

Global Short-Term Business Travel Compliance and Its Impact on Job Stress of Employee

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Abstract

We live in an era where technology has revolutionized the corporate world, providing us with different communication options to connect with people even from remote areas. But when it comes to business crunching it's important for real life human interaction, which makes many employees across the globe take business trips. Numerous articles have discussed the long-term assignments of expatriates, overseas adaptation, cross-cultural training, and their work performances. Compared to long term business trips, short term business trips increase the risk of assignees falling under the radar. This study focuses on short-term business trips and its impact on their job stress. Around 100 samples were collected from those who take short overseas business trips to conduct this study. Statistical tools like Correlation, Regression and weighted average method were used to draw the results.

Key Words : Expatriates , Cross cultural training ,business trips

1.Introduction:

Today's business activity is increasingly global in scope, and overseas assignments are regarded as crucial to an organization's competitive performance. Multinational firms are increasingly reliant on mobile cadres of individuals to carry out their globalization objectives in this scenario (Perkins & Hendry, 2001). Globalization continues to generate a competitive business climate for international firms (Adler, 2002; Konopaske et al., 2005). To participate in increasingly hypercompetitive global marketplaces, businesses must have skilled global managers or personnel with competences that differentiate their strategy decisions (Ghoshal and Bartlett, 1997). Though long-term projects continue to draw the attention of majority of researchers in the International Human Resource Management (IHRM) literature, MNC's have undertaken enormous changes over time in global staffing processes in order to survive in today's competitive global markets (Collings, Scullion, and Morley 2007). The augmented utilization of alternate forms of global operational in addition to traditional long-term business assignments (Welch, Welch and Worm 2007), 'flex patriates' (Mayerhofer, Hartmann, Michelitsch-Riedl and Kollinger 2004), and short-term assignments (Tahvanainen, Welch and Worm 2005) are particularly evident. Short-term expatriate business visits appear to be a viable alternative in light of the current issues. When compared to expatriates on long-term employment, expats are more mobile and skilled. More notably, short-term expat management is said to be less problematic as they are frequently not accompanied by their partners during assignments (Tahvanainen, Welch, & Worm, 2005). The assignments have also been described as an alternative to long-term expatriate business visits. According to a survey involving 1,000 global organizations (KPMG, 2010), the use of this sort of assignment has increased by 80% (Sparrow, Brewster, & Harris, 2004).

1.1 Objectives of the Study

- To determine the benefits of corporate travel.
- To identify the relationship between job stress and short term business travel
- To study the influence of demographic factors on an individual to take business trip.

2. Review of Literature

Off- the - Job Stress

Working overseas, away from one's native nation, is referred to as expatriation (Edström & Galbraith, 1977). Organizations should consider the strategic implications of expatriate assignments (Morley & Heraty, 2004). They are employed for a number of purposes; for instance, expatriates serve as knowledge transfer agents, helping the subsidiary acquire expertise from the host country and acting as agents of control, coordinating subsidiary activities with parent operations (Delios & Björkman, 2000). In international start-ups, partnerships, joint ventures, and mergers and acquisitions, the deployment of expatriates is especially crucial since it facilitates the transfer of knowledge, skills, and other synergies (Briscoe & Schuler, 2004). Employee acceptance of the assignment does not always imply their eagerness to accept. An expatriate who leaves for a foreign country against their will may worry about returning to the parent company once their abroad job has ended and feel as though they have lost out on future career opportunities. Work stress was defined by Milbourne and Wilkinson (2015) as the spiritual exhaustion brought on by gradually being subjected to high levels of work stress; when an individual experienced this kind of physical and mental exhaustion at work, it could lead to low levels of enthusiasm, high levels of frustration, anxiety, and even headaches, insomnia, anxiety, and depression (Song et al., 2015). Bijwaard and Wang (2016) found that a worker's health and well-being are negatively impacted by work stress especially when the individual capability is not met up to employer's expectation. The physical and spiritual strain that comes with moving abroad was highlighted by Chen et al. (2018). They suggested that individual problem-solving techniques should involve planning solutions and reassessing problem-solving tools (Stilianos et al., 2017), while emotional techniques should involve releasing stress, avoiding attempts to escape reality, and asking for social support. An individual may have anxiety at first when they are living abroad due to the unfamiliar surroundings. An expatriate can benefit greatly from appropriate local supervision and work-related instructions provided prior to departure (Song et al., 2015). According to Yao et al. (2015), the majority of a firefighter's work stressors—aside from external organizations or public opinions—were favorable, indicating that the development of internal or individual work stress can positively impact job involvement. According to Li and Zizzi (2017), the main causes of work-related stress are conflicting, ambiguous, and demanding activities. These characteristics can lead to spiritual exhaustion, identity loss, and mood sadness. Task contradictions and a high workload were linked to work stress, and it was demonstrated that a high workload decreased job involvement (Honebein and Honebein, 2015).

Global career development

Prior studies on foreign careers mostly concentrated on organizational viewpoints for achieving businesses' performance goals in terms of choosing, preparing, managing, and returning expatriates in relation to "international assignments" (Selmer 2000). Current shifts away from this constrained organizational viewpoint take into account the needs of the business as well as those of the individual, realizing that one of the main factors motivating employees to accept an overseas assignment is their own self-interest in furthering their own careers (Altman and Baruch 2012; Welch 2003; Zeitz, Blau, and Fertig 2009). According to Dickmann and Doherty (2008), career capital is the energy, values, networks, and abilities that expats accumulate throughout their working life and develop into competencies that they may use both within and outside of enterprises. According to Reis and Baruch (2013), there is a growing trend of individuals pursuing "global careers" that transcend national and organizational barriers inside various types of multinational enterprises (MNEs), such as private, public, non-profit, and domestic groups. Few studies (e.g., Arthur and Rousseau, 1996; Baruch and Reis, 2015; Crowley-Henry, 2012; Suutari and Makela, 2007) have addressed the extent to which a linear career focus that ignores expatriates' long-term career self-management may impede scholarly understanding of global careers. Research has improved understanding of the factors that ensure global career success (e.g. Cappellen and Janssens, 2010a; Suutari, 2003).

Short-Term Business Trips As Respite

According to DeMel and Mayrhofer (2010), short-term international assignments are better suited to the modern, technologically advanced, global, accessible, and interconnected world. As with expatriate assignments, the number of these business trips has grown over time (Tay, Westman, & Chia, 2008). According to Fisher and Cooper (1990), employees who travel frequently may exhibit anxiety as a result of having to adjust to daily routine changes on a frequent basis. When one's home environment and their vacation environment diverge, frequent location changes can lead to a sense of being out of adjustment. But, as with the reservists, the shift in location could also foster a sense of disengagement from the workplace, which could be perceived as a reprieve from burnout (Etzion). Austrian managers who frequently travel to several European countries on work were interviewed by Demel and Mayrhofer (2010) for their study. According to the interviews, the managers took notice of the beneficial effects the travels had on their careers since they considered them as chances to grow, learn, and progress. In contrast, the managers painted a challenging and unfavorable picture of the effects on their personal lives and wellness. According to research studies, there are benefits and drawbacks for people who travel for business. Benefits include expanding one's horizons and understanding intercultural differences by visiting different countries and cultures (Beaverstock et al., 2009). Long and uncomfortable aircraft rides, as well as the impacts of jet lag, can have detrimental bodily effects that lead to physical depletion and fatigue (DeFrank, Konopaske, & Ivancenich, 2000). Moreover, these journeys have challenging side consequences, like bringing up psychological issues within the family (Beaverstock et al., 2009). When Nelson and Quick (1991) looked at new hires in organizations, they discovered that business travel was linked to less psychological symptoms. They arrive to the conclusion that newcomers may be able to lessen their psychological suffering if they are given the occasional chance to travel for business and leave their new work setting. Some advantages of business travel are outlined by DeFrank, Konopaske, and Ivancevitch (2000). They show that travel may impart knowledge, foster personal development, and even present a chance for leisure.

3. Research Methodology

3.1 Research Design

Descriptive research design was implemented to carry the research.

3.2 Sample Design

3.2.1 Sample Unit

Employees who frequently take short term overseas business trips from industries like manufacturing and IT sectors were considered as sample units

3.2.2 Sample Size

The sample size is 100.

3.3.3 Sampling Technique

Using convenience sampling technique the samples for the research were collected.

3.3 Data Analysis Procedure

A well-structured questionnaire was used to collect the responses for the research. Correlation, Regression and Weighted Average Method was used to analyze the collected data.

4. Data Analysis

4.1 Demographic Profile of the respondents

4.1 Demographic profile of the respondents

S.no	Demographics	Particulars	No.of respondents
1	Age	below 30 yrs	13

		31-40 yrs	38
		41-50 yrs	39
		51-60 yrs	10
2	Sector	Manufacturing	42
		IT	58
3	Gender	Male	63
		Female	37
4	Marital status	Married	83
		Unmarried	17
5	Frequency of business trips	Very often	10
		often	23
		occasionally	24
		rarely	43

From the above table 4.1 it is inferred that majority of the respondents (39%) belong to the age group of 41-50 years. 58% of the respondents are IT professionals and only 37% of the respondents are female. Majority of the respondents (83%) are married. About 43% of respondents go on overseas business trips rarely.

4.2 Correlation

Correlation between Business trips (*business trips as an opportunity, business trips helps to gain confidence, business trips helps in my economic growth, attracts to settle in cross-culture, frequent trips reduces stress*) and job stress (*new environment, shift timings, different time zones and workload*).

4.2 Correlation

Attributes		business trips an opportunity	Gain confidence	economic growth	Settle In cross culture	Reduce my stress	New environment	Shift timings different time zone	Work load
Business trips as an opportunity	Pearson Correlation	1	.900	.846	-.189	-.143	-.565	-.580	-.445
	Sig. (2-tailed)		.000	.000	.060	.157	.000	.000	.000
	N	100	100	100	100	100	100	100	100
Gain confidence	Pearson Correlation	.900	1	.761	-.170	-.128	-.547	-.566	-.401
	Sig. (2-tailed)	.000		.000	.091	.203	.000	.000	.000
	N	100	100	100	100	100	100	100	100
Economic growth	Pearson Correlation	.846	.761	1	-.223	-.169	-.645	-.636	-.526
	Sig. (2-tailed)	.000	.000		.026	.093	.000	.000	.000
	N	100	100	100	100	100	100	100	100
Settle in Cross-culture	Pearson Correlation	-.189	-.170	-.223	1	.656	.639	.634	.830

	Sig. (2-tailed)	.060	.091	.026		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100
Reduce my stress	Pearson Correlation	-.143	-.128	-.169	.656	1	.482	.407	.532	.613
	Sig. (2-tailed)	.157	.203	.093	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100
New environment	Pearson Correlation	-.565	-.547	-.645	.639	.482	1	.913	.912	.805
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100	100	100	100
Shift timings	Pearson Correlation	-.580	-.566	-.636	.634	.407	.913	1	.931	.825
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100	100	100	100
Different time zone	Pearson Correlation	-.595	-.572	-.651	.690	.532	.912	.931	1	.870
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100	100	100	100
workload	Pearson Correlation	-.445	-.401	-.526	.830	.613	.805	.825	.870	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100	100	100	100

From the above table 4.2, it is inferred that business trips as an opportunity is highly correlated with gain confidence (0.900) and economic growth (0.846) of the respondents, business trips as an opportunity has no impact on settling in cross culture, as it is negatively correlated (-0.189), likewise business trips as an opportunity is negatively correlated with reduce my stress (-0.143), new environment (-0.565), with shift timings (-0.580), settling in different time zone (-.595) and also with work load, it is negatively correlated (-.445).

Gain confidence is highly correlated with business trip as an opportunity (.900), gain confidence is highly correlated with economic growth (.761), gain confidence has no impact on settling in cross culture, as it is negatively correlated (-.170), gain confidence is negatively correlated with reduce my stress, (-.128). Likewise gain confidence has no impact on new environment, as it is negatively correlated (-.547), with shift timings (-.566), with time zone, (-.572) and also with work load, as it is negatively correlated (-.401).

Economic growth is highly correlated with business trips as an opportunity (.846), economic growth is highly correlated with gain confidence (.761), economic growth has no impact on settling in cross culture, as it is negatively correlated (-.223). Likewise economic growth is negatively correlated with reduce my stress (-.169), new environment (-.645), with shift timings (-.636), with different time zone (-.651) and with work load (-0.526).

Settle in cross culture has no relation with business trips as an opportunity, as it is negatively correlated (-.189), it is also negatively correlated with gain confidence (-.170) and with economic growth (-.223). Settle in cross culture is moderately correlated with reduce my stress (.656), with new environment (.639), with shift timings (.634) and with

different time zone (.690). Settle in cross culture is highly correlated with work load (.830).

Reduce my stress has no relation with business trips as an opportunity, it is negatively correlated (-.143), reduce my stress is negatively correlated with gain confidence (-.128), with economic growth (-.169), reduce my stress is moderately correlated with settling in cross culture (.656), reduce my stress is positively correlated with new environment, (.482), with shift timings, (.407), reduce my stress is moderately correlated with different time zone, (.532), reduce my stress is moderately correlated with work load (.613).

New environment has no correlation with business trips as an opportunity, as it is negatively correlated (-.565), it is also negatively correlated with gain confidence (-.547), with economic growth (-.645), new environment is moderately correlated with settling in cross culture (.639) and is positively correlated with reduce my stress (.482), new environment attribute is highly correlated with shift timings (.913), with different time zone (.912) and with workload (.805).

Shift timings has no relation with business trips as an opportunity, it is negatively correlated (-.580), shift timings is negatively correlated with gain confidence (-.566), with economic growth (-.636), shift timings is positively correlated with settling in cross culture (.634) with reduce my stress (.407). Shift timings is highly correlated with new environment (.913), with different time zone (.931), and with work load (.825).

Different time zone is negatively correlated with business trips as an opportunity (-.595), with gain confidence (-.572), different time zone has no relation with economic growth, it is negatively correlated (-.651), different time zone is moderately correlated with settling in cross culture (.690), and positively correlated with reduce my stress (.532), different time zone is highly correlated with new environment (.912), with shift timings (.931) and also with work load (.870).

Work load has no relation with business trips as an opportunity, it is negatively correlated (-.445), like wise it is negatively correlated with gain confidence (-.401), with economic growth (-.526), work load is highly correlated with settling in cross culture (.830), work load is moderately correlated with reduce my stress (.613), work load is highly correlated with new environment (.805), with shift timings (.825) and with different time zone (.870).

4.3 Weighted Average Method

Weighted Average Method was used to see which factor has more importance when it comes to benefits of business trips among the respondents.

4.3 Weighted Average

Particulars	Rank								Total Average	Rank
	1	2	3	4	5	6	7	8		
Individual growth	20	24	9	14	19	4	4	6	15.3	3
Income hike	36	24	6	14	5	5	6	4	17	1
Experience different culture	24	13	34	4	9	8	5	3	16	2
Global Career opportunities	8	15	12	29	23	5	3	5	14	5
Build self-assurance	21	5	17	24	27	5	1	0	15.2	4
Networking opportunities	4	3	6	5	9	36	20	17	7.2	7

Improves my life-skill	6	8	5	4	8	20	42	7	9.3	6
Expansion of my thinking perspectives	13	3	3	1	2	12	13	53	6	8

From the above table 4.3, it is inferred that majority of the respondents agree that taking up business trips benefits them with a income hike, as income hike is ranked first. Respondents have ranked experience different culture as second benefactor of short term overseas business trips. Majority of the respondents agree that business trips helps in individual or personal growth as they have ranked it third benefactor. Expansion of my thinking perspectives, Networking opportunities and Improves my life-skill attributes resulted as least benefactor for the respondents, who take short term business trips.

4.4 Regression Method

To study the influence of demographic factors on taking up frequent overseas business trips.

4.4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930 ^a	.866	.858	.45081

4.5 Anova Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123.006	5	24.601	121.049	.000 ^b
	Residual	19.104	94	.203		
	Total	142.110	99			
a. Dependent Variable: frequently been on business trips						
b. Predictors: (Constant), marital status, age, family support, number of children						

4.6 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	-.417	.171		-.2.438	.017
	Family support	.450	.209	.309	2.156	.034
	Number of children	.492	.208	.365	2.368	.020
	Age	.685	.118	.407	5.825	.000
	Marital status	-.910	.253	-.287	-3.589	.001

From the above table 4.4, the R squared value is .866 which shows that 86% of the variation in impact of frequency of short overseas business trips can be explained by 4 independent variables namely family support, number of children age and marital status.

From the above table 4.5, the analysis of the variance table shows that $F = 121.049$ at the significance of F is 0, which indicates that the model is statistically significant at a confidence level of 100%.

From the above table 4.6, the equation can be written as follows:

$Y = -.417 + .034 (\text{family support}) + .020 (\text{number of children}) + .000 (\text{age}) + .001 (\text{marital status})$. The independent variable problems as age (0.000), marital status (.001), number of children (.020) and family support (.034) are statistically significant at 90% confidence level; the corresponding significance value is less than 0.1.

5. Findings

- **Using percentage analysis**, the researcher found that majority of the respondents (39%) belong to the age group of 41-50 years. 58% of the respondents are IT professionals and only 37% of the respondents are female. Majority of the respondents (83%) are married. About 43% of respondents go on overseas business trips rarely.
- **Using correlation**, the researcher found that Business trips factors such as business trips as an opportunity, business trips helps to gain confidence, business trips helps in my economic growth are negatively correlated with job stress factors such as new environment, shift timings, different time zones and workload. Whereas Business trips factors such as attracts to settle in cross-culture and frequent trips reduces stress is moderately correlated to job stress factors such as new environment, shift timings, different time zones and workload. This shows that business trips have positive impact on job stress.
- **Using weighted average method**, the researcher found that according to the majority of the respondents corporate travel benefits are salary hike as they have ranked it as 1, second benefit is exposure to different culture, third benefit as personal growth, majority of the respondents have least ranked the factor networking opportunities as seventh rank and majority of the respondents have least ranked the factor expansion of my thinking perspectives as eighth rank making it the least benefit of corporate travel.
- **Using regression analysis**, age, family support, marital status and the number of children is found to be significant predictors of the frequency of business trips. These results suggest that older individuals and those with more family support are more likely to have a higher frequency of business trips.

6. Conclusion

Short-term business travel abroad is being suggested as a substitute for extended overseas assignments. These brief business travels were thought to be advantageous in terms of cost savings for businesses as well as lowering employee burnout and job stress. When compared to long-term assignments, the chances for networking and interacting with experts from diverse backgrounds are reduced; but, upon returning from their brief journeys, employees experience a greater sense of renewal and rejuvenation. Interacting with a wide group of people can help employees see the world from

different angles and broaden their views, which can eventually help them feel less stressed and avoid burnout. It's crucial to remember, though, that each person may experience the benefits differently. The travel and related disruptions could be an added stressor for certain employees. Thus, while organizing such trips, it is imperative that employers take into account the unique demands and preferences of their employees. Organizations may foster employee well-being and establish a healthy work environment by carefully including trips and taking individual preferences into account.

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