

## **ABSTRACT**

In the present global environment and liberalization of trade, the level of international business has increased significantly during recent decades. In the course of the internationalization it is imperative that Multinational Corporations' (MNCs) need to offer its employees the possibility of working abroad which is called 'expatriation'. However, studies have shown that when expatriate's return to the home organization which is called 'repatriation' they face many problems and these problems are not always taken seriously because companies often underestimate the repatriation process and think that the employees are just "coming back home" so there should be no difficulty in adjusting to their own environment. However, the reality is very different, leading to enormous challenges, which in turn results in increased turnover intention among employees after international assignment.

### **Research Problem**

Operating in the knowledge-based economy, the scenario today looks quite complex for Indian IT companies. On one hand with increasing global footprint the international mobility of Indian employees has increased manifold and has given rise to mammoth opportunities for international exposure for today's global workforce. But, on the other hand, organizational

loyalty is reported to be declining as turnover rates increase, average job tenure falls and employees go "job shopping", more so among returning employees after their international assignment. Research has shown that repatriates returning to parent companies are more likely to resign and seek employment elsewhere than managers who have worked 'domestically' (Black & Gregersen 1999). According to (Brookfield Global Relocation Trends Report 2011), in the 118 companies which participated in its survey, 28 per cent of repatriates quit their organization within one year of returning from their assignments, compared with an average annual employee turnover rate of 8 per cent in the same companies and even higher repatriates attrition have been reported for firms relatively new to the international market place.

Keeping attrition at bay especially among returning employees is a daunting task for most of the service industries and IT industry in particular, where high quality knowledge workers are crucial for sustainable business operations and profitability. Therefore, it is very critical to address the repatriates' turnover issue and appropriate measures be taken to improve the retention rate among returning expatriates.

### **Research Methodology**

A questionnaire survey elicited responses from repatriated employees using a validated instrument. The sample comprised of 309 repatriated professionals from eight IT companies in Bangalore. The

companies were selected from the National Association of Software and Services Companies (NASSCOM) list of FY 2011-12, which is the sampling frame.

The independent variables in this study were repatriates adjustment, job satisfaction and organisational commitment. The dependent variable was repatriates turnover intention. The variables were subjected to correlation analysis and multiple regression analysis to examine the relationship between each independent variable and the dependent variable. ANOVA analysis was carried out to know the difference in repatriates turnover intention due to demographic factors and work unit features. Further, SEM analysis using AMOS was carried out to confirm the conceptual model.

### **Findings of the Study**

The results revealed that repatriates adjustment was inversely related to the turnover intention, which confirms the earlier study done by Liu & Ching-Hsiang (2007), but contrary to the findings of Whitman (1999), who found that repatriation adjustment did not have a statistically significant relationship to turnover intention in the U.S. context. The result in particular indicates that work adjustment has a dominant negative significant effect on turnover intention of repatriates.

Further, analysis revealed that repatriates job satisfaction was the strongest predictor of turnover intention, contrary to earlier studies done by

Lum et al (1998), Lee & Liu (2007). In addition, the study revealed the importance of career management and financial component in improving the job satisfaction and negating the turnover intention among repatriates.

The result posits that although organisational commitment was negatively related to repatriates turnover intention, it was found not to be significant. However, one of the sub-constructs namely affective commitment was found to have a significant negative influence on turnover intention. But, continuance and normative commitment was not found to be significant on repatriates turnover intentions. This suggests that employees may remain with the MNC only if they feel that the company values and supports them, rather than because of a greater sense of company loyalty.

In addition it was found that there was a mediation affect of repatriates' commitment between satisfaction and turnover intention. Furthermore, demographic characteristics like age and work unit characteristics like length of most current assignment, number of overseas assignments had a strong influence on repatriate's turnover intention.