UNIVERSITI TEKNOLOGI MARA

FACTORS INFLUENCING CROSS-CULTURAL WORK ADJUSTMENT & RETENTION OF PROFESSIONAL MALAYSIAN EXPATRIATES IN THE CONSTRUCTION INDUSTRY

HAZIRAH BINTI AZAMI

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HAZIRAH BINTI AZAMI

Thesis submitted in fulfilment
of the requirements for the degree of
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CONFIRMATION BY PANEL OF EXAMINERS

I certify that a Panel of Examiners has met on 31 October 2025 to conduct the final examination of Hazirah Binti Azami on her Master of Science thesis entitled "Factors Influencing Cross-Cultural Work Adjustment & Retention of Professional Malaysian Expatriates in the Construction Industry" in accordance with Universiti Teknologi MARA Act 1976 (Akta 173). The Panel of Examiners recommends that the student be awarded the relevant degree. The Panel of Examiners was as follows:

Julitta Yunus, PhD
Associate Professor
Faculty of Built Environment
Universiti Teknologi MARA
(Chairman)

Nurain Mohd Talmizi, PhD
Senior Lecturer
Faculty of Built Environment
Universiti Teknologi MARA
(Internal Examiner)

Nafisa Hosni, PhD
Senior Lecturer
Faculty of Built Environment & Surveying
Universiti Teknologi Malaysia
(External Examiner)

PROF DR HJH ZURAEDA IBRAHIM
Dean
Institute of Postgraduate Studies
Universiti Teknologi MARA

Date: 15 September 2026

AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

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Name of Student	:	Hazirah Binti Azami
Student ID. No.	:	2019852322
Programme	:	Master of Science (Built Environment) – AP781
Faculty	:	Built Environment
Thesis Title	:	Factors Influencing Cross-Cultural Work Adjustment & Retention of Professional Malaysian Expatriates in the Construction Industry
Signature of Student	:	……
Date	:	September 2026

ABSTRACT

Professional Malaysian expatriates tend to work in abroad because of various reason includes personal, working environments and economic. However, there are several challenges that expatriates often face complex working environments abroad, different management practices, and challenging project conditions that contribute to stress and end up with a return to the parent country. Hence, this research explores the factors influencing on cross-cultural work adjustment to retain professional Malaysian expatriates in construction industry. The objectives of the research were to identify, analyse and recommend a framework of cross-cultural work adjustment influences professional Malaysian expatriates in construction industry. Besides, the study involved professional Malaysian expatriates with 117 respondents selected from several construction companies in Klang Valley, Malaysia. The selection of variables was identified from a comprehensive literature review and closed-ended questionnaire design was developed. The Statistical Package for Social Sciences (SPSS) were used to analyse the data includes Descriptive Statistics, Crosstabulation Analysis and Factor Analysis. Thirty-five variables were involved in the assessment, the "Work Environment" and the "Job Continuance". The range of percentage of total variance was between 69.83% to 77.57%. The Kaiser-Meyer-Olkin was between 0.84% to 0.86%. The findings of this research found that Work Environment was identified with two other contributing factors namely Expatriate's Capabilities (6 items) and Workplace Support System (6 items). Besides, the component of Job Continuance was identified with three contribution factors namely Personal Skills (8 items), Well-being (6 items) and Career Growth (4 items). Based on the results, it contributes to designing better expatriate support systems, strengthening expatriate management practices, enhancing multicultural teamwork, and reducing expatriate turnover. In addition, the research provides valuable guidance for multinational construction companies in designing human resource strategies and serves as a practical guide to develop organisational practices that can strengthen expatriate management especially for Malaysian expatriates. Furthermore, this research also important and significant to policymaker such as TalentCorp and Government agencies to implement the strategies and policies based on evidence rather than return incentives programmes. Then, it also significant to the academic through research and knowledge advancement because the study has a limited body of literature on professional Malaysian expatriates in construction industry and for future research on cross-cultural work adjustment in emerging economies. Thus, this research not only for organization purpose but also becomes an academic reference that can help many individuals in future studies.

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LIST OF ABBREVIATIONS

Abbreviations

CCA	Cross-Cultural Adjustment
CCWA	Cross-Cultural Work Adjustment
CIDB	Construction Industry Development Board
CQ	Cultural Intelligence
EXCPs	Expatriates Construction Professional
HR	Human Resource
ILMIA	Institute of Labour Market & Analysis
JDR	Job-Demand Resources
MCO	Movement Control Order
MyCOL	Malaysia's Government in Critical Occupation List
Oes	Organizational Expatriates
PCA	Principal Component Analysis
POS	Perceived Organization Support
REP	Returning Expert Programme
SEM	Structural Equation Modelling
SDGs	Sustainable Development Goals
SIEs	Self-Initiated Expatriates
SOP	Standard Operating Procedure
SPSS	Statistical Package for the Social Science

THSR	Taiwan High Speed Rail
WFH	Working From Home

CHAPTER 1
INTRODUCTION

1.1 Research Background

Currently in the era of globalisation, international projects are expanding rapidly across the nations, resulting in a growing reliance on international assignments to support global business activities. International assignments are now common in the construction industry, especially in rapidly developing regions such as Southeast Asia, Middle East and Africa. Apart from that, the increasing internationalization of the construction industry has required significant numbers of skilled professionals to manage international projects, transfer technical expertise, and ensure project continuity across borders. Skilled professionals have been sent to work abroad by organization called as expatriates (Belderbos, Leten, Nguyen, & Vancauteren, 2025). In general, expatriates are typically Organizational Expatriates (OEs) sent to abroad assignments by their companies, or Self-Initiated Expatriates (SIEs) who select to relocate and work in another nation (Noman, Sial, Samad, Li, & Shi, 2023). Nowadays under the global marketplace expands, numerous organizations are sending staff to work as expatriates outside of their home nations. As global talent mobility continues to rise, expatriates has become a critical component of organizations. Organizations are highly dependent on their expatriates to operate in the international market and to remain competitive (Lo, & Nguyen, 2023).

Meanwhile, expatriates might face substantial differences from their home country in aspects of cultural values, work practices, communication style, and social norms while doing international assignments. According to Safi, and Saxena, (2020) stated that expatriates face the issues of cross-cultural adjustment during international tasks. Communication issues also seem a critical barrier to access an effective communication in cross-cultural adjustment (Olanrewaju, Bello, Semiu, & Mudashiru, 2025). Meanwhile, according to Bano, and Liu, (2025) stated that cultural, social, economic, and environmental difficulties become critical concerns among expatriates as skilled labor competition increases. However, international assignments are frequently associated with substantial financial and human resource expenditures, numerous organizations continuously face challenges related to expatriate adjustment

in foreign work settings. Thus, the ability of expatriates to adjust effectively and retain to different cultural and work environments has emerged as a critical concern for the construction industry.

Moreover, the construction industry is characterized by its unique, project-based nature, complex coordination of numerous stakeholders, and demanding work environments, which differentiate it from many other sectors. As the construction industry undertakes international projects, international assignments have become a common strategy to manage international operations and ensure the transfer of technical and managerial expertise. Expatriates are often deployed to oversee project execution, coordinate multicultural teams, and maintain organizational standards in host countries. Nevertheless, international construction projects often involve culturally diverse workforces, time, and strict safety requirements, which can escalate cross-cultural adjustment challenges faced by expatriates. Poor adjustment leads to reduced productivity, errors, and safety incidents. Besides, stress increases the risk of burnout and early assignment termination, thus, organization cannot retain the expatriates, which causes high replacement costs.

Malaysia is also no exception in joining and has emerged as an active participant in the global economy, numerous Malaysian organisations involved in international operations and construction projects abroad. In Malaysia, TalentCrop is an organization that protects professional Malaysian expatriates. TalentCorp was founded in 2011 as part of the government's National Transformation Policy, with the purpose of propelling Malaysia's talent strategy toward becoming a dynamic and market-oriented global talent hub. As a national organization under the Ministry of Human Resources, TalentCorp also seeks to gain, promote and keep the right talent and expertise in order to help Malaysia's to achieve greater economic progress. Meanwhile, Construction Industry Development Board (CIDB) Malaysia also collaborates with TalentCorp to enhance the talent and workforce development in Malaysia's construction industry.

The year 2021 recorded 283 returnees representing 49% increase in returnees under the Returning Expert Program (REP) as compared to the previous year 2020 as a total of 198 returnees represents 34% (TalentCorp, 2022). A total of 78% returnees were from skilled workers backgrounds that have Phd, Masters, Professional certificates and Bachelor’s degree (TalentCorp, 2022). The top five reasons professional Malaysian expatriates for returning are because of family, work, lifestyle, food and climate (TalentCorp, 2022). Malaysian construction companies get involved in a foreign

country for a variety of reasons, including gaining market access in the host country, increasing market share, strengthening networking, and gaining experience (Abdul-Aziz, & Wong, 2010). The main problems faced by Malaysian expatriates are not being able to cope and unable to adapt to the new environment while abroad (Yang, 2007; Osman-Gani, & Akmal, 2008).

Despite expatriate adjustment having been discussed extensively in human resource and international management literature, numerous existing studies have primarily focused on Western expatriates and multinational corporations operating in developed countries. Besides, previous research has mostly concentrated on expatriate training, general adjustment or specific psychological outcomes, with less emphasis on cross-cultural work adjustment within construction industry. Thus, identifying factors that influence cross-cultural adjustment in expatriate work and performance has become an increasingly important issue for both researchers and companies (Setti, Sommovigo, & Argentero, 2022). However, it is crucial to acknowledge the diverse circumstances faced by expatriate as inadequate cross-cultural adjustment can interrupt their ability to successfully adapt to the workplace and integrate into the host society (Wechtler, & Lee, 2025).

There is a few research done on professional Malaysian expatriates leaving abroad and remain working in Malaysia's construction industry. A study by Zainol, Tambi, Ali, and Azami, (2020) found that psychological comfort components include interaction, living environment, reward and social life have been disclosed that dominated to expatriates' satisfaction. Meanwhile, a study by Yow, Chia, and Lee, (2022) focused on effect of prior international experience on Cultural Intelligence (CQ) Level and Cross-Cultural Adjustment (CCA) among construction expatriates and the results shows that Cultural Intelligence has positively and significantly correlated with CCA (general, work and interaction) particularly in motivational CQ. Meanwhile, a study by Gao, Luo, Wang, Zhang, and Deng, (2024) focused on retention in challenging international construction assignment. A study by Luo, and Santoso, (2024) focused on critical factors influencing Chinese construction expatriates' living and working conditions in Thailand. Meanwhile, a study by Alvarado-Vargas, Hermans, and Newburry, (2020) in Latin America found the relationship is positively moderated by perceives firm international competitiveness, but not by the extent to which the employee has a global mentality. The importance of job satisfaction increased or decreased when cultural novelty was high or low (Stoermer, Lauring, & Selmer, 2020).

Ali, Ali, Albort-Morant, and Leal-Rodríguez, (2021) examined expatriate employees in Saudi Arabia and found that job insecurity significantly affected employees' perceptions of well-being and work engagement. The study further revealed that employees who demonstrated higher levels of work engagement were more likely to engage in knowledge-sharing behaviours within their organizations (Ali, et al., 2021).

As mentioned above, the nature of construction industry is complex and unique, which may increase adjustment difficulties for expatriates. Although the increasing involvement of Malaysian professionals in overseas construction projects, empirical research examining the cross-cultural work adjustment of Malaysian expatriates remains limited. The inability of policymakers to create solutions that effectively help expatriates' cross-cultural work adjustment and retention is still hampered by the absence of context-specific evidence. Hence, there is a clear need for systematic investigation into the factors influencing cross-cultural work adjustment among professional Malaysian expatriates in the construction industry.

The focus of this research is to explore the factors influencing on cross-cultural work adjustment experiencing by professional expatriates in the construction industry and thus recommend a framework relating to factors influencing on cross-cultural work adjustment for professional Malaysian expatriates. The recommend framework could discover the cross-cultural work adjustment factors involved in retaining professional Malaysian expatriates to continue their service in their parent companies. The findings from the research will assist the relevant agencies such as Malaysian government and related agencies to take necessary actions to keep professional Malaysian expatriates to work in abroad successfully and reduce the propensity of professionals leaving Malaysian companies. Malaysia is growing and heading to be a developed country and continue to support Sustainable Development Goals. Therefore, more professionals are needed to ensure that their number remained adequate and to achieve Malaysia's vision successfully. By retaining more professional Malaysian expatriates in construction industry, a world-class human capital may be achieved.

1.2 Problem Statement

In the era of globalization, expatriates are often required to work across different cultures, making cross-cultural work adjustment an important issue. In the construction industry, expatriates often face complex working environments that involve cultural

diversity, different management practices, and challenging project conditions (Zainol, et al., 2020). Basically, these professional expatriates use their expertise to strengthen their personal and professional growth and to fill global talent gaps (Zainol, et al., 2020). Successful international assignments require not only technical competence but also effective cross-cultural interaction and work adjustment. However, these dual demands often create substantial challenges that can negatively affect expatriate well-being and performance.

According to Davis, (2026) reported that global reports show construction firms face high turnover rates and continuous backfilling of roles due to workforce instability. Recent studies indicate that expatriates frequently experience cultural and workplace adjustment difficulties that contribute to premature termination of assignment and retention challenges (Gyensare, Jain, Asante, Adomako, Ofori, & Huyford, 2025). Moreover, according to Kalhoro, Au Yong, Shaikh, Kalhoro, and Mahesar, (2025) stated that high turnover intention among construction professionals demonstrates the growing difficulty organizations face in retaining international and expatriate employees within demanding project environments. In the construction industry, these issues are particularly critical because projects often involve multicultural teams, complex international operations and high-pressure environments.

Recent newspaper reports have highlighted the increasing issue of Malaysian professionals working overseas due to better career opportunities, salaries, and working conditions abroad. According to Gimino, (2024) reported that more than 11,000 Malaysian professionals overseas have expressed interest in returning home, reflecting concerns regarding talent migration and retention. These issues are closely related to expatriates' work environment, cross-cultural adjustment, and job continuance, particularly in demanding industries such as construction. Furthermore, previous studies found that Malaysian expatriates in construction projects overseas frequently face communication difficulties, social adaptation problems, and cultural adjustment challenges that may affect their assignment success and retention (Zainol, Isa, Alauddin, & Derus, 2017).

Cross-cultural adjustment difficulties arise when expatriates encounter unfamiliar communication styles, workplace etiquette, and social norms. A study by Setti, Sommovigo, and Argento, (2022) agrees that identifying factors influencing expatriates' cross-cultural adjustment work adjustments has become an increasingly important issue for both researchers and firms. Large cultural distances between the

home and host country can lead to misunderstandings, reduced trust, and social isolation, limiting the expatriate's ability to form effective working relationships (Setti, Sommovigo, & Argento, 2022). Similarly, work adjustment challenges emerge when differences in leadership styles, decision-making processes, role expectations, and organizational hierarchies conflict with the expatriate's accustomed work practices (Mumtaz, & Nadeem, 2022; Zakaria, & Yusuf, 2023). These discrepancies often create role ambiguity and reduce role clarity, further complicating adaptation.

According to Aegerter, (2025) indicate that expatriates frequently experience stress, isolation, and adjustment difficulties when relocating to foreign work settings, particularly within demanding industries such as construction. This occurs when the perceived demands of cultural and work adaptation exceed an expatriate's coping resources (Aegerter, 2025). Without adequate organizational support such as pre-departure cultural training, ongoing mentoring, and structured social integration stress levels may escalate, resulting in decreased job satisfaction, impaired performance, and even premature assignment termination (Zakariya, Othman, & Abdullah, 2018). Therefore, it is critical to investigate the factors influencing cross-cultural work adjustment among expatriates. Understanding these factors will enable organizations to design targeted interventions that reduce adjustment-related stress, enhance expatriate well-being, and increase the likelihood of assignment success.

However, the year 2021 recorded 49% increases in returnees from Returning Expert Program (REP) as compared to the previous year 2020 (34%) as a total 198 returnees represent. A 78% of returnees are from skilled workers (TalentCorp, 2022). According to TalentCorp, (2022) a total of 4258 returnees from 2011 until 2021 was recorded. This shows a large number of returnees back to the home country. This happened according to TalentCorp, (2022) again, these top five reasons for returning reason are because of family, work, lifestyle, food and climate. Among the top five work sectors, one of the work sectors is returnees from construction field (TalentCorp, 2022). This is supported by Malaysia's Government in Critical Occupation List (MyCOL) report stated that construction field in one of the critical occupations (Ministry of Human Resources, 2023).

In addition, according to Ministry of Human Resources, (2023) in MyCOL 2022 report reported that employment challenges that Malaysia facing is difficulties in talent retention of professional expatriates. This is supported by Kasmuri, Ismail, Nordin, and Hashim, (2022) indicated that poor retention issues among professional expatriates is a

critical issue in the construction industry. Thus, this resulting Malaysia is facing the skill shortages among professional workers (Sulaiman, Ismail, Saukani, & Lelchumanan, 2021). This is supported by TalentCorp, (2022) continues to build the Critical Occupation List (COL) in collaboration with the Institute of Labour Market and Analysis (ILMIA) and the World Bank to identify talent shortages in Malaysia's key industries (TalentCorp, 2022). Although previous studies have explored cross-cultural work adjustment, limited research has focused on Malaysian expatriates in the construction sector, particularly on the factors influencing their adjustment and retention.

The effect of these issues, the loss of Malaysian professional expatriates will prevent the achievement of world class workforce by the year 2020 (Zainol, et al., 2020). Besides, risk of losing talent in crucial times (Baghai, Silva, Thell, & Vig, 2021). Due to a lack of Malaysian professionals, companies would hire foreign professionals to fill roles that should be held by Malaysian professionals (Malaysiandigest, 2015). These could reduce opportunities for local talent and lead to dissatisfaction. Besides, talent shortages pose a threat to organizational resilience (Cotter, O'Brian, & Kelly, 2026).

Moreover, a cross-cultural work adjustment issue is often discussed. Differences of cultural are often cited (Collings, Mellahi, & Cascio, 2017). Cross-cultural cause of depressive symptom determinants in the host country (Khaleed, & Gray, 2019). According to the study Ahanotu, (2019) indicated that face the issues of satisfactory of professional to meet the demands from culture different. It is often difficult for expatriates themselves to deal with the changing social and work environments in the host nation (Zhang, Harzing, & Fan, 2017). According to Safi, and Saxena, (2018) human resources experts are more responsible for selecting the right individual for the right international position, as a failed international assignment, both employees and the company could highly lose.

However, a cross-cultural on interaction and work adjustment give a negative impact and cause stress of expatriate (Peltokorpi, 2008). Stress is regarded as a critical factor of cross-cultural work adjustment, it led to expatriate's turnover (Davies, Stoermer, & Froese, 2019). According to Workmonitor, (2012) indicated that 62% of Malaysian employees consider a good salary is crucial and as a retention factor. Next, benefit package that can influence professionals' decision (Workmonitor, 2015). Meanwhile, a study by Zakariya, Othman, and Abdullah, (2018) found performance of

expatriates was found positively significant in both interaction adjustment and work adjustment. A good position and career satisfaction abroad contributed to these professionals prefer to stay abroad than in their home country. Malaysian professionals are usually talented and can demonstrate their expertise well (Zakariya, Othman, & Abdullah, 2018).

The return of professional expatriates to their home country can give impacts on the nation, society, and economy. A nation aspect, the return of expatriates can reduce the international influence, loss of knowledge flow from abroad and interruption of brain circulation (Malik, Farooq, & Khalid, 2020). This phenomenon substantially diminishes the presence of Malaysian expatriates in the global workforce, resulting in reduced representation in international decision-making platforms and the erosion of international networks that could otherwise enhance Malaysia's diplomatic influence and power (Malik, Farooq, & Khalid, 2020). Besides, the cons of returning affect the loss of knowledge flow from abroad (Zainol, et al., 2020). Although returning expatriates contribute valuable skills to the domestic workforce, a decline in the number of Malaysians engaged abroad may impede the continuous transfer of new knowledge derived from sustained exposure to foreign markets and advanced industries. Then, a global exchange of talent is sustained through cyclical international mobility. However, if a substantial proportion of Malaysian professionals remain domestically based, Malaysia may lose opportunities for strategic influence in overseas industries.

A society aspect, returnee could experience reverse culture shock and reintegration challenges. From a social perspective, returning expatriates frequently face unexpected emotional and psychological challenges associated with reverse culture shock. Previous research indicated reverse culture shock can be more challenging than adapting to foreign environments, resulting in depression, anxiety, and regrets about returning (Gaw, 2000; Naeem, Nadeem, & Khan, 2015; Wu, Fung, Pi, Wang, & Tian, 2026). Besides, underemployment of advanced skills occurs when returning expatriates possessing high-level expertise re-enter work environments that lack the necessary infrastructure, innovation capacity, or organizational scope to fully utilize their skills, resulting in frustration and possible retention loss (Hoo, Zainal, & Chai, 2017).

From economic view, it could reduce remittance inflows and mismatch of expectations leading to wage issues. When expatriates return, it could reduce these foreign currency inflows, which can impact national cash flow (Hoo, Zainal, & Chai, 2017). Numerous returning expatriates anticipate salaries and working conditions

comparable to international standards. When local markets are unable to meet these expectations due to factors such as stagnant wages in the public sector or bureaucratic inefficiencies, their professional reintegration may be hindered. In summary, there are many aspects that expatriates need to take into account when carrying out assignments abroad, so that they can overcome various challenges, balance life abroad, and become successful expatriates.

1.3 Research Gap

This research has identified a gap using online databases such as SCOPUS, Emerald Insight, International Journal of Human Resources and Cross-Cultural Management. These three combinations are suit for this research on cross-cultural work adjustment on professional Malaysian expatriates in construction industry. The research gap acquires from online database on cross-cultural work adjustment.

According to Zainol, Tambi, Ali, Azman, Amir Ishak, Haron, and Azami, (2020) proposed a comprehensive personal and work cross-cultural adjustment model for Malaysian professional expatriates in the construction industry, their study was primarily conceptual and based on literature synthesis rather than empirical validation. Furthermore, the proposed model did not comprehensively examine the influence of the work environment and job continuance on cross-cultural work adjustment (Zainol, et al., 2020). In addition, the underlying dimensions of the Work Environment and Job Continuance constructs were not empirically validated within multinational construction companies. Therefore, this research extends the work of Zainol, et al., (2020) by empirically validating these constructs, identifying context-specific dimensions, and examining the structural relationships among Work Environment, Cross-Cultural Work Adjustment, and Job Continuance among expatriates in multinational construction companies. Consequently, there remains a need for empirical research to validate the proposed dimensions using data collected from Malaysian professional expatriates employed by multinational construction companies (Zainol, et al., 2020).

According to Gao, Luo, Wang, Zhang, and Deng, (2024) examined the effects of job stressors and expatriate resilience on cross-cultural adjustment in hostile international construction environments, their study primarily focused on resilience outcomes. Furthermore, the study investigates job stressors and challenges as a variable,

which is critical for understanding long-term expatriate retention in international construction projects (Gao, et al., 2024). Therefore, there is a need to extend their framework by incorporating work environment and job continuance as factors influencing cross-cultural work adjustment to retain Malaysian professional expatriates in construction companies.

Besides, Abdalla, Li, and Yang, (2024) examined the effects of cross-cultural work adjustment and job burnout on expatriate construction professionals' performance using the Job Demands–Resources framework, their study primarily focused on performance outcomes. This study employed cross-cultural work adjustment, cultural intelligence and expatriate management practices (Abdalla, Li, & Yang, 2204).

Meanwhile, according to the study by Sokro, Pillay, and Bednall, (2021) examined the effects of perceived organisational support on expatriate adjustment, assignment completion and job satisfaction, found that their organisations relate positively to expatriate adjustment, assignment completion and job satisfaction. The study focused on work environment, cross-cultural adjustment and retention (Sokro, Pillay & Bednall, 2021).

Meanwhile, a study Chang, et al., (2023) examined the influence of locus of control, self-efficacy and perceived organizational career support on expatriates' cross-cultural adjustment and intention to stay among Taiwanese expatriates working in Vietnam. While the study primarily focuses on individual characteristics and career-related organizational support, only a few factors, such as work environment and job continuance have been studied.

A study by Akhal, and Liu, (2019) on cultural intelligence effects on expatriates' adjustment and turnover intentions in Mainland China examined the relationship between Cultural Intelligence (CQ) as key predictor. They found that the three dimensions of CQ (metacognitive, cognitive and motivational) increase cross-cultural adjustment, while work adjustment and general adjustment mediate the relationship between CQ and turnover intention (Akhal, & Liu, 2019). As such, its findings may not adequately reflect the unique working conditions experienced by expatriates in the international construction industry, where project complexity, multicultural collaboration, and demanding work environments may influence adjustment differently.

In sum, it can conclude that the present study addresses these gaps by examining the factors influencing cross-cultural work adjustment and retention of professional Malaysian expatriates employed in construction companies. By focusing on work

environment and job continuance factors within the context of the international construction industry, this study extends the adjustment literature beyond the individual and contributes empirical evidence from the Malaysian construction sector.

1.4 Research Aim

The aim of this research is to explore the factors that influence cross-cultural work adjustments to retain professional Malaysian expatriates in the construction industry, thereby strengthening workforce retention and project performance.

1.5 Research Objectives

In order to achieve the aim, some research objectives will be developed:

a) To identify the factors of cross-cultural work adjustment faced by professional Malaysian expatriates in construction industry.
b) To analyse the factors influencing cross-cultural work adjustments among professional Malaysian expatriates in construction industry.
c) To recommend a framework of cross-cultural work adjustment for professional Malaysian expatriates in construction industry.

1.6 Research Question

The following research questions were asked to examine the factors of cross-cultural work adjustment to retain professional Malaysian expatriates in Malaysia's construction industry:

i) What are the factors of cross-cultural work adjustment faced by professional Malaysian expatriates in construction industry?
ii) What is the factors influencing cross-cultural work adjustment professional Malaysian expatriates in construction industry?
iii) What is the framework of cross-cultural work adjustment for professional Malaysian expatriates in construction industry?

1.7 Significance of Study

This research contributes to the body of knowledge on cross-cultural work adjustment (CCWA) among professional Malaysian expatriates as a key actively promotes the economy through the construction sector, it also contributes to the increasing of foreign exchange inflows that can strengthen the Malaysian Ringgit (MYR) by expanding demand for local financial services and domestic investments, contributes to the talent retention and places them in a stronger position in global construction markets, increased participation in international projects generates foreign project income through profits, investments, and tax, contributes to the retention of Malaysian expatriates, and enhances the sustainability to support Malaysia's global workforce. Meanwhile, this research is significant to assist the government in achieving Sustainable Development Goals (SDGs) by 2030 besides retaining skilled Malaysian expatriates. The factors driving cross-cultural work adjustment also contribute to Malaysia's progress in achieving several SDGs: SDG 8 (Decent Work and Economic Growth), effective adjustment boosts productivity, reduces turnover, and ensures the retention of skilled expatriates, directly supporting Target 8.2 on economic productivity (Namal, Tufan, Mert, & Arun, 2024). Besides, these significant impact to the construction industry and policymaker.

1.7.1 For the Construction Industry

The findings will provide actionable insights into the factors that influence cross-cultural work adjustment and retention of professional Malaysian expatriates. By addressing adjustment challenges, construction companies can reduce turnover, improve project continuity, and enhance the quality and timeliness of project delivery, particularly in international or multicultural project environments.

1.7.2 For Policymakers and Industry Associations

The results may guide the formulation of industry guidelines or policies that promote sustainable workforce retention in the construction sector. This could contribute to the positioning of Malaysia as a competitive hub for construction expertise in the regional and global market.

1.8 Definition of Key Terms

These are the definition of key terms. The definition of important terms used in this research are given below.

1.8.1 Definition of Cross-Cultural Work Adjustment

According to Goyal, et al., (2023) state that work adjustment is the degree of comfort with respect to specific standards of employment, conditions and job principles at job in a foreign country. According to Parne, Chandrika, and David, (2021) stated that the expatriates are facing challenges due to the assigned tasks, unfamiliar environments, language obstacles and cultural differences.

1.8.2 Definition of Work Environment

According to Xie, Chi, and Managi, (2025) stated that the work environment encompasses the physical conditions of the workplace, organizational support systems, interpersonal interactions, managerial practices, and psychological aspects that affect employees' capacity to carry out their tasks efficiently and respond to workplace requirements. A positive work environment contributes to improved employee well-being, greater job satisfaction, and successful adjustment.

1.8.3 Definition of Expatriates

The term 'expatriate' can be defined as an individual who is not a citizen of the country where he works (Tahir, & Ismail, 2007). According to McEvoy, and Buller, (2013) stated that expatriates are citizens of their home countries who are temporarily employed abroad sent by their parent company. According to Goyal, Kaur, Qazi, & Bhalla, (2023) stated that when employees are sent to different foreign locations by organizations from home countries, they are called organizational expatriates. Organizations recognize the importance of expatriates shifting skilled labor not only adds essential skills and expertise to their outcome and efficiency but also makes them more capable of competing in global markets (Goyal, et al., 2023). Literally, expatriates were skilled employees of an organization living in another country and they hold their primary citizenship. Basically, expatriates consist of blue-collar and white-collar

workers in managerial or non-managerial worker (Brewster, Bonache, Cerdin, & Suutari, 2014). In other words, expatriates are defined as individuals working outside of their parent country. The two types of expatriate categories:

1.8.3.1 Expatriate Blue-Collar

According to Astakhova, McKay, Doty, and Wooldridge, (2024) stated that blue-collar workers did not necessarily have higher-level education degrees, usually performed manual, semiskilled, and skilled jobs. A blue-collar workers mean they have extensive job experience and develop their competencies over time (Hennequin, 2007). In terms of income, blue-collar workers' incomes sufficient to meet their basic needs, leaving no for savings (Alarcon, Pamisa, Alarcon, Ellacone, Esmalde, & Pedroza, 2024).

1.8.3.2 Expatriate White-Collar

White-collar workers are commonly defined as employees engaged in non-manual and knowledge-intensive occupations involving administrative, managerial, and professional responsibilities (Meng, Suarez, Yip, & Marsh, 2025). These roles typically require higher education qualifications and involve cognitive tasks such as planning, analysis, and decision-making rather than physical labour (Meng, et al., 2025). Besides, expatriates consist in various fields such as Construction, Information Technology, Engineering, Healthcare, Finance and Banking, Education, Oil and Gas Industry, Creative Industry and Legal and Consulting service. So, this research will look at the blue-collar expatriates in the construction industry.

1.8.4 Definition of Job Continuance

Job continuance refers to an employee's intention and willingness to continue working in their current employment, reflecting a desire to maintain participation in the workforce and remain with the organization over time (Lee, Chi, & Rabago, 2025).

1.9 Limitation of Research

This research has some limitations in terms of reaching eligible participants from several private companies that had professional Malaysian expatriates due to uncertain restriction procedure in the period of Movement Control Order (MCO) and Standard Operating Procedure (SOP) set by the government. The Covid-19 that happened in Kuala Lumpur that has numerous construction companies is one of the reasons that expatriates are working from home (WFH) and that is make it difficult to reach them due to time constraints of daily commitment. Lack of prior research studies on professional Malaysian expatriates in Malaysia's construction industry and lack of availability data due to private and confidential by several companies also lead to limitations for this research.

1.10 Scope of Research

Although, there are various researchers in this area such as education, health and hospitality, this research only focuses on professional Malaysian expatriates in construction industry. The scope of this research is limited to Malaysian expatriates who have been experiencing working in the overseas construction industry. The study focuses on the cross-cultural work adjustment, which includes work environment and job continuance. A quantitative approach using questionnaire surveys will be employed to collect data from respondents involved in international construction projects. Construction companies at Klang Valley has been chosen as the study area because it has a significant number of construction companies.

1.11 Research Outline

This thesis organized into five (5) chapters, to acquire knowledge on how to recommend a framework to retain professional Malaysian expatriates in Malaysia's construction industry.

i. First Stage: Research background

A thesis is generally structured into several interrelated chapters, each serving a specific purpose in presenting the research comprehensively. This research focuses on the challenges of cross-cultural work culture adjustment among Malaysian expatriates working in the global construction industry, where the complex and multicultural work environment impacts employee retention levels. Although the role of expatriates is

important, many of them face difficulties in adapting to a new environment and this is among the issues that contribute to the poor performance and retention of expatriates. Although many studies have been conducted on cross-cultural adjustment in Western countries, the relationship between work environment and expatriate retention among Malaysians is still poorly understood in the context of the construction industry.

The aim of this research is to explore the factors that influence cross-cultural work adjustments to retain professional Malaysian expatriates in the construction industry, thereby strengthening workforce retention and project performance. Hence, the objectives of this research will be to identify the factor of cross-cultural work adjustment, to analyse the factor influencing cross-cultural work adjustments and to recommend a framework of cross-cultural work adjustment for professional Malaysian expatriates in construction industry. The research questions are what are the factors of cross-cultural work adjustment faced by professional Malaysian expatriates in construction industry?, what is the factor influencing cross-cultural work adjustment professional Malaysian expatriates in construction industry?, what is the framework of cross-cultural work adjustment for professional Malaysian expatriates in construction industry?. In this research, researcher applied a quantitative approach, using a questionnaire survey, respondent is a Malaysian expatriate in the construction industry who have been working abroad.

ii. Second Stage: Literature Review

The second chapter is the Literature Review (LR), which critically examines previous studies, theories, and concepts particularly in the construction industry. It explains the increasing demand for expatriates in international construction projects and the challenges they face while working overseas. This section explains the concept of cross-cultural work adjustment and its importance in expatriate management. The discussion includes dimensions of adjustment such as work adjustment, interaction adjustment, and general adjustment based on previous theories and studies. This section reviews studies related to work environment factors that influence expatriates' adjustment. Besides, this section discusses the concept of job continuance and retention among expatriates. Previous studies on turnover intention, organizational commitment, and expatriate retention are reviewed to explain how adjustment influences expatriates' intention to remain in international assignments. This section discusses the theories

supporting the study such as Cross-Cultural Adjustment Theory which explain expatriates' adjustment processes in international work environments. The end of this section researcher presents the conceptual framework illustrating the relationship between work environment, cross-cultural work adjustment, and job continuance.

iii. Third Stage: Research Methodology

The research methodology chapter follows, this research adopts a quantitative research approach to examine the relationships between the identified variables. A Google Form survey method is used because it allows data to be collected from a worldwide Malaysian expatriates have been. The target population of this research consists of Malaysian expatriates working in overseas construction projects. Respondents are selected based on their international working experience in the construction industry. Primary data will be collected through questionnaire surveys distributed online to Malaysian expatriates working overseas. The questionnaire method is chosen because it is efficient in collecting data from respondents located in different countries. Besides, the questionnaire consists of three sections, including respondent profile, work environment, and job continuance. The measurement items are adapted from previous established studies to ensure validity and reliability. The collected data will be analyzed using Statistical Package for the Social Sciences (SPSS). Descriptive analysis will be used to summarize respondents' profiles, while factor analysis will be conducted to examine the relationships between variables. Respondents' information and responses will be kept confidential and the ethical considerations undertaken to ensure the integrity and credibility of the research. Participation in the study will be voluntary.

iv. Fourth Stage: Analysis and Findings

Next is the Analysis and Findings chapter, which presents the results of the study. This chapter presents the analysis and findings of the study based on the data collected from Malaysian expatriates working in the overseas construction industry. The analysis is conducted to examine the relationships between cross-cultural work adjustments especially work environment and job continuance. This section presents the demographic information of respondents, including gender, age, marital status, race, accompaniment, working experience, year of expatriation, and month of adjustment.

The data are summarized using frequency and percentage analysis. Besides, this section discusses the descriptive statistics of the study variables, including cross-cultural work adjustment, work environment, and job continuance. Mean scores and standard deviations are used to explain respondents' perceptions toward each variable. This section evaluates the reliability and validity of the research instruments. Cronbach's Alpha is used to determine the internal consistency of the measurement items. This section examines the relationships between variables using inferential statistical analysis. Crosstabulation analysis is conducted to determine the strength and direction of relationships between variables, while factor analysis is used to examine the influence of cross-cultural work adjustment on work environment and job continuance. This section summarizes the major findings of the study and highlights the significant relationships between the variables examined.

v. Fifth Stage: Recommendation and Conclusion

Finally, the Conclusion and Recommendations chapter summarizes the major findings related to cross-cultural work adjustment, work environment and job continuance among Malaysian expatriates in the construction industry. It also highlights the importance of cross-cultural work adjustment in influencing expatriates' retention. Besides, it also provides recommendations for organizations and government to improve expatriates' adjustment and retention, such as enhancing organizational support, communication, and cross-cultural training programs. This section suggests areas for future studies, involving expatriates from other industries, and examining additional variables related to expatriate management and retention. It also explaining the importance of understanding cross-cultural work adjustment and work environment in improving the retention of Malaysian expatriates working overseas (refer Figure 1.1).

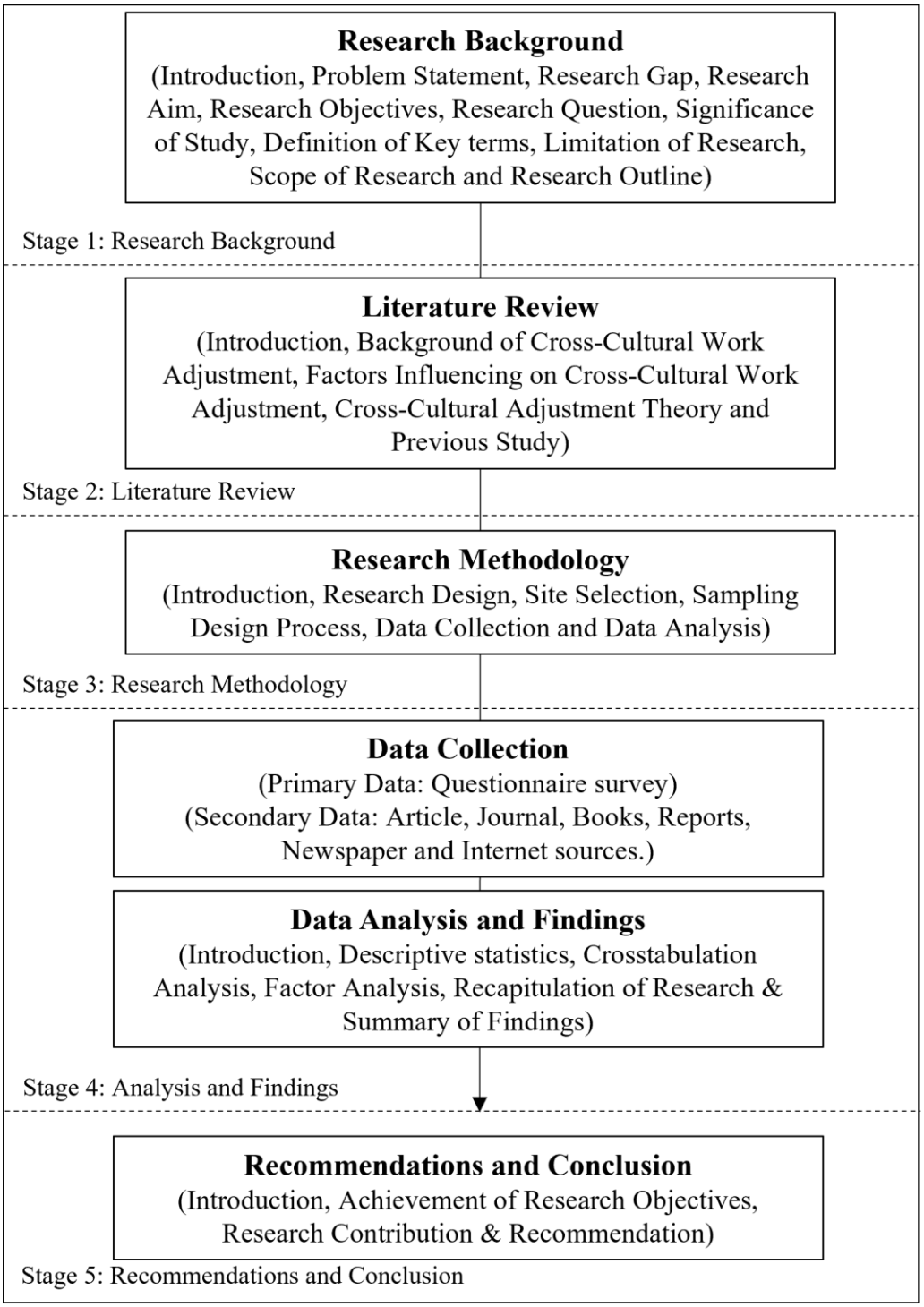


Figure 1.1 Research Outline
(Source: Author, 2025)

1.12 Summary of Chapter

This chapter begins by discussing the increasing globalization of the construction industry, which has led to a growing demand for expatriates to manage and participate in international projects. Malaysian expatriates working overseas are often exposed to different cultural environments, management styles, and workplace practices that require effective cross-cultural work adjustment to ensure successful job performance and assignment completion.

This chapter also highlights the issues and challenges faced by Malaysian expatriates while working abroad, particularly in adapting to different work environments and cultural expectations. Problems such as communication barriers, work-related stress, and difficulties in adjusting to foreign workplace cultures may negatively affect expatriates' job satisfaction, performance, and intention to remain in their assignments. In addition, the issue of retention or job continuance among expatriates has become increasingly important due to the high costs associated with expatriate failure and turnover in the construction industry.

Furthermore, the chapter discusses the research problem and identifies gaps in previous studies. Although many studies have examined expatriate adjustment, limited research specifically focuses on Malaysian expatriates in the construction industry. The relationship between work environment, cross-cultural work adjustment, and job continuance also remains underexplored, particularly within the Malaysian expatriate context. Therefore, this research aims to explore the factors that influence cross-cultural work adjustments to retain professional Malaysian expatriates in the construction industry.

In addition, this chapter outlines the research objectives, research questions, scope of the study, significance of the study, and the conceptual framework used in the research. The chapter concludes by emphasizing the importance of understanding expatriates' adjustment experiences in improving organizational strategies for expatriate management and retention in international construction projects.

CHAPTER 2
LITERATURE REVIEW

2.1 Introduction

This chapter contains relevant literature based on a comprehensive study of the factors influencing on cross-cultural work adjustment to retain professional Malaysian expatriates in construction industry. Cross-cultural work adjustment is an important aspect in the success of expatriates working in abroad or multicultural settings, especially in industries that are both internationally connected and culturally diverse, such as in the construction field. In addition, for professional Malaysian expatriates working in construction industry and remain abroad must comprehend the various of difficulties of cross-cultural aspects in order to improve both individual and organizational outcomes. Besides, the Malaysian construction sector, with its global links and increasingly diversified workforce, it provides a unique context in which cross-cultural work adjustment influences professional Malaysian expatriates' experiences, performance, and well-being. In professional Malaysian expatriates context, these factors are influenced not only by their home country's culture, but also by Malaysia's own cultural diversity, which includes a mix of Malay, Chinese, Indian, and various other ethnic groups, each with their own set of values, practices, and communication styles. This variety creates both obstacles and opportunities for expatriates, who must navigate these cultural differences in order to succeed in their roles abroad.

In that continuity, this chapter reviews the definition of key terms that includes influence factors, cross-cultural work adjustment and expatriates. Besides that, this chapter also reviews of factors of cross-cultural work adjustments that influence expatriates' ability to successfully integrate into new surroundings. Cross-cultural work adjustment consists of work environment and job continuance. This information gathered from articles, journals, books and etc. This information is also important for the process of identifying, analysing and making recommendations. It also presents the synthesis to fully understand the research for better comprehension of the study. Thus, it can help to recommend a framework for this research and also used as the basis for analysis test.

2.2 Background of Cross-Cultural Work Adjustment

Basically, the concept of cross-cultural adjustment was originally introduced by Black, and Stephens, (1989) indicated that cross-cultural adjustment consists of three interrelated dimensions: general adjustment, interaction adjustment, and work adjustment. General adjustment refers to adaptation to everyday living conditions such as housing, food, transportation, healthcare, and lifestyle in the host country (Black, & Stephens, 1989). Interaction adjustment concerns expatriates' ability to establish effective social relationships and communicate with host-country nationals (Black, & Stephens, 1989). Work adjustment, which represents the primary focus of the present study, refers to adaptation to job-related responsibilities, organizational culture, management practices, performance standards, and workplace relationships (Black, & Stephens, 1989). Among these dimensions, work adjustment is considered particularly important because it directly influences expatriate performance, the success of the assignment, and organizational effectiveness (Lei, 2025).

Recently, cross-cultural work adjustment (CCWA) has emerged as a critical topic in international human resource management due to the increasing deployment of expatriates across culturally diverse work environments (Mabkhot, & Al-Ameryeen, 2023). As globalization continues to expand international business operations, organizations increasingly rely on expatriates to transfer knowledge, manage overseas operations, and support organizational competitiveness (Harzing, Pudelko, & Reiche, 2016). However, expatriates often face unfamiliar cultural norms, organizational practices, and workplace expectations that require substantial adaptation to ensure the successful assignment (Toh, & Denisi, 2005). Consequently, cross-cultural work adjustment has become one of the most important determinants of expatriate effectiveness and retention in international assignments (Gao, et al., 2024).

Meanwhile, cross-cultural work adjustment refers to the extent to which expatriates feel psychologically comfortable and adapted to their job roles, work responsibilities, organizational practices, supervision styles, and workplace expectations in a foreign cultural environment (Lei, et al., 2025). It reflects the ability of expatriates to adapt to the work-related aspects of living and working in a host country. According to Mahdy, Binzafrah, and Elsawy, (2026) stated that cross-cultural work adjustment is a strategic resource that supports both professional performance and expatriate well-being in global work environments. Even, work adjustment is a

continuous learning and adaptation process through which expatriates change their attitudes, behaviours, and professional identities in response to new cultural and organizational contexts.

According to Mahdy, Binzafrah, and Elsawy, (2026) indicated that successful cross-cultural work adjustment is influenced by multiple individual, organizational, and contextual factors. At the individual level, cultural intelligence, international experience, adaptability, and language proficiency have been found to enhance expatriates' ability to understand and respond effectively to culturally diverse situations (Kai Liao, Wu, Dao, & Ngoc Luu, 2021). At the organizational level, perceived organizational support, mentoring, training programs, supportive leadership, and inclusive workplace climates contribute significantly to adjustment outcomes (Giorgi, Lecca, Ariza-Montes, Di Massimo, Campagna, Finstad, & Mucci, 2020). Previous research by Bhatti, Battour, and Ismail, (2013) demonstrates that expatriates achieve higher levels of work adjustment when organizations provide adequate cultural training, communication support, and resources that facilitate adaptation to host-country environments.

Conversely, several obstacles may hinder successful adjustment (Selmer, 2001). Cultural discrimination, underemployment, communication difficulties, cultural distance, and perceived cultural novelty have been identified as significant obstacles affecting expatriate adaptation (Akhimien, & Adenkunle, 2023). Expatriates who experience exclusion, limited social integration, or difficulties understanding organizational expectations may encounter adjustment stress and reduced psychological comfort within the workplace (Davies, Stoermer, & Froese, 2019; Selmer, 2001). Such challenges can negatively affect work effectiveness and increase the likelihood of assignment dissatisfaction. Consequently, organizations increasingly recognize cross-cultural work adjustment as a strategic factor for improving expatriate retention and maximizing the return on international assignment investments (Mahdy, Binzafrah, & Elsawy, 2026).

Malaysian construction companies have also expanded internationally, leading to a growing number of Malaysian professionals being assigned abroad to manage overseas projects. Nevertheless, according to Azami, Halmi, and Ali, (2021) indicated that Malaysian expatriates often experience difficulties adapting to new cultural and organizational environments, particularly in communication, social interaction, and cultural adaptation. These adjustment challenges may negatively affect expatriates' job

performance, psychological comfort, and assignment success (Azami, Halmi, & Ali, (2021). This is also to respond Malaysia's government agenda in line with Twelfth Malaysia Plan and the Construction Industry Transformation Programme (CITP) began focusing on the development of internationally competitive human capital. Consequently, understanding the factors influencing cross-cultural work adjustment is essential to improve expatriate retention and enhance the effectiveness of Malaysian construction organizations operating internationally.

2.2.1 Factors Influencing Cross-Cultural Work Adjustment

Cross-cultural work adjustment is shaped by a combination of individual, job-related, organizational, and non-work factors. The model by Black, Mendenhall, and Oddou's, (1991) provides the foundational framework, while recent studies (2020–2024) expand on these determinants in contemporary contexts.

2.2.1.1 Individual factors

Individual characteristics are central to determining how well expatriates adapt to the host-country work environment. Cultural Intelligence (CQ) is the ability to interpret unfamiliar cultural cues and respond appropriately has been consistently linked to better work adaptation and job performance (Ang, & Van Dyne, 2008; Kour, & Jyoti, 2022). Besides, expatriates' capabilities or expatriates' competencies refer to the knowledge, skills, and abilities required by expatriates to effectively perform work tasks, manage risks, and adapt to international standards in multinational environments Furuya, Stevens, Oddou, Bird, & Mendenhall, 2007; Wang, Du, Freeman, & Donohue, 2022).

Next, personality traits such as openness to experience, emotional stability, and conscientiousness positively influence adjustment outcomes (Chen, Kirkman, Kim, Farh, & Tangirala, 2010). Besides, previous international experience also includes to know prior exposure to foreign work environments reduces uncertainty and accelerates adjustment (Takeuchi, Wang, & Marinova, 2005). Besides, self-efficacy and resilience means that confidence in managing challenges and the ability to recover from setbacks enhance adaptability in unfamiliar workplaces (Rayyan, et al., 2023). Meanwhile, language proficiency as effective communication skills in the host country's language

reduce misunderstandings and improve workplace integration (Salih, 2024). In sum, personal factors take into account various factors, especially emotional, mental and physical resilience, adaptability and commitment when completing an assignment abroad.

2.2.1.2 Job related factors

Job-related factors refer to the characteristics, conditions, and demands of the work environment that influence employees' psychological state, behaviour, and performance. In the construction expatriate context, these factors are particularly important due to the high-pressure, multicultural, and project-based nature of international assignments, which significantly influence cross-cultural work adjustment, psychological well-being, and job continuance (Gao et al., 2024; Abdalla, Li, & Yang, 2025). Role clarity as a clearly defined job responsibilities reduce role ambiguity and associated stress (Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005; Koveshnikov, & Lehtonen, 2025). Then, role novelty is greater similarity between an expatriate's current and previous roles facilitates faster adaptation (Wu, Yang, McIntyre, & Zhang, 2022). Meanwhile, task interdependence as jobs requiring high collaboration across cultures demand greater interpersonal and communication adaptability (Bonache, Brewster, & Froese, 2020). Therefore, job-related factors are very important because they determine the ability of expatriates to adapt effectively when performing professional tasks both domestically and abroad.

2.2.1.3 Organizational factors

Employer support plays a significant role in the success of cross-cultural work adjustment. Pre-departure training is describing the cultural briefings and language instruction prepare expatriates for workplace norms and expectations (Okpara, & Kabongo, & Lau, 2020). Next, on-the-job support such as mentoring, peer assistance, and expatriate support groups facilitate smoother adaptation (Fan, & Harzing, 2021). Besides, Perceived Organizational Support (POS) as known as feeling valued and supported by the organization reduces stress and fosters engagement (Inam, et al.,2021).

2.2.1.4 Non-work factors

Non-work factors (indirect influence on work adjustment). Although these factors relate primarily to general adjustment, they indirectly affect job performance.

According to Erogul, and Rahman, (2017) stated that family adjustment is one of the factors. When family members are comfortable in the host culture, expatriates experience less stress and more focus on work (Peltokorpi, & Zhang, 2020). Next, social networks such as friendships with host-country nationals facilitate cultural learning and build confidence in professional interactions (Nguyen, & Andresen, 2024).

2.3 Work Environment

The work environment is considered a crucial organizational factor influencing expatriates' cross-cultural work adjustment (Abdalla, Li, & Yang, 2024; Gao, et al., 2024). Work environment influences cross-cultural work adjustment (Chan, Toh, Ng, & Zawawi, 2021). According to Memon, Khahro, Memon, Memon, and Mustafa, (2023) indicated that the significant work environment influenced by employee job satisfaction. Besides, according to Gao, et al., (2024) stated that expatriates assigned to international environments are required to adapt not only to foreign national cultures but also to unfamiliar management styles, workplace expectations, communication patterns and organizational systems. Meanwhile, work adjustment is the process by which the individual acts, response, and comes to terms with his work environment (Swanson, & Schneider, 2024). The work environment is important as it shapes expatriates' ability to adapt and perform effectively in host-country contexts (Bhatti, Battour, & Ismail, 2013).

According to Black, and Gregersen, (1991) highlighted that organizational support, role clarity, and social integration are among the most significant antecedents of successful work adjustment. In role ambiguity and role conflict in the work environment can hinder adjustment. According to Shaffer, Harrisson, amd Gilley, (1999) stated that clear job expectations and well-defined responsibilities positively influence expatriates' work adjustment. Besides, the workplace is often the primary arena for cultural learning. A work environment that values diversity, provides cross-cultural training, and encourages inclusive practices helps expatriates develop cultural competence and adjust faster (Caligiuri, 2000).

Positive relationships with supervisors and colleagues in the host environment provide emotional and professional support (Dang, Vu, & Nguyen, 2020). This contributes to both interaction adjustment such as feeling integrated with host nationals and work adjustment, feeling comfortable in performing job tasks. Meanwhile, a

supportive work environment with reasonable workload distribution reduces stress, thus improving adjustment outcomes (Takeuchi, 2010). Furthermore, according to Setti, Sommovigo, and Argentero, (2022) indicates that when expatriates with higher cultural intelligence are embedded in supportive work environments, they achieve stronger adaptation outcomes and improved performance levels. The work environment emerges as a pivotal driver in the expatriate cross-cultural work adjustment process, with clear factors influencing effects on retention outcomes.

In this research, researcher focused on work environment factors involves task in the new position, using skills and knowledge in the present job, work with host nationals, human resource development (HR development), risk management, worker protection, international standard, management style, conducive environment at workplace, flexibility, creativity, new technology, labor law and safety in workplace. The decision to resign or turnover intention is thus another indication of one's career outcome and is extremely important in the study of expatriation (Zhu, et al., 2016).

2.3.1 Factors of Work Environment

2.3.1.1 Using Skills and Knowledge

According to Kanstrén, and Suutari, (2021) stated that during expatriation, skills and knowledge are presented as important personal assets obtain over time. Skills and knowledge are the factors of adjustment used in language, technical competence, and understanding of assignment (Pires, Stanton, & Ostenfeld, 2006). A study by Zainol, et al., (2014) found that using skills and knowledge in the present job is the most important in work environment factors. Thus, interpersonal skills are an acceptable term to classify the variety of factors which reflect expatriates' cross-cultural knowledge and understanding of the work in organization (Abugre, & Debrah, 2019). In partners' perspective, a professional skills and knowledge is important to maintain and ensure their employability in a new environment (Kanstrén, & Suutari, 2021; van der Velde et al., 2017). According to Buers, Karpinska, and Schippers, (2018) agreed that knowledge and skills are the important factors to remain employable in organization. According to previous studies by Zainol, et al., (2017) the findings is consistent which reported that successful expatriate adjustment depends not only on technical expertise but also on the ability to use skills and knowledge effectively in multicultural work environments.

Using skills and knowledge in the present job seem were important during expatriation that is because of a professionalism of expatriate able to solve the problems.

2.3.1.2 Task in the New Position

Tasks in the new position is one of the items of work adjustment (Zainol, et al., 2014; Selmer, 2007; Lee, & Croker, 2006). According to Black, (1988) emphasized that adapting to a new work environment includes job tasks, positions and responsibilities involved in work adjustments components. According to the study by Martin, and James, (2020) it found that sixty-six percent of respondents agreed that the same job always required dissimilar tasks according to the country.

2.3.1.3 Work with Host National

Meanwhile, work with host nationals help to create close relationships and maintaining good working relationship with host country nationals in two separate ways (Farcas, 2019). Besides, it also helps the expatriate in expanding his or her comfort zone and, as a result, reaching the growth zone where learning occurs (Bayraktar, 2019). According to the study by Abugre, and Debrah, (2019) found that expatriates work with indigenous staff in Ghana have a good appreciation from them in organization, on the contrary, enhances team trust and leads to a productive team that can work effectively.

2.3.1.4 Human Resources Development (HR Development)

According to Agarwala, (2003) stated that to remain competitive, the constant development of new and innovative human resources development is necessary. Human resources playing important role to manage numerous opportunities, avenues and development for expatriates (Mathimaran, & Kumar, 2017). To address the lack of Human Resource (HR) development, Japan's integrated approach and strategies through building transfer networks, promoting Japanese practices, offering technical and management training, and supporting organization settings (Soehardjojo, & Delbridge, 2023). Human resources development (HR development) in the host organization also plays a vital role in encouraging local employees to be helpful and friendly attitude (Toh, & DeNisi, 2005).

2.3.1.5 Risk Management

Risk management is also important to personal safety and security of expatriates (Fee, McGrath-Champ, & Berti, 2020). Furthermore, a study by Walsh, and Walker, (2020) focused on identifying risk, avoid, control and to overcome the risk in the risk management is important factors. According to Gao, et al., (2023) stated that expatriates require high psychological resilience to deal with risk and adapt to new challenges in order to complete their assignments.

2.3.1.6 Worker Protection

Besides, worker protection is critically important to expatriates while abroad. Worker protection is so important to the health and safety of expatriates (De Cieri, & Lazarova, 2021; & Fee, McGrath-Champ, & Berti, 2020). According to Lillie, et al., (2022) stated that the fact that worker protection is a matter of special concern. Worker protection factors include safety, promotion of health and well-being and is also important to achieve towards healthy workplace (De Cieri, & Lazarova, 2021).

2.3.1.7 International Standard

In addition, international skill center (International Standards) is also important to expatriates in performing tasks and follow to the standards. In terms of language, a study by Chi, and Levitt, (2011) found that as follow International Standard, English was used as the official language, with a considerable number of experienced expatriates assisting in the implementation of international practices in Taiwan High Speed Rail project (THSR). Language is also important for expatriates to deal with others during working and to complete a project successfully. A study by Shieh, et al., (2021) found that due to fail to meet domestic and International Standard, Zambian working in cooper mines in the country's Chinese-run found that they suffer from abusive working environment. A study by Prihadyanti, et al., (2019) found that a respondent’s response that language is important and must follow with international standard. International standards seem important to protect human rights (Lepoutre, 2020).

2.3.1.8 Management Style

According to Kumpikaitė-Valiūnienė et al. (2022) management style item was used in his study to explore the adjustment of self-initiated expatriates. Management style is important to human resource management and expatriates facing challenges of adjustment (Ochieng, & Price, 2010). Besides, management style item was used in study by Hurn, and Tomalin, (2013) on cross-cultural communication. Lack of management style in work setting which caused stress and frustration of expatriates (Chudnovskaya & O'Hara, 2016).

2.3.1.9 Conducive Environment

Then, a conducive environment appears to be another important factor in retaining professional workers in the workplace (George, 2015; Horwitz, Heng, & Quazi, 2003; Bibi, Ahmad, & Majid, 2018; Agbozo, et al., 2017). A study by Laschinger, et al., (2009) agrees that the importance of a conducive environment had a significant result in working environments in retaining professionals in healthcare settings. In addition, a conducive work environment will encourage employees to challenge old established work patterns, think outside of the box and explore new and innovative ways of getting the work done (Suliman, 2013).

2.3.1.10 Flexibility

Flexibility is also an important aspect during expatriation. According to Yussuf, (2024) stated that the inherent flexibility of individuals enables them easily to engage in worldwide opportunities. Flexibility was used in study by Tone, and Skitmore, (2004) and Halim, Mustaffa, and Azizan, (2023). According to Detsimas, et al., (2016) stated that flexibility is one of the workplace skills that an employee has developed throughout his or her life. According to Shay, and Tracey, (1997) agree that flexibility is important in the adjustment. Flexible expatriates can be multitalented people and that can enhance his or her professionals.

2.3.1.11 Creativity

Creativity is a process to produce new ideas that are novel and related (Amabile, 1996). Creativity is required because, in a continually changing environment, expatriates frequently explore something new (Katrinli, & Penbek, 2010). It is important for expatriates in problem solving (Cho, & Morris, 2015). Both expatriates and organizations try and enhance the creativity due to rapid technological change, global competition and uncertainties of economic (Lauring & Selmer, 2013). A study by Stoermer, Lauring, and Selmer, (2020) revealed that there is a positive association between creativity and perceived performance.

2.3.1.12 New Technology

New technology plays a crucial role for expatriates in their host countries by improving different aspects of their professional and personal lives. Rapid changes are caused by an advancement of development of new technology especially in digital technology (Bucher, Lazarova, & Deller, 2025). They added, digital communication in online assignments can frequently cause to misunderstandings created by dissimilar cultures, and, consequently, the ability to correctly explanation the conversation requires intercultural skills that specifically focus on digital communication. In addition, according to Jayasingam, Chong, and Bakar, (2021) in their study stated that repatriates would have been exposed to new technology machines, allowing them to learn the most recent or latest technical skills while working overseas.

2.3.1.13 Labor Law

Labor law plays important role in protecting the rights and well-being of expatriates in their host national countries. A study by Almarzogi, and Khan, (2021) stated that there are increases number of expatriates working in various position in Saudi, however there were still unclear the structure of the compensation policy of expatriates. This is because labor law regulates set minimum standard of wages, securing expatriates get fair compensation for their job. Meanwhile, a study by Shah, (2011) stated that Labor Law could have potential impacts on expatriate labor force in Kuwait in aspect visas, sponsors in receiving countries, agents or facilitators in sending

country will be charge high fees for providing work visas to prospective expatriates. Labor law regulates legal employment status and ensures expatriates have legal right to work in abroad.

2.3.1.14 Safety in Workplace

Safety in the workplace factor also as a priorities of expatriates that need to take into account due to the particular obstacles and risk they encounter in a new environment. According to Alabi, and Šarkiūnaitė, (2022) stated that safety is one of the challenges of adjusting to the workplace environment, not only facing the challenges of cross-cultural adjustment while working in abroad. In addition, organizations are also responsible to track the risks to expatriates and select the right method to mitigate those risk, thus resulting in improved adaptation for those experiencing stress (Posthuma, et al., 2019). Stress level is likely to be higher, which might lead to higher psychological and physical strains ultimately hinder job outcomes, as results of working in nations with poor safety standards than previous location of expatriates have been (Liu, Spector, & Shi, 2007; Faeth, & Kittler, et al., 2017).

2.3.2 Job Continuance

Job continuance as an employee's willingness to remain employed in the current organization over time, influenced by multiple organizational and personal factors (Qian, & Balwi, 2024; Salem, 2025). Besides, job continuance defined as an expatriate's decision to remain in their assignment or organization, is widely recognized as a key outcome of cross-cultural work adjustment (Gao, et al., 2024). In addition, cross-cultural work adjustment has a significant positive effect on job continuance in international construction projects (Gao et al., 2024). Furthermore, Kraimer, et al., (2012) highlight that expatriates' job continuance is not only an indicator of assignment success but also a strategic retention measure for organizations operating in global industries such as construction. In subsequent, a study by Song, et al., (2019) shows that career development support, as a facet of the work environment, significantly enhances job adaptation, which in turn decreases expatriates' withdrawal intentions thus promoting retention. Thus, job continuance can be seen as a retention outcome, influenced indirectly through the work environment's effect on expatriates' adjustment.

According to Dang, Vu, and Nguyen, (2020) stated that expatriates with strong continuance commitment will remain with the organization and they understand of the costs to leaving company. According to Shoki, Kono, Hirano, Barroga, Ota, and Nagamatsu, (2023) a study was conducted on the factors of job continuance among migrant in Japan. Job continuance pertains to an employee's intention or decision to remain with their current employer over time, which may be influenced not only by job satisfaction but also by external or structural factors such as economic necessity, lack of alternative employment, or organizational constraints (Meyer, & Allen, 1991). According to Shoki, et al., (2023) a study was conducted on the factors of job continuance found that a good working environment, good support system from both colleagues and supervisor, high value of benefits and desire to migrate to Japan had positive effect on job continuance. Similarly, recent expatriate-focused research highlights that retention decisions in international assignments are strongly influenced by the nature of job factors such as career development opportunities, pay and benefits which collectively strengthen continuance intention among employees working in challenging overseas conditions (Rutledge, & Al Kaabi, 2023). Meanwhile, a study conducted by Leung, Ahmed, and Chan, (2024) stated that factors of job continuance that comprises office environment, autonomy at work, work pressure, organizational support and safety.

Besides, retention is associated with job continuance in organization. Job continuance factors are considered as the efforts of retention by which an organization attempts to retain the expatriates in their company such as through social interaction in the workplace, benefit or incentives, management and working knowledge. In this research, researcher focused on:

2.3.2.1 Interaction

According to Takeuchi, et al., (2005) stated that interaction appears to be difficult for both expatriates and companies due to the frequent misunderstandings arising from cultural barriers. Expatriates' interaction was positively linked to work adaptation (Sterle, et al., 2018). Interaction helped the expatriate gain familiarity in the culture through interactions with host country nationals (Bayraktar, 2019). Interaction is one of the factors in job continuance (Zainol, et al., 2014; Peltokorpi, 2008). According to Black, and Gregersen, (1991) interactions can also be a source of

information to reduce uncertainties associated with general adjustment and cross-cultural work adjustment. Thus, interactions play an important factor of expatriates to deal with peoples surrounding especially while working and completing assignment in abroad, thus can be useful and helps expatriates getting knowledge and information easily.

2.3.2.2 Communication

Meanwhile, according to previous study by Peltokorpi, (2008) found that communication were related components of job continuance. However, cultural differences are the root cause of communication with superior seems problems between superiors and subordinates, which reduces the value of feedback (Gumah, Wenbin, & Aziabah, 2021). This is because working in other cultures or with individuals from different cultures necessitates an integrated communication pattern in the host and the foreigner to have a professional working relationship and significant comprehension (Gumah, Wenbin, & Aziabah, 2021). The fact that a successful abroad assignment is vital not only for the individual but also for the company, gave an encouragement to research into the different antecedents of cross-cultural adjustment. A study by Othman, et al., (2021) found that more than half of respondent's responses agreed by using local language is the advantages of communication and benefited the self-confidence development during expatriation journey.

2.3.2.3 Pay

Pay which in different context can be used as salary, wages and incomes distributed according to professional fields (Schneider, 2008; & Saez, 2018). According to Suutari, and Tornikoski, (2001) stated that pay should be based more on the achievements they accomplished, also need for performance-related incentive. Pay also important to expatriate's motivation and satisfaction in order to enhance career growth (Almaimani, 2021). According to Shoki, et al., (2023) stated that higher pay is one of the factors related to job continuance.

2.3.2.4 Position and Responsibility

Position and responsibility at work are important for expatriates to suited with the position, enhance their capability and enhance the assignment success in abroad assignments (Gao, et al., 2024). When high degree of clarity in work position, expatriates can use their skilled and expertise to build trust in themselves (Aljofan, & Ali, 2022). Position and responsibility at work is important to work adjustment (Zainol, et al., 2014; Aljofan, & Ali, 2022). Important to expatriates to know their position so make them clear about responsibility at work.

2.3.2.5 Autonomy

A study by Nguyen, Felfe, and Fooken, (2014) found that expatriates who have autonomy and understanding and managing various dimensional commitment to a local operation, companies can mitigate propensity of premature return rate. In addition, the higher the autonomy of expatriates, the greater the responsibility in making decisions. According to Zainol, et al., (2014) mentioned that autonomy at work is one of the specific factors in job continuance. A study by Alshareef, et al., (2020) found that autonomy had a significant negative effect on turnover rate among nurses in Saudi Arabia.

2.3.2.6 Work Pressure/Stress

Work pressure happens commonly known that construction expatriates are frequently under pressure to follow the deadlines and goal for their tasks (Ahmed, Leung, & Ojo, 2022). Increases of workload and high work pressure from companies lead expatriates to stress (Sheela, & Kumar, 2019). A study by Lee, (2021) found that a significant relationship exists between cross-cultural adjustments on work pressure. Higher work stress can cause lower job performance. Work stress has risen as an important variable in the project environment that should be managed for the well-being of the project employee and the project itself (Dodanwala, Shrestha, & Santoso, 2021). Work stress can cause negative impact such as suffering from heart attack, neck pain, back pain, fatigue, eye problems, hypertension and others disease (Abidin, Mansor, &

Abu, 2013). Besides, work pressure as a contributing factor to job continuance (Joosen et al., 2021).

2.3.2.7 Management Practices

According to Zainol, et al., (2014) found that management practices as a contributing factor to job continuance. Management practices could improve career satisfaction and produce career success (De Cerie, & Lazarova, 2020). Management practices of expatriates as a buffer to stress experienced during assignment abroad (Abdalla, Li, & Yang, 2025). It is also, vital job resources that demonstrate an organization's commitment to supporting its personnel who are assigned in abroad (Abdalla, Li, & Yang, 2025). A high-level expatriates could effectively impact strategies and management practices by knowledge transfer such as communicating and discussing with other high-level employees in host countries (Zhong, Zhu, & Zhang, 2021). According to study by Abdalla, Li, and Yang, (2025) found that management practices was significant factor in reducing job burnout of expatriate adjustments.

2.3.2.8 Job Satisfaction

According to Froese, and Peltokorpi, (2011) stated that there are five determinants associated with job satisfaction, including national cultural distance, supervisor' nationality, language proficiency, expatriate type and company nationality. Meanwhile, Stoermer, et al. (2017) found that job satisfaction raises as expatriates' cultural skills surpass workplace social exclusion. In similar vein, a study by Sokro, Pillay, and Bednall, (2021) shows that a significant positive relationship exists between organizational support and job satisfaction on expatriate. In addition, a study by Alzubi, Alkhateeb, and Hiyassat, (2021) found that supervision, coworkers, pay and benefits significantly influence the overall job satisfaction of construction engineers in Jordan. By creating an environment that supports job satisfaction, organizations can reduce propensity of leaving and increase the retention of expatriates (Aghimien, et al, 2025). A study by Moradali, et al., (2023) indicated that job satisfaction perceived important to job continuance.

2.3.2.9 Benefit/Incentives

Benefits or incentives linked to accomplishment of international assignments, career development thus aid to retention and motivate expatriates throughout their assignments (Abdalla, Li & Yang, 2025). Compensation, hiring, performance management, organization development, safety, wellness, benefits, employee engagement, communication, administration and training are just a few considerations in the workplace (Naing, Bhaumik, & Chakkaravarthy, 2023). A study by Terera, and Ngirande, (2014) found that the results indicate a positive relationship between rewards and expatriates' retention, thus it shows that expatriates received the rewards from organization could make them retain for a long time in organization. The study by Latif, et al., (2013) found that benefits, rewards, promotion have a significant role to satisfy, attract and ensure job continuance of employees.

2.3.2.10 Social Standing

Social standing is referred to an individual's status and results in feeling in himself or herself of self-importance (Bharadwaj, & Buchanan, 2023). A study by Haak-Saheem, Woodrow, and Brewster, (2023) from interviews with 71 expatriates and 29 host country nationals reveals that expatriates' social standing affects their attitudes and behaviour towards verbal, that informal structures and social relationship are important in organizations thus, crucial to understand expatriate's verbal action. Expatriates who receive advice from colleagues in host country nationals have the opportunity to receive support from the organization, then the organization will support the expatriate through to more significant financial resources (Mahajan, & Hassan, 2024).

2.3.2.11 Facilitation of Safety

According to Fee, (2017) stated that the terms safety and security refers to protection from harm or man-made threats (terrorism or violence), various of incidents, as well as workplace and travel accidents. When a crisis strikes, multinational corporations protect the well-being and the safety of its expatriate employees (Fee,

2017). A few concerns include facilitation of safety by Human Resource Management (HRM) perceived important in workplace (Baroun, 2024).

2.3.2.12 Support Services

According to Aslam, (2019) stated that provision of support services is important to give attention to that which are helpful smooth transition and job continuance for the expatriate's adjustment. Training is normally given to the expatriates through language and practical skills (Aslam, 2019). Social support is also acknowledged as a significant resource for expatriates, it would be useful if organizations could encourage the social support that expatriates accept (Van Bakel, Van Oudenhoven, & Gerritsen, 2017). In same vein, provision of support services available to expatriates include career development, adjustment, financial support, family support, peers and the organization to assure that expatriates adapt to their host culture thus, help job continuance in the host country (Cole, & Nesbeth, 2014; Khedher, & Asadullah, 2020; & Akhimien, & Adekunle, 2023).

2.3.2.13 Preparing Journey

Preparing journey of expatriates is to ensure readiness, mentorship program helps to understand the running of business in abroad then, assist in preparing adequately for dissimilar culture and assignment abroad (Tahir, 2021). According to Mello, Suutari, and Dickmann, (2023) stated that preparing before departure involve challenges with facing new social and country context, visa, social safety, tax issues, healthcare and education systems for children need well-prepared thus, enhances the likelihood of successful expatriate assignments. While, according to Waxin, and Brewster, (2020) stated that to prepare overseas assignees before their assignment, MNEs can prepare pre-assignment visits, practical help, language, cross-cultural training, coaching, and partner training influence job continuance in abroad.

2.3.2.14 Talent Management

According to Vaiman, Halsberger, and Vance, (2015) stated that talent management comprises of identifying, recruiting, and choosing talent from the external

labor market, developing employees, managing talent flows and securing retention of talented employees. Meanwhile, talent management is essential with cross-cultural human capital that refers to the combination of cross-cultural knowledge, skills, ability, and attitude expatriates acquire from education, training, developmental experiences, work experiences, and from life experiences (Tarique, & Schuler, 2018). Talent management can use to enhance an organizational knowledge and skills (Whelan, & Carcary, 2011; Sareen, & Mishra, 2016; & Mupepi, 2017). A study by Kamel, (2019) reveals that there is a positive association between talent management and employee engagement. According to study by Wickramaaratchi, and Perera, (2020) revealed talent management significantly impact job continuance in abroad.

2.3.2.15 Training

Training is an important aspect in job continuance. According to Tahir, (2022) stated that the aim of cross-cultural training is to train individuals of one culture to successfully communicate and work with individuals in another culture, as well as to help them in effectively adaptation to their new area. According to Noman, et al., (2023) stated that the goals of training is to improve expatriates' understanding of the host culture and expose them to cultural diversity. Training will enhance their adaptability, understanding, and awareness from various perspectives (Noman et al., 2023) such as enhance productivity (Prayogo, 2023), personal (Prayogo, 2023; Rabby, & Rahamn, 2023; Wu, et al., 2023) and reduce turnover (Huang, 2020). A study by Lo, and Nguyen, (2023) found that training has significantly influence on performance. Noman, et al., (2023) suggest that companies make various of training programs before and after arriving in the host country thus, it advantages expatriation and overall organization, smoothly the adjustment process and understand the new host culture.

2.3.2.16 Career Planning

According to Selmer, (1999) stated that career planning provides insight and direction and serves as a technique of dealing with confusing position requirements and organizational expectations, find out career opportunities, and reducing stress associated with career adaptation. Career planning is one of the important factors of job continuance that reflect the psychological contract among organizations and expatriates

in organizational career support (Kraimer, & Wayne, 2004). While, according to study by Reddiar, and Schultz, (2023) found that that career planning using the new experience and skills gained during expatriation was difficult, same as getting a job immediately once in the home country.

2.3.2.17 Transparency

Next, according to Matherly, and Al Nahyan, (2015) stated that creating a transparency culture begins with the development of proper policies and the establishment of transparent connections that trust building, thus will enhance competency of career development, motivated, more creative and productive. According to Crumpton, (2011) stated that transparency in leadership can increase success and boost confidence and optimism through decision making and effective problem solving.

2.3.2.18 Social Knowledge

Then, social knowledge can also be crucial for the successful interpretation of language; words can have various meanings when people have diverse cultural and social backgrounds (Buckley, Carter, Clegg, & Tan, 2005). Cultural learning is the process through which expatriates acquire culturally relevant social knowledge and skills to survive and thrive in their new environment (Ward, Bochner & Furnham, 2001). Social skills essentially interrelated with interpersonal skills. Interpersonal skills include knowing how to lead others, such as motivating employees, resolving workplace issues, and working well with others (Elvis, Nwani, Adeshina, & Nwabuisi, 2020). A study by Singh, and Mahmood, (2017) research on ICT sector in Malaysia, the results on emphasize the critical level of social skills where social skills have influence on expatriate's performance.

2.3.2.19 Organization/Employee Engagement

Organization/employee engagement. According to Kamel, (2019) stated that employee engagement is one of the most necessary a key driver of organizational performance, thus it is a combination of several positive employee attitudes towards the

organization; it encompasses sentiments of commitment, involvement, loyalty, and satisfaction towards job continuance abroad. When expatriates feel inspired and part of the success story, expatriates will be more engaged and satisfied and make them to give their best for the companies (Kamel, 2019). Employee engagement was used to measure the expatriates' belief that their actions made difference to their organization (Stander, & Rothmann, 2010).

2.3.2.20 Confidence Level

A study by Othman et al., (2021) respondent's response stated that a high level of confidence increases the visibility of a person's trustworthiness in carrying out duties, particularly in profession that need extensive daily engagement. Confidence level increased when expatriates had successfully managed through distinct every day challenges caused by a changed living environment (Kanstrén, & Mäkelä, 2020). Confidence level enhances arrived when expatriates aware of obstacles and able to solve the problems, thus their goals are achievable (Huang, Gao, Deng, & Fu, 2022). Confidence level is one of the important factors in job continuance.

2.3.2.21 Work Experience

A plentiful international work experience, expatriates can adjust to unfamiliar cultural environment quickly regardless of the specific assignment requirements (Takeuchi, Li, & Wang, 2019). Expatriates with more work experience in abroad perceive themselves as more resourceful, feel more capable of dealing with uncertainty, and consequently have fewer demanding criteria than those with less international experience (Duarte, de Eccher, & Brewster, 2021). According to Yow, Chia, and Lee, (2022) found that previous work experience had a positive relationship with job continuance. This is supported by Black, (1988) stated that previous works experience abroad was related to job continuance of expatriates.

2.4 Conceptual Framework

A conceptual framework is a fundamental concept that concisely explains the structure and direction of research (refer Figure 2.1). It is based on the findings of

previous literature reviews from local and abroad. Research on a framework for cross-cultural work adjustment to retain a professional Malaysian expatriate in construction industry is conducted to solve the issues of professional Malaysian expatriates based on identified research problems that arise from literature review.

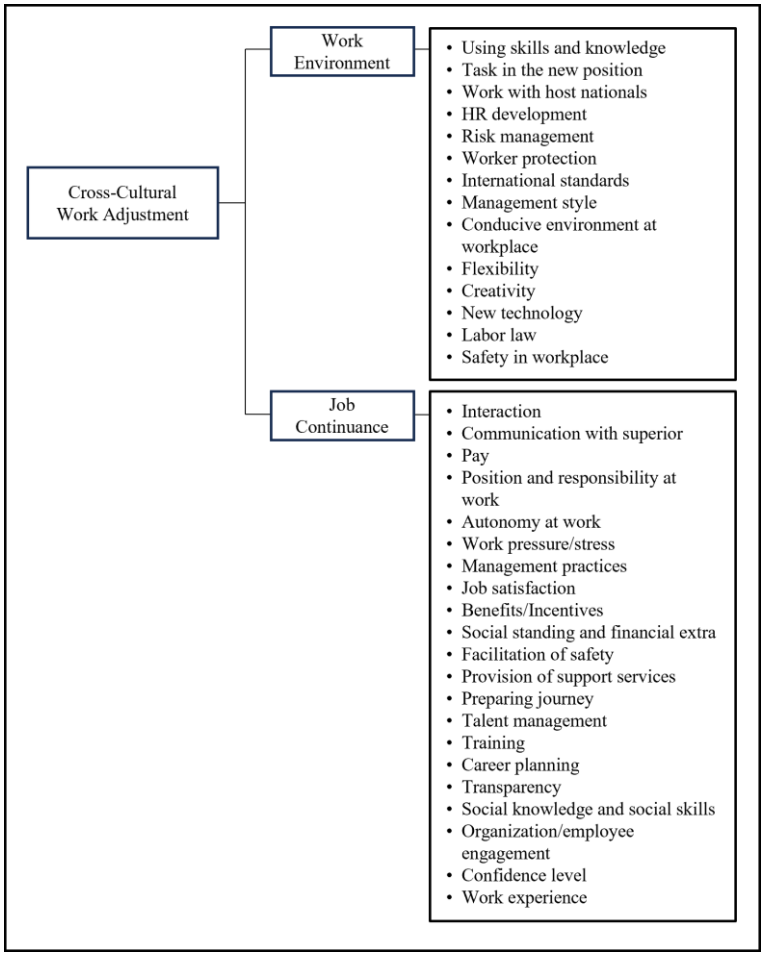


Figure 2.1 Conceptual Framework for Cross-Cultural Work Adjustment in Malaysia (Source: Author, 2025)

This conceptual framework was adapted from the main concept of cross-cultural adjustment introduced by Black, Mendenhall, and Oddou's, (1991) Cross-Cultural Adjustment Framework. According to Black, Medenhall, and Oddou's, (1991) this concept consists of three dimensions encompassing general adjustment, work adjustment and interaction adjustment. The conceptual framework of this research was developed to examine the influence of work environment and job continuance on cross-cultural work adjustment (CCWA) among professional Malaysian expatriates in the construction industry. The framework proposes that expatriates who experience supportive and positive work environments are more likely to adjust successfully to host

country workplace settings, which subsequently enhances their willingness to continue working in international assignments (Black, Medenhall, and Oddou's, 1991).

Moreover, cross-cultural work adjustment (CCWA) refers to the extent to which expatriates feel psychologically comfortable and effectively adapted to their work roles, organizational practices, and multicultural work environments in host countries (Black, Medenhall, and Oddou's, 1991). In the construction industry, expatriates frequently operate within demanding project environments involving multicultural teams, unfamiliar organizational systems and diverse communication styles. Therefore, successful work adjustment is essential for expatriates to perform effectively and integrate into foreign workplaces.

In this research, work environment represents the organizational and workplace conditions experienced by expatriates during international assignments. The construct consists of 14 items that measure various dimensions of workplace experience, including using skills and knowledge, task in the new position, work with host nationals, HR development, risk management, worker protection, International standards, management style, conducive environment at workplace, flexibility, creativity, new technology, labor law and safety in workplace. A supportive work environment is expected to reduce adjustment difficulties and facilitate expatriates' adaptation to foreign organizational settings.

Next, the framework further proposes that successful cross-cultural work adjustment positively influences expatriates' job continuance. Job continuance consists of 21 items measuring expatriates' willingness to continue working abroad, maintain international assignments, and remain committed to their organizations. Besides, expatriates who experience positive workplace environments and achieve effective adjustment are expected to demonstrate stronger organizational commitment and lower turnover intentions. Therefore, the framework suggests that work environment contributes indirectly to job continuance through successful cross-cultural work adjustment.

2.5 Cross-Cultural Adjustment Theory

The Cross-Cultural Adjustment Theory, most prominently developed by Black, Mendenhall, and Oddou, (1991), is one of the most influential frameworks in expatriate management research. It defines cross-cultural adjustment as the degree of

psychological comfort and familiarity an individual experiences when living and working in a foreign culture. This adjustment is not instantaneous but occurs through a gradual process influenced by a variety of personal and contextual factors. Black, et al. (1991) conceptualise cross-cultural adjustment as a multidimensional construct comprising three main facets:

2.5.1 General Adjustment

Relates to an expatriate's adaptation to the general living conditions in the host country, including climate, housing, transportation, health services, and daily lifestyle. Successful general adjustment reduces uncertainty and stress in everyday life, freeing cognitive and emotional resources for professional tasks.

2.5.2 Interaction Adjustment

Refers to the comfort and effectiveness an expatriate feels when communicating and interacting with host-country nationals. This involves not only language proficiency but also understanding non-verbal cues, social etiquette, and culturally appropriate behaviour. Effective interaction fosters trust, collaboration, and smoother integration into both social and professional networks.

2.5.3 Work Adjustment

Involves adapting to the specific job role, organisational culture, management style, and performance expectations in the host country. This facet is critical for task performance and overall job satisfaction. Work adjustment is often shaped by role clarity, managerial support, and the alignment between the expatriate's skills and job demands.

According to the theory, adjustment is influenced by three broad categories of variables:

i. **Individual factors** – including previous international experience, cultural empathy, personality traits (e.g., openness, resilience), and coping strategies.

ii. **Job factors** – such as role clarity, workload, autonomy, and support from supervisors and colleagues.

iii. **Organisational and non-work factors** – including pre-departure training, mentoring, family support, and the broader socio-cultural environment of the host country.

In summary, in the context of this research, Cross-Cultural Adjustment Theory is particularly relevant because it explains how organizational factors, specifically the work environment, contribute to expatriates' adjustment in the workplace. Besides, a supportive work environment characterized by clear communication, positive relationships with colleagues, sufficient resources, and organizational support can enhance expatriates' ability to adapt to their work roles and responsibilities in a culturally diverse setting. Thus, as expatriates become more comfortable and effective in their work environment, they are more likely to experience successful cross-cultural work adjustment. Furthermore, the theory suggests that successful adjustment can lead to positive work-related outcomes and a stronger intention to remain with the organization. Therefore, Cross-Cultural Adjustment Theory supports the proposition that work environment influences expatriates' cross-cultural work adjustment, which may subsequently enhance their job continuance intention in multinational construction companies.

2.6 Previous Study

Based on the previous study, it shows that successful or unsuccessful cross-cultural work adjustment comes from the action and ability of expatriate. As foundation of this research, Black, Mendenhall, and Oddu,(1991) discuss how expatriates adjust when working in a foreign country. This study explains that cross-cultural adjustment has 3 main dimensions namely general adjustment, work adjustment and interaction adjustment. This study also highlights several important factors such as international experience, training and organizational support. Expatriates who successfully adapt are usually more productive, less stressed, and retained in the organization.

According to Abdalla, Li, and Yang, (2024) examined the factors influencing the performance of expatriate construction professionals (EXCPs) in international construction projects by investigating the roles of cross-cultural adjustment and job

burnout. Grounded in the Job Demands–Resources (JD-R) model, the study developed a comprehensive framework integrating cultural intelligence, job stressors, expatriate management practices, cross-cultural adjustment, job burnout, and expatriate performance. Using a quantitative research design, data were collected from Chinese expatriate construction professionals working across various host countries and analyzed using Structural Equation Modelling (SEM) (Abdalla, Li, & Yang, 2024). The findings revealed that expatriate management practices and cross-cultural adjustment had stronger positive effects on expatriates' performance than the negative effects of job stressors and job burnout (Abdalla, Li, & Yang, 2024). The study also demonstrated that cultural intelligence significantly influenced expatriates' adjustment, perceptions of stressors, management practices, and burnout, highlighting the interdependence of individual and organizational factors in determining expatriate effectiveness (Abdalla, Li, & Yang, 2024). Furthermore, the results suggested that supportive expatriate management practices could enhance cross-cultural adjustment while simultaneously reducing burnout, thereby improving expatriates' performance in international construction projects (Abdalla, Li, & Yang, 2024). The study concluded that successful expatriate performance depends not only on individual competencies but also on organizational support and favourable workplace conditions that facilitate effective cross-cultural work adjustment (Abdalla, Li, & Yang, 2024). Hence, the study concluded that job burnout among expatriate construction professionals is strongly influenced by job demands and organizational support, emphasizing the importance of a supportive work environment in international construction projects. These findings are particularly relevant to the present study as they reinforce the importance of organizational work environment factors in promoting cross-cultural work adjustment among professional Malaysian expatriates in multinational construction companies, while also suggesting that effective cross-cultural work adjustment contributes to positive work outcomes beyond individual performance.

Similarly, a study Gao, et al., (2025) examined the effect of job stressors on expatriate adjustment in international construction projects within different hostile working environments. However, this study using a quantitative approach involving 2,123 expatriate construction professionals, the study employed structural equation modelling (SEM) and multi-group analysis to assess the relationships among challenge stressors, hindrance stressors, expatriate resilience, and expatriate adjustment (Gao, et. al., 2025). The findings revealed that hindrance stressors negatively affect both

expatriate resilience and adjustment, whereas challenge stressors have varying effects depending on the level of environmental hostility, thus, the study further confirmed that expatriate resilience plays a significant mediating role between job stressors and adjustment (Gao, et al., 2025). In sum, the study highlights that expatriate adjustment is highly context-dependent and strongly influenced by the nature of the work environment.

Meanwhile, a study by Lei, Thornton, Huang, and Castek, (2025) examined when cultural intelligence (CQ) effectively enhances expatriates' cross-cultural work adjustment by adopting a configurational perspective grounded in Trait Activation Theory (TAT). Using a fuzzy-set Qualitative Comparative Analysis (fsQCA) on survey data collected from 106 expatriates working in the Czech Republic, the study identified five distinct configurations associated with high cross-cultural work adjustment and three configurations associated with low adjustment (Lei, et al., 2025). The findings revealed that no single dimension of cultural intelligence was sufficient to ensure successful work adjustment; instead, effective adjustment resulted from the interaction between multiple CQ dimensions and specific environmental conditions (Lei, et al., 2025). The study further demonstrated that cultural distance and perceived cultural novelty function as boundary conditions that either facilitate or constrain the effectiveness of cultural intelligence (Lei, et al., 2025). In particular, expatriates achieved higher levels of work adjustment when their CQ capabilities were aligned with the cultural demands of the host environment, whereas mismatches between CQ profiles and contextual conditions led to poorer adjustment outcomes (Lei, et al., 2025). The authors concluded that expatriate cross-cultural work adjustment is a complex and dynamic process shaped by the combined influence of individual competencies and environmental contexts rather than by cultural intelligence alone (Lei, et al., 2025). These findings provide important implications for international human resource management by suggesting that organisations should tailor expatriate selection, training, and development programmes according to the cultural context of the assignment rather than relying solely on overall CQ levels (Lei, et al., 2025). This study is highly relevant to the present research because it reinforces that cross-cultural work adjustment is influenced not only by individual capabilities but also by workplace and environmental conditions, thereby supporting the need to examine how work environment factors contribute to cross-cultural work adjustment among Malaysian professional expatriates in multinational construction companies.

Next, according to Mahdy, Binzafrah, and Elsawy, (2026) reported that work environment significantly influences expatriates' cross-cultural work adjustment. The study investigated the role of Digital Cultural Intelligence (DCI) in enhancing expatriates' work adjustment within digitally mediated global work environments across the Gulf Cooperation Council (GCC) countries (Mahdy, Binzafrah, & Elsawy, 2026). Adopting a neo-configurational perspective, the study employed a fuzzy-set Qualitative Comparative Analysis (fsQCA) to analyse data collected from 208 expatriates working in the tourism, healthcare, and higher education sectors in Saudi Arabia, the United Arab Emirates, Oman, and Qatar (Mahdy, Binzafrah, & Elsawy, 2026). Unlike conventional linear studies, the findings demonstrated that successful expatriate work adjustment does not depend on a single factor but rather on multiple combinations of individual and organisational conditions (Mahdy, Binzafrah, & Elsawy, 2026). The study further highlighted that expatriate work adjustment is a dynamic process influenced by the interaction between individual capabilities, organisational support, and contextual factors rather than by cultural intelligence alone (Mahdy, Binzafrah, & Elsawy, 2026). These findings suggest that organisations should not rely solely on expatriates' personal competencies but should also provide supportive organisational practices, digital-cultural training, and continuous developmental opportunities to facilitate successful cross-cultural work adjustment in contemporary global work environments (Mahdy, Binzafrah, & Elsawy, 2026). This study is particularly relevant to the present research as it reinforces the importance of organisational support and workplace conditions in enhancing expatriates' work adjustment, which aligns with the investigation of factors influencing cross-cultural work adjustment among Malaysian professional expatriates in multinational construction companies.

Besides, Zainol, Tambi, Ali, and Azami, (2020) proposed a conceptual model of personal and work cross-cultural acclimation specifically for Malaysian expatriates employed in multinational construction companies. Recognising the increasing participation of Malaysian construction professionals in international projects, the authors argued that expatriates' success depends not only on technical competence but also on their ability to adapt to different cultural and workplace environments (Zainol, et al., 2020). The study adopted a qualitative conceptual approach based on an extensive review and synthesis of previous expatriate and cross-cultural adjustment literature to identify the key determinants of successful acclimation (Zainol, et al., 2020). The proposed model consists of two primary dimensions, namely personal cross-cultural

acclimation and work cross-cultural acclimation, which collectively contribute to expatriates' overall adjustment and effectiveness during international assignments (Zainol, et al., 2020). The personal dimension emphasises individual attributes such as cultural awareness, interpersonal competence, adaptability, and communication skills, whereas the work dimension highlights organisational and workplace factors including job responsibilities, management practices, organisational support, and workplace interactions that facilitate adjustment in multicultural construction environments (Zainol, et al., 2020). The authors argued that these two dimensions are interdependent and should be managed simultaneously to improve expatriates' performance and assignment success (Zainol, et al., 2020). However, a proposed model did not comprehensively examine due to lack of empirical validation, the proposed relationships among the identified dimensions remain to be tested using data from professional Malaysian expatriates (Zainol, et al., 2020). Therefore, this research provides an important theoretical foundation for the present research by highlighting the significance of work-related adjustment in international construction projects while indicating the need for empirical evidence on how work environment factors influence cross-cultural work adjustment and job continuance among Malaysian professional expatriates employed in multinational construction companies.

Overall, the previous studies demonstrate that cross-cultural work adjustment is a multidimensional and dynamic process influenced by the interaction of individual, organisational, and contextual factors. Earlier research has consistently highlighted the importance of individual capabilities, such as cultural intelligence, adaptability, resilience, and interpersonal competencies, in facilitating expatriates' adjustment during international assignments. More recent studies have further acknowledged that organisational factors, including expatriate management practices, organisational support, training, workplace conditions, and digital work environments, play a significant role in creating favourable conditions for successful adjustment. In the international construction industry, the complexity of project-based work, multicultural teams, demanding work schedules, and challenging host-country environments further emphasise the importance of a supportive work environment in helping expatriates adapt effectively. However, despite these advances, previous studies have largely examined work adjustment in relation to outcomes such as job performance, assignment success, burnout, or turnover intention, while comparatively limited attention has been given to job continuance as a desirable organisational outcome. Moreover, empirical

evidence focusing specifically on Malaysian professional expatriates in multinational construction companies remains scarce. Therefore, the present study extends the existing literature by examining factors influencing cross-cultural work adjustment and subsequently contributes to the retention among Malaysian professional expatriates in the multinational construction industry. In doing so, this study provides empirical evidence that enriches the understanding of expatriate adjustment from an organisational perspective and offers practical implications for improving expatriate management in international construction projects.

2.7 Summary of Chapter

This chapter reviewed the relevant literature related to cross-cultural work adjustment (CCWA), work environment, and job continuance, providing the theoretical and empirical foundation for the present study. The chapter began by discussing the concept and background of cross-cultural work adjustment, highlighting its importance for expatriates assigned to international projects. Cross-cultural work adjustment was described as a dynamic process through which expatriates adapt to the work roles, organizational practices, and cultural expectations of the host country. Successful adjustment has been consistently associated with improved job performance, psychological well-being, organizational commitment, and successful assignment.

Thus, a researcher review further examined the factors influencing cross-cultural work adjustment by categorizing them into four broad dimensions: individual factors, job-related factors, organizational factors, and non-work factors. This chapter also reviewed the concept of work environment and its dimensions, emphasizing both the physical and psychosocial aspects of the workplace. The literature indicates that the importance of work environment, characterized by using skills and knowledge, task in the new position, work with host nationals, HR development, risk management, worker protection, international standard, management style, conducive environment, flexibility, creativity, new technology, labor law and safety in the workplace, facilitates expatriates' adjustment to their work responsibilities in culturally diverse settings. In the context of international construction projects, where expatriates frequently encounter challenging working conditions, the work environment becomes an important organizational factor influencing successful cross-cultural work adjustment.

In addition, the chapter discussed the job continuance factors includes interaction, communication with superior, pay, position and responsibility at work, autonomy at work, work pressure, management practices, job satisfaction, benefits, social standing, facilitation of safety, provision of support services, preparing journey, talent management, training, career planning, transparency, social knowledge and social skills, organization engagement, confidence level and work experience that influence expatriates' intention to remain with their current organization or assignment. Thus, a conceptual framework is developed based on literature review and Cross-Cultural Adjustment Theory is adopted in this research.

Finally, the chapter reviewed previous empirical studies related to expatriates, cross-cultural work adjustment, work environment, and job continuance. Existing studies have primarily focused on multinational corporations operating in manufacturing and service industries, with relatively limited attention given to expatriates working in the international construction industry. Furthermore, the influence of work environment as an organizational factor on cross-cultural work adjustment and its subsequent effect on job continuance has received insufficient empirical investigation, particularly within Malaysian expatriates in an international construction context. The following chapter will be discussed on research methodology.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the research methodology that was adapted to enable the researcher to attain the research objectives. This research uses a quantitative method to explore the underlying elements that influence cross-cultural work adjustment among professional Malaysian expatriates in construction industry. Quantitative method enables the systematic data collection and analysis of data, then identifying the discovery of key contributory dimensions influencing expatriate retention. Given the complexity of cross-cultural work adjustment, this research utilizes factor analysis as the analytical method to filter survey data into underlying dimensions representing the key characteristics of expatriation in work adjustment. Factor analysis is particularly well-suited for this research, as it reduces the data into meaningful clusters that highlight the dimension nature of adjustment in foreign cultural contexts (Piaw, 2006).

The study targets a sample of professional Malaysian expatriates in Malaysia's construction industry to ensure the findings are contextually relevant and industry specific. A structured survey employing validated scales, such as the Expatriate Adjustment Scale (Black, & Stephens, 1989), is used to collect information on general adjustment, interactions adjustment, and work adjustment that influence expatriate adjustment. By using principal component analysis with varimax rotation, the factor analysis seeks to identify, reduce and organize a large number of questionnaire items into specific constructs (Piaw, 2006). This technique not only assures statistical robustness, but it also allows for a better understanding of which factors are most influential assist expatriates adjustment and thrive in new cultural situations (Lo, & Nguyen, 2023).

By identifying these contributory dimensions, the study aims to provide practical insights that can help organizational strategies in enhancing expatriate support systems, resulting in better retention and adaptation outcomes for professional Malaysian expatriates in the global construction industry. The detailed explanation regarding research design, population, sample size, sampling method design, data collection method and data analysis techniques are discussed.

3.2 Research Design

The research design is referring to the flow of the study. It serves as a systematic plan that guides the collection, measurement, and analysis of data, ensuring that the research questions are addressed in a coherent and reliable manner (Creswell, & Creswell, 2017).

3.2.1 Research Approach

The research approach is a process that provides the direction for data collection, analysis, and interpretation (Creswell, & Creswell, 2017). Selecting the appropriate research approach is crucial to ensure that the methods used are aligned with the nature of the research problem and the objectives of the study. There are three approaches in the research which are quantitative, qualitative and mixed method. Qualitative method focuses on exploring and understanding the meaning individuals or groups ascribe to a social or human problem. Basically, it involves exploring in complex phenomenon in-depth, understanding of participants' perspective and descriptive data. Meanwhile, Quantitative method is a systematic approach that collects and analyses numerical data to identify patterns, test hypotheses, and examine relationships between variables. Mixed methods research integrates both quantitative and qualitative approaches in a single study to capitalize on the strengths of each other. Thus, the researcher used a quantitative method to test the data.

3.2.2 Research Methodology

3.2.2.1 Data Collection

Data collection methods are necessary part of research design. Three main data collection methods in survey research include administering questionnaire, interviewing and observing people and phenomena (Sekaran, 2003). Data also can be collected efficiently in various ways in different settings, and it depends on researcher time, energy, and costs. Data divided into two sources which are primary and secondary. According to Sekaran, (2003) questionnaires can be administered personally, mailed to the respondents, or electronically distributed (online survey). In this research, data adopted from primary sources which is through an online questionnaire survey via

Google Form was conducted. In addition, to meet a better response rate, respondents are notified in advance about the forthcoming survey and researcher administers their own introductory cover letter based on study to be conducted. Firstly, it started by identifying potential populations that would be involved in this research. There were 160 targeting participants in this research. A survey was conducted between 10 – 15 minutes. A researcher makes a phone call to make sure the companies have a professional Malaysian expatriate. Then, a researcher went to the selected companies for the confirmation. A researcher sent a link of Google Form survey through email, then the head of administration of company distributes the email to the targeted respondents. A total of 117 respondents were returned. The respondent feedback achieved 73% response rate.

3.3 Site Selection

Construction companies in Klang Valley was chosen as the site selection due to its strategic relevance and representativeness in Malaysia's construction industry and its role in international labour mobility. Site selections are selected to satisfy the criteria 1) as a capital city and economic hub of Malaysia. 2) Numerous headquarters of major multinational and local construction companies also frequently engage abroad construction project. 3) High concentration of professionals in various field.

This research examined the Klang Valley also that surrounded four major areas such as Petaling Jaya, Gombak, Hulu Langat and Klang (refer Table 3.2). It is among the fastest growing metropolitan regions in Southeast Asia, both in population and economic development. In the context of demography, Klang Valley consists of various ethnicity such as Bumiputera, Chinese, Indians and non-Malaysian. A total of 40 construction companies has been registered with Construction Industry Development Board (CIDB). Meanwhile, a total of 13 construction companies has been operational during data collection process.

3.3.1 Background of Study Area

This study was conducted among Malaysian construction companies operating internationally in Klang Valley. In this research, the researcher selects the Klang Valley as a study area, which includes Federal Territory of Kuala Lumpur and Petaling District

(refer Figure 3.1). This is because of Kuala Lumpur was a national capital and urban core. Meanwhile, Petaling District were major mixed-use development zones which there also have numerous construction companies. As a rapidly urbanizing metropolitan area within the Klang Valley, Kuala Lumpur is home to the headquarters of the largest local and multinational construction companies, such as Gamuda Berhad, IJM Corporation, Sunway Construction, and UEM Group.

Besides, Kuala Lumpur is also home to a high concentration of skilled professionals, engineers, architects, and quantity surveyors, many of whom are internationally certified and globally competitive. The city's mature business environment, extensive training infrastructure, and access to professional bodies such as Construction Industry Development Board (CIDB) Malaysia make it a practical and relevant location for examining the career paths and adjustment experiences of professional Malaysian expatriates in the construction industry. Furthermore, the presence of international headquarters, foreign joint ventures, and regional project offices in Kuala Lumpur provides an ideal context for gathering data related to overseas assignments, adjustment challenges, and expatriate retention strategies. These factors combined make Greater Kuala Lumpur not only a logistical choice but also a strategically significant site for studying the factors influencing cross-cultural work adjustment among professional Malaysian expatriates in construction industry.

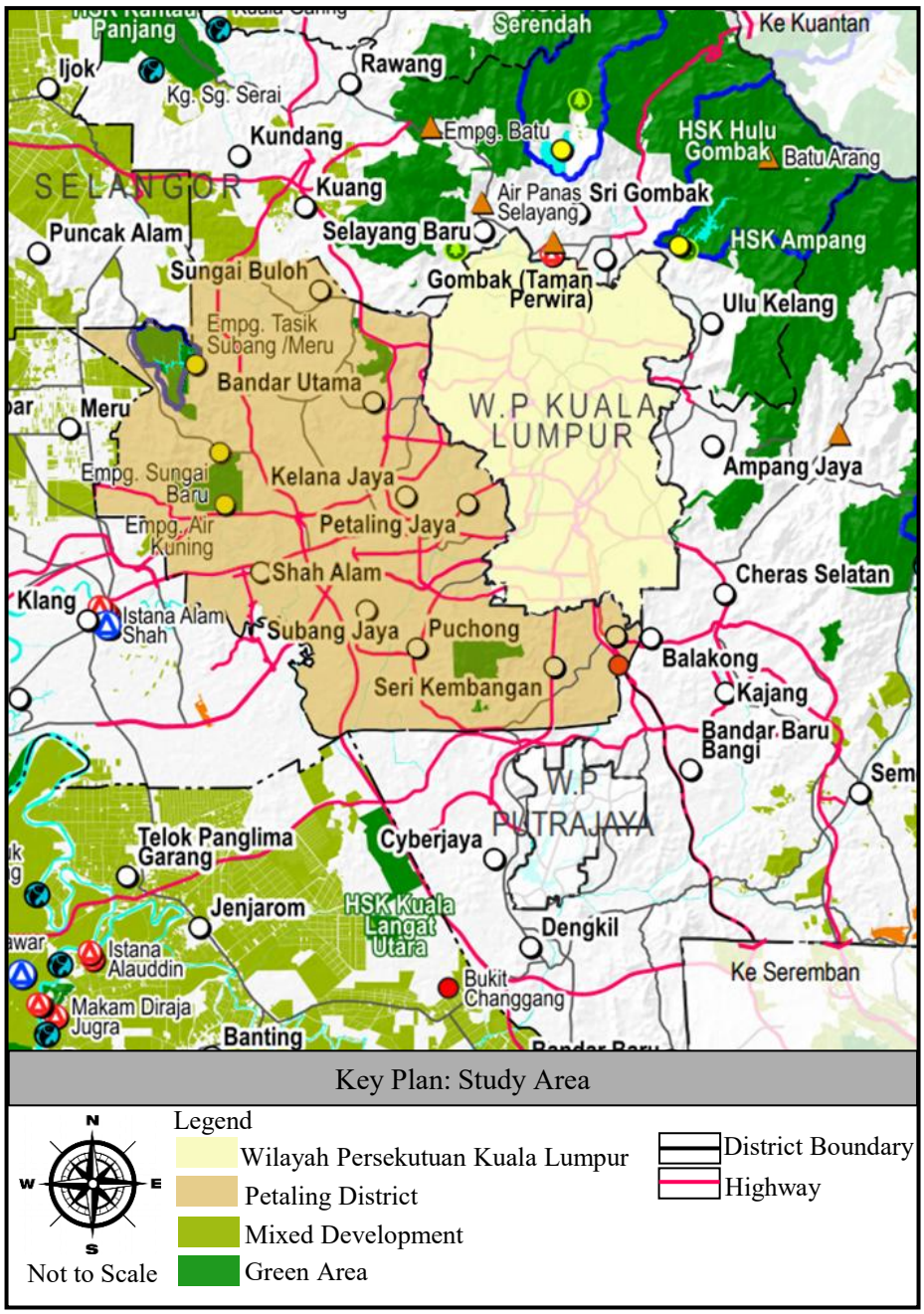


Figure 3.1 Key Plan for Study Area

(Source: PLANMalaysia, 2021)

3.4 Sampling Design Process

The process of selecting a subset of individuals from a larger population in order to collect data and make inferences about the entire population is known as sampling (Sekaran, 2003). It allows researchers to conduct a study efficiently without surveying every individual. According to Piaw, (2006) stated that sampling is the process of selecting a sufficient number of elements from a population to serve as respondents for the study. Selecting a sample is one of the most crucial steps in answering a research question. The basic definition of a sample is a population subset, and the procedure of sample selection is known as sampling. There are numerous sampling procedures available to assist researchers in gathering samples based on their needs and situation. According to Sekaran, (2003), sampling was categorized into two categories namely probability and nonprobability sampling. According to Sharma, (2017) stated that four main types of non-probability sampling designs: Purposive Sampling, Self-Selection Sampling, Quota Sampling and Snowball Sampling. The sampling method selected for this research is non-probability sampling. The non-probability sampling method is considered suitable for this research because it is more accurate in targeting respondents with the purpose to explore factors influencing cross-cultural work adjustment to retain professional Malaysian expatriates in construction industry.

3.4.1 Study Population

The term of population describes the entire group of individuals or elements of interest that the researcher wishes to investigate (Sekaran, 2003). It represents the target group the researcher wants to understand, describe, or analyse through the study. The target group of this research is Professional Malaysian expatriates have been working with Malaysia's construction companies that operate in abroad. The target group includes Malaysian citizen, experiencing and remain working abroad and employed in construction related fields.

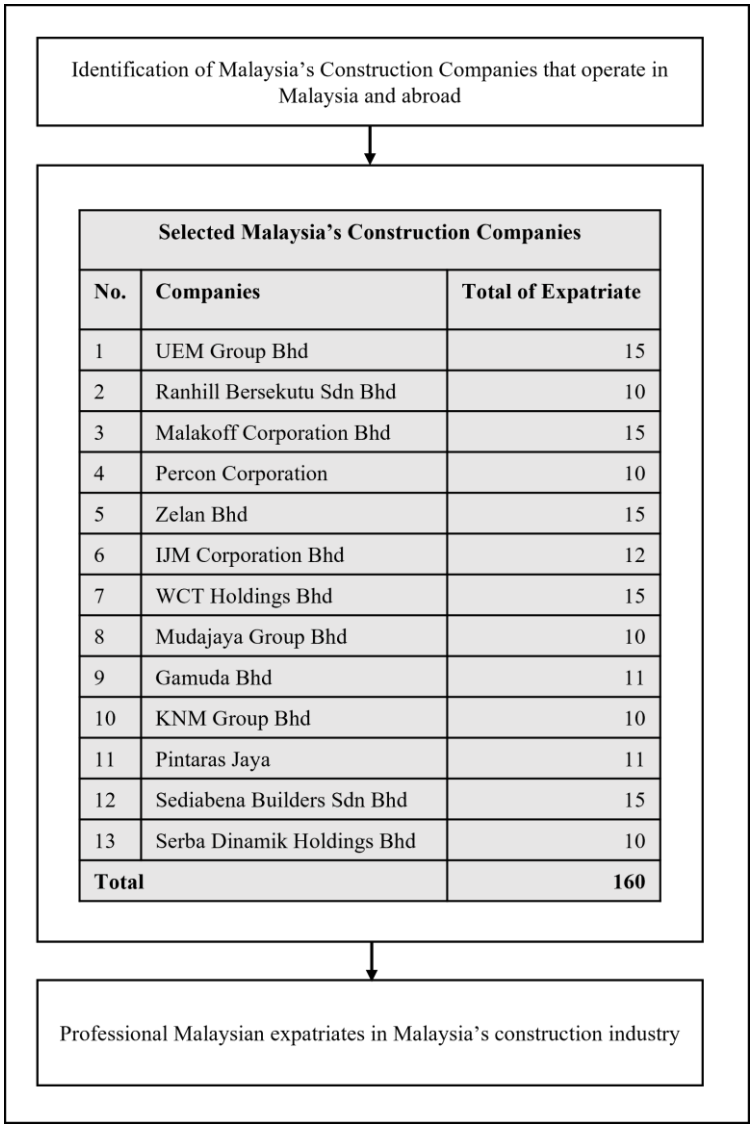
3.4.2 Sampling Design

Sampling design is the process of selecting a sufficient number of elements from the population, understand and generalize the characteristics of the population (Sekaran, 2003). Sampling design is the systematic framework used to determine how the sample

will be selected from the study population. The components of sampling design include target population, sampling frame, sampling technique and sample size.

3.4.3 Sampling Frame

Sampling frame is an important aspect in determining the survey for those involved in process. For this research, the process started with the identification of Malaysia's companies operates in Malaysia and abroad. Refer Figure 3.2.



Selected Malaysia's Construction Companies

No.	Companies	Total of Expatriate
1	UEM Group Bhd	15
2	Ranhill Bersekutu Sdn Bhd	10
3	Malakoff Corporation Bhd	15
4	Percon Corporation	10
5	Zelan Bhd	15
6	IJM Corporation Bhd	12
7	WCT Holdings Bhd	15
8	Mudajaya Group Bhd	10
9	Gamuda Bhd	11
10	KNM Group Bhd	10
11	Pintaras Jaya	11
12	Sediabena Builders Sdn Bhd	15
13	Serba Dinamik Holdings Bhd	10
Total		**160**

Figure 3.2 Sampling Frame Design
(Source: Author, 2025)

First of all, data gathered from the database of CIDB comprises a total of 40 construction companies that have been registered. However, after researchers make a survey, there are 13 construction companies operating at that time. With different

numbers of expatriates per company, there are a total of 160 professional Malaysian expatriates has been gathered.

3.4.4 Sampling Technique

The sampling for this research targets professional Malaysian expatriates who have been experience working in Malaysia's construction company in abroad and remain working in Malaysia company. The critical part is to determine the sample because of each of company have uncertain numbers of expatriates. The non-probability sampling method is used in this research. In this research, researcher reach 13 companies by making a phone call to make sure their company has expatriates. If any, a researcher sent a link of Google Form survey through email, then the head of administration of company distributes the email to the targeted respondents. The number of respondents depends on how many individuals choose to respond the survey. This strategy ensures the recruitment of participants with relevant cross-cultural experiences while addressing the practical challenges of locating Malaysian expatriates in specialized sectors abroad. This strategy provides efficient data collection while leveraging the professional networks of respondents to expand the participant pool, thus resulting in diversified representation from important worldwide regions such as the Middle East, Asia-Pacific, and Europe. All the participants involved for this research are the results obtain from screening form of selecting participants, which meet all the criteria that have been set.

3.4.5 Sample Size

A total of 160 questionnaires were distributed to expatriates working in multinational construction companies in Klang Valley. Of these, a total of 117 questionnaires were returned, yielding a response rate of 73.1%. According to Bougie, and Sekaran, (2016) stated that respondents exceeding 100 are generally appropriate for most cross-cultural research. Therefore, in this research the sample size for this research was based on Krejcie, and Morgan, (1970) that provides generalized scientific guidelines to obtain a suitable number of samples as follows (refer Table 3.1).

Table 3.1
Sample Size

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Sources: Krejcie, & Morgan, (1970)

3.5 Instrument

3.5.1 Questionnaire Development

Questionnaires are the most common method of collecting data and an important tool in research design. This research use adapt and adopt techniques to develop this questionnaire.

3.5.2 Questionnaire Design and Process

Questionnaire refers to the communication between researcher and the respondent by giving the same questions presented in a consent manner (Brace, 2018). It is to obtain clear information from the respondents to achieve the objectives of the research. A well-designed questionnaire should be concise, clear, easy to answer and able to represent the operational concept of the research (Chua, 2014). This research, a

questionnaire was designed closed-ended questionnaire in English and Malay which is to provide a clear understanding of related questions to the respondents. Respondents took about 10-15 minutes to answer all the questions, which were divided into Section A, Section B and Section C with a total of 35 questions. Section A used the nominal scale, represent the information on respondent's profile. This section includes gender, marital status, race, companion, years of working, and years of expatriation. Meanwhile, Section B, which is related to work environment factors and elements of job continuance/retention in organization. This section contains thirty-five (35) closed-ended questions. The questionnaire involves questions with a 5-point Likert scale related to different levels of perceptions for certain statements and were rated from 1 to 5, where 1 meant "Strongly Disagree" and 5 meant "Strongly Agree". Likert scale's type is considered important in social science research (Piaw, 2006). Next, Section C is the respondent's opinion and suggestion, which includes three (3) items. This section requires respondents' comments and suggestion on the improvement of any aspects to remain working in organization.

3.5.3 Measurement

Reliability of measure refers to the stability, consistency, and dependability of a measurement instrument over time or across different observers (Sekaran, 2003; McLeod, 2024). A reliable instrument produces the same results under consistent conditions. Cronbach's alpha coefficient was used to determine the internal consistency of the items in the questionnaire (Bujang, Omar, & Baharum, 2018). According to Taber, (2018) stated that most of the researchers commonly use Cronbach's alpha to show that tests and scales support the purpose of research. Numerous researchers agreed that Cronbach's alpha is known as a measure of internal consistency (Gliem, & Gliem, 2003; Hayes, & Coutts, 2020). The commonly used range between 0 and 1 for the reliability coefficients test (Gliem & Gliem, 2003; Hair, Black, Babin, & Anderson, 2019). According to Pentapati, et al., (2025) stated that Cronbach's alpha coefficient for achieving reliability should be above than 0.70. For this research, a Cronbach's alpha test was employed for the internal consistency of items in the questionnaire for pilot survey.

3.6 Data Analysis Process

3.6.1 Data Collection Technique

The researcher used a Computer-Aided Survey Services such as online questionnaire survey (i.e. Google Forms surveys). It is suitable because of targeted respondents in wide geographic regions can be reached (Sekaran, 2003; Hair, et al., 2019). The estimated response time is 10-15 minutes (Nosek, Sriram, & Umansky, 2012; Revilla, & Höhne, 2020).

3.6.2 Data Coding

Coding of data is the process of transforming information into a classification format (i.e., typically a numerical or categorical value) so that it can be easy analysed using statistical tools. Coding is a simple and data well presented, thus, to avoid confusion (Sekaran, 2003; Saldana, 2021).

3.6.3 Data Analysis

Data analysis is the act of organizing, interpreting, and examining data to discover relevant information, trends, and insights that help to answer research questions, test hypotheses, or assist decision-making (Zikmund, et al., 2010; Alem, 2020). Besides, there were three fundamental objectives in data analysis that consisted of getting a feel for the data, testing the goodness of data and testing the hypotheses developed for research (Sekaran, 2003; Sukmawati, 2023). In this research, the researcher used the most common use for survey analysis, which is SPSS to test the goodness of the data. Descriptive analysis, crosstabulation analysis and factor analysis was conducted in this research. Meanwhile, testing the goodness of data can be accomplished by submitting the data for factor analysis and obtaining the Cronbach's alpha of the measure (Sekaran, 2003; Pentapati, et al., 2025). Before running the analysis, the researcher conducted data screening and cleaning to make sure the data accurate and consistent. The next step analysed the data to identify the outlier, missing values, descriptive statistics, normality data and reliability. Table 3.2 shows the type of analysis utilised in this research.

Table 3.2
Type of Analysis

No	Aim/Research Objective	Item	Data Analysis
1	To identify the factor of cross-cultural work adjustment faced by professional Malaysian expatriates in construction industry.	Literature review	Systematic Literature Review
2	To analyse the factor influencing cross-cultural work adjustments among professional Malaysian expatriates in construction industry.	Descriptive statistics Crosstabulation Factor analysis	Descriptive statistics Crosstabulation Analysis Principal Component Analysis (PCA)
3	To recommend a framework of cross-cultural work adjustment for professional Malaysian expatriates in construction industry.	Factor analysis	Principal Component Analysis (PCA)

3.6.4 Statistical Technique of Data Analysis

Firstly, descriptive statistics are used to describe the features of quantitative methods. Descriptive statistics measured according to frequency, percentage, mean and standard deviation was used to explain the findings of the study. Responses to all items to the study variables made on a 5-point Likert Scale (1=strongly disagree to 5=strongly agree). The criteria based on mean score were used to determine the levels of agreement of the variables. A mean score of 1.00 - 2.39 was considered as “low”; mean scores between 2.40 - 3.70 were categorized as moderate; while mean scores of 3.71 – 5.00 were categorized as high (Neuman, 2012). In this research, descriptive statistics is employed to summarize and present the key characteristics of the collected data in a clear and meaningful manner. Specifically, descriptive statistics is used to illustrate the profile of the respondents, including variables such as gender, marital status, race, accompanied by whom, working experience, year of expatriation, and month of adjustment during overseas assignments. This approach provides a basic understanding of the patterns in the dataset and helps in identifying trends for further analysis.

Then, factor analysis is employed as a statistical tool. Factor analysis is an advanced method used to determine whether the item being analysed leads to a similar construct or forms a new factor (Nawang, Sa’at, Ahmad, & Mamat, 2015). Factor analysis is effective for determining the underlying structure of groups of interconnected variables without imposing any preconceived composition on the result (Ahadzie, Proverbs, & Ankrah, 2010). According to Piaw, (2006) stated that factor analysis is a procedure often used by researchers to identify, reduce, and organize a

large number of questionnaire items into specific constructs under a dependent variable in the study. Researchers may experience problems because they are unsure of which items are appropriate, which items should be eliminated, which items can be placed under certain construct, and the number of constructs that can be built under the variables. In this research, 35 items were constructed. The procedure of factor analysis involved three (3) steps. First, identify correlations between factors. Second, extracting factors through communality value between 0.0 and 1.0 and determining the number of factors determined by the eigenvalue readings. Third, rotate the factors to understand the structure of factor.

The first step of factor analysis is to identify the correlations between factors (items). Factor analysis is performed based on the assumption that all factors are correlated with each other and the strength of the correlation between items is different from each other. Therefore, items that have a high correlation should be placed in a particular construct because they measure the same concept. On the other hand, items that are located in different constructs have low correlations. Apart from arranging items in certain constructs, factor analysis is also a data reduction technique, where it reduces the item that overlapping with each other.

The second procedure for factor analysis is to extract factors and organize them into specific constructs under the dependent variable. This step is to select the combination of highly correlated factors that contribute the most variance change to the total change in the dependent variable. This combination of factors is the first factor. After the first factor is extracted, factor analysis will continue other items by selecting the second highly correlated combination of factors (construct 2). This procedure is continued to obtain the next factor until all factors are obtained. Communalities value or coefficient of correlation have been used to explain the ability of variables in explaining the factors for each component. According to Shrestha, (2021) there must be evidence of the coefficient of correlation > 0.3 in the correlation matrix in order to assess the strength of the relationship among the items. This same procedure was performed with the approach applied by Rahman, et al., (2022) where the initial values for communalities were > 0.3, it represents satisfactory. In this research, researcher choose the items with communalities > 0.3 that represent satisfaction level. Then, the factors were arranged according to their eigen values in descending order.

In the meantime, the KMO test and Bartlett's Test of Sphericity were applied to determine whether the sampling was appropriate for the factor analysis procedure. The

value for the Measure of Sampling Adequacy measure by Kaiser-Meyer-Olkin (KMO) minimum value is 0.6 (Awang, 2010). In this research, work environment dimension produced a meritorious result at 0.846 (Bartlett's Test of Sphericity = 489.106) and job continuance dimension recorded the highest value in the KMO with a recorded figure at 0.865 (Bartlett's Test of Sphericity = 826.021). Based on the above explanation, the result and analysis conducted showed that the values of all performance indicators were between mediocre and meritorious; and it can be concluded the sample were adequate to be analysed using the Factor Analysis. The third procedure in factor analysis is factor rotation. This is to obtain a structure of factors that is easier to understand and clear. Varimax rotation operation is usually used. The result of the rotation is shown in two-dimensional or 3-dimensional.

3.7 Ethical Considerations

Ethics in study refers to code of conduct or expected societal norm of behaviour while conducting research (Sekaran, 2003; Odeh, & Homer, 2025). The following precautions were implemented to secure that the participant's rights were protected: The personal information and data of respondents are kept anonymous and confidential. The study's objectives were written to the participants. All data collection techniques and activities were disclosed to participants in writing. The researcher followed the University Teknologi MARA guideline and declaration of Research Ethics which stated that all researchers must comply for the highest level of excellence and morality in all research operations.

3.8 The Pilot Survey

Pilot survey is an important component in designing a good study as it involves procedural testing with a small group of participants to determine the effectiveness of research method and procedures (Van, & Hundley, 2001; Bhalla, Bahar, & Kanapathy, 2023). It is also a feasibility test to ensure the methodological approach are robust and appropriate for the actual research (Lancaster, 2015; Chukwuka, & Igweh, 2024). According to Johanson, and Brooks, (2010) stated that 30 respondents are a reasonable minimum recommendation for a pilot survey. In this research, researcher conducted pilot survey to 30 respondents of professional Malaysian expatriates in construction industry in Selayang on 24 Jun 2020.

Meanwhile, the overall results showed Cronbach's Alpha value to be 0.953. Overall, the reliability value of Cronbach's Alpha for the questionnaire instrument of this research is good. This is supported by Abas, et al., (2021) stated that above 0.7 indicates good reliability and internal consistency. Table 3.3 shows the number of items and reliability (Cronbach's Alpha) of the scale used for pilot testing (N=30).

Table 3.3
Reliability Statistics

Factor Influences	Reliability Statistic	
	Cronbach's Alpha	N of Items
Work Environment	.91	15
Job Continuance	.93	21

To test the reliability of the data obtained from the survey, all the variables of dimensions (i.e. work environment and job continuance) are measured. The result indicated reliability values close to 1.00 shows that dimensions can be measured (Mohamad, et al., 2015).

3.9 Summary of Chapter

In summary, this chapter presented the research methodology employed to achieve the objectives of the study and to examine the relationships among work environment, cross-cultural work adjustment, and job continuance among Malaysian expatriates in the construction industry. A quantitative research design was adopted because it enables the systematic collection and statistical analysis of numerical data to test the proposed hypotheses and examine the relationships among the study variables. The quantitative approach also provides objective and reliable findings that can be generalized to the target population.

Primary data were collected using a structured questionnaire administered through Google Forms. The online survey method was selected because it is efficient, cost-effective, and capable of reaching expatriates who are geographically dispersed and employed by multinational construction companies. The questionnaire was designed based on validated measurement scales from previous studies and was structured to ensure clarity, consistency, and ease of completion by the respondents.

The study focused on multinational construction companies located in Kuala Lumpur and the Klang Valley, which represent the major centres of international

construction activities in Malaysia. The target population comprised Malaysian expatriates currently employed in the Malaysian construction industry who possess previous working experience abroad. These respondents were considered appropriate because they have first-hand experience with cross-cultural work environments and are therefore able to provide meaningful insights into the factors influencing their work adjustment and job continuance.

A non-probability sampling technique was employed due to the limited accessibility of the expatriate population and the absence of a comprehensive sampling frame. This approach is widely adopted in expatriate research where respondents represent a specialised professional group. A total of 160 questionnaires were distributed, of which 117 completed responses were successfully returned and deemed suitable for analysis, representing a response rate of 73.1%. Data were collected using a structured questionnaire as the main research instrument. The questionnaire consisted of three sections measuring the respondent's profile, work environment, and cross-cultural work adjustment. Cronbach's alpha was used for the reliability of instruments. Ethical considerations were also observed throughout the study. In summary, this methodology provides a structured approach to investigating ensuring that the data collected are valid, reliable, and suitable for addressing the research objectives. The next chapter presents the data analysis and findings, and interpretation of the results obtained from the questionnaire survey

CHAPTER 4
ANALYSIS AND FINDINGS

4.1 Introduction

This chapter summarizes the outcomes of the statistical analysis and presents the findings of the study. The analysis is structured in several stages to provide a comprehensive understanding of the data. It begins with an overview of the respondents' profiles, which establishes the context of the study population and ensures that the characteristics of the sample are clearly understood.

The next stage involves the use of descriptive statistics to analyze the collected data. Through measures such as frequencies, percentages, means, and standard deviations, descriptive analysis highlights key trends and patterns, allowing for a clearer interpretation of the respondents' experiences and perspectives. This step provides the foundation for subsequent analysis by ensuring that the data distribution and overall structure are well understood.

Subsequently, factor analysis is conducted to examine the factors influencing cross-cultural work adjustment among professional Malaysian expatriates in construction industry. Factor analysis is applied to identify and group the significant factors that contribute to cross-cultural work adjustment, thereby simplifying complex relationships into interpretable and meaningful constructs.

Overall, this chapter combines descriptive statistics and factor analysis to present the findings systematically. The results reported through this chapter form the basis for the discussion, interpretation, and recommendations presented in the following chapter.

4.2 Respondent's Profile

The respondent profile participating in this research is presented in Table 4.1. Using the frequency analysis, distribution of selected variables which described the background profile of the respondents was established. A total of 117 respondents has participated in this research. This section provides the profile of the respondent's background, or the analysis that follows the questions consist of gender, marital status, race, who accompanied, years of working experience, years of expatriation, and months

of adjustment in the host country. There were more males than female respondents who participated in this survey (74.40%) while female respondents represented the remaining (25.60%). This indicated that more men have been work in construction industry abroad because of construction is the most challenging field and men more suitable in physical work. In terms of marital status, most respondents are married (72.65%) while single (20.51%) and the rest of the respondents are divorced/separated (6.84%). The majority of married expatriates are usually in a more stable, mature career phase, with technical and managerial skills. Married individuals usually have financial responsibilities and commitments. Therefore, they are more likely to accept overseas job opportunities with their existing expertise.

Meanwhile, the highest number of respondents related to the Malaysia country, Malays were dominant that represent (78.63%), Chinese (10.26%), Indian (8.55%) and the rest of the respondents were others (2.6%). The higher representation of Malay expatriates in this research can be explained by the increasing participation of Malaysians, particularly Bumiputera professionals, in global construction and engineering projects. This trend is supported by the expansion of multinational Malaysian construction companies such as Gamuda Berhad, IJM Corporation, and UEM Group, which actively deploy local talent to overseas projects. In addition, access to higher education and technical training has enhanced the competitiveness of Malay professionals in the international labour market. Economic incentives, career advancement opportunities, and exposure to large-scale infrastructure projects further encourage their participation in expatriate assignments. As a result, Malay professionals increasingly form a significant proportion of expatriates in the construction industry, particularly in cross-cultural working environments.

Most of the respondents are alone (42.29%) been in abroad, followed by spouse (29.53%) children (26.17%) and the rest accompanied by parents (2.56%). Next, the highest percentage of working experience were 1-10 years (72.65%) while 6-10 years (17.09%), 21-30 years (8.55%) and the rest of respondent (1.71%) had working experience between 31-40 years. In addition, most of the respondents involved years of expatriation between 1-5 years (53%), followed by 6-10 years (26.50%), 11-15 years (18.80%) and the lowest percentage of respondent 31-40 years and 21-25 years recorded (0.85%). In terms of months of adjustment while working abroad, the highest was between 5-9 months (41.03%), 0-4 month (34.18%), 10 -14 months (21.37%) and 20-24 month recorded (3.42%).

Table 4.1
Respondent's Profile

Respondent's Profile	Categories	Frequency	Percentage %
Gender	**Male**	**87**	**74.40**
	Female	30	25.60
	Total	117	100
Marital Status	Single	24	20.51
	Married	**85**	**72.65**
	Divorced/Separated	8	6.84
	Total	117	100
Race	**Malay**	**92**	**78.63**
	Chinese	12	10.26
	Indian	10	8.55
	Other	3	2.56
	Total	117	100
Accompanied	**Alone**	**63**	**42.29**
	Spouse	44	29.53
	Children	39	26,17
	Parents	3	2.01
	Total	149	100
Working experience	**1-10 years**	**85**	**72.65**
	11-20 years	20	17.09
	21-30 years	10	8.55
	31-40 years	2	1.71
	Total	117	100
Year of expatriation	**1-5 years**	**62**	**53.00**
	6-10 years	31	26.50
	11-15 years	22	18.80
	16-20 years	1	0.85
	21-25 years	1	0.85
	Total	117	100
Month of adjustment	0-4 month	40	34.18
	5-9 month	**48**	**41.03**
	10-14 month	25	21.37
	15-19 month	0	0
	20-24 month	4	3.42
	Total	117	100

4.3 Descriptive Statistics

Descriptive statistics are used to describe the features of quantitative methods. Descriptive statistics are used to summarize, organize, and present the main characteristics of the data collected in this research. Responses to all items to the study variables made on a 5-point Likert Scale (1=strongly disagree to 5=strongly agree). The criteria based on mean score were used to determine the levels of agreement of the variables. A mean score of 1.00 - 2.39 was considered as "low"; mean scores between 2.40 - 3.70 were categorized as moderate; while mean scores of 3.71 – 5.00 were categorized as high (Neuman, 2012). Refer Table 4.2 shows a clear understanding of

mean score. Descriptive analysis measured according to frequency, percentage, mean and standard deviation was used to explain the findings of the study. Descriptive statistics of research variables was used to provide description of respondent's response to research variables Cross-Cultural Work Environment involved Work Environment and Job Continuance.

Table 4.2
Mean Score and Interpretation

Mean Score	Interpretation
1.00 – 2.39	Low
2.40 – 3.70	Moderate
3.71 – 5.00	High

Sources: Neuman, (2012)

4.3.1 Descriptive Statistics for Cross-Cultural Work Adjustment

To answer the first research question, which is the factors of cross-cultural work adjustment that influence professional Malaysian expatriates in construction industry, the researcher has conducted a descriptive statistic based on mean values and standard deviation. The results of the study explained in detail Factor of Cross-Cultural Work Adjustment through Table 4.3.

Table 4.3
Cross-Cultural Work Adjustment

	N	Minimum	Maximum	Mean	Std. Deviation
Cross-Cultural Work Adjustment	117	2.80	5.00	4.22	.579

Based on the results generated for Cross-Cultural Work Adjustment, the result of mean shows higher which is mean = 4.22 and standard deviation = .579. The interpretation of this mean score is based on Bahaman, and Turiman, (1999) stated that a mean score between 4.01 and 5.00 is higher. This is shows that Cross-Cultural Work Adjustment also is very important that influence professional Malaysian expatriates to remain working with Malaysian construction industry.

4.3.2 Descriptive Statistics for Work Environment

Besides, based on the result generated construct of Work Environment (refer Table 4.4). Mean score for Work Environment recorded (4.11). It is show the mean score for Work Environment is the lower than mean score compared to Cross-Cultural Work Adjustment and Job Continuance but still in the higher mean score. However, this is supported by Memon, et al., (2023) indicated that the significant work environment influenced by employee job satisfaction.

Table 4.4
Descriptive Statistics for Work Environment

	N	Minimum	Maximum	Mean	Std. Deviation
Work Environment	117	2.36	5.00	4.11	.7.35

4.3.3 Descriptive Statistics for Job Continuance

Besides, based on the result generated construct of Job Continuance (refer Table 4.5). Job continuance was recorded a high mean score (4.30) and exceeded the overall mean score of Cross-Cultural Work Adjustment (4.22). For Job Continuance, this is contrary with a previous study by Aghimien, and Awodele, (2019) indicated a mean score of 3.34, which is moderate.

Table 4.5
Descriptive Statistics for Job Continuance

	N	Minimum	Maximum	Mean	Std. Deviation
Job Continuance	117	2.95	5.00	4.30	.592

4.3.4 Descriptive Statistics for Factors of Work Environment

Based on the results produced descriptive statistics for factors of work environment (refer Table 4.6), the researcher included fourteen items. There was a task in the new position, using skills and knowledge, work with host nationals, HR development, risk management, worker protection, international standard, management style, conducive environment at workplace, flexibility, creativity, new technology, labour law and safety in workplace. The higher mean for factor of work environment

is safety in workplace (4.50), followed by using skills and knowledge (4.40), task in the new position (4.22), conducive environment at workplace (4.21), worker protection (4.20), new technology (4.19) and creativity (4.13) thus exceeded the overall mean score of work environment items. It can be concluded that half of the respondents agree the listed item were important to factors of work environment. This means that respondents professional Malaysian expatriates in the construction industry generally agreed that their work environment was positive and supportive.

Table 4.6
Descriptive Statistics for Factors of Work Environment

	N	Minimum	Maximum	Mean	Std. Deviation
Task in the new position	117	2	5	4.22	.939
Using skills and knowledge	117	2	5	4.40	.831
Work with host nationals	117	2	5	4.09	.871
HR development	117	2	5	3.91	.947
Risk management	117	2	5	4.03	.991
Worker protection	117	2	5	4.20	1.052
International standards	117	2	5	3.88	1.168
Management style	117	2	5	3.85	1.132
Conducive environment at workplace	117	2	5	4.21	.961
Flexibility	117	2	5	4.01	1.118
Creativity	117	2	5	4.13	.905
New technology	117	2	5	4.19	.955
Labour law	117	2	5	4.03	.937
Safety in workplace	117	2	5	4.50	.773

4.3.5 Descriptive Statistics for Factors of Job Continuance

Based on the result produced of descriptive statistics for factors of Job Continuance (refer Table 4.7), the researcher included twenty-three items. There were benefits/incentives (4.59), followed by pay (4.57), position (4.42), social knowledge and social skill (4.38), facilitation of safety (4.36), work experience (4.35), confidence level (4.32), social standing (4.32), communication with superior (4.31) thus exceeded the overall mean score of job continuance items. Each item of job continuance factor on average > 4 or close to 5 so it can conclude that the average of respondent agreed the level of job continuance is important.

Table 4.7
Descriptive Statistics for Factors of Job Continuance

	N	Minimum	Maximum	Mean	Std. Deviation
Interaction	117	2	5	4.26	.824
Communication with superior	117	2	5	4.31	.876
Pay	117	2	5	4.57	.661
Position	117	2	5	4.42	.801
Autonomy	117	2	5	4.17	.833
Work stress	117	2	5	4.30	.823
Management practices	117	2	5	4.20	.902
Job satisfaction	117	2	5	4.22	1.001
Benefits/Incentives	117	2	5	4.59	.684
Social standing	117	2	5	4.32	.869
Facilitation of safety	117	2	5	4.36	.793
Provision of support services	117	2	5	4.29	.831
Preparing journey	117	2	5	4.29	.852
Talent management	117	2	5	4.19	.787
Training	117	2	5	4.15	.893
Career planning	117	2	5	4.11	.807
Transparency	117	2	5	4.25	.928
Social knowledge and social skill	117	2	5	4.38	.741
Organization/employee engagement	117	2	5	4.26	.721
Confidence level	117	2	5	4.32	.827
Work experience	117	2	5	4.35	.758

The mean score analysis provides an overview of the respondents' perceptions regarding the factors influencing cross-cultural work adjustment of expatriates. A higher mean score indicates that respondents strongly agree that the factor contributes to their adjustment experience, while a lower mean score indicates a lower level of agreement. Therefore, the mean score helps to rank and identify the most influential factors affecting Malaysian expatriates' adaptation in the international construction work environment.

4.4 Crosstabulations for Respondent's Profile

A Crosstabulation analysis was employed to summarize and present the distribution of respondents across respondent's profile in this research (refer table 4.8). However, in this research only data will be show and did not have an analysis. The table below shows the summary of crosstabulation analysis for respondent's profile included significant or not significant. Hence, only the significant items will be show in this research.

Table 4.8
Crosstabulation for Respondent's Profile

	Significant/Not Significant	Asymp. Sig. (2-Sided)
Gender and marital status	Significant	<0.001
Gender and race	Significant	<0.001
Gender and year of working experience	Not Significant	0.573
Gender and year of expatriation	Not Significant	0.053
Gender and month of adjustment	Not Significant	0.062
Marital status and race	Significant	<0.001
Marital status and year of working experience	Significant	0.022
Marital status and year of expatriation	Significant	<0.001
Marital status and month of adjustment	Not Significant	0.668
Race and year of working experience	Significant	0.027
Race and year of expatriation	Significant	0.021
Race and month of adjustment	Not Significant	0.796
Year of working experience and year of expatriation	Significant	0.002
Year of working experience and month of adjustment	Not Significant	0.600
Year of expatriation and month of adjustment	Not Significant	0.276

4.4.1 Crosstabulation Analysis for Gender and Marital Status

A crosstabulation analysis was conducted to examine the relationship between gender and marital status. The cross-tabulation shows that the majority of male and married represent 73 respondents (refer Table 4.9). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between gender and marital status ($\chi^2 = 21.863$, $df = 2$, $p = <0.001$) (refer table 4.10).

Table 4.9
Crosstabulation Analysis for Gender and Marital Status

		Marital Status			
		Single	Married	Separated/Divorce	Total
Gender	Male	11	73	3	87
	Female	13	12	5	30
Total		24	85	8	117

Table 4.10
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	21.863[a]	2	<0.001

4.4.2 Crosstabulation Analysis for Gender and Race

Next, a crosstabulation analysis was conducted to examine the relationship between gender and race. The cross-tabulation shows that the majority of male and Malay represent 75 respondents (refer Table 4.11). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between gender and race ($\chi^2 = 35.572$, $df = 3$, $p = <0.001$) (refer table 4.12).

Table 4.11
Crosstabulation Analysis for Gender and Race

		Race				
		Malay	**Chinese**	**Indian**	**Other**	**Total**
Gender	Male	75	2	10	0	87
	Female	17	10	0	3	30
Total		92	12	10	3	117

Table 4.12
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	35.572[a]	3	<0.001

4.4.3 Crosstabulation Analysis for Marital Status and Race

Next, a crosstabulation analysis was conducted to examine the relationship between marital status and race. The cross-tabulation shows that the majority of married and Malay represent 76 respondents (refer Table 4.13). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between gender and race ($\chi^2 = 34.482$, $df = 6$, $p = <0.001$) (refer table 4.14).

Table 4.13
Crosstabulation Analysis for Marital Status and Race

		Race				
		Malay	**Chinese**	**Indian**	**Other**	**Total**
Marital Status	Single	13	3	5	3	24
	Married	76	7	2	0	85
	Separated/Divorce	3	2	3	0	8
Total		92	12	10	3	117

Table 4.14
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	34.482[a]	6	<0.001

4.4.4 Crosstabulation Analysis for Marital Status and Year of Working Experience

Next, a crosstabulation analysis was conducted to examine the relationship between marital status and year of working experience. The cross-tabulation shows that the majority of married and 1-10 years of working experience represent 61 respondents (refer Table 4.15). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and year of working experience ($\chi^2 = 18.842$, $df = 6$, $p = 0.022$) (refer table 4.16).

Table 4.15
Crosstabulation Analysis for Marital Status and Year of Working Experience

		Year of Working Experience				Total
		1-10 years	11-20 years	21-30 years	31-40 years	
Marital Status	Single	20	1	1	2	24
	Married	61	17	7	0	85
	Separated/Divorce	4	2	2	0	8
Total		85	20	10	2	117

Table 4.16
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	14.842[a]	6	0.022

4.4.5 Crosstabulation Analysis for Marital Status and Year of Expatriation

Meanwhile, a crosstabulation analysis was conducted to examine the relationship between marital status and year of expatriation. The cross-tabulation shows that the majority of married and 1-5 years of expatriation represent 44 respondents (refer Table 4.17). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and year of expatriation ($\chi^2 = 36.901$, $df = 8$, $p = <0.001$) (refer table 4.18).

Table 4.17
Crosstabulation Analysis for Marital Status and Year of Expatriation

		Year of Expatriation					Total
		1-5 years	6-10 years	11-15 years	16-20 years	21-25 years	
Marital Status	Single	16	8	0	0	0	24
	Married	44	22	19	0	0	85
	Separated/ Divorce	2	1	3	1	1	8
Total		62	31	22	1	1	117

Table 4.18
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	36.901[a]	8	<0.001

4.4.6 Crosstabulation Analysis for Race and Year of Working Experience

A crosstabulation analysis was conducted to examine the relationship between race and year of working experience. The cross-tabulation shows that the majority of Malay and 1-10 years of working experience represent 68 respondents (refer Table 4.19). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and year of expatriation ($\chi^2 = 18.825$, $df = 9$, $p = 0.027$) (refer table 4.20).

Table 4.19
Crosstabulation Analysis for Race and Year of Working Experience

		Year of Working Experience				Total
		1-10 years	11-20 years	21-30 years	31-40 years	
Race	Malay	68	17	7	0	92
	Chinese	5	3	3	1	12
	Indian	9	0	0	1	10
	Other	3	0	0	0	3
Total		85	20	10	2	117

Table 4.20
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	18.825[a]	9	0.027

4.4.7 Crosstabulation Analysis for Race and Year of Expatriation

A crosstabulation analysis was conducted to examine the relationship between race and year of expatriation. The cross-tabulation shows that the majority of Malay and 1-5 years of expatriation represent 48 respondents (refer Table 4.21). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and year of expatriation ($\chi^2 = 23.895$, $df = 12$, $p = 0.021$) (refer table 4.22).

Table 4.21
Crosstabulation Analysis for Race and Year of Expatriation

		Year of Expatriation					Total
		1-5 years	6-10 years	11-15 years	16-20 years	21-25 years	
Race	Malay	48	24	20	0	0	92
	Chinese	7	3	0	1	1	12
	Indian	4	4	2	0	0	10
	Other	3	0	0	0	0	3
Total		62	31	22	1	1	117

Table 4.22
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	23.895[a]	12	0.021

4.4.8 Crosstabulation Analysis for Year of Working Experience and Year of Expatriation

A crosstabulation analysis was conducted to examine the relationship between year of working experience and year of expatriation. The crosstabulation shows that the majority of respondents with 1-10 years of working experience and 1-5 years of expatriation represent 48 respondents (refer Table 4.23). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and year of expatriation ($\chi^2 = 30.802$, $df = 12$, $p = 0.002$) (refer table 4.24).

Table 4.23
Crosstabulation Analysis for Year of Working Experience and Year of Expatriation

		Year of Expatriation					Total
		1-5 years	6-10 years	11-15 years	16-20 years	21-25 years	
Year of Working	1-10 years	48	20	17	0	0	85
	11-20 years	10	5	5	0	0	20

Experience	21-30 years	4	4	0	1	1	10
	31-40 years	0	2	0	0	0	2
Total		62	31	22	1	1	117

Table 4.24
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	23.895[a]	12	0.021

4.5 Crosstabulation Analysis for Male Respondents

It is clearly to show the differences between male and female's view according to the importance level of adjustment between work environment and job continuance. In this section, a researcher shows a crosstabulation from male and followed by female regarding Work Environment and Job Continuance items. Table 4.25 shows a significant or not significant among male respondents with Work Environment and Job Continuance items.

Table 4.25
Crosstabulation Analysis for Male Respondents

	Significant/Not Significant	Asymp. Sig. (2-Sided)
Marital Status and Work Environment		
Marital status and task in the new position	Significant	<0.001
Marital status and using skills and knowledge	Significant	<0.001
Marital status and work with host nationals	Not significant	0.344
Marital status and HR Development	Not significant	0.057
Marital status and risk management	Not significant	0.163
Marital status and worker protection	Not significant	0.737
Marital status and international standard	Significant	0.028
Marital status and management style	Not significant	0.359
Marital status and conducive environment	Not significant	0.379
Marital status and flexibility	Significant	0.046
Marital status and creativity	Not significant	0.233
Marital status and new technology	Not significant	0.388
Marital status and labor law	Not significant	0.357
Marital status and safety in workplace	Not significant	0.522
Marital Status and Job Continuance		
Marital status and interaction	Significant	0.046
Marital status and communication with superior	Not significant	0.565
Marital status and pay	Not significant	0.264
Marital status and position and responsibility at work	Significant	<0.001
Marital status and autonomy at work	Not significant	0.197
Marital status and work pressure	Not significant	0.558
Marital status and management practices	Not significant	0.555
Marital status and job satisfaction	Significant	<0.001

	Significant/Not Significant	Asymp. Sig. (2-Sided)
Marital status and benefits	Not significant	0.582
Marital status and social standing	Not significant	0.107
Marital status and facilitation of safety	Not significant	0.462
Marital status and provision of support service	Not significant	0.115
Marital status and preparing journey	Significant	0.036
Marital status and talent management	Not significant	0.225
Marital status and training	Significant	0.005
Marital status and career planning	Significant	0.003
Marital status and transparency	Not significant	0.384
Marital status and social knowledge and social skills	Not significant	0.620
Marital status and organization/employee engagement	Not significant	0.119
Marital status and confidence level	Significant	<0.001
Marital status and work experience	Significant	<0.001
Year of Working Experience and Work Environment		
Year of working experience and task in the new position	Not significant	0.923
Year of working experience and using skills and knowledge	Not significant	0.649
Year of working experience and work with host nationals	Significant	0.024
Year of working experience and HR Development	Significant	0.007
Year of working experience and risk management	Not significant	0.695
Year of working experience and worker protection	Not significant	0.052
Year of working experience and international standard	Not significant	0.631
Year of working experience and management style	Not significant	0.591
Year of working experience and conducive environment	Not significant	0.525
Year of working experience and flexibility	Not significant	0.076
Year of working experience and creativity	Significant	0.007
Year of working experience and new technology	Not significant	0.137
Year of working experience and labor law	Not significant	0.267
Year of working experience and safety in workplace	Significant	0.024
Year of Working Experience and Job Continuance		
Year of working experience and interaction	Not significant	0.377
Year of working experience and communication with superior	Not significant	0.423
Year of working experience and pay	Significant	0.012
Year of working experience and position and responsibility at work	Not significant	0.418
Year of working experience and autonomy at work	Not significant	0.835
Year of working experience and work pressure	Not significant	0.897
Year of working experience and management practices	Not significant	0.805
Year of working experience and job satisfaction	Not significant	0.861
Year of working experience and benefit	Significant	0.003
Year of working experience and social standing	Not significant	0.740
Year of working experience and facilitation of safety	Significant	0.023
Year of working experience and provision of support service	Not significant	0.333
Year of working experience and preparing journey	Significant	0.047
Year of working experience and talent management	Not significant	0.816

	Significant/Not Significant	Asymp. Sig. (2-Sided)
Year of working experience and training	Significant	0.011
Year of working experience and career planning	Not significant	0.416
Year of working experience and transparency	Not significant	0.670
Year of working experience and social knowledge and social skills	Significant	0.005
Year of working experience and organization/employee engagement	Not significant	0.466
Year of working experience and confidence level	Not significant	0.801
Year of working experience and work experience	Not significant	0.090
Year of Expatriation and Work Environment		
Year of expatriation and using skill and knowledge	Significant	<0.001
Year of expatriation and work with host nationals	Significant	0.012
Year of expatriation and HR Development	Not significant	0.096
Year of expatriation and risk management	Not significant	0.170
Year of expatriation and worker protection	Significant	0.015
Year of expatriation and international standard	Not significant	0.413
Year of expatriation and management style	Significant	0.010
Year of expatriation and conducive environment	Significant	0.018
Year of expatriation and flexibility	Not significant	0.479
Year of expatriation and creativity	Not significant	0.692
Year of expatriation and new technology	Significant	0.044
Year of expatriation and labor law	Significant	0.021
Year of expatriation and safety in workplace	Not significant	0.167
Year of Expatriation and Job Continuance		
Year of expatriation and interaction	Not significant	0.172
Year of expatriation and communication with superior	Significant	0.002
Year of expatriation and pay	Not significant	0.699
Year of expatriation and position and responsibility at work	Not significant	0.072
Year of expatriation and autonomy at work	Not significant	0.060
Year of expatriation and work pressure	Not significant	0.508
Year of expatriation and management practices	Not significant	0.700
Year of expatriation and job satisfaction	Significant	0.013
Year of expatriation and benefit	Not significant	0.064
Year of expatriation and social standing	Significant	0.002
Year of expatriation and facilitation of safety	Not significant	0.698
Year of expatriation and provision of support service	Not significant	0.307
Year of expatriation and preparing journey	Not significant	0.330
Year of expatriation and talent management	Not significant	0.113
Year of expatriation and training	Not significant	0.178
Year of expatriation and career planning	Significant	0.005
Year of expatriation and transparency	Not significant	0.290
Year of expatriation and social knowledge and social skills	Not significant	0.512
Year of expatriation and organization/employee engagement	Not significant	0.150
Year of expatriation and confidence level	Not significant	0.276
Year of expatriation and work experience	Not significant	0.179

	Significant/Not Significant	Asymp. Sig. (2-Sided)
Month of Adjustment and Work Environment		
Month of adjustment and task in the new position	Significant	0.007
Month of adjustment and using skills and knowledge	Significant	0.014
Month of adjustment and work with host nationals	Not significant	0.064
Month of adjustment and HR Development	Not significant	0.126
Month of adjustment and risk management	Not significant	0.554
Month of adjustment and worker protection	Not significant	0.360
Month of adjustment and international standard	Significant	0.021
Month of adjustment and management style	Not significant	0.059
Month of adjustment and conducive environment	Not significant	0.300
Month of adjustment and flexibility	Not significant	0.052
Month of adjustment and creativity	Not significant	0.400
Month of adjustment and new technology	Not significant	0.436
Month of adjustment and labor law	Not significant	0.698
Month of adjustment and safety in workplace	Significant	0.043
Month of Adjustment and Job Continuance		
Month of adjustment and interaction	Significant	0.002
Month of adjustment and communication with superior	Significant	0.020
Month of adjustment and pay	Significant	0.009
Month of adjustment and position and responsibility at work	Not significant	0.271
Month of adjustment and autonomy at work	Not significant	0.229
Month of adjustment and work pressure	Not significant	0.057
Month of adjustment and management practices	Not significant	0.132
Month of adjustment and job satisfaction	Not significant	0.647
Month of adjustment and benefits	Not significant	0.059
Month of adjustment and social standing	Not significant	0.055
Month of adjustment and facilitation of safety	Not significant	0.430
Month of adjustment and provision of support service	Not significant	0.112
Month of adjustment and preparing journey	Not significant	0.351
Month of adjustment and talent management	Not significant	0.623
Month of adjustment and training	Significant	<0.001
Month of adjustment and career planning	Not significant	0.254
Month of adjustment and transparency	Not significant	0.055
Month of adjustment and social knowledge and social skills	Not significant	0.564
Month of adjustment and organization/employee engagement	Not significant	0.058
Month of adjustment and confidence level	Not significant	0.456
Month of adjustment and work experience	Not significant	0.177

4.5.1 Marital Status and Work Environment

A crosstabulation analysis was conducted to examine the relationship between marital status and task in the new position for male. The cross-tabulation shows that the majority of married respondents strongly agree with the level of importance of tasks in the new position, which represents 42 respondents (refer Table 4.26). The Chi-square

test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and task in the new position ($\chi^2 = 19.705$, $df = 4$, $p = <0.001$) (refer table 4.27).

Table 4.26
Crosstabulation for Marital Status and Task in the New Position

		Task in the New Position			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Marital Status	Single	3	3	5	11
	Married	0	19	42	61
	Divorce/Separated	0	0	3	3
Total		3	22	50	75

Table 4.27
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	19.705[a]	4	<0.001

A crosstabulation analysis was conducted to examine the relationship between marital status and using skill and knowledge for male. The crosstabulation shows the majority of married respondents strongly agree with the level of importance of using skill and knowledge, which represents 49 respondents (refer Table 4.28). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and skill ($\chi^2 = 20.404$, $df = 4$, $p = <0.001$) (refer table 4.29).

Table 4.28
Crosstabulation for Marital Status and Using Skill and Knowledge

		Using Skill and Knowledge			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Marital Status	Single	3	3	5	11
	Married	0	14	49	63
	Divorce/Separated	0	0	3	3
Total		3	17	57	77

Table 4.29
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	20.404[a]	4	<0.001

Next, a crosstabulation analysis was conducted to examine the relationship between marital status and international standards for male. The crosstabulation shows

the majority of married respondents strongly agree with the level of importance of international standards, which represents 30 respondents (refer Table 4.30). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and international standard ($\chi^2 = 7.158$, $df = 2$, $p = 0.028$). (refer Table 4.31).

Table 4.30
Crosstabulation for Marital Status and International Standard

		International Standard			Total
		Strongly Disagree	Agree	Strongly Agree	
Marital Status	Single	0	0	8	8
	Married	4	26	30	60
Total		4	26	38	68

Table 4.31
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	7.158[a]	2	0.028

A crosstabulation analysis was conducted to examine the relationship between marital status and flexibility for male. The crosstabulation shows the majority of married respondents strongly agree with the level of importance of flexibility, which represents 35 respondents (refer Table 4.32). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and flexibility ($\chi^2 = 9.668$, $df = 4$, $p = 0.046$) (refer Table 4.33).

Table 4.32
Crosstabulation for Marital Status and Flexibility

		Flexibility			Total
		Disagree	Agree	Strongly Agree	
Marital Status	Single	3	2	6	11
	Married	3	25	35	63
	Divorce/Separated	0	0	3	3
Total		6	27	44	77

Table 4.33
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	9.668[a]	4	0.046

4.5.2 Marital Status and Job Continuance

A crosstabulation analysis was conducted to examine the relationship between marital status and interaction for male. The crosstabulation shows the married respondents tend to agree and the majority of the respondent's response strongly agree with the level of importance of interaction which represents 34 respondents (refer Table 4.34). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and interaction ($\chi^2 = 6.160$, $df = 2$, $p = 0.046$) (refer Table 4.35).

Table 4.34
Crosstabulation for Marital Status and Interaction

		Interaction		
		Agree	**Strongly Agree**	**Total**
Marital Status	Single	0	8	8
	Married	21	34	55
	Divorced/Separated	0	3	3
Total		21	45	66

Table 4.35
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	6.160[a]	2	0.046

Next, a crosstabulation analysis was conducted to examine the relationship between marital status and position and responsibility at work for male. The crosstabulation shows the majority of married respondents strongly agree with the level of importance of position, which represents 37 respondents (refer Table 4.36). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and position and responsibility at work ($\chi^2 = 24.782$, $df = 4$, $p = <0.001$) (refer Table 4.37).

Table 4.36
Crosstabulation for Marital Status and Position and Responsibility at Work

		Position and Responsibility at Work			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Marital Status	Single	3	0	8	11
	Married	0	26	37	63
	Divorce/Separated	0	0	3	3
Total		3	26	48	77

Table 4.37
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	24.782[a]	4	<0.001

Besides, a crosstabulation analysis was conducted to examine the relationship between marital status and job satisfaction for males. The crosstabulation shows the majority of married respondents strongly agree with the level of importance of job satisfaction, which represents 38 respondents (refer Table 4.38). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and job satisfaction ($\chi^2 = 23.395$, $df = 6$, $p = <0.001$) (refer Table 4.39).

Table 4.38
Crosstabulation for Marital Status and Job Satisfaction

		Job Satisfaction				Total
		Strongly Disagree	Disagree	Agree	Strongly Agree	
Marital Status	Single	0	3	0	8	11
	Married	3	0	24	38	63
	Divorce/Separated	0	0	0	3	3
Total		0	3	24	49	79

Table 4.39
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	23.395[a]	6	<0.001

A crosstabulation analysis was conducted to examine the relationship between marital status and preparing journey for male. The crosstabulation shows the majority of married respondents strongly agree with the level of importance of preparing journey, which represents 32 respondents (refer Table 4.40). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and preparing journey ($\chi^2 = 6.652$, $df = 2$, $p = 0.036$) (refer Table 4.41).

Table 4.40
Crosstabulation for Marital Status and Preparing Journey

		Preparing Journey		Total
		Agree	Strongly Agree	
Marital Status	Single	0	11	11
	Married	17	32	49
	Divorced/Separated	0	3	3

Total	17	46	63

Table 4.41
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	6.652[a]	2	0.036

Next, a crosstabulation analysis was conducted to examine the relationship between marital status and training for male. The crosstabulation shows the majority of married respondents agree with the level of importance of training, which represents 29 respondents (refer Table 4.42). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and training ($\chi^2 = 14.880$, $df = 4$, $p = 0.005$) (refer Table 4.43).

Table 4.42
Crosstabulation for Marital Status and Training

		Training			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Marital Status	Single	0	0	9	9
	Married	2	29	19	50
	Divorce/Separated	0	0	3	3
Total		2	29	31	62

Table 4.43
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	14.880[a]	4	0.005

A crosstabulation analysis was conducted to examine the relationship between marital status and career for male. The crosstabulation shows the majority of married respondents agree with the level of importance of career, which represents 27 respondents (refer Table 4.44). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and career ($\chi^2 = 11.408$, $df = 2$, $p = 0.003$) (refer Table 4.45).

Table 4.44
Crosstabulation for Marital Status and Career Planning

		Career Planning		
		Agree	**Strongly Agree**	**Total**
Marital Status	Single	0	8	8
	Married	27	21	48
	Divorced/Separated	0	3	3
Total		27	32	59

Table 4.45
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	11.408[a]	2	0.003

Next, a crosstabulation analysis was conducted to examine the relationship between marital status and confidence level for male. The crosstabulation shows the majority of married respondents strongly agree with the level of importance of confidence, which represents 34 respondents (refer Table 4.46). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and confidence level ($\chi^2 = 20.445$, $df = 4$, $p = <0.001$) (refer table 4.47).

Table 4.46
Crosstabulation for Marital Status and Confidence Level

		Confidence Level			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Marital Status	Single	3	2	6	11
	Married	0	25	34	59
	Divorce/Separated	0	0	3	3
Total		3	27	43	73

Table 4.47
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	20.445[a]	4	<0.001

A crosstabulation analysis was conducted to examine the relationship between marital status and work experience for male. The crosstabulation shows the majority of married respondents strongly agree with the level of importance of work experience, which represents 33 respondents (refer Table 4.48). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and work experience ($\chi^2 = 23.307$, $df = 4$, $p = <0.001$) (refer Table 4.49).

Table 4.48
Crosstabulation for Marital Status and Work Experience

		Work Experience			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Marital Status	Single	3	2	6	11
	Married	0	32	33	65
	Divorce/Separated	0	0	3	3
Total		3	34	42	79

Table 4.49
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	23.307[a]	4	<0.001

4.5.3 Year of Working Experience and Work Environment

Meanwhile, for year of working experience and work environment, there have four items indicated significant which were work with host national, HR development, creativity and safety in the workplace. A crosstabulation analysis was conducted to examine the relationship between year of working experience and work with host national for male. The crosstabulation shows the majority of 1-10 years working experience respondents strongly agree with the level of importance of work with host national, which represents 29 respondents (refer Table 4.50). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and work with host national ($\chi^2 = 14.530$, $df = 6$, $p = 0.024$) (refer Table 4.51).

Table 4.50
Crosstabulation for Year of Working Experience and Work with Host National

		Work with Host National			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Working Experience	1-10 years	3	16	29	48
	11-20 years	0	9	3	12
	21-30 years	0	0	7	7
	31-40 years	0	1	0	1
Total		3	26	39	68

Table 4.51
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	14.530[a]	6	0.024

A crosstabulation analysis was conducted to examine the relationship between year of working experience and HR development for male. The crosstabulation shows the majority of 1-10 years working experience respondents strongly agree with the level of importance of HR development, which represents 28 respondents (refer Table 4.52). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and HR development ($\chi^2 = 22.839$, $df = 9$, $p = 0.007$) (refer Table 4.53).

Table 4.52
Crosstabulation Year for Year of Working Experience and HR Development

		HR Development				
		Strongly Disagree	**Disagree**	**Agree**	**Strongly Agree**	**Total**
Working Experience	1-10 years	3	0	16	28	47
	11-20 years	0	2	11	1	14
	21-30 years	0	0	5	2	7
	31-40 years	0	0	1	0	1
Total		3	2	33	31	69

Table 4.53
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	22.839[a]	9	0.007

A crosstabulation analysis was conducted to examine the relationship between year of working experience and creativity for male. The crosstabulation shows the majority of 1-10 years working experience respondents strongly agree with the level of importance of creativity, which represents 37 respondents (refer Table 4.54). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and creativity ($\chi^2 = 11.985$, $df = 3$, $p = 0.007$) (refer Table 4.55).

Table 4.54
Crosstabulation for Year of Working Experience and Creativity

		Creativity		
		Agree	**Strongly Agree**	**Total**
Working Experience	1-10 years	13	37	50
	11-20 years	9	5	14
	21-30 years	5	2	7
	31-40 years	1	0	1
Total		28	44	72

Table 4.55
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	11.985[a]	3	0.007

Next, a crosstabulation analysis was conducted to examine the relationship between year of working experience and safety in workplace for male. The crosstabulation shows the majority of 1-10 years working experience respondents strongly agree with the level of importance of safety in workplace, which represents 39 respondents (refer Table 4.56). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and safety ($\chi^2 = 14.598$, $df = 6$, $p = 0.024$) (refer Table 4.57).

Table 4.56
Crosstabulation for Year of Working Experience and Safety in Workplace

		Safety in Workplace			Total
		Strongly Disagree	Agree	Strongly Agree	
Working Experience	1-10 years	3	18	39	57
	11-20 years	2	6	8	16
	21-30 years	0	0	7	7
	31-40 years	0	1	0	1
Total		2	25	54	81

Table 4.57
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	14.598[a]	6	0.024

4.5.4 Year of Working Experience and Job Continuance

A crosstabulation analysis was conducted to examine the relationship between year of working experience and pay for male. The crosstabulation shows the majority of 1-10 years working experience respondents strongly agree with the level of importance of pay, which represents 42 respondents (refer Table 4.58). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and pay ($\chi^2 = 11.011$, $df = 3$, $p = 0.012$) (refer Table 4.59).

Table 4.58
Crosstabulation for Year of Working Experience and Pay

		Pay		
		Agree	**Strongly Agree**	**Total**
Working Experience	1-10 years	14	42	56
	11-20 years	8	6	14
	21-30 years	0	7	7
	31-40 years	1	0	1
Total		23	55	78

Table 4.59
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	11.011[a]	3	0.012

Next, a crosstabulation analysis was conducted to examine the relationship between year of working experience and benefit for male. The crosstabulation shows the majority of 1-10 years working experience respondents strongly agree with the level of importance of benefit, which represents 50 respondents (refer Table 4.60). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and benefit ($\chi^2 = 13.774$, $df = 3$, $p = 0.003$) (refer Table 4.61).

Table 4.60
Crosstabulation for Year of Working Experience and Benefit

		Benefit		
		Agree	**Strongly Agree**	**Total**
Working Experience	1-10 years	6	50	56
	11-20 years	5	7	12
	21-30 years	0	7	7
	31-40 years	1	0	1
Total		12	64	76

Table 4.61
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	13.774[a]	3	0.003

Next, a crosstabulation analysis was conducted to examine the relationship between year of working experience and facilitation of safety for male. The crosstabulation shows the majority of 1-10 years working experience respondents strongly agree with the level of importance of facilitation of safety, which represents 39 respondents (refer Table 4.62). The Chi-square test indicated a significant ($p = 0.05$, p

< 0.05) association between year of working experience and facilitation of safety (χ^2 = 14.719, df = 6, p = 0.023) (refer Table 4.63).

Table 4.62
Crosstabulation for Year of Working Experience and Facilitation of Safety

		Facilitation of Safety			Total
		Strongly Disagree	Agree	Strongly Agree	
Working Experience	1-10 years	3	18	39	57
	11-20 years	2	6	8	16
	21-30 years	0	0	7	7
	31-40 years	0	1	0	1
Total		2	25	54	81

Table 4.63
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	14.719[a]	6	0.023

Next, a crosstabulation analysis was conducted to examine the relationship between year of working experience and preparing journey for male. The crosstabulation shows the majority of 1-10 years working experience respondents strongly agree with the level of importance of preparing journey, which represents 40 respondents (refer Table 4.64). The Chi-square test indicated a significant (p = 0.05, p < 0.05) association between year of working experience and preparing journey (χ^2 = 7.933, df = 3, p = 0.047) (refer Table 4.65).

Table 4.64
Crosstabulation for Year of Working Experience and Preparing Journey

		Preparing Journey		Total
		Agree	Strongly Agree	
Working Experience	1-10 years	11	40	51
	11-20 years	4	5	9
	21-30 years	2	0	2
	31-40 years	0	1	1
		17	46	63

Table 4.65
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	7.933[a]	3	0.047

Next, a crosstabulation analysis was conducted to examine the relationship between year of working experience and training for male. The crosstabulation shows the majority of 1-10 years working experience respondents strongly agree with the level of importance of training, which represents 26 respondents (refer Table 4.66). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and training ($\chi^2 = 13.066$, $df = 4$, $p = 0.011$) (refer Table 4.67).

Table 4.66
Crosstabulation for Year of Working Experience and Training

		Training			Total
		Disagree	Agree	Strongly Agree	
Working Experience	1-10 years	0	22	26	48
	11-20 years	2	4	5	11
	21-30 years	0	3	0	3
Total		2	29	31	62

Table 4.67
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	13.066[a]	4	0.011

A crosstabulation analysis was conducted to examine the relationship between year of working experience and social knowledge for male. The crosstabulation shows the majority of 1-10 years working experience respondents strongly agree with the level of importance of social knowledge, which represents 33 respondents (refer Table 4.68). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and social knowledge ($\chi^2 = 18.379$, $df = 6$, $p = 0.005$) (refer Table 4.69).

Table 4.68
Crosstabulation for Year of Working Experience and Social Knowledge

		Social Knowledge			Total
		Disagree	Agree	Strongly Agree	
Year of Expatriation	1-10 years	0	23	33	56
	11-20 years	2	4	5	11
	21-30 years	0	0	7	7
	31-40 years	0	1	0	1
Total		2	28	45	75

Table 4.69
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	18.379[a]	6	0.005

4.5.5 Year of Expatriation and Work Environment

A crosstabulation analysis was conducted to examine the relationship between year of expatriation and using skill and knowledge for male. The crosstabulation shows the majority of 1-5 years expatriation respondents strongly agree with the level of importance of using skill and knowledge, which represents 33 respondents (refer Table 4.70). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and using skill and knowledge ($\chi^2 = 21.281$, $df = 4$, $p = <0.001$) (refer Table 4.71).

Table 4.70
Crosstabulation for Year of Expatriation and Using Skill and Knowledge

		Using Skill and Knowledge			
		Disagree	Agree	Strongly Agree	Total
Year of Expatriation	1-5 years	0	23	33	56
	6-10 years	2	4	5	11
	11-15 years	0	0	7	7
Total		2	28	45	75

Table 4.71
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	21.281[a]	4	<0.001

A crosstabulation analysis was conducted to examine the relationship between year of expatriation and work with host national for male. The crosstabulation shows the majority of 1-5 years expatriation respondents strongly agree with the level of importance of work with host national, which represents 24 respondents (refer Table 4.72). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and work with host national ($\chi^2 = 12.821$, $df = 4$, $p = 0.012$) (refer Table 4.73).

Table 4.72
Crosstabulation for Year of Expatriation and Work with Host National

		Work with Host National			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Year of Expatriation	1-5 years	0	12	24	36
	6-10 years	3	5	9	17
	11-15 years	0	9	6	15
Total		3	26	39	68

Table 4.73
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	12.821[a]	4	0.012

Next, a crosstabulation analysis was conducted to examine the relationship between year of expatriation and worker protection for male. The crosstabulation shows the majority of 1-5 years expatriation respondents strongly agree with the level of importance of worker protection, which represents 32 respondents (refer Table 4.74). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and worker protection ($\chi^2 = 15.721$, $df = 6$, $p = 0.015$) (refer Table 4.75).

Table 4.74
Crosstabulation for Year Expatriation and Worker Protection

		Worker Protection				
		Strongly Disagree	**Disagree**	**Agree**	**Strongly Agree**	**Total**
Year of Expatriation	1-5 years	0	1	9	32	42
	6-10 years	3	1	4	9	17
	11-15 years	0	0	8	10	18
Total		3	2	21	51	77

Table 4.75
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	15.721[a]	6	0.015

Next, a crosstabulation analysis was conducted to examine the relationship between year of expatriation and management practice for male. The crosstabulation shows the majority of 1-5 years expatriation respondents agree with the level of importance of management practice, which represents 24 respondents (refer Table 4.76). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association

between year of expatriation and management practice ($\chi^2 = 15.721$, df = 6, p = 0.015) (refer Table 4.77).

Table 4.76
Crosstabulation for Year of Expatriation and Management Practice

		Management practice				Total
		Strongly Disagree	Disagree	Agree	Strongly Agree	
Year of Expatriation	1-5 years	0	5	24	16	45
	6-10 years	3	1	4	7	15
	11-15 years	0	0	5	8	13
Total		3	6	33	31	73

Table 4.77
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	16.781[a]	6	0.010

Next, a crosstabulation analysis was conducted to examine the relationship between year of expatriation and conducive environment for male. The crosstabulation shows the majority of 1-5 years expatriation respondents strongly agree with the level of importance of conducive environment, which represents 22 respondents (refer Table 4.78). The Chi-square test indicated a significant (p = 0.05, p < 0.05) association between year of expatriation and conducive environment ($\chi^2 = 11.888$, df = 4, p = 0.018) (refer Table 4.79).

Table 4.78
Crosstabulation for Year of Expatriation and Conducive Environment

		Conducive Environment			Total
		Strongly Disagree	Agree	Strongly Agree	
Year of Expatriation	1-5 years	0	19	22	41
	6-10 years	3	4	9	16
	11-15 years	0	7	8	15
Total		3	30	39	72

Table 4.79
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	11.888[a]	4	0.018

Next, a crosstabulation analysis was conducted to examine the relationship between year of expatriation and new technology for male. The crosstabulation shows the majority of 1-5 years expatriation respondents strongly agree with the level of importance of new technology, which represents 29 respondents (refer Table 4.80). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and new technology ($\chi^2 = 12.957$, $df = 6$, $p = 0.044$) (refer Table 4.81).

Table 4.80
Crosstabulation for Year Expatriation and New Technology

		New Technology				
		Strongly Disagree	**Disagree**	**Agree**	**Strongly Agree**	**Total**
Year of Expatriation	1-5 years	0	1	11	29	41
	6-10 years	3	1	4	10	18
	11-15 years	0	0	7	8	15
Total		3	2	22	47	74

Table 4.81
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	12.957[a]	6	0.044

Next, a crosstabulation analysis was conducted to examine the relationship between year of expatriation and labor law for male. The crosstabulation shows the majority of 1-5 years expatriation respondents strongly agree with the level of importance of labor law, which represents 20 respondents (refer Table 4.82). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and labor law ($\chi^2 = 11.559$, $df = 4$, $p = 0.021$) (refer Table 4.83).

Table 4.82
Crosstabulation for Year of Expatriation and Labor Law

		Labor Law			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Year of Expatriation	1-5 years	0	16	20	36
	6-10 years	3	3	10	16
	11-15 years	0	3	8	11
Total		3	22	38	63

Table 4.83
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	11.559[a]	4	0.021

4.5.6 Year of Expatriation and Job Continuance

Next, a crosstabulation analysis was conducted to examine the relationship between year of expatriation and communication for male. The crosstabulation shows the majority of 1-5 years expatriation respondents strongly agree with the level of importance of communication, which represents 30 respondents (refer Table 4.84). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and communication ($\chi^2 = 16.451$ $df = 4$, $p = 0.002$) (refer Table 4.85).

Table 4.84
Crosstabulation for Year of Expatriation and Communication

		Communication			Total
		Strongly Disagree	Agree	Strongly Agree	
Year of Expatriation	1-5 years	0	12	30	42
	6-10 years	3	4	7	14
	11-15 years	0	9	8	17
Total		3	25	45	73

Table 4.85
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	16.451[a]	4	0.002

Next, a crosstabulation analysis was conducted to examine the relationship between year of expatriation and job satisfaction for male. The crosstabulation shows the majority of 1-5 years expatriation respondents strongly agree with the level of importance of job satisfaction, which represents 27 respondents (refer Table 4.86). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and job satisfaction ($\chi^2 = 16.187$, $df = 6$, $p = 0.013$) (refer Table 4.87).

Table 4.86
Crosstabulation for Year of Expatriation and Job Satisfaction

		Job satisfaction				
		Strongly Disagree	**Disagree**	**Agree**	**Strongly Agree**	**Total**
Year of Expatriation	1-5 years	0	3	15	27	45
	6-10 years	3	0	2	12	17
	11-15 years	0	0	7	10	17
Total		3	0	24	49	79

Table 4.87
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	16.187[a]	6	0.013

Next, a crosstabulation analysis was conducted to examine the relationship between year of expatriation and social standing for male. The crosstabulation shows the majority of 1-5 years expatriation respondents strongly agree with the level of importance of social standing, which represents 29 respondents (refer Table 4.88). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and social standing ($\chi^2 = 16.567$, $df = 4$, $p = 0.002$) (refer Table 4.89).

Table 4.88
Crosstabulation for Year of Expatriation and Social Standing

		Social Standing			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Year of Expatriation	1-5 years	2	9	29	40
	6-10 years	3	2	11	16
	11-15 years	0	11	6	17
Total		5	22	46	73

Table 4.89
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	16.567[a]	4	0.002

Next, a crosstabulation analysis was conducted to examine the relationship between year of expatriation and career planning for male. The crosstabulation shows the majority of 1-5 years expatriation respondents agree with the level of importance of career planning, which represents 21 respondents (refer Table 4.90). The Chi-square

test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and career planning ($\chi^2 = 10.583$, $df = 2$, $p = 0.005$) (refer Table 4.91).

Table 4.90
Crosstabulation for Year of Expatriation and Career Planning

		Career Planning		
		Agree	**Strongly Agree**	**Total**
Year of Expatriation	1-5 years	21	12	33
	6-10 years	2	12	14
	11-15 years	4	8	12
Total		27	32	59

Table 4.91
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	10.583[a]	2	0.005

4.5.7 Month of Adjustment and Work Environment

A crosstabulation analysis was conducted to examine the relationship between month of adjustment and task in the new position for male. The crosstabulation shows the majority of 5-9 months of adjustment respondents strongly agree with the level of importance of task in the new position, which represents 21 respondents (refer Table 4.92). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between month of adjustment and task in the new position ($\chi^2 = 17.744$, $df = 6$, $p = 0.007$) (refer Table 4.93).

Table 4.92
Crosstabulation for Month of Adjustment and Task in the New Position

		Task in the New Position			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Month of Adjustment	0-4 months	2	11	14	27
	5-9 months	1	5	21	27
	10-14 months	0	2	15	17
	20-24 months	0	4	0	4
Total		3	22	50	75

Table 4.93
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	17.744[a]	6	0.007

Next, a crosstabulation analysis was conducted to examine the relationship between month of adjustment and using skill and knowledge for male. The crosstabulation shows the majority of 5-9 months of adjustment respondents strongly agree with the level of importance of using skill and knowledge, which represents 24 respondents (refer Table 4.94). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between month of adjustment and using skill and knowledge ($\chi^2 = 15.968$, $df = 6$, $p = 0.014$) (refer Table 4.95).

Table 4.94
Crosstabulation for Month of Adjustment and Using Skill and Knowledge

		Using Skill and Knowledge			
		Disagree	Agree	Strongly Agree	Total
Month of Adjustment	0-4 months	2	11	14	27
	5-9 months	1	4	24	29
	10-14 months	0	0	17	17
	20-24 months	0	2	2	4
Total		3	17	57	77

Table 4.95
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	15.968[a]	6	0.014

Next, a crosstabulation analysis was conducted to examine the relationship between month of adjustment and international standard for male. The crosstabulation shows the majority of 10-14 months of adjustment respondents strongly agree with the level of importance of international standard, which represents 16 respondents (refer Table 4.96). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between month of adjustment and international standard ($\chi^2 = 14.923$, $df = 6$, $p = 0.021$) (refer Table 4.97).

Table 4.96
Crosstabulation for Month of Adjustment and International Standard

	International standard

		Strongly Disagree	Agree	Strongly Agree	Total
Month of Adjustment	0-4 months	2	15	9	26
	5-9 months	1	7	13	21
	10-14 months	1	2	16	19
	20-24 months	0	2	0	2
Total		4	26	38	68

Table 4.97
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	14.923[a]	6	0.021

Next, a crosstabulation analysis was conducted to examine the relationship between month of adjustment and safety in workplace for male. The crosstabulation shows the majority of 5-9 months of adjustment respondents strongly agree with the level of importance of safety in workplace which represents 24 respondents (refer Table 4.98). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between month of adjustment and safety in workplace ($\chi^2 = 12.992$, $df = 6$, $p = 0.043$) (refer Table 4.99).

Table 4.98
Crosstabulation for Month of Adjustment and Safety in Workplace

		Safety in Workplace			Total
		Strongly Disagree	Agree	Strongly Agree	
Month of Adjustment	0-4 months	0	11	19	30
	5-9 months	2	4	24	30
	10-14 months	0	8	11	19
	20-24 months	0	2	0	2
Total		2	25	54	81

Table 4.99
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	12.992[a]	6	0.043

4.5.8 Month of Adjustment and Job Continuance

A crosstabulation analysis was conducted to examine the relationship between month of adjustment and interaction for male. The crosstabulation shows the majority of 5-9 months of adjustment respondents strongly agree with the level of importance of

interaction, which represents 22 respondents (refer Table 4.100). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between month of adjustment and interaction ($\chi^2 = 14.464$, $df = 3$, $p = 0.002$) (refer Table 4.101).

Table 4.100
Crosstabulation for Month of Adjustment and Interaction

		Interaction		
		Agree	**Strongly Agree**	**Total**
Month of Adjustment	0-4 months	9	10	19
	5-9 months	4	22	26
	10-14 months	4	13	17
	20-24 months	4	0	4
Total		21	45	66

Table 4.101
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	14.464[a]	3	0.002

A crosstabulation analysis was conducted to examine the relationship between month of adjustment and communication for male. The crosstabulation shows the majority of 5-9 months of adjustment respondents strongly agree with the level of importance of communication, which represents 22 respondents (refer Table 4.102). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between month of adjustment and interaction ($\chi^2 = 14.978$, $df = 6$, $p = 0.020$) (refer Table 4.103).

Table 4.102
Crosstabulation for Month of Adjustment and Communication

		Communication			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Month of Adjustment	0-4 months	1	4	12	27
	5-9 months	2	3	22	27
	10-14 months	0	6	11	17
	20-24 months	0	2	0	2
Total		2	25	45	73

Table 4.103
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	14.978[a]	6	0.020

A crosstabulation analysis was conducted to examine the relationship between month of adjustment and pay for male. The crosstabulation shows the majority of 0-4 months of adjustment respondents strongly agree with the level of importance of pay, which represents 22 respondents (refer Table 4.104). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between month of adjustment and pay ($\chi^2 = 11.579$, $df = 3$, $p = 0.009$) (refer Table 4.105).

Table 4.104
Crosstabulation for Month of Adjustment and Pay

		Pay		
		Agree	**Strongly Agree**	**Total**
Month of Adjustment	0-4 months	7	22	29
	5-9 months	9	18	27
	10-14 months	3	15	18
	20-24 months	4	0	4
Total		23	55	78

Table 4.105
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	11.579[a]	3	0.009

A crosstabulation analysis was conducted to examine the relationship between month of adjustment and training for male. The crosstabulation shows the majority of 5-9 months of adjustment respondents strongly agree with the level of importance of training, which represents 16 respondents (refer Table 4.106). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between month of adjustment and training ($\chi^2 = 35.000$, $df = 6$, $p = <0.001$) (refer Table 4.107).

Table 4.106
Crosstabulation for Month of Adjustment and Training

		Training			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Month of Adjustment	0-4 months	0	11	11	22
	5-9 months	0	8	16	24
	10-14 months	0	8	4	12
	20-24 months	2	2	0	4
Total		2	29	31	62

Table 4.107
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	35.000[a]	6	<0.001

In sum, according to crosstabulation for month of adjustment and job continuance, there were only four (4) items indicated significant which are important to interaction, communication, pay and training. Effective interaction with host-country colleagues, supervisors, and local communities enables male expatriates to communicate more effectively, build professional relationships, and understand workplace expectations. Besides, pay is another significant factor because competitive salaries, overseas allowances, and financial incentives motivate male expatriates to accept and remain on international assignments. However, training also plays an essential role in supporting male expatriates before and during overseas assignments.

4.6 Crosstabulation Analysis for Female Respondents

In this section, a researcher shows a crosstabulation for female regarding Work Environment and Job Continuance items. Table 4.108 shows a significant or not significant among female respondents with Work Environment and Job Continuance items.

Table 4.108
Crosstabulation Analysis for Female Respondents

	Significant/Not Significant	Asymp. Sig. (2-Sided)
Marital Status and Work Environment		
Marital status and task in the new position	Significant	0.004
Marital status and using skills and knowledge	Not significant	0.058
Marital status and work with host nationals	Not significant	0.094
Marital status and HR Development	Not significant	0.464
Marital status and risk management	Not significant	0.053
Marital status and worker protection	Not significant	0.390
Marital status and international standard	Not significant	0.005
Marital status and management style	Significant	0.001
Marital status and conducive environment	Significant	<0.001
Marital status and flexibility	Significant	0.001
Marital status and creativity	Not significant	0.329
Marital status and new technology	Not significant	0.408
Marital status and labor law	Not significant	0.474
Marital status and safety in workplace	Not significant	0.181
Marital Status and Job Continuance		

	Significant/Not Significant	Asymp. Sig. (2-Sided)
Marital status and interaction	Not significant	0.773
Marital status and communication with superior	Not significant	0.787
Marital status and pay	Not significant	0.084
Marital status and position and responsibility at work	Significant	0.027
Marital status and autonomy at work	Not significant	0.579
Marital status and work pressure	Not significant	0.460
Marital status and management practices	Not significant	0.078
Marital status and job satisfaction	Not significant	0.079
Marital status and benefits	Not significant	0.753
Marital status and social standing	Not significant	0.388
Marital status and facilitation of safety	Not significant	0.584
Marital status and provision of support service	Not significant	0.108
Marital status and preparing journey	Significant	0.002
Marital status and talent management	Not significant	0.193
Marital status and training	Not significant	0.444
Marital status and career planning	Not significant	0.061
Marital status and transparency	Not significant	0.099
Marital status and social knowledge and social skills	Not significant	0.578
Marital status and organization/employee engagement	Not significant	0.193
Marital status and confidence level	Significant	0.001
Marital status and work experience	Significant	0.040
Year of Working Experience and Work Environment		
Year of working experience and task in the new position	Not significant	0.137
Year of working experience and using skills and knowledge	Not significant	0.052
Year of working experience and work with host nationals	Not significant	0.552
Year of working experience and HR Development	Not significant	0.898
Year of working experience and risk management	Not significant	0.339
Year of working experience and worker protection	Not significant	0.276
Year of working experience and international standard	Not significant	0.365
Year of working experience and management style	Not significant	0.319
Year of working experience and conducive environment	Significant	0.013
Year of working experience and flexibility	Not significant	0.500
Year of working experience and creativity	Not significant	0.450
Year of working experience and new technology	Not significant	0.317
Year of working experience and labor law	Not significant	0.227
Year of working experience and safety in workplace	Not significant	0.601
Year of Working Experience and Job Continuance		
Year of working experience and interaction	Not significant	0.055
Year of working experience and communication with superior	Not significant	0.234
Year of working experience and pay	Significant	<0.001
Year of working experience and position and responsibility at work	Not significant	0.688
Year of working experience and autonomy at work	Not significant	0.180
Year of working experience and work pressure	Not significant	0.201
Year of working experience and management practices	Not significant	0.532
Year of working experience and job satisfaction	Not significant	0.760
Year of working experience and benefit	Significant	0.037
Year of working experience and social standing	Not significant	0.274

	Significant/Not Significant	Asymp. Sig. (2-Sided)
Year of working experience and facilitation of safety	Not significant	0.200
Year of working experience and provision of support service	Not significant	0.325
Year of working experience and preparing journey	Significant	<0.001
Year of working experience and talent management	Not significant	0.453
Year of working experience and training	Not significant	0.083
Year of working experience and career planning	Not significant	0.103
Year of working experience and transparency	Significant	<0.001
Year of working experience and social knowledge and social skills	Not significant	0.150
Year of working experience and organization/employee engagement	Not significant	0.453
Year of working experience and confidence level	Significant	0.003
Year of working experience and work experience	Not significant	0.077
Year of Expatriation and Work Environment		
Year of expatriation and task in the new position	Significant	0.023
Year of expatriation and using skills and knowledge	Significant	0.033
Year of expatriation and work with host nationals	Not significant	0.129
Year of expatriation and HR Development	Not significant	0.945
Year of expatriation and risk management	Not significant	0.272
Year of expatriation and worker protection	Not significant	0.085
Year of expatriation and international standard	Not significant	0.054
Year of expatriation and management style	Not significant	0.072
Year of expatriation and conducive environment	Significant	0.005
Year of expatriation and flexibility	Not significant	0.090
Year of expatriation and creativity	Not significant	0.141
Year of expatriation and new technology	Not significant	0.126
Year of expatriation and labor law	Not significant	0.142
Year of expatriation and safety in workplace	Not significant	0.427
Year of Expatriation and Job Continuance		
Year of expatriation and interaction	Significant	0.014
Year of expatriation and communication with superior	Not significant	0.190
Year of expatriation and pay	Significant	0.011
Year of expatriation and position and responsibility at work	Not significant	0.270
Year of expatriation and autonomy at work	Not significant	0.216
Year of expatriation and work pressure	Not significant	0.058
Year of expatriation and management practices	Significant	0.018
Year of expatriation and job satisfaction	Not significant	0.100
Year of expatriation and benefits	Not significant	0.215
Year of expatriation and social standing	Not significant	0.197
Year of expatriation and facilitation of safety	Not significant	0.051
Year of expatriation and provision of support service	Not significant	0.277
Year of expatriation and preparing journey	Significant	0.002
Year of expatriation and talent management	Not significant	0.193
Year of expatriation and training	Not significant	0.199
Year of expatriation and career planning	Not significant	0.148
Year of expatriation and transparency	Not significant	0.099
Year of expatriation and social knowledge and social skills	Not significant	0.199

	Significant/Not Significant	Asymp. Sig. (2-Sided)
Year of expatriation and organization/employee engagement	Not significant	0.193
Year of expatriation and confidence level	Significant	0.008
Year of expatriation and work experience	Not significant	0.271
Month of Adjustment and Work Environment		
Month of adjustment and task in the new position	Not significant	0.241
Month of adjustment and using skills and knowledge	Not significant	0.276
Month of adjustment and work with host nationals	Not significant	0.119
Month of adjustment and HR Development	Not significant	0.121
Month of adjustment and risk management	Not significant	0.103
Month of adjustment and worker protection	Not significant	0.619
Month of adjustment and international standard	Not significant	0.360
Month of adjustment and management style	Not significant	0.407
Month of adjustment and conducive environment	Significant	0.009
Month of adjustment and flexibility	Not significant	0.080
Month of adjustment and creativity	Not significant	0.842
Month of adjustment and new technology	Not significant	0.411
Month of adjustment and labor law	Significant	0.040
Month of adjustment and safety in workplace	Not significant	0.813
Month of Adjustment and Job Continuance		
Month of adjustment and interaction	Not significant	0.867
Month of adjustment and communication with superior	Not significant	0.490
Month of adjustment and pay	Not significant	0.393
Month of adjustment and position and responsibility at work	Not significant	0.177
Month of adjustment and autonomy at work	Not significant	0.071
Month of adjustment and work stress	Significant	<0.001
Month of adjustment and management practices	Not significant	0.492
Month of adjustment and job satisfaction	Not significant	0.113
Month of adjustment and benefits	Not significant	0.092
Month of adjustment and social standing	Not significant	0.813
Month of adjustment and facilitation of safety	Not significant	0.443
Month of adjustment and provision of support service	Not significant	0.223
Month of adjustment and preparing journey	Not significant	0.435
Month of adjustment and talent management	Not significant	0.966
Month of adjustment and training	Significant	0.033
Month of adjustment and career planning	Not significant	0.543
Month of adjustment and transparency	Not significant	0.471
Month of adjustment and social knowledge and social skills	Not significant	0.490
Month of adjustment and organization/employee engagement	Not significant	0.966
Month of adjustment and confidence level	Not significant	0.063
Month of adjustment and work experience	Not significant	0.129

4.6.1 Marital Status and Work Environment

A crosstabulation analysis was conducted to examine the relationship between marital status and task in the new position for female. The crosstabulation shows the majority of married respondents agree with the level of importance of task in the new

position, which represents 7 respondents (refer Table 4.109). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and task in the new position ($\chi^2 = 15.152$, $df = 4$, $p = 0.004$) (refer Table 4.110).

Table 4.109
Crosstabulation for Marital Status and Task in the New Position

		Task in the New Position			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Marital Status	Single	0	2	6	8
	Married	5	7	0	12
	Divorce/Separated	0	2	3	5
Total		5	11	9	25

Table 4.110
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	15.152[a]	4	0.004

A crosstabulation analysis was conducted to examine the relationship between marital status and international standard for female. The crosstabulation shows the majority of single respondents strongly agree with the level of importance of international standard, which represents 6 respondents (refer Table 4.111). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and international standard ($\chi^2 = 18.578$, $df = 6$, $p = 0.054$) (refer Table 4.112).

Table 4.111
Crosstabulation for Marital Status and International Standard

		International Standard				
		Strongly Disagree	**Disagree**	**Agree**	**Strongly Agree**	**Total**
Marital Status	Single	0	2	2	6	10
	Married	5	0	5	0	10
	Divorce/Separated	0	0	2	0	2
Total		5	2	9	6	22

Table 4.112
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	18.578[a]	6	0.005

A crosstabulation analysis was conducted to examine the relationship between marital status and management practice for female. The crosstabulation shows the majority of single respondents strongly agree with the level of importance of management practice, which represents 6 respondents (refer Table 4.113). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and management practice ($\chi^2 = 18.121$, $df = 4$, $p = 0.001$) (refer Table 4.114).

Table 4.113
Crosstabulation for Marital Status and Management Practice

		Management Practice			Total
		Strongly Disagree	Agree	Strongly Agree	
Marital Status	Single	0	5	6	11
	Married	5	5	0	10
	Divorce/Separated	0	5	0	5
Total		5	15	6	26

Table 4.114
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	18.121[a]	4	0.001

A crosstabulation analysis was conducted to examine the relationship between marital status and conducive environment for female. The crosstabulation shows the majority of married respondents strongly agree with the level of importance of conducive environment, which represents 12 respondents (refer Table 4.115). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and conducive environment ($\chi^2 = 18.667$, $df = 4$, $p = <0.001$) (refer Table 4.116).

Table 4.115
Crosstabulation for Marital Status and Conducive Environment

		Conducive Environment			Total
		Disagree	Agree	Strongly Agree	
Marital Status	Single	2	2	6	10
	Married	0	0	12	12
	Divorce/Separated	0	3	0	3
Total		2	5	18	25

Table 4.116
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	18.667[a]	4	<0.001

A crosstabulation analysis was conducted to examine the relationship between marital status and flexibility for female. The crosstabulation shows the majority of married respondents agree with the level of importance of flexibility, which represents 12 respondents (refer Table 4.117). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and flexibility ($\chi^2 = 15.726$, df = 3, $p = 0.001$) (refer Table 4.118).

Table 4.117
Crosstabulation for Marital Status and Flexibility

		Flexibility				Total
		Strongly Disagree	Disagree	Agree	Strongly Agree	
Marital Status	Single	0	2	2	6	10
	Married	5	0	7	0	12
Total		5	2	9	6	22

Table 4.118
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	15.726[a]	3	0.001

4.6.2 Marital Status and Job Continuance

A crosstabulation analysis was conducted to examine the relationship between marital status and position and responsibility at work for female. The crosstabulation shows the majority of married respondents strongyly agree with the level of importance of position and responsibility at work, which represents 11 respondents (refer Table 4.119). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and position and responsibility at work ($\chi^2 = 7.222$, df = 2, $p = 0.027$) (refer Table 4.120).

Table 4.119
Crosstabulation for Marital Status and Position and Responsibility at Work

		Position and Responsibility		Total
		Agree	Strongly Agree	
Marital Status	Single	0	11	11
	Married	5	7	12
	Divorce/Separated	0	3	3
Total		5	21	26

Table 4.120
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	7.222[a]	2	0.027

A crosstabulation analysis was conducted to examine the relationship between marital status and preparing journey for female. The crosstabulation shows the majority of married respondents agree with the level of importance of preparing journey, which represents 10 respondents (refer Table 4.121). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and preparing journey ($\chi^2 = 12.364$, $df = 2$, $p = 0.002$) (refer Table 4.122).

Table 4.121
Crosstabulation for Marital Status and Preparing Journey

		Preparing Journey		Total
		Agree	Strongly Agree	
Marital Status	Single	3	8	11
	Married	0	10	10
	Divorce/Separated	3	0	3
Total		6	18	24

Table 4.122
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	12.364[a]	2	0.002

A crosstabulation analysis was conducted to examine the relationship between marital status and confidence level for female. The crosstabulation shows the majority of married respondents strongly agree with the level of importance of confidence level, which represents 12 respondents (refer Table 4.123). The Chi-square test indicated a

significant ($p = 0.05$, $p < 0.05$) association between marital status and confidence level ($\chi^2 = 13.197$, $df = 2$, $p = 0.001$) (refer Table 4.124).

Table 4.123
Crosstabulation for Marital Status and Confidence Level

		Confidence Level		Total
		Agree	Strongly Agree	
Marital Status	Single	5	6	11
	Married	0	12	12
	Divorce/Separated	3	0	3
Total		8	18	26

Table 4.124
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	13.197[a]	2	0.001

A crosstabulation analysis was conducted to examine the relationship between marital status and work experience for female. The crosstabulation shows the majority of married respondents strongly agree with the level of importance of work experience, which represents 10 respondents (refer Table 4.125). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between marital status and work experience ($\chi^2 = 6.428$, $df = 2$, $p = 0.040$) (refer Table 4.126).

Table 4.125
Crosstabulation for Marital Status and Work Experience

		Work Experience		Total
		Agree	Strongly Agree	
Marital Status	Single	7	3	10
	Married	2	10	12
	Divorce/Separated	2	3	5
Total		11	16	27

Table 4.126
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	6.428[a]	2	0.040

4.6.3 Year of Working Experience and Work Environment

A crosstabulation analysis was conducted to examine the relationship between year of working experience and conducive environment for female. The crosstabulation shows the majority of 1-10 years of working experience respondents strongly agree with the level of importance of conducive environment, which represents 18 respondents (refer Table 4.127). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and conducive environment ($\chi^2 = 8.696$, $df = 2$, $p = 0.013$) (refer Table 4.128).

Table 4.127
Crosstabulation for Year of Working Experience and Conducive Environment

		Conducive Environment			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Working Experience	1-10 years	2	3	18	23
	11-20 years	0	2	0	2
Total		2	5	18	25

Table 4.128
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	8.696[a]	2	0.013

4.6.4 Year of Working Experience and Job Continuance

A crosstabulation analysis was conducted to examine the relationship between year of working experience and pay for female. The crosstabulation shows the majority of 1-10 years of working experience respondents strongly agree with the level of importance of pay, which represents 21 respondents (refer Table 4.129). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and pay ($\chi^2 = 8.696$, $df = 2$, $p = 0.013$) (refer Table 4.130).

Table 4.129
Crosstabulation for Year of Working Experience and Pay

		Pay		
		Agree	**Strongly Agree**	**Total**
Year of Working Experience	1-10 years	0	21	21
	11-20 years	1	2	3
	21-30 years	3	0	3

	31-40 years	1	0	1
Total		5	23	28

Table 4.130
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	23.455[a]	3	<0.001

A crosstabulation analysis was conducted to examine the relationship between year of working experience and benefit for female. The crosstabulation shows the majority of 1-10 years of working experience respondents strongly agree with the level of importance of benefit, which represents 16 respondents (refer Table 4.131). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and benefit ($\chi^2 = 8.504$, $df = 3$, $p = 0.037$) (refer Table 4.132).

Table 4.131
Crosstabulation for Year of Working Experience and Benefit

		Benefit		Total
		Agree	Strongly Agree	
Year of Working Experience	1-10 years	5	16	21
	11-20 years	1	2	3
	21-30 years	3	0	3
	31-40 years	1	0	1
Total		10	18	28

Table 4.132
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	8.504[a]	3	0.037

A crosstabulation analysis was conducted to examine the relationship between year of working experience and preparing journey for female. The crosstabulation shows the majority of 1-10 years of working experience respondents strongly agree with the level of importance of preparing journey, which represents 18 respondents (refer Table 4.133). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and preparing journey ($\chi^2 = 18.947$, $df = 3$, $p = <0.001$) (refer Table 4.134).

Table 4.133
Crosstabulation for Year of Working Experience and Preparing Journey

		Preparing Journey		Total
		Agree	Strongly Agree	
Year of Working Experience	1-10 years	1	18	19
	11-20 years	3	0	3
	21-30 years	1	0	1
	31-40 years	1	0	1
Total		6	18	24

Table 4.134
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	18.947[a]	3	<0.001

A crosstabulation analysis was conducted to examine the relationship between year of working experience and transparent for female. The crosstabulation shows the majority of 1-10 years of working experience respondents strongly agree with the level of importance of transparent, which represents 21 respondents (refer Table 4.135). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and transparent ($\chi^2 = 19.469$, $df = 3$, $p = <0.001$) (refer Table 4.136).

Table 4.135
Crosstabulation for Year of Working Experience and Transparent

		Transparent		Total
		Agree	Strongly Agree	
Year of Working Experience	1-10 years	0	21	21
	11-20 years	1	2	3
	21-30 years	1	0	1
	31-40 years	1	0	1
Total		3	23	26

Table 4.136
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	19.469[a]	3	<0.001

A crosstabulation analysis was conducted to examine the relationship between year of working experience and confidence level for female. The crosstabulation shows the majority of 1-10 years of working experience respondents strongly agree with the

level of importance of confidence level, which represents 18 respondents (refer Table 4.137). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of working experience and confidence level ($\chi^2 = 13.929$, $df = 3$, $p = 0.003$) (refer Table 4.138).

Table 4.137
Crosstabulation for Year of Working Experience and Confidence Level

		Confidence Level		Total
		Agree	Strongly Agree	
Year of Working Experience	1-10 years	3	18	21
	11-20 years	3	0	3
	21-30 years	1	0	1
	31-40 years	1	0	1
Total		8	18	26

Table 4.138
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	13.929[a]	3	0.003

4.6.5 Year of Expatriation and Work Environment

A crosstabulation analysis was conducted to examine the relationship between year of working expatriation and task in the new position for female. The crosstabulation shows the majority of 1-5 years of expatriation respondents agree with the level of importance of task in the new position, which represents 7 respondents (refer Table 4.139). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and task in the new position ($\chi^2 = 17.718$, $df = 8$, $p = 0.023$) (refer Table 4.140).

Table 4.139
Crosstabulation for Year of Expatriation and Task in the New Position

		Task in the New Position			
		Disagree	Agree	Strongly Agree	Total
Year of Expatriation	1-5 years	0	7	2	9
	6-10 years	5	2	4	11
	11-15 years	0	0	3	3
	16-20 years	0	1	0	1
	21-25 years	0	1	0	1
Total		5	11	9	25

Table 4.140
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	17.718[a]	8	0.023

A crosstabulation analysis was conducted to examine the relationship between year of working expatriation and using skill and knowledge for female. The crosstabulation shows the majority of 1-5 years of expatriation respondents agree with the level of importance of using skill and knowledge, which represents 9 respondents (refer Table 4.141). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and using skill and knowledge ($\chi^2 = 10.453$, $df = 4$, $p = 0.033$) (refer Table 4.142).

Table 4.141
Crosstabulation for Year of Expatriation and Using Skill and Knowledge

		Using Skill and Knowledge		Total
		Agree	Strongly Agree	
Year of Expatriation	1-5 years	9	3	12
	6-10 years	1	5	6
	11-15 years	0	3	3
	16-20 years	0	1	1
	21-25 years	0	1	1
Total		10	13	23

Table 4.142
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	10.453[a]	4	0.033

A crosstabulation analysis was conducted to examine the relationship between year of working expatriation and conducive environment for female. The crosstabulation shows the majority of 1-5 years of expatriation respondents agree with the level of importance of conducive environment, which represents 7 respondents (refer Table 4.143). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and conducive environment ($\chi^2 = 15.064$, $df = 4$, $p = 0.005$) (refer Table 4.144).

Table 4.143
Crosstabulation for Year of Expatriation and Conducive Environment

		Conducive Environment			
		Disagree	**Agree**	**Strongly Agree**	**Total**
Year of Expatriation	1-5 years	0	7	2	9
	6-10 years	5	2	4	11
	11-15 years	0	0	3	3
	16-20 years	0	1	0	1
	21-25 years	0	1	0	1
Total		5	11	9	25

Table 4.144
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	15.064[a]	4	0.005

4.6.6 Year of Expatriation and Job Continuance

A crosstabulation analysis was conducted to examine the relationship between year of working expatriation and interaction for female. The crosstabulation shows the majority of 1-5 years of expatriation respondents strongly agree with the level of importance of interaction, which represents 10 respondents (refer Table 4.145). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and interaction ($\chi^2 = 15.064$, $df = 4$, $p = 0.005$) (refer Table 4.146).

Table 4.145
Crosstabulation for Year of Expatriation and Interaction

		Interaction		
		Agree	**Strongly Agree**	**Total**
Year of Expatriation	1-5 years	2	10	12
	6-10 years	5	1	6
	11-15 years	0	3	3
	16-20 years	1	0	1
	21-25 years	1	0	1
Total		9	14	23

Table 4.146
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	12.504[a]	4	0.014

A crosstabulation analysis was conducted to examine the relationship between year of working expatriation and pay for female. The crosstabulation shows the majority of 1-5 years of expatriation respondents strongly agree with the level of importance of pay, which represents 12 respondents (refer Table 4.147). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and pay ($\chi^2 = 13.126$, $df = 4$, $p = 0.011$) (refer Table 4.148).

Table 4.147
Crosstabulation for Year of Expatriation and Pay

		Pay		Total
		Agree	Strongly Agree	
Year of Expatriation	1-5 years	0	12	12
	6-10 years	3	8	11
	11-15 years	0	3	3
	16-20 years	1	0	1
	21-25 years	1	0	1
Total		5	23	28

Table 4.148
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	13.126[a]	4	0.011

A crosstabulation analysis was conducted to examine the relationship between year of working expatriation and management practice for female. The crosstabulation shows the majority of 1-5 years of expatriation respondents strongly agree with the level of importance of management practice, which represents 10 respondents (refer Table 4.149). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and management practice ($\chi^2 = 7.998$, $df = 2$, $p = 0.018$) (refer Table 4.150).

Table 4.149
Crosstabulation for Year of Expatriation and Management Practice

		Management Practice		Total
		Agree	Strongly Agree	
Year of Expatriation	1-5 years	10	2	12
	6-10 years	5	6	11
	11-15 years	0	3	3
Total		15	11	26

Table 4.150
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	7.998[a]	2	0.018

A crosstabulation analysis was conducted to examine the relationship between year of working expatriation and preparing journey for female. The crosstabulation shows the majority of 1-5 years of expatriation respondents strongly agree with the level of importance of preparing journey, which represents 11 respondents (refer Table 4.151). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and preparing journey ($\chi^2 = 12.800$, $df = 2$, $p = 0.002$) (refer Table 4.152).

Table 4.151
Crosstabulation for Year of Expatriation and Preparing Journey

		Preparing Journey		Total
		Agree	Strongly Agree	
Year of Expatriation	1-5 years	0	11	11
	6-10 years	3	7	10
	11-15 years	3	0	3
Total		6	18	24

Table 4.152
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	12.800[a]	2	0.002

A crosstabulation analysis was conducted to examine the relationship between year of working expatriation and confidence level for female. The crosstabulation shows the majority of 1-5 years of expatriation respondents strongly agree with the level of importance of confidence, which represents 11 respondents (refer Table 4.153). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between year of expatriation and confidence level ($\chi^2 = 12.800$, $df = 2$, $p = 0.008$) (refer Table 4.154).

Table 4.153
Crosstabulation for Year of Expatriation and Confidence Level

		Confidence Level		Total
		Agree	Strongly Agree	

Year of Expatriation	1-5 years	1	11	12
	6-10 years	4	7	11
	11-15 years	3	0	3
Total		8	18	26

Table 4.154
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	9.747[a]	2	0.008

4.6.7 Month of Adjustment and Work Environment

A crosstabulation analysis was conducted to examine the relationship between month of adjustment and conducive environment for female. The crosstabulation shows the majority of 5-9 months of adjustment, respondents strongly agree with the level of importance of conducive environment, which represents 13 respondents (refer Table 4.155). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between month of adjustment and conducive environment ($\chi^2 = 13.602$, $df = 4$, $p = 0.009$) (refer Table 4.156).

Table 4.155
Crosstabulation for Month of Adjustment and Conducive Environment

		Conducive Environment			Total
		Disagree	Agree	Strongly Agree	
Month of Adjustment	0-4 months	2	3	1	6
	5-9 months	0	2	13	15
	10-14 months	0	0	4	4
Total		2	5	18	25

Table 4.156
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	13.602[a]	4	0.009

A crosstabulation analysis was conducted to examine the relationship between month of adjustment and labor law for female. The crosstabulation shows the majority of 5-9 months of adjustment, respondents strongly agree with the level of importance of labor law, which represents 10 respondents (refer Table 4.157). The Chi-square test

indicated a significant ($p = 0.05$, $p < 0.05$) association between month of adjustment and labor law ($\chi^2 = 10.000$, $df = 4$, $p = 0.040$) (refer Table 4.158).

Table 4.157
Crosstabulation for Month of Adjustment and Labor Law

		Labor Law			Total
		Disagree	Agree	Strongly Agree	
Month of Adjustment	0-4 months	2	3	1	6
	5-9 months	0	5	5	10
	10-14 months	0	0	4	4
Total		2	8	10	20

Table 4.158
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	10.000[a]	4	0.040

4.6.8 Month of Adjustment and Job Continuance

A crosstabulation analysis was conducted to examine the relationship between month of adjust and work stress for female. The crosstabulation shows the majority of 5-9 months of adjust respondents strongly agree with the level of importance of work stress, which represents 17 respondents (refer Table 4.159). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between month of adjust and work stress ($\chi^2 = 15.429$, $df = 2$, $p = <0.001$) (refer Table 4.160).

Table 4.159
Crosstabulation for Month of Adjustment and Work Stress

		Work Stress		Total
		Agree	Strongly Agree	
Month of Adjustment	0-4 months	4	1	5
	5-9 months	0	17	17
	10-14 months	2	3	5
Total		6	21	27

Table 4.160
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	15.429[a]	2	<0.001

A crosstabulation analysis was conducted to examine the relationship between month of adjust and training for female. The crosstabulation shows the majority of 5-9 months of adjust respondents strongly agree with the level of importance of training, which represents 13 respondents (refer Table 4.161). The Chi-square test indicated a significant ($p = 0.05$, $p < 0.05$) association between month of adjust and training ($\chi^2 = 10.519$, $df = 4$, $p = 0.033$) (refer Table 4.162).

Table 4.161
Crosstabulation for Month of Adjustment and Training

		Training			Total
		Disagree	Agree	Strongly Agree	
Month of Adjustment	0-4 months	2	0	4	6
	5-9 months	0	5	13	18
	10-14 months	0	0	4	4
Total		2	5	21	28

Table 4.162
Chi-Square Tests

Statistical Tests	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	10.519[a]	4	0.033

4.7 Factor Analysis

4.7.1 Factor of Work Environment

Work Environment dimension, there were fourteen (14) variables were analysed using the Principal Component Analysis (PCA) through SPSS Version 21. The appropriateness of the data for the Factor Analysis was assessed before the PCA was executed. The Factor Analysis ensured the quality of the criteria measured based on the prescribed limitations that had been determined earlier. All the variables for extraction of the communalities produced values more than 0.4. This is supported by Bayl-Smith, & Griffin, (2015) stated that items communalities (<.04) eliminated from the analysis. In terms of the result of the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy = 0.855, exceeding the recommended value of 0.6, and resulted to produce a

significant value of Sig. (p) = 0.00 in Bartlett's Test of Sphericity. However, the observation of the extraction found that variable 'work with host nationals' and 'management style' values appear in Component 1 and Component 2. Thus, the items were removed from the list and the remaining twelve (12) variables were analyzed for the PCA and factor analysis to ensure that all the variables in right component.

Then, the second inspection for PCA is repeated. In terms of the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy = 0.830, exceeding the recommended value of 0.6, and resulted to produce a highly significant value of Sig. (p) = 0.00 in Bartlett's Test of Sphericity. All the variables for extraction of the communalities produced values more than 0.4. So, the output of the variables exceeded the quality measure limitations and supported the factorability of the correlation matrix. Principal Component Analysis (PCA) had generated one (2) component with recorded eigenvalues exceeding 1, covering the Total Variance Cumulative of 69.833 percent. Based on the result generated for work environment factors (refer Table 4.163). Component 1 and Component 2 include six items. Component 1 consists of tasks in the new position, using skills and knowledge, risk management, International Standards, flexibility and creativity. Meanwhile, Component 2 consists of HR development, worker protection, conducive environment at workplace, new technology, labor law and safety in workplace. A summary of the results factor analysis of work environment is shown in Table 4.163.

Table 4.163
Rotated Component Matrix for Work Environment

	Component	
	1	**2**
Expatriate's capabilities		
Task in the new position	.935	
Using skills and knowledge	.899	
Risk management	.688	
International Standards	.746	
Flexibility	.705	
Creativity	.714	
Workplace Support System		
HR development		.782
Worker protection		.763
Conducive environment at workplace		.751
New technology		.744
Labour law		.776
Safety in workplace		.756
Eigenvalues	6.54	1.83

% Variance Explained	54.556	15.277
Cronbach's Alpha	.903	.896

The result of this finding is similar with previous studies have consistently reported that work environment significantly influences expatriates' cross-cultural work adjustment (Mahdy, Binzafrah, and Elsawy, 2026). This is supported by Chan, et al., (2021). However, the result of this finding produces two (2) new component which component 1 has namely as Expatriate's Capabilities that refer to the knowledge, skills, and abilities required by expatriates to effectively perform work tasks, manage risks, and adapt to international standards in multinational environments (Furuya, et al., 2007; Wang, et al., 2022). Meanwhile, component 2 namely Workplace Support System. However, there is no a recent literature that conceptualises workplace support as a single uniform construct; instead, it is represented through multiple interrelated dimensions such as work–life supportive contexts (Kossek, Porter, Rosokha, Wilson, Rupp, & Law-Penrose, 2024), occupational safety systems (Huang, Fu, Wei, Gollan & Xu, 2023), and HRM support practices (Sithambaram, & Tajudeen, 2023). In this study, these factors are integrated to form the Workplace Support System, which reflects organisational efforts in providing developmental, regulatory, technological, and environmental support to employees in multinational construction settings. In sum, these factors contribute to the expatriates' ability to adjust effectively to diverse cultural and professional environments.

4.7.2 Factor of Job Continuance

Job continuance dimension, there were twenty-one (21) variables analyzed using the Principal Component Analysis (PCA) through SPSS Version 21. The appropriateness of the data for the Factor Analysis was assessed before the PCA was executed. The Factor Analysis ensured the quality of the criteria measured based on the prescribed limitations that had been determined earlier. All the variables for extraction of the Communalities produced value more than 0.4. In terms of the result of the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy = 0.849, exceeding the recommended value of 0.6, and resulted to produce a significant value of Sig. (p) = 0.00 in Bartlett's Test of Sphericity. However, the observation of the extraction found that one variable which was 'field experience' value did not appear in any components. Thus, the item was removed. The second inspection for PCA is repeated. However, only

two variables appear in Component 4, which were variable 'interaction' and 'work pressure/stress'. Three (3) variables were the minimum requirement for the formation of component. Thus, the items were removed from the list and the remaining eighteen variables were analyzed for the PCA and factor analysis to ensure that all the variables in right component.

Then, the third inspection for PCA is repeated. In terms of the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy = 0.849, exceeding the recommended value of 0.6, and resulted to produce a highly significant value of Sig. (p) = 0.00 in Bartlett's Test of Sphericity. All the variables for extraction of the communalities produced values more than 0.4. So, the output of the variables exceeded the quality measure limitations and supported the factorability of the correlation matrix. Principal Component Analysis (PCA) had generated three (3) components with recorded eigenvalues exceeding 1, covering the Total Variance Cumulative of 77.578 percent. Based on the result generated for job continuance factors (refer Table 4.164). Component 1 consists of eight items; Component 2 consists of six items and Component 3 consist of four items. Meanwhile, Component 1 comprises of provision of support services, preparing journey, talent management, training, career planning, transparency, social knowledge and social skill and organization/employee engagement. Component 2 comprises of communication with superior, pay, autonomy, management practices, job satisfaction and social standing. Component 3 comprises of position, benefit/incentive, confidence level or work experience. A summary of the results of the job continuance dimension analysis is shown in Table 4.164.

Table 4.164
Rotated Component Matrix for Job Continuance

	Component		
	1	**2**	**3**
Personal Skills			
Provision of support services	.727		
Preparing journey	.792		
Talent management	.686		
Training	.869		
Career planning	.734		
Transparency	.781		
Social knowledge and social skill	.635		
Organization/employee engagement	.662		
Well-Being			
Communication with superior		.890	
Pay		.678	

Autonomy		.851	
Management practices		.906	
Job satisfaction		.813	
Social standing		.733	
Career Growth			
Position			.679
Benefits/Incentives			.691
Confidence level			.701
Work experience			.813
Eigenvalues	10.18	2.37	1.13
% Variance Explained	56.602	13.181	6.318
Cronbach's Alpha	.939	.937	.878

The results of this analysis consistently reported that job continuance as a key outcome of cross-cultural work adjustments (Gao, et al., 2024). However, the present study extends the existing literature by identifying the formation of new underlying factors through factor analysis. Rather than following the original theoretical dimensions, several items were grouped into new constructs that better reflect the experiences of Malaysian professional expatriates in the construction industry. These newly emerged factors indicate that job continuance is influenced by a combination of organizational support, career development, preparation, and expatriates' engagement practices that are specific to the context of international construction assignments. Therefore, the findings suggest that the factors influencing job continuance may vary according to industry and cultural context, highlighting the need to refine existing models of cross-cultural work adjustment for Malaysian expatriates in the construction sector.

4.8 Recapitulation of Research

The focus of this research is to explore the factors influencing cross-cultural work adjustment to retain professional Malaysian expatriates in the construction industry. The discussion will look at each of the criteria and a detailed explanation of the cross-cultural work adjustment obtained and its influence professional Malaysian expatriates to remain working with construction industry. Therefore, the discussion refers to the of the research objectives determined in Chapter 1.

Objectives 1: To identify the factor of cross-cultural work adjustment faced by professional Malaysian expatriates in the construction industry. It has been found that most researchers have identified that factors influencing cross-cultural work

adjustment. Thus, this research has found key components related to cross-cultural work adjustment for professional Malaysian expatriates in construction industry. The elements contributed to the cross-cultural work adjustment that have been identified were Work Environment and Job Continuance.

Objective 2: To analyze the factors influencing cross-cultural work adjustments among professional Malaysian expatriates in the construction industry. From the cross-cultural work adjustment mentioned in the literature review, efforts to identify factors that influence professional Malaysian expatriates to remain working with Malaysian construction industry were done from respondents' feedback collected. Raw data from respondent feedback were analysed through statistical procedures as mentioned earlier. Data reliability has been scrutinized to ensure quality data and qualify for conceptual proposal analysis. Determination of reliability level was done through internal consistency for each factor using Cronbach's Alpha Value.

Cronbach's Alpha Value for each derived cross-cultural work adjustment components recorded 0.90. The factors analysis of work environment scale comprised of 12 items with Cronbach's Alpha 0.92. The factors analysis of job continuance scale comprised of 18 items with Cronbach's Alpha 0.95. Table 4.165 shows the summary in details of reliability coefficient for the variables in the research.

Table 4.165
Reliability Coefficient for Cross-Cultural Work Adjustment

No.	Components	Derived Influence Factor	Number of Derived Variables	Cronbach's Alpha Value
1	Work Environment	Expatriate's capabilities	6	0.90
		Workplace Support System	6	0.89
2	Job Continuance	Personal skills	8	0.93
		Well-being	6	0.93
		Career growth	4	0.87

The KMO test and Bartlett's Test of Sphericity have been applied in order to determine whether the sampling was appropriate for the factor analysis procedure, and the significant of procedure was performed concurrently with approach applied by (Sekaran, 2003). From the data analysis procedure, the results of the analysis assess the respondents' perception in providing views related to the factors that contribute to the cross-cultural work adjustment of professional Malaysian expatriates. This process

involved professional Malaysian expatriates that remain working with companies in construction industry in Klang Valley. Thirty-five (35) questions or variables from the experience of expatriates that contribute to the cross-cultural work adjustment factor are identified through the reduction of a variable technique known as 'Factor Analysis'.

According to the survey results for the five components of cross-cultural work adjustment, this measure varies between 0 and 1, and values closer to 1 are better. Kline (1994) suggested the acceptable value of KMO is 0.6 and above. Kaiser-Meyer Olkin measure of sampling adequacy suggested that the sample was factorable (KMO=0.656). From the data analysis, 35 items were reduced to 30 items due to the low communalities value (<0.4) and item that appears in two (2) Components. Table 4.19 shows the analysis results of cross-cultural work adjustment components. The result of the data analysis has proven to provide sufficient basis to answer the research questions and objectives.

While, Work Environment has 12 variables and Job Continuance 18 variables. After run the analysis, the Work Environment produce two (2) new factors namely Expatriate's capabilities and Workplace Support System. Meanwhile, Job Continuance produces three (3) new factors namely Personal skill, Well-being and Career Growth. The first factor of Work Environment comprised six items namely: Expatriate's capabilities include task in the new position (0.93), using skills and knowledge (0.89), risk management (0.68), international standard (0.74), flexibility (0.75) and creativity (0.71). Second factor also includes six items namely: Workplace Support System includes human resource development (0.78), worker protection (0.76), conducive environment at workplace (0.75), new technology (0.74), labor law (0.77) and safety in workplace (0.75). Next, the variables for Job Continuance produce three (3) factors. For first variable of Job Continuance is Factor 1 namely: Personal skills comprised eight items include provision of support services (0.72), preparing journey (0.79, talent management (0.68), training (0.86), career planning (0.73), transparency (0.78), social knowledge and social skill (0.63) and organization/employee engagement (0.66). Factor 2 comprised six items namely: Well-being includes communication with superior (0.89), pay (0.67), autonomy (0.85), management practices (0.90), job satisfaction (0.81) and social standing (0.73). Factor 3 includes four items namely: Career growth includes position (0.67), benefits/incentives (0.69), confidence level (0.70) and work experience (0.81). Using the method of factor analysis, this research has identified the factors that influence the cross-cultural work adjustment of professional Malaysian

expatriates in construction industry. Table 4.166 shows the summary of statistical analysis result of cross-cultural work adjustment components influence factors.

Table 4.166
Analysis Result of Cross-Cultural Work Adjustment Components

No.	Components	Numbers of Original Variables	Number of Derived Variables	Influence Factor
1	Work Environment	14	12	Expatriate's Capabilities Workplace Support System
2	Job Continuance	21	18	Personal Skills Well-being Career Growth

Objective 3: To recommend a framework of cross-cultural work adjustment for professional Malaysian expatriates in the construction industry. This research intends to look on the cross-cultural work adjustment dimension of professional Malaysian expatriates in construction industry. This research help to identify the factors of expatriates that influence the cross-cultural adjustment dimension to retain professional Malaysian expatriates. The proposed framework was developed through exploratory factor analysis, which identified the underlying factors influencing expatriates' cross-cultural work adjustment and retention. The analysis demonstrated that the original constructs were reorganised into new factors that better represent the experiences of Malaysian expatriates working in international construction environments.

The recommend a framework consists of two major factors, namely work environment and job continuance. The work environment dimension comprises two factors. Meanwhile, the job continuance dimension consists of three factors. These findings indicate that successful cross-cultural work adjustment extends beyond individual adaptation and is strongly influenced by organizational practices that provide continuous support throughout the expatriation process.

Therefore, the recommend framework contributes to the existing body of knowledge by refining the dimensions of cross-cultural work adjustment within the context of the Malaysian construction industry. Unlike previous conceptual models, the framework is grounded in empirical evidence collected from professional Malaysian expatriates and reflects the unique organizational and work-related challenges

encountered during international assignments. The framework also provides practical guidance for construction organizations in designing effective human resource strategies that enhance expatriates' cross-cultural work adjustment and encourage long-term job continuance.

4.9 Summary of Chapter

This chapter presented the findings obtained from the questionnaire survey conducted among Malaysian expatriates employed in the construction industry. The analysis began with descriptive statistics, which provided an overview of the respondents' profile. Then, the descriptive statistics offered valuable insights into the composition of the sample and established a general understanding of the respondents participating in this research. Subsequently, crosstabulation analyses were performed to examine the distribution of respondents' profiles and to explore the relationships between demographic characteristics, work environment factors and job continuance factors. The analysis was first conducted for the overall respondent profile and was then further divided according to gender. Separate crosstabulation analyses for male and female respondents enabled a more detailed examination of potential differences in perceptions of work environment factors and job continuance factors.

After that, factor analysis was subsequently conducted to evaluate the underlying structure of the measurement items and to assess the construct validity of the research instrument related to the work environment and job continuance. The results confirmed that the questionnaire items were appropriately grouped according to their respective constructs and demonstrated acceptable levels of validity for further analysis. The factor analysis also reduced data complexity by identifying the most significant dimensions represented within the work environment and job continuance variables.

Overall, the analyses presented in this chapter provided a comprehensive examination of the survey data and offered empirical evidence regarding the characteristics of Malaysian expatriates working in the construction industry. The next chapter discusses the findings in relation to the existing literature, presents the study's conclusions, highlights its theoretical and practical contributions, and offers recommendations for future research.

CHAPTER 5
RECOMMENDATION AND CONCLUSION

5.1 Introduction

This chapter presents the final part of the study by outlining the key recommendations and drawing the overall conclusion. Based on the findings, the research highlights both theoretical and practical implications for cross-cultural work adjustment among Malaysian expatriates. The chapter begins with recommendations aimed at policymakers, organizations, and expatriates themselves, focusing on strategies to strengthen adjustment, retention, and performance in international assignments. These recommendations are designed not only to address the challenges identified in the research but also to enhance Malaysia's capacity to develop and retain globally competitive talent.

This research set out to examine the factors influencing cross-cultural work adjustment of Malaysian expatriates, with a particular focus on professional experiences, organizational support, and national policies. The findings confirm that successful adjustment is not determined by individual effort alone, but by a combination of personal, organizational, and institutional factors that either enable or hinder expatriates' ability to adapt abroad and reintegrate upon return.

From a practical perspective, the study underscores the urgent need for Malaysia to balance the benefits of return migration with the risks of skill underutilization and weak global representation. While returnees bring valuable knowledge and expertise, premature or poorly managed repatriation can reduce Malaysia's influence in global industries and limit opportunities for innovation and knowledge transfer. The findings emphasize that effective cross-cultural adjustment not only improves expatriate performance abroad but also strengthens Malaysia's capacity to meet national development goals.

In conclusion, the research affirms that cross-cultural work adjustment is a strategic necessity for Malaysia's economic, social, and diplomatic development. By integrating stronger policies, organizational practices, and individual competencies, Malaysia can enhance expatriate success abroad while ensuring meaningful reintegration at home. Such efforts will position the nation to retain global talent,

expand international networks, and drive sustainable growth in an increasingly interconnected world.

5.2 Achievement of Research Objectives

As described in Chapter 1, the research is conducted to achieve the three objectives namely to identify the factors of cross-cultural work adjustment faced by professional Malaysian expatriates in construction industry, to analyse the factors influencing cross-cultural work adjustments among professional Malaysian expatriates in construction industry and to recommend a framework of cross-cultural work adjustment for professional Malaysian expatriates in construction industry. Descriptive statistic, crosstabulation analysis and factor analysis were used to achieve this objective. Descriptive statistics were carried out on respondent's profile and the factors influencing of cross-cultural work adjustment. Crosstabulation analysis was conducted in this study to examine the association between respondents' demographic characteristics and the identified factors influencing cross-cultural work adjustment and retention among Malaysian expatriates in construction industry. Factor analysis was done to classify the selected items into related factors of cross-cultural work adjustment. This is intended to ensure that the findings can be used as an initiative to improve Malaysian expatriates' strategies and recommend a framework.

5.2.1 Factors of Cross-Cultural Work Adjustments Influences Professional Malaysian Expatriates in Construction Industry

The purpose of objective one is to identify the factors of cross-cultural work adjustment faced by professional Malaysian expatriates in the construction industry. To address the research gaps, a literature review from previous studies is conducted and identified in certain literature. In addition, it is important to ensure that knowledge and awareness of current developments or problems related to the research can be known comprehensively. For this research, researchers have successfully identified reliable variables, methodologies, appropriate approaches and outcomes that are then adopted in the field of research studies, analysis and recommendations. Therefore, the success of the researcher in achieving the first research objective is symbolized by expansion questionnaire instrument, which includes thirty-five (35) items from factors influencing cross-cultural work adjustment. After the analysis has been done, thirty (30) items were used. Another five (5) items were dropped out. All the items have identified could give impact on the implementation of cross-cultural work adjustment for professional Malaysian expatriates in construction industry. All the information obtained has guided

the development of the research framework. Basically, this has supported the achievement of the first objectives of the research.



Figure 5.1 Factors of Cross-Cultural Work Adjustments Influence Professional Malaysian Expatriates in Construction Industry
(Source: Author, 2025)

5.2.2 Factors Influencing Cross-Cultural Work Adjustments Among Professional Malaysian Expatriates in Construction Industry

The second objective of this research is to analyse the factors influencing cross-cultural work adjustments among professional Malaysian expatriates in construction industry. At the first stage, the findings have successfully demonstrated the contributing factors of the cross-cultural work adjustments to the implementation of professional Malaysian expatriates in construction industry. There are comparison objectives 1 and objective 2. According to objective 1, factors influencing cross-cultural work adjustment has been identified at the first stage which comprise Work Environment that

include fourteen (14) items and Job Continuance comprise twenty-one (21) items. Work Environment includes task in the new position, using skills and knowledge, work with host nationals, HR development, risk management, worker protection, international standard, management style, conducive environment at workplace, flexibility, creativity, new technology, labor law and safety in workplace. Meanwhile, Job Continuance comprise interaction, communication with superior, pay, position and responsibility at work, autonomy at work, work stress, management practices, job satisfaction, benefit, social standing, facilitation of safety, provision of support services, preparing journey, talent management, training, career planning, transparency, social knowledge, organization engagement, confidence level and work experience.

Second stage, researcher run the analysis through factor analysis. The items that most significant were found through factor analysis and it has been generated a few new factors. This is important to ensure that extracted items match the features constructed and grouped with an effective approach. The items were rotated to give the better fit of data. From the analysis thirty-five (35) items were extracted and grouped. The five (5) items were dropped out from the analysis because of the low communalities and amongst the items forms and appear in two (2) components. In Work Environment, originally fourteen (14) items were identified, but two (2) items were dropped out which are "Work with host national" and "Management style". Meanwhile, Job Continuance factors originally include twenty-one (21) items, but three (3) items were dropped out namely "Interaction", "Work pressure/stress" and "Facilitation of safety". Thus, all items were thirty (30). The percentage of total variance for all components was more than 60% and the result of the KMO value were more than .60. Therefore, objectives 2 has been achieved through the findings of 30 contributes factors influencing cross-cultural work adjustments among professional Malaysian expatriates in the construction industry.

Finding from objective 1 consists of two (2) contributing factors in cross-cultural work adjustment namely Work Environment and Job Continuance. However, after conducted analysis, it shows Work Environment produces two (2) new factors namely Expatriate's Capabilities and Workplace Support System. Expatriate's Capabilities consists of six (6) items includes task in the new position, using skills and knowledge, risk management, international standard, flexibility and creativity. Besides, Workplace Support System includes HR development, worker protection, conducive environment, new technology, labor law and safety in workplace. Meanwhile, Job

Continuance produces three (3) new factors namely Personal Skills, Well-being and Career Growth. In Personal Skills includes provision of support services, preparing journey, talent management, training, career planning, transparency, social knowledge, and organization engagement. In Well-Being factors that comprise communication with superior, pay, autonomy, management practices, job satisfaction and social standing. In Career Growth factors includes position, benefit, confidence level and work experience.

These findings have successfully demonstrated the contributing factors influencing cross-cultural work adjustment to retain professional Malaysian expatriates in construction industry. This information contributes to a better understanding and its important to the expatriates to retain in organization. These findings indicate that is has supported the conceptual framework that was formed at the beginning of the research (Refer figure 5.2).

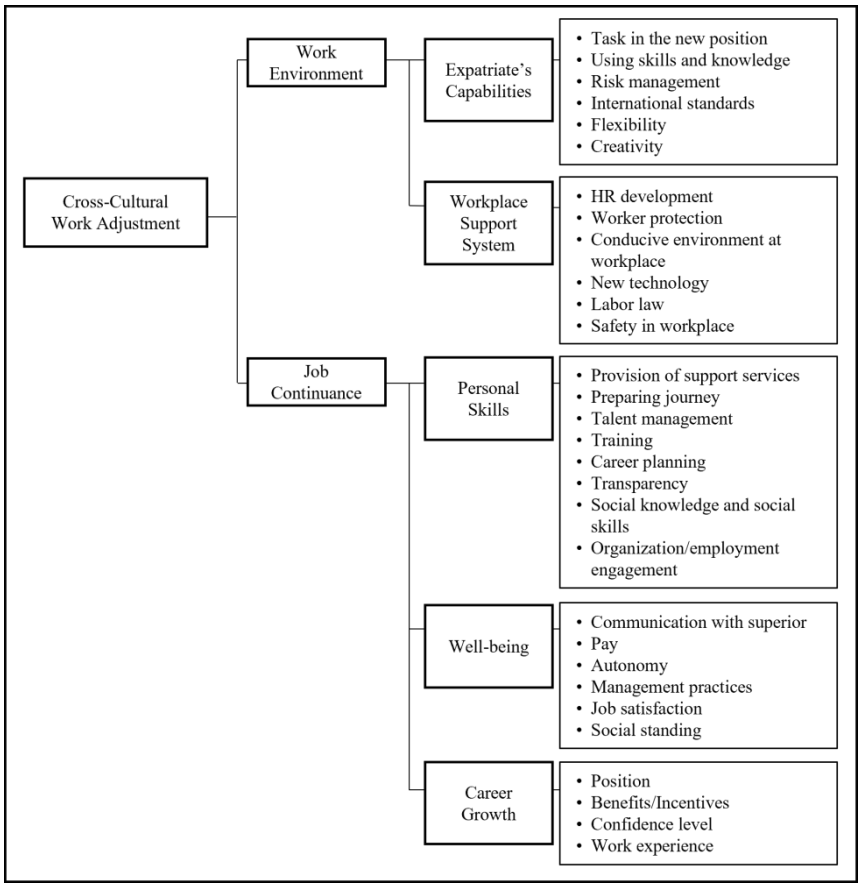


Figure 5.2 Contributing Factors Influencing Cross-Cultural Work Adjustment for Professional Malaysian Expatriates in Construction Industry
(Source: Author, 2025)

The findings suggest that Expatriate Capabilities (including task in new position, using skills and knowledge, risk management, international standards,

flexibility, and creativity) play an important role in facilitating expatriates' work environment. These capabilities enable expatriates to perform effectively in unfamiliar international construction environments by reducing uncertainty in job tasks and increasing confidence in managing complex project requirements. When expatriates are able to apply their professional knowledge and adapt their working methods, they are more likely to adjust successfully to different work practices and expectations in host-country environments (Black, Medenhall, & Oddou's, 1991; Ang, & Van Dyne, 2008; Kour, & Jyoti, 2022). This is supported by Abdalla, Li, and Yang, (2025) the notion that individual work-related competencies are critical enablers of cross-cultural work adjustment, particularly in high-demand industries such as multinational construction, where task complexity and cross-border standards are high.

Besides, the findings also indicate that a Workplace Support System (HR development, worker protection, conducive environment at workplace, new technology, labour law, and safety in workplace) significantly contributes to expatriates' work environment. A supportive organisational system provides expatriates with the necessary resources, guidance, and protection to cope with unfamiliar cultural and work environments. In particular, structured HR development programmes, strong safety practices, and clear organisational policies reduce work-related stress and enhance expatriates' sense of security and belonging. This enables smoother adaptation to host-country work norms and strengthens their ability to function effectively in multicultural teams. Therefore, organisational-level support systems are essential in facilitating cross-cultural work adjustment among expatriates in multinational construction projects.

Meanwhile, Personal Skills are the abilities and competencies that help expatriates manage challenges and adjust successfully in an overseas work environment. Hence, Well-being stated as expatriates' physical and emotional health that supports their ability to adapt and work successfully in a new environment. Besides, Career Growth is the opportunity for expatriates to improve their professional skills and achieve future career advancement. In sum, the identified factors provide a foundation for developing a cross-cultural work adjustment framework to support the retention of professional Malaysian expatriates in the global construction industry.

5.2.3 A Conceptual Framework on Cross-Cultural Work Adjustment for Professional Malaysian Expatriates in Construction Industry

To recommend a framework of cross-cultural work adjustment for professional Malaysian expatriates in construction industry. Thus, at the end of the research, a framework knowns ad the "Framework on Factors Influencing Cross-Cultural Work Adjustment to Retain Professional Malaysian Expatriates in Construction Industry" was introduced to maintain and improved the cross-cultural work adjustments among professional Malaysian expatriates. The framework translated the findings of the research conducted. As a result, the drafting of this framework can be summarized as an indicator of the success of this research has achieved the third objective. The proposed conceptual framework is illustrated in Figure 5.3.

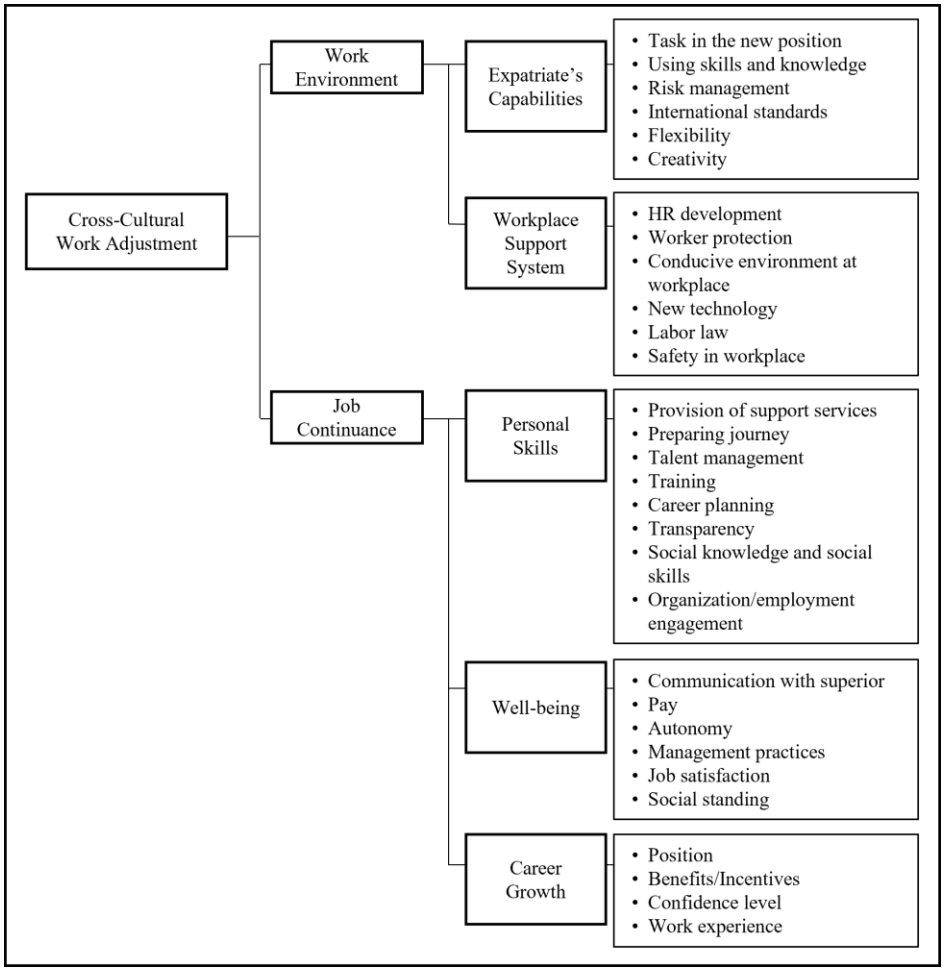


Figure 5.3 A Conceptual Framework of Cross-Cultural Work Adjustment for Professional Malaysian Expatriates in Construction Industry (Source: Author, 2025)

A cross-cultural work adjustment has become one of the most important determinants of expatriate effectiveness and retention in international assignments (Gao, et al., 2024). Overall, the conceptual framework developed in this study provides an integrated understanding of how the work environment and job continuance influence cross-cultural work adjustment and retention in international assignments. By linking organisational workplace conditions with adjustment outcomes and long-term career commitment, this framework extends existing expatriate adjustment literature by offering a more holistic view of the expatriation process within the construction industry context.

This conceptual framework contributes theoretically by demonstrating the sequential relationship between environmental conditions, adaptation processes, and retention outcomes, thereby strengthening the explanatory of Cross-Cultural Work Adjustment perspectives. Practically, it offers valuable insights for multinational construction organisations by highlighting the importance of creating supportive, safe, flexible, and development-oriented work environments to enhance expatriates' adjustment and encourage retention of international assignment commitment. Hence, this conceptual framework serves as a strategic guide for improving expatriate retention and reducing turnover intentions in global construction projects.

5.3 Research Contribution

5.3.1 Strategies

This research was conducted to provide some contributions that can be used as a reference for the future. It provided new information about the factors influencing cross-cultural work adjustment and retention of professional Malaysian expatriates in construction industry. It also helps to seek the contributing factors that important to cross-cultural work adjustment in Malaysia multinational construction industry. Findings of this research can be considered as an eye opener for the improvement on the policies regarding to the professional Malaysian expatriates in construction industry working in abroad. The contribution from this research is interesting as it offers new improvements on strategies and recommend a framework for the implementation to the TalentCorp especially in construction industry field. It is important to government especially policy makers to make a strategy for professional Malaysian expatriates because of encouraging retention of talent, supporting knowledge transfer, addressing

of returnees, strengthening Malaysia's global competitiveness and strengthen the economy.

As informed by TalentCorp does not have any research or publication on factors influencing cross-cultural work adjustment to retain professional Malaysian expatriates in construction industry. Also, TalentCorp did not have any framework regarding to retain professional Malaysian expatriates in construction industry. TalentCorp only focuses on the area of return incentives, long-term stay and career mobility, administrative support, diaspora engagement and to attract scholar and graduate retention. However, TalentCorp seems to prioritize diaspora return and collaboration, rather than in-depth studies on expatriate experiences abroad. This clearly show that this research produces new strategies and recommend a framework based on factors influencing cross-cultural work adjustment among professional Malaysian expatriates in construction industry that need to be considered to counter the problems that returnees experienced from abroad.

5.3.2 Practices

This research was conducted with the intention to fill the lack of information related to the cross-cultural work adjustments to retain professional Malaysian expatriates in construction industry. Research is carried out from the perception and experiences of professional Malaysian expatriates in construction industry for expatriates: because of to retain professional Malaysian expatriates, improve performance and adaptation, understanding culture dynamic, for organizations and government: gaining competitive advantage, aligning organizational goals and employee needs, developing effective policies and strategies. This research can provide a clear picture of the factors that contribute and thus can improved the awareness to the expatriates, organization and government in terms of cross-cultural work adjustment among professional Malaysian expatriates. Furthermore, the two main factors influencing cross-cultural work adjustment can provide a good guidance for professional Malaysian expatriates. In addition, this research provides a clear understanding according to this research and as a guide for government to overcome the problems encountered. It can be used to suggest the government especially policy maker to be implemented based on the framework on cross-cultural work adjustment for

professional Malaysian expatriates. This information is also particularly important for the government or construction industry agencies as a guide to make the best decision.

5.3.3 Recommendation

Having conducted this research, the researcher realizes that there are some potential recommendations to conduct future research related to cross-cultural work adjustment in construction industry. Based on the findings of this study, construction multinational companies should adopt a comprehensive approach to strengthening cross-cultural work adjustment among professional Malaysian expatriates by implementing the proposed framework. Firstly, the recommendation should implement to policymakers especially government making a strategies or guideline must aligns with academic research. This is suggested by Zainol, et al., (2020) developed a conceptual model of personal and work cross-cultural adjustment among Malaysian professional expatriates in the construction industry based on a review of previous studies. Therefore, this study extends the work of Zainol, et al. (2020) by empirically examining the factors influencing cross-cultural work adjustment among professional Malaysian expatriates in the construction industry. The findings of this research provide empirical evidence on the applicability of the identified factors and further contribute to the refinement of the cross-cultural work adjustment framework through the emergence of context-specific factors related to expatriates' work environment and job continuance.

Second, organization such as TalentCorp should consider this adjustment when designing programs, ensuring policies are evidence-based rather than solely incentive-driven. Organizations are encouraged to enhance workplace support systems, promote positive work environment practices, and provide greater work flexibility to facilitate expatriates' adaptation to overseas assignments. In addition, organizations should invest in comprehensive pre-departure preparation, continuous support services, effective talent management, and strong organizational engagement throughout the expatriation cycle. These initiatives should include cross-cultural training, mentoring programmes, career development opportunities, regular communication with headquarters, and employee well-being support to improve expatriates' work adjustment and encourage retention.

Furthermore, policymakers and industry stakeholders should collaborate in developing standardized expatriate management guidelines and competency development programmes to strengthen the global competitiveness of Malaysian construction professionals. Finally, the researcher suggested that future research is recommended to validate the proposed framework using larger samples, use of mixed method design to obtain in-depth information and advanced statistical techniques to further enhance the understanding of cross-cultural work adjustment across different industries and international contexts.

5.4 Summary of Chapter

Performing research on this topic includes the perception on how professional Malaysian expatriate's experience is sufficiently expressed. This chapter presents the discussion of the main findings of the study in relation to the research objectives, followed by the contributions of the study in terms of strategies, practices, and recommendations for relevant stakeholders. The chapter also provides an overall synthesis of how the study addresses the research problem concerning work environment, cross-cultural work adjustment, and job continuance among Malaysian expatriates in the construction industry.

The first part of this chapter evaluates the achievement of the research objectives. The findings indicate that the first research objective, which aimed to identify the factor of cross-cultural work adjustment faced by professional Malaysian expatriates in the construction industry, has been achieved. The results demonstrate that the work environment and job continuance plays an important role in influencing expatriates' ability to adapt to different cultural and organizational settings in international construction projects.

The second research objective, which focused to analyse the factor influencing cross-cultural work adjustments among professional Malaysian expatriates in the construction industry, has been achieved. The findings suggest that expatriates who experience higher levels of adjustment to their work roles, organizational practices, and host-country environment are more likely to demonstrate stronger intentions to continue working with their organization.

In terms of research contributions, this study provides several important implications for strategies, practices, and recommendations. From a strategic

perspective, the findings emphasise the need for multinational construction companies to prioritise the development of supportive and structured work environments as part of their expatriate management strategy. This includes fostering inclusive organizational cultures, strengthening leadership effectiveness, and ensuring clear communication channels across international project teams.

From a practical perspective, the study highlights the importance of implementing effective human resource practices such as cross-cultural training programmes, mentorship systems, and expatriate support services. These practices can enhance expatriates' adjustment process and improve their overall work experience in foreign assignments. In addition, organisations are encouraged to regularly assess workplace conditions to ensure they meet the needs of expatriates working in challenging and multicultural environments.

Overall, this chapter concludes that the research objectives have been successfully achieved and that the study provides meaningful contributions to theory, practice, and policy. The findings reinforce the importance of work environment and job continuance towards cross-cultural work adjustment as key determinants of expatriates' retention in the construction industry, particularly within the Malaysian context. The study therefore offers valuable insights for improving expatriate management strategies and enhancing organizational effectiveness in international construction projects.

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APPENDICES

APPENDIX 1

Questionnaire Form

CONFIDENTIAL

(SURVEY FORM)

Research on

FACTORS INFLUENCING CROSS-CULTURAL WORK ADJUSTMENT & RETENTION OF PROFESSIONAL MALAYSIAN EXPATRIATES IN THE CONSTRUCTION INDUSTRY

This survey is conducted to evaluate cross-cultural work adjustments to retain professional Malaysian expatriates in the construction industry. Your responses will be kept strictly confidential. No one will have the access to the responses you provide. Only the primary researcher will have access to them.

Your cooperation is very much appreciated.

Terminologies used in this questionnaire are as follows:

Expatriates **:** Malaysian executive who is contracted by a Malaysian company for overseas projects. The person does not include a local or third country national engaged by his or her company.

FOR ENQUIRIES, PLEASE CONTACT

HAZIRAH BINTI AZAMI
Master in Built Environment (Research)
MARA University of Technology (Shah Alam)
Email address: hazirahazami1@gmail.com
Mobile Tel. : +6 013 5833458

SECTION A - RESPONDENT PROFILE

The following questions seek to retrieve some background data about you.

Please check (/) on the appropriate box for each question.

1. Gender

	Male
	Female

2. Marital status

	Single
	Married
	Divorced/Separated

3. Race

	Malay
	Chinese
	Indian
	Other

4. Who accompanied you during your overseas assignment? (You may tick more than one box)

	Alone
	Spouse
	Children
	Others, please specify:_____

5. Total years of working experience in the company? _____ years

6. Total years of expatriation? _____ years

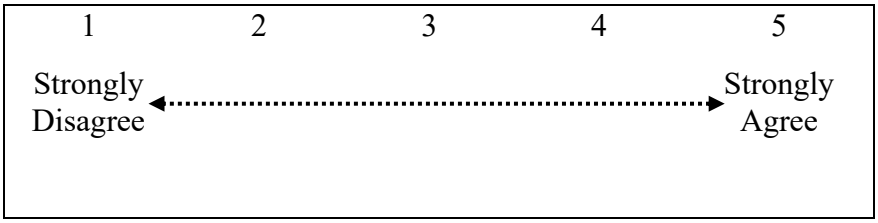
7. How long did it take for you to adjust in the host environment? _____ months

SECTION B – WORK ENVIRONMENT

The following section relates to work adjustment with respect to your expatriation.

B – WORK ENVIRONMENT

8. This section is about the company's work environment. As an expatriate of the company, please rate indicate your level of agreement or disagreement on the superiority of the following company work attributes by checking (/) on the appropriate box next to them on the basis of the following scale.



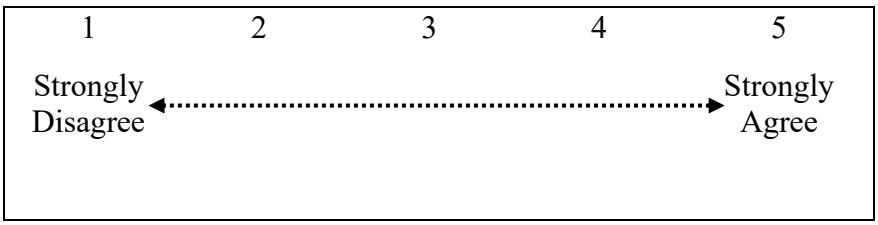
a. Task in the new position	(1) (2) (3) (4) (5)
b. Using skills and knowledge in the present job	(1) (2) (3) (4) (5)
c. Work with host nationals in organization	(1) (2) (3) (4) (5)
d. Human resource development	(1) (2) (3) (4) (5)
e. Risk management	(1) (2) (3) (4) (5)
f. Worker protection	(1) (2) (3) (4) (5)
g. International Skill Centers (International standard)	(1) (2) (3) (4) (5)
h. Management style	(1) (2) (3) (4) (5)
i. Conducive environment at workplace	(1) (2) (3) (4) (5)
j. Flexibility	(1) (2) (3) (4) (5)
k. Creativity	(1) (2) (3) (4) (5)
l. New technology	(1) (2) (3) (4) (5)
m. Labour law	(1) (2) (3) (4) (5)
n. Safety in workplace	(1) (2) (3) (4) (5)

SECTION C – JOB CONTINUANCE

The following section relates to job continuance with respect to your adjustment.

C - ELEMENTS ASSOCIATED WITH JOB CONTINUANCE WITH THE COMPANY

9. Please rate your level of agreement or disagreement with the following items that might influence your continuance with the company by checking (/) on the appropriate box next to them on the basis of the following scale.



a. Interaction	(1) (2) (3) (4) (5)
b. Communication with superior	(1) (2) (3) (4) (5)
c. Pay	(1) (2) (3) (4) (5)
d. Position and responsibility at work	(1) (2) (3) (4) (5)
e. Autonomy at work	(1) (2) (3) (4) (5)
f. Work pressure/stress	(1) (2) (3) (4) (5)
g. Management practices	(1) (2) (3) (4) (5)
h. Job satisfaction	(1) (2) (3) (4) (5)
i. Benefits/Incentives	(1) (2) (3) (4) (5)
j. Social standing and financial extras	(1) (2) (3) (4) (5)
k. Facilitation of safety	(1) (2) (3) (4) (5)
l. Provision of support service	(1) (2) (3) (4) (5)
m. Preparing journey	(1) (2) (3) (4) (5)
n. Talent management	(1) (2) (3) (4) (5)
o. Training	(1) (2) (3) (4) (5)
p. Career planning	(1) (2) (3) (4) (5)
q. Transparency	(1) (2) (3) (4) (5)
r. Social knowledge and social skills	(1) (2) (3) (4) (5)
s. Organization/employee engagement	(1) (2) (3) (4) (5)
t. Confidence level	(1) (2) (3) (4) (5)
u. Work experience	(1) (2) (3) (4) (5)

It would be very helpful if you could provide us your name and contact information for future. I give assurance of your anonymity and the confidentiality of the data you provide.

Your name : _____
Telephone number : _____
Email address : _____

I would like to thank you for your participation in this research. The main finding of the research is influencers of expatriate retention among Malaysians who serve Malaysian companies abroad.

END OF THE QUESTIONNAIRE

APPENDIX 2

Factor Analysis for Work Environment

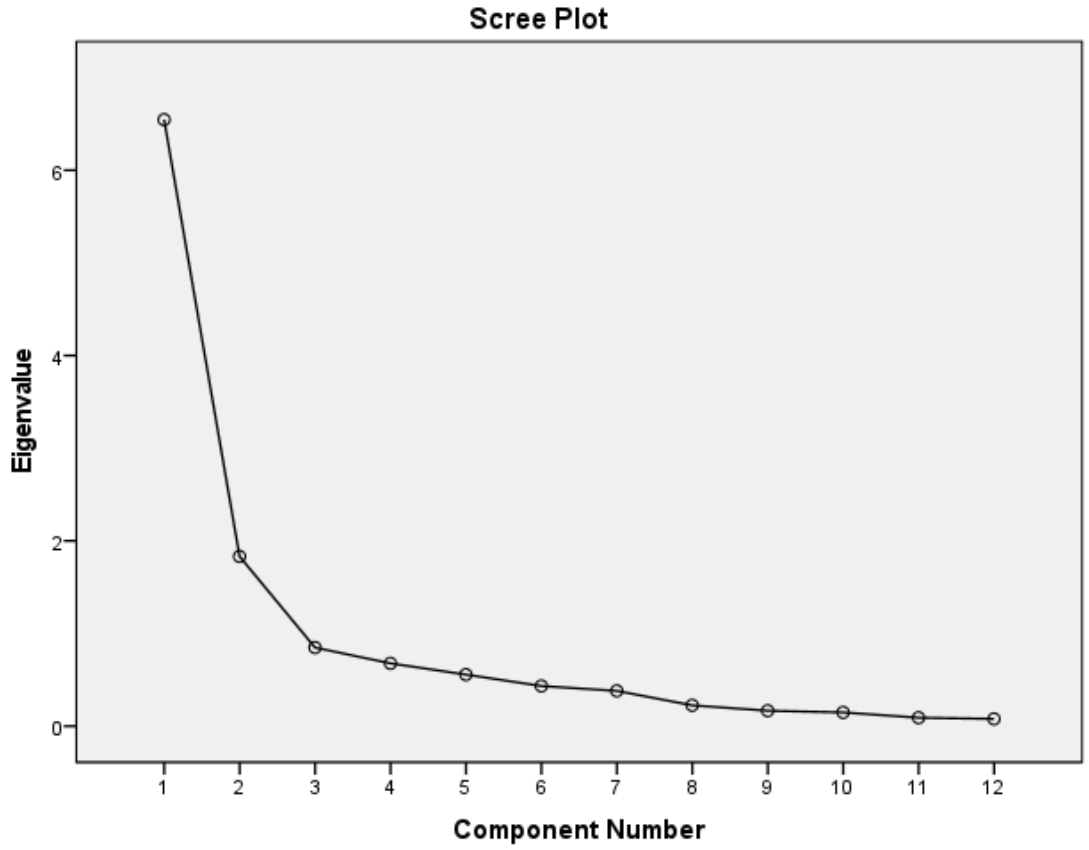
Reliability Statistics	
Cronbach' Alpha	N of Items
.922	12

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.830
Bartlett's Test of Sphericity	Approx. Chi-Square	1169.667
	Df	78
	Sig.	<.001

Communalities		
	Initial	Extraction
Task in the new position	1.000	.877
Using skills and knowledge	1.000	.815
Risk management	1.000	.667
International Standards	1.000	.636
Flexibility	1.000	.666
Creativity	1.000	.601
HR development	1.000	.719
Worker protection	1.000	.748
Conducive environment at workplace	1.000	.616
New technology	1.000	.778
Labour law	1.000	.675
Safety in workplace	1.000	.583

Extraction Method: Principal Component Analysis

Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loading		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.547	54.556	54.556	6.547	54.556	54.556	4.355	36.289	36.289
2	1.833	15.277	69.833	1.833	15.277	69.833	4.025	33.545	69.833
3	.850	7.080	76.914						
4	.679	5.661	82.574						
5	.558	4.650	87.224						
6	.435	3.622	90.847						
7	.382	3.186	94.033						
8	.226	1.885	95.918						
9	.168	1.400	97.318						
10	.150	1.246	98.564						
11	.093	.772	99.336						
12	.080	.664	100.000						



Component Matrix[a]		
	Component	
	1	2
Task in the new position	.713	-.607
Using skills and knowledge	.713	-.553
Risk management	.803	
International Standards	.738	
Flexibility	.796	
Creativity	.728	
HR development	.774	
Worker protection	.818	
Conducive environment at workplace	.679	
New technology	.854	
Labour law	.727	
Safety in workplace		.627

Extraction Method: Principal Component Analysis

a.2 components extracted

Rotated Component Matrix[a]		
	Component	
	1	2
Task in the new position	.935	
Using skills and knowledge	.899	
Risk management	.688	
International Standards	.746	
Flexibility	.705	
Creativity	.714	
HR development		.782
Worker protection		.763
Conducive environment at workplace		.751
New technology		.744
Labour law		.776
Safety in workplace		.756

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

APPENDIX 3

Factor Analysis for Job Continuance

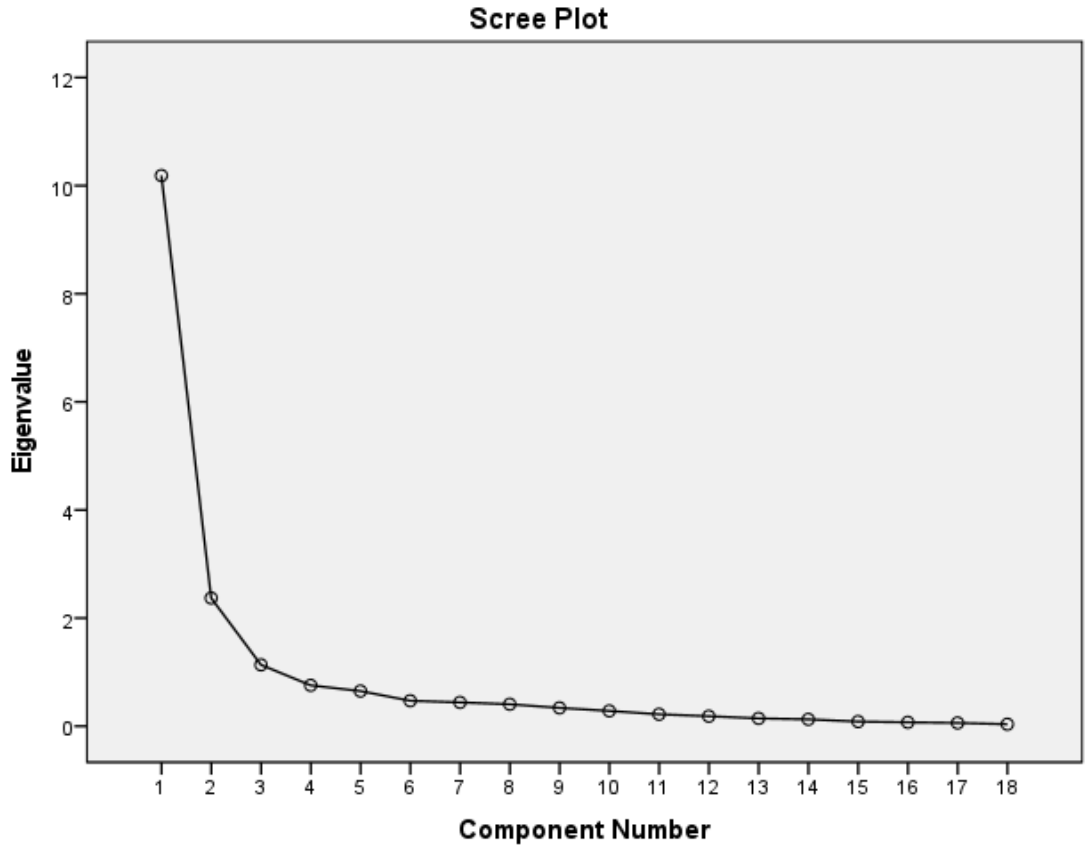
Reliability Statistics	
Cronbach' Alpha	N of Items
.952	18

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.830
Bartlett's Test of Sphericity	Approx. Chi-Square	1169.667
	df	78
	Sig.	<.001

Communalities		
	Initial	Extraction
Provision of support services	1.000	.816
Preparing journey	1.000	.651
Talent management	1.000	.769
Training	1.000	.812
Career planning	1.000	.744
Transparency	1.000	.721
Social knowledge and social skill	1.000	.695
Organization/employee engagement	1.000	.761
Communication with superior	1.000	.804
Pay	1.000	.713
Autonomy	1.000	.814
Management practices	1.000	.881
Job satisfaction	1.000	.837
Social standing	1.000	.755
Position	1.000	.692
Benefits/Incentives	1.000	.762
Confidence level	1.000	.777
Work experience	1.000	.695

Extraction Method: Principal Component Analysis

Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loading		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.188	56.602	56.602	10.188	56.602	56.602	5.193	28.848	28.848
2	2.373	13.181	69.784	2.373	13.181	69.784	4.816	26.756	55.603
3	1.137	6.318	76.101	1.137	6.318	76.101	3.690	20.498	76.101
4	.758	4.209	80.310						
5	.651	3.619	83.930						
6	.473	2.625	86.555						
7	.442	2.456	89.011						
8	.408	2.266	91.277						
9	.341	1.892	93.169						
10	.285	1.581	94.751						
11	.222	1.236	95.987						
12	.186	1.035	97.022						
13	.146	.812	97.834						
14	.129	.714	98.549						
15	.087	.484	99.033						
16	.074	.410	99.443						
17	.062	.345	99.788						
18	.038	.212	100.000						



Component Matrix[a]			
	Component		
	1	2	3
Provision of support services	.845		
Preparing journey	.620		
Talent management	.855		
Training	.704		
Career planning	.796		
Transparency	.695		
Social knowledge and social skill	.817		
Organization/employee engagement	.842		
Communication with superior	.590	.651	
Pay	.785		
Autonomy	.717		
Management practices	.709	.585	
Job satisfaction	.720		
Social standing	.790		
Position	.765		
Benefits/Incentives	.817		
Confidence level	.808		
Work experience	.583		-.575

Extraction Method: Principal Component Analysis

a.3 components extracted

Component Matrix[a]			
	Component		
	1	2	3
Provision of support services	.727		
Preparing journey	.792		
Talent management	.686		
Training	.869		
Career planning	.734		
Transparency	.781		
Social knowledge and social skill	.635		
Organization/employee engagement	.662		
Communication with superior		.890	
Pay		.678	
Autonomy		.851	
Management practices		.906	
Job satisfaction		.813	
Social standing		.733	
Position			.679
Benefits/Incentives			.691
Confidence level			.701
Work experience			.813

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

AUTHOR'S PROFILE



Hazirah Binti Azami hold a Bachelor of Town and Regional Planning (Hons.) in 2019 from Universiti Teknologi Mara (UiTM), Selangor (Puncak Alam campus). Currently, she is a housewife. In effort to increase her knowledge and interest in built environment, Hazirah Azami enrolled in postgraduate studies at Universiti Teknologi Mara (UiTM), Selangor Branch starting 2019. She is currently in the final stages of completing a Master of Science in Built Environment. She hopes this will be her ambition to pursue the next level of qualification and realize her ambition to expand in higher level.

LIST OF PUBLICATIONS

Azami, H., Zainol, H., & Ali, N. E. (2021). Contributory dimensions on cross-cultural work adjustments for professional Malaysian expatriates in construction industry. In *Virtual Go-Green: Conference and Publication (V-GoGreen 2020)* (pp. 255-260).

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Zainol, H., Tambi, A. M. A., Ali, N. E., & Azami, H. (2020). Expatriatesâ€™ Psychological Distress Components of Malaysian Construction Company in Host Country. *Environment-Behaviour Proceedings Journal*, *5*(14), 53-58.