

CHAPTER 4

RESULTS AND DISCUSSION

Towards identifying the turnover intention of repatriated professionals, the data collected has been analyzed and the same are presented on the following lines for discussion.

- 4.1 Background details of the respondents
 - 4.1.1 Demographics related to personal details namely gender, age, education qualification and marital status.
 - 4.1.2 Demographics related to work-unit features namely total experience, experience with the present company and company employed.
 - 4.1.3 Demographics related to overseas assignment namely total experience abroad, number of overseas assignment, length of most current overseas assignment, year of return and country returned from.
 - 4.1.4 Demographics related to after return features namely promotion after overseas assignment, position after return from overseas assignments and reason for return.
- 4.2 Turnover Intention of the repatriated professionals in IT companies.
- 4.3 Relationship between repatriates adjustment, job satisfaction organisational commitment and repatriates turnover intention.

4.4 Mediation effect of organisational commitment in the relationship between job satisfaction and turnover intention.

4.5 Difference in repatriates turnover intention due to demographic factors and work unit features.

4.1 BACKGROUND DETAILS OF THE RESPONDENTS

The background details of the respondents are presented on the basis of personal details, work-unit features, overseas assignment and after return features.

4.1.1 Demographics Related to Personal Details

The personal details of the respondents, related to the gender, age, educational qualification and marital status are presented in Table 4.1

Table 4.1 Personal Details of the Respondents

Personal details		Male		Female		Total	
		N	%*	N	%*	N	%*
Age	20-29	58	19	46	15	104	34
	30-39	85	28	57	18	142	46
	40-50	26	8	12	4	38	12
	Above 50	15	5	10	3	25	08
	Total	184	60	125	40	309	100
Educational qualification	Bachelors degree	95	31	73	23	168	54
	Masters degree	89	29	52	17	141	46
	Total	184	60	125	40	309	100
Marital status	Single	26	8	14	5	40	13
	Married but was alone	108	35	60	19	168	54
	Married and was staying with family abroad	36	12	43	14	79	26
	Divorced	14	5	8	7	22	07
	Total	184	60	125	40	309	100

(*Note: Percentage rounded off to the nearest integer)

The above table reveals that respondents comprised of 60 per cent of men and 40 per cent of women. Majority of them are below the age group of 40. Education plays a vital role in knowledge based industry. There were no doctoral degree holders among the respondents. Majority (54 per cent) of the respondents held a Bachelors degree and equally large percentage (46 per cent) had Masters degree. Marital status (family status) of the respondents indicated that the majority 168 (54 per cent) respondents are married but were alone on their international assignment and 21 (7 per cent) respondents were either divorced/separated. Further the result indicates that only 26 per cent preferred to go abroad with their families, this may be due to family circumstances like spouse career and children's education. Apart from that duration of the assignment also might influence the decision to take family along.

4.1.2 Demographics Related to Work-unit Features

The work-unit features of the respondents, related to the total experience, company employed and experience in the present company are presented Table 4.2.

Table 4.2 Work-unit Features of the Respondents

Work unit features		Male		Female		Total	
		N	%*	N	%*	N	%*
Total experience	1-5	23	7	15	5	38	12
	5-10	87	28	67	22	154	50
	10-15	36	12	21	7	57	18
	15-20	24	8	11	4	35	12
	Above 20	14	5	11	4	25	8
	Total	184	60	125	40	309	100

Table 4.2 (Continued)

Work unit features		Male		Female		Total	
Company Employed	C1	36	12	22	7	58	19
	C2	31	10	19	6	50	16
	C3	25	8	18	6	43	14
	C4	22	7	19	6	41	13
	C5	22	7	16	5	38	12
	C6	21	7	11	3	32	11
	C7	14	5	14	5	28	9
	C8	13	4	6	2	19	6
	Total	184	60	125	40	309	100
Experience in the present company	1-5	104	34	72	23	176	57
	5-10	61	20	40	13	101	33
	More than 10	19	6	13	4	32	10
	Total	184	60	125	40	309	100

(*Note: Percentage rounded off to the nearest integer)

It is revealed that almost 62 per cent of the respondents have total experience between 1-10 years and a small portion of respondents (8 per cent) have a total experience of above 20 years. In terms of gender representation the overall average ratio is 6:4, but in company 7 it employs equal number of male and female for their international assignment however due to non-disclosure policy, the companies have been coded and the name of the company is not revealed. Further with regard to experience with the present company, the results reveal that a majority 57 per cent of the respondents have an experience of 1-5 years in present company. However, a very small (10 per cent) number of the respondents had an experience with current organization above 10 years which indicates that employees in IT companies generally change their company on a regular basis.

4.1.3 Demographics Related to Overseas Assignment

The overseas assignment experience of the respondents, related to the total years of experience abroad, number of overseas visits, length of most current overseas assignment, year of return and country returned from are presented Table 4.3.

Table 4.3 Overseas assignment profile of the respondents

Overseas assignment		N	%*
Total years of experience abroad	1-3 years	106	34
	3-6 years	122	40
	6-9 years	56	18
	Above 9 years	25	08
	Total	309	100
Number of overseas visits	One	13	04
	Two	142	46
	Three	94	30
	Four	33	11
	Five	21	07
	More than Five	06	02
	Total	309	100
Length of most current overseas assignment	1-2 years	148	48
	2-3 years	102	33
	3-4 years	36	12
	Above 4 years	23	07
	Total	309	100
Year of Return	2012	102	33
	2011	181	59
	2010	26	08
	Total	309	100
Country returned from	America	148	48
	Europe	103	33
	Australia	20	07
	Japan	18	06
	Others	20	06
	Total	309	100

(*Note: Percentage rounded off to the nearest integer)

The results show that around 74 per cent of the respondents have a total experience abroad ranging between 1-6 year. The companies seem to depute mostly persons with few years of experience only for overseas assignments. Hence considering seniority as a differentiating feature was not found very significant.

The result further indicate that approximately 46 per cent of the respondents have a minimum of 2 overseas visits and only 2 per cent of the respondents have more than five overseas visits.

With regard to the respondents length of most current overseas assignment maximum respondents reveal 1-2 years of overseas stay and only 7 per cent of respondents indicated above 4 years of current overseas assignment. The reason for a very high percentage expatriates staying for short duration may be due to their family commitments back home and probable completion of the international assignments.

At the time of enquiry 102 respondents had come back from overseas assignment in the year 2012, 181 respondents in the year 2011 and only 26 in the year 2010. With regard to country of origin of the respondents(country of expatriation), nearly 48 per cent of the respondents indicated that their host country was America, 103 (33 per cent) respondents indicated that their host country as Europe and only 18 (6 per cent) respondents indicated their host country as Japan. The country of return is predominantly developed countries (US & Europe contribute to 81 per cent) the study did not give much scope for making a comparison between developed and developing countries.

4.1.4 Demographics Related to After-return Features

The after-return features of the respondents, related to promotion after overseas assignment, position after return and reason for return are presented Table 4.4.

Table 4.4 After-return Features of the Respondents

After-return features		N	%*
Promotion after overseas assignment	Yes	58	19
	No	251	81
	Total	309	100
Position after return from overseas assignment	Associate software engineer	9	3
	Associate technical lead	8	2
	Consultant	19	6
	Development specialist	15	5
	Engineer	15	5
	Lead engineer	20	6
	Programmer analyst	18	6
	Project engineer	20	6
	Project lead	19	6
	Project manager	12	4
	Senior software engineer	39	13
	Software engineer	70	23
	Team leader	25	8
	Test leader	13	4
	Web developer	7	3
Total	309	100	
Reason for Return	Completion of project work	131	42
	Personal reason	52	16
	Enhanced employment opportunities in India	30	10
	Adjustment problems abroad	39	13
	Desired profile change	20	07
	Met financial and other goals	17	05
	Friends and family moved back	20	07
	Total	309	100

(*Note: Percentage rounded off to the nearest integer)

With regard to promotion after repatriation, majority of the respondents (81 per cent) indicated that there was no promotion after overseas assignment. This indicates that the role of respondents did not vary much before and after the international assignment in case of majority of the respondents. This could be one of the major reasons for the low satisfaction and commitment levels among respondents. In addition, the respondents were asked about their position after return from overseas assignment which is arranged in the alphabetic order, and the result highlights that 23 per cent of the respondents returned as software engineer and 13 per cent of the respondents returned as senior software engineer. Lastly, the respondents were asked about the reason for return and majority of them (42 per cent) returned due to completion of their project work.

4.2 TURNOVER INTENTION OF THE REPATRIATED PROFESSIONALS IN IT COMPANIES

Mean value and standard deviation were calculated to understand the turnover intention among repatriated professionals in an overall manner and also on the basis of four indicators and the same are presented in Table 4.5.

Table 4.5 Turnover Intention of Repatriates

Company	N	Turnover Intention	
		Mean	Std. Dev
C1	58	3.13	0.69
C2	50	3.28	0.75
C3	43	3.31	0.71
C4	41	3.29	0.79
C5	38	3.43	0.79
C6	32	2.98	0.90
C7	28	3.06	0.69
C8	19	3.36	0.62
Total	309	3.23	0.75

Table 4.5 (Continued)

Turnover Intention - Indicators	Mean	Std. Dev
1. Intention to leave this company since return from overseas	3.03	1.17
2. Actively looking for a job outside this organization since return from overseas	3.27	1.13
3. Skills and knowledge from overseas assignment are marketable outside this organisation	3.39	1.12
4. Generally, most of the repatriates in the organization actively look for new jobs after they return from overseas	3.22	0.96

From the above analysis presented in Table 4.5 it is observed that overall turnover intention among repatriates was 3.23 on a scale of 5 indicating above average turnover intention prevailed among repatriated employees. It is further observed that mean score ranges from 2.98 to 3.43 in the companies taken for study. Only in one company i.e., company 7 the mean score is relative low indicating low turnover intention among repatriated employees and in companies 2, 3, 4 and 8 the mean score is above the average mean. The standard deviations for all the eight organizations are fairly similar, all ranging from .62 to .90.

Further it is observed that mean score for all the indicators range from 3.03 to 3.39. Furthermore the analysis reveal that indicator 3 i.e., skills and knowledge from overseas assignment are marketable outside this organisation, is the main predictor of turnover intention among repatriated employees. The result is not surprising at all because IT industry is knowledge and skill driven and if proper recognition is not given for the new skills and knowledge acquired it is most likely to influence the employee about thinking to change the job.

4.3 RELATIONSHIP BETWEEN REPATRIATES ADJUSTMENT, JOB SATISFACTION, ORGANIZATIONAL COMMITMENT AND REPATRIATES TURNOVER INTENTION

The analysis of the relationship between the independent variable namely repatriates adjustment, job satisfaction, organizational commitment and dependent variable namely turnover intention has been done on the following lines:

4.3.1 Relationship between the independent variable namely repatriates adjustment, job satisfaction and organisational commitment.

4.3.2 The relationship between the independent variable and the dependent variable.

4.3.3 Relationship between the sub-constructs of the independent variable and the dependent variable.

4.3.1 Relationship between the Independent Variable Namely Repatriates Adjustment, Job Satisfaction and Organisational Commitment

To understand the concept of association between the independent variables the correlation coefficient has been used and the result of the same are presented in Table 4.6.

Table 4.6 Relationship between Repatriates Adjustment, Job Satisfaction and Organisational Commitment

Variable	Mean	Std. Dev	Repat. Adjustment	Repat. Satisfaction	Repat. Commitment
Repat. Adjustment	2.66	.583	1		
Repat. Satisfaction	2.85	.419	.288**	1	
Repat. Commitment	3.37	.467	.324**	.256**	1

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

The result reveal that there is no evidence of multicollinearity since correlation coefficient among variables is well below 0.9, as such all the variables are included in the study.

Further, the correlation value shows that the variable repatriated adjustment is significantly associated with repatriates job satisfaction and repatriates organisational commitment. The variable repatriates job satisfaction has a significant positive association with repatriates commitment. The variable repatriates organisational commitment is significantly associated with repatriates adjustment and commitment. Despite the fact that all variables are significantly correlated, they have differences in correlation values and r value between commitment and repatriates adjustment is highest at 32 per cent ($p < .01$), indicating that commitment and repatriates adjustment have a strong association with each other, therefore, **hypothesis H1** (association between adjustment and job satisfaction), **H2** (association between job satisfaction and organisational commitment) and **H3** (association between adjustment and commitment) **is tested**.

4.3.2 Relationship of Repatriates Adjustment, Job Satisfaction, Organisational Commitment with the Turnover Intention

A structural equation model was developed to verify the possible relationship between repatriates adjustment, job satisfaction and organizational commitment with the outcome variable repatriates turnover intention.

SEM tests theoretical model using the scientific method of hypothesis testing to advance the understanding of the complex relationship amongst constructs. The goal of the SEM analysis is to determine the extent to which the theoretical model is supported by sample data. Structural Equation Modeling (SEM) is a statistical method that allows separate relationships for each dependent variable set, and provide very efficient estimation procedure for many and separate multiple regression equation that are estimated simultaneously. SEM is a combination of two models, where structural model is a path model which relate/associate dependent variable with independent variables (repatriates adjustment, job satisfaction organizational commitment as independent and repatriates turnover intention as dependent variable in this study). The measurement model allows researcher to use several variables/indicators (questions) to measure a single independent and/or dependent variables. In other words, measurement model is dealt by Confirmatory Factor Analysis (CFA) and structural model is dealt by regression analysis. In order to execute the SEM, the basic five building blocks namely model specification, model identification, model estimation, model testing and model modification have to be followed (Kline, 2005). The SEM has been designed in AMOS 21.0 software and the values with each arrow show the regression coefficients.

4.3.2.1 Model specification

Based on review of literature and expert opinion the researcher identified the variables to be included in the theoretical model (also decide which variable should not be included) and how these variables are related. This is known as Model Specification. It involves determining every relationship and parameter in the model that is of interest to the researcher. The Figure 4.1 shows the model specified for this present study. In the model variables are classified as endogenous, exogenous, unobserved and observed.

The proposed model (Figure 4.1) contains the following variables

- Construct repatriates adjustment: Observed, endogenous variables are Socio-cultural adjustment (SCA), Work-adjustment (WA),
- Construct repatriates job satisfaction: Observed, endogenous variables are Career Management (CM), Financial Component (FC), Skill and Knowledge (SK), Work Expectation (AE),
- Constructs repatriates commitment: Observed, endogenous variables are Affective Commitment (AC), Continuance Commitment (CC), Normative Commitment (NC),
- Constructs repatriates turnover intention sub-constructs: Observed, endogenous variables are RTI4, RTI3, RTI2, and RTI1.
- Unobserved, endogenous variables: Turnover Intention (RTI).
- Unobserved, exogenous variables: Error from e1 through e14, repatriates adjustment, repatriates job satisfaction and repatriates commitment.

The proposed structural equation model

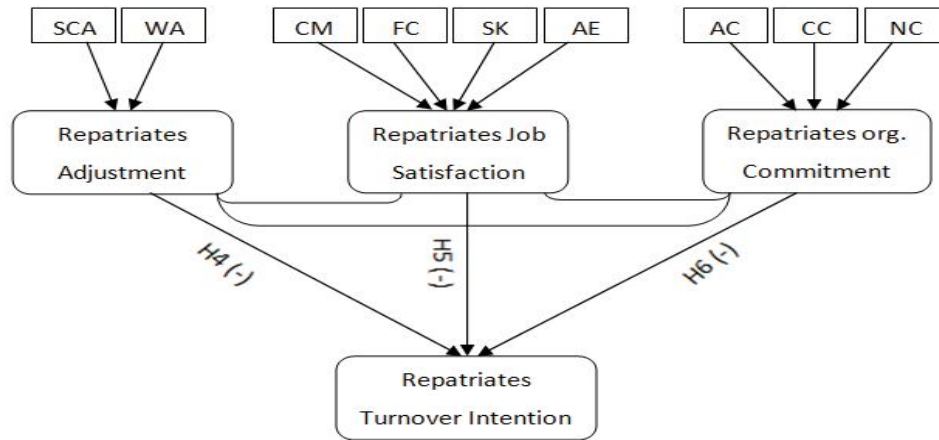


Figure 4.1 SCM Model Framework

4.3.2.2 Model identification

On the basis of the sample data contained in the sample covariance matrix S and the theoretical model implied by the population covariance matrix Σ , can a unique set of parameter estimates be found.

Once the model is specified and the parameter specifications are indicated, the parameters are combined to form one and only one Σ (model-implied variance-covariance matrix) there may be several set of parameters values that can form the same Σ . If two or more set of parameters value generate the same Σ , then they are equivalent. If a parameter has the same value in all equivalent sets, then the parameter is identified. If all of the parameters of a model are identified, then the entire model is identified. There have been three levels of model identification. Σ is number of distinct parameters estimated includes Number of Path Coefficient + Number of equation error variance + Number of Covariance + Number of Independent variables.

Under identified: If one or more parameters may not be uniquely determined because there is not enough information in the matrix S ($S < \Sigma$) i.e. there are negative degrees of freedom.

Just identified: If all the parameters are uniquely determined because there is just enough information in the matrix S ($S = \Sigma$). A model with zero degrees of freedom is referred to as saturated.

Over identified: These models have more unique covariance and variance terms than parameters to be estimated and a solution can be found with positive degrees of freedom ($S > \Sigma$).

Condition for Establishing Identification:

Order Condition: The number of free parameters to be estimated must be less than or equal to the number of distinct values in the matrix S , that is in the diagonal variances and one set of off diagonal matrix, only one of these covariance is counted. The number of distinct values in the matrix S is equal to $p(p+1)/2$, where p is the number of observed variables.

4.3.2.3 Model estimation

When elements in the matrix S minus the elements in the matrix Σ is equal to zero ($S - \Sigma = 0$) then $\chi^2 = 0$, which indicates a perfect model fit to the data. The estimation process involves the use of particular fitting functions to minimize the difference between Σ and S . This study used Maximum Likelihood Estimation (MLE) method to estimate the model.

4.3.2.4 Model testing

Once the parameter estimates are obtained for a specified SEM model next step is to determine how well the data fit the model. In other

words, to what extent is the theoretical model supported by the obtained sample data. There are two ways to think about model fit, (1) Global type fit and (2) Fit of individual parameters of the model.

4.3.2.5 Model modification

From the continuation of model re-specification, the purpose of specification search is to alter the original model in the search for a model that is better fitting in some sense and yields parameters have practical significance and substantive meaning. The model is re-specified based on the error level, correlation between error level is incorporated in the revised model, and this can be obtained by using Modification index in the AMOS 21.0.

4.3.2.6 Model re-specified and output

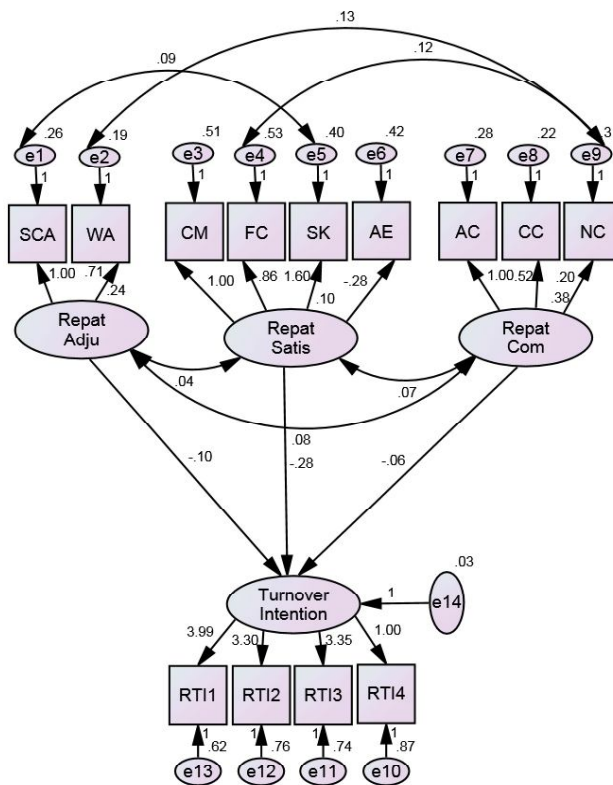


Figure 4.2 Repatriates Turnover Intention Model Validation

The SEM output on selected indices is presented in Table 4.7, indicating the observed value and desired range of values for a good fit model.

Table 4.7 Repatriates Turnover Intention SEM Output of the Selected Indices – Observed vs. Desired

Goodness-of-fit statistics	Observed Value	Desired Value
Absolute fit measures		
Chi-square (χ^2)	175.612	
Degrees of freedom (DF)	56	≥ 0
P value	0.000	
Discrepancy /DF	3.136	2 to 5
Goodness of Fit Index (GFI)	0.922	>.90
RMSEA	0.08	<.08
Root Mean square Residual (RMR)	0.047	<.05
Incremental fit measures		
Adjusted GFI (AGFI)	0.873	>.90
Tucker-Lewis Index (TLI)	0.871	>.90
Comparative Fit Index (CFI)	0.836	>.90
Relative Fit Index (RFI)	0.697	
Incremental Fit Index (IFI)	0.841	1.000
FMIN	0.570	.08 to 1.0
Hoelter .05 Index	131	
Hoelter .01 Index	147	

In Table 4.7, the details of overall model fit criteria between the model and the data (goodness of fit criteria) is presented. In evaluating the

goodness-of-fit between the model and the data the first measure is the likelihood ratio chi-square statistics. This value has a statistical significance ($p=0.000$). Dividing Chi-Square into degrees of freedom value is χ^2 index which has to be between 2 to 5 for good fit of model (Marsh & Hocevar 1985). In this research, Discrepancy/df (χ^2/df) was found 3.136. Chi-Square/df represents the fitness between the model and data. Given the known sensitivity of this statistic to sample size, the use of the χ^2 index alone cannot determine the extent to which the model is fit. Thus, it is more reasonable and appropriate to base decisions on other indices of fit. Therefore, it is necessary and important to look at other Goodness of-Fit Indices (GFI) in order to evaluate the fitness between the model and the data.

Goodness of Fit Index (GFI) is another index to assess the fitness between the data and model. GFI, Adjusted GFI (AGFI), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Relative Fit Index (RFI), and Incremental Fit Index (IFI) are all considered as fit indexes. These fit indexes take a value between the range of “0” and “1.” The range of values for this pair of approximate fit indexes is generally 0–1.0 where 1.0 indicates the best fit (Kline, 2011). As it can be seen from Table 4.32, the value of GFI is 0.922, which is close to one. Thus, it can be concluded that there is a perfect fit between the data and the model. In addition to GFI(0.922), AGFI (0.873), IFI (0.841), TLI (0.871) and CFI (0.836) represented that there was fitness between the data and the model. Root Mean Square Error of Approximation (RMSEA) is also used to evaluate the fitness between the model and data. Values ranging from 0.08 to 1.0 are deemed acceptable (MacCallum et al 1996). RMSEA is 0.083 and it represents a good fit value.

Hoelter’s critical sample size that focuses directly on the adequacy of the sample size, rather than on model fit and gives the significant minimum sample size depending on the sample size and variable number at the analysis.

Hoelter .05 represents the required minimum sample size to test the hypothesis at 95% confidence interval level and 0.05 significance level and Hoelter .01 represents the required minimum sample size to test the hypothesis at 99% confidence interval level and 0.01 significance level. In this study, sample size (309) is larger than required minimum sample sizes which is obtained as a result of Hoelter .05 (131) and Hoelter .01 (147) indexes.

Regression coefficients of repatriates adjustment, job satisfaction, organizational commitment, and turnover intention is presented in Table 4.8

Table 4.8 Regression Coefficients of Repatriates Turnover Intention Model

Paths		Estimate	S.E.	C.R.	P	Remark
Repatriates Turnover Intention	← Repatriates Adjustment	-.101	.049	-2.055	.040	S*
Repatriates Turnover Intention	← Repatriates Satisfaction	-.279	.116	-2.398	.017	S
Repatriates Turnover Intention	← Repatriates Commitment	-.061	.038	-1.584	.113	NS
Socio Cultural Adjustment	← Repatriates Adjustment	1.000				
Work Adjustment	← Repatriates Adjustment	-.712	.179	-3.987	***	S

Table 4.8 (Continued)

Career Management	←	Repatriates Satisfaction	1.000				
Financial variable	←	Repatriates Satisfaction	.860	.236	3.645	***	S
Skill & Knowledge Utilization	←	Repatriates Satisfaction	1.600	.392	4.084	***	S
Work Expectation	←	Repatriates Satisfaction	-.283	.162	-1.747	.081	NS
Affective Commitment	←	Repatriates Commitment	1.000				
Continuance Commitment	←	Repatriates Commitment	.517	.120	4.322	***	S
Normative Commitment	←	Repatriates Commitment	.201	.068	2.965	.003	S
RTI4	←	Turnover Intention	1.000				
RTI3	←	Turnover Intention	3.347	1.002	3.340	***	S
RTI2	←	Turnover Intention	3.302	.990	3.334	***	S
RTI1	←	Turnover Intention	3.988	1.184	3.369	***	S

*(Note: S=Significant, NS=Not Significant)

From the SEM analysis presented above it can be inferred that the constructs are reliable and valid. Further, the theoretical model is eligible for estimation and very fit. The result reveal that repatriates adjustment and satisfaction has a significant inverse influence on the turnover intention of the

repatriates. There is a statistically significant negative influence of 10 per cent which existed between repatriate adjustment and repatriates turnover intention, similarly 28 per cent inverse relation was established between job satisfaction and repatriates turnover intention, further, the result reveal an interesting finding that work expectation is not significantly associated with repatriates job satisfaction. Results reveal that there was statistically no significant impact between repatriates commitment and turnover intention. **Hence, hypothesis H₄** (repatriates adjustment is negatively associated to turnover intention) and **H₅** (repatriates job satisfaction is negatively related to turnover intention) **are accepted and proves that hypothesis is valid whereas H₆** (Repatriates organisational commitment is negatively related to turnover intention) **is rejected.**

4.3.3 Relationship between the sub-constructs of the independent variable and the dependent variable.

4.3.3.1 Relationship between repatriates adjustment sub-constructs (socio- cultural adjustment and work adjustment) and dependent variable namely turnover intention.

4.3.3.2 Relationship between repatriates job satisfaction sub-constructs (career management, financial component, knowledge and skill utilization and work expectations) and dependent variable namely turnover intention.

4.3.3.3 Relationship between repatriates organizational commitment sub-constructs (affective commitment, continuance commitment and normative commitment) and dependent variable namely turnover intention.

4.3.3.1 Relationship between repatriates adjustment sub-constructs (socio-cultural adjustment and work adjustment) and turnover intention

To understand the association between repatriates adjustment and its sub-constructs on turnover intention, correlation coefficient and regression has been used and the result are presented in Tables 4.9 and 4.10

Table 4.9 Relationship between Repatriates Adjustment Sub-constructs and Turnover Intention

Variables	Mean	Std. Dev	SCA	WA	RA	RTI
SCA***	2.62	.715	1			
WA	2.71	.599	.570**	1		
RA	2.66	.583	.907**	.864**	1	
RTI	3.22	.758	-.234**	-.243**	-.268**	1

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

(*** Note: Socio-Cultural Adjustment (SCA), Work Adjustment (WA), Repatriates Adjustment (RA), and Repatriates Turnover Intention (RTI))

The correlation analysis shows that socio-cultural adjustment is significantly associated with work adjustment, repatriates adjustment, and inversely related to turnover intention. Work adjustment is significantly associated with repatriates adjustment and inversely related to turnover intention. Repatriates adjustment is significantly inversely related with repatriates turnover intention. In addition, repatriates turnover intention has a significant negative correlation with socio-cultural, work adjustment and repatriates adjustment.

Table 4.10 Impact of Repatriates Adjustment Sub-constructs on Turnover Intention

Model	R	R ²	F	Sig.	β	T	Sig.	Remark
2	.269	.072	11.919	.000				
(Constant)						20.741	.000	
Socio-Cultural adjustment (SCA)					-.141	-2.106	.036	S*
Work adjustment (WA)					-.162	-2.417	.016	S

**(Note: S=Significant)*

The result of the regression analysis reveal that that the correlation coefficient (R) value is 0.269, which exhibits a fair amount of correlation between the Independent variables and dependent variable, with the F-ratio being 11.919 and its associated significance level being small ($P < 0.01$). Coefficient of determination (R^2) describes the amount of variability explained by the whole of the selected predictor variables and the result indicates that the independent variables are predicting .072 per cent of the variance in repatriates turnover intention. In addition, the results indicate that variables socio cultural adjustment ($\beta = -.141$, $t = -2.106$), and work adjustment ($\beta = -.162$, $t = -2.417$), variable significantly and negatively predicted turnover intention ($p < .05$). The signs between variables are also as expected. Since, there is statistically inverse relationship between repatriates adjustment sub-constructs (socio-cultural factor, work adjustment factor) and turnover intention **hypothesis H4_a** (repatriates socio cultural adjustment is negatively associated with turnover intention) and **H4_b** (repatriates work adjustment is negatively associated with turnover intention) **is accepted**.

4.3.3.2 Relationship between Repatriates Job Satisfaction Sub-Constructs (Career Management, Financial Component, Knowledge and Skill Utilization and Work Expectations) and Dependent Variable Namely Turnover intention

To understand the concept of association between repatriates job satisfaction sub-constructs and dependent variable, correlation coefficient and regression has been used and the result are presented in Table 4.11 and 4.12

Table 4.11 Relationship between Repatriates Job Satisfaction Sub-Constructs and Turnover Intention

Variables	Mean	Std. Dev	CM	FC	SK	AE	RS	RTI
CM***	2.84	.781	1					
FC	2.62	.785	.059	1				
SK	3.00	.813	.266**	.269**	1			
AE	2.96	.656	-.136*	-.058	-.061	1		
RS	2.85	.419	.570**	.604**	.711**	.271**	1	
RTI	3.22	.758	-.261**	-.205**	-.274**	.063	-.326**	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

(***Note: Career Management (CM), Financial Component (FC), Skill and Knowledge (SK), Work Expectation (AE), Repatriates job Satisfaction (RS), Repatriates Turnover Intention (RTI))

The correlation analysis shows that career management is significantly associated to skill and knowledge utilization and repatriates satisfaction. Further, career management has a significant negative correlation with expectation and turnover intention, but no significant association with financial component. The variable financial component is significantly associated with skill and knowledge utilization and repatriates satisfaction.

Further, financial component has significant negative correlation with turnover intention, but no significant association with work expectation. The variable skill and knowledge utilization was found to be positively associated with repatriates satisfaction. Further, skill and knowledge utilization has significant negative correlation with turnover intention, but no significant association with work expectation. The variable work expectation is found to be significantly correlated with repatriates satisfaction but no significant association with turnover intention. In addition turnover intention has a significantly negative correlation with all variables except for work expectation.

Table 4.12 Impact of Repatriates Job Satisfaction Sub-constructs on Repatriates Turnover Intention

Model	R	R ²	F	Sig.	β	t	Sig.	Remark
3	.364	.133	11.635	.000				
(Constant)						15.198	.000	
Career Management (CM)					-.202	-3.618	.000	S*
Financial Component (FC)					-.144	-2.591	.010	S
Skill and Knowledge Utilization (SK)					-.181	-3.144	.002	S
Work Expectations (AE)					.016	.294	.769	NS

**(Note: S=Significant, NS=Not Significant)*

The regression analysis reveals that the correlation coefficient (R) value is 0.364, which exhibits a fair amount of correlation between the Independent variables and dependent variable, with the F-ratio being 11.635 and its associated significance level being small ($P < 0.01$). Coefficient of determination (R^2) describes the amount of variability explained by the whole of the selected predictor variables and the result indicates that the independent variables (except for work expectation) are predicting .13 per cent of the

variance in repatriates turnover intention. In addition, the results indicate that variables career management ($\beta = -.202$, $t = -3.618$), financial component ($\beta = -.144$, $t = -2.591$), and knowledge skill utilization ($\beta = -.181$, $t = -3.144$), variable significantly and negatively predicted turnover intention ($p < .05$). The signs between variables are also as expected. However, contrary to the usual results & general theory work expectations has no significant impact on repatriate's turnover intention.

Since, there is statistically inverse relationship between repatriates satisfaction sub-constructs and turnover intention **hypothesis H_{5a}** (repatriates career management is negatively related to turnover intention), **H_{5b}** (repatriates financial component is negatively related to turnover intention) and **H_{5c}** (repatriates knowledge and skill utilization is negatively related to turnover intention) **was accepted, but hypothesis H_{5d}** (repatriates expectations is negatively related to turnover intention) **is rejected**.

4.3.3.3 Relationship between repatriates organizational commitment sub-constructs (affective commitment, continuance commitment and normative commitment) and dependent variable namely turnover intention

To understand the concept of association between repatriates organisational commitment sub-constructs and dependent variable, correlation coefficient and regression has been used and the result are presented in Tables 4.13 and 4.14.

Table 4.13 Relationship between Repatriates Organizational Commitment Sub-constructs and Turnover Intention

Variables	Mean	Std. Dev	AC	CC	NC	RC	RTI
AC***	3.81	.811	1				
CC	3.33	.567	.439**	1			
NC	2.98	.580	.192**	.089	1		
RC	3.37	.467	.837**	.697**	.561**	1	
RTI	3.32	.758	-.226**	-.191**	-.149**	-.270**	1

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

(***Note: *Affective commitment (AC), Continuance Commitment (CC), Normative Commitment (NC), Repatriates Commitment (RC), Repatriates Turnover Intention (RTI)*)

The correlation analysis indicates that affective commitment is significantly associated with continuance commitment, normative commitment and repatriates overall commitment. Further affective commitment has a significant negative correlation with turnover intention. The variable continuance commitment is significantly associated with repatriates commitment. Further continuance commitment has a significant negative correlation with turnover intention, but no significant association with normative commitment. The variable normative commitment is significantly associated with repatriates commitment. Further normative commitment has a significant negative correlation with turnover intention. The variable repatriates organisational commitment has a significant negative correlation with turnover intention. In addition, the results reveal that turnover intention has a significant negative correlation with all the variables.

Table 4.14 Impact of Organizational Commitment Sub-constructs on Repatriates Turnover Intention on Repatriates

Model	R	R ²	F	Sig.	β	t	Sig.	Remark
4	.270	.073	7.996	.000				
(Constant)						14.603	.000	
Affective commitment (AC)					-.155	-2.489	.013	S*
Continuance commitment (CC)					-.133	-1.839	.067	NS
Normative commitment (NC)					-.110	-1.905	.052	NS

**(Note: S=Significant, NS=Not Significant)*

The regression analysis reveals that the correlation coefficient (R) value is 0.270, which exhibits a fair amount of correlation between the independent variables and dependent variable, with the F-ratio being 7.996 and its associated significance level being small ($P < 0.01$). Coefficient of determination (R^2) describes the amount of variability explained by the whole of the selected predictor variables and the result indicates that affective commitment is predicting .8 per cent of the variance in repatriates turnover intention. In addition, the results indicate that variables affective commitment ($\beta = -.155$, $t = -2.489$), significantly and negatively predicted turnover intention ($p < .05$). The signs between variables are also as expected. However, contrary to the usual results & general theory continuance and normative commitment has no significant impact on repatriate's turnover intention. Since, there is statistically inverse relationship between repatriates commitment (affective commitment) and turnover intention **hypothesis H_{6a}** (repatriates affective commitment is negatively related to turnover intention) **is accepted, however H_{6b}** (repatriates continuance commitment is negatively related to turnover intention) **and H_{6c}** (repatriates normative commitment is negatively related to turnover intention) **are rejected.**

4.4 REPATRIATES JOB SATISFACTION AND TURNOVER INTENTION IS MEDIATED BY ORGANISATIONAL COMMITMENT

The researcher adopted the mediated regression analysis used by Baron & Kenny (1986), to verify the possible mediation affect of repatriation organizational commitment between repatriation satisfaction and repatriates turnover intention. Baron & Kenny (1986) outline a three-stage approach to establish mediation. First, there has to be a significant relation between the predictor (i.e. repatriates job satisfaction) and the outcome (i.e. repatriates turnover intention). Second the predictor variable (i.e. repatriates job satisfaction) should be related significantly to the mediator (i.e. repatriates organizational commitment). Third, the mediating variable (i.e. repatriates organizational commitment) should be related to the outcome (i.e. repatriates turnover intention) with the predictor (i.e. repatriates job satisfaction) in the equation. According to Baron & Kenny (1986), the reduced strength of the predictor-outcome relationship after inclusion of the mediator suggests a mediation effect.

The results of the (three SPSS regression analyses comprising) mediation analysis are presented in Table 4.15.

Table 4.15 Mediation Affect of Organizational Commitment in the Relation between Repatriates Job Satisfaction and Repatriates Turnover Intention

Step No.	Variables	R ²	F Value	β	Sig.
1.	Regressing predictor [Repatriates Satisfaction] and outcome [Turnover Intention]	.106	36.560	-.326	.000
2.	Regressing predictor [Repatriates Satisfaction] and mediator [Organizational commitment]	.066	21.526	.256	.000
3.	Regressing mediator [Beta of Repatriates satisfaction] [Beta of Turnover Intention]	.104	17.844	.188 -.209	.001 .000

The result of regression analysis indicates that in Step 1 there is a significant inverse relation between predictor and the outcome, $\beta = -.326$, $F = 36.560$, $p < .01$. Further step 2 reveal that predictor variable significantly relates to the mediator, $\beta = .126$, $F = 4.939$, $p < .05$. Since there is a significant relationship in step 1 and 2, one proceeds to step 3. In step 3 some form of mediation is supported if the effect of Mediator remains significant after controlling for predictor. The result of regression analysis indicated significant inverse relation between mediator and the outcome, since β -weights are significant, suggesting a mediation effect, thereby **accepting of hypothesis H₇**.

4.5 DIFFERENCE IN REPATRIATES TURNOVER INTENTION DUE TO DEMOGRAPHIC FACTORS AND WORK UNIT FEATURES

One way ANOVA test was performed to know the differences in attributes (i) based on demographic factors like gender, age, marital status and educational qualification, the results are presented in Table 4.16 to 4.19, (ii) based on work unit features like tenure with the organisation, length of most current overseas experience, number of overseas assignment, and year of return, the results are presented in Table 4.20 to 4.24

Table 4.16 Difference in Respondents Opinion Based on Gender

Attribute	Gender	N	Mean	Std. Dev	F	Sig	Remark
Repatriates Adjustment	Male	184	2.67	.596	.091	.763	NS*
	Female	125	2.65	.564			
	Total	309	2.66	.583			
Repatriates Job Satisfaction	Male	184	2.85	.429	.008	.927	NS
	Female	125	2.85	.405			
	Total	309	2.85	.419			
Repatriates Commitment	Male	184	3.39	.458	.587	.444	NS
	Female	125	3.35	.480			
	Total	309	3.37	.467			
Turnover Intention	Male	184	3.22	.775	.000	.985	NS
	Female	125	3.22	.734			
	Total	309	3.22	.758			

*(Note: S=Significant, NS=Not Significant)

The result reveal that mean difference is not significant for attributes repatriates adjustment, job satisfaction and organizational commitment which imply that respondents (men and women) perceive in similar ways with regard to the attribute. And, with regard to attribute – repatriates turnover intention the mean difference is not significant ($p>.05$), which imply that respondents (men and women) perceive in similar ways with regard to the attribute – Turnover Intention. **Hence hypothesis H_{8a} is supported.**

Table 4.17 Difference in Respondents Opinion Based on Age Group

Attributes	Age Group	N	Mean	Std. Dev	F Value	Sig.	Remark
Repatriates adjustment	20-29	104	2.73	.651	5.943	.001	S*
	30-39	142	2.73	.552			
	40-49	38	2.36	.445			
	50-59	25	2.45	.451			
	Total	309	2.66	.583			
Repatriates Job satisfaction	20-29	104	2.80	.419	1.739	.159	NS
	30-39	142	2.86	.447			
	40-49	38	2.98	.394			
	50-59	25	2.85	.206			
	Total	309	2.85	.419			
Repatriates commitment	20-29	104	3.15	.525	13.865	.000	S
	30-39	142	3.48	.393			
	40-49	38	3.43	.376			
	50-59	25	3.58	.386			
	Total	309	3.37	.467			
Turnover Intention	20-29	104	3.38	.803	3.344	.020	S
	30-39	142	3.21	.722			
	40-49	38	3.01	.746			
	50-59	25	3.00	.665			
	Total	309	3.22	.758			

*(Note: S=Significant, NS=Not Significant)

The results reveal that mean difference is significant ($p < .05$) for repatriates adjustment which implies that respondents of different age group perceive differently with regard to the attribute repatriates adjustment. Likewise, with regard to overall repatriates organizational commitment since ($p < 0.05$) the mean difference is significant which implies that repatriates overall organizational commitment varies among different age groups. However, the mean difference is not significant for repatriates job satisfaction which implies that respondents of different age group seem to perceive in similar ways with regard to job satisfaction. And with regard to repatriates turnover intention, since the mean score is significant ($p < .05$) it implies that turnover intention of the respondents varies among different age groups. **Therefore, H_{8b} is rejected.**

Table 4.18 Difference in Respondents Opinion Based on Marital Status

Attributes	Marital Status	N	Mean	Std. Dev	F Value	Sig.	Remark
Repatriates adjustment	Single	40	2.77	.669	.476	.699	NS
	Married but was alone	168	2.64	.580			
	Married and staying with family abroad	79	2.66	.550			
	Divorced/Separated	22	2.64	.572			
	Total	309	2.66	.583			
Repatriates satisfaction	Single	40	2.76	.417	2.556	.055	NS
	Married but was alone	168	2.82	.405			
	Married staying with family abroad	79	2.92	.432			
	Divorced/Separated	22	3.01	.430			
	Total	309	2.85	.419			

Table 4.18 (Continued)

Repatriates commitment	Single	40	3.09	.476	6.941	.000	S
	Married but was alone	168	3.39	.440			
	Married and staying with family abroad	79	3.43	.499			
	Divorced/Separated	22	3.58	.318			
	Total	309	3.37	.467			
Turnover Intention	Single	40	3.39	.133	2.301	.077	NS
	Married but was alone	168	3.27	.056			
	Married and staying with family abroad	79	3.06	.090			
	Divorced/Separated	22	3.14	.120			
	Total	309	3.22	.043			

The result from the above analysis reveal that mean difference is not significant for repatriates adjustment and job satisfaction which implies that respondents based on marital status seem to perceive in similar ways. However with regard to repatriates organisational commitment since ($p < 0.05$) the mean difference is significant which implies that repatriates overall organizational commitment varies among marital status. Likewise, with regard to repatriates turnover intention ($p > 0.05$), which implies that respondents based marital status seem to perceive in similar ways with regard to repatriates turnover intention, **hence H_{8c} is accepted.**

Table 4.19 Difference in Respondents Opinion Based on Education Qualification

Attributes	Education qualification	N	Mean	Std. Dev	F Value	Sig.	Remark
Repatriates adjustment	Bachelors Degree	168	2.66	.561	.032	.858	NS*
	Master Degree	141	2.67	.609			
	Total	309	2.66	.583			
Repatriates satisfaction	Bachelors Degree	168	2.81	.400	3.562	.060	NS
	Master Degree	141	2.90	.437			
	Total	309	2.85	.419			
Repatriates commitment	Bachelors Degree	168	3.36	.464	.364	.546	NS
	Master Degree	141	3.39	.471			
	Total	309	3.37	.467			
Turnover Intention	Bachelors Degree	168	3.23	.768	.002	.966	NS
	Master Degree	141	3.22	.748			
	Total	309	3.22	.758			

**(Note: S=Significant, NS=Not Significant)*

The result reveal that mean difference is not significant for repatriates adjustment, job satisfaction and organizational commitment which implies that respondents based education level seem to perceive in similar ways. Likewise, with regard to repatriates turnover intention ANOVA output showed the $P > 0.05$., which implies that respondents based education qualification seem to perceive in similar ways, hence **H_{8d} is supported.**

Table 4.20 Difference in Respondents Opinion Based on Experience with Present Organization

Attributes	Experience with present organization	N	Mean	Std. Dev	F Value	Sig.	Remark
Repatriates adjustment	1-5 years	176	2.69	.614	1.256	.286	NS*
	5-10 years	101	2.66	.562			
	More than 10	32	2.52	.446			
	Total	309	2.66	.583			
Repatriates job satisfaction	1-5 years	176	2.84	.409	.161	.851	NS
	5-10 years	101	2.87	.452			
	More than 10	32	2.86	.365			
	Total	309	2.85	.419			
Repatriates commitment	1-5 years	176	3.33	.467	2.872	.058	NS
	5-10 years	101	3.39	.490			
	More than 10	32	3.54	.344			
	Total	309	3.37	.467			
Turnover Intention	1-5 years	176	3.23	.771	.686	.504	NS
	5-10 years	101	3.26	.771			
	More than 10	32	3.08	.636			
	Total	309	3.22	.758			

*(Note: S=Significant, NS=Not Significant)

The result reveal that mean difference is not significant for repatriates adjustment, job satisfaction and organizational commitment which imply that respondents based on tenure with organisation seem to perceive similarly. Likewise, with regard to repatriates turnover intention the ANOVA output showed the F value is 0.686 and $P > 0.50$ which implies that respondents based on tenure with organisation seem to perceive similarly with regard to turnover intention, **hence H_{9a} is accepted.**

Table 4.21 Difference in Respondents Opinion Based on Total Experience Abroad

Attribute	Total exp abroad	N	Mean	Std. Dev	F Value	Sig.	Remark
Repatriates Adjustment	1-3 years	106	2.76	.562	2.608	.052	NS*
	3-6 years	122	2.61	.632			
	6-9 years	56	2.70	.518			
	Above 9	25	2.43	.489			
	Total	309	2.66	.583			
Repatriates Job Satisfaction	1-3 years	106	2.82	.442	.430	.732	NS
	3-6 years	122	2.86	.419			
	6-9 years	56	2.85	.435			
	Above 9	25	2.93	.261			
	Total	309	2.85	.419			
Repatriates Commitment	1-3 years	106	3.32	.440	1.986	.116	NS
	3-6 years	122	3.37	.491			
	6-9 years	56	3.41	.478			
	Above 9	25	3.56	.394			
	Total	309	3.37	.467			
Turnover Intention	1-3 years	106	3.26	.769	1.143	.332	NS
	3-6 years	122	3.26	.786			
	6-9 years	56	3.18	.672			
	Above 9	25	2.90	.735			
	Total	309	3.22	.758			

*(Note: S=Significant, NS=Not Significant)

The result reveal that mean difference is not significant for repatriates adjustment, job satisfaction and organizational commitment which

imply that respondents based on total experience abroad seem to perceive similarly. Likewise, with regard to repatriates turnover intention the ANOVA output showed the F value is 0.686 and $P > 0.50$ which implies that respondents based on total experience abroad seem to perceive similarly with regard to turnover intention, **hence H_{0b} is accepted.**

Table 4.22 Difference in Respondents Opinion Based on Length of Most Current Overseas Assignment

Attributes	Length of most current overseas assignment	N	Mean	Std. Dev	F Value	Sig.	Remark
Repatriates Adjustment	1-2 years	148	2.74	.584	1.793	.148	NS*
	2-3 years	102	2.63	.623			
	3-4 years	36	2.51	.462			
	Above 4 years	23	2.59	.520			
	Total	309	2.66	.583			
Repatriates Job Satisfaction	1-2 years	148	2.87	.434	.514	.673	NS
	2-3 years	102	2.84	.421			
	3-4 years	36	2.78	.394			
	Above 4 years	23	2.88	.346			
	Total	309	2.85	.419			
Repatriates Commitment	1-2 years	148	3.29	.476	4.933	.002	S
	2-3 years	102	3.51	.417			
	3-4 years	36	3.34	.476			
	Above 4 years	23	3.35	.485			
	Total	309	3.37	.467			
Turnover Intention	1-2 years	148	3.31	.770	2.932	.034	S
	2-3 years	102	3.05	.755			
	3-4 years	36	3.38	.647			
	Above 4 years	23	3.23	.755			
	Total	309	3.22	.758			

*(Note: S=Significant, NS=Not Significant)

The result from the above analysis reveal that mean difference is not significant for repatriates adjustment and job satisfaction which implies that respondents based on length of most current overseas assignment seem to perceive in similar ways. However with regard to repatriates organisational commitment since ($p < 0.05$) the mean difference is significant which implies that repatriates overall organizational commitment varies length of most current overseas assignment. Likewise, with regard to repatriates turnover intention ($p < 0.05$), which implies that respondents based length of most current overseas assignment seem to perceive in different ways with regard to repatriates turnover intention, **hence H_{0c} is accepted.**

Table 4.23 Difference in Respondents Opinion Based on Number of Overseas Visit

Attributes	No. of Overseas Visits	N	Mean	Std. Dev	F Value	Sig.	Remark
Repatriates Adjustment	1	13	2.71	.662	.326	.897	NS*
	2	142	2.71	.591			
	3	94	2.62	.613			
	4	33	2.63	.467			
	5	21	2.63	.544			
	More than 5	6	2.56	.572			
	Total	309	2.66	.583			
Repatriates Job Satisfaction	1	13	2.54	.449	2.240	.050	S
	2	142	2.86	.416			
	3	94	2.83	.436			
	4	33	2.92	.379			
	5	21	2.98	.357			
	More than 5	6	2.76	.308			
	Total	309	2.85	.419			

Table 4.23 (Continued)

Attributes	No. of Overseas Visits	N	Mean	Std. Dev	F Value	Sig.	Remark
Repatriates Commitment	1	13	3.40	.341	2.516	.030	S
	2	142	3.29	.494			
	3	94	3.40	.452			
	4	33	3.55	.362			
	5	21	3.45	.491			
	More than 5	6	3.68	.309			
	Total	309	3.37	.467			
Turnover Intention	1	13	3.73	.787	3.831	.002	S
	2	142	3.23	.780			
	3	94	3.32	.696			
	4	33	3.05	.522			
	5	21	2.75	.925			
	More than 5	6	2.95	.659			
	Total	309	3.22	.758			

*(Note: S=Significant, NS=Not Significant)

The results reveal that mean difference is not significant ($p > .05$) for repatriates adjustment which implies that respondents based number of overseas visit seem to perceive in similar ways with regard to the attribute repatriates adjustment. With regard to repatriates job satisfaction mean difference is significant ($p < .05$), likewise with regard to overall repatriates organizational commitment since ($p < 0.05$) the mean difference is significant which implies that repatriates job satisfaction and organizational commitment varies along with number of overseas visit. And with regard to repatriates turnover intention, since the mean score is significant ($p < .05$) it implies that turnover intention of the respondents varies along with number of overseas visit. **Therefore, H_{0d} is rejected.**

Table 4.24 Difference in Respondents Opinion based on Overseas Year of Return

Attributes	Overseas Year of return	N	Mean	Std. Dev	F Value	Sig.	Remark
Repatriates Adjustment	2012	102	2.61	.588	1.567	.210	NS*
	2011	181	2.67	.570			
	2010	26	2.84	.636			
	Total	309	2.66	.583			
Repatriates Job Satisfaction	2012	102	2.83	.445	.460	.632	NS
	2011	181	2.86	.408			
	2010	26	2.92	.396			
	Total	309	2.85	.419			
Repatriates Commitment	2012	102	3.36	.479	2.208	.112	NS
	2011	181	3.36	.460			
	2010	26	3.56	.442			
	Total	309	3.37	.467			
Turnover Intention	2012	102	3.15	.758	1.006	.367	NS
	2011	181	3.28	.780			
	2010	26	3.15	.566			
	Total	309	3.2290	.758			

*(Note: S=Significant, NS=Not Significant)

The result reveals that with regard to the overall repatriates adjustment, job satisfaction and organisational commitment the ANOVA output showed significant value ($p > .05$) implies that mean difference is not significant and that respondents based on overseas year of return seem to perceive in similar ways with regard to the attribute – repatriates adjustment, job satisfaction and organizational commitment. Likewise, the ANOVA

output for repatriates turnover intention showed the F value is 1.00 and p value is 0.367, since it is ($>.05$) the mean difference is not significant and **hence hypothesis H_{9c} is accepted** which implies that respondents based on overseas year of return seem to perceive in similar ways with regard to the attribute -Turnover Intention.