

The Influence of Extrinsic Motivation and Cross-Cultural Adjustment on Foreign Worker Commitment: The Mediating Role of Cross-Cultural Adjustment and Moderating Role of Employer Trust

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Abstract: Palm oil is a key income source in Malaysia, with the industry heavily reliant on foreign workers. This reliance necessitates a focus on their welfare to address workforce shortages. This study examines the relationship between extrinsic motivation and organizational commitment, mediated by cross-cultural adjustment and moderated by employer trust among foreign workers. This study employed a quantitative research design, using SPSS for data analysis, and surveyed 242 foreign workers from companies listed on the Malaysian Palm Oil Council (MPOC) website in 2022, achieving a 100% response rate. The key findings show that organizational commitment positively influences extrinsic motivation, with cross-cultural adjustment significantly enhancing both. Employer trust moderates the relationship between organizational commitment and cross-cultural adjustment, underscoring its importance in cultural adaptation and motivation. These insights highlight the need for targeted strategies to improve job satisfaction and retention among foreign workers by addressing extrinsic motivational factors and cultural adaptation challenges. The research contributes to the literature by detailing the interplay of organizational factors and cultural adaptation in shaping motivational outcomes, suggesting future research to explore longitudinal studies and other moderating variables. These findings offer valuable implications for improving workforce performance and retention strategies in the palm oil industry.

Keywords: *Extrinsic motivation, organizational commitment, cross-cultural adjustment, employer trust, foreign workers.*

1. Introduction and Background

As the global shift toward sustainable development progresses, organizations must balance societal, environmental, and economic goals (Thakhathi et al., 2019). Businesses face increasing pressure to adopt sustainable practices, as evidenced by the rise of sustainability reporting, with over 93% of Fortune Global 250 companies publishing such reports (International, 2017). However, these reports often conceal operational scrutiny (Nor Ahmad et al., 2022). The palm oil industry, significant yet controversial, is crucial to Malaysia's economy but faces potential EU bans due to environmental concerns (Naidu & Moorthy, 2021). In 2022, palm oil contributed RM116.3 billion to Malaysia's export revenue (Ministry of Plantations and Commodities, 2022). Despite its economic contributions, the sector suffers from labor shortages, with only 19% of the required foreign workers authorized to work in 2022.

Foreign workers play a vital role in Malaysia's economy, particularly in low-skilled jobs within the manufacturing, construction, and agriculture sectors (Wahab, 2020a; Lee, 2019). While immigration helps address labor shortages, reliance on foreign labor has led to challenges such as deindustrialization and policy enforcement issues (Orrenius & Zavodny, 2020). This study explores the relationship between extrinsic motivation and organizational commitment among foreign workers, mediated by cross-cultural adjustment and moderated by employer trust. Effective management of foreign personnel is essential in today's global business environment (Hua et al., 2019). The research aims to provide insights to better align organizational practices with sustainable development goals and improve workforce performance in Malaysia's palm oil industry (Thakhathi et al., 2019; Passetti et al., 2018).

Problem Statement: Recent media reports from *The Star* and the *New Straits Times* highlight severe labor shortages in Malaysia's oil palm industry, a situation worsened by the COVID-19 pandemic. This shortage, emphasized by Kadir (2022), poses a significant threat to the industry's competitiveness and sustainability. The issue is critical given that Malaysia accounts for 25% of global palm oil production and 33% of global exports (IPAD, 2023).

The sector's labor force, predominantly foreign, has declined, with 74% of the 391,000 workers in 2021 being foreign nationals, down from 80% of 437,000 workers in 2020. By August 2022, there was a shortfall of 54,630 workers, with only 382,582 employed out of the 437,212 required. Delays in permits for 32,000 approved foreign workers further strained the industry. The Malaysian Estate Owners Association (MEOA) has warned of missed revenue opportunities due to the labor shortage, estimating a need for 120,000 workers to capitalize on high palm oil prices. The MPOC adjusted its 2022 output forecast from 18.9 million to 18.6 million tonnes, with further declines possible if labor issues persist.

Research gaps exist in understanding how extrinsic motivation, cross-cultural adjustment, and employer trust impact organizational commitment among foreign workers in the palm oil industry. Cross-cultural adjustment, or how foreign workers adapt to local norms, and employer trust, the belief in employer fairness and support, are critical but underexplored factors. Additionally, there is a lack of theoretical integration of Social Exchange Theory, Expectancy Theory, and Cultural Adjustment Theories.

This study aims to investigate these relationships to address labor shortages and improve recruitment and retention, thereby contributing to the industry's long-term sustainability and competitiveness.

Objectives

RO1: To assess the impact of extrinsic motivation on organizational commitment among foreign workers in the Malaysian palm oil industry.

RO2: To investigate how cross-cultural adjustment mediates the relationship between extrinsic motivation and organizational commitment among foreign workers in the Malaysian palm oil industry.

RO3: To examine the moderating effect of employer trust on the relationship between cross-cultural adjustment and organizational commitment among foreign workers in the Malaysian palm oil industry.

RO4: To evaluate the indirect effect of employer trust on the relationship between extrinsic motivation and organizational commitment, with cross-cultural adjustment as a mediator, among foreign workers in the Malaysian palm oil industry.

2. Literature Review

This chapter provides a comprehensive review of the literature on extrinsic motivation and organizational commitment, explaining how a theoretical framework is constructed using theoretical insights such as Self-Determination Theory (SDT). It examines the impact of extrinsic rewards on intrinsic motivation and the importance of balancing these with strategies that foster long-term engagement. The chapter also explores cross-cultural adjustment, emphasizing the need for organizational support to facilitate cognitive, emotional, and behavioral adaptation among foreign workers. Additionally, it discusses the role of employer trust in enhancing employee engagement and performance and details how organizational commitment—encompassing affective, continuance, and normative dimensions—influences employee behavior and organizational effectiveness. The chapter lays the groundwork for empirical research to test these hypotheses and provides practical implications for improving job satisfaction and commitment among foreign workers.

Extrinsic Motivation and Organizational Commitment: Extrinsic motivation, through financial incentives, career advancement opportunities, and recognition programs, is crucial for enhancing job satisfaction, retention, and commitment among foreign workers, particularly in industrialized nations where they seek to improve their wealth and income (Chua & Ayoko, 2021). Effective use of these motivators aligns with organizational goals, fostering a motivated workforce and enhancing overall productivity and engagement (Earley & Ang, 2021). Creating a supportive environment that acknowledges diverse backgrounds further strengthens this commitment, which helps organizations attract and retain top global talent, thereby maintaining a competitive edge in the global market (Chen, 2019). Thus, leveraging extrinsic rewards can significantly inspire foreign employees to dedicate themselves to both their company and career (Shin & Jung, 2021).

H1: There is a relationship between extrinsic motivation and organizational commitment.

Mediating Role of Cross-Cultural Adjustment: Integrating insights from SDT and organizational commitment literature, cross-cultural adjustment plays a crucial mediating role in the relationship between extrinsic motivation and organizational commitment. SDT suggests that external incentives, such as financial rewards and career opportunities, significantly influence foreign workers' behaviors and attitudes in new cultural contexts (Escobar Fandiño et al., 2019). When aligned with personal goals, these incentives encourage greater job effort and commitment (Shin & Jung, 2021; Stupnisky et al., 2018). Social Exchange Theory and SDT further highlight that successful cultural adaptation fosters a sense of belonging and emotional attachment to organizations, thereby strengthening relationships and commitment to organizational goals (Hua et al., 2019). Practical strategies to support this adjustment include cultural orientation programs, tailored incentive structures, and supportive management practices (Caligiuri & Tarique, 2019). These approaches facilitate smoother integration, reduce cultural barriers, and enhance job satisfaction, thereby improving organizational commitment (Earley & Ang, 2021). Therefore, understanding and leveraging cross-cultural adjustment can significantly enhance the performance and dedication of foreign workers, leading to greater organizational success.

H2: There is a relationship between extrinsic motivation and organizational commitment mediated by cross-cultural adjustment.

Moderating Role of Employer Trust: Trust, defined as "a psychological condition characterized by a readiness to embrace vulnerability to another based on favorable expectations about that other's intentions or behavior" (Heyns & Rothmann, 2021), can be categorized into supervisor trust and leader trust (Kim et al., 2018). Supervisor trust involves employees' confidence in their immediate supervisors who oversee daily operations, while leader trust pertains to confidence in higher-level executives responsible for strategic decisions (Hambrick & Wowak, 2021). Trust is pivotal in the employee-manager relationship (Kloutsiniotis & Mihail, 2018), with mutual trust promoting positive behaviors (Ye et al., 2021). For foreign workers, trust in supervisors provides essential support and guidance in navigating a new environment, enhancing job security and income stability (Chen et al., 2018). High levels of supervisor trust lead to greater employee confidence and motivation, fostering active engagement and adaptation (Nedkovski et al., 2017). Conversely, low supervisor trust can cause insecurity and isolation, hindering cultural adjustment and organizational commitment (Osborne & Hammoud, 2017). Therefore, it is hypothesized that:

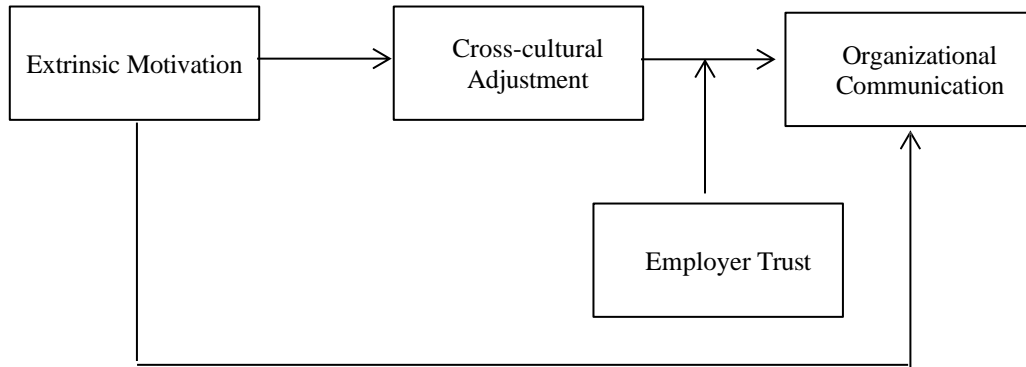
H3: The relationship between cross-cultural adjustment and organizational commitment is moderated by employer trust.

In developing hypotheses about the moderating roles of employer trust and cross-cultural adjustment, theories such as Social Exchange Theory, Expectancy Theory, and Cultural Adjustment Theories offer valuable insights. Social Exchange Theory suggests that employer trust fosters a reciprocal relationship where employees feel valued and reciprocate with higher commitment and effort, particularly when extrinsic rewards are present (Cropanzano & Mitchell, 2005). Expectancy Theory posits that effective cross-cultural adjustment aligns workers' expectations with achievable rewards, thus enhancing organizational commitment (Linderbaum & Jordan, 2018). Cultural Adjustment Theories, like Ward's Model, emphasize that mastering cultural norms and achieving psychological comfort enable foreign workers to effectively leverage extrinsic motivators, leading to sustained commitment (Ward & Geeraert, 2016). Integrating these perspectives, the hypothesis proposed is that fostering high employer trust and facilitating effective cross-cultural adjustment can optimize the motivational impact of extrinsic rewards on organizational commitment among foreign workers. Therefore, the following hypothesis is proposed:

H4: The relationship between extrinsic motivation and organizational commitment is moderated by the indirect effect of employer trust via cross-cultural adjustment.

Theoretical Framework:

Figure 1: Theoretical Framework (Pham et al., 2023)



3. Research Methodology

This chapter outlines the research methodology employed in this study, encompassing research design, population, sampling, instrument design, pre-testing, data collection, analysis, and ethical considerations. A survey research approach was utilized, with data gathered via a questionnaire from foreign workers in Malaysia's oil palm plantation industry, specifically targeting 10 prominent companies listed on the MPOC website. The sample size, determined using the Raosoft Calculator, exceeded the minimum requirement, ensuring reliability and validity. Instrument reliability and validity were assessed through expert reviews and pre-testing, which revealed moderate to poor reliability for some constructs, necessitating refinement. Data collection was conducted online, enhancing respondent privacy and data quality. Analysis was performed using IBM SPSS software, including data screening, descriptive statistics, correlation, and regression analysis. Ethical approval ensured adherence to standards regarding participant welfare, confidentiality, and data handling.

4. Results

This chapter, which analyses data collected from students via survey, will provide a comprehensive overview of the findings derived from various analytical techniques. It will begin with a detailed discussion of the descriptive analysis results, including summaries such as means, standard deviations, and distributions of the survey responses, thereby presenting the basic characteristics of the data. Following this, the chapter will delve into the findings from correlation analysis, exploring how different variables —such as cross-cultural adjustment, employer trust, and organizational commitment— relate to each other as well as to the outcome variable, extrinsic motivation. Significant correlations will be highlighted, as indicated by Pearson correlation coefficients and their significance levels. The regression analysis findings will then be addressed, interpreting regression coefficients to assess the impact of cross-cultural adjustment, employer trust, and organizational commitment on predicting extrinsic motivation scores. This section will discuss the model's goodness-of-fit (R-squared), and the significance of predictors (p-values), and provide insights into how well the model explains variations in extrinsic motivation. Finally, the chapter will address the hypotheses formulated at the outset of the study, presenting conclusions drawn from the data analysis. It will offer insights into whether the hypothesized relationships between variables were supported by the survey data, tying together the analytical findings into a coherent narrative that informs the reader about the implications and significance of the survey results for understanding the student population and their characteristics.

Response Rate: In survey research, the response rate is the percentage of completed surveys returned out of the total distributed, serving as a key indicator of data quality and representativeness. A high response rate generally signifies more reliable and reflective results of the target population. In this study, the response rate was exceptional, with 100% of the 242 distributed questionnaires being returned and none deemed unusable. This full participation ensures that the data is highly representative of the target population, enhancing the credibility and reliability of the findings. Such a high response rate reduces non-response bias, providing a robust foundation for analyzing and drawing conclusions about extrinsic motivation, cross-cultural adjustment, organizational commitment, and employer trust in the oil palm plantation industry in Malaysia.

Frequency: Frequency in research refers to counting the occurrences of specific values or categories within a dataset, providing crucial descriptive statistics. In this study, frequency analysis summarizes the demographic profiles of respondents, as shown in Table 4.1. All 242 respondents were male, highlighting a gender-specific focus or predominantly male workforce. Marital status data revealed that 27.7% were married and 72.3% were single, suggesting a younger workforce or distinct socio-economic characteristics. The age distribution showed no respondents were under 20 years old; 74.8% were between 21 and 30 years old, and 25.2% were 31 years or older, indicating a predominantly young workforce with some experienced individuals. Racial diversity included 24.4% Bangladeshis, 28.9% Indonesians, 24.0% Nepalis, and 22.7% Myanmarese, reflecting the multinational nature of the workforce. Working experience varied, with 44.6% having 1 to 3 years, 31.0% having 2 to 5 years, and 24.4% having more than 5 years, suggesting a mix of new and experienced workers. This comprehensive demographic overview is essential for understanding workforce composition and tailoring strategies to enhance organizational commitment, cross-cultural adjustment, and employee satisfaction in Malaysia's palm oil industry.

Table 1: Frequency

VARIABLE	FREQUENCY	PERCENTAGE
GENDER		
Males	242	100.00%
Females	0	0.00%
Total	242	100.00%
MARITAL STATUS		
Married	67	27.70%
Single	175	72.30%
Total	242	100.00%
AGE		
Under 20	0	0.00%
21-30	181	74.80%
31 and above	61	25.20%
Total	242	100.00%
RACE		
Bangladesh	59	24.40%
Indonesia	70	28.90%
Nepal	58	24.00%
Myanmar	55	22.70%
Total	242	100.00%
WORKING EXPERIENCE		
Less than 1 year	0	0.00%
1 year – 3 years	108	44.60%
2 year – 5 years	75	31.00%
more than 5 years	59	24.40%
Total	242	100.00%

Descriptive Statistics: Descriptive analysis in this study offers a foundational overview of key variables—extrinsic motivation, cross-cultural adjustment, employer trust, and organizational commitment—within Malaysia's palm oil industry. The analysis utilizes descriptive statistics, including mean, median, mode, and standard deviation, to provide insights into the average levels and variability of these variables among respondents. For extrinsic motivation, the mean is 3.04 with a standard deviation of 0.58, indicating moderate and consistent motivator levels. Cross-cultural adjustment has a mean of 3.10 and a standard deviation of 0.62, reflecting moderate adaptation with some variability. Employer trust scores an average of 3.03 with a standard deviation of 0.74, highlighting moderate trust but greater variability in perceptions. Organizational commitment averages 3.06 with a standard deviation of 0.61, showing moderate commitment with some differences among employees. Overall, these descriptive statistics offer a clear summary of respondent attitudes, setting the stage for deeper statistical analyses and interpretation of relationships between these variables.

Normality: Normality analysis assesses whether the data distributions of variables such as extrinsic motivation, cross-cultural adjustment, employer trust, and organizational commitment in the Malaysian palm oil industry approximate a normal distribution. This is crucial for the validity of many statistical techniques. Graphical tools like histograms and Q-Q plots, alongside skewness and kurtosis statistics, assist in this assessment. According to Table 4.2, extrinsic motivation shows a positively skewed distribution (skewness = 1.34) with high kurtosis (4.25), indicating a concentration of responses around higher values and heavy tails. Cross-cultural adjustment also displays positive skewness (0.84) and moderate kurtosis (2.47), suggesting a right-skewed distribution with a somewhat peaked shape. Employer trust displays slight positive skewness (0.50) and near-normal kurtosis (0.81), indicating a distribution that approximates normality. Organizational commitment exhibits positive skewness (1.15) and moderate kurtosis (2.89), revealing a moderately right-skewed distribution with a more pronounced peak. These results guide the choice between parametric and non-parametric statistical methods, ensuring accurate and reliable analyses.

Table 2: Normality Analysis

Variable	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
<u>Dependent Variable</u>				
Extrinsic Motivation	1.34	0.16	4.25	0.31
<u>Mediator variable</u>				
Cross-cultural Adjustment	0.84	0.16	2.47	0.31
<u>Moderator Variable</u>				
Employer Trust	0.50	0.16	0.81	0.31
<u>Independent Variable</u>				
Organizational Commitment	1.15	0.16	2.89	0.31

Reliability: Understanding Cronbach's alpha is crucial for assessing the reliability of the scales used in this study. Cronbach's alpha values range from 0 to 1, with higher values indicating better internal consistency. According to Table 4.6.1, Extrinsic Motivation and Organizational Commitment show moderate reliability, with alphas of 0.68 and 0.66, respectively. This suggests some internal consistency but also room for improvement. Cross-cultural Adjustment and Employer Trust exhibit poor reliability, with alphas of 0.40 and 0.44, indicating significant issues with the consistency of these scales. Addressing these reliability issues by refining measurement items and conducting pilot tests is essential for enhancing the robustness of the analysis and ensuring accurate insights into the variables within the Malaysian palm oil industry context.

Table 3: Reliability Analysis

Variables	Cronbach's Alpha	Strength
<u>Dependent Variable</u>		
Extrinsic Motivation	0.68	Moderate
<u>Mediator variable</u>		
Cross-cultural Adjustment	0.40	Poor
<u>Moderator Variable</u>		
Employer Trust	0.44	Poor
<u>Independent Variable</u>		
Organizational Commitment	0.66	Moderate

Correlation: The correlation analysis in this study reveals significant relationships between extrinsic motivation, cross-cultural adjustment, employer trust, and organizational commitment among employees in the Malaysian palm oil industry. Specifically, extrinsic motivation is strongly positively correlated with both cross-cultural adjustment (0.619) and organizational commitment (0.546). This indicates that employees who are motivated by external rewards tend to adapt better to cultural differences and exhibit higher levels of commitment to their organization. Additionally, extrinsic motivation is positively related to employer trust (0.528), suggesting that employees with higher extrinsic motivation are more likely to trust their employers. Cross-cultural adjustment also shows positive correlations with both employer trust (0.512) and organizational commitment (0.461), highlighting that employees who adapt well to cultural differences are generally more trusting of their employers and more committed to their organization. Lastly, there is a positive

correlation between employer trust and organizational commitment (0.399), indicating that higher levels of trust in the employer are associated with greater organizational commitment. These findings underscore the interconnectedness of these variables and suggest that improvements in one area can positively influence the others, thereby enhancing overall employee engagement and organizational effectiveness.

Table 4: Pearson Correlation

Variable		Extrinsic Motivation	Cross-cultural Adjustment	Employer Trust	Organizational Commitment
Extrinsic Motivation	Pearson	1			
	Correlation				
Cross Cultural Adjustment	Pearson	0.619**	1		
	Correlation				
Employer Trust	Pearson	0.528**	0.512**	1	
	Correlation				
Organizational Commitment	Pearson	0.546**	0.461**	0.399**	1
	Correlation				

** . Correlation is significant at the 0.01 level (2-tailed).

Regression: Regression Analysis Between Extrinsic Motivation and Organizational Commitment

Table 5: Result of Coefficients Analysis

Model		Unstandardised Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	1.30	0.18		7.39	<.001
	Organizational Commitment	0.58	0.05	0.55	10.10	<.001

Table 5 presents the results of the coefficients analysis, which elucidates the relationship between Organizational Commitment and the dependent variable, Extrinsic Motivation. The unstandardized coefficients reveal that the constant term is 1.30, with a standard error of 0.18. This constant represents the predicted value of Extrinsic Motivation when Organizational Commitment is zero. The associated t-value is 7.39, and the significance level is less than .001, indicating that the constant term is statistically significant and provides a robust baseline for the model. The coefficient for Organizational Commitment is 0.58, with a standard error of 0.05. This unstandardized coefficient suggests that for each unit increase in Organizational Commitment, Extrinsic Motivation is expected to increase by 0.58 units. The standardized coefficient (Beta) is 0.55, reflecting the strength and direction of the relationship in standardized terms. The t-value for this coefficient is 10.10, with a p-value less than .001, signifying that Organizational Commitment is a significant predictor of Extrinsic Motivation.

In summary, the analysis of the coefficients substantiates the significant positive impact of Organizational Commitment on Extrinsic Motivation. The high t-values and low p-values for both the constant term and the predictor coefficient underscore the statistical significance of the findings, highlighting the substantial role of Organizational Commitment in influencing Extrinsic Motivation.

Regression Analysis Between Extrinsic Motivation, Organizational Commitment, and Cross-cultural Adjustment:

Table 6: Result of Coefficients Analysis

Model		Unstandardised Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	1.09	0.19		5.80	<.001
	Organizational Commitment	0.45	0.07	0.42	6.24	<.001
	Cross-cultural Adjustment	0.20	0.07	0.20	2.94	<.001

Table 6 presents the coefficients analysis results for the regression model examining Organizational Commitment, with Cross-cultural Adjustment and Extrinsic Motivation as predictors. The constant term has an unstandardized coefficient of 1.09 and a standard error of 0.19, representing a baseline level of Organizational Commitment when the predictors are zero. This coefficient is statistically significant, with a t-value of 5.80 and a p-value of less than .001. Extrinsic Motivation has an unstandardized coefficient of 0.45, a standard error of 0.07, and a standardized coefficient (Beta) of 0.42. The t-value is 6.24, with a significance level below .001, indicating a strong and statistically significant positive impact on Organizational Commitment. Cross-cultural Adjustment has an unstandardized coefficient of 0.20, a standard error of 0.07, and a standardized coefficient (Beta) of 0.20. The t-value is 2.94, and the significance level is less than .001, demonstrating a statistically significant positive effect on Organizational Commitment. These findings highlight the significant roles of both Extrinsic Motivation and Cross-cultural Adjustment in influencing Organizational Commitment within the model.

Regression Analysis Between Extrinsic Motivation, Organizational Commitment, and Cross-cultural Adjustment:

Table 7: Result of Coefficients Analysis

Model		Unstandardised Coefficients		Standardized Coefficients	t	Sign.
		β	Std. Error	Beta		
1	(Constant)	4.58	0.52		8.78	<.001
	Cross-cultural Adjustment	-0.90	0.02	-0.64	-3.84	<.001
	Employer trust	-0.15	0.03	-0.88	-4.81	<.001
	Cross-cultural Adjustment_Employer Trust	0.27	0.00	1.85	6.37	<.001

Table 7 presents the results of the regression analysis examining the effects of cross-cultural adjustment, employer trust, and their interaction on organizational commitment. The constant term, with an unstandardized coefficient of 4.58, is statistically significant ($p < .001$), indicating that when both cross-cultural adjustment and employer trust are zero, the expected level of organizational commitment is 4.58.

The analysis reveals that cross-cultural adjustment has a significant negative impact on organizational commitment, with an unstandardized coefficient of -0.90 and a standardized coefficient (Beta) of -0.64. This suggests that a one-unit increase in cross-cultural adjustment is associated with a decrease of 0.90 units in organizational commitment. The negative relationship is further supported by a t-value of -3.84 and a p-value of less than .001, signifying statistical significance.

Similarly, employer trust exhibits a negative effect on organizational commitment, with an unstandardized coefficient of -0.15 and a standardized coefficient (Beta) of -0.88. This indicates that each one-unit increase in employer trust results in a 0.15-unit reduction in organizational commitment. The significant t-value of -4.81 and a p-value of less than .001 confirm the robustness of this negative relationship.

Furthermore, the interaction term between cross-cultural adjustment and employer trust demonstrates a significant positive effect on organizational commitment. The unstandardized coefficient of 0.27, combined with a standardized coefficient (Beta) of 1.85 and a t-value of 6.37, with a p-value less than .001, suggests that employer trust moderates the relationship between cross-cultural adjustment and organizational commitment. This interaction highlights the complexity of the dynamics influencing organizational commitment, indicating that the presence of employer trust amplifies the effect of cross-cultural adjustment on organizational commitment.

In summary, the findings indicate that while both cross-cultural adjustment and employer trust have negative direct effects on organizational commitment, their interaction positively influences organizational commitment which reflects the nuanced interplay between these factors.

Regression Analysis Between Extrinsic Motivation, Organizational Commitment, Cross-cultural Adjustment, and Employer Trust:

Table 8: Result of Coefficients Analysis

Model		Unstandardised Coefficients		Standardized Coefficients	t	Sign.
		β	Std. Error	Beta		
1	(Constant)	1.08	0.17		6.44	<.001
	Extrinsic Motivation	0.66	0.05	0.62	12.22	<.001
2	(Constant)	1.09	0.19		5.80	<.001
	Extrinsic Motivation	0.45	0.07	0.42	6.24	<.001
	Cross-cultural Adjustment	0.20	0.07	0.20	2.94	.004
3	(Constant)	0.00	0.00			
	Cross-cultural Adjustment	1.00	0.00	1.00		
	Employer Trust	0.00	0.00	0.00		
	Cross-cultural Adjustment_Employer Trust	0.00	0.00	0.00		

Table 8 presents the results of the coefficients analysis examining the interrelationships among Extrinsic Motivation (EM), Cross-Cultural Adjustment (CcA), Organizational Commitment (OC), and the moderating effect of Employer Trust (ET).

The first model assesses the influence of extrinsic motivation on cross-cultural adjustment. The results demonstrate a robust and statistically significant positive relationship, with an unstandardized coefficient (β) of 0.66, a standardized coefficient (Beta) of 0.62, a t-value of 12.22, and a p-value of less than .001. This indicates that higher levels of extrinsic motivation are associated with improved cross-cultural adjustment, underscoring the pivotal role of motivational factors in facilitating adaptation to new cultural environments.

The second model evaluates the effects of both extrinsic motivation and cross-cultural adjustment on organizational commitment. The findings indicate that extrinsic motivation positively affects organizational commitment, with an unstandardized coefficient (β) of 0.45, a standardized coefficient (Beta) of 0.42, a t-value of 6.24, and a p-value of less than .001. Additionally, cross-cultural adjustment significantly influences organizational commitment, as evidenced by an unstandardized coefficient (β) of 0.20, a standardized coefficient (Beta) of 0.20, a t-value of 2.94, and a p-value of .004. These results suggest that both increased extrinsic motivation and enhanced cross-cultural adjustment contribute to higher organizational commitment, emphasizing the importance of these variables in fostering employees' dedication to their organization.

The third model examines the roles of cross-cultural adjustment, employer trust, and their interaction on cross-cultural adjustment. However, the analysis reveals non-significant results for all components, including coefficients of zero for cross-cultural adjustment, employer trust, and their interaction term. This suggests that these variables do not significantly impact cross-cultural adjustment within this model, indicating that the interaction between these factors may not substantially influence individuals' adjustment to new cultural settings.

In summary, the analysis shows that extrinsic motivation positively influences both cross-cultural adjustment and organizational commitment. Specifically, for every increase in extrinsic motivation, cross-cultural adjustment improves by 0.66 units, and organizational commitment increases by 0.45 units. Cross-cultural adjustment also positively impacts organizational commitment, with an increase of 0.20 units per unit increase in cross-cultural adjustment. The indirect effect of extrinsic motivation on organizational commitment through cross-cultural adjustment, calculated as $0.66 \times 0.20 = 0.13$, highlights that part of the relationship between extrinsic motivation and organizational commitment is mediated by cross-cultural adjustment. However, employer trust does not significantly moderate the relationship between extrinsic motivation and cross-cultural adjustment in this dataset.

Summary of Hypothesis:

Table 9: Summary of Hypothesis

No	Hypotheses	Result
H1	There is a relationship between extrinsic motivation and organizational commitment.	Positive
H2	There is a relationship between extrinsic motivation and organizational commitment that is mediated by cross-cultural adjustment.	Positive
H3	There is a relationship between cross-cultural adjustment and organizational commitment that is moderated by employer trust.	Positive
H4	There is a relationship between extrinsic motivation and organizational commitment that is moderated by the indirect effect of employer trust via cross-cultural adjustment.	Negative

5. Managerial Implications and Recommendations

Future research should explore several avenues to extend and deepen the insights gained from this study. Firstly, examining the long-term effects of extrinsic motivation strategies through longitudinal studies could yield valuable insights into the sustained impact of these strategies on organizational commitment over time. Secondly, a comprehensive exploration of intrinsic motivation alongside extrinsic factors would provide a more nuanced understanding of the drivers behind foreign workers' commitment. Factors such as personal growth, job satisfaction, and a sense of purpose may interact with extrinsic motivators in complex ways. Thirdly, a detailed investigation into the cultural dimensions of cross-cultural adjustment is warranted. Future studies could explore how varying cultural backgrounds influence the adjustment process and whether specific cultural traits facilitate or impede integration. Comparative studies involving foreign workers from diverse countries could provide further insights into these dynamics.

Furthermore, analyzing the influence of organizational culture on foreign workers' commitment and adjustment would be highly beneficial. Understanding how organizational values, leadership styles, and corporate practices impact foreign workers can assist in the design of more effective integration and retention strategies. Additionally, research into the role of social support networks, both within and outside the workplace, on workers' well-being and commitment would provide further valuable insights. Finally, given the rapid pace of technological advancements, future research should explore the potential of digital tools and platforms in supporting cross-cultural adjustment and enhancing motivation. Innovative approaches, such as virtual reality training programs, online support communities, and mobile applications for language learning and cultural orientation, represent promising areas for exploration. Addressing these research directions will contribute to a more nuanced and practical understanding of how to effectively manage and support foreign workers within the palm oil industry and beyond.

Conclusion

This study has shed light on the complex relationships between extrinsic motivation, cross-cultural adjustment, and organizational commitment among foreign workers in Malaysia's palm oil industry. The findings reveal several critical insights. Firstly, extrinsic motivation exerts a significant impact on organizational commitment among foreign workers. Key factors such as financial incentives, job security, and favorable working conditions are pivotal in enhancing workers' dedication and loyalty.

Secondly, cross-cultural adjustment serves as a crucial mediator in the relationship between extrinsic motivation and organizational commitment. Workers who effectively navigate and adapt to the local culture and work environment exhibit higher levels of commitment. This adaptation is facilitated by robust support systems, comprehensive training programs, and inclusive workplace practices. Thirdly, employer trust emerges as a significant moderating factor. High levels of trust between employers and foreign workers amplify the positive effects of extrinsic motivation on organizational commitment, leading to a more motivated and committed workforce, improved job performance, and a positive organizational climate.

Foreign workers encounter various challenges in adjusting to the local culture, including language barriers, differing work practices, and social integration issues. Effective support systems and training programs are

essential for addressing these challenges, facilitating smoother cultural integration, and enhancing job satisfaction. By understanding these factors, employers can develop targeted strategies to improve job satisfaction and retention rates. Addressing the unique needs and challenges faced by foreign workers can result in a more committed, motivated, and productive workforce.

The implications of these findings underscore the necessity of addressing extrinsic motivation, cross-cultural adjustment, and employer trust to enhance organizational commitment. Employers should prioritize competitive remuneration, job security, and improved working conditions, while also implementing effective support systems and fostering an inclusive work environment. Building employer trust through transparent communication and fair treatment is also crucial. These measures are expected to significantly enhance workforce stability, productivity, and overall industry sustainability.

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