

## Job Performance of Expatriates in Health Care Sector: A Review Article

**Ms. KAVITHA. K**

Research Scholar

Saveetha School of Management

Saveetha Institute of Medical and Technical Sciences, Chennai  
India.

**Dr. P. PRAVEEN KUMAR**

Associate Professor

Saveetha School of Management

Saveetha Institute of Medical and Technical Sciences, Chennai  
India.

### ABSTRACT

Employee motivation is a critical component when job performance is concerned in the health industry. It directly affects service quality, effectiveness, and equity. A worker's proficiency and resource availability are insufficient to achieve best performance from the worker. Although monetary rewards may be significant factors in determining employee performance, they alone won't motivate an employee. A foreign expat's job performance is a complicated process that transcends several disciplinary borders, including sociology, organizational development, psychology and economics. The internal, individual-level determinants, organizational-level determinants and variables resulting from interactions with broader society culture have an impact on the effectiveness of health professionals. Health sector reforms will have an influence on how well employees present their jobs, which may have an impact on channels of accountability, reporting structures, organizational culture, human resource management, client and community connections.

### 1. INTRODUCTION

The health care industry is essential to quality of life. Expatriates in health sector have global experience when they are moved from one country to other country. In many countries, job satisfaction influences more on the job performance and this leads to the nurses' retention (Cherry Ann C. ballad, 2016 & Alrawahi et al., 2020). Financial hardship in the healthcare industry may force professionals to relocate. The job performance of an overseas health professional would be good if the financial assistance provided by an organization is satisfied, including the workplace atmosphere (Almalki et al., 2011 & Sharon M Mickan, 2005). The challenges faced in this sector are more as well as compared to others, whereas the lack of higher level of management support may affect the quality of work performance (Majd Dameh, 2009). Expats encounter cultural differences more frequently, that might affect their personal and professional lives (Sultana et al., 2019). Due to family conflict, gender concerns, and cultural differences, there are fewer female expats in Arabic-speaking nations where health care workers do their jobs (Lamadah et al., 2014). The effectiveness of the health professionals' work is influenced by the individuals' view of the job, management support, and work stress (Al-Homayan et al., 2013). Sometimes, work-related stress makes it harder for people to succeed abroad. In these situations, a lot of assistance and new legislative interventions may be helpful.

## 2. METHODS AND MATERIALS

According to the necessary items, the review was conducted. Google Scholar and article-based databases for the health industry were used to gather the reviews. The keywords used for search are job happiness, stress, motivation, and commitment. A total of 71 reviews were used to support the sample size, methods, and conclusions.

## 3. RESULTS AND DISCUSSIONS

**3.1** From the perspective of a health care professional working abroad, factors such as job satisfaction, workplace comfort, financial perks, and work environment are very important. A small amount of assistance is provided via the organization's plan and training. Notwithstanding the training obtained before to expatriation, the actual challenges encountered are different. The quality of their work and their performance on the job are completely impacted by these challenges because an individual is unable to put forth their best effort in order to succeed. They experience professional and psychological effects, which for some expats may cause career disruption.

**Table 1: Major Comments on Premature Return Intentions**

S. No.	Author	Sample Size	Location	Sampling Method/Tools Used	Major Comments
1	Montano et al. (2017)	4772	Germany	Meta-analytic random-effect model is used.	Leadership and job performance are strongly correlated.
2	Barhem et al. (2010)	377	UAE	Cross-tabulation analysis is used.	Satisfaction level differ from private and public health sectors.
3	Akah (2013)	200	Nigeria	Pearson Product Moment Correlation Coefficient statistics is used.	Awareness of stress management should be known.
4	Ogunjimi et al., (2008)	400	Nigeria	Pearson Product Moment Correlation Coefficient statistics is used.	Conflicts, security of job and stress influences the expat's job performance.

5	Elsheikh et al., (2018)	700	Saudi Arabia	Cross sectional data is used.	Highly experienced foreign health care workers are hired.
6	Naqvi et al., (2013)	400	Azad Jammu & Kashmir	Pearson correlation and Regression is used.	Lack of work environment comfort, financial issues and time is seen.
7	Abdul Haeba Ramli, (2018)	82	Jakarta	Structural Equation Modeling is done.	Compensation influences on job performance and satisfaction.
8	Abdul Haeba Ramli, (2019)	82	Jakarta	Structural Equation Modeling is done.	Good work environment influences on job performance and satisfaction.
9	Kok & Muula, (2013)	410	Malawi	Coding framework is done.	Appreciation and performance management is needed.
10	Algarni et al., (2018)	29	Saudi Arabia	Grounded approach is used.	Culture impacts on work practices and quality of service.
11	Karatepe & Avci (2019)	212	Northern Cyprus	Confirmatory factor analysis is used.	Supervisor support is required in public hospitals.

12	Elbarazi et al., (2017)	4108	Saudi Arabia	Systemic review was done.	Lack of cultural interventions.
13	Alorhiri et al., (2019)	850	Saudi Arabia	Stratified random sampling test is done.	Leadership and organizational culture has great impact on expat's retention.
14	Barhem et al., (2011)	175	Saudi Arabia	Evaluation method is used.	Workplace stress is always complicated.
15	Kumar et al., (2014)	333	India	Multistage random sampling technique is used.	Job satisfaction level differs with contract and regular employees.
16	Hee et al., (2016)	180	Malaysia	Simple random sampling technique is used.	Motivation leads to great performance.
17	Kumari & Sangwan (2015)	300	Haridwar	Multistage sampling method is used.	Capacity and job performance has a great relationship.
18	Peters et al., (2010)	1916	India	Cross-sectional survey is used.	Motivation, skill development and work environment influences more on health worker.
19	Benslimane & Khalifa (2016)	19	Saudi Arabia	Mixed quantitative and qualitative method is used.	Plans are to be upgraded.

20	Kazmi et al., (2008)	55	Pakistan	Spearman's correlation and multiple regression is used.	Job stress can result in low job performance.
21	Dajani & Mohamed (2017)	335	Egypt	Quota sampling procedure is used.	Commitment towards job is needed.
22	Al-Maabadi et al., (2018)	500	Saudi Arabia	Cross-sectional descriptive correlational design is used.	Well designed job can satisfy employees in health sectors.
23	Indradevi & Veronica, (2018)	115	India	SEM is used.	Continuous commitment towards work influences more on the work quality.
24	Nayak et al.,	279	India	Descriptive research design is used.	Commitment and workplace empowerment are related to each other.
25	Aziz et al., (2021)	157	Iraq	Quantitative method was used.	Job satisfaction and work commitment are closely related.
26	Azeem & Akhtar, (2014)	275	Yanbu-KSA	Convenient sampling method is used.	Commitment, work-life balance and job satisfaction are highly interlinked.

27	Chen et al., (2011)	456	USA	Path analysis is done.	Experience in career is associated with performance of job.
28	Kebriaei & Moteghedhi (2009)	76	Iran	Cross-sectional study was done.	Dissatisfaction towards benefits leads to low quality of work.
29	Elsheikh et al., (2018)	700	Saudi Arabia	Cross-sectional study is done.	Expat with rare specialties and highly skilled health-care providers are hired.
30	Shazali et al., (2013)	146	Malaysia	Sampling method is used.	There is a strong relationship between healthcare performance and practice.
31	Getie et al., (2013)	372	Ethiopia	Cross-sectional study design is used.	Reduction of nurses turnover intention should be followed.
32	Abujaber & Katsioloudes, (2015)	320	Qatar	Statistical analysis is done.	Job satisfaction influences on job performance.
33	Albougami et al., (2020)	318	Saudi Arabia	Cross-sectional study is done.	HR policies can improve quality and job satisfaction towards work.

34	Harrasi & Balushi (2020)	84	Oman	Exploratory research design is used.	There is a link between leadership and knowledge.
35	Zaghloul et al., (2008)	499	Saudi Arabia	Cross-sectional descriptive study is done.	Job satisfaction of nurses and benefits much needed.
36	AbdelRahman et al., (2012)	82	UAE	Random sampling method is used.	Language barrier can slow the job performance.
37	Alghamdi & Khan (2018)	110	Saudi Arabia	Convenience sampling is used.	Organizational commitment and satisfaction towards job helps in performance.
38	Bose et al., (2020)	250	UAE	Statistical tools is used.	Difference is seen in job satisfaction.
39	Sahertian et al., (2020)	189	Indonesia	SEM_PLS is used.	Culture influences on commitment towards job.
40	Salem et al., (2016)	591	Minnesota	Descriptive co-relation design is used.	Nurses have commitment to work and satisfaction.
41	Aamir et al., (2016)	357	Malaysia	Quantitative method is used.	Work life balance leads to retention of nurses.
42	Isikhan et al., (2004)	109	Turkey	Kruskall-Wallis analysis is used.	Training should be given to cope up with work stress.

43	Platis et al., (2015)	246	Greece	Principal components analysis is done.	Self-satisfaction is much more needed.
44	Erdogan & Yildirim	479	Turkey	Spearman's correlation analysis is done.	Organizational commitment and job satisfaction is high.
45	Karaca & Emul, (2022)	210	Turkey	Work engagement scale is used.	Work satisfaction should be encouraged.
46	Berberoglu & Secim, (2015)	38	Northern Cyprus	SPSS is used.	Commitment affects the performance of health care workers.
47	Khamlub et al., (2013)	164	Japan	Cross-sectional study is used.	Job satisfaction can influence job performance.
48	Shah et al., (2001)	370	Kuwait	Multivariate analysis is done.	Effective training can improve the job performance.
49	Buceta et al., (2019)	480	Spain	Convenience sampling is used.	Self interest may improve job performance.
50	Bodur (2002)	153	Turkey	Statistical analysis is done.	Quality of working conditions affects nurses' performance.
51	Ng et al., (2016)	503	Malaysia	Cross-sectional design is done.	Family conflict and satisfaction influences job performance.



52	Fabiene & Kachchhap (2016)	152	Philippines	Quantitative methods is used.	Job satisfaction of employees is required for better job performance.
53	Chaulagain & Khadka (2012)	75	Nepal	Cross-sectional design is done.	Financial benefits are not enough in health care sector.
54	Lima et al., (2014)	22	Brazil	Qualitative research is done.	Working conditions should be peaceful.
55	Rathert & May (2007)	307	USA	Factor analysis is done.	Job motivation is required for all employees.
56	Nazan Kartal (2018)	493	Turkey	Correlation analysis is done.	Work load can decrease the performance level.
57	Gordon et al., (2015)	214	California & Netherlands	Confirmatory factor analysis is used.	Employee behavior and practical knowledge is required.
58	Janicijevic et al., (2013)	18642	Serbia	Data analysis is done.	Satisfaction of worker is needed.
59	Rana et al., (2022)	550	Pakistan	Purposive sampling is used.	Performance appraisal is encouraged.
60	Gil-Lacruz et al., (2019)	364	Spain	Evaluation model is designed.	Satisfaction influences the level of work quality.

61	Janjhua & Chandrakanta (2012)	160	India	Correlation analysis is done.	Relationship stress with patients affects employees' performance.
62	Abate & Mekonnen (2022)	4092	Ethiopia	Cross-sectional study design is used.	Job satisfaction influences job performance.
63	Hagopian et al., (2009)	641	Uganda	Statistical analysis is done.	Low salary package affects the job performance.
64	Munir et al., (2011)	188	Denmark	Longitudinal design is used.	Leadership style improves the job performance.
65	Chew et al., (2013)	149	Malaysia	Cross-sectional survey is done.	Motivation influences job performance.
66	Leshabari et al., (2008)	448	Tanzania	Cross-sectional study is done.	Improved plans and policies helps nurses to perform better.
67	Malik et al., (2019)	283	Pakistan	Cross-sectional study design is used.	Emotionally intelligent health care workers survive better.
68	Richardson et al., (2009)	54942	USA	Independent sample t test is used.	Career satisfaction is important.
69	Wong & Cummings (2009)	147	USA	Leadership Practices inventory is used.	Leadership behavior helps more.

70	Billah et al., (2020)	977	Saudi Arabia	Cross-sectional survey is needed.	Job security creates job dissatisfaction.
71	Geleta et al., (2021)	343	Addis Ababa city	Systematic random sampling technique is used.	Cultural diversity is required.

**3.2.** According to health care organizations, expatriates are asset to a company. It is a challenge for an organization to bring highly skilled and special category health professionals from another country to work with the expats. The organization would occasionally be able to make all the necessary preparations and plans to convince an expat to leave their home, but occasionally these could not be made. While the programs and policies might not be appropriate for a company, the financial benefits would still be realized; in that instance, further arrangements would be established for the professional.

**3.3.** As a consequence of the reviews, expats in the healthcare field who are well-established and receiving all the perks display their performance. Despite the stress of their jobs, cultural differences, family problems, and long hours, they can handle all of their problems with the right support and needs. The way a person views and is interested in their work might occasionally boost performance. Losing interest in their work, the surroundings, and the respect of their coworkers may also cause them to produce work of inferior quality.

## CONCLUSION

In the health care sector, an expat's work performance is quite important. Stress is identified as the psychological response in this study, which is seen as a significant and understandable response to the stimuli in the workplace. The reviews partially supported the importance of organizational support in reducing the impact of stress on nurses' ability to do their jobs. Plans, policies, a work-life balance, commitment, and adjustments made by the organization may aid the expat in producing the required quantity and quality of work. If the aforementioned variables make people uncomfortable, performance may be affected. The effects on female health professionals are greater due of issues with their families, long workdays, transportation, and inadequate benefits. For female nurses working overseas, getting the right help, organizational and administrative support, benefits, travel, work hours, and work environment are all major issues. Even while someone wants to work harder and show off their talents, these stressful situations may have a negative impact on their performance, which is bad for both the business and the expat. Proper guidance may help a health care professional to achieve their goals.

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