orientation programs, counseling programs, and mentoring services among others.

Provide expatriates with attractive remuneration packages comprising salary incentives, housing allowances, benefits such as health insurance, as well as performance incentives.

According to Kotey and Galloway, HR departments should consider introducing work-life balance strategies, such as flexible working schedule, telecommuting, employee assistance schemes, health care facilities, work time and schedule.

Enterprises need to establish well planned cross-cultural adjustment programs such as pre-departure training, cultural awareness training, language support, local mentoring ones.

Leadership training, skill development and career progression should be built into the assignment to include career development.

Organizations should have regular exit interviews in place so as to gain an insight to their expatriate experiences and why they choose to stay.

Expatriate retention policies should be reviewed by HR managers from time to time to keep them updated and in sync with those of the employees and global trends.

Instead of ad hoc approach to expatriate management, organizations are advised to move towards a comprehensive approach with a focus on expatriate wellbeing of both professional and personal dimensions.

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