

CHAPTER 2

LITERATURE REVIEW

The literature review begins by providing an overview of the international assignment which then leads to the phases of international assignment, repatriation of employees and turnover intention of repatriated employees. Finally the chapter ends with theoretical framework related to the study.

2.1 THE INTERNATIONAL ASSIGNMENT

An important development in the field of International Business (IB) during the last two decades has been the increasing growth of multinational enterprise (MNEs), which are now recognized as one of the primary driver of globalization. The global rise of such enterprises has paved the way to the field of International Human Resource Management (IHRM). Rugman & Hodgettes (2003) define IHRM as the method of selecting, training, developing and compensating personnel in international positions. In the last count, there were 82,053 parent Multinational Enterprise (MNE) with 807,363 foreign affiliates worldwide (440,482 in non-developed world; UNCTAD 2009) indicating the underlying fact about the growth in the expatriate cadre worldwide. This, together with organisations using expatriate managers for exercising control over foreign operations, makes it of high interest to examine the HRM process of international assignments.

Globalization has increased the number of MNEs operating internationally and this has resulted in an increased need for top quality staff and managers, who can ‘think globally, act locally’.

MNEs can tap typically from three basic sources of personnel talent for top quality staff i.e. the Expatriate, Parent Country Nationals (PCNs) and Third Country Nationals (TCNs). The increased use of globalization strategies and rapid economic growth among developing nations increases the demand for expatriates. Typically the term expatriation is a process of international transfer of managers. Although the term expatriate could be taken to mean any employee who is working outside his or her home country, it is normally reserved for PCNs and TCNs. PCNs are international assignees who stays abroad but are citizens of the parent country of the multinational company. These individuals are typically called expatriates. For example an Indian manager assigned to head a project assignment in US for Infosys US. On the other hand, TCNs are citizens of countries other than the one in which the Multinational Corporations (MNCs) is headquartered or the one in which they are assigned to work by the multinational company. An example is a German software professional working for Infosys in USA.

Besides the traditional expatriate assignment alternative assignees have become increasingly more important to mainstream IHRM (Collings et al 2007) some of which are:

Inpatriate assignments: An alternative to expatriation is *inpatriation*, is the process of moving employees who are host-country nationals to corporate head office in the parent country for a fixed period of work, often as part of a programme of management development. It means transfer of subsidiary managers to the HQ for a specific period of time (Harvey et al 2000). Inpatriation can have two broad functions within MNCs. It can allow the enterprise to draw knowledge and innovation from its

subsidiaries in other countries, and it can help bind managers from different cultures and backgrounds into a global work culture or perspective.

Frequent flyer: Frequent flyer assignments, or International Business Travelers (IBT). The IBT has been defined as “one for whom business travel is an essential component of their work” (Welch & Worm 2006). In these international assignments (IA), the employee travels frequently, communicates regularly with the home office, and the family stays at home.

Commuter assignments: These are assignments where an employee travels from his home base to another country or vice-versa on a bi-weekly or weekly basis (Cartus 2007).

Rotational Assignments: These are assignments where staff commutes from their home country to a workplace in another country for a short period followed by a period of time off in the home country (Welch & Worm 2006).

Short-term assignments and Business trips: This is an important alternative to expatriation since it helps MNCs to contain their costs and because of this it has received growing attention by practitioners and researchers alike. According to study done by Cartus (2007) short-term assignments range between 1 to 12 months in length, and often involve IAs of a highly technical nature, such as trouble-shooting, problem solving and other engineering-related/technical problems, best handled by someone on a bubble assignment, or short-term assignment.

Business trips like short-term assignment are temporary staffing that may last from a few days to several weeks.

Self-initiated assignments: Assignees make their own arrangements to find work abroad, which is quite contrary to the traditional view of international assignments that has focused on the employing organisation to initiate the transfer.

Virtual teams: These are teams in which members are geographically dispersed and coordinate their work predominantly with electronic information and communication technologies. In global virtual teams, staffs do not relocate to a host location but have a responsibility to manage international staff from the home base (Dowling & Welch 2004) and this generally leads to some sort of jointly achieved outcome involving a degree of intercultural interaction. But in general with regard to international assignments the vast volume of literature on international assignees focuses on identifying the factors that contribute to the success of an international assignment. Overall, expatriation fulfils many roles; the other alternatives are unlikely to completely replace expatriates, however can be a good complementary staffing option for international organisations. Therefore, as more and more employees embark on these international tours of duty, their organisations are increasingly faced with the management challenges surrounding the multiple stages of overseas assignment process (including the processes of recruitment and selection, overseas acclimatization, and repatriation).

2.2 THE INTERNATIONAL ASSIGNMENT CYCLE

An international assignment can be thought of as consisting of three broad stages: 1) selection and pre-departure, 2) the foreign assignment, and 3) repatriation and career management (Suutari & Brewster 2003) which is presented in Figure 2.1

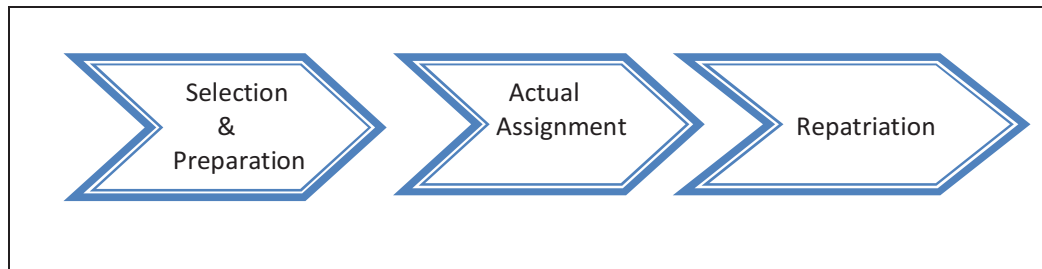


Figure 2.1 The International Assignment Cycle

The first phase of the international assignment cycle i.e., expatriate selection is a multi-faceted subject since personality characteristics as well as interpersonal skills have to be checked before selecting an employee for international assignment (Caligiuri 2000). According to a study done by Tung (1998), she identified four groups of variable which includes technical competence on the job, personal traits or relational abilities, ability to cope with environmental variables and family situation that contribute to success or failure on the job and hence should be used to guide selection. Likewise (Mendenhall & Oddou 1991), in their study proposed four dimensions highlighting that when selecting expatriate focus should be on the strengths of the applicant on the four dimensions i.e., self-orientation dimension, other's orientation dimension, perceptual dimension and cultural toughness dimension. However in reality most of the companies are only using technical competence and knowledge of company systems as selection criteria (Morley & Flynn 2003, Sparrow et al 2004).

In addition to the selection criteria as part of preparation for the selected employees diverse cross-cultural training programmes has to be developed to facilitate their adjustment, (Harvey & Miceli 1999, Parkinson & Morley 2006). The content and focus of these programmes are contingent upon factors such as: the individual's cultural background, culture-specific features of the host-country environment, the individual's degree of contact with the host environment, the assignment length, the individual's family

situation and the individual's language skills. The effectiveness of cross-cultural training has been examined by Deshpande & Viswesvaran (1992) who demonstrated a positive effect support and their support for their adjustment. Further in a study done by Shaffer et al (1999) it has been identified that in the selection criteria the importance of job design, organisational support system, and including spouse in any training and support programmes and the importance of language fluency. In addition, as part of preparation for international assignment it will be helpful if the international assignee receives pre-departure briefings on what to expect during repatriation, career planning sessions, guarantee/agreement outlining the type of position expatriates will be placed in upon repatriation, mentoring process while on assignment, reorientation program about the changes in the company, repatriation training seminars on the emotional response following repatriation, financial counseling and financial/tax assistance, lifestyle assistance and counseling on changes likely to occur in expatriates' lifestyles upon return.

The second phase of the international assignment cycle i.e., during the assignment abroad the international assignee goes through a four phase process of adaption, these phases are honeymoon, culture shock, recovery and adjustment.

The third and final phase of the international assignment cycle is repatriation of employees. Repatriation is defined as the return to the home country after the completion of an international assignment (Dowling & Shuler 1990). Repatriation is the final link in the circular expatriate process (Figure 2.2), and a necessity to finish it to achieve the highest development value of an international assignment. However it doesn't happen automatically, it requires a deliberate and conscious effort to tailor a company's talent management programs, strategies, and practices to the

different needs of each participant. The key to achieving expected results is taking a holistic approach that spans the entire assignment lifecycle.

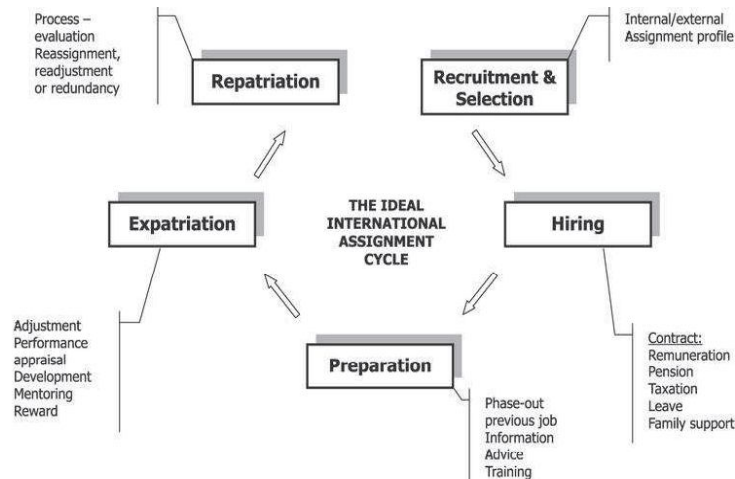


Figure 2.2 Ideal International Assignment Cycle

An ideal international management cycle should help employees develop a clear career path. This should happen well in advance of any foreign assignment. Once an appropriate assignment has been found, the company must help the employee understand the objectives of the assignment and develop a strong support system if they don't already have one in place. That means helping the employee create new connections in the host organisation, while maintaining strong connections back home; providing customized mentoring services to help the employee be effective while on assignment; making sure the employee's family is comfortable in the new environment and, as the end of the assignment draws near, helping the employee find an appropriate position that takes advantage of newly acquired skills and experience. It is often observed that support upon return from assignment abroad ease the transition to the home country and helps to cushion the impact of returning back to home country organisation.

Looking ahead there's no question that in the next few years, most organisations will have workforces that are predominantly global and hence it becomes imperative that both organisations and employees develop a global mindset and pay attention to the international assignment especially the last phase of international assignment by establishing practices to provide support for returning employees.

2.3 REPATRIATION OF EMPLOYEES

Repatriation is the final phase of international assignment that occurs when international assignees return to the home country and repatriation management remains an organizational weakness in international mobility (Kraimer et al 2009, Lazarova & Cerdin 2007, Shaffer et al 2012). Repatriation is defined as the process of re-entry to the individual's home country after living abroad for a significant period of time (Hurn 1999). The repatriation of employees is a crucial and special phase in the sense that it is the point in which the readjustment and re-entry of international managers and their families back to their home country (Linehan & Scullion 2002).

Repatriation of employees can be understood using the four-stage model of re-entry developed by Craig Storti (2001). First stage called as Departure phase. This phase is characterized by mixed feelings because of end of journey abroad and eagerness to see family and friends again. The second stage called as honeymoon stage lasts from one hour up to a couple of weeks. Even though returning employees may be thrilled to see family and friends again, tell everyone their stories, get their picture developed, eat their favorite meal etc. The third stage called as reverse cultural shock stage is when the actual reality hits the returning employee. The impact at this stage depends on factors such as duration of international assignment, depth of involvement with host culture, variations between cultures, and every individual's personal disposition. Reverse cultural shock can range from

several weeks to over a year. It is normally observed that returning employee is hit by discontent which stems from turmoil within, may not be from the outside stimuli. Discontentment may be because the returning employees feel that they are not part of the same culture/society anymore. They may resist readjusting because it is as if by embracing their home culture again they are discarding their foreign learning and personal growth. Studies have shown that even physiologically speaking, reverse culture shock can be physically debilitating and make people more susceptible to illness. Finally the fourth stage called as readjustment stage when the returning employees finally find their back again. They create a new sense of home and establish routines in work, school and social life.

The adjustment pattern of expatriation/repatriation as shown in (Figure 2.3) indicates that the expatriates usually experience great enthusiasm at first arrival in the host country (honey-moon phase – everything is beautiful). After this, they experience a problematic period of culture shock (reverse culture shock for the repatriate – everything is awful), and finally they adjust (readjust for the repatriate – everything is ok) to the new country and culture.

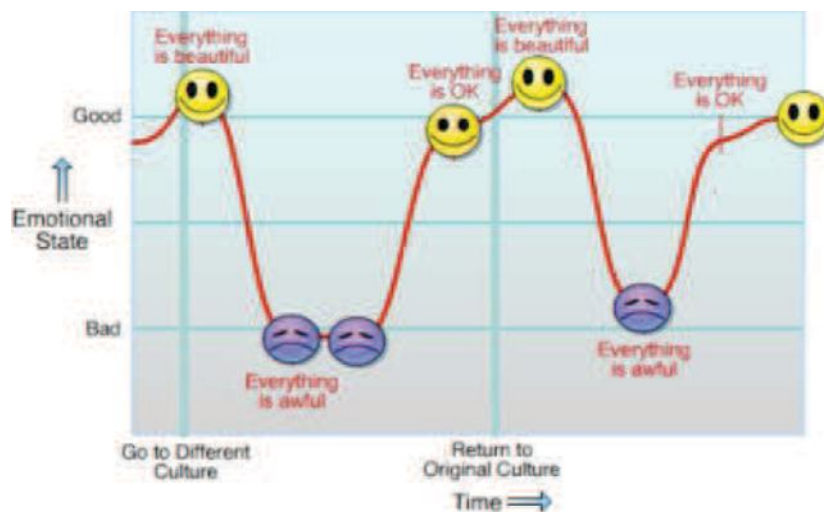


Figure 2.3 Phases of Adjustment during Expatriation and Repatriation

The previous research reviews in the area of repatriation highlight that repatriation process to home country after an international experience can be more traumatic than expatriation and unfortunately, repatriating employees often do not receive help with the repatriation process and end up leaving their organisations. In a joint survey conducted by the National Foreign Trade council and Windham International in the United States involving 264 companies employing a total of 75,000 expatriates worldwide indicated that 40 percent of repatriates leave the company within two years after their return; 68 percent of companies do not provide employment security on assignment completion; 75 percent of returning expatriates indicated being appointed into lower level position than they had while on foreign assignment; 40 percent of the repatriates expressed dissatisfaction with skill utilization and career prospects (Stanoch 2006). It is estimated that most companies spend between US\$300,000 and US\$1,000,000 annually on an individual on foreign assignment and in addition if the employee leaves the organisation the cost of replacing the employee is almost 29 percent (non-management) to 46 percent (management) of the person's annual salary according to study done by (Selmer 2001).

Moreover the loss of internationally proficient employee often causes loss of critical business contacts and relationships, opportunities and non-measurable losses like damaged corporate reputation. By leaving, the repatriate is not only causing the home organisation a financial setback, but also forces the company to lose the employee's recently developed international competence and experience (Hyder & Lovblad 2007). Since there is huge cost involved in sending the employee on international assignments and also on his/her return organisations need to facilitate smooth transition of the expatriate after the assignment and also enhance expatriates commitment to the parent organisation and the new local work unit to facilitate the retention of these strategic human resources, this ensures that

organisations are able to leverage on the employees' skills and experience acquired overseas (Black & Gregersen 1991, Tyler 2006).

Returning employees, who have completed a global assignment, can be of great help in establishing and expanding an MNC's international business since the repatriate possess first-hand knowledge of working in foreign assignment and can share information relating to client, culture, customers and specific market conditions (Lazarova & Tarique 2005). The enhanced global knowledge among the globally mobile employees can help the returning employee and the organisation to take the proper decision in the international context. Therefore, for organisations to attract and retain the best global managers and gain maximum return on investment from returning employees depends on how the organisations handle the repatriation process (Bolino 2007, Dowling & Welch 2004). Further to gain the maximum benefit from the repatriate its very critical that the process of re-integration into the home country society, both at work and in a more social and general context is managed properly, however the reality is quite different because repatriation is a key troublesome moment in the international assignment of employees in global corporations, this happens because the prevailing attitude is that returnees should be able to readjust easily to their own culture and would face little or no cultural obstacles to adjustment (Segaud & Malinowski 2002).

Therefore, successful repatriation is a vexing scenario for many organisations. With the shift from job-based to career based assignment objectives that many companies are undergoing, successful repatriation takes on greater importance. A successful repatriation transition outcome can be defined as, "one in which, upon return, the repatriate: gains access to a job which recognizes any newly acquired international competences, experiences minimal cross-culture readjustment difficulties; and reports low turnover

intentions” (O’Sullivan 2002). For many organisations, returning to the home location from an international assignment doesn’t completely define the assignment a success. Utilizing the knowledge gained from that experience, having a more global mindset as a result of that assignment and demonstrating the return on investment are all examples of how companies view international assignments in terms of their long-term, career impact rather than as a onetime event.

There is an old aviation saying that applies so well to the topic of successful repatriation: “There’s nothing as useless as the runway behind you.” In the case of repatriation, it means planning is everything. Of the factors that can positively influence repatriation success – for example, repatriates expectations, developed adaptability skills, career options opened by assignment experience, assignment goals met, remaining attuned to the home location – most require early planning.

Similar to the expatriation process or to other relocation processes, and all international moves which involve adapting to a different job, work context, and coworkers the returning employee has to also undergo cross-cultural adjustment (Black et al 1992b). It is in the phase of repatriation that the motivation of the repatriates to stay within the company is formed, and the motivation of prospect expatriates is influenced by the attitude and experiences the repatriate brings home. Despite the extensive experience that MNCs have had managing international assignments, they continue to struggle with the repatriation (i.e., return home) of these long-term expatriates. For example global mobility study conducted by Geodesy, a partnership between Price Waterhouse Coopers and Cranfield University in (2005), reported that although 85 percent of the organisations recognize the importance of repatriation programs, only 20 percent believe that they execute such programs effectively and because of this the repatriates face several

problems upon return to their home country and if companies do not realize the magnitude of the problem of returning expatriates it is bound to affect the satisfaction level with the repatriation process which will force many repatriates to decide on a change in the employer resulting to the loss of almost the entire amount invested in sending the employee abroad.

Hence, the main challenge facing the organisations is repatriating executives from global assignments which go far beyond the superficial problems and costs of physical relocation. The assumption is that since these individuals are returning home they should have no trouble adapting. However, experience has shown that repatriation is anything but simple.

2.4 REPATRIATES TURNOVER INTENTIONS

Indian IT companies have turned to repatriates to take advantage of their global experience and give the companies better global branding; however they are facing a major challenge from returning employees because many have hit the exit button and many are intending to leave the organisation in the near future.

The repatriate's turnover is a matter of great concern because it is often noticed that in many companies they are sending their best employees overseas but do not manage the repatriation process well resulting in an increased turnover intention of repatriated employees and never able to capitalize on the knowledge and skill of the returning expatriate. The repatriation process is usually a difficult experience for both the individuals and the organisations (Scullion 1994), and some of the returning employees find the repatriation process is even more traumatic than the expatriation experience (Adler 1981, Linehan & Scullion 2002), because of this traumatic experience, repatriates usually express much disappointment when describing their return to home office. This situation has led to stressful and frustrating

experience of returning to home organisation which may cause many expatriates to develop an 'intention to quit' and subsequent turnover and view the transfer home as an intermediate step to leave the organisation (Yeaton & Hall 2008).

Turnover intention is defined as conscious willfulness to seek other alternative job opportunities in other organisations (Tett & Meyer 1993). Turnover intentions are the thoughts of the employee regarding voluntarily leaving the organisation (Whitman 1999).

Tett & Meyer (1993) define turnover intention (intent to quit the organization) as the conscious and deliberate decision to leave the organization.

The formulation of 'intentions to leave' or 'stay' is inherently a result of affective attitude toward the international assignment as well as perceptions of external employment alternatives. A study done by Black & Gregerson (1999) indicated that out of 750 repatriates in U.S., Europe, and Japan companies, one-fourth of those who completed an assignment left their company, often to join a competitor, within one year after repatriation. What is also alarming is the data provided by two empirical studies, conducted in the United Kingdom by (Forster 1994) and in Finland by Suutari & Brewster (2004) found that around 50 percent of repatriates consider the possibility of changing their company. A study by Baruch et al (2002), based on interview with repatriates from a mid-sized company in the U.K., found a high rate of dissatisfaction with the repatriation process and a high rate of turnover within the first year upon return. Likewise in another survey done by Baruch (2001) it was stated that some employers were reporting that 49 percent of the repatriates were leaving the company within two years. In a study done by Brookfield Global Relocation Trends Report (2011), out of 118 companies which participated in the survey 38 percent of repatriates quit their

organisation within one year of returning from their assignments, and the 15-year historical average indicates 22 percent of repatriates quit their organisation within one year of returning from their assignment. This indicates that MNCs are losing a significant portion of their international human resource capital. Also significant was the fact is that numbers will increase further if the market conditions are better and to substantiate it 79 percent felt the market demand for their international skills was high, and they would be able to locate a job with another company.

Studying the turnover intentions is appropriate for several reasons; reviews on the antecedents of turnover intentions have highlighted intent to leave rather than actual turnover as the outcome variable. Turnover intentions are strong and consistent predictors related to actual turnover (Hendrix et al 1999, Lee & Liu 2007). Employees decide in advance whether to leave the organisation or not before their eventual exit. This is in line with attitude-behaviour theory (Fishbein & Ajzen 1975) which posits that one's intention to engage in a specific behavior is the close predictor of that behavior. Also, (Wunder et al 1982), in their turnover model, measured intent to leave as a surrogate for actual turnover. Further, intention to leave is used because behavioral intention is a good predictor of actual behavior (Ajzen 1991).

Most researchers now accept the premise that intention to stay or leave an organisation is the final cognitive step in the decision making process of voluntary turnover (Steel & Ovalle 1984). In addition it is more practical to ask employees of their intention to leave in a cross sectional study than it is to see if they have actually left via a longitudinal study. Also from the employer's point of view, intention to leave may be a more important variable than the actual act of turnover, because once an employee has left, there is little an employer can do except assume the expense of hiring and training another employee. Researchers have testified that the turnover intention

comprises of a sequence of process viz., thinking of quitting, intentions to search, and intention to quit (Mobley et al 1978). Turnover intentions reflect the subjective probability that an individual will change his or her job within a specified period. And finally results on the study of the relationship between turnover intentions and actual turnover have given support on the significant relationship between these variables (Lambert et al 2001). Therefore, in this study turnover intention of repatriates is considered as an alternative in measuring actual turnover.

2.5 RESEARCH GAP

The review of literature presented so far shows that over the years traditionally studies on repatriates have been done through western theoretical and empirical lenses that have a more homogeneous workforce (Bossard & Peterson 2005) however, there has been very little study done in the Indian context, even though the numbers of repatriation happening today are very substantial. The Indian Inc. differs from its geographical neighbors in terms of the cultural, economic and social attributes; hence, the present research will focus on repatriated executives, a relatively unexplored group, yet one of great importance as organisations attempt to retain these high-demand/high-impact employees. Concepts that are replicable both in the western and other cultural contexts may be more enduring and important than those only receiving support in the limited workforce market.

Till date there are hardly any studies done to know the turnover intention among repatriated professional particularly among knowledge workers in IT companies.

The limited studies done on repatriation in India mostly concentrate on repatriation process, however there are hardly any studies done to investigate the turnover intention model from psychological perspective by

studying job satisfaction and organisational commitment among repatriated employees particularly in IT sector.

Hence it is imperative to study repatriated knowledge workers turnover intention to establish the extent of turnover intention. To address this knowledge gap, this study applied the variables that research efforts in international human resource management and international business have suggested are related to the repatriates' turnover intention, to Indian settings and the same is presented in the theoretical model below.

In this search for understanding repatriates turnover intention, review of literature has been done to identify what factors are related to repatriates turnover intention and the review are presented here under.

2.6 PREDICTORS OF REPATRIATES TURNOVER INTENTION

Turnover intention is regularly observed after repatriation, even though organisations aim return on investment after expatriation. The repatriation time is a moment in the expatriation cycle plagued with uncertainties and anxieties for expatriates and their families. While issues related to expatriation have been studied at length, repatriation has received much less attention despite filled with a wide variety of issues including organisational change, career transitions, financial and family problems, and psychological stress (Chi & Chen 2007, Harvey 1989). In fact, repatriation can present a more difficult adjustment than expatriation.

2.6.1 Repatriates Adjustment

Repatriates adjustment is described as a multifaceted phenomenon, defined as the ability of the repatriate to adapt or conform to his/her living and working environment (Whitman 1999). Home office executives often find it

inconceivable that returning expatriates need to readjust to anything after a few short years away because focus is on re-entry into familiar home country, therefore the repatriation process is often assumed to require much less HR attention than expatriation and because of this mindset repatriating employees often do not receive help with the readjustment process and end up leaving their organisations (Black & Gregersen 1999a, 1999b, Tyler 2006). According to a study done by Lee & Liu (2006) among Taiwanese Banking employees it was found that repatriates who perceive a higher level of repatriation adjustment have a lower intent to leave and employees who are uncommitted are more likely to resign.

2.6.1.1 Theoretical Models of Reentry and Adjustment

Researchers believe that the primary theoretical process related to repatriation adjustment is uncertainty reduction: Factors that reduce uncertainty will facilitate adjustment, while factors increasing uncertainty will inhibit adjustment (Black 1994, Black et al 1992b).

The theoretical models now addressed include (Berry 1997) model of immigration, acculturation and adaption. This model highlights factors affecting repatriation adjustment and possible outcomes of reentry. This model defines adaptation not as a singular concept, but involves many life roles. Berry's model also suggests repatriates have tremendous control over the adjustment and adaptation process.

Likewise, with regard to coping strategy on reentry (Adler 1981, 1992) have proposed model. The model throws light on coping with reentry and focuses on adjustment to work, and highlights the impact corporations have on repatriation adjustment. This model also acknowledges the influence of individual attitude and corporate attitude. It therefore appears that both the

repatriate and the corporation have a reciprocal effect on repatriation outcome, as each acts and reacts throughout the process.

Similarly the work role model proposed by Black (1988) illuminates repatriation as a complex and multifaceted phenomenon, involving all life roles. The degree of adjustment will depend on the amount of change involved in repatriating, and adjustment can be highly individual. This model also suggests adjustment and knowledge are interrelated, whereby the greater the knowledge of each facet of the repatriation process, the greater the degree of adjustment.

The (Black Mendenhall & Oddou 1991) theory of repatriation adjustment proposed three dimensions of adjustment strategy i.e., readjustment to work, interacting with home nations, and to the general environment. Further (Black Gregersen & Mendenhall's 1992b) explains the theory of repatriation adjustment and emphasizes the need to treat repatriation as a complex process involving distinct but interrelated variables. Communication during and after the assignment is a vital part in repatriation adjustment, as information helps to clarify the repatriation process.

2.6.1.2 Factors Influencing Repatriates Adjustment

There are various factors which affect whether expatriates remain with their company upon repatriation. In general it is observed that the reverse cultural shock is one of the main factors hindering employee adjustment to the home culture and to the headquarters organization. Repatriates generally feel initial enthusiasm for their home coming, often followed by a reverse cultural shock and this shock affects the repatriates' intention to leave the organisation (Lee & Liu 2007). Repatriates after their honeymoon stage normally face anxiety and uncertainty which mostly results in repatriates facing problem adjusting to the home country. Normally, for a returning employee how well

he/she is able to integrate to home and host countries intercultural identities leads to lower level of adjustment difficulty, whereas disintegration leads to the highest levels of difficulty and cultural shock (Cox 2004). This model also highlights expectations as playing an important role in repatriation adjustment. Likewise, repatriation research by Dowling & Welch (2004), Bhaskar-Shrinivas et al (2005) have indicated that repatriation and other international adjustments are affected by individual factors such as self-efficacy, organisational factors such as the organisation's culture, non-work factors such as spouse and family adjustment, other macro social or cultural factors, and HR-controlled factors relating to job and career planning and career path clarity. This is an important consideration for the current study when examining methods of coping and adaptation strategies used by repatriates. In addition, individuals who had their long stint of international exposure in homogeneous cultural backgrounds can face readjustment difficulty to revert back to a more heterogeneous culture (Stroh et al 2000). Further, readjustment can be difficult for people who had a weak cultural identity of their home countries before expatriation and favored cultural identity to the host country because of which the repatriates undergo various emotional cycles while adjustment like re-entry shock (Sussman 2001). Therefore, it is suggested that repatriates report low turnover intentions if upon return experience minimal cross-cultural readjustment difficulties and gain access to a suitable job.

Further, it is generally observed that returning expatriate generally experience downward shift in social status upon returning to the home country - the "kingpin syndrome" and the accompanying loss of expatriate lifestyle which strongly affects re-adjustment process. The loss of a way of life, as well as a loss of personal and professional status which is described as "ego shock", can effect repatriates turnover intention. During an international assignment the expatriate and spouse are feeling like "big fishes in a little

pond,” but when returning home the picture become the opposite. The demotion, loss of financial benefits, and adjustment into corporate headquarters that usually accompanies repatriation can easily increase the sense of lowered social status and has negative influence on readjustment.

The loss of a way of life usually includes downward shift in social status, loss of lifestyle, loss of cultural advantages, loss of friends, and loss of a sense of freedom and this causes the downward shift in social status and it's a big influencer in adjustment with most expatriates and their families experiencing it upon their return. Returning expatriate found it demanding to reacclimatize to home country lifestyle after relocation back home in particular due to the downward shift in social status which was partly caused by the experienced financial setback which also leads to increased anxiety. As a consequence, they usually suffer disappointment and disillusionment with the repatriation process (Dowling & Schuler 1990). This is particularly true among repatriates from developing countries who often enjoy lavish lifestyles while away and upon return to the home country find a downward shift of living conditions, cost of living to be staggering, decline in salaries and savings which can severely hamper the adjustment of the returning employee (Black et al 1992a) further in their study they indicated that 54 percent of Americans, 47 percent of Japanese, and 27 percent of Finnish repatriates reported experiencing a decrease in social status upon re-entry. In a study done by Black (1994) suggests that when repatriates find themselves in a new social status, with new related roles, uncertainty will increase resulting in higher intention to leave.

Employees also change and mature during the experience of living and working abroad. According to a study done by Kohonen (2008) it was identified that IAs often leads to profound personal and professional growth for expatriates; it potentially cause changes in the expatriates' sense of self and personal identity, in particular among individuals with greater involvement in host culture, higher responsibility and independence. IAs

promote different impacts in different types of personalities; individuals with greater involvement with the host cultures and with high independence at work often emerge from IAs with an increased sense of professional self-confidence and higher expectations and ambitions in regards to their future careers. They often develop a greater commitment to their subjective career rather than to their organizational career, and become more prone to launch boundary-less careers and to seek challenging professional opportunities in other organizations. Expatriates with less involvement with the host culture and/or less managing responsibility at work, have an easier time readjusting back to their home cultures and headquarters organization. It is thus fundamental for corporations to assess the needs of their repatriates' employees in order to develop practices and professional opportunities to fit the employee's objectives and aspirations.

Furthermore, it is generally observed that returning employees will find it easier to adjust if they have a strong social support (Feldman & Tompson 1993). Most expatriates and managers assume that adapting into one's own culture is easy (Stroh et al 1998). Expatriates and their families often take from six months to one year to readjust back to the daily operation of their organizations and to their home country cultures (Linehan & Scullion 2002) and social networks, both personal and in the workplace, often take a long time to reestablish, sometimes up to one year (Jassawalla & Sashittal 2009). In the meanwhile, the lack of social networks hinders the adjustment of the returning employees back to the organization. Therefore, socio-cultural namely cultural adjustment, socio status, lifestyle is broadly defined as the ability to 'fit in" and negotiate interactive aspects of the culture.

Returning expatriate also often face 'work adjust difficulties' because corporations rarely offer special services to reintegrate expatriates to

the organisation and, further, often maintain little contact with expatriates during the International Assignment (IA). Lack of repatriation practice is caused by the tendency to segregate domestic and overseas operations into separate and unrelated businesses, (Allen & Alvarez 1998) this creates out of sight and out of mind where expatriates are out of contact with colleagues, headquarters organisation, managers and HR departments during IAs and face difficulties adjusting to home organisation work culture and because of which may think of leaving the organisation. Hence it is very critical to reduce difficulties arising with work adjustment and in order do so (Black et al 1992b) believe similarities in work duties will facilitate adjustment. Many repatriates find discontinuities between the domestic and international positions, and feel a loss of momentum in their careers leading to adjustment difficulties and higher intention to leave (Adler 1981, Black & Gregersen 1999b). Similarly (Feldman & Tompson 1993) have identified the level at which the repatriates enters the organisation also affects the work adjustment, since the repatriate can use his/her active coping strategies and make changes to work procedure if the repatriate enters at a higher position. They also point out that job involving more of technical function and requiring very less interpersonal contact can readjust easier in comparison to employees who are required to have more interpersonal contact like HR manager.

It is often seen that for returning expatriate to adjust smoothly to their work role clarity and role discretion are important, while at the same time minimizing role conflict (Black et al 1992b). Role clarity refers to the level of certainty surrounding role expectations. Past research has shown that role clarity reduces the amount of work uncertainty, which, in turn, facilitates adjustment (Black 1988, 1990). The transition for the returning employees will be smoother if home organisation can ensure role clarity of returning employee can substantially reduce the uncertainty concerning the work

situation and can adjust more easily to the role assigned. Research done by Feldman & Tompson (1993) suggest that if the repatriates find huge difference between role performed in the international project and upon return, greater difficulties are on the way for the employee when readjusting. Further they also suggest that providing clear job descriptions is necessary for effective repatriation job adjustment. Likewise in a study done by Gregersen & Stroh (1997) in their study of Finnish repatriates, found role clarity and role discretion to be significant and positive correlates of cross-cultural work adjustment upon repatriation. Returning employee should know the future work role and what to expect on return to home country which will result in lowering uncertainty and facilitates smoother adjustment, but if the repatriates return home with significant role conflict, it can affect negatively on work adjustment and increase turnover intention. Role discretion allows repatriates use of previous behaviors which helps reduce the uncertainty of a new situation and appears to have the strongest impact on work adjustment (Black 1994, Black & Gregersen 1991) and allows employees to adapt their work role to themselves rather than adapting to the situation. Therefore, reducing job ambiguity and role conflict leads to greater job adjustment and reduced turnover intention.

Furthermore one of the main predictors of repatriation success is the fact that how the parent company manages the repatriate's career upon reentry. In a study done by Bossard & Peterson (2005) have found that overall satisfaction with career management upon reentry is one of the critical factors of adjustment. Career management was also found to increase satisfaction with the repatriation process (Vidal et al 2008). Yet many repatriates return home faced with loss of autonomy and authority and decrease in the level of responsibility (Stroh et al 1998).

In addition previous studies have identified that providing mentors can be an important factor which can have a positive effect on repatriates' adjustment and reduce the turnover intention among the returning employee. According to (Black 1992) mentors should be in constant touch with the expatriate and must convey on a regular basis to the expatriate important information like competitor movements, strategic shifts and other structural changes in the organisation and with the use of technology must regularly communicate with a mentor to inform about the changes happening in the organisation. Having a mentor during the international assignment may provide security to the expatriate and improve adjustment upon returning home. Mentors acts as an essential source of support and a very good link between the home organisation and the expatriate.

In a study done by Dowling et al (1999), state that during the assignments, abroad companies should assign the expatriate a mentor. The reason for having a mentor is to reduce the out-of-sight and out-of-mind situation. In addition, during expatriation and repatriation mentors can help with contacts, networks, support, direction, provide information, advice, train, career direction and repatriation assistance which help employees stay current. Further in their study (Black et al 1992b), suggests that although there are many facets of repatriation adjustment psychological adjustment also appears to be one of the key factor in work adjustment. Hence work adjustment conveys a broader meaning than the adjustment of an individual to his specific job tasks. It is the adjustment of the repatriated employee to his world of work. It includes the adjustment of the individual to the variety of environmental factors that surround him in his/her work, his adjustment to changes in these factors over period of time, and his/her adjustment to his own characteristics. Thus , adjustment of the repatriated employee to his employer, his supervisor, his co-workers as well as to the demands of the job

itself, his adjustment to changing job market conditions, and his adjustment to his own aptitudes, interests, and temperament are all encompassed in the concept of work adjustment.

As discussed in the theoretical framework and reviews it was predominately found that individual variables, organisational variables, and non-work variables, macro-social or cultural variables affects repatriates adjustment and turnover intention (Black 1990, 1994, Bhaskar-Shrinivas et al 2005). Based on this background and the views given by academic and industrial experts, this study focuses primarily on two facets of adjustment namely (a) social-cultural factor related to the repatriate's ability to adjust and reintegrate into the home country culture. It consists of adjustment to life style, social activities, relationships, financial conditions and to the culture of the home country, (b) organisational variable particularly relating to and work adjustment like changes in job responsibilities characterized mainly by a decrease in the level of responsibility and authority, job status, role clarity and adjustment to changes within the organisation, such as relationships among colleagues.

2.6.1.3 Demographic factors influencing repatriates adjustment

Furthermore, it is often seen that repatriates adjustment is also affected by demographic factors like age, gender, marital status, education level, and length of stay and willingness to relocate, cultural distance between host and home countries, number of overseas assignments, time spent overseas, number of home country visits during expatriation, length of last assignment and level of personal communication with friends, coworkers, superiors and family during expatriation, level of up-to-datedness with daily life events of home country and adjustment of spouse and children.

With regard to age (Suutari & valimaa 2002) have identified that older age repatriate have more information and experience about the home country resulting in easier adjustment and lower turnover intention. Contrary to the above (Feldman & Tompson 1993) have identified that younger repatriates are more flexible and can adopt better when they return back to the home country. They further state that older repatriates had higher expectations, a smaller scope of acceptable potential positions upon return, and were reluctant to try position in fields new to them, thus they concluded that age was affecting but not an important factor on repatriation. Further (Feldman & Tompson 1993) have also identified that younger repatriates without any family issues will find it easier to adjust to the home environment.

The importance of gender has been debated and tested in several studies. Most of the research on repatriates has been done on male repatriates while only few have studies on female repatriates' adjustment process. Like (Brabant et al 1990, Rohrlich & Martin 1991) found that female gender correlated to increased repatriation distress, while (Cox 2004) found no such correlation. Meanwhile the study done by Sussman (2007) portrays the difficulties experienced by female returnees in readjusting to their home society. In the work context, (Linehan and Scullion 2002) stress the importance of the pioneering role and consequent difficulties of female expatriates, while (Cox 2004) emphasizes the assumed responsibilities of household maintenance and family life management of the female respondents regardless of their regular working hours. Contrary to the above-mentioned research, (Sussman 2001) reports no significant relationship between gender and reentry difficulties, indicating a need for further investigation of gender related reentry concerns. As pointed out by Martin & Harrell (2004), more studies should be devoted to the relationship between gender and the character of the sojourn, and their influence on the

readjustment. For example, the experiences of dependent female-spouses are expected to be considerably different from those of female-expatriate-managers.

Similarly with regard to marital status it was found that single expatriate have lesser problems during returning back. Because of lesser responsibilities rooting oneself from one place and moving to another is relatively simple. There is lesser planning required to settle at home. Married expatriates who have spouses at home country too have the same advantage.

Employees are also concerned with the stress of cross-cultural relocation on their family and on the education and social development of their children (Haslberger & Brewster 2008). The cultural shock that the family many experience can affect the repatriate's ability to resume their responsibilities at the home office. One of the key transitional activities is to involve targeted communication concerning the expectation of the home office towards the return of the repatriate and his or her family. Further (Gregersen & Stroh 1997) showed that financial and housing conditions after repatriation, social status at home country, time spent overseas and cultural distance between host and home countries influence spouse adjustment. In addition, their interaction with people and meeting of expectations upon their return appeared as other factors (Hammer et al 1998). It should be noted that spouses' career prospects after return also influence this process (Andreason & Kinneer 2005, Hammer et al 1998). This was further strengthened by the evidence from (Black & Gregersen 1991) study, who suggested that spouse and employee interaction and general environment repatriation adjustment were tightly and positively associated with one another. Likewise in a study done by Adler (1981), Harvey (1989) also have highlighted that repatriates would have less trouble re-adjusting if repatriation programs included the spouse and children.

With regard to length of stay (Moore et al 1987) it has been stated that it has an impact on repatriates' adjustment. Further (Suutari & valimaa 2002) have also identified that more the length of stay abroad more changes would have occurred both within the organisation, individual and general environment that creates a negative impact on readjustment confirming the results of (Moore et al 1987). Repatriates age and number of years abroad together impact result of repatriation. Older repatriates who have spent long years abroad often find it difficult to get into the mainstream on Indian society. Modern developments in India are more commonly seen and accepted amongst youngsters. Younger repatriates are more adaptable and hence find it easier to transition to the new environment. On the other hand, older repatriates who went abroad late and stayed for a short duration too do not find it difficult to repatriate.

Therefore being up to date about the changes happening back home will help the repatriates adjust faster to the home country. The willingness to relocate internationally where the expatriate has a free choice of rejecting or accepting an international assignment has a positive effect on the expatriate's behavior and assignment, and as a result the interest in the expatriate experience reflects in a positive way on the readjustment. Dependent on level of expatriation adjustment will influence the easiness of the repatriation experience. If there were adaptation problem during the international assignment, the individual expresses less satisfaction when returning home and therefore creates pessimistic attitudes and affects repatriation negatively. Contrary, if the international assignment was a success the repatriation is positively affected since the expatriate returns with a more optimistic attitude towards the organisation.

Hence, the repatriates depending on the personal values gives priorities and weightings to each of the settling process and evaluates his

overall success in repatriation and hence both the aspects are important to success of repatriation. Factors that determine success of settling at home, work or neighborhood are different and with varying significance based on Individuals. Irrespective of that, when expatriates rate a particular aspect of settling as the most important, the success in that aspect makes them feel overall repatriation success.

2.6.2 Repatriates Job Satisfaction

The examination of the repatriation job satisfaction is important as this variable is an indicator of the repatriation success (Morgan et al 2004). A person with high job satisfaction appears to hold generally positive attitude, and one who is dissatisfied appears to hold negative attitude towards their job (Robbins 1993).

Job satisfaction is defined as how people feel about their job and different aspects of their work. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their job (Spector 1997). Likewise, in a study done by Ivancevich & Matteson (2002) job satisfaction is defined as an individual's total feeling about their job and the attitude they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organisation. Job satisfaction can also be explained as "the agreeable emotional condition resulting from the assessment of one's job as attaining or facilitating the accomplishment of one's job values." Job satisfaction and dissatisfaction not only depends on the nature of the job, but also on the expectation what the job supply to an employee (Hussami 2008). Previous studies have shown that job satisfaction may be created by certain organisational and individual factors (Balkar 2009, Caprara et al 2003, Klassen et al 2010) and it may affect many employee traits, attitudes, and behaviors in an organisation (Ghazzawi 2008, Platsidou & Agaliotis 2008).

Job satisfaction strongly affects the repatriates' intent to leave the organisation and includes the feeling and perception about their job and different aspects of their job. Research studies have indicated that repatriates turnover intention is affected by job dissatisfaction. Many studies report a consistent and negative relationship between job satisfaction and turnover (Cotton & Tuttle 1986) since employees who are dissatisfied are more likely to leave an organisation than satisfied ones. Further, most of the studies have pointed out job satisfaction is the key psychological construct leading to turnover. In a recent meta-analysis (Holtom et al 2008) reported that out of total of 188 turnover studies, 107 (57 percent) involved job satisfaction as a predictor of turnover. For example in a study done by Baruch et al (2002), Stroh et al (1998), turnover rates range from 20 percent to 50 percent. Further in the study done by Suutari & Brewster (2003) 60 percent of those who stayed in their parent organisation reported that they seriously considered leaving. Meta-analysis studies show a consistently modest correlation of (-.19) between job satisfaction and turnover (Griffeth et al 2000). According to a study done by Tyler (2006) estimated 20 percent to 50 percent are leaving the firm within a year of returning home because of their dissatisfaction with post repatriation career options.

Job satisfaction is complex phenomenon which is multi facets and it is influenced by the several factors like being placed in non-challenging jobs, lack of promotion opportunities, underutilization of skill and knowledge, loss of status and autonomy, lack of career planning and counseling, lack of support on behalf of managers and colleagues, sluggish career advancement and career aspirations, job embeddedness, perception of job deprivation, employee identity and identity strain, perceived career prospects, unmet expectation etc., have been identified to influence job satisfaction which in turn affects turnover intention (Adler 1981 Black et al 1992a, Vidal et al 2007, Stahl et al 2009).

2.6.2.1 Factors influencing repatriates job satisfaction

Almost everyone agrees with the notion that the most important element of an individual's satisfaction with his/her job is related to the characteristics of the position he/she occupies, however in reality the repatriation is largely treated in an ad hoc manner. Expatriates are transferred back home without much previous warning, preparation, and without a clear career path at the organization (Yeaton & Hall 2008).

The existence of a professional career plan or career management was found to reduce the turnover rate among repatriates (Caligiuri et al 2001, Stroh et al 2005). Career aspirations & perceived career prospects are important component for ensuring overall job satisfaction and minimizing the turnover intention and according to Suutari & Brewster (2003) it was suggested that one of the main reasons for accepting an expatriation is that it is expected to increase the employees' career opportunities within the company

Having professional career planning available for repatriates has also been found to be related to repatriate job satisfaction (Vidal et al 2008) and repatriation turnover (Kraimer et al 2009) further they state that perceived underemployment may moderate the relationship between career advancement and turnover intentions. Repatriates who perceived a promotion following their return home were less likely to experience feelings of underemployment, which in turn, made them less likely to think about leaving the organisation.

Repatriates in general feel that successful international assignments should provide for opportunities for career enhancement and earlier research studies demonstrates that turnover decreases if international assignees perceive a link between their assignment and a long-term career plan (Bolino

2007, Lazarova & Cerdin 2007, Stroh et al 2005). In fact, one of the main reasons for choosing an international career is the professional prospects of advancement (Suutari & Brewster 2003). In support of this contention, (Reiche et al 2011) found that expatriates who perceived fewer career prospects were more likely to leave their company two to four years later. Similarly, two other studies found that perceived opportunities for career advancement were negatively associated with repatriates' turnover intentions (Kraimer et al 2009) and expatriates' turnover intentions (Stahl et al 2009)

Of particular interest is the repatriates' view of the profound differences between their international job assignment and their assignment upon return to their home country. For example according to a study done by (Black & Gregersen 1991, 1999a) 68 percent were unsure of the job they would have prior to reentry and one third of repatriates surveyed were in temporary assignments three months after returning home (Harvey 1982).

The management of repatriates' careers may be best accomplished by focusing less on job titles, and by placing more emphasis on skills, including tracking the competencies gained by employees while working abroad. An interesting and rewarding job will greatly contribute to increasing satisfaction within a given work environment. Further (Suutari & Valimaa 2002) have stated that if the repatriates are not placed on the right job upon return from overseas assignment where their skills and experience will be fully utilized it is likely that the repatriates feel less motivated in performing and might even leave the organisation

Researchers have repeatedly shown that job/task characteristics strongly influence worker's attitude, including satisfaction and commitment (Suutari & Brewster 2003, Black et al 1992a, Stroh et al 1998). Many repatriates experience lack of promotion opportunities, lack of support and sluggish career advancement because in general, they are provided with

limited job opportunities, unappreciative of the value of their overseas work experience and because of this the repatriates are bound to develop feelings of underutilization and dissatisfaction. According to studies done by Welch (2003) many companies do not value the international experience they acquire abroad, and do not take it into account when deciding the job they are assigned to when they return home. For instance, (Hammer et al 1998) finds that approximately 50 percent of repatriates consider their job less satisfactory than the one they developed abroad. Likewise in study done by Black et al (1992a), Mendenhall & Oddou (1991), Tung (1998) it was stated that an important factor that assures repatriate satisfaction is career development of the individual. Many of the people being sent out for an international assignment expect a higher position when coming home, however if experience upon repatriation is to discover that his/her career growth has not been as expected the repatriates dissatisfaction creeps which can be a predictor of turnover intention (Stahl et al 2009). As they say "If you have been the orchestra conductor overseas, it is very difficult to accept a position as second fiddle back home."

In addition most of the previous literature reviews have highlighted that financial component is an important variable which affects employee overall satisfaction. If the repatriated employee is satisfied with the overall repatriation process in the form of greater compensation package back in the home country as compared to the compensation the repatriates received during the international assignment the behavior and organisational outcome will be very positive and further it can result in lower turnover rate. It is one of the most important tools for attracting and retaining employees, those organisations which have a high-wage system will have better recruitment and retention of employees as compared to others and influences the employees for longer retention, because if an employee gets better reward internally he would like to stay until his self-interest is fulfilled there. Employee can switch

if he/she gets better opportunity in the external environment (Moncarz et al 2009). It is also a motivator for an employee in commitment with the organisation which in turn enhances attraction and retention (Moncarz et al 2009, Chiu et al 2002). According to Harvey (1989) compensation received by the employees after their international assignment is a major factor in motivating their performance and in increasing their satisfaction. Compensation also works as communicator when it is given to employee against his services which shows how much an employee is valuable for its organisation (Zobal 1998).

During the international missions workers are normally compensated with a higher remuneration than in the domestic company however upon return the repatriate and spouse face financial problems leading to lot of dissatisfaction and intention to leave the organisation (Harvey 1989). Further in their study (Black et al 1999) have also stated that the organisation has to pay certain attention to the financial shock and decrease in social status after returning home through some financial compensation package. Normally when the employees return from a more developed nation to a developing nation there is a feeling of loss of compensation and because of which they find themselves with a lower purchasing power than in the foreign location (Reynolds 1997).

Further, upon return from international assignment the expatriate usually sends a signal that he has developed a number of overall management skills and interpersonal relation competencies in addition to the knowledge of local management practices and local market conditions (Lazarova & Tarique 2005). The returning employee's usually wish to utilize and transfer the knowledge on return and in fact it is considered as most important strategic objectives related to successful repatriation management,

however the reality may be quite different leading to dissatisfaction and wanting to leave the organisation.

Professional satisfaction of the returning employees depends on skill utilization in the home country, whereas people who are qualified in fields that do not have much demand in the home country or that are not developed in the home country have low professional satisfaction and resulting in chances of frustration at work. Further it's been discovered that the repatriates' experience limited job choices and restricted career opportunities upon return from their international assignments which is highlighted by the study done by Stahl et al (2002), Tung (1998a) where they have suggested that employees may accept an international assignment because they see it as a chance to gain additional skills and experience needed to increase their marketability to other prospective employers. This implies that managers and professionals increasingly seek international assignments to gain new skills and experiences that will make them more marketable – and thus more likely to leave.

Unfortunately, it is usually seen that returning expatriate frequently have skills and abilities beyond the position for which they were hired and repatriates often complain about being placed in unchallenging jobs or placed in lateral positions upon returning to the headquarters organisation with low levels of authority. They also do not experience the same level of autonomy to utilize of the newly acquired international skills and knowledge when they return home which, in turn, makes them likely to think about leaving the organisation (Suutari & Brewster 2003, Jassawalla & Sashittal 2009, Linehan & Scullion 2002, Yeaton & Hall 2008).

In a study done on US expatriates by Oddou (1991) it was indicated that expatriate often return to parent company in which international experience is considered a liability, but not an asset. Likewise, according to

study done by Black et al (1992b) the new work place was a poor match with repatriates' newly acquired experiences, knowledge and skills; as little as 25 percent of Finnish and about 10 percent of Japanese and U.S. repatriates received a promotion upon return and many were downgraded to lower-level positions than those which they held abroad. It is often observed that repatriates frequently face resistance when attempting to transfer their newly gained foreign knowledge and skill to the home-organisation because of the perception problems, to this (Gergersen 1992) has said that if returning employees perceive that parent organisation values the international experience and skill, the returning employee is likely to display higher organisational commitment, on the other hand if returning employee perceive that parent organisation does not value their international experience and skill, then returning employee is likely to display lower organisational commitment. Consequently it is observed that a strong positive relationship between the skill utilization and the turnover intention after repatriation. Similar views were expressed by Lazarova & Cerdin (2007) stating that repatriates might voluntarily choose to change employers with a hope of a better match between their newly acquired skills, job ambitions and work responsibilities.

Yet another important factor affecting repatriates job satisfaction and lowering turnover intention is the ability for repatriated professional to use and transfer the international knowledge. Knowledge is the key resource that firms must acknowledge, manage, and integrate to grow and create sustainable competitive advantage (Gupta & Govindarajan 2000). As boundary spanners, expatriates mediate between home and host country cultures and organisations. It was further argued by Oddou et al (2009) argued that repatriation knowledge is in itself a knowledge creation process that is intermediated by a re-socialization process of repatriates; knowledge sharing will only occur when expatriates feel valued by the organization and are seen by others as valuable reservoirs of knowledge; such recognition will

allow repatriates to feel more willing to share their knowledge and will allow other members of the organization to feel more open to absorb such knowledge. Corporations can assist process by promoting feedback seeking behaviors and social networks in order to facilitate the reintegration of repatriates to the organization (Crowne 2009).

In the knowledge society, “expatriates and repatriates become exporters, importers and local traders of expertise and knowledge, the most precious resource of all” (Inkson et al 1997). Exposure to new ideas, experiences, business practices, foreign cultures and markets offers a crucial contribution to the creation of new knowledge that results in competitive advantage (Tallman et al 2002). Rich mechanisms of communications and interaction among returning expatriates and other members of the organization – i.e. global teams, coaching and mentoring relationships allows for more knowledge sharing to take place post repatriation thereby gaining competitive advantage (Furuya et al 2009, Lazarova & Tarique 2005). Despite the obvious benefit of knowledge utilization and transfer there is lack of receptivity to repatriate knowledge resulting in a huge loss to the organisation in terms of knowledge sharing and return on investment.

Furthermore, it is not uncommon for expatriates to have many high expectations about coming back to their home country and able to use the knowledge and skills gained abroad but there are chances of being disappointed if the anticipations are overlooked and as a result are more likely to resign. A repatriate expects the organisation to treat or support them fairly; if they do not, reduced commitment or even resignation can follow (Chi & Chen 2007). Further (Bolino 2007) proposes that the degree to which expectations are met impacts retention. One of the reasons this could be true is that expectations affects repatriate job satisfaction (Lane et al 2010) and job satisfaction affects turnover intentions (Vidal et al 2007).

Repatriates often develop work and non-work expectations that they wish corporations to address; only when their expectations are met and there is an alignment between a positive repatriate experience and a fulfillment of motives employees remain committed to their organization and keep their jobs (Stroh et al 2000, Hyder & Lovblad 2007). The returning employee believe that time abroad will advance their career. If this does not happen very quickly an employee soon becomes disillusioned and feels their employer is not making the most of, or rewarding, the additional knowledge and skills acquired over the duration of the international assignment. Also most of the returning expatriate expect admiration of the global experience and lack of these was likely to generate unfavorable attitude towards the company and result in higher intention to leave the organisation.

In a study done by Jassawalla & Sashittal (2009) on multi-country repatriates they found that nearly all of the negative feelings repatriates experienced were a direct result of their unmet expectations. Further, in a study done by Howe-Walsh (2013) she discovered an unwritten rule in her case study of a multinational organisation with multi-country repatriates. “Even though repatriates were given no promise of a position upon repatriation, they felt the organisation would take care of them”.

Expectations may frequently be more optimistic than the reality presented to repatriates upon return home and this gap may negatively affect job satisfaction (Bonache 2005). Further they go on to explain that problems encountered upon return mostly arise from unmet expectations and the perceived gap between expectations and realities. Problems of repatriates can be from loss of status and role conflict resulting in identity strain when a repatriate perceives job deprivation relative to non-international peers. Because of the identity strain the turnover intention increases.

Realistic work expectations have been found to be related to repatriate job satisfaction and turnover intentions (Vidal et al 2007b). Different authors have highlighted that when individuals are abroad they develop some expectations regarding the job they will hold in the domestic organisation upon their return (Forster 1994, Stroh et al 1998, Suutari & Brewster 2003). For instance, they might think that they will have a higher hierarchical position or that the company will value their international experience. They might believe that they will enjoy a higher or similar level of autonomy to make decisions in the firm with a belief of utilizing their international skills. Very frequently, expectations that employees adopt regarding the repatriation process are optimistic (Tung 1998), consequently, problems arise when expectations are not met upon their return individuals feel frustrated and dissatisfied and will leave the organisation.

In the study done by Stroh et al (1998) indicate that repatriates are frequently faced with loss of autonomy and authority while they might have believed to have higher or similar level of authority which can be a source of dissatisfaction and reason for seeking employment elsewhere.

Organisations can prepare the returning expatriate for changes that can impact their expectations. With regard to repatriates expectations (Suutari & Brewster 2003) state that prior to departure, the main task for the company is to help the expatriate to develop realistic expectations about the assignment abroad and the re-entry. It was also recommended by Black et al (1992b) that regular exposure to the home country and domestic office to facilitate realistic work expectations. Another key transitional activity is to involve targeted communication concerning the expectation of the home office towards the return of the repatriate and his or her family. This can start during the expatriates' preparation and training. Thus some expectations are formed and a psychological contract would have been signed. So during the repatriation

process, if the employees feel that the efforts they have put into completing the international assignment are acknowledged, their commitment to the job will stay the same or even increase and vice versa (Stroh et al 1998). Finally (Black & Gregersen 1999) describe that regardless of repatriates stay or-leave decision and dissatisfaction, the respondents felt that firms were mostly underprepared, unconcerned and wished that more had been done for them after they had returned. Hence, based on the literature review and experts opinions, the following dimensions of repatriate's job satisfaction were selected for the study namely career management, financial component, skill and knowledge utilization and work expectations.

2.6.3 Repatriates Organisational Commitment

Challenges of repatriation, as well as dissatisfaction with the company's management of reentry process are often accompanied by a lack of commitment to the home-organisation results in higher turnover intentions among repatriates.

Organisational commitment is defined as the desire on the part of an employee to remain a member of the organisation. Organisational commitment influences whether an employee stays a member of the organisation (is retained) or leaves to pursue another job (turnover). According to Meyer & Allen (1991), organisational commitment is defined as "a psychological state that (a) characterizes the employee's relationship with the organisation, and (b) has implications for the decision to continue or discontinue membership in the organisation". In a study done by Allen & Meyer (1996) also state that organisational commitment is "a psychological link between the employee and his or her organisation that makes it less likely that the employee will voluntarily leave the organisation".

Employee commitment is thought to be manifested in three key ways: the committed employee actively wants to remain as a part of the organisation, and not just for job security reasons, the committed employee is willing to go the extra mile on the organisation behalf and the committed employee believes in and adheres to the company values. Higher organisational commitment implies weaker desire to leave the organisation and results in lower intention to leave (Lee et al 1999). Moreover, organizationally committed individuals are far less likely to engage in absenteeism and turnover (Golden & Veiga 2008). Organisational commitment has attracted considerable interest as attempts have been made to better understand the intensity and stability of an employee's dedication to the organisation (Lumley 2010).

In a review of research on organisational commitment, (Meyer et al 2002) suggest that workers with higher levels of organisational commitment may persist in behavior that appears to be contrary to their own self-interest. This implies that even though a worker understands his/her knowledge could provide a better job opportunity elsewhere, he/she may remain with an organisation because the desire to be identified with and involved with that organisation makes him/her willing to continue to contribute to the organisation. A meta-analysis of antecedents of turnover showed that organisational commitment is negatively related to turnover (Kammeyer et al 2005) and a better predictor of turnover than other workplace attitudes such as job satisfaction (Griffeth et al 2000).

"Organisational commitment is the critical factor for keeping high-performing repatriates in the firm after global assignments" (Black et al 1992a), because of the positive relationship between commitment and executive retention which can result in leveraging the knowledge gained by the returning employee. The belief that organisational commitment ties

workers to organisations suggests that such ties will reduce turnover intentions and voluntary turnover itself (Allen and Meyer 1990). In addition studies done by Black et al (1992a) have shown that for retaining high-performing repatriates in the firm after global assignments, organisational commitment is a critical factor. In a study done by Lazarova & Tarique (2005), some repatriates are open to accept external job offers with the aim of steering their careers towards better opportunities while focusing on their professional development rather than organisational commitment.

2.6.3.1 Factors influencing repatriates organisational commitment

Organisational commitment model proposed by O'Reilly & Chatman (1986) identified three independent foundations (which may represent separate dimensions) for OC: compliance, attitudes to gain specific rewards; identification, acceptance of influences to establish or maintain the relationship (there is a need for affiliation); and internalization; congruence between employees' and organizational values.

In a study done by Allen & Meyer (1990), they show that all the three components of commitment i.e., affective commitment, continuance commitment and normative commitment are negatively related to employee turnover and intention to leave. The formation on intentions to leave or stay is inherently a result of affective attitude towards the international assignment as well as perceptions of external employment alternatives.

Further in a study done by Quijano et al (2000) defend the existence of only one attitudinal nature of commitment with four progressive levels of bonding with the organization: need (keeping job), exchange (extrinsic rewards), affective (need for affiliation) and value-based (congruence of values and objectives) commitment.

Organisational commitment is most probably affected by factors such as type and variety of work, the autonomy involved in the job, the level of responsibility associated with the job, the quality of the social relationship at work, rewards and remuneration, and the opportunities for promotion and career advancement in the company (Riggio 2009).

Further, (Finegan 2000) claimed that with all three types of commitment, namely affective commitment, continuance commitment and normative commitment produces different result, for instance, affective commitment produces emotional attachment, identification, enjoying being a member of the company and a greater likelihood of engaging in organizational citizenship. According to Meyer et al (1993) “Employees with a strong affective bond remain because they want to do so. Those with strong continuance commitment stay because they feel they have to. In contrast, studies have found either no relationship between continuance commitment and performance, or a negative one (Konovsky & Cropanzano 1991). Further in a study done by Siders et al (2001) it was found that commitment to an organization was positively related to objective job performance that is rewarded by the organization. Likewise (Wong et al 1995) found that commitment predicted both satisfaction and turnover intention. Organizational commitment has a direct bearing on the employees’ intention to leave the organization.

This means that a given employee can be affective, normatively or have a continuance commitment to the organisation. In addition, the desire to remain can cut across multiple types of commitment (affective, continuance, and normative) and multiple foci (or focuses) of commitment (work team, company, manager). For example the employees might choose to stay with the current employer because they are emotionally attached to their work

team, worry about the costs associated with losing the company's salary and benefits package, and feel a sense of obligation to the current manager.

Earlier studies have found that all the three components of commitment are inversely related to intention to leave and employee turnover. Hence, it's critical to understand turnover intention from repatriates' organisational commitment view point. In this study the focus is primarily on the three important critical facets of organisational commitment i.e., Affective Commitment (AC), Continuance Commitment (CC) and Normative Commitment (NC). Each of these components contributes to strengthening the likelihood that the employee will remain in the organisation.

Affective commitment (AC) is defined as an employee's emotional attachment, employee's identification with and involvement in the organisation. Employees with a strong affective commitment will remain in the organisation because they want to. Affective commitment is a result in strong affection towards job. Affection towards the job occurs when the employee feels a strong emotional attachment to his/her organization, and to the work that they do. The employee is most likely to identify with the organization's goals and values, and you genuinely want to be there.

People with high affective commitment have been shown to actively do extra role or organisational citizenship behaviors. These behaviors go over and above work related behavior as dictated by job description and organisational policy. They include providing extra help to coworkers, being considerate, volunteering for special activities, and making suggestions when problems arise (Meyer and Allen 1997). On the other hand, repatriates affective commitment is lowered if upon return they find being placed in non-challenging jobs, lack of promotion opportunities, lack of a future plan, and lack of support from managers and colleagues, and sluggish career advancement. Affective commitment has been found to have inverse

relationship to voluntary absence from work and positively associated to job performance (Meyer et al 1993). Affective commitment has been found to be positively associated with degree of autonomy, skill diversity of employees and job challenge (Mathieu & Zajac 1990, Dunham et al 1994).

A meta-analysis of the three dimensions of organisational commitment demonstrated that affective commitment had the strongest negative correlation with turnover intentions and actual turnover behavior (Meyer et al 2002). A worker's desire to exert effort for the benefit of the organisation (i.e., affective commitment) may make him/her less sensitive to cues that might possibly limit such efforts (Meyer & Herscovitch 2001). Further, significant positive correlation has been reported between perceptions of fairness (organisational justice) and affective commitment (Kim & Mauborgne 1993). Studies have also shown that affective commitment is negatively related to role ambiguity or role conflict (Mathieu & Zajac 1990).

In addition, research on person characteristics has shown that gender, marital status and educational achievements and affective commitment are unrelated (Mathieu & Zajac 1990) further they go on to say that a weak positive relation with age, organisational tenure and perceived competence has also been reported.

Further, employees whose commitment is in the nature of continuance will remain in the organisation because they have to. Continuance commitment (CC) refers to an awareness of the costs associated with leaving the organisation. These costs are manifested in two distinct ways: (1) as individuals gain tenure in an organisation they accrue investments in the form of pension plans, seniority, specialized and nontransferable job skills, local affiliations, familial ties, and so on which may be sacrificed or damaged by changing jobs; and (2) individuals may feel as

though they have to remain in their current jobs because they do not have any alternative job prospects.

Continuance commitment occurs when the employee weigh up the pros and cons of leaving the organisation. In a study done by Meyer & Allen (1997) further explain that employees may feel that they need to stay in the organisation, because the loss the employee would experience by leaving it is greater than the benefit gained in new role. Further, it is experienced that the severity of these "losses" often increases with age and experience. Employees are more likely to experience continuance commitment if they are established, have successful role, or if the employee had several promotions within one organization. Employees who share continuance commitment with their employer often make it very difficult for an employee to leave the organisation. Individuals become continuously committed to an organisation because they had side bets or the benefits they get from continuing the relationship with the organisation increases.

Normative commitment refers to an employee's desire to stay with the organisation based on a sense of duty, loyalty, or moral obligation (Meyer & Allen 1991). Likewise (Weiner 1982) discusses normative commitment as being a "generalized value of loyalty and duty". Normative commitment included a moral component and emphasis on strong social ties, obligations and individual pre-dispositions, for example, person and organisation value congruence (Meyer & Allen 1997, Mathieu & Zajac 1990). Employees whose commitment to the organisation is said to be of the normative type remains in the organisation simply because they believe they ought to therefore when it comes to one's commitment to their place of employment they often feel like they have a moral obligation to the organisation and this type of commitment may derive from an individual's culture or work ethic, causing them to feel obligated to stay with an organisation. It is also found that employees with a

strong sense of normative commitment positively correlate to work behaviors such as job performance, work attendance and organisational citizenship. They may not display the same enthusiasm or involvement as employees with affective commitment; however they may have an important impact on the way in which the work is accomplished (Meyer & Allen 1997). According to study done by Meyer & Allen (1991) believe that work experiences dictate affective commitment. In a study done by Torka & Schyns (2010) they link organisational commitment to operational HRM involving HR practices in terms of the job content, physical and social working conditions such as support from colleagues and line managers as well as training and development, reward and employee involvement. They suggest that work experiences such as HR practices serve as antecedents for both affective and normative commitment. However, there is little research to develop the link between HR practices and policies and commitment within repatriation.

2.7 JOB SATISFACTION AND ORGANISATIONAL COMMITMENT

Satisfied employees tend to be committed to an organisation, and employees who are satisfied and committed are more likely to attend work, stay with an organisation, arrive at work on time, perform well and engage in behaviors helpful to the organisation (Aamodt 2007). Studies have shown that job satisfaction and commitment are important variables in employee retention, according to Kotze & Roodt (2005). A strong correlation has been empirically established between job satisfaction, employee commitment and retention. In a study by Wong et al (2001) he concluded that if there is lack of satisfaction and commitment in an organisation it would increase the turnover intention of employees.

Key to organisational commitment has been the finding, that job satisfaction is one of the most cited reasons for employees remaining with

their employers (Coetzee et al 2007, Laschinger et al 2004). Further, research results indicate that there is strong positive correlation between job satisfaction and organisational commitment (Schwepker 2001, Namasivayama & Zhaob 2007, Al-Hussami 2008). In a study done by Wong et al (2001) he described that there are three relationships among organisational commitment, job satisfaction and employee turnover intentions. 1) Job satisfaction impact on organisational commitment and at the end this will affect employee turnover, 2) job satisfaction used as a mediator between organisational commitment and turnover intention, 3) impact of job satisfaction and organisational commitment on each other and their affect on turnover intention. Similarly in an attempt to clarify the relationships among various attitudinal antecedents of turnover, (Tett & Meyer 1993) performed meta-analysis on 178 independent samples from 135 studies, further they estimated the relationships among job satisfaction, organisational commitment, turnover intention, and actual turnover.

The previous analysis also shows compelling evidence that organisational commitment impacts job satisfaction (Namasivayama & Zhaob 2007, Yang 2009, Lane et al 2010). While in individualistic culture, there is greater probability that job satisfaction influence organisational commitment greatly (Wong et al 2001). It might be possible that employee is not satisfied with his/her job but remain loyal to their organisations. Generally, if an employee is satisfied with supervisor, coworkers, pay policies and future promotion he/she will be committed to their organisations and satisfied with their jobs (Reed et al 1994). Further, the review highlights that turnover intention also depends on the type of population for example; commitment has been found to be a stronger predictor of intent to leave than job satisfaction for university employees (Shore et al 1990) and accountants (Rahim & Afza 1993). However, job satisfaction was found to be the stronger predictor of turnover intentions for dental hygienists (Mueller et al 1994) and

to have stronger correlation with intention to quit for a population of women managers (Rosin & Korabik 1991). A study by Shore & Martin (1989) compared the correlation of commitment and satisfaction to the prediction of turnover intention for professional and clerical employees, finding that commitment was more strongly correlated with intention to quit for clerical employees, but not for professionals. The conflicting results of these studies suggest that the relative contributions of these attitudes to turnover may depend on the employee population.

2.8 THEORETICAL MODEL PROPOSED FOR THE STUDY

Based on the discussion and review of the theoretical and empirical literature, a theoretical model (Figure 2.4) was developed, expressing the relationships among the variables in this study.

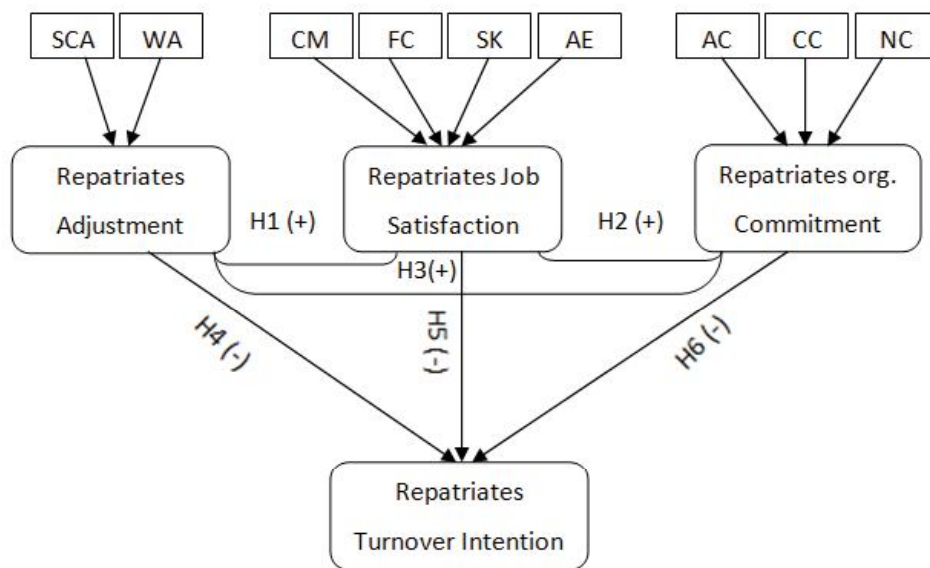


Figure 2.4 Theoretical model on repatriates turnover intention

Note: SCA=Socio-Cultural Adjustment; WA=Work Adjustment; CM=Career Management, FC=Financial Component; SK=Skill & Knowledge Utilization; AE=Work Expectations; AC=Affective Commitment; CC=Continuance Commitment; NC=Normative Commitment.

2.9 HYPOTHESIS OF THE STUDY

Based on the theoretical framework the hypothesis tested for this study are:

H₁ : Repatriates adjustment relates significantly and positively to repatriates job satisfaction.

H₂ : Repatriates job satisfaction relates significantly and positively to organisational commitment.

H₃ : Repatriates adjustment relates significantly and positively to repatriates organisational commitment.

H₄ : Repatriates adjustment is negatively associated to turnover intention.

H_{4a} : Repatriates socio cultural adjustment is negatively associated with turnover intention.

H_{4b} : Repatriates work adjustment is negatively associated with turnover intention.

H₅: Repatriates job satisfaction is negatively related to turnover intention.

H_{5a} : Repatriates career management is negatively related to turnover intention.

H_{5b} : Repatriates financial component is negatively related to turnover intention.

H_{5c} : Repatriates knowledge and skill utilization is negatively related to turnover intention.

H_{5d} : Repatriates expectations are negatively related to turnover intention.

H₆ : Repatriates organisational commitment is negatively related to turnover intention.

H_{6a} : Repatriates affective commitment is negatively related to turnover intention.

H_{6b} : Repatriates continuance commitment is negatively related to turnover intention.

H_{6c} : Repatriates normative commitment is negatively related to turnover intention.

To test the mediation effect of organisational commitment, demographic factors and work unit features on turnover intention the following hypothesis were developed:

H₇ : Organisational commitment mediates the relationship between job satisfaction and turnover intention.

H₈ : There is no difference in repatriates turnover intention in terms demographic factors.

H_{8a} : There is no difference in repatriates turnover intention in terms of gender.

H_{8b} : There is no difference in repatriates turnover intention due age.

H_{8c} : There is no difference in repatriates turnover intention due marital status.

H_{8d} : There is no difference in repatriates turnover intention due educational qualification.

H9 : There is no difference in repatriates turnover intention due to work unit features.

H_{9a} : There is no difference in repatriates turnover intention in terms of total experience with the present organization.

H_{9b} : There is no difference in repatriates turnover intention in terms of total international experience.

H_{9c} : There is no difference in repatriates turnover intention in terms of length of most current overseas assignment.

H_{9d} : There is no difference in repatriates turnover intention in terms of number of overseas assignment of repatriated employee.

H_{9e} : There is no difference in repatriates turnover intention in terms of overseas year of return of repatriated employee.

2.10 OBJECTIVES OF THE STUDY

Towards addressing the research problem, the research gap identified and based on the review of literature, following objectives have been taken up for this research study.

2.10.1 To study the turnover intention of the repatriated professionals in IT companies.

2.10.2 To study the relationship between repatriates adjustment, job satisfaction, organisational commitment and repatriates turnover intention.

2.10.2.1 The relationship between the independent variables namely repatriates adjustment, job satisfaction and organisational commitment.

2.10.2.2 The relationship between the independent variable namely repatriates adjustment, job satisfaction, organisational commitment and the dependent variable namely turnover intention.

2.10.2.3 The relationship between the sub-constructs of the independent variable and the dependent variable.

In addition the present study also envisages studying the mediating effect of organisational commitment, demographic characteristics and work unit characteristics on turnover intention of the repatriated employees, the objectives are:

2.10.3 To identify whether organisational commitment mediates the relationship between job satisfaction and turnover intention

2.10.4 To determine the differences in repatriates turnover intention due to demographic factors and work unit features.

2.11 CONCLUSION

As demands are made on organisations to expand their global markets, having effective global human resources function becomes imperative and winning in the global arena will largely depend on minimizing the repatriates' turnover which is strongly influenced by factors such as repatriates adjustment, job satisfaction and organisational commitment.

In the subsequent section chapter 3 the research methodology is provided which provides the overall scheme upon which the study was conducted so as to determine the impact of each predictor variable on repatriates' turnover intention.