

5. CONCLUSION AND RECOMMENDATIONS

5.1. SUMMARY AND CONCLUSION

The experience survey gave insight into different aspects of the expatriate's motivation to live in Malaysia. Due to the convenience sampling, the aspects mentioned may not be conclusive and can not be projected on a wider population

The study showed a correlation between the satisfaction of the spouse and the length of time the expatriate has been working in Malaysia. Further, 61.5% of the spouse have been working before they moved to Malaysia. The PWC's survey identified the dual career issue as a one of the main reasons for European expatriates to refuse an assignment. The career break of the partner would outweigh the benefits of such an assignment, and is obviously more significant for higher skilled workers. The possibility to work would contribute to the satisfaction of the spouse and would supply Malaysia with more skilled labour. It is therefore a suggestion to review the regulations that restrict the possibility of the spouse to work. This would have a double impact, as more skilled labour is in the local market and the expatriate can be expected to stay longer in Malaysia

5.2. LIMITATIONS

Because of the convenience sample, the characteristics of the sample cannot be portrait to a wider population. But only one third of the respondents were contacted directly. The other two thirds of the responses resulted from the snowballing effect. Due to this fact the bias caused by the convenience sample is reduced.

5.3. SUGGESTIONS FOR ADDITIONAL RESEARCH

The design of future research should be less towards the classic expatriate, but should cater more for self-employed expatriates as well as expatriates that seek local employment. Questions that refer to the typical expatriate package (medical benefits, fringe benefits, ...) should be formulated accordingly.

Unmarried expatriates are very low with the level of satisfaction that they perceive from the Malaysian society and Malaysian culture. It is statistically significant, that these factors become less important to the expatriate, as he works in Malaysia. As a fact, the expatriate learns that he as a foreigner is

'exempted' from rules and norms that are imposed on host-nationals by local culture and society. With reference to the economist (2002), it is possible that highly skilled host-nationals after their return from overseas studies perceive satisfaction with their culture and society in a similar way as their international counterparts. As a consequence such Malaysian nationals might seek their exemption overseas.

Effect of assimilation: How long should an expatriate stay in Malaysia? How much assimilation is desirable?

5.4. IMPLICATIONS

5.4.1 *The expatriate*

The expatriate can expect to derive higher satisfaction from outside of work than the working environment itself. He can expect to be very satisfied with a comfortable, less pressuring working environment, the responsibility given in the job, as well as the generally low cost of living.

The biggest sources of dissatisfaction should be expected from subordinates, budget allocation, organisation's policies and children's education. The subordinates are less hardworking and competent than they are expected to be. Also the allocated budget and the organisation's policies do not live up to expectations. The standard of education given to their children is not dissatisfying by itself, but cannot match the outstanding high expectations. The opportunities for personal growth will be less. This is in the nature of his employment, as the expatriate is employed for his outstanding skills and knowledge that is not available locally. Therefore he should regard himself as a provider for personal growth to others that is paid off with higher responsibility.

5.4.2 *The organisation*

The organisation should brief the expatriate on what to expect from the assignment before hand. But the organisation should also know how the expatriates perceive the assignment. Improvements on the factors identified as dissatisfiers will result in higher motivation and efficiency of the expatriate.

The expatriate can be promised a high satisfaction with working environment and job responsibility. Also pay can be expected to be a satisfier.

The biggest dissatisfiers are *subordinates, budget allocation, organisation's policies, personal growth* and *equipment / supplies*. If the organisation manages to improve in these areas, it should be able to increase the level of motivation and efficiency of the most expensive employees, the expatriates. The source of the dissatisfaction with subordinates could possibly be linked to the organisation's policies that are considered less helpful in terms of work performance. The budget allocation, as well as equipment / supplies do not match the expectations as to have positive effects on work effectiveness.

5.4.3 Malaysia as the host country

The positive correlation of the satisfaction of spouse with many other factors makes it the single most important factor. The higher the satisfaction of the spouse, the longer the expatriate will stay in Malaysia and the higher his satisfaction with non-work factors will be. And the higher the satisfaction with non-work factors, the higher his satisfaction with work factors will be.

For this reason Malaysia should look into ways to better accommodate the spouse. Two third of the non-Malaysian spouse have been working before they moved to Malaysia. The ability to work is expected to contribute significantly to the satisfaction of the spouse. It is therefore suggested to consider a relaxation on the availability of working permits for the spouse of expatriates.